

Evaluation Report

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# REGIONAL REFUGEE & RESILIENCE PLAN EVALUATION

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Submitted by

**TANGO International, Inc.**

# Acknowledgements

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## Evaluation information at a glance

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Time Frame Covered	2015 - 2021
Duration of Evaluation	July 2021 – April 2022
Type of Evaluation	Mid-Term, External
Region / Countries	Regional
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# Acronyms

<b>Acronym</b>	<b>Definition</b>	<b>Acronym</b>	<b>Definition</b>
<b>3RP</b>	Regional Refugee and Resilience Plan for the Syria Crisis	<b>QA</b>	Quality Assurance
<b>AGDM</b>	Age, Gender and Diversity Mainstreaming	<b>RBAS</b>	Regional Bureau for Arab States
<b>AOI</b>	Areas of Inquiry	<b>RDF</b>	Resilience Development Forum
<b>B</b>	Billion	<b>RDSWG</b>	Regional Durable Solutions Working Group
<b>DAC</b>	OECD's Development Assistance Committee	<b>RNO</b>	Regional Needs Overview
<b>DIMA</b>	Data, Identity Management and Analysis	<b>RSO</b>	Regional Strategic Overview
<b>ET</b>	Evaluation Team	<b>RRP</b>	Regional Refugee Response Plan
<b>EQ</b>	Evaluation Question	<b>RSC</b>	Regional Steering Committee
<b>EU</b>	European Union	<b>RTC</b>	Regional Technical Committee
<b>EUR</b>	European Euro	<b>SDG</b>	Sustainable Development Goals
<b>FGD</b>	Focus Group Discussion	<b>SGBV</b>	Sexual and Gender Based Violence
<b>GBV</b>	Gender-Based Violence	<b>SIRF</b>	Syria INGO Regional Forum
<b>GEWE</b>	Gender Equality and Women's Empowerment	<b>SOW</b>	Scope of Work
<b>GCFF</b>	Global Concessional Financing Facility (World Bank)	<b>SRF</b>	Sub-Regional Response Facility (UNDP)
<b>GCR</b>	Global Compact on Refugees	<b>SWG</b>	Sectoral Working Group
<b>HCT</b>	Humanitarian Country Team	<b>TANGO</b>	Technical Assistance to Non-Governmental Organizations International
<b>HDPN</b>	Humanitarian-Development-Peace Nexus	<b>TOC</b>	Theory of Change
<b>HLP</b>	Housing, Land and Property	<b>TOR</b>	Terms of Reference
<b>HRP</b>	Humanitarian Response Plan	<b>UN</b>	United Nations
<b>ICRC</b>	International Committee of the Red Cross	<b>UNCT</b>	United Nations Country Team
<b>ICVA</b>	International Council of Voluntary Agencies	<b>UNDP</b>	United Nations Development Programme
<b>IFI</b>	International Financial Institutions	<b>UNEG</b>	United Nations Evaluation Group
<b>INGO</b>	International Non-Governmental Organisations	<b>UNFPA</b>	United Nations Population Fund
<b>ISWG</b>	Inter-Sector Working Group	<b>UNHABITAT</b>	United Nations Human Settlements Programme
<b>JS</b>	Joint Secretariat	<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>KII</b>	Key Informant Interview	<b>UNICEF</b>	United Nations Children's Fund
<b>M</b>	Million	<b>UNRWA</b>	United Nations Relief and Works Agency for Palestine Refugees in the Near East
<b>M&amp;E</b>	Monitoring and Evaluation	<b>(UN)FAO</b>	UN Food and Agricultural Organisation
<b>MEAL</b>	Monitoring, Evaluation, and Learning	<b>(UN)ILO</b>	UN International Labour Organisation
<b>MENA</b>	Middle East and North Africa	<b>(UN)IOM</b>	UN International Organisation for Migration
<b>MHPSS</b>	Mental Health and Psychosocial Support Services	<b>(UN)OCHA</b>	UN Office for the Coordination of Humanitarian Affairs
<b>NGO</b>	Non-Governmental Organisations	<b>(UN)WFP</b>	UN World Food Programme
<b>NLG</b>	No Lost Generation	<b>(UN)WHO</b>	UN World Health Organisation
<b>OECD</b>	Organisation for Economic Co-operation Development	<b>USD</b>	United States Dollar
<b>PIST</b>	Public Institution Strengthening Tracking	<b>WASH</b>	Water, Sanitation and Hygiene
		<b>WGBM</b>	Women, Girls, Boys and Men

# Table of Contents

2	Acknowledgements	46	2.5. Supported knowledge generation, management, dissemination, and learning, including in an AGD sensitive manner
4	Acronyms	48	2.3. Integrating and advancing durable solutions for Syrian Refugees
5	Table of Contents	50	<b>EQ3: Has the 3RP provided an effective platform to conduct advocacy, policy, and resource mobilisation at the global and regional levels?</b>
7	<b>Executive Summary</b>	31	3.1. Pursued relevant advocacy among 3RP partners and in high-level advocacy forums, including its approach to prioritisation of themes and issues
14	<b>1. Introduction</b>	51	3.2. Supported coherence in the overall advocacy strategy of 3RP across the region
14	1.1. Purpose of the Evaluation	51	3.3. Effectively used its advocacy strategy to drive 3RP policy research and resource mobilisation, including communications
15	1.2. Evaluation Objectives and Scope	54	<b>4. Conclusions and Recommendations</b>
15	1.3. Evaluation Questions	54	4.1. Conclusions
16	1.4. Methodological Approach	54	<b>EQ1: How has the 3RP provided effective strategic leadership, vision, and coordination for the Syria regional refugee crisis response</b>
	Data sources and data collection	56	<b>EQ2: How has the 3RP supported the operational response at the country level while promoting regional coherence</b>
	Sampling	57	<b>EQ3: Has the 3RP provided an effective platform to conduct advocacy, policy, and resource mobilisation at the global and regional levels?</b>
	Data analysis methods	58	4.2. Recommendations
17	Triangulation and validation	61	<b>5. Appendices</b>
	Ethical considerations	62	Appendix 1: Evaluation Matrix
	Quality assurance (QA)	65	Appendix 2: Qualitative Topical Outlines
18	<b>2. Subject of the Evaluation</b>	68	Appendix 3: Listing of Key Informants
18	2.1. Overview and Timeline of the 3RP	71	Appendix 4: Methodology
	Timeline of events	74	Appendix 5: Evaluation Timeline
22	2.2. The 3RP Mechanism	76	Appendix 6: Evaluability Assessment
	Regional coordination architecture	80	Appendix 7: Results Framework
26	Strategic directions	82	Appendix 8: 3RP Regional Level Functions
28	3RP functions	84	Appendix 9: Key Outputs
29	2.3. Outcomes of the 3RP	90	Appendix 10: List of 3RP Appeal Partners
	Sectors	92	Appendix 11: 3RP Sectors and Scope of Activity by Country
	Summary of changes to indicators	96	Appendix 12: Shifts to 3RP Regional Indicators Over Time
31	<b>3. Evaluation Findings</b>	99	Appendix 13: 3RP Gender Mainstreaming
	<b>EQ1: How has the 3RP provided effective strategic leadership, vision, and coordination for the Syria regional refugee crisis response</b>	100	Appendix 14: Terms of Reference
	1.1. Created linkages to global frameworks (GCR, SDGs, Protection Framework, etc)	106	Appendix 15: Works Cited
33	1.2. Advanced the HDPPN		
35	1.3. Provided regional vision and strategies to advance protection, solutions, and resilience		
36	1.4. Demonstrated efficiency, effectiveness, and relevance of the regional coordination architecture		
39	1.5. Developed partnerships inside and outside the 3RP (IFIs, private sector, local actors)		
42	<b>EQ2: How has the 3RP supported the operational response at the country level while promoting regional coherence</b>		
	2.1. Provided regional technical and strategic support to country operations		
43	2.2. Facilitated regional coherence through coordination, standards, tools, and approaches (i.e., including working groups/sectors)		
45	2.4. Fostered innovation in programming		

## List of Figures & Tables

### List of Figures

- 20 Figure 1. Timeline of Syria crisis and 3RP events
- 22 Figure 2. Regional coordination structure of the 3RP
- 52 Figure 3. 3RP interagency regional funding and appeals
- 53 Figure 4. Total funding received and required in millions (USD) and percent of total funding required by sector 2015-2020
- 83 Figure 5. ActivityInfo platform flowchart

### List of Tables

- 15 Table 1: Evaluation research questions and sub-areas
- 24 Table 2. Example timeline of country chapter planning
- 25 Table 3. RDSWG thematic workstream outputs
- 26 Table 4. Evolution of 3RP regional strategic directions: 2015-2022
- 28 Table 5. 3RP Regional support to the country level
- 30 Table 6. Number of sector indicators reported in 3RP regional annual reports (AR) and the regional indicator tracking sheet (RIT)
- 50 Table 7. Funds raised (USD) at each Brussels Conference 2017-2021
- 59 Table 8. Emerging recommendations based on the findings and conclusions of the evaluation
- 61 Table 9. List of appendices for this report
- 62 Table 10. Evaluation matrix
- 68 Table 11. Breakdown of respondents for KIIs in inception phase
- 69 Table 12. Breakdown of respondents for KIIs in data collection phase
- 70 Table 13. Breakdown of respondents for FGDs
- 70 Table 14. Breakdown of respondents for validation KIIs in the reporting/validation phase
- 74 Table 15. Evaluation Timeline
- 76 Table 16. Evaluability Assessment Matrix
- 80 Table 17. 2021 Results framework
- 82 Table 18. 3RP functions at the regional level
- 84 Table 19. Guidance notes and templates developed by the RTC for 2021-2022 planning
- 85 Table 20. 3RP Joint Secretariat research and policy outputs shared with the ET
- 86 Table 21. Summary of innovation practices identified in the Compendium on Good and Innovative Practices in the Regional Response to the Syria and Iraq Crisis (2015 and 2017)
- 90 Table 22. List of 3RP Appeal Partners
- 92 Table 23. 3RP Sectors and Scope of Activity Across All Countries
- 96 Table 24. 3RP indicators tracked across years
- 99 Table 25. 3RP policy products focusing on gender-based issues

# Executive Summary

This report presents the main findings, conclusions and recommendations of an evaluation of the Regional Refugee and Resilience Plan for the Syria Crisis (3RP) 2015 – 2021. The objective of the evaluation was to assess how well the 3RP performs its functions in the areas of strategic leadership and coordination support to operational response and innovation as well as advocacy, policy, and resource mobilisation. Furthermore, it critically looked at what worked well and what needed to improve for a future iteration of the 3RP.

This evaluation was commissioned by United Nations High Commissioner for Refugees (UNHCR) and United Nations Development Programme (UNDP) on behalf of the 3R Regional Steering Committee (RSC). It was conducted by Technical Assistance to Non-Governmental Organizations International (TANGO International) in 2021.

## Aim, objectives and audience of the evaluation

The overall **aim** of this strategic evaluation was to critically assess how well the 3RP performs its functions within its thematic areas. These thematic areas are as follows:

- **Strategic leadership and coordination**
- **Support to operational response and innovation**
- **Advocacy, policy and resource mobilisation**

The evaluation has **two overarching objectives**: The first is to assess what has worked well and what could be improved in terms of the regional 3RP mechanism. The second objective is to assess and generate recommendations on ways in which the regional 3RP mechanism can further evolve to respond to the changing context across the region.

The evaluation's **audience** are key stakeholders at regional and national levels, including UNHCR and UNDP, the 3RP Joint Secretariat (JS), RSC and Regional Technical Committee (RTC), 3RP working groups, in-country partners, sector leads and co-leads, government agencies and national institutions, funding partners, local actors, and private sector partners. The findings and recommendations generated from this evaluation should inform the future evolution of the 3RP, including the regional mechanism and its regional support to the five 3RP country chapters: Türkiye, Lebanon, Jordan, Iraq, and Egypt.

## Evaluation methodology

The evaluation was conducted using a **mixed-methods** approach, involving the following activities: in-depth and structured document review of the regional 3RP mechanism, its processes and outputs (including information management and knowledge management products); and remote key informant interviews and focus group discussions with UN agencies (UNDP, UNHCR, UNWOMEN, World Food Programme) including headquarter-based representatives, international and national non-government organisation partners, 3RP UNHCR and UNDP country coordinators, and major 3RP funding partners. The evaluation combined analytical approaches to cover the evaluation design and specified data collection methods, namely semi-structured thematic literature reviews, thematic analysis and contribution analysis.

The full evaluative process took ten months between July 2021 and April 2022. It was carried out in three phases: an inception and initial document review phase, a data collection phase, and an analysis, reporting and validation phase. The inception phase was extensive and finetuned the evaluation scope via an evaluability assessment;

the evaluation team worked closely with the JS to assess the extent to which evaluation questions (EQ) could be answered given data availability and the sample of participants. Across the inception and data collection phases, **thirty key informant interviews** and **nine focus group discussions** were conducted, with a **total of 69 individual participants** across these activities – some of whom were interviewed multiple times. The evaluation team reviewed more than 200 internal and external documents to develop the descriptive analysis of 3RP performance presented in Subject of the Evaluation, which underpins the triangulated analysis presented in Evaluation Findings.

The validation process involved three formal rounds of feedback between the JS, RSC and the 3RP Evaluation Task Force, in addition to multiple shorter iterative review, clarification and revision rounds with the JS. A series of validation meetings and a stakeholder workshop was hosted in Amman, Jordan in March 2022 with senior UN staff, 3RP regional and country-level stakeholders and partners, and the evaluation team to collaboratively review preliminary conclusions and recommendations.

## Overview of the regional 3RP mechanism

The 3RP is an integrated humanitarian and development mechanism, comprised of one regional and five standalone country plans to address the needs of refugees, host communities and host countries. The 3RP mechanism has four regional bodies: the RSC, the RTC, the JS and the Regional Durable Solutions Working Group (RDSWG).

The RSC is the highest decision-making body of the 3RP and is co-chaired by UNHCR's MENA (Middle East and North Africa) Bureau Director and UNDP Regional Bureau for Arab States (RBAS) Regional Director, with members from 3RP partner agencies at the Regional Director level. The body's main function is to outline the

high-level strategic parameters and steer of the response and to advocate for 3RP's behalf at the senior level.

The RTC is the principal coordination mechanism at the regional level and is co-chaired by the UNHCR Deputy Director and UNDP Deputy Hub Manager. RTC membership consists of representatives from 3RP partner agencies at the senior regional operations level. The RTC's function is to provide guidance and technical input to the RSC, monitor the response in 3RP countries, and produce practical guidance to inter-sector coordinators and country levels towards regional coherence.

The JS is the main actor in the coordination mechanism and is comprised by UNHCR and UNDP staff. The JS supports the RTC with planning and implementation, knowledge generation and dissemination, the development of guidance notes and toolkits, monitoring, reporting, and financial tracking for regional and country levels.

The RDSWG is a working group focused on durable solutions issues, with a strong emphasis on planning and preparedness around voluntary refugee return to Syria. It is led by UNHCR to ensure that durable solutions are integrated into the regional Syria response plan and are coherent with the regional strategy.

Overall, the 3RP regional bodies support country-level planning processes through guidance on innovation, sector standards and common tools towards coherence on key issues. These regional bodies also engage in advocacy and fundraising efforts at regional and international platforms. Key functions of the 3RP at the regional level include: hosting platforms for advocacy and fundraising, region-wide monthly and quarterly reporting, information management, mainstreaming, inter-sector activities, strategic coordination, and sector-specific financial support.

Within this coordination mechanism, the country chapters lead their own planning, strategy and programming. This is through country-level plans and priorities that are also used to shape the



overall strategy and direction of the 3RP at the regional level. To support country-level planning, the JS undertakes the following functions: hosting planning workshops and inter-sector meetings, and providing technical guidance to support refugee protection and humanitarian response, as well as strengthening the capacity of national systems and national crisis response plan at country-level.

## Summary of the evaluation findings

The 3RP is the first multi-UN agency partnership operating at such scale towards addressing strategic and structural issues resulting from a crisis. It is seen as a model and precursor to the Global Compact on Refugees as well as linked to other significant international frameworks. Integral to the 3RP is its integration of humanitarian and development-based responses into one cohesive plan for the region, which includes the major host countries receiving Syrian refugees: Türkiye, Lebanon, Jordan, Egypt and Iraq.

At the regional level, the 3RP is a coordination mechanism and regional strategy that is based on national plans and processes. A key function that the 3RP serves at this level is advocating and fundraising for the Syria crisis response to international donors and stakeholders. This evaluation found the 3RP to represent a unified effort among humanitarian and development actors in the region and this has played a large role in its success as an advocacy and fundraising tool. In particular, the 3RP has excelled in international platforms such as the Brussels Conference, raising approximately US\$ 4.84 billion in grants on average for the last five years. This success is notable given the absence of a formal strategy or common approach to advocacy activities.

The 3RP provides a useful and extensive knowledge generation and information management function for the region and its country chapters. This evaluation shows that one of the largest utilities of this centralised information system that the 3RP disposes of, is its ability to present a complex regional crisis

in a concise and coherent manner as well as its ability to furnish knowledge products – such as guidance notes, dashboards, knowledge compendiums, for instance – that are utilised by regional and country-level actors alike. The 3RP has also ensured innovative approaches and good practices are shared across the region. The mechanism builds and leverages inter-institutional partnerships to disseminate this information and good practices and to unlock further funding in the region.

Since inception, the 3RP has been conceptually driven by two pillars: refugee and resilience. UNHCR has traditionally overseen the refugee pillar to address the protection and basic needs of refugees and host communities. Alongside the refugee response, UNDP leads the resilience pillar, which focuses on resilience and stabilising the needs of vulnerable communities. For the 3RP, humanitarian efforts are often used synonymously with the refugee component and development efforts with the resilience component. There is internal strategic discussion at regional level that this divide is no longer conceptually relevant, as the humanitarian response to the refugee situation cannot fundamentally be separated from resilience thinking and approaches. It was found in this evaluation that the current conceptual approach does not frame solutions in a sufficiently cohesive, clear and practical manner. It was suggested that the humanitarian-development-peace nexus (HDPN), which the 3RP already considers in its strategic directions and positioning, was a more appropriate strategic grounding to meet the ever intersecting and current realities of refugees, host communities and broader population groups in countries affected by the crisis.

In view of these strengths, the 3RP has room to improve and further develop its coordination, information dissemination and support mechanisms towards country-level learning and planning functions. While the 3RP has successfully mainstreamed several key initiatives, tools and standards across its country chapters, the evaluation found that coordination bodies such as the RTC and the JS should work towards aligning

regional resources with national agendas and priorities. Engagement and planning between regional and national bodies needs to go two-ways, and the 3RP's country-appropriate support needs to be co-designed with country chapter stakeholders.

Working groups, such as the Regional Durable Solutions Working Group (RDSWG), have been effectively implementing an approach that is more aligned with country needs and realities and the evaluation found it has provided meaningful space for open and collaborative discussion on complex issues with useful outputs. This evaluation discussed the potential for applying the RDSWG working group structure for other thematic and priority areas within 3RP's scope of work such as gender mainstreaming.

The COVID-19 pandemic forced stakeholders across all levels to rely on virtual methods of communication and collaboration. This may have impacted the participation and engagement of senior leadership over the past years. However, engagement in country meetings increased as field staff could participate virtually in meetings.

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## **Evaluation conclusions and corresponding recommendations**

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It is clear that the senior leadership of both UNHCR and UNDP as well as participating organisations need to be committed to re-envisioning and reforming the 3RP to address evaluation findings.

The conclusions and recommendations from the 3RP evaluation have relevance well beyond the Syria crisis response; the 3RP architecture is increasingly being considered as leading practice for largescale and regional refugee crises.

EQ 1:

## **How has the 3RP provided effective strategic leadership, vision and coordination for the Syria regional refugee crisis response?**

EQ 1 Conclusion:

**The 3RP has effectively carried out its knowledge management, fundraising and RDSWG functions, but its full potential to support and guide strategic decision-making for the region's response to the Syria crisis is not yet realised.**

EQ 1 Recommendations:

**1.** Develop documentation that clarifies the conceptual framework that underpins the 3RP mandate and scope of work. This should clarify the 3RP position on and use of concepts such as the HDPN and resilience, as well as 3RP alignment to other global standards and frameworks.

**2.** 3RP should update documents to reflect the re-envisioned roles and responsibilities for the RSC, RTC and JS, which includes a transparent overview of the overall 3RP operating model. 3RP membership information must detail clear roles and expectations for 3RP members and partners.

**3.** Re-initiate the regional strategic leadership function and strengthen the role of national leadership towards more inclusive agenda-setting for the Syria crisis response. This should build on evidence-based insights and options for consideration by response stakeholders. It must be a consultative process.

**4.** Develop an adaptive management plan covering the current and next annual planning cycle with metrics and targets to track progress on the issues raised in this evaluation report. This should include an overview of agreed changes to both the 3RP business model and its operating model, i.e., its specific function. Progress updates should be shared with 3RP members in a regular basis for accountability, feedback and collective learning.

EQ 2:

**How has the 3RP supported the operational response at the country level while promoting regional coherence?**

EQ 2 Conclusion:

**The 3RP successfully disseminated standards and tools to strengthen planning and coordination for a more coherent response at the regional level. 3RP support to country-level planning and coordination is being prioritised but needs to be further increased and strengthened.**

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EQ 2 Recommendations:

1. Organise structured consultations with national planning stakeholders at the country level with the objective to understand possible roles and emerging needs and priorities for future 3RP support level
2. Explore working group models, building on the RDSWG experience, to better connect regional and national stakeholders. This should start with ongoing priority areas of work, such as social inclusion and GEWE, and potentially extended into additional areas of thematic work. Working group assignments should produce tailored and specific guidance to countries, and enable strategic decisions for the RSC and other senior leadership.

EQ 3:

**Has the 3RP provided an effective platform to conduct advocacy, policy, and resource mobilisation at the global and regional levels?**

EQ 3 Conclusion:

**The 3RP is a successful advocate and fundraiser for the Syria response. Addressing the risks and opportunities highlighted in this evaluation through a re-envisioned 3RP will strengthen its relevance, effectiveness and efficiency going forward.**

EQ 2 Recommendations:

1. Organise an advocacy needs and opportunity assessment among regional and national 3RP partners and stakeholders to identify differentiated priorities and advocacy change pathways across sectors and cross-cutting themes. For example, how will advocacy activities lead to expected changes in resource mobilisation and fund allocation?
2. This analysis should inform the development of an advocacy roadmap with metrics to track progress against expected output and outcome results. This roadmap would detail specifically (and sequentially) what advocacy activity gets conducted when and by who, and why – and what the expected results are of the combined advocacy efforts?
3. The road map should be accompanied by an internal knowledge management and learning function to continuously test the implementation assumptions that underpin effectiveness of the advocacy activities.

# 1. Introduction

**This section presents an overview of the evaluation scope, the research questions and evaluation methodology.**

## 1.1. Purpose of the Evaluation

### 1. Rationale for the evaluation.

This evaluation examines the regional level of the Regional Refugee and Resilience Plan for the Syria Crisis (3RP) from its inception in 2015 through 2021. The United Nations High Commissioner (UNHCR) and the United Nations Development Programme (UNDP), as the co-leads of the 3RP and on behalf of the 3RP Regional Steering Committee (RSC), engaged Technical Assistance to Non-Governmental Organizations International, Inc. (TANGO International) to perform an evaluation on the strategic coordination, support to operational responses and innovation, and the advocacy, policy, and resource mobilisation functions of the 3RP at the regional level.

### 2. Users of this Evaluation.

The evaluation is an opportunity for learning among key stakeholders at regional and national levels, including UNHCR and UNDP, the 3RP Joint Secretariat (JS), Regional Steering Committee (RSC) and Regional Technical Committee (RTC), 3RP working groups, in-country partners, sector leads and co-leads, government agencies and national institutions, funding partners, local actors, and private sector partners. The findings and recommendations generated from this evaluation should inform the future evolution of the 3RP, including the regional mechanism and its regional support to the five 3RP country chapters: Türkiye, Lebanon, Jordan, Iraq, and Egypt.

### 3. Thematic areas.

The evaluation is framed with the three thematic areas of the 3RP. These thematic areas align in scope with the Evaluation's Terms of Reference (TOR) and the 2021-2022 3RP Regional Strategic Overview (RSO).<sup>1</sup>

#### A. Strategic leadership and coordination

- Examine the 3RP's alignment with existing national institutional frameworks and priorities as well as global commitments to refugees and advancing protection, solutions, and resilience.
- Uncover the efficiency and effectiveness of the regional coordination mechanism of the 3RP towards providing strategic leadership and support to country partners, external stakeholders, and inter-agency processes.

#### B. Support to operational response and innovation

- Assess the coherence and relevance of 3RP approaches and tools in supporting country-level planning and programming.
- Study the knowledge generation instruments including monitoring, evaluation and learning systems (MEAL) around relevant subject matters and data for usefulness and utilisation for both regional and country-level decision making, with a lens for age, gender and diversity mainstreaming (AGDM).

#### C. Advocacy, policy, and resource mobilisation:

- Better understand the advocacy strategy of the 3RP in communicating the needs and priorities of Syrian refugees, host governments and communities, and partner country offices.
- Examine the effectiveness of the 3RP as a fundraising mechanism and its contributions to the policy landscape.

## 1.2. Evaluation Objectives and Scope

### 4. Evaluation scope.

The scope of the evaluation focuses on the 3RP as a regional coordination mechanism that links with global frameworks and structures, and promotes regional coherence and provides guidance and support to the five 3RP country chapters. While country-level stakeholders were consulted as part of the evaluation process, the evaluation does not assess country-level response plans and results, coordination processes or implementation, except as it relates to coherence with regional strategy or technical support provided by 3RP to the country level. The full evaluative process took ten months between July 2021 and April 2022.

### 5. Evaluation objectives.

The two overarching objectives that guide this evaluation are:

#### Objective 1:

To assess what has worked well and what could be improved in terms of the regional 3RP mechanism from 2015 to 2021, in relation to the reasons for and principles behind its creation.

#### Objective 2:

To assess and generate recommendations on ways in which the regional 3RP mechanism can further evolve to respond to the changing context across the region. Examples include promoting a coordinated, integrated, coherent and effective response and to address potential areas requiring improvement.

## 1.3. Evaluation Questions

### 6. Evaluation questions (EQs).

During the inception phase the evaluation team (ET) performed an evaluability assessment to tailor the scope of the initial evaluation questions presented in the TOR. <sup>2</sup> The evaluability assessment matrix is in [Appendix 1: Evaluation Matrix](#). The revised and final EQs and their corresponding sub-areas are presented below in [Table 1](#).

**7.** The evaluation complied with the standards of the United Nations Evaluation Group (UNEG) and draws from the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD/DAC) evaluation criteria, <sup>3</sup> namely: relevance, coherence, effectiveness, efficiency. Not included are the criteria of impact and sustainability, as these are not appropriate for the scope of this regional and strategic-level evaluation. This was because the evaluation did not focus on programming at the country-level, which would be required for impact assessments and sustainability mechanisms. This was in accordance with the TOR and provided appropriate grounding for the strategic themes of this evaluation. This was agreed to in the inception phase, following close collaboration between UNHCR, UNDP and the ET.

### Table 1: Evaluation research questions and sub-areas.

**EQ 1: How has the 3RP provided effective strategic leadership, vision, and coordination for the Syria regional refugee crisis response?**

- 1.1 Created linkages to global frameworks
- 1.2 Advanced the Humanitarian-Development-Peace Nexus (HDPN)
- 1.3 Provided regional vision and strategies to advance protection, solutions, and resilience
- 1.4 Demonstrated efficiency, effectiveness, and relevance of the regional coordination architecture
- 1.5 Developed partnerships inside and outside the 3RP

**EQ 2: How has the 3RP supported the operational response at the country level while promoting regional coherence?**

- 2.1 Provided regional technical and strategic support to country operations
- 2.2 Facilitated regional coherence through coordination, standards, tools, and approaches
- 2.3 Fostered innovation in programming
- 2.4 Supported knowledge generation, management, dissemination, and learning, including in an AGDM sensitive manner
- 2.5 Integrating and advancing durable solutions for Syrian refugees

**EQ 3: Has the 3RP provided an effective platform to conduct advocacy, policy, and resource mobilisation at the global and regional levels?**

- 3.1 Pursued relevant advocacy among 3RP partners and in high-level advocacy forums, including its approach to prioritisation of themes and issues
- 3.2 Supported coherence in the overall advocacy strategy of 3RP across the region.
- 3.3 Effectively used its advocacy strategy to drive 3RP policy research and resource mobilisation, including communications

## 1.4. Methodological Approach

8. This evaluation followed the agreed Inception Report methodology, presented in full in [Appendix 4: Methodology](#). The evaluation applied a mixed methods approach to data collection and analysis that incorporated both inductive and deductive approaches. Data collection was fully remote with emphasis on qualitative data collection and an extensive review of secondary information. The evaluation included a combination of analytical techniques: qualitative analysis, thematic analysis, and contribution analysis.

### Data sources and data collection

#### 9. Document review

The ET reviewed 3RP strategic, monitoring, and reporting documents, as well as internal and external assessments and reviews, policies, and sources of contextual information. The team worked closely with the JS to obtain additional customised reports to address gaps in the primary and secondary data. The primary source of documentation was the extensive SharePoint e-library prepared by the JS, including review of over 100 documents. See [Appendix 15: Works Cited](#) for a list of documents cited in this report.

#### 10. Remote Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs).

The evaluation team conducted 17 semi-structured KIIs and 9 FGDs via online platforms and mobile phone during the data collection phase, building on 10 inception interviews with 3RP stakeholders. In total, 24 stakeholders participated in KIIs and 38 participated in FGDs. The ET further conducted validation/follow up calls with four people consulted at inception. Key informants included representatives from UN agencies, 3RP country coordinators, international NGOs, national NGOs and major 3RP funding partners.<sup>9</sup>

See [Appendix 3: Listing of Key Informants](#) for a register of key informants and [Appendix 2: Qualitative Topical Outlines](#) for the topical outlines used to guide semi-structured KIIs.

### Sampling

1. The JS provided a longer list of 50 relevant stakeholders towards the end of the inception phase as a preliminary sample frame for the interviews. The ET, working closely with the 3RP Evaluation Taskforce, used purposive sampling to select participants from this longlist,<sup>4</sup> as timing constraints limited the total number of interviews. The sampling strategy considered domains covered and information received during inception phase exploratory interviews to minimise redundancy in the interview process.

2. Criteria for selection of participants for the interviews included relevance to evaluation thematic areas, working knowledge and insight towards answering the EQs and sub-areas, as well as diversity of representation across the total sample (e.g., diverse institutions, roles).

3. The sampling – and data collection process in general – did not include gender specific considerations. This was not considered necessary with the focus on high level and purposefully selected KII and FGD participants. Gender disaggregated approaches in analysis were not applied, except where 3RP provided information on gender specific approaches or gender-disaggregated data; this was rarely the case.

### Data analysis methods

4. Documents and interview data were reviewed against the evaluation matrix indicators/variables and emerging hypotheses. Progress on the analysis of data was regularly discussed through evaluation team meetings to fine-tune areas of inquiry, assess saturation of thematic areas, and advance the formulations of findings, conclusions, and recommendations.



### **Triangulation and validation**

**5.** This is a mixed-methods evaluation that has drawn on multiple primary and secondary data sources premised on triangulation of findings across sources (see [Appendix 4: Methodology](#)). The ET systematically reviewed all known sources pertinent to each EQ and sought to present a robust evidence base for each finding and conclusion presented. Where data and information were sparse, unclear, conflicting, or inconclusive, the team consulted relevant documents and stakeholders to obtain a clearer picture or explain why these data limitations and validity issues may exist. This included organising additional meetings with JS and key senior 3RP staff to review emerging analyses prior to incorporation into the draft reporting process.

### **Ethical considerations**

**6.** This evaluation conformed to the 2020 United Nations Evaluation Group (UNEG) ethical guidelines.<sup>5</sup> As part of UNHCR's normative framework, the evaluation followed the Code of Conduct for Evaluations in the UN system: UNHCR Data Protection Policy,<sup>6</sup> UNHCR AGD Policy,<sup>7</sup> and UNHCR Disability Inclusion Strategy.<sup>8</sup> Accordingly, TANGO took responsibility for safeguarding and ensuring ethics at all stages of the evaluation cycle.

Quality assurance (QA)

**7.** The QA system for this evaluation included a designated evaluation quality manager. Their role was to review all deliverables submitted to the JS and address the corresponding feedback. TANGO communicated regularly with the JS and other relevant stakeholders to keep them informed of progress and address any issues. The QA process and full description of methods is detailed in [Appendix 4: Methodology](#).

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## 2. Subject of the Evaluation

**This section presents background to the 3RP, including its structure, coordination mechanisms and functions.**

### 2.1. Overview and Timeline of the 3RP

**1.** By 2014, the protracted nature of the displacement from and within Syria, and the increasing impact on host countries and communities, meant that a new way forward was required that went beyond humanitarian and refugee assistance. The December 2014 launch of the Regional Refugee and Resilience Plan (3RP) signified a new approach to the Syrian refugee crisis because of its regionally led and unified response combining refugee aid with resilience and development interventions.<sup>10</sup>

**2.** The 3RP, co-led by UNHCR and UNDP, builds upon the 2012 UNHCR-directed Regional Refugee Response Plan (RRP) and operates as a mechanism to coordinate humanitarian assistance for Syrian refugees while simultaneously addressing the resilience and development needs of impacted host communities and countries.<sup>11</sup> Other factors such as the COVID-19 pandemic, climate change, and complex geo-political circumstances are emblematic of the contextual changes that influence the evolution of the 3RP mechanism, as the needs of the Syrian refugees and host countries and communities continue to shift.

**3.** Since 2015, 3RP has channelled approximately 19 billion US dollars (USD) for the Syrian refugee response. The main international fundraising platform for the Syria crisis is the Brussels Conference, an annual event organised and convened by the European Union (EU), and the World Bank's Global Concessional Financing Facility (GCFF) for Jordan and Lebanon. The 3RP has also led and contributed to the development and realisation of regional and global frameworks, such as the Dead Sea Resilience Agenda,<sup>12</sup> the Global Compact on Refugees (GCR),<sup>13</sup> the No Lost Generation (NLG) initiative,<sup>14</sup> and the United Nations 2030 Sustainable Development Goals (SDG).<sup>15</sup> At the time of this evaluation, the 3RP regional plan is comprised of 270 partners and five standalone country chapters covering Türkiye, Lebanon, Jordan, Iraq, and Egypt.

#### Timeline of events

**1.** The Syria crisis began on 15 March 2011, as a peaceful protest in opposition to the Government of the Syrian Arab Republic. As people began to flee Syria, Türkiye opened the first refugee camp for individuals displaced by the crisis in May 2011, followed by the establishment of Za'atari camp in Jordan and Domiz camp.

**2.** The intensification of violence in Syria in 2012 led to a sevenfold increase in the total number of Syrian refugees in Lebanon, Türkiye, Iraq, Jordan, and Egypt. From the 70,000 Syrian refugees either registered or awaiting registration in these countries in May 2012, the geographic spread of displacement expanded as communities in these countries hosted 500,000 refugees by December 2012.<sup>16,17</sup> Increased international attention on the unfolding crisis catalysed the launch of two mechanisms: the Regional Response Plan (RRP) developed through partnership among UN bodies and I/NGOs and the Syrian Humanitarian Assistance Response Plan (SHARP), which was formed through collaboration between the Government of Syria and United Nations bodies.<sup>18</sup> Despite the creation of these response systems,

the ISIS insurgency further exacerbated the complexity and scale of the situation by internally displacing 1.2 million persons in Iraq.

**3.** Increasingly recognised as a regional crisis, the Humanitarian Pledging Conference for Syria convened in 2013, 2014, and 2015 to mobilise donor support to meet the regional needs of civilians affected by the Syria conflict. This conference raised USD \$1.5 billion in 2013, \$2.4 billion in 2014 and \$3.8 billion in 2015.<sup>19</sup> During the same timeframe, the number of refugees in Syria's neighbours surged from 2 million in 2013 to 4 million in 2015.<sup>20</sup>

**4.** The launch of the 3RP in December 2014 and the convening of the Resilience Development Forum and Dead Sea Resilience Agenda in November 2015 signified greater importance on integrating resilience in the response approach. These agendas emphasised the importance of fortifying state capacities and supporting development initiatives that enhance host country and community abilities to cope with the effects of the crisis.<sup>21</sup> To garner support and scale up response efforts, stakeholders came together in 2016 at new fora including the UN Summit on Migration and Displacement in New York, Supporting Syrians and the Region Conference in London, and World Humanitarian Forum in Istanbul.

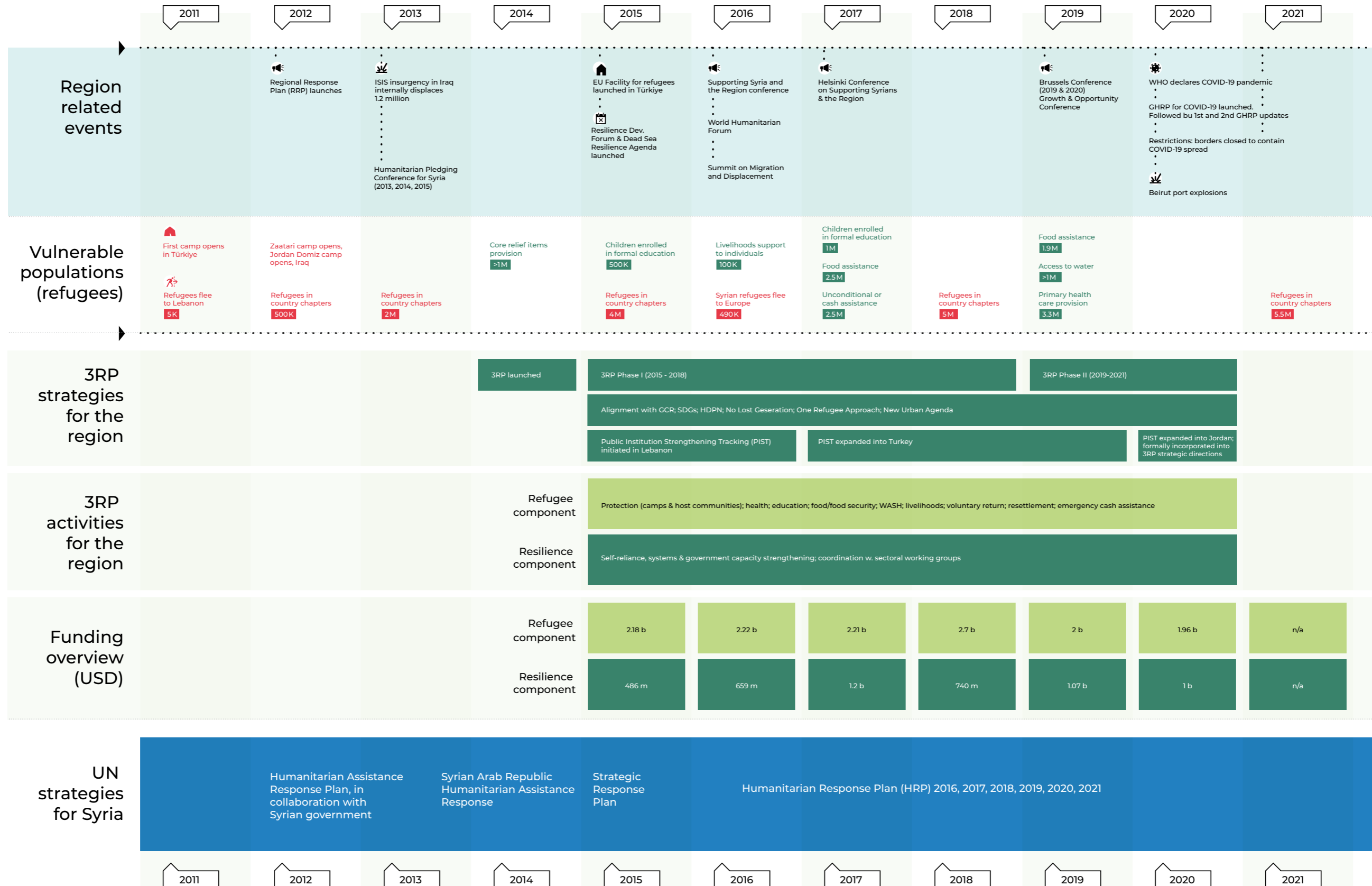
**5.** In January 2017, the Government of Finland and UN bodies held the Helsinki Conference on Supporting Syrians and the Region to bring together key stakeholders to discuss regional humanitarian priorities and launch the 3RP for 2017 and 2018.<sup>22</sup> Three months later, UNDP and UNHCR convened the Brussels I Conference on Supporting the Future of Syria and the Region to build on the previous London and Kuwait conferences and mobilise funding to support the needs of the people affected by the crisis. At the time of writing, the Brussels Conference has come together annually for five consecutive years to raise support and USD billions in funding for the Syria crisis response.

**6.** After seven years of ongoing conflict, the total number of Syrian refugees reached five million in April 2018. Between 2011 and 2019, more than one million Syrian refugee babies were born in neighbouring countries.

**7.** On 11 March 2019, the World Health Organisation's Director-General declared the spread of the Coronavirus Disease 2019 (COVID-19) a pandemic, further exacerbating vulnerabilities among both refugee and host communities.<sup>23</sup> COVID-19 compounded already high poverty and unemployment rates for Syrian refugees and resulted in additional challenges to generating income, covering basic needs, and accessing critical services. The vulnerabilities of host community members also increased as COVID-19 increased unemployment and income loss, food insecurity, and loss of access to essential services.<sup>24</sup> Throughout the region, healthcare systems became overburdened and educational institutions shutdown, intensifying tension both related and unrelated to COVID-19.

**8.** The general timeline of events for the Syria Crisis, overlaid with UN strategies for Syria and 3RP regional strategies, activities, and annual funds from 2011 to 2021 is in [Figure 1](#) on the following page.<sup>25</sup>

Figure 1.  
Timeline of Syria crisis and 3RP events.



## 2.2. The 3RP Mechanism

1. The 3RP is an integrated humanitarian and development platform comprised of one regional and five standalone country plans that address the needs of refugees, host communities, and host countries. To adjust to the everchanging country chapter contexts and priorities, the 3RP places national leadership and capacities at the forefront of the response and brings together the national plans of all five country chapters (Türkiye, Lebanon, Jordan, Iraq and Egypt). The 3RP facilitates the creation of common planning frameworks and coordination mechanisms at the regional and country level and aims to ensure regional coherence on major issues by building synergies with partners and reducing the duplication of efforts in the region.<sup>26</sup> As a result, the overarching 3RP regional plan is a concerted, international response to the Syria Crisis that draws from 3RP country chapters.<sup>27</sup>

2. The three overarching functions of the 3RP are strategic planning, fundraising, and operational coordination and monitoring, which are detailed further in 3RP functions below, and [Appendix 8: 3RP Regional Level Functions](#).

### Regional coordination architecture

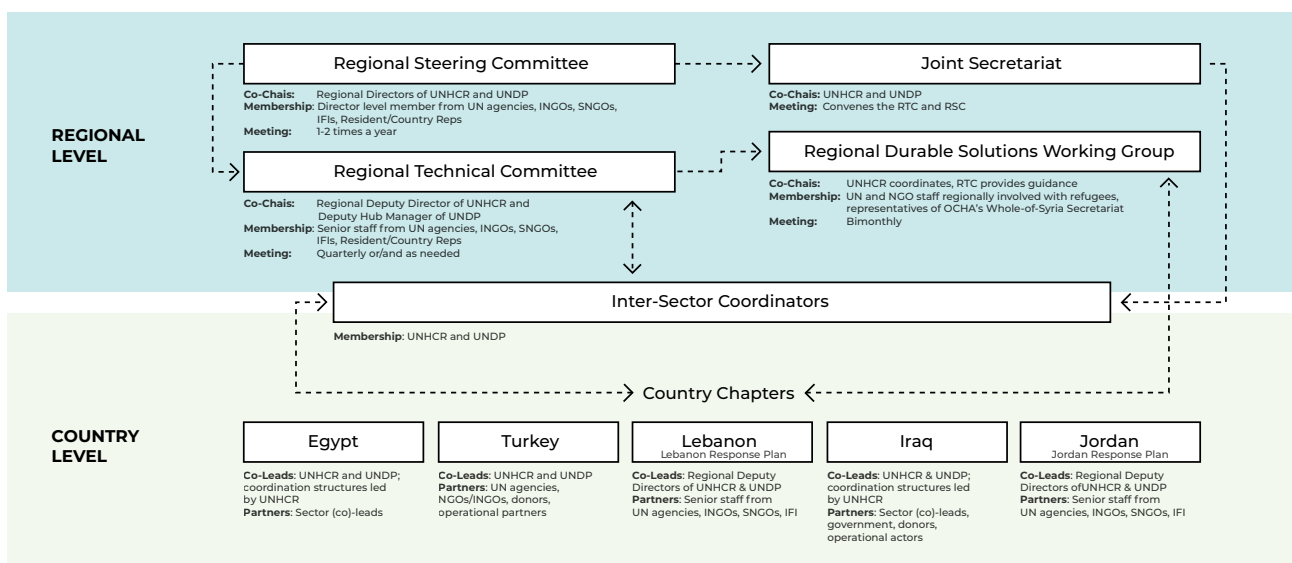
3. The 3RP seeks to offer a strategic, coordination, and planning platform for humanitarian and development priorities and a mechanism for coordinated and cohesive response to the Syria crisis. This is separate from but complements the Humanitarian Response Plan (HRP) which operates only in Syria.<sup>28</sup> The 3RP mechanism has four regional bodies and five separate country chapters. Country chapters lead their own planning, strategy, and programming, with country-level plans and priorities shaping the overall strategy and direction of the 3RP at regional level. The 3RP regional level supports country-level planning processes through guidance on innovation, framing of sector standards, and development of common tools to ensure coherence on key issues, as well as engagement in common advocacy and fundraising at regional and international fora.<sup>29</sup>

### 4. Regional coordination bodies.

The 3RP regional coordination structure (presented in [Figure 2](#)) is comprised of the RSC, the RTC, the JS, and the Regional Durable Solutions Working Group (RDSWG).<sup>30</sup>

Figure 2.

### Regional coordination structure of the 3RP.



Source: Figure developed by TANGO based on internal documentation on 3RP regional structure charts and project documents.

### 1. Regional Steering Committee.

The RSC is the highest decision-making body of the 3RP and is co-chaired by UNHCR's MENA (Middle East and North Africa) Bureau Director and UNDP Regional Bureau for Arab States (RBAS) Regional Director, with members from 3RP partner agencies at the Regional Director level.<sup>31</sup> The RSC's function is to determine the high-level strategic parameters of the response and to coordinate and advocate on the 3RP's behalf.<sup>32</sup> The parameters of the response for 2021-2022 has been set through the four regional strategic directions outlined in [Table 4](#). As the highest decision-making body co-chaired by UNHCR and UNDP, the RSC can delegate their authority to appropriate UNHCR and UNDP staff.<sup>33</sup> At the administrative level, the RSC meets on a biannual basis and makes decisions based on consensus.<sup>34</sup>

### 2. Regional Technical Committee.

The RTC is the principal coordination mechanism at the regional level and is responsible for providing guidance and technical advice to the RSC, monitoring the response in 3RP countries, and producing practical guidance for inter-sector coordinators and country teams to ensure regional coherence. Co-chaired by the UNHCR Deputy Director and UNDP Deputy Hub Manager, RTC membership consists of representatives from 3RP partner agencies at the senior regional operations level.<sup>35</sup> The RTC convenes quarterly and as needed.

**3.** The RTC helps produce and disseminate funding and other information related to the response, in addition to joint advocacy messages about the Syria crisis and other issues related to the 3RP.<sup>36 37 38</sup> The RTC serves as a technical guide at the regional and national level across multiple thematic issues, including: durable solutions; Resilience Development Approach; One-Refugee Approach; social protection and inclusion; NLG, adolescents and youth programming; gender-based violence (GBV); age and gender markers; and budgeting and setting objectives, outputs, and sector level indicators.

**4.** While the RSC is responsible for the formation of strategic directions, the RTC role is to translate this into practical guidance for inter-sector coordinators and country teams, including templates for country-level monitoring and reporting, and developing an approach to agency and funding.<sup>39 40 41</sup>

(See [Appendix 9: Key Outputs](#) for a list of RTC outputs reviewed by the ET). In this way, the RSC relies on the RTC to generate country-specific guidance and tools that are necessary for national level planning and overall coordination.

**5.** The membership of the RTC comprises senior staff from agencies involved with the 3RP at the regional level. International Non-Governmental Organisations (INGOs) are represented in the RSC and RTC by members of the Syria INGO Regional Forum (SIRF) while members of the International Council of Voluntary Agencies (ICVA) and the Voices for Displaced Syrians also attend. RTC is jointly chaired by UNDP and UNHCR with members from the UN Food and Agricultural Organisation (FAO), UN International Organisation for Migration (IOM), UN Office of the Coordination of Humanitarian Affairs (OCHA), SIRF, UNDP, UN Population Fund (UNFPA), UN Human Settlements Programme (UNHABITAT), UNHCR, UN Children's Fund (UNICEF), UN Relief and Works Agency for Palestine Refugees in the Near East (UNRWA), UN World Food Programme (WFP), UN World Health Organisation (WHO), and International Financial Institutions (IFIs), among others.<sup>42</sup>

**6.** As a key function, the RTC also develops regional guidance materials to intertwine specific country circumstances with regional strategy, which the Regional Directors endorse for finalisation.<sup>43</sup> The process to train country level actors on the use of these materials to further develop country chapter coherence with the 3RP regional strategy takes place over multiple meeting periods. An example timeline of this process is shown in [Table 2](#).

Table 2:

**Example timeline of country chapter planning.**<sup>55 56</sup>

Date	Event
■ September 3-4	3RP technical workshop attended by SWG co-leads, Inter-Sector Coordinators, regional agencies, and selected representatives from the SIRF, UN Country Team (UNCT) and Humanitarian Country Team (HCT)
■ August - September	RTC provides feedback and guidance to support country discussion and development of initial chapter drafts including Results and Resource Framework
■ September 20	Submission of first draft Results and Resource Framework
■ September - October	Country discussions continue to develop Country and Sector Response Chapters and Resource Matrix
■ November 7	3RP country chapters submit final draft, initiates preparation of 3RP regional draft
■ November 20	Final draft sent for editing, graphic design
■ December 2-4	3RP launch

**1. Joint Secretariat.**

The JS, comprised of UNHCR and UNDP staff, is a main actor in the coordination mechanism of the 3RP. Overall, the JS supports the 3RP, and RTC more specifically, with planning and implementation, knowledge generation and dissemination, the development of guidance notes and toolkits, monitoring, reporting, and financial tracking for regional and country levels.<sup>44 45</sup> A list of selected JS outputs can be found in [Appendix 9: Key Outputs](#). The JS directly serves the RTC through advisory discussions and strategic thinking efforts (primarily through meetings and workshops) and provides the RSC with coordination and secretariat services and the convening of biannual meetings.<sup>46 47 48</sup>

**2. Regional Durable Solutions Working Group.**

Under the umbrella of the 3RP, and led by UNHCR, the RDSWG is focused on durable solutions issues, with a strong focus on planning and preparedness around voluntary refugee return to Syria.<sup>49 50</sup> RDSWG aims to ensure that durable solutions considerations, particularly those around refugee return, are integrated into regional Syria response plans and that activities are coherent with regional strategy. It also hosts meetings for regional partners and stakeholders involved in refugee response to discuss durable solutions issues, primarily on refugee return.<sup>51</sup> RDSWG develops and disseminates regional overviews, summaries, and dashboard updates related to durable solutions, as well as other material generated in RDSWG thematic workstreams, detailed in [Table 3](#).<sup>52 53 54</sup> It also serves as an information sharing platform for partners to share research and other documents related to durable solutions for Syrian refugees. The RDSWG membership comprises technical level staff from UN Agencies, NGOs, and Syria civil society organisations.

Table 3:

**RDSWG thematic workstream outputs.**

Workstream	Output <sup>64</sup>
■ Education <sup>65</sup>	1. <i>Workstream on Education in Return Preparedness (TOR)</i> 2. <i>Information documents for Caregivers considering return to Syria</i> 3. <i>Regional Guidance for Humanitarian Education Actors on Return Preparedness in the Syria context</i>
■ Explosive Hazard Risk Education <sup>66</sup>	4. <i>RDSWG Explosive Hazard Risk Education Workstream (TOR)</i> 5. <i>Guidelines On Explosive Hazards Risk Education for Safer Return</i> 6. <i>Explosive Hazard Contamination in Syria</i>
■ Housing, Land and Property Rights (HLP), Civil Documentation <sup>67</sup>	7. <i>Workstream on Housing Land and Property Rights and Civil Documentation (TOR)</i> 8. <i>Regional Civil Documentation Advocacy Messages on Return of Syrian Refugees</i> 9. <i>Housing, Land and Property Rights Leaflets<sup>70</sup></i>
■ Livelihoods <sup>68</sup>	10. <i>Workstream on Livelihoods (TOR)</i> 11. <i>Livelihoods and Durable Solutions Report.</i>
■ Mental Health and Psychosocial Support Services (MHPSS) <sup>69</sup>	12. <i>Workstream on MHPSS Return Preparedness (TOR)</i> 13. <i>Supporting Mental Health and Psychosocial Wellbeing During Return: A Guide for Frontline Workers</i> 14. <i>Preparing for Return: Understanding Common Thoughts, Feelings and Emotions (Arabic and English)</i>

1. In 2017, UNHCR attempted to get ahead on durable solutions issues, with every country chapter developing a strategy to demonstrate how durable solutions are part of the natural progression of a displacement response.<sup>57</sup> Since 2018, durable solutions have been a 3RP strategic direction and each country has formed a durable solutions working group structure, with a stronger focus on returns and returns preparedness.<sup>58</sup> The RDSWG TOR was developed at the end of 2017 outlining its purpose of ensuring regional coherence among the country-level working groups and to advance dialogue among partners on related issues, among other tasks requested by the RTC and RSC.<sup>59</sup>

**2. Country-level 3RP (coordination) mechanisms.**

National and field level sectoral meetings take place monthly, in addition to inter-sector, sub-working group, and task force meetings and other gatherings for information sharing. Partners report key progress monthly and updates to complex information management and reporting systems occur monthly and quarterly. Country-level operations are underpinned by the joint analysis process that comprises joint assessments and analysis workshops.

**3. Sectoral Working Groups (SWGs).**

SWGs engage within country-level operations to provide planning, field presence, and partnership building among country-level stakeholders. These working groups represent sectors such as protection, health, education, food security, water, sanitation and hygiene (WASH), basic needs (including unconditional cash assistance, core relief items and in-kind assistance), livelihoods, and social cohesion.<sup>60</sup> SWGs operate at country level and do not work at the regional level. Review of the country-level coordination mechanism is not within the scope of this evaluation.

**4. National government engagement.**

National level engagement is embedded in the regional level of the 3RP model; for example, the five country chapters participate in 3RP decision making for regional priorities and overall strategy. The country chapters also coordinate and implement activities funded by 3RP and develop national plans alongside governments. The 3RP Türkiye chapter is reviewed and approved by the Government of Türkiye through the coordination of the Ministry of Foreign Affairs, while partners in Türkiye collaborate with multiple institutions and civil society actors to support policies and services provided by the Government of Türkiye. In Lebanon, a national steering body convened by the Minister of Social Affairs and the UN Resident



and Humanitarian Coordinator under the overall guidance of the Government’s Inter-Ministerial Committee on Displaced developed the Lebanon Crisis Response Plan. The Jordan Response Plan is the Jordan chapter of the 3RP developed by the Ministry of Planning and International Cooperation to ensure the plan’s alignment to national priorities. In Iraq, the 3RP coordinates with the Kurdistan Regional Government and the Republic of Iraq’s Ministry of Planning to align 3RP response and programmes with the Government and its 2030 sustainable development plan. In Egypt, the 3RP and its national and international partners primarily engage the Ministry of Foreign Affairs on policy and coordination.<sup>61</sup>

## Strategic directions

**5.** The original 3RP conceptual framework has two main pillars: the refugee pillar and the resilience pillar. The UNHCR oversees and operates within the refugee pillar to address the protection and basic assistance needs of refugees and vulnerable members in impacted communities. Congruently, the UNDP leads the resilience pillar, which focuses on resilience and stabilising needs of vulnerable communities, building and strengthening the capacity of national service delivery systems, government-led crises response, and supporting livelihoods. Both agencies provide strategic, technical, and policy support to advance national responses.<sup>62</sup>

**6. Strategic directions.** The regional strategic directions establish the overall scope for the 3RP regional response. Strategic directions are developed and/or validated through the 3RP annual regional inter-sectoral coordination meetings organised by UNHCR and UNDP, which are comprised of coordinators from all five country chapters and members of the RTC and RDSWG. These meetings also discuss updates in country contexts, shared visions and goals for the region, and adapt strategic directions in response to the Syria Crisis.<sup>63</sup> The strategic directions have gone through multiple iterations of change from 2015 to 2022 but have generally stayed the same since 2019. [Table 4](#) below presents the evolution of 3RP strategic directions from 2015 to 2022.

Table 4:

### Evolution of 3RP regional strategic directions: 2015-2022.

SD	2015-2016 <sup>71</sup>	2016-2017 <sup>72</sup>	2017-2018 <sup>73</sup>	2018-2019 <sup>74</sup>	2019-2020 <sup>75</sup>	2020-2021 <sup>76</sup>	2021-2022 <sup>77</sup>
SD1	<i>Strong National Leadership</i>	<i>Strong National Leadership</i>	<i>Strong National Leadership</i>	<i>Strong National Leadership</i>	<i>Strong National Leadership</i>	<i>Protecting People</i>	<i>Protecting People</i>
SD2		<i>Regional Protection Strategy</i>	<i>Regional Protection Framework</i>	<i>Regional Protection Framework</i>	<i>Regional Protection Framework</i>	<i>Pursuing Durable Solutions</i>	<i>Supporting Durable Solutions</i>
SD3		<i>Building on the Dead Sea Resilience Agenda</i>	<i>Building on the Dead Sea Resilience Agenda</i>	<i>Building on the Dead Sea Resilience Agenda</i>	<i>Strengthening &amp; Deepening the Resilience Approach</i>	<i>Supporting Dignified Lives</i>	<i>Contributing to Dignified Lives</i>
SD4		<i>Enhancing Economic Opportunities</i>	<i>Enhancing Economic Opportunities</i>	<i>Enhancing Economic Opportunities</i>	<i>Enhancing Economic Opportunities</i>	<i>Enhancing Local &amp; National Capacities</i>	<i>Enhancing Local &amp; National Capacities</i>
SD5		<i>No Lost Generation</i>	<i>No Lost Generation</i>	<i>No Lost Generation</i>	<i>No Lost Generation</i>		
SD6			<i>Continued Outreach &amp; Partnerships</i>	<i>Continued Outreach &amp; Partnerships</i>	<i>Continued Outreach &amp; Partnerships</i>		
SD7		<i>Enhanced Accountability Mechanisms</i>	<i>Enhanced Accountability Mechanisms</i>	<i>Enhanced Accountability Mechanisms</i>	<i>Enhanced Accountability Mechanisms</i>		
SD8				<i>Durable Solutions for Syrian Refugees</i>	<i>Durable Solutions for Syrian Refugees</i>		

## 1. The 3RP strategic directions for 2021-2022 are:

### ■ Strategic Direction 1:

#### Protecting People

3RP aims to secure territory, access to asylum and basic rights to refugees. The 3RP works to reduce the situation of statelessness through legally recognised avenues. On the individual level, protection implies the expansion of child protective services, risk minimisation and expanded response services for victims of GBV and the continued work to create social cohesion and harmony between refugees and their host communities

### ■ Strategic Direction 2:

#### Pursuing Durable Solutions

Introduced in 2017, durable solutions for refugee populations include the support of voluntary returns to Syria, inter-agency preparedness for prospective returns, proper presentation of all resettlement pathways and the expansion of local, long-term prospects.

### ■ Strategic Direction 3:

#### Supporting Dignified Lives

The 3RP mechanism aims to ensure safe and dignified lives for Syrian refugees and vulnerable host community members. The protection of dignified lives is measured through the ability of refugees to enjoy safety and security, meet their basic needs without relying on negative coping mechanisms, meeting the minimum standards for housing, employment opportunities, competent health care service, and the accessibility of primary and secondary education for all children.

### ■ Strategic Direction 4:

#### Enhancing National and Local Capacities

To foster resilience in host communities, 3RP aims to bolster the working capacity of national infrastructures and institutions, provide basic social services to foster social harmonisation, and improve the opportunities provided to the local economy and its business community.

#### Supporting Pillar for Thematic and Cross-Cutting Issues

Under this pillar, 3RP aims to link country response plans with national and sectoral development plans, increase contribution to the implementation of the GCR, expand partnerships with IFIs, NGOs and private sector outside of the 3RP, and implement programming in alignment with other global compacts including the GCR, SDGs, HDPN, the New Urban Agenda, and the One-Refugee Approach.<sup>78</sup>

The regional strategic directions for 2021-2022 are interlinked to each other by design. For example, the strategic direction for Protecting People has integrated aspects of the Durable Solutions strategic direction to better support access to safety and protection.<sup>79</sup> The strategic directions for this evaluation period include a support pillar comprising several cross-cutting thematic issues that include strengthening the HDPN, advancing the GCR and contributing to the SDGs. The 3RP regional results framework breaks down each strategic direction with a subset of strategic objectives and indicators purposed to measure each objective. The 2021-2022 results framework is presented in [Appendix 7: Results Framework](#). In addition to the regional level results framework, each country chapter has its own results framework tailored to address national priorities and contexts. For example, the 3RP regional strategic directions are framed/presented differently based on local context, where appropriate.<sup>80</sup>

## 3RP functions

The 3RP exists at two levels: the regional and country level. The scope of this evaluation is focused on the regional level mechanisms, including how it supports the country level operations. Barring the direct involvement of country chapters in the 3RP regional mechanism, this evaluation does not examine 3RP country level structures.

### 3RP functions at the regional level.

At the regional level, the 3RP is a broad coordination mechanism and regional strategy based on national plans and processes, as well as an international platform for advocacy and fundraising, and regional information management and monitoring. The 3RP supports country chapters through technical advising and capacity strengthening on issues which require it and help support regional coherence.<sup>81</sup>

Key functions at this level include hosting platforms for advocacy and fundraising, region-wide monthly and quarterly reporting, information management, mainstreaming, inter-sector activities, strategic coordination, and sector-specific financial support.<sup>82 83</sup> A breakdown of the 3RP regional level functions and activity examples are presented in [Appendix 8: 3RP Regional Level Functions](#).

3RP regional level functions at the country level. At the country level, the 3RP holds planning workshops and inter-sector meetings, and provides technical guidance to support refugee protection and humanitarian response, as well as develop the capacity of national systems and national crisis response plans.<sup>84</sup> A rundown of 3RP regional support to the country level is in [Table 5](#).

Table 5:

### 3RP Regional support to the country level.

Function	Activity/Example
■ <b>Planning</b>	<i>SWG in their respective country operations have provided regional guidance since 2015, and are the basis for planning, drawing upon their experience, field presence, and network of relationships among stakeholders.</i>
■ <b>Reporting</b>	<p><i>The JS produced a regional overview of IFIs and supported the strengthening of the Public Institution Strengthening Tracking (PIST) analysis using analysis from Lebanon and Türkiye to Jordan.<sup>85</sup></i></p> <p><i>JS provided Arabic translation services to Egypt (Country Chapter 2015-2018) and Türkiye (Regional Needs Overview (RNO) 2021, Country Chapter 2021).<sup>86</sup></i></p> <p><i>UNDP and UNHCR Country Offices across all five countries submit sectoral country inputs by 21st of each month, with sector feedback provided between the 21st and 25th of each month.<sup>87</sup></i></p> <p><i>National level actors submit country narrative during mid-year and end-year reporting periods.<sup>88</sup></i></p>
■ <b>Advocacy</b>	<p><i>JS support to countries through communications and advocacy that amplified key messages and stories shared through social media of countries and partners.</i></p> <p><i>Collate gaps and priorities from the countries and produced regional products especially for the high-level donor meetings, including the UNHCR-produced “Consequences of Underfunding” report.<sup>89 90</sup></i></p>
■ <b>Country-technical guidance</b>	<p><i>RTC and JS organise meetings and workshops, and generate reports and updates, knowledge products, tools, and guidance notes for country chapter to guide coherent approaches throughout refugee and resilience programming.<sup>91</sup></i></p> <p><i>SRF develops and integrates resilience into national plans, develops knowledge products and advisory services for Country Offices such as resilience analysis tools and information management systems, and engages in public outreach and strategic partnership.<sup>92 93 94</sup></i></p> <p><i>JS supports Country Offices with knowledge products and implementation tools.<sup>95</sup> JS co-designed the Egypt country chapter from 2015-2019 and drafted the section on Türkiye for the 2021 RNO.<sup>96</sup></i></p> <p><i>In 2020, JS drafted two guidance notes on COVID-19 appeal and full revision of the 3RP; supported country level to further clarify COVID-19 guidance and streamline across all countries.<sup>97</sup></i></p>
■ <b>Planning workshops</b>	<i>The RTC and JS support member countries with planning guidance at all stages on matters requiring regional coherence.<sup>98 99</sup></i>
■ <b>Inter-sector working groups and meetings</b>	<p><i>National Refugee Inter-Sector Coordinators responsible for coherent country refugee response and National Resilience Inter-Sector Coordinators responsible for country resilience component.<sup>100</sup></i></p> <p><i>Yearly regional planning workshop bring together UN and I/NGO members from all country chapters, 3RP Inter-Sector Coordinators, and RTC and RDSWG members to develop understanding across 3RP countries, review the planning process for the following year, and discuss next steps.<sup>101</sup></i></p>

## 2.2. Outcomes of the 3RP

### Sectors

The national platform is organised and facilitated by a series of international and national actors who operate around a range of sectors.

The core 3RP sectors are:<sup>102</sup>

- Protection
- Health & nutrition
- Education
- Food security
- Water, sanitation and hygiene (WASH)
- Livelihoods and social cohesion
- Shelter
- Basic needs

These primary sectors provide a cohesive but non-homogenous response that meets the needs of the targeted populations in the respective countries. Each sector brings together the refugee response and resilience programming into one cohesive response.<sup>103</sup>

In response to COVID-19 impacts on host community members (chiefly increased poverty and unemployment), the 3RP is targeting host community members through livelihood activities and other sectoral activities. See [Appendix 11: 3RP Sectors and Scope of Activity by Country](#) for more information on these sectors and activities by country.

### Summary of changes to indicators

This section presents the evolution of regional sector indicators used by the 3RP from 2015 to 2021. Indicators are used to track progress of 3RP activities towards its targets.

The way in which 3RP uses indicators at the regional level has changed since 2015 to keep up with regional developments and dynamics. Indicator progress is reported by various partners and moves through a process of aggregation and consolidation. From 2015 to 2018, the 3RP reported progress at the regional level using sector indicators.

In 2018, annual and semi-annual reporting replaced regional sectoral tracking with country chapter overviews. The reason cited was to provide more granularity on country-level context, nuance, and priorities.<sup>104 105 106</sup> While quarterly, monthly, and country-level reporting showed sector indicators and performance (drawn from ActivityInfo), 3RP annual reports, progress reports, RSOs and other published reports do not include all regional sector indicators. More recently in 2021, the 3RP absorbed regional sector indicators into the 2021 results framework to measure the progress of strategic objectives and, in extension, the strategic directions (see [Appendix 7: Results Framework](#)).

[Table 6](#) highlights the number of indicators used in each sector between 2015 to 2020, according to internal monitoring data shared with the ET, as well as the number of indicators presented in 3RP regional annual reports.<sup>107</sup> Between 2015 to 2020, a total of 90 indicators used to track sector progress. The indicator total counts an indicator used for one year and an indicator used across multiple years as '1'. Moreover, the 90 indicators used between 2015 to 2020 does not signal use of all 90 indicators at the same time.

The greatest number of indicators used in a year was 58 in both 2017 and 2018. The overall trend is that the regional annual reports present a few key indicators to show a glimpse of progress across sectors. Tandem to the 3RP's evolution, these indicators are different from year to year, making the assessment of sector impact difficult across time. See [2.5](#), in the findings below for more information.

Table 6:

**Number of sector indicators reported in 3RP regional annual reports (AR) and the regional indicator tracking sheet (RIT).**

Sectors	2015		2016		2017		2018		2019		2020		2015-2020 Total RIT indicators
	AR	RIT	AR	RIT	AR	RIT	AR	RIT	AR	RIT	AR	RIT	
■ Protection	8	10	8	9	9	11	2	12	3	12	3	12	21
■ Health & nutrition	5	7	4	7	6	8	1	8	1	7	1	8	10
■ Education	7	9	7	9	8	11	1	12	1	12	1	11	19
■ Food security	2	5	2	4	3	5	1	5	1	5	1	5	6
■ Livelihood	3	5	3	5	3	5	3	5	3	5	3	5	9
■ WASH	4	6	4	6	5	7	1	7	1	7	1	7	13
■ Basic needs	3	6	3	6	3	7	1	5	1	5	1	5	8
■ Shelter	2	4	2	4	2	4	1	4	1	4	1	4	4
<b>TOTAL</b>	<b>34</b>	<b>52</b>	<b>33</b>	<b>50</b>	<b>39</b>	<b>58</b>	<b>12</b>	<b>58</b>	<b>12</b>	<b>57</b>	<b>12</b>	<b>57</b>	<b>90</b>

Overall, 50 regional sector indicators have been added, removed, or suspended for one year or more from 2015 to 2021. Prior to the integration of the regional results framework, the 3RP internal and public documentation did not discuss or highlight the changes made to regional sector indicators. Documentation describes the shift to a regional results framework in 2020 which measures progress against the strategic directions. This regional results framework provides clear guidance on which indicators are utilised for each strategic direction. The evolution of all regional sector indicators since 2015 is in [Appendix 12: Shifts to 3RP Regional Indicators Over Time](#).

### 3. Evaluation Findings

**This section presents findings of the evaluation against the three key questions.**

**61.** This chapter presents the findings of the evaluation against the three key evaluation questions (EQs) and related sub-questions (refer to [Table 1](#)). The key finding per sub-question is highlighted in a blue text box, under which evidence on that finding is presented.

EQ 1:

**How has the 3RP provided effective strategic leadership, vision, and coordination for the Syria regional refugee crisis response.**

**1.1. Created linkages to global frameworks (GCR, SDGs, Protection Framework, etc)**

***Finding 1:***  
**By linking with international frameworks, 3RP ensures that the Syria response is guided by (and influences) current and leading practice. increased and strengthened.**

The 3RP is well linked to international frameworks and actively shapes the way refugee responses and refugee-based issues, along with support to host communities and countries, are understood internationally. A key example of the linkages to international frameworks by the 3RP is reflected in the GCR and customary principles of refugee law (e.g., non-refoulement). The 3RP is considered a model and precursor for the GCR, according to interviews across levels; discussions in the international community around refugee and displacement crises are often centred around lessons learned from the 3RP.<sup>108</sup> The 3RP is advancing the GCR through periodic review initiatives with country chapters, including reviews of the GCR indicator framework (integrated into 3RP monitoring and reporting), progress against the implementation of Global Refugee Forum pledges, and participation in exercises to measure the impact of hosting, protecting, and supporting refugees.<sup>109</sup> 3RP partners adopted

the One Refugee Approach in 2021 to the extent possible, which calls for an inclusive way forward for all persons of concern, Syrian and non-Syrian alike, across all sectors and services.<sup>110</sup> In addition to this, the 3RP also embraces the Dead Sea Resilience Agenda and the No Lost Generation initiative, reflected in its work in the protection and education sectors.<sup>111</sup>

The 3RP has been well placed to contribute to the 2030 Agenda for the Sustainable Development Goals (SDGs). The governments of 3RP countries (Türkiye, Lebanon, Jordan, Iraq, and Egypt) are committed to the 2030 Agenda.<sup>112</sup> As indicated in KIIs with internal stakeholders and shown in related documents,<sup>113</sup> country response plans aim to 'leave no one behind' as they work to reduce vulnerabilities and provide sustainable opportunities and solutions for all women, girls, boys, and men (WGBM) affected by the crisis. In line with other key implementation principles of

the SDGs, the 3RP fosters fulfilment of human rights,<sup>114</sup> multi-stakeholder partnerships and innovation,<sup>115</sup> as well as the development of accountability and monitoring frameworks.<sup>116 117</sup> Interviews frequently mentioned that the 3RP is a role model specifically on partnerships through its contribution to SDG 17: Partnerships for The Goals.<sup>118</sup> Primary and secondary data indicated that the establishment of explicit linkages between the 3RP, country response plans, and the SDGs in monitoring and evaluation frameworks has helped in leveraging and tracking 3RP partner-specific contributions to the implementation of the SDGs.<sup>119 120</sup> The 3RP operational support to its members on SDG alignment is noteworthy. For example, there was a dedicated session at the November 2021 RTC meeting on the application of a new SDG appraisal tool for forced displacement and stateless contexts with the aim to integrate the tool into 3RP (sub)regional frameworks, following a successful piloting in Türkiye in 2021.<sup>121</sup>

***Finding 2:***  
**3RP has helped to deepen global understanding of the refugee crisis, with a focus on the perspectives of refugee and host communities.**

3RP documents and interviews emphasised the scale and complexity of the Syria crisis, as well as the efforts of the 3RP to provide quality insights and information across the many sectors and thematic issues of the response. A wide range of information on the 3RP is collected and made available publicly via the 3RP website, such as dashboards, needs overviews, progress reports, and RSOs.<sup>122</sup> Evidenced in these documents and confirmed in interviews, the 3RP adopts a macro-view approach towards the crisis, i.e., demonstrating the complexity and interconnectedness of the crises and associated response in as simple a manner possible.<sup>123</sup>

Interviews indicated that the 3RP ability to present a complex matter in an easy-to-understand and succinct manner is a unique and valuable function. This seamless narrative supported by numbers that demonstrate the scale of the crisis is especially helpful for fundraising and political advocacy. Interviews also explained the 3RP complements information produced by other actors, which tends to focus more on sector- and country-specific messaging. For example, country-specific reports present detailed accounts of indicator and financial data, reporting against results framework indicators, highlighting each sectors' population needs and vulnerabilities, and targeting approaches disaggregated by gender and age group.<sup>124 125 126</sup>

The 3RP puts a human face on a complex crisis, not only of the refugees but also the host communities receiving them. Interviews consistently indicated that in a complex response that involves multiple stakeholders, country contexts, and sectors, it is easy to get buried in the daily grind of the response. These interviews emphasised the importance of recognising the humanity of the Syria crisis, as the issues are tangible and lived experiences of individuals, families, and communities - refugee and host alike. From document review and interview feedback, the ET notes that multiple types of 3RP documentation and information highlight the experience and stories of individuals who have faced and overcome significant challenges.<sup>127 128 129 130</sup> RSOs in particular highlight the impact the crisis has had on host communities, citing examples of competition in the labour market and support or resources provided by governments.<sup>131</sup> In recent years, the strategic overview documents have stressed the impact of COVID-19 on host community members, specifically higher rates of poverty and unemployment.<sup>132</sup> Interviews indicated host community issues detailed in these documents are drawn from existing research shared by 3RP partners including IFIs and experience with livelihood and other sectoral activities implemented by in-country 3RP partners.<sup>133</sup>

Advocacy materials and policy documents, in addition to internal and external reporting, frequently present case studies of real success stories achieved by refugee and host communities combined with an overview of numbers showing the severity and scale of the crisis.<sup>134</sup> KII with 3RP stakeholders indicated this is used to good effect towards fundraising: a clear narrative that is supported by evidence-based numbers and emphasises the lived realities of the crisis resonates with audiences and stakeholders. Interviews cited this is far more meaningful to stakeholders than impassionate presentation of progress, processes, and indicators.

## 1.2. Advanced the HDPN

***Finding 3:***  
**3RP has demonstrated the feasibility of harnessing institutional partnerships towards the HDPN.**

Interviews and the secondary data review indicated that 3RP has made and continues to make an important contribution to the HDPN, primarily by demonstrating the feasibility of institutional and consortium-based collaboration across the humanitarian and development domains.<sup>135</sup> The 3RP is the first multi-UN agency partnership operating at this scale towards addressing strategic structural issues resulting from the crisis in an integrated humanitarian and development response. Interviews highlighted that no other UN mechanism existed at the time of the 3RP inception that advanced the humanitarian and development aspects of UN operations at an institutional level to the degree that the 3RP does. Interviews suggested this was a key factor that made the 3RP relevant and attractive to funding partners, regional and implementing stakeholders, and governments.

Specifically, the 3RP documentation reports efforts of increased partnership and coordination between humanitarian and development actors in joint analysis, rapid impact assessments, and growing involvement of development actors such as in the protection sector.<sup>136</sup> Interviews also highlighted the current 3RP efforts towards cross-border, cross-actor and cross-institutional fertilisation of learning on humanitarian and development linkages through its knowledge management activities. This is further substantiated through the secondary evidence and presented 3RP functions.

Interviews show increasing demand for the learning and experiences of the 3RP model in the context of the HDPN to be better documented and shared. Many organisations are currently assessing how best to position themselves within the HDPN and on resilience approaches, and the 3RP is considered an appropriate platform to facilitate knowledge sharing on its own experience and the broader HDPN and resilience topics. Secondary evidence indicates an intention among internal stakeholders to situate and understand 3RP within the HDPN: e.g., it is frequently an agenda item at 3RP regional workshops, mentioned in RSC meetings as action points, and is incorporated within the 3RP supporting pillar for thematic and cross-cutting issues.<sup>137 138 139 140</sup> Further, the annual reporting and the 2021-2022 RSO also specifically detail commitments to the HDPN.<sup>141 142</sup> However, few external and internal documents spell out concrete examples of how the humanitarian-development continuum at both country (i.e., Lebanon) and regional levels is addressed or implemented within the context of the nexus, although the evaluation recognises that a separate HDPN evaluation is currently ongoing.

Interviews highlighted that the way in which 3RP considers and contributes to the peacebuilding component of the HDPN is through social cohesion and stabilisation efforts. Internal documents and interviews have framed social cohesion as a way to ensure peaceful co-existence between communities (refugee and host alike), while alleviating both the causes and expressions of tension.<sup>143</sup> For example, and as highlighted by



the KIIs from the Lebanon context: the United National Interim Force in Lebanon (UNIFIL) participates in coordination meetings between municipal and other local service providers and institutions and local government, all of whom play a key role in community cohesion and joint tension monitoring.<sup>144</sup>

**Finding 4:  
The resilience and refugee pillars as silos no longer fully underpin the mandate and scope of 3RP's work**

There are concerns regarding the continued appropriateness of the resilience and refugee pillars to frame the 3RP's work, and the use of associated 'humanitarian', 'development' and 'resilience' terminology. Review of 3RP documents showed humanitarian efforts are often used synonymously with the refugee component, and development efforts with the resilience component.<sup>145</sup> This contrasts with additional primary and secondary data evidence, which suggests activities under the refugee component include both humanitarian and resilience-focused efforts. Interviews highlighted this was due to the thinking in 2015 when 3RP was started: refugee and resilience pillars were initially separated by target populations (refugee or host community members). However, interviews suggested that despite some of the documentation continuing to adopt a conceptual divide between refugee and resilience, the 3RP has moved towards acknowledging refugees also require resilience-centred capacities, hence the inclusion of the 'resilience for all' priority as a common goal for all 3RP interventions.<sup>146</sup> Interviews and internal documents detailed that 'resilience for all' refers to building strength and durability for both refugees and host community members through activities/interventions that include livelihoods support, skills and training, in addition to including refugees into national service provision and institutions.<sup>147</sup>

Interviews at regional and country levels confirm that the distinction between refugee and resilience pillars as a conceptual or implementation framework no longer offers sufficient grounding to the 3RP mechanism. Specifically, interviews highlight that these distinctions are no longer useful in practice as the response has evolved. For example, KIIs described how Lebanon has always had integrated planning that combines resilience with humanitarian and refugee activities. Further, the Türkiye response plan leverages the strong role of the government to lead on resilience-based activities with both refugee and host communities. Interviews at the country-level indicated that integrated plans like these show the main limitations to the resilience of refugees as closely intertwined with the lack of mid- and longer-term livelihood pathways for refugees – most of whom were vulnerable and largely dependent on humanitarian assistance in the form of cash. There is an internal acknowledgment among regional level 3RP staff on this issue; recent internal 3RP documentation (2020 onwards) highlights that these refugee/resilience pillars may no longer be the most useful way to conceptualise the response.<sup>148</sup> However, publicly available documents such as RSOs and annual reporting still make some mention of these components.<sup>149</sup>

In view of the above, regional-level interviews suggested that 3RP's conceptual and implementation grounding should evolve from the resilience/refugee divide and more towards a concept that better reflects the integrated nature of the plans in many countries, and which is relevant and more useful to all humanitarian and development actors involved. Some interviews highlighted that the HPDN may be an effective framework in this regard given the 3RP contributions made to the HDPN to date. Interviews specifically noted that the highly integrated nature of the HDPN to address overlapping and compounding needs provides a useful conceptual framework to unpack challenges and formulate solutions for both resilience building efforts and the protracted and complex Syria crisis. Some interviews also highlighted that the HDPN provides appropriate

emphasis on the role of governments and the need to strengthen government capacity to enable long-term solutions.

Interviews acknowledged a range of practical challenges when moving towards a stronger conceptual link between the HDPN and the 3RP, specifically related to funding. In practice, the humanitarian and development efforts are often separately funded and require targeted advocacy efforts. This is corroborated by funding partners; external stakeholders indicated funds are often allocated from specific sources for activities which cannot be changed flexibly (including from the donors' side). Interviews at the country level generally indicated there was more success in identifying funding for the humanitarian aspect when compared to development objectives. These interviews suggested that funding linkages are generally more robust with humanitarian actors which creates an imbalance with the other nexus domains in terms of results, or even perceptions of results.

### 1.3. Provided regional vision and strategies to advance protection, solutions, and resilience.

***Finding 5:***  
**The direct support of the 3RP to strategic decision-making at leadership level is not always visible to 3RP members and stakeholders.**

It is the role of the RSC, supported by the RTC and JS, to provide appropriate strategic leadership in the Syria crisis response. As indicated in [Figure 2](#), the RSC is comprised of director level members from UN agencies, INGOs, IFIs, and country representatives. Interviews with 3RP staff and partners have taken the position that the RSC have historically performed these roles well. However,

recently the RSC as a body meets as infrequently as once in the last 18 months, and at the time of writing, only three times in the last three years. A review of meeting proceedings indicated the RSC used to converge on a range of cross-cutting issues pressing the Syrian crisis response and how the 3RP can provide support to these issues across the country chapters.<sup>150</sup>

As a result, interviews across levels noted limited visibility of the processes of RSC and senior leadership and its results. Interviews acknowledged the challenging balance the RSC and RTC has in ensuring the regional vision and strategy are both informed by and helpful for country planning. However, across interviews, stakeholders consistently expressed a desire to see stronger leadership at the regional level (i.e., the JS, RTC and RSC) to facilitate the development of a refreshed vision and strategy, particularly on common concerns across 3RP countries. Primary evidence at both regional and country level indicated that these common concerns include access to durable solutions, linkages with development agendas, synergies with IFIs and other actors, and private sector engagement. These interviews further explained that there remains a strong interest to maintain national-level strategic leadership (i.e., setting national priorities and agendas) at the country level, and such is the challenging balance. Yet, there was room and expressed need for strong leadership to exist simultaneously at both levels.

Feedback to the evaluation indicated that despite the RSC and senior leadership (within and outside the RSC) meetings convened to have these types of discussions, these deliberations and their follow-up are not clear or visible to the broader 3RP membership. Regional and country-level stakeholders expressed a desire to understand tangible outcomes and decision-making that emerge out of these strategic meetings. Such interviews show that this communication issue needs to be resolved/strengthened to avoid misperceptions of the strategic leadership credibility and role of the 3RP.

#### 1.4. Demonstrated efficiency, effectiveness, and relevance of the regional coordination architecture.

***Finding 3:***  
**3RP as a coordination mechanism remains highly relevant to the Syria crisis response.**

There is consensus across interviews that the 3RP as a coordination mechanism continues to be relevant to the Syria crisis response. As refugee issues span multiple country contexts, interviews expressed having a regional body in which stakeholders (across contexts and scales) can share ideas, practices, and funding is critical. Interviews across levels indicated that the 3RP is a stable and dependable structure of coordination towards refugee and host community responses. While interviews noted room to strengthen the 3RP relevance to government and sector needs, and its effectiveness in supporting national planning processes in a complex crisis context, there was broad consensus that it remains relevant and useful to the response. The 3RP provides a predictable and legitimate structure, broad membership, and is functional and operational, convening regularly on a range of issues.<sup>151</sup> The 3RP is seen as a stable mechanism in a highly dynamic stakeholder environment; it is the provision of a stable and safe space for dialogue that many interviews flagged as important to foster reflection and higher-level strategic, forward-thinking for the crisis over many years.

***Finding 7:***  
**Within the 3RP architecture, specific functions have been more effective than others, namely knowledge management and fundraising.**

As indicated in Regional coordination architecture and 3RP functions sections above, the regional committees and bodies of the 3RP serve multiple functions at both the regional and national levels. The first major function is 3RP's contribution to high-level platforms with international funding partners, stakeholders, and governments. The 3RP uses these high-level platforms, particularly the Brussels Conference, to advocate and fundraise for the region's refugee and host community needs and priorities.<sup>152 153</sup> Interviews highlighted the 3RP feeds into the Brussels Conference through the UNHCR and UNDP co-leads and through the appeal.<sup>154</sup> Interviews indicated that in a fundraising and advocacy context among funding partners and governments, a key strength of the 3RP mechanism stems from its representation and channelling of many voices and interests cohering and converging around the same issues and priorities. This point is further explained in Finding 2 above.

A second key function of the 3RP at the regional level is to produce region-wide reviews and reporting of 3RP activities and outcomes. As highlighted in [Appendix 9: Key Outputs](#), this includes producing dashboards with an annual report produced between February and March each year. Interviews indicated these products were considered good quality and had high utility value, including for funding partners. Interviews across levels indicated that the reporting is regular and frequent enough to provide detailed overviews of 3RP progress and goals, both for the region and the country contexts. This is elaborated further under [EQ 2.5](#).

The third major function the 3RP serves at the regional level is to maintain a broad membership and ensure its growth (also discussed next under EQ 2.5. ). The 3RP has consistently seen growth in its membership since inception in 2015: there were 200 partners in 2015, 240 partners in 2016, 240+ in 2017, 270 in 2018 and 270+ in 2019 onward.<sup>155</sup> KIIs indicate additional measures of success should be better reflected such as the quality of partnership, engagement, and joint results. As indicated in previous findings, interviews indicated the 3RP has more easily involved humanitarian actors/ stakeholders in the region, with development-based partners requiring further engagement. Interviews at country level explained that the practical guidance was needed on ways to promote engagement between the humanitarian and the development-focused actors, related to [EQ 1.2](#) findings above.

***Finding 8:***  
**The role of the RTC in regional coordination needs to be revitalised.**

The overall coordination architecture and the regional-level bodies of the 3RP is described in Regional coordination architecture. Perceptions in regional and country-level interviews of the JS is generally positive, as described through in Finding 4: , Finding 13 and Finding 8, where JS activities and outputs are unpacked.<sup>156</sup> The role and reflection of the RSC is also provided in Finding 4, where it is detailed in what ways leadership and decision-making is being enacted and received within the coordination architecture.

While there are highlights among the 3RP functions, satisfaction and engagement with the overall regional coordination architecture and process appears to be decreasing. Some interviews across levels indicated there is a sense of indifference from country-level actors about efforts and requests made by the regional level

(JS, RTC, RSC, data/information management teams for example). Specifically, data and information requests from the regional level were perceived by country-level staff as one-way and top-down: feedback indicated that the JS did not communicate with country-level coordinators regarding how and where data they provided was being used at the regional level. This has led to instances where regional-level efforts and outputs (i.e., workshops and knowledge products) are met with less interest from country-level actors. The regional coordination mechanism and process was described in some interviews as too process-oriented and formulaic, when it should be focussed on improving strategic decision making through equal participation (thus relating back to EQ 1.3. /Finding 4: above).

The role of the RTC, in particular, needs to be refreshed. Interviews at the regional level indicated that the RTC's overall role within and contribution to the 3RP is becoming more difficult to perceive by 3RP stakeholders. Most interviews at both the regional and country levels were not able to substantially describe the RTC primary responsibilities or its core functions. Interviewees with working knowledge of the RTC cited that – when it did meet– the RTC was heavily process-oriented and had limited direct contributions to results.<sup>157</sup> Despite its designated function as the interlocutor between technical working groups and the strategic level, KIIs stressed that the RTC needs to strengthen connectivity between technical insights and decision makers.<sup>158</sup> Some KIIs suggested that the role of the RTC should be scaled back in favour of a stronger working group structure, i.e., multiple working groups that work on specific and time-bound issues with direct relevance to current strategic themes, country contexts or needs. In such a scenario, it was suggested that the RTC would function more in a quality assurance role and less as a conduit to the RSC. This was suggested to maximise the time spent convening while providing tangible outputs addressing country-specific and technical needs.

**Finding 9:**  
**COVID-19 has had both positive and negative impacts on the 3RP's work.**

As anticipated, the ongoing COVID-19 pandemic has negatively affected some types of coordination, while enabling others. Strategic stakeholders, who relied primarily on face-to-face meetings and activities, were forced to rely on virtual methods of communication and collaboration, which decreased the level of participation for some. Interviews suggested that this might have had a meaningful impact on the level of engagement invested in strategy by senior leadership in past years; with fewer meetings and workshops, there are fewer opportunities to collaborate at a relational level on strategic decision making between regional level stakeholders. However, feedback indicated that participation in country meetings has increased as field staff and field-based organisations were more easily able to join meetings, which used to take place in capitals/removed cities.

**Finding 10:**  
**There is room for improvement in 3RP efficiency, increasingly as there is further engagement with national planning processes.**

The primary and secondary evidence indicates that the transaction costs of the 3RP are high, in terms of the time and effort investment of partners. Some stakeholders indicated a level of difficulty in navigating the various functions of the 3RP. As noted above, many interviews at the country level (particularly 3RP partners) stated they did not know the structure, make-up, nor express functions of the RSC and the RTC. Further, there was uncertainty among many country-level

KIs on how and/or where concerns (both general and specific) could be raised within the 3RP mechanism, as well as how country-based actors could influence regional-level decision making. The ET acknowledges that operational-level partners may be more familiar with national 3RP structures and have less opportunities to interact with the regional level, which may partially explain this unfamiliarity with the process.

Country-level discussions expressed there has also been high-turnover and many new arrivals among organisational staff across the region. These stakeholders indicated that institutional and contextual knowledge about the 3RP is often lost between turnovers, and it is difficult to onboard/brief new staff members about the 3RP, the various roles/functions, and planning processes. The ET acknowledges this is a common issue faced by larger, long-term coordination bodies and organisations.

The high cost of transaction is also related to the level of engagement that is necessary by stakeholders at both the regional and country levels for planning each year. Interviews indicated that these workshops are not as substantive as expected, do not always have the right level of senior decisionmaker participation, and often provided unclear results, as also observed by the ET through 2021 workshop participation; regional and country staff indicated there were often minimal written follow-ups to highlight key and tangible outcomes as a result of these workshops. Currently, stakeholders reported, many partners are repeating plans year-to-year, with little innovation, longer-term vision or contextual (i.e., country) adjustment.

Strategy documents and interviews indicated unclear expectations and lack of a mutually beneficial process for how partners across levels can construct/contribute to a longer-term vision, one that evolves over time in response to changes in context and needs.<sup>159 160</sup> Some interviews expressed the need for more detailed, country-specific guidance that would assist country teams in contributing to a longer-term vision through their planning processes. Stakeholders at the

country level agreed that the planning processes and commitments of their own national plans needed to fit within the wider regional plans of the 3RP. Interviews have acknowledged that the Syria crisis is complex and protracted, and that big changes in strategic directions may not be advisable or feasible. Yet, interviews highlighted that a high level of effort is necessary for the reporting that goes into planning processes and that more analytical feedback from the 3RP mechanism are necessary for their time/effort investments. Interviews did not provide specificity in the types of analytical outputs they desired beyond that noted above around how the national plans fit into a larger strategic vision. The 3RP staff highlighted in interviews that the 3RP regional workshop is tied to the global deadlines of the annual Global Humanitarian Overview (GHO) and the more recent Global COVID-19 Plan. This global deadline may not always align with national planning processes, which may have prompted country-level stakeholders to hold this critique. Interviews indicated that 3RP is aligned with the GHO because the 3RP, in essence, learns towards being a humanitarian plan. However, this is an acknowledgment in some interviews that 3RP should look beyond the GHO towards national planning and other frameworks like the UN Sustainable Development Cooperation Framework.

There are two planning workshops per year (generally over one or two days): one is dedicated to the 3RP specifically and the other is a joint-context analysis workshop with the inside Syria HRP. However, the country-level stakeholders expressed that these regional planning workshops provided limited value addition for their own respective country planning processes, despite their engagement or attendance.

## 1.5. Developed partnerships inside and outside the 3RP (IFIs, private sector, local actors)

### *Finding 11:* **The 3RP has and continues to build proactively on inter-institutional partnerships**

3RP builds and leverages inter-institutional partnerships to disseminate information and learning around good practices and to unlock funding in the region. This championing of partnerships is again exemplifying the models of the GCR and HDPN, as noted above (1.1 and 1.2). As of 2021,<sup>161</sup> the 3RP is comprised of partners from 13 United Nations agencies, 78 INGOs, 57 national or local NGOs, 12 private sector and IFI, and nine research institutions or universities, along with the member states and donors of the region.<sup>162</sup>

This membership growth speaks to the leadership role of the 3RP in fostering institutional partnerships. While existing inter-institutional partnerships are the foundation of the 3RP, starting with that of UNHCR-UNDP, such a broad partnership-based approach did not have any predecessor prior to the Syrian refugee crisis. This partnership has positioned 3RP to leverage the expertise of both organisations and their partners across the response for improved responses on issues such as gender and youth.<sup>163</sup>

Due to its regional presence, the 3RP is successful in building and involving the participation of broader stakeholders through coordination mechanisms such as inter-sector, interagency, and cross-country workshops.<sup>164</sup> Interviews also showed that the 3RP is making progress in connecting smaller organisations and INGOs with larger institutional actors. These smaller organisations were often cited to be in-county organisations that may not have

had the opportunity to collaborate and share knowledge with larger institutional partners. Some stakeholders indicated in interviews these opportunities for collaboration were invaluable, particularly in sharing leading practices and (in the case of collaborating with international partners) lessons learned from outside the Syrian context.

Some key 3RP partnerships have developed more than others in past years. In 2018, the RSC members agreed on the importance of having more partners focus on social protection and national system strengthening such as with the World Bank and others.<sup>165</sup> The World Bank is a good example of how these new partnerships have developed with largely positive feedback from interviews. The World Bank holds a seat on the RSC where strategic discussions are held and engages in assessments and studies of a highly practical nature.<sup>166</sup> With support from UNHCR, it has used refugee registration information and data organised by the 3RP to produce credible and relevant analytical reports on needs of refugees and host communities.<sup>167</sup>

Going forward, KIs indicated the opportunity for the 3RP to also engage more systematically with IFIs and the private sector, such as for-profit organisations active in humanitarian and development sectors. The 3RP conducted a recent assessment of IFIs in the region to demonstrate IFI contributions across sectors, types of services, and infrastructure in order to move toward more strategic regional engagement between 3RP and IFIs.<sup>168</sup> Some KIs suggested 3RP should ensure the engagement is not just about coordinated information sharing, but also focused on national development planning around a development agenda, and thus, specifying the role of these key partners in making contributions to that agenda.<sup>169</sup>

Across the partnership approach, it is important that the 3RP maintains a balance between efforts to identify new partners as well as to maintain meaningful engagement with existing partners. It was also apparent from the interviews that members and external stakeholders have questions around the 3RP position on government engagement and more structured participation of local organisations in the country chapters (discussed further in the next finding). Interviews at the regional level, however, highlighted that 3RP has made specific efforts to include local/Syrian led organisations at the regional level, who are presented in the RSC, and RDSWG.

*Finding 12:*  
**There are opportunities to strengthen partnerships with government actors at the national level.**

Both regional and country-level stakeholders agree that being nationally relevant across all five country chapters should be a priority for the 3RP. Country-level stakeholders indicated that the 3RP has an important role to play in national level planning processes (already noted in findings above and elaborated further under 2.1), beyond the information/knowledge management and fundraising function they currently serve. Discussions at the country-level highlighted that the 3RP has significant value added as a ‘convener’ or broker of partnerships for the national level. These stakeholders highlighted the reach and influence the 3RP has as a regional body, and that this may continue to be leveraged at the national level by drawing in external (but relevant) stakeholders into national planning process and implementation.

Governments are facing a host of pressing issues, both related and unrelated to refugees, that could potentially benefit from more dedicated 3RP support, i.e., through its effective knowledge management and fundraising functions (see [Finding 7](#)). Interviews acknowledge that balancing direct engagement with governments, while also maintaining the required impartiality/balanced approach around geopolitical complexities to objectively perform 3RP functions such as a platform for dialogue, is difficult. Despite this, some stakeholders indicated that the regional 3RP level could increase collaboration with national structures (government departments, officials) by offering support, guidance, and data/information in certain sectors and domains, where necessary and requested by the national structures. This was cited as a good opportunity for advocacy and alignment of regional level priorities with government-led initiatives and planning. Engaging in this way, stakeholders cited, would give 3RP partners more insight into the government/national systems and the contextual factors that influence their plans and priorities. Furthermore, it would ensure the 3RP activities are linked and engage with national government reforms.



## EQ 2:

**How has the 3RP supported the operational response at the country level while promoting regional coherence.**

Note: the sub-questions are intentional presented out of numerical order in order to improve the readability and flow of the findings for this EQ.

### 2.1. Provided regional technical and strategic support to country operations.

### *Finding 13:* **Currently efforts across the 3RP at the regional level are not sufficiently nested within national needs and priorities.**

Regional and country-level interviews highlighted that as the crisis continues to be protracted, partners of the 3RP are focusing on national-level planning and priorities to address the longer-term impacts on both refugee and host populations. KIIs with regional and country-level staff indicated that discussions around strategic priorities, planning processes, and implementation efforts are increasingly held at the national or country level, involving country teams, governments, local partners, and local communities.

This is prompting calls from regional and country-level KIIs alike around the importance of 3RP more deliberately aligning the regional resources and planning process with the national planning needs. The regional guidance provided to date, which has not been updated since 2015 apart from select thematic additions in 2021, has already served its purpose by informing national planning, to the extent possible.<sup>170</sup> Country stakeholders are now in need of more tailored guidance, including leading practice and lessons learned relevant to their unique context. Interviews show that 3RP does not sufficiently disaggregate or tailor its services and products by country. Interviews indicate further that information needs differ due to distinct country contexts and different levels of engagement between regional and national stakeholders. Some KIIs suggested directing regional resources to supporting the production

of tailored national notes led by local actors. Interviews at the country-level reiterated that the contextual complexities within each country have grown considerably since 3RP's inception and have emphasised the need to plan locally to respond to each unique country's circumstances and capacities available. Interviews highlighted that these country and sector-specific notes could supplement the current set of broader guidance and aim to develop a deeper level of collaboration on issues.

The importance to engage with UNCTs and with national development planning processes of the country chapters in a visible manner was highlighted in interviews, particularly on matters where national colleagues expressed a need for support. It was suggested that this would improve engagement of 3RP partners and, by extension, would provide a stronger channel for better utilisation of 3RP capacity and resources at national level. This would be the opposite of the current 'one-way travel' cited by many national stakeholders where they provide input into the regional plan but have limited takeaways for their own planning processes (see [Finding 8](#)). Generally, stakeholders recognised the importance of 'two-way traffic' between the two processes, but findings highlight that the current deficit in supporting national planning must first be set right.

KIs explained that refugee issues are embedded within their communities and within country contexts and therefore cannot be examined/addressed outside of them. Country-level stakeholders emphasised the other national and local challenges that may exist within respective chapter countries. This ranges from governmental red lines to high levels of poverty in local populations, to political instabilities and shrinking livelihood opportunities for refugees and host populations alike. As discussed in previous findings, stakeholders expressed general consensus that the regional level 3RP planning processes and priorities need to align with national needs and priorities, and ensure any support provided to national planning is fit for purpose.

## 2.2. Facilitated regional coherence through coordination, standards, tools, and approaches (i.e., including working groups/sectors).

### *Finding 14:*

**Good progress has been made on supporting coherence and mainstreaming of standards and tools across sectors.**

The 3RP mechanism has been able to standardise approaches and contextual planning on a regional level primarily through regional workshops, joint planning exercises, sector guidance notes, and collaborative planning assumptions. The secondary data and interview findings show significant effort is put into organising these exercises and drawing in various stakeholders across levels to participate.<sup>171</sup> Interviews generally expressed appreciation that these exercises serve as an opportunity for them to engage with regional actors and understand regional priorities.

Interviews indicated that the RTC and JS has led the integration and mainstreaming of resilience strategies in national plans through the development of guidance notes, in addition to taking the resilience agenda to the global level (see [Finding 7](#)). Interviews at the regional level cited that in 2015, many 3RP partners were not aware or familiar with resilience as a concept (and further still, how to operationalise resilience approaches). This led to the creation of a guidance note specifically about resilience programming.<sup>172</sup> A report, created by the JS and partners, was also produced that reflected 3RP's progress on resilience programming and further guidance on how resilience should be understood and measured.<sup>173</sup> Both these outputs demonstrate the 3RP's commitment towards maintaining a regional coherence on approaches fundamental to the Syria response.

KIs indicated that improvements can be made in the resilience component specifically around gender, youth, graduation, host community targeting, support to national institutions, and private sector engagement. Although resilience thinking and related activities exist in national plans, country-level partners expressed that they need more direct support from the regional level to operationalise the implementation of the concept programmatically. Specifically, country-level interviews cited that support is required towards ensuring innovative resilience approaches are well integrated with humanitarian activities, and most importantly, tailored to the various country approaches. Interviews from the country-level expressed that guidance that aligns and mainstreams resilience approaches into the country contexts (i.e., that considers the specific vulnerabilities and capacities of refugees and local communities) is needed from the regional level. KIs expressed that this is more applicable in some country chapters over others; the 'strength' of resilience components in country-level planning was cited as mixed to the ET by regional and country-level stakeholders.

### *Finding 15:* **Progress on gender mainstreaming is still needed.**

3RP commitment to mainstreaming gender is reinforced by pledges to the 2018-2021 UNDP Strategic Plan and the Global Refugee Forum, which focus on incorporating gender and equality in crisis settings and including female leadership in the recovery processes.<sup>174</sup> In 2021, the UNDP, UNHCR, UNICEF, UNFPA and UN Women further committed to develop guidance on gender mainstreaming in refugee response situations. This collaboration established baselines and targets for GEWE programming in refugee and host communities.<sup>175</sup> Further, UN Women and UN FAO developed a gender sensitive monitoring

approach for best practices of 3RP interventions each of the five host countries.<sup>176</sup> 3RP and its partners have produced nine gender-related papers since 2015.<sup>177</sup> Interviews indicated that UN Women is currently the primary agency that leads the strategic and implementation focus on gender mainstreaming at the regional level for the 3RP. Examples of their efforts include the gender sensitive index and a humanitarian working group focusing on gender, which is led by UN Women and features UN agencies and NGO partners, such as CARE and UN OCHA, in addition to regional level 3RP staff. According to external stakeholders this platform was offered to the 3RP and its stakeholders to support gender mainstreaming across sectors.<sup>178</sup>

Despite these efforts, gender mainstreaming is under-prioritised and under-resourced (within existing resources) across the region. Interviews show that a main driver is the chronic under resourcing of these issues and limited availability, and sometimes capability, of member organisations to engage and implement a gender-sensitive lens to operation. Further, interviews at the country level indicated that gender mainstreaming is being implemented unevenly across country contexts. To address this unevenness and provide better support to the country level, interviews highlighted that progress is being made to establish focal points in each country under the purview of UN Women at the national level. Interviews suggested these focal points would/are assisting in bridging the divide between regional guidance on gender mainstreaming and national implementation, the latter of which was cited as requiring strengthening by country-level actors.

## 2.4. Fostered innovation in programming.

**Finding 16:**  
**The 3RP has ensured innovative approaches and good practices are shared across the region.**

The ET notes the 3RP generates a range of knowledge products that highlight innovation across the country chapters. Interviews across levels indicated these products have been useful to their respective planning process, particularly in conceptual frameworks that linked directly with leading practices.

Interviews highlighted the following specific examples of useful products:

- Research documents produced by the JS such as an analysis of livelihood and economic opportunities for refugees and host communities,<sup>179</sup> two compendiums on innovative practices,<sup>180 181</sup> and a toolkit for local governance.<sup>182</sup>
- Guidance notes that detail leading approaches and tools in understanding and responding to issues in a range of sectors.<sup>183</sup>
- UNDP and UNHCR–domain specific products, such as building resilience in refugee response, gender integration in livelihood response, protection and solution strategies.

A review of the documents listed above highlighted four recurring themes that innovative approaches are centred around. These themes are:

**Strengthening resilience:** Documents and work on the ground on innovative 3RP approaches highlighted the importance of investing more in local people and institutions to enable actors to better cope with and recover from crisis impacts. Documents noted that resilience strategies should follow the guiding resilience directions: coping, recovering and transforming.

**Human rights-based approaches:** Documents outlined that 3RP approaches need to put an emphasis on the rights of all populations, including women, youth, elderly and people with disabilities. Approaches in these documents highlighted that human rights standards and principles must be integrated into all stages of programming, including design. Specific mention is made of the importance of working with governments and local stakeholders to ensure rights are in accordance with international law and standards.

**Conflict sensitive approaches:** Documents on innovation detailed that conflict-sensitivity should be at the heart of all 3RP approaches. This includes understanding the existing context and the likely implications of aid provided. Specific emphasis is placed on ensuring that negative outcomes must be mitigated, and positive outcomes be maximised.

**Flexibility:** Documents suggested that 3RP approaches must acknowledge the crisis situation is dynamic and will naturally have periods of intense increases or decreases in aid.<sup>184 185 186 187</sup>

The documents highlighted the following ways in which approaches can be flexible across-sectors: products (changes in services/products offered), process (changes in which services are delivered), position (changes in how products are framed and communicated), paradigm (changes in approaches by the implementing organisation).<sup>188 189 190 191 192</sup>

Interviews outlined that UNDP's Sub-Regional Response Facility (SRF) previously organised an international platform that focused on how UN agencies, and local and international organisations, respond to the Syrian crisis across the region: the Innovation For Crisis (I4C).<sup>193</sup> While not directly a 3RP-led event, the results from these platforms have helped frame 3RP's approach to innovation, particularly the two compendiums of innovation detailed above. [Appendix 9: Key Outputs](#) presents the results of a structured review of the compendium, highlighting best practices, types of innovation and programme examples by sector/thematic priority. Interviews with

regional staff expressed that COVID-19 has proved challenging in hosting another platform, however partners have expressed the UNDP/3RP should consider its revival.

## **2.5. Supported knowledge generation, management, dissemination, and learning, including in an AGD sensitive manner.**

*Finding 17:*  
**3RP is a highly effective at collecting, consolidating, and organising complex regional data from multiple stakeholders.**

Interviews across levels discussed that the 3RP's focus on creating an information base for both the region and the country contexts has been effective and useful for a range of 3RP and non-3RP actors. The 3RP utilises information from routine needs assessments across sectors and country chapters, for example, to show refugee response priorities and the level in which these needs were being addressed by 3RP partners. Interviews cited that this information base has meaningfully influenced the design of regional strategies and funding appeals, including consolidation of sectoral response needs, indicators, and outcomes. The utility of this centralised information base was echoed by funding partners, in particular the 3RP knowledge products which are able to present a complex regional crisis in an easy-to-understand manner that demonstrates the breadth and depth of ongoing needs. This is particularly given the disparity of information shared from inside and outside Syria. Interviews highlighted that the RDSWG outlined certain regions where information firewalls exist (i.e. Government of Syria) and need to support information gathering and consolidation in such places.

The information portal ActivityInfo tracks a wide range of information. It has been successfully rolled out in all five country chapters and is utilised routinely, according to regional and country-level interviews. Interviews across levels note that the 3RP information management system are used to understand and convey priority refugee and host community needs, conduct and record surveys, and implement vulnerability assessments in a coordinated and harmonised manner. In addition, the 3RP also implements regional and country-specific financial tracking separate from UN OCHA to target smaller country partners and NGOs. Data on host communities (from all 3RP partners) is also tracked and interviews suggested this is crucial in identifying key needs. KIIs with 3RP stakeholders indicated that KnowledgeHub – a system which produces knowledge products from data collected at the regional and country levels – is made available to any party working with the UNHCR, UNDP, and external stakeholders.<sup>194</sup> This is viewed across interviews as an important regional service of the 3RP.

Interviews indicated that 3RP's knowledge management mechanism could be strengthened by showing higher level outcomes or impacts of efforts by the 3RP structure and its partners, including those outside the technical sectors such as for system strengthening. Interviews highlighted that in multiple senior-level meetings,<sup>195</sup> there has been a consensus on the need to strengthen impact-based advocacy. This includes highlighting advancements along a pathway of change, such as for institutional capacity strengthening, and relates back to EQ1: findings around opportunities to strengthen regional vision and strategic guidance. Further, interviews regarding the data collection process indicated that there is a desire to adopt a common method of data collection across all countries (i.e. for population figures), as this would provide more consistent and coherent data cross the region. Interviews also indicated this would support the common contextual evidence-generation across the chapter countries.

While the repository of refugee and host community data and information are significant, some KIs indicated this may not be utilised to its full extent. Interviews suggested the regional level should maximise the wealth of country-level data sources more efficiently towards strengthening regional visions and strategies. Interviews acknowledged that this would take time and effort from both countries and the regional 3RP bodies like the JS; interviews highlighted process requires two-way engagement of both country and regional levels. For data on host communities, interviews cited this requires fine tuning, harmonisation, and more analysis of the available secondary data. Further maximising of current datasets includes highlighting key areas/themes that require the most attention, while taking into account changes in the political and operational context of countries. This also includes preparing a comprehensive 'deep dive' information package around such themes to enable and drive constructive dialogue among 3RP partners. While there was an interest in this kind of 'deep dive' among some interviewees, further clarity is needed on what and where these thematic gaps actually lie. Some interviews indicated the domains of child protection and gender responsiveness as requiring attention in such a deep dive.

As highlighted in Summary of changes to indicators and [Appendix 12: Shifts to 3RP Regional Indicators Over Time](#), the way in which 3RP tracks and reports indicators in RSOs and annual reports have shifted over the last few years. The 3RP did not present consistent indicators in these types of reports over the years nor did it outline the targets for each indicator. This makes it difficult for a stakeholder to measure or interpret overall progress at the outcome level by the data in these annual reports and strategic overviews alone. An attempt was made to offset the inconsistency in indicator reporting, remedied by the introduction of the regional results framework in 2020, which seeks to provide consistency and rationale in the selection and presentation of key indicators. To understand and measure 3RP's actual progress, 3RP partners must consult ActivityInfo. Interviews with 3RP partners highlighted that while complete

information is available via ActivityInfo, many partners primarily consult the RSOs and annual reports to understand the 3RP's progress. This can paint an incomplete picture of progress. For example, in 2020, the annual reports only cite 12 'key' indicators (without targets) across the eight sectors, yet monitoring information details 57 indicators tracked overall. KIs highlighted the process in selecting key indicators per sector was unclear as was the rationale behind shifts in indicators between years. The suggestion in interviews was to present more consistent indicators across the years so as to measure 3RP outcomes over time, in addition to explaining the indicator selection and change process in the annual reporting.

### *Finding 18:*

**There is an opportunity to embrace a more proactive role in promoting dissemination, utilisation of information and learning among stakeholders.**

While the 3RP provides a solid and useful information base, there are some gaps in the dissemination and utilisation of the learning. Country-level stakeholders expressed that knowledge and learning products are generally produced at the regional level. These interviews expressed a desire for the regional structure to be more involved in creating knowledge, learning, and analytical research/policy contributions developed as a result of their country-level input. KIs across levels expressed an appetite for the regional level to play this facilitatory/convening role in cross-country exchanges.

Country level stakeholders indicated that learning exchanges between country contexts could be strengthened. KIs spoke generally on this issue and did not specify specific areas. Interviews highlighted that given the large amount of data available to the 3RP (via ActivityInfo or

KnowledgeHub, see above), stakeholders indicated more of this information could be utilised if there was a participatory analysis process to (co)create learning outputs, also across sectors.

Interviews at the country-level further discussed the need for more opportunities of engagement between actors/staff across countries to take the learning and discuss its application across country contexts. Stakeholders expressed that this cross-fertilisation would further strengthen strategic and technical coherency of approaches for meeting refugee and host community needs and for working towards common objectives.

The ET acknowledges the challenge in facilitating linkages and lessons learned across the wide range of country contexts within the 3RP. Country-level KIs similarly conferred this; differing contexts in addition to resource availability and political constraints were consistently cited as large barriers to transferring and implementing lessons learned. The JS currently plays an important implicit role in knowledge dissemination and learning across the region and to the various country contexts.

## 2.3. Integrating and advancing durable solutions for Syrian Refugees

### *Finding 19:*

**The RDSWG has maintained a critical focus on durable solutions in a highly politicised and complex context and provides lessons for effective coordination on other priority issues.**

The politicisation of Syria crisis response activities, combined with economic challenges within Syria and in the region, has hindered the formulation of durable solutions. Interviews at the regional and country stakeholder level indicated that politicisation and governmental red-tape around issues of durable solutions serves as a major challenge towards advances of durable solutions at this time.

Overall, the RDSWG is a key function within the 3RP that is performing well, according to interviews at the regional level. Initially, the RDSWG was a forum to create a safe space to discuss and coordinate around the highly controversial (with diverse perspectives) around refugee returns. It has been generally successful in its aims of providing guidance, platforms for dialogue, and information sharing among partners, as evidenced in the return preparedness workstream outputs around Education, MHPSS, Livelihoods, Civil documentation, HLP and EHRE (refer to [Table 3](#)). It has also formulated the priority areas for Strategic Direction 2 (Durable Solutions), including the focus on refugee return. This has more recently been expanded to also focus on social and economic inclusion. It has brought in a number of Syrian civil society organisations to ensure that local voices are heard, and feedback incorporated. Its model has helped inform the organisation of national durable solutions working groups, and interviews explained that there has been some improved coordination and sharing of

information among the regional and national level as a result. It has also provided one of the main links to coordination structures inside Syria.

Interviews and review of the thematic return preparedness workstream outputs (Table 3) showed some important lessons from the regional/national DSWG function. Firstly, the working group format provides an enabling and trusted environment for critical dialogue on complex issues between a wide range of different stakeholders. This improves coherence with and among national-level WG members who also participate in the RDSWG, and improves communication on priority areas between 3RP member representatives and the RTC/RSC members.

Secondly, it is critical to establish clarity around the functionality and limitations of a regional WG. Interviews indicated confusion and differing expectations around what the role of a regional WG is within the broader 3RP architecture. Some stakeholders indicated that the WG should take a leadership role in developing and driving forward practical solutions. However, the majority of stakeholders expressed that the RDSWG plays and should continue to play a catalytic role in shaping technical solutions. Advocating for and implementing such solutions should be done at multiple levels and by the collective 3RP stakeholders, not by the RDSWG alone. The WG function should focus on evidence building, critical reflection and technical documentation of insights and options for other stakeholders to consider in their strategic decision-making. For the RDSWG, interviews indicated that the WG should assist, shape and define key asks on DS that senior stakeholders and committees like the RTC take forward. However, Interviews emphasised that lack of role clarity and taking on too many different functions where others fall short can overload a WG, which leads to overall decreases in effectiveness and efficiency.

A third lesson that emerged from interviews also related to the functionality of the RDSWG, focused on the need for a WG to be nested with a functional architecture for its results to come to full fruition. Within the context of the 3RP, this specifically refers to the engagement of the right level of stakeholder representatives with the Working Group to shape appropriate insights and options around critical response issues, and to ensure connectedness to senior leadership, i.e., the RSC and RTC, who are expected to utilise those insights and options as part of their leadership functions. Feedback to the evaluation also shows a desire for stronger direction from senior leadership on the type of issues that a WG should focus its deliberations and outputs on, i.e., particular – and possibly time sensitive – durable solution themes that align with risks and opportunities at regional and national levels.

Both national and regional stakeholder interviews indicated that there is an opportunity to apply the learning from the RDSWG to further strengthen the functionality of national and regional WGs, and to use a WG structure to deepen understanding and reflection on other strategic directions, thematic areas or crosscutting issues such as gender equality and women's empowerment (GEWE).



EQ 3:

**Has the 3RP provided an effective platform to conduct advocacy, policy, and resource mobilisation at the global and regional levels?**

3.1. Pursued relevant advocacy among 3RP partners and in high-level advocacy forums, including its approach to prioritisation of themes and issues.

*Finding 20:*  
**3RP and the Brussels Conference are leading platforms to advocate to international actors on behalf of refugees and vulnerable host community members across the Syria crisis response.**

Interviews emphasised the 3RP continues to be a leading force for advocacy because of its strength as a unified effort among key humanitarian and development actors. The 3RP provides the critical background to the annual appeal of the annual Brussels Conference (2017-2021), an event organised by the EU where commitments to the Syria response are forged and renewed across member states, regional organisations, IFIs, UN agencies and other humanitarian organisations.<sup>196</sup> Interviews agreed it is a critical event in which 3RP is an influential voice to raise awareness and funds. Interviews described two ways this advocacy opportunity could be improved: 1) through better prioritisation of key strategies prepared for the event, and 2) through ongoing advocacy and increased donor engagement going beyond the event itself.

3RP’s advocacy for the regional response at the Brussels Conference has translated into successful funds pledged by the international community toward the greater crisis response. This includes US\$4.84 billion in grant funds raised on average for the five years for the combined 3RP, HRP and ICRC appeals. This peaked in 2019 and was significantly lower in 2021 (see [Table 7](#), includes funding confirmed for current year and loans designated for multiple years). Further analysis of 3RP’s resource mobilisation is discussed in Finding 22 below.

Table 7:

**Funds raised (USD) at each Brussels Conference 2017-2021.**

	Brussels 1 2017	Brussels 2 2018	Brussels 3 2019	Brussels 4 2020	Brussels 5 2021
■ <b>Confirmed funding</b>	\$6.0 billion	\$4.4 billion	\$7.0 billion	\$5.5 billion	\$4.4 billion
■ <b>Loans</b>	\$30.0 billion (unspecified)	\$21.2 billion (2018-2020)	\$20.7 billion (2019 & beyond)	\$6.7 billion (2020 & beyond)	\$7.0 billion (2021 & beyond)

Source: 3RP Annual Reports 2015-2020; EU. (2020). Post-Brussels 4 Conference Financial Tracking.

Interviews raised a critique that the measure of 3RP's advocacy success is primarily based on funds raised. Internal and external key informants suggest that other indicators to measure quality of advocacy should be included in a formal advocacy approach, i.e., partners' commitment to coordination for impactful advocacy activities, alignment of strategic decisions with stated advocacy priorities, and further strengthening the platform for innovation and good practice – similar to the UNDP I4C platform. Further, interviews show a demand for more continuous advocacy between forums that are centred around consistent messaging on priority areas. Some stakeholders expressed concerns that while Brussels remains an important venue for advocacy, there may be further opportunities at the regional and global level that could be catalysed for support and funding.

### **3.2. Supported coherence in the overall advocacy strategy of 3RP across the region.**

*Finding 21:*  
**The lack of a formal advocacy strategy affects the ability of the 3RP to promote coherence within advocacy efforts across the region.**

Interviews and internal documents confirmed there is no advocacy strategy to guide 3RP activities and communications materials noted above. The 3RP Regional Strategic Overview published each year (since the 2015-2016 cycle) is currently the main document collating 3RP's strategy and key messages, with other information materials produced ad hoc for the Brussels Conference or other donor meetings and events. The Brussels Conference package generally includes the key messages, brochures, summary reports, funding needs.

Interviews show that 3RP plans to develop such a strategy this year (2022). 3RP internal and external stakeholder interviews indicate that a document that outlines 3RP's advocacy themes, expected milestone results and the overall approach would be helpful to foster broader support and engagement in 3RP's work. Specifically, interviews suggest that such a strategy should guide 3RP partners with a dual and interlinked advocacy purposes: advocacy for resource mobilisation as well as for strategic programming priorities. Interviews further emphasise that advocacy guidance should not be prescriptive at the activity level but must establish a common framing of priority issues for all stakeholders. General feedback is that developing this would need to be a dedicated activity that can be best facilitated by the 3RP.

Internal and external 3RP interviews showed that in the absence of an advocacy strategy, the JS facilitated communication on advocacy issues with country focal points, but the participation in such efforts was generally low.

### **3.3. Effectively used its advocacy strategy to drive 3RP policy research and resource mobilisation, including communications.**

*Finding 22:*  
**The 3RP is successful in mobilising resources towards regional refugee and vulnerable host community needs and priorities.**

The 3RP is successful in mobilising resources for the Syria crisis response as discussed under EQ 3.1. above. Primary and secondary data clearly show 3RP effectively mobilises resources across

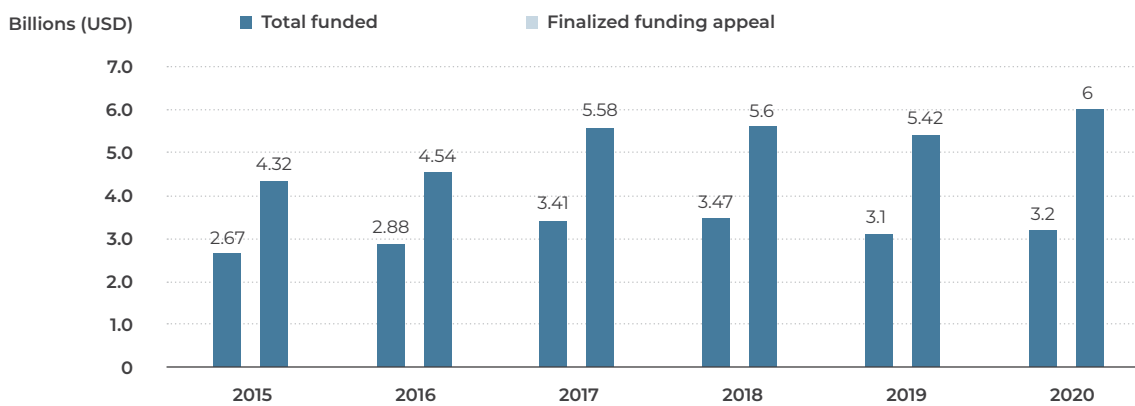
eight main sectors, addressing the needs of both refugee and host communities across the region (Figure 4). The 3RP reports on the appeals by sector, agency, and by country. This financial information is useful and well received, according to interviews, who cite it is an effective resource in raising awareness of 3RP’s current and potential needs and priorities.

Primary and secondary data clearly show 3RP effectively mobilises resources across eight main sectors, addressing the needs of both refugee and host communities across the region (Figure 4). The 3RP reports on the appeals by sector, agency, and by country. This financial information is useful

and well received, according to the donors and IFI interviewed, as it is an effective tool in raising awareness of 3RP’s current and potential needs and priorities.

The figures below present brief summaries of the funds raised for the 3RP across the years.<sup>197</sup> As shown below, the 3RP received 2.7 billion in 2015 and increased each year to 3.5 billion in 2018. The funding received decreased in 2019 to 3.1 billion and saw a small increase to 3.2 billion in 2020. The funding appeal was 4.3 billion in 2015 and increased to 5.6 billion in 2017. The funding appeal stayed fairly constant around 5.5 billion in 2017 through 2019, before increasing to 6 billion in 2020.

Figure 3:  
**3RP interagency regional funding and appeals.**



Source: 3RP Annual Reports 2015, 2016, 2017, 2018, 2019, 2020.

Figure 4 reports the funding received by sector from 2015 to 2020. The sectors that received the most funding were basic needs and food security. Over the period of 2015 to 2020, food security was on average 68% funded against its total requested amount, and basic needs had an average of 50% funding. The sector that received the least funding was shelter, which saw both its funding and funding required decrease; however, since its funding required decreased by a larger margin, the percent funded actually increased from around 30% to 50%. Basic needs saw a large spike in funding going from 370 million in 2017 to 1.1 billion in 2018. This also meant that the level of

funding went from around 34% in earlier years to around 50% in 2018 – 2020. There was an upward trend in funds received for livelihoods, however it remained the most underfunded sector despite its clear linkages to resilience, being at 21% in 2015 and increasing to 45% in 2019 before falling again to 27% in 2020. Some sectors remained fairly constant in their funding streams such as education and food security, each having an average percent funding of 54% and 68% respectively.

The interviews align with the narrative presented in these figures. KIIs highlighted that despite global shifts in the funding priorities of financial

partners, the 3RP continues to raise significant funds towards the region’s needs. While there has been a drop in funding when compared to previous years, the reliability of 3RP to raise and mobilise resources was consistently cited in interviews as a key success of the mechanism. Interviews across levels indicated that this reliability is a large reason why the 3RP attracts and retains a broad membership across sectors.

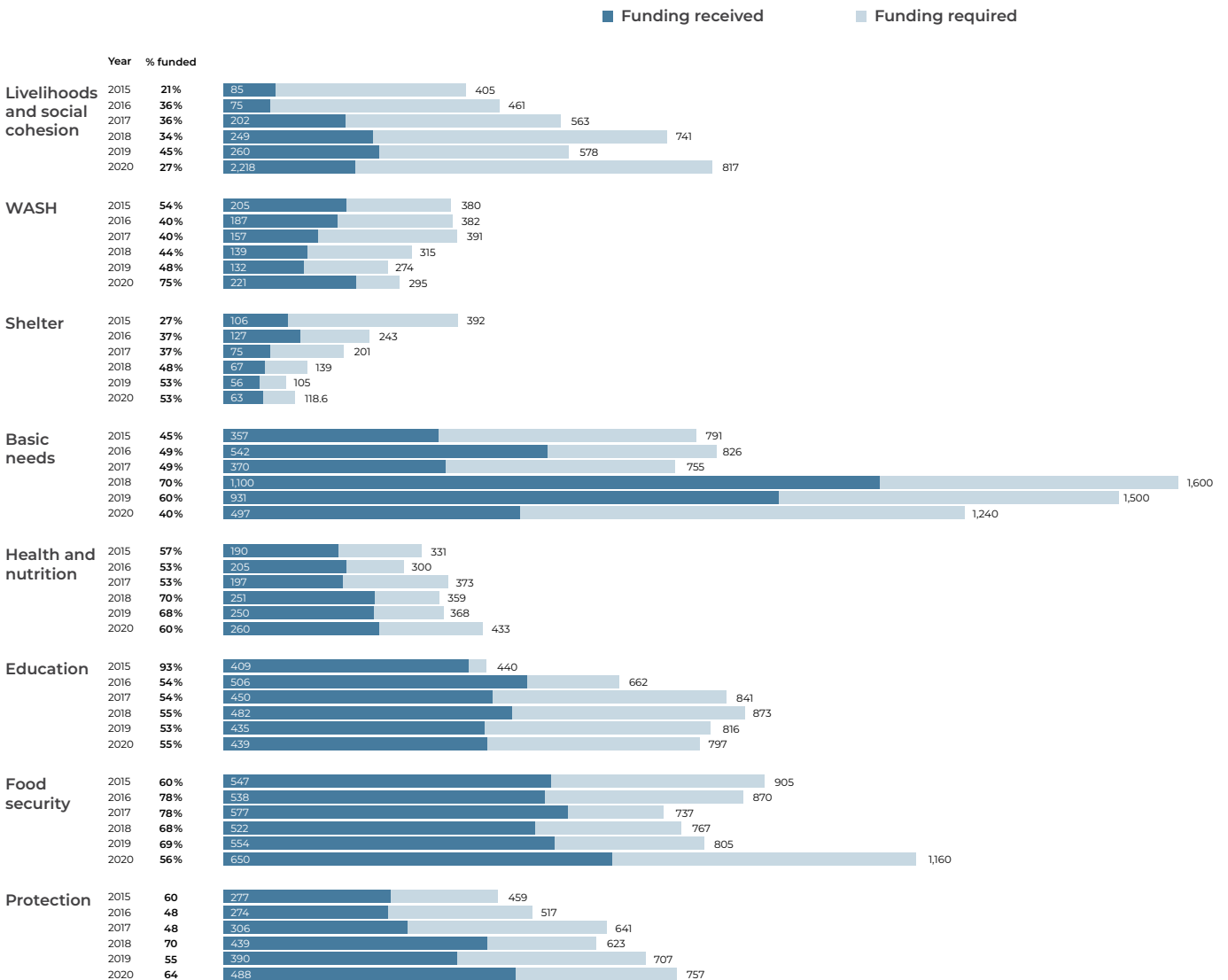
However, interviews highlighted the growing role and competing priorities outside the 3RP and its impact on how well the mechanism can raise and mobilise resources. According to interviews, stakeholder mapping indicates that IFIs have been delivering about 10 B USD worth of support to

the Syrian crisis response since 2013. While Jordan has been the country with highest support from IFIs, IFIs became the main actors in Türkiye on resilience-related programming (i.e., livelihoods and municipal infrastructure).

At the time of writing, the 3RP is now potentially competing with multiple regional-level refugee crises for funding and resources from international donors. This includes the Afghanistan humanitarian crisis in 2021, and most recently, the 2022 Ukrainian refugee crisis. Interviews indicated that prioritisation of key themes (mentioned in Finding 20: ) is of increasing importance as the 3RP mechanism moves further into a resource-constrained and ‘competitive’ environment.

Figure 4:

**Total funding received and required in millions (USD) and percent of total funding required by sector from 2015 to 2020.**



## 4. Conclusions and Recommendations

This section presents the conclusions and recommendations emerging from the evaluation.

### 4.1. Conclusions

EQ 1:

**How has the 3RP provided effective strategic leadership, vision, and coordination for the Syria regional refugee crisis response.**

Conclusion for EQ 1

**The 3RP has effectively carried out its knowledge management, fundraising and RDSWG functions, but its full potential to support and guide strategic decision-making for the region's response to the Syria crisis is not yet realised.**

The 3RP is guided by and influences international frameworks such as the GCR, the HDPN and the Agenda 2030/SDGs. As a result, 3RP functions align with current international standards and leading practice in humanitarian and development response. In particular, the 3RP has a highly effective information and knowledge management function that is able to capture the complexity of the crisis in a user-friendly manner, while still emphasising the depth and breadth of the refugee and host community needs. Satisfaction with this function among its users is high and it is recognised as a key strength of the 3RP that underpins its success in other areas such as fundraising. Stakeholders indicated that 3RP can build on its knowledge and information functions to provide more analytical and contextually relevant outputs (i.e., products and guidance grounded within the context of the country chapters).

The distinction between refugee and resilience components is no longer relevant conceptually and could be reviewed to ensure that the conceptual underpinning of the plan reflects its current integrated nature and is more operationally relevant. The current framing does not adequately capture on going response efforts to meet the current realities for refugees, host communities and broader population groups in countries affected by the crisis; nor does it frame solutions in a sufficiently cohesive and practical manner. The 3RP could look to the HDPN to help shape a more appropriate and action-oriented approach that connects humanitarian, development and transition solutions. Utilising the HDPN in this manner would link current refugee and resilience earmarked activities more coherently to allow better strategic decision making (i.e. identifying priority areas) and support practical application.

The 3RP is a useful convener and platform for regional coordination; this role is still necessary. To remain relevant to a Syria crisis response that is increasingly becoming contextualised to host community needs and national priorities, the 3RP will need to supplement its regional role with dedicated support to national planning and coordination processes. The 3RP can be strengthened by facilitating the incorporation of evidence-based input from the national level support in a more systematic way, thereby producing a strategy that is more tailored to country-level, information needs, stakeholder preferences and processes: the leadership of the 3RP can provide critical framework on priority themes and objectives and the RTC and JS could provide facilitation support.

3RP has committed to providing leadership and vision to the Syria crisis response. 3RP has previously fulfilled this role mainly through senior leadership discussion and reflection in the RSC. However, the nature and outcome of these deliberations and meeting results are not sufficiently known nor visible to internal and external stakeholders of the 3RP, particularly the country-level partners. The 3RP needs to ensure that its senior leadership engages in more deliberate provision of strategic direction, and that its decision-making processes and outcomes are clearly visible to internal and external stakeholders, particularly to country-level actors.

The JS is generally acknowledged favourably in supporting and coordinating the various functions at the regional level. However, the RTC in the current 3RP coordination architecture is operating beyond its original remit to support leadership and secretariat functions. A refresh of the RTC's role and resourcing within the 3RP architecture is necessary for more efficient and effective performance. Process-driven approaches has produced meaningful guidance or results to both technical working groups and to the strategic/ decision-making levels.

A critical focus on durable solutions, and refugee return in particular, is being maintained through the efforts of the RDSWG, despite the complex and political nature of issues. This is being done through an effective implementation of a working group approach that can be applied to address other complex domains and issues within 3RP's scope of work. The working group's successes is underpinned by effective and timely input from and connectedness to senior leadership, who should focus on taking working group outputs forward into strategic decision-making.

## EQ 2:

**How has the 3RP supported the operational response at the country level while promoting regional coherence.**

## Conclusion for EQ 2

**The 3RP successfully disseminated standards and tools to strengthen planning and coordination for a more coherent response at the regional level. 3RP support to country-level planning and coordination is being prioritised but needs to be further increased and strengthened.**

The 3RP has developed and effectively circulated a useful set of tools and guidance that is being used by Syria response stakeholders at regional and host country levels. The 3RP, in principle, is grounded in national planning. While 3RP regional functions remain prominent, it is continuing to evolve its support to national planning processes in line with the growing emphasis of context-specific national planning under a coherent regional framework. This includes adapting guidance to address the operational and programming challenges, particularly those emerging out of the on-going COVID-19 pandemic and dire economic situation.

However, the 3RP is not fully meeting stakeholder expectations for country-level planning and coordination support. There is an increasing demand from national stakeholders that the 3RP reorganises its planning support to better align with and meet the specific needs of the various country chapter planning processes. The 3RP should be more responsive with UN Country Teams and be more visible and two-way in its engagement. In particular, there is consensus that meaningful and high-level engagement of the UNCT is critical to ensure national priorities are heard and applied to re-envision the 3RP. Further specificity and next steps towards this remains unclear for many stakeholders. The specific details on country-appropriate support will need to be co-designed with country chapter stakeholders.

Progress has been made towards mainstreaming GEWE across domains and within country chapters through 3RP information and guidance products, and support to dialogue processes. However, 3RP's approaches in this regard need significant investment to align with minimum practice and stakeholder expectations on issues on GEWE and social inclusion.

EQ 3:

**Has the 3RP provided an effective platform to conduct advocacy, policy, and resource mobilisation at the global and regional levels?**

Conclusion for EQ 3

**The 3RP is a successful advocate and fundraiser for the Syria response. Addressing the risks and opportunities highlighted in this evaluation through a re-envisioned 3RP will strengthen its relevance, effectiveness and efficiency going forward.**

The 3RP has been a successful advocate for the Syria response, specifically in terms of resource mobilisation. 3RP's advocacy for the regional response at the Brussels Conference has translated into successful funds pledged by the international community toward the greater crisis response.

Despite other regional refugee crises appearing on the global scene, with the risk of diverting funds away from Syria, the 3RP continues to raise significant funds towards the region's needs and reliably mobilise resources across the 8 active sectors. There is broad consensus that this reliability is one of the driving reasons why the 3RP attracts and retains a broad membership across sectors. Overall, both resource mobilisation and fundraising are viewed as a key success of the 3RP mechanism.

This is noteworthy since these efforts have been successful in the absence of a 3RP advocacy strategy to help guide focus, audience and expected results of advocacy messaging. There are plans within the 3RP to develop an advocacy strategy in the coming year (2022). This does not necessarily have to be a roadmap that covers all domains and scope of work in detail; a position paper highlighting 3RP's overall approach is sufficient in this regard.



## 4.2. Recommendations

Preliminary recommendations are included in [Table 8](#) on the following page. These recommendations incorporate all feedback received by the ET through follow up validation KIIs, presentations and draft comments. In consultation with the 3RP RSC, RTC and JS, the recommendations have been formulated to be sufficiently specific for strategic direction to the internal change management processes ahead. At the same time, the recommendations remain at a high enough level to allow room for co-creation of solutions through broader stakeholder consultation.

The ET emphasises that these recommendations should not be approached separately; they are presented as a package, ideally to be rolled out concurrently, where possible. Each recommendation includes suggested timing and the primary 3RP body(ies) responsible. These recommendations should be rolled out following a consultative process with relevant 3RP stakeholders, from both the regional and national level.

Table 8:

**Emerging recommendations based on the findings and conclusions of the evaluation.**

Note: Particular findings have been reorganised to better contribute to the relevant conclusion and corresponding recommendations. These are highlighted grey.

Findings	Conclusions	Recommendations [all recommendations are high priority]
<b>EQ1: How has the 3RP provided effective strategic leadership, vision, and coordination for the Syria regional refugee crisis response.</b>		
<p>■ <b>Finding 1:</b> <i>By linking with international frameworks, 3RP ensures that the Syria response is guided by (and influences) current and leading practice.</i></p> <p>■ <b>Finding 2:</b> <i>3RP has helped to deepen global understanding of the refugee crisis, with a focus on the perspectives of refugee and host communities.</i></p> <p>■ <b>Finding 3:</b> <i>3RP has demonstrated the feasibility of harnessing institutional partnerships towards the HDPN.</i></p> <p>■ <b>Finding 4:</b> <i>The resilience and refugee pillars as silos no longer fully underpin the mandate and scope of 3RP's work.</i></p> <p>■ <b>Finding 5:</b> <i>The direct support of the 3RP to strategic decision-making at leadership level is not always visible to 3RP members and stakeholders.</i></p> <p>■ <b>Finding 6:</b> <i>3RP as a coordination mechanism remains highly relevant to the Syria crisis response.</i></p> <p>■ <b>Finding 7:</b> <i>Within the 3RP architecture, specific functions have been more effective than others, namely knowledge management and fundraising.</i></p> <p>■ <b>Finding 8:</b> <i>The role of the RTC in regional coordination needs to be revitalised.</i></p> <p>■ <b>Finding 9:</b> <i>COVID 19 has had both positive and negative impacts on the 3RP's work.</i></p> <p>■ <b>Finding 10:</b> <i>There is room for improvement in 3RP efficiency, increasingly as there is further engagement with national planning processes.</i></p> <p>■ <b>Finding 11:</b> <i>The 3RP has and continues to build proactively on inter-institutional partnerships.</i></p> <p>■ <b>Finding 12:</b> <i>There are opportunities to strengthen partnerships with government actors at the national level.</i></p> <p>■ <b>Finding 19:</b> <i>The RDSWG has maintained a critical focus on durable solutions in a highly politicised and complex context and provides lessons for effective coordination on other priority issues.</i></p>	<p><b>Conclusion 1:</b> <i>The 3RP has effectively carried out its knowledge management, fundraising and RDSWG functions, but its full potential to support and guide strategic decision-making for the region's response to the Syria crisis is not yet realised.</i></p>	<p><b>1. Develop documentation that clarifies the conceptual framework that underpins the 3RP mandate and scope of work. This should clarify the 3RP position on and use of concepts such as the HDPN and resilience, as well as 3RP alignment to other global standards and frameworks.</b></p> <p><b>By when:</b> September 2022, for endorsement of the SC in preparation for the 2023 annual planning meeting</p> <p><b>Who is responsible:</b> JS to design the appropriate processes for resetting the 3RP identity, with guidance and endorsement by RSC.</p> <p><b>2. 3RP should update documents to reflect the re-envisioned roles and responsibilities for the RSC, RTC and JS, which includes a transparent overview of the overall 3RP operating model. 3RP membership information must detail clear roles and expectations for 3RP members and partners.</b></p> <p><b>3. Re-initiate the regional strategic leadership function and strengthen the role of national leadership towards more inclusive agenda-setting for the Syria crisis response. This should build on evidence-based insights and options for consideration by response stakeholders. It must be a consultative process.</b></p> <p><b>By when:</b> September 2022 for endorsement of the SC in preparation for 2023 annual planning process</p> <p><b>Who is responsible:</b> RSC, RTC and JS.</p> <p><b>4. Develop an adaptive management plan covering the current and next annual planning cycle with metrics and targets to track progress on the issues raised in this evaluation report. This should include an overview of agreed changes to both the 3RP business model and its operating model, i.e., its specific function. Progress updates should be shared with 3RP members in a regular basis for accountability, feedback and collective learning.</b></p> <p><b>By when:</b> September 2022, prior to the 2023 annual planning process</p> <p><b>Who is responsible:</b> RTC to develop the adaptive management plan. JS to track progress. RSC to endorse the plan and hold final accountability for progress.</p>

Findings	Conclusions	Recommendations [all recommendations are high priority]
<b>EQ 2: How has the 3RP supported the operational response at the country level while promoting regional coherence.</b>		
<p>■ <b>Finding 13:</b> Currently efforts across the 3RP at the regional level are not sufficiently nested within national needs and priorities.</p> <p>■ <b>Finding 14:</b> Good progress has been made on supporting coherence and mainstreaming of standards and tools across sectors.</p> <p>■ <b>Finding 15:</b> Progress on gender mainstreaming is still needed.</p> <p>■ <b>Finding 16:</b> The 3RP has ensured innovative approaches and good practices are shared across the region.</p> <p>■ <b>Finding 17:</b> 3RP is a highly effective at collecting, consolidating, and organising complex regional data from multiple stakeholders.</p> <p>■ <b>Finding 18:</b> There is an opportunity to embrace a more proactive role in promoting dissemination, utilisation of information and learning among stakeholders.</p>	<p><b>Conclusion 2:</b> The 3RP successfully disseminated standards and tools to strengthen planning and coordination for a more coherent response at the regional level. 3RP support to country-level planning and coordination is being prioritised but needs to be further increased and strengthened.</p>	<p><b>1. Organise structured consultations with national planning stakeholders at the country level with the objective to understand possible roles and emerging needs and priorities for future 3RP support level.</b></p> <p><b>By when:</b> September 2022 for endorsement of the SC in preparation for the 2023 annual planning process</p> <p><b>Who is responsible:</b> JS with RSC engagement at critical points.</p> <p><b>2. Explore working group models, building on the RDSWG experience, to better connect regional and national stakeholders. This should start with ongoing priority areas of work, such as social inclusion and GEWE, and potentially extended into additional areas of thematic work. Working group assignments should produce tailored and specific guidance to countries, and enable strategic decisions for the RSC and other senior leadership.</b></p> <p><b>By when:</b> September 2022, prior to the 2023 annual planning meeting</p> <p><b>Who is responsible:</b> RTC and JS to conduct the working group model review. RTC to propose options to the RSC for other working groups.</p>

Findings	Conclusions	Recommendations [all recommendations are high priority]
<b>EQ 3: Has the 3RP provided an effective platform to conduct advocacy, policy, and resource mobilisation at the global and regional levels?</b>		
<p>■ <b>Finding 20:</b> 3RP and the Brussels Conference are leading platforms to advocate to international actors on behalf of refugees and vulnerable host community members across the Syria crisis response.</p> <p>■ <b>Finding 21:</b> The lack of a formal advocacy strategy affects the ability of the 3RP to promote coherence within advocacy efforts across the region.</p> <p>■ <b>Finding 22:</b> The 3RP is successful in mobilising resources towards regional refugee and vulnerable host community needs and priorities.</p>	<p><b>Conclusion 3:</b> The 3RP is a successful advocate and fundraiser for the Syria response. Addressing the risks and opportunities highlighted in this evaluation through a re-envisioned 3RP will strengthen its relevance, effectiveness and efficiency going forward.</p>	<p><b>1. Organise an advocacy needs, gaps and opportunity assessment among regional and national 3RP partners and stakeholders to identify differentiated priorities and advocacy change pathways across sectors and cross-cutting themes. For example, how will advocacy activities lead to expected changes in resource mobilisation and fund allocation?</b></p> <p><b>2. This analysis should inform the development of an advocacy roadmap with metrics to track progress against expected output and outcome results. This roadmap would detail specifically (and sequentially) what advocacy activity gets conducted when and by who, and why – and what the expected results are of the combined advocacy efforts?</b></p> <p><b>3. The road map should be accompanied by an internal knowledge management and learning function to continuously test the implementation assumptions that underpin effectiveness of the advocacy activities.</b></p> <p><b>By when:</b> Assessment to start ASAP. Road map and internal knowledge management function to be developed within 6 months after the 2023 annual planning meeting.</p> <p><b>Who is responsible:</b> JS to develop an assessment with inputs from the RTC. Roadmap development to be overseen by the RSC with technical inputs from RTC and JS.</p>

## 5. Appendices

 Table 9:

### List of appendices for this report.

Number	Title
■ Appendix 1	<i>Evaluation Matrix</i>
■ Appendix 2	<i>Qualitative Topical Outlines</i>
■ Appendix 3	<i>Listing of Key of Informants</i>
■ Appendix 4	<i>Methodology</i>
■ Appendix 5	<i>Evaluation Timeline</i>
■ Appendix 6	<i>Evaluability Assessment</i>
■ Appendix 7	<i>Results Framework</i>
■ Appendix 8	<i>3RP Regional Level Functions</i>
■ Appendix 9	<i>Key Outputs</i>
■ Appendix 10	<i>List of 3RP Appeal Partners</i>
■ Appendix 11	<i>3RP Sectors and Scope of Activity by Country</i>
■ Appendix 12	<i>Shifts to 3RP Regional Indicators Over Time</i>
■ Appendix 13	<i>3RP Gender and Inclusion</i>
■ Appendix 14	<i>Terms of Reference</i>
■ Appendix 15	<i>Works Cited</i>

## Appendix 1: Evaluation Matrix

Table 10:

### Evaluation matrix.

Lines of Inquiry	Evaluation Criteria	Indicators / Data Points	Data Sources (based on sources currently available)	Data Collection Techniques
<b>Evaluation Question 1: How has the 3RP provided effective strategic leadership, vision, and coordination for the Syria regional refugee crisis response and how can it do so in the future?</b>				
1.1. Created linkages to global frameworks (GCR, SDGs, etc)	<ul style="list-style-type: none"> <li>· Relevance</li> <li>· Reach and Fit</li> </ul>	<ul style="list-style-type: none"> <li>· The degree to which 3RP strategies have linked with global framework mandates and priorities.</li> </ul>	<ul style="list-style-type: none"> <li>· 3RP structure, governance and strategy documents</li> <li>· Inter-Sector Coordinators' Meeting and 3RP HRP workshop</li> <li>· RDSWG</li> </ul>	<ul style="list-style-type: none"> <li>· Document review</li> <li>· KIs with internal 3RP staff</li> </ul>
1.2. Advanced the HDPN.	<ul style="list-style-type: none"> <li>· Relevance</li> <li>· Reach and Fit</li> </ul>	<ul style="list-style-type: none"> <li>· The extent to which Refugee and Resilience working groups/ sectors are integrated and layered.</li> <li>· The relevance of the Peacebuilding component within working groups/sectors and strategies.</li> </ul>	<ul style="list-style-type: none"> <li>· 3RP structure and governance documents</li> <li>· Annual and Progress reports</li> <li>· Innovation papers</li> <li>· Planning meeting reports as well as reports to do with related workshops and meetings</li> </ul>	<ul style="list-style-type: none"> <li>· Document review</li> <li>· KIs with strategic-level staff</li> </ul>
1.3. Provided regional vision and strategies to advance protection, solutions, and resilience.	<ul style="list-style-type: none"> <li>· Relevance and coherence</li> <li>· Reach and Fit</li> </ul>	<ul style="list-style-type: none"> <li>· The degree to which 3RP mechanism's ability to provide thought leadership towards an articulate strategic regional vision around protection, solutions, and resilience.</li> </ul>	<ul style="list-style-type: none"> <li>· 3RP structure and governance documents</li> <li>· Inter-Sector Coordinators' Meeting and 3RP HRP workshop</li> <li>· RDSWG repository</li> <li>· Policy briefs</li> <li>· Regional Steering Committee MoM and Regional Technical Committee MoM</li> <li>· Regional Operational Framework for Refugee Return to Syria</li> </ul>	<ul style="list-style-type: none"> <li>· Document review</li> <li>· KIs with strategic-level staff</li> <li>· KIs with RDSWG</li> </ul>
1.4. Demonstrated efficiency, effectiveness, and relevance of the regional coordination architecture.	<ul style="list-style-type: none"> <li>· Efficiency</li> <li>· Effectiveness</li> <li>· Relevance and coherence</li> <li>· Reach and Fit</li> </ul>	<ul style="list-style-type: none"> <li>· What are the stakeholder perceptions of the 3RP mechanisms to facilitate efficient coordination. Stakeholder perception on the ease and time spent of participating in 3RP activities.</li> <li>· What are internal and external stakeholder perceptions and ET assessment of 3RP performance.</li> <li>· The degree to which coordination architecture is appropriate and relevant to regional response needs and changing context.</li> </ul>	<ul style="list-style-type: none"> <li>· 3RP structure and governance documents</li> <li>· RDSWG</li> </ul>	<ul style="list-style-type: none"> <li>· Document review</li> <li>· KIs with strategic level 3RP staff and partners</li> <li>· KIs with funding partners</li> <li>· KIs with internal 3RP staff</li> </ul>
1.5. Developed of partnerships inside and outside the 3RP (international finance institutions, the private sector, and local actors).	<ul style="list-style-type: none"> <li>· Relevance and coherence</li> <li>· Reach and Fit</li> </ul>	<ul style="list-style-type: none"> <li>· Evidence of acquisition of strategic partners (IFIs, private sector).</li> <li>· Level of partner engagement across scales.</li> </ul>	<ul style="list-style-type: none"> <li>· Inter-Sector Coordinators' Meeting and 3RP HRP workshop</li> <li>· RDSWG</li> </ul>	<ul style="list-style-type: none"> <li>· KIs with strategic level 3RP staff</li> <li>· KIs with external 3RP staffs</li> <li>· KIs with country-level staff</li> </ul>

Lines of Inquiry	Evaluation Criteria	Indicators / Data Points	Data Sources (based on sources currently available)	Data Collection Techniques
<b>Evaluation Question 2: How has the 3RP supported the operational response at the country level while promoting regional coherence and what are the areas for further improvement?</b>				
<b>2.1. Provided regional technical and strategic support to country operations.</b>	<ul style="list-style-type: none"> <li>· <i>Relevance and coherence</i></li> <li>· <i>Effectiveness</i></li> <li>· <i>Reach and Fit</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>Quality and thoroughness of guidance (technical, others) provided to country operation.</i></li> <li>· <i>Perceptions of country-level stakeholders on the usefulness of 3RP support.</i></li> <li>· <i>The extent to which country and local priorities are integrated in response and support planning.</i></li> <li>· <i>The extent to which guidance is useful (and used) towards refugee resilience and protection solutions.</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>Guidance Notes</i></li> <li>· <i>Inter-Sector Coordinators' Meeting</i></li> <li>· <i>Annual and Progress reports</i></li> <li>· <i>Policy briefs</i></li> <li>· <i>Workstream products, including information sheets and desk reviews/reports, guidance tools</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>Document review</i></li> <li>· <i>KIIs with country focal points and other country-level staff</i></li> <li>· <i>KIIs with internal 3RP staff</i></li> </ul>
<b>2.2. Facilitated of regional coherence through coordination, standards, tools, and approaches, including technical working groups/sectors</b>	<ul style="list-style-type: none"> <li>· <i>Relevance and coherence</i></li> <li>· <i>Effectiveness</i></li> <li>· <i>Reach and Fit</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>The degree to which country-level priorities and needs are reflected within the 3RP standardised approaches.</i></li> <li>· <i>The extent of deviation in country-level tools from regional standards and approaches.</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>Guidance Notes</i></li> <li>· <i>Inter-Sector Coordinators' Meeting</i></li> <li>· <i>Workstream products, including information sheets and desk reviews/reports, guidance tools</i></li> <li>· <i>Annual and Progress reports</i></li> <li>· <i>RNO and repository of vulnerability assessments</i></li> <li>· <i>Innovation papers</i></li> <li>· <i>Policy briefs</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>Document review</i></li> <li>· <i>KIIs with internal 3RP regional staff</i></li> <li>· <i>KIIs with country focal points and country-level staff</i></li> </ul>
<b>2.3. Fostered innovation in programming.</b>	<ul style="list-style-type: none"> <li>· <i>Reach and Fit</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>The degree to which novel approaches and strategies have been developed/enhanced as a result of regional coordination efforts.</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>Innovation papers</i></li> <li>· <i>Policy briefs</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>Document review</i></li> <li>· <i>KIIs with technical working groups/sectors</i></li> </ul>
<b>2.4. Integrating and advancing durable solutions for Syrian refugees.</b>	<ul style="list-style-type: none"> <li>· <i>Relevance and coherence</i></li> <li>· <i>Effectiveness</i></li> <li>· <i>Reach and Fit</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>Contribution of RDSWG workstreams towards effective and relevant durable solution strategies.</i></li> <li>· <i>How durable solutions are advocated for in country-level policy and implementation strategies.</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>Guidance Notes</i></li> <li>· <i>Annual and Progress reports</i></li> <li>· <i>Innovation papers</i></li> <li>· <i>Policy briefs</i></li> <li>· <i>RDSWG repository</i></li> <li>· <i>Comprehensive Protection and Solutions Strategy papers</i></li> <li>· <i>Regional Operational Framework for Refugee Return to Syria</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>Document review</i></li> <li>· <i>KIIs with RDSWG</i></li> <li>· <i>KIIs with internal 3RP staff</i></li> </ul>
<b>2.5. Supported knowledge generation, management, dissemination, and learning including in an AGDM sensitive manner.</b>	<ul style="list-style-type: none"> <li>· <i>Relevance and coherence</i></li> <li>· <i>Efficiency</i></li> <li>· <i>Reach and Fit</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>How countries are connected with tools and approaches that help them enhance their response.</i></li> <li>· <i>How 3RP knowledge products were utilised by stakeholders and to what extent they addressed gaps of knowledge,</i></li> <li>· <i>Utilisation of knowledge products (i.e., MEAL reporting) by country operations, partners stakeholders at the country and regional level.</i></li> <li>· <i>How regional level data highlighting success and gaps are gathered and shared.</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>Guidance Notes</i></li> <li>· <i>Annual and Progress reports</i></li> <li>· <i>Innovation papers</i></li> <li>· <i>Policy briefs</i></li> <li>· <i>Workstream products, including information sheets and desk reviews/reports, guidance tools</i></li> <li>· <i>Technical tools generated by Working Groups or sectors.</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>Document review</i></li> <li>· <i>KIIs with strategic level staff</i></li> <li>· <i>KIIs with 3RP MEAL staff</i></li> <li>· <i>KIIs with country focal points and country-level staff</i></li> </ul>

Lines of Inquiry	Evaluation Criteria	Indicators / Data Points	Data Sources (based on sources currently available)	Data Collection Techniques
<b>Evaluation Question 3: Has the 3RP provided an effective platform to conduct advocacy, policy, and resource mobilisation at the global and regional levels? How can it be further improved?</b>				
<p><b>3.1. Pursued relevant advocacy among 3RP partners and in high-level advocacy forums, including approach to prioritisation of themes and issues.</b></p>	<ul style="list-style-type: none"> <li>· <i>Relevance and coherence</i></li> <li>· <i>Reach and Fit</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>How advocacy on the 3RP and 3RP priorities are carried out in high level forums.</i></li> <li>· <i>Internal and external stakeholder perception on the effectiveness of advocacy carried out in high level forums.</i></li> <li>· <i>The coherence and relevance of advocacy materials in communicating 3RP priorities and country-level needs.</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>3RP Communications work</i></li> <li>· <i>Reports, products and briefing kit from Donor conferences including Brussels</i></li> <li>· <i>CDG presentations and MoMs</i></li> <li>· <i>Advocacy messages developed by RDSWG Workstreams</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>Document review</i></li> <li>· <i>KIIs with strategic level staff</i></li> <li>· <i>KIIs with RTC and HQ focal points</i></li> </ul>
<p><b>3.2. Supported coherence in the overall advocacy strategy of the 3RP across the region.</b></p>	<ul style="list-style-type: none"> <li>· <i>Relevance and coherence</i></li> <li>· <i>Reach and Fit</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>The extent of usefulness and relevance of 3RP reporting and advocacy documents.</i></li> <li>· <i>The extent to which the 3RP communication strategy is successful in addressing key messages and priorities.</i></li> <li>· <i>The quality of approach and ability of strategies to achieve expected results, including political will, mobilised resources, cross border coordination.</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>Advocacy messages developed by RDSWG Workstreams</i></li> <li>· <i>Working group/sector products, including information sheets and desk reviews/reports, guidance tools</i></li> <li>· <i>Innovation papers</i></li> <li>· <i>Policy briefs</i></li> <li>· <i>Documents provided by KIIs from partners that highlight regional guidance/messages.</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>Document review</i></li> <li>· <i>KIIs with strategic level staff</i></li> <li>· <i>KIIs with country focal points and country-level staff</i></li> <li>· <i>KIIs with advocacy-specific and communication staff</i></li> </ul>
<p><b>3.3. Effectively used its advocacy strategy to drive 3RP policy research and resource mobilisation, including communications.</b></p>	<ul style="list-style-type: none"> <li>· <i>Relevance and coherence</i></li> <li>· <i>Effectiveness</i></li> <li>· <i>Reach and Fit</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>How many policy contributions (i.e., briefs, papers, submissions) are made by the 3RP.</i></li> <li>· <i>The overall quality and relevance of policy contributions to the sector, in accordance with its needs and contexts.</i></li> <li>· <i>Stakeholder perception on the relevance and impact of policy contributions by the 3RP.</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>3RP Communications work</i></li> <li>· <i>Advocacy messages developed by RDSWG Workstream</i></li> <li>· <i>Reports, products and briefing kit from Donor conferences including Brussels</i></li> <li>· <i>Policy briefs</i></li> <li>· <i>RPIS, monthly dashboard, related advocacy documents</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>Document review</i></li> <li>· <i>KIIs with strategic level staff</i></li> <li>· <i>KIIs with RDSWG</i></li> <li>· <i>KIIs with technical working groups/sectors</i></li> </ul>

## Appendix 2: Qualitative Topical Outlines

The following topics provide general guidance for the semi-structured key informant interviews, which will be tailored to the different types of key informants/stakeholders as relevant. The questions in this topical outline are asked of the relevant stakeholder groups as linked in the Evaluation Matrix. The corresponding EQ/sub-area are indicated in bolded brackets.

**Interviewer name:**

**Date:**

**Key informant(s) name/position:**

**Introduction/consent:** Interviewers will introduce themselves and explain the purpose of the interview and how the information will be used. The interviewers will inform the KII participants that their participation is strictly **voluntary**, that all information discussed is **confidential**, and that people will not be individually identified in the reporting of findings. However, the final report will include a listing of the KIIs. Participants can refrain from answering any question and can stop the interview at any time, without providing a reason. The interviewer must gain verbal consent as per the Introductory Comments.

### Introductory Comments:

*Thank you for being willing to talk with our team. My name is \_\_\_\_\_. I am a researcher/consultant with TANGO International and independent consultant, conducting an evaluation of the regional 3RP mechanism from 2015 to date. This interview will be confidential. The information will be used to create general learning about how 3RP can improve in future years. I will be asking your role, experience and opinions about 3RP. The interview will take about 45-60 minutes. Do you agree to talk with me?/Shall we proceed? Do you have any questions before we begin?*

### Introduction

1. What is your **role**/association with 3RP? For how long?

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### Strategic leadership

2. To start, please describe how you have observed 3RP provide clear strategic linkages to other global frameworks or priorities. (1.1)

3. Related to the global priority around the human-development-nexus, what are ways 3RP has integrated or combined the refugee and resilience pillars? (1.2)

a. Are there ways this can be done better?

b. What about the Peacebuilding component of the triple nexus, is that also integrated into 3RP strategy?

4. How well do you feel 3RP articulates regional strategy around each of the components of protection, resilience and solutions? (1.3)

a. To what extent has it been age-gender and diversity sensitive in its approaches?

b. Are there any practical lessons learned on advancing durable solutions for Syrian refugees?



c. Is 3RP enhancing effective and relevant durable solutions policy or advocacy at country level? How, why or why not?

**5.** Related to the actual regional coordination structure/or mechanism, what are specific activities or processes of this mechanism that allow it to be efficient and effective, and/or what could be improved? (1.4) e.g., facilitation process, ability to participate with ease, time-spent, perceptions of performance?

a. How has the coordination mechanism itself changed or developed over time? Why/for what reasons?

b. Do you foresee the coordination mechanism needing to change further for the current/ and evolving context? If yes, how?

c. In your view, is the system sufficiently agile and flexible to allow it to adjust in a timely and effective manner to changing circumstances and needs? Why or why not?

**6.** Is 3RP strategic in its partnerships? Why or why not? (1.5)

a. How well does 3RP engage with partners at different levels? Where have there been successes in partner engagement, and where are there gaps?

b. Has the 3RP leveraged all the relevant partnerships that it should be engaging? Why or why not?

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### **Support to country responses/with regional coherence**

**7.** Can you please describe the different ways 3RP has provided technical support and guidance to country responses? Examples? (2.1)

a. Has the support from 3RP you have observed/been associated with been useful?

b. Where has support from 3RP been more limited than required?

c. Have country-specific and local priorities been integrated in this guidance?

**8.** What have been the constraints/challenges to maintaining regional coherence, while ensuring country-level ownership of 3RP priorities? (2.2)

a. What has been done to address the challenges?

b. For country-level respondents: do you feel your country response priorities have been adequately reflected and managed in 3RP?

**9.** Can you provide any specific examples of novel approaches or innovations that have been developed/enhanced as a result of 3RP coordination efforts? (2.3)

**10.** What tools, reports or products produced by 3RP have you found most valuable, in your role? Why? (2.4)

a. For country-level respondents: what 3RP tools or products have helped to enhance your response, if any? (Any products you have not used/not found useful?)

b. Do you have any comments on the process for gathering data to the regional level; is it timely, efficient, and are the data highlighted relevant? Any suggested improvements to this process?

c. Have there been any consideration towards age, gender diversity mainstreaming in gathering and/or aggregating data at the regional level?

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### **Policy, advocacy and resource mobilisation**

**11.** How does 3RP carry out its advocacy in high level/global forums? (3.1, 3.2, 3.3)

a. Has 3RP's advocacy approach evolved over time? How, why or why not. E.g., is 3RP's advocacy and messaging fit for purpose, given the current context and given refugee and host community needs?

b. How does 3RP evaluate its success in advocacy efforts? How does resource mobilisation, communications, and policy research fit into this strategy?

c. Are there ways 3RP can improve its advocacy approaches and/or advocacy materials (including communications on 3RP priorities and country needs)? What are the barriers?

**12.** In your view, what are 3RP's most significant contributions to policy change/implementation (at various levels)? (3.2, 3.4)

a. Are there changes or new direction you would like to see in 3RP's policy research?

**13.** In your view, how well aligned is the 3RP advocacy strategy with national level strategies?

**14.** Is there anything else you would like to share?

## Appendix 3: Listing of Key Informants

The list of participants consulted during the evaluation phases is presented below. Informants are organised under their corresponding agency and method consulted (KIIs or FGDs). This list was developed in close consultation with the JS, based on inception discussions with the ET, their

contribution to this evaluation and their availability. 10 KIIs (17 participants total) were conducted in the inception phase, 17 KIIs (24 participants total) and 9 FGDs (28 participants total) was conducted in the data collection phase, and 3 validation KIIs (7 participants total) in the analysis phase.

Table 11:

### Breakdown of respondents for KIIs in inception phase.

Agency	Agency/Title	Function in the 3RP	Additional participants	Date Conducted
1. UNHCR	UNHCR Dep Director MENA Region	Regional Chair of RTC	-	26 August 2021
2. UNHCR	UNHCR Hub – Chief Country Operations /Deputy Manager	Regional Chair of RTC	1	07 September 2021
3. UNHCR	Director MENA Region	Ex-Regional Chair of RTC	-	24 August 2021
4. DRC	DRC Regional Director	RSC/RTC Member, INGO Focal Point	2	25 August 2021
5. UNDP	UNDP SRF Development Adviser	Ex-Regional Technical Coordinator	-	25 August 2021
6. UNDP	UNDP Strategic Advisor	Country level advisor / UNDP Lebanon	1	26 August 2021
7. WFP	WFP Head of Sub-Regional Office	RTC Member	2	24 August 2021
8. UNHCR	UNHCR Senior Protection Coordinator	RTC Member / Protection Focal Point	-	26 August 2021
9. UNDP	UNDP Advisor for Iraq & Syria	Focal Point of 3RP/UNDP in HQ	1	07 September 2021
10. UNHCR	Director MENA Region	Focal Point of 3RP at HQ	-	25 August 2021

**Total: 17 key informants**

Table 12:

**Breakdown of respondents for KIIs in data collection phase.**

Agency	Titles	Function in the 3RP	Additional participants in the session	Date Conducted
<b>KIIs: UN Partners</b>				
1. 3RP	Joint Secretariat – various roles	Joint Secretariat	1	1 December 2021
2. UNHCR	Head of External Engagement MENA Bureau	Former Head of Syria Desk at HQ and former Jordan 3RP coordinator	None	22 November 2021
3. UNHCR	Information Management Officer, Regional Office	Supports the data and knowledge management system	None	22 November 2021
4. UNHCR	Regional director MENA	Co-lead and RSC chair	None	22 November 2021
5. UNHCR	DIMA Staff	Supports 3RP IM	1	22 November 2021
6. UNHCR	Chief of Inter-Agency Coordination Section	Coordination between UN agencies	None	24 November 2021
7. UNHCR	Former MENA Bureau Regional Director	Former MENA Bureau Regional Director	None	15 December 2021
8. UNDP	Sub-regional coordinator	Involved in RRP and the inception of 3RP, policy writer	None	17 November 2021
9. UNDP	Policy Analyst for UNDP	Intersector Coordinator in Lebanon during 3RP inception	None	22 November 2021
10. UNDP	Head, Conflict Prevention, Peacebuilding & Responsive Institutions	Former SRF coordinator	None	29 November 2021
11. UNDP	Senior Country Director in Yemen	Founder of SRF	None	1 December 2021
12. UNDP	Deputy Hub Manager	Co-lead of the RSC, UNDP donor representative	1	9 December 2021
13. UNDP	Regional Advisor	Focal Points of 3RP/UNDP in HQ	1	12 January 2022
14. UNICEF	Head of No Lost Generation	No Lost Generation lead with UNICEF	1	14 November 2021
15. UNICEF	Regional Emergency Advisor	RTC member since 2020. He has also represented UNICEF in the RSC meetings Nov 2020 and May 2021 as well as Deputy Director level meeting.	None	29 November 2021
16. UNWOMEN	Regional Programme Coordinator	UN Women Representative on the RTC	None	23 November 2021
17. World Bank	World Bank Refugee Response coordinator	Regional Coordinator	2	29 November 2021
<b>Total: 24 key informants</b>				

Table 13:

**Breakdown of respondents for FGDs**

Focus Group	Agencies in attendance	Roles in the 3RP	Total participants in the session	Date Conducted
<b>FGDS: Country-Level stakeholders</b>				
Türkiye 1	- UNDP - UNHCR	- Interagency Coordinator - Representative	2	2 December 2021
Türkiye 2	- UNDP - UNHCR	- Representative	2	17 December 2021
Lebanon	- UNDP - UNHCR	- Intersector Coordinator - Representative	4	10 December 2021
Jordan	- UNDP - UNHCR	- Intersector coordinator - Country Representative - Former country representative	6	1 December 2021
Iraq	- UNDP - UNHCR	- Country representative - Former country representative - UNDP FP	3	6 December 2021
Egypt	- UNDP - UNHCR	- UNDP Jordan RR - Former UNDP Egypt RR	2	8 December 2021
<b>FGDS: Partners and Funding Partners</b>				
Donors	- US Embassy - German Embassy - ECHO - DFID	- Funding partners	4	20 January 2022
Donors	- USAID	- Funding partners	2	20 January 2021
International NGOs National NGOs Inter-Agency Group	- ICVA - VDSF - HI	- 3RP Partners	3	26 January 2022
<b>Total: 28 focus group participants</b>				

Table 14:

**Breakdown of respondents for validation KIIs in the reporting/validation phase.**

Agency	Agency/Title	Function in the 3RP	Additional participants	Date Conducted
UNHCR	UNHCR Dep Director MENA Region	Regional Chair of RTC	1	30 January 2022
UNDP	UNDP Hub – Chief Country Operations /Deputy Manager	Regional Chair of RTC	1	03 February 2022
WFP	WFP Head of Sub- Regional Office	RTC Member	2	07 February 2022
<b>Total: 7 key informants</b>				

## Appendix 4: Methodology

### Overview

The evaluation complied with the standards of the United Nations Evaluation Group (UNEG) and draws from the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD/DAC) evaluation criteria,<sup>198</sup> namely: relevance, coherence, effectiveness, efficiency. Not included are the criteria of impact and sustainability, as these are not appropriate for the scope of this regional and strategic-level evaluation. This was because the evaluation did not focus on programming at the country-level, which would be required for impact assessments and sustainability mechanisms. This was in accordance with the TOR and provided appropriate grounding for the strategic themes of this evaluation. This was agreed to in the inception phase, following close collaboration between UNHCR, UNDP and the ET.

The overall methodological approach of this strategic evaluation focused on mixed method data collection, including secondary data review and remote key interviews.<sup>199</sup> The ET applied triangulated analysis across data sources to answer the main evaluation questions and tailored sub-areas, and across the identified themes of resilience, protection and solutions.<sup>200</sup>

### Data collection methods

The data collection methods employed by the ET are summarised below.

■ **Document review.** The ET conducted an in-depth desk review of relevant 3RP programming, monitoring and reporting documents, as well as relevant external documents. The primary source of documentation was the extensive SharePoint e-library prepared by the 3RP, supplemented by documents identified by the ET. This method was selected because it allowed the team to understand the retrospective activities of 3RP, including gaps, challenges, and changes over the years of the evaluation period.

■ **Remote key informant interviews (KIIs) and small group conversations.** The ET was primarily

remotely based so conducted the KIIs through online platforms (e.g., Zoom, Skype, WhatsApp, Google Meet) and phone calls. The KIIs were semi-structured, guided by topical outlines, which are presented in [Appendix 2](#). The qualitative topical outlines were not pre-tested, but they were validated and revised through 3RP feedback on the inception report (including through the feedback gathered by wider 3RP stakeholders during the Annual Planning Workshop). This method was selected because it allows in-depth individual and small group conversations with key stakeholders structured around the EQs; it was appropriate in the evolving context of COVID-19 safety procedures at the time of writing. The evaluation did not engage national/local research teams. Interviews with refugees, programme beneficiaries and host community members were not part of the scope of this evaluation.

### Sampling strategy

The 3RP evaluation manager provided a long list of 50 relevant stakeholders towards the end of the inception phase as a preliminary sample frame for the KIIs. The ET, working closely with the JS, used purposive sampling to select approximately 40 qualitative activities, including KIIs and small group conversations, from a long list of key informants provided by the JS.<sup>201</sup> Purposive sampling is a widely used qualitative-based strategy that identifies and selects information-rich cases for the most effective use of limited resources.<sup>202</sup> This involves selecting key individuals or stakeholders that are particularly knowledgeable about or have experience with the areas of interest/themes of this evaluation. The sampling strategy took into account domains covered and information received during inception phase exploratory interviews, to minimise redundancy in interview process. Some KIIs from the inception interviews were re-interviewed at the end of the data collection phase in order to follow-up on ideas and themes that have emerged since the inception interviews.

Criteria for selection of the interviews included relevance to evaluation thematic areas, working

knowledge and insight towards answering the EQs and sub-areas, and diversity of representation across the total sample (e.g., diverse institutions, roles). The ET worked closely with the JS to identify seven 'groups' of stakeholders in the initial sample frame. The ET conducted both KIIs and FGDs across these groups, as appropriate:

- UN agencies (UNDP, UNHCR, UNWOMEN, WFP) including HQ representatives
- International NGO partners
- National-level NGO partners
- 3RP Country Coordinators (from UNDP and UNHCR)
- Major 3RP Funding Partners (donors, IFI)

The sampling – and data collection process in general – did not include gender specific considerations. This was not considered necessary with the focus on high level and purposefully selected KII and FGD participants. Gender disaggregated approaches in analysis were not applied, except where 3RP provided information on gender specific approaches or gender-disaggregated data; this was rarely the case.

### Data analysis

The ET combined several analytical approaches to cover the evaluation design and specified data collection methods, namely semi-structured thematic literature review and qualitative iterative analysis. Analysis was documented in consistent formats to facilitate easy access across team members, enable systematic and efficient triangulation, and perform weighted analysis across resources. The various analytical approaches were sequenced to align with data collection timelines, with the intent to start analysis as soon as possible after data collection has started. Analysis was layered through real-time and structured coordination of findings and insights across the team. Please refer to the evaluation matrix ([Appendix 1](#)) for the charting of how the data corresponds to each EQ and sub-area.

■ **Semi-structured thematic analysis** was applied to the literature review, which was ongoing throughout most of the evaluation timeframe. Documents were reviewed against pre-identified markers associated with the evaluation questions, the thematic focus areas, and emerging hypotheses.

■ **Qualitative iterative analysis** was utilised for all data collected through KIIs and small group meetings, and a structured top line review template was used, which aligned with the topical outlines and encouraged the identification of emerging topics. Team members applied a real-time analysis process that updates preliminary findings across qualitative sources every time new interview batches were added.

■ **Triangulation, sense-making and validation of analysis results.** Triangulation occurred when multiple information sources provided insights on the same theme. For every evaluation question, the ET drew upon findings across the sources of data: e.g., different types of KIIs and documents, describing where there was agreement in the data versus mixed results. All key findings and conclusions were based on more than one source of data. From the start of the data collection phase, the ET organised weekly triangulation and sense-making meetings to review analytical progress and discuss highlights and emerging themes as a team. As appropriate, structured debriefing/validation meeting(s) was organised with 3RP stakeholders to discuss preliminary results before progressing to deeper levels of analysis.

■ **Matrix-based approach to analysis.** Analysis of qualitative data involved using a matrix approach. Data was reviewed, synthesised and analysed regularly using Microsoft Excel spreadsheets, which allowed narrative data to be condensed, filtered and/or aggregated to identify patterns, trends, and outliers with respect to the research questions and topical outlines. Responses from participants were triangulated between KIIs and other stakeholders to cross-check the reliability of information and identified differences in perception between groups based on roles, functions, and the sector the KI is involved in.

Based on the evaluation matrix, the themes were identified through deductive analysis. Inductive analysis allowed for new or unexpected themes emerging as a result of the data collection and analysis process, which was highlighted.

### Limitations

There were no major methodological limitations to this study design. The scope and size of the evaluation was limited based on the timing and budget constraints of the contract. Potential risks to data quality, particularly with remote methods, were considered and mitigated by the evaluation team. For example, remote qualitative data collection poses unique challenges in rapport-building. TANGO mitigated this potential issue by ensuring all interview participants received an invitation to participate through 3RP and understood the purpose of the evaluation in advance. TANGO encouraged cameras-on during the interview as bandwidth allowed and rescheduled as needed to ensure it was as convenient and comfortable as possible.

### Ethical considerations

This evaluation conformed to the 2020 UNEG ethical guidelines.<sup>203</sup> As part of UNHCR's normative framework, the evaluation followed the Code of Conduct for Evaluations in the UN system: UNHCR Data Protection Policy,<sup>204</sup> UNHCR AGD Policy,<sup>205</sup> and UNHCR Disability Inclusion Strategy.<sup>206</sup> Accordingly, TANGO took responsibility for safeguarding and ensuring ethics at all stages of the evaluation cycle.

### Quality assurance (QA)

The QA system for this evaluation included a designated EQ manager. Their role was to review all deliverables submitted to the JS and address the corresponding feedback. TANGO communicated regularly with the JS and other relevant stakeholders to keep them informed of progress and address any issues. The QA process is presented below by phase.

■ **Inception.** Consultation with the commissioning entity and stakeholders was extensive during this phase to finetune the TOR, review background documents, make an evaluability assessment, and identify constraints or opportunities for the evaluation. The resulting inception report underwent internal QA and responded to all comments. The Evaluation TF conducted a review and provided guidance on the submitted inception report.

■ **Data collection and analysis.** The initial days of this phase were dedicated to the ET's internal meetings to ensure understanding of evaluation objectives and context, roles and responsibilities, and competency in the selected methodology. The ET then met with the 3RP team and other stakeholders for interviews and further planning. The ET held weekly internal meetings to compare their findings from interviews and document review, discussed emerging themes and patterns, identify issues that may have affected data quality. When data collection was complete, the ET conducted a debrief session with the JS and followed up with key strategic stakeholders for validation discussions. These engagements served to present, discuss and validate key findings and preliminary conclusions, aiding in the development of the draft report.

■ **Reporting.** The reporting phase resulted in an evaluation report and related products. The EO assigned staff for quantitative data analysis and assigned additional staff to support qualitative data analysis and report assembly. The EO, senior technical staff, and QA manager reviewed the report draft against the evaluation criteria and QA standards, as well as for good use of primary and secondary data, clear articulation of the evidence base, and well-supported and feasible recommendations, as well as for completeness, clarity of presentation, and readability. The evaluation was supported by both the JS to guide the work and provide feedback from stakeholders.



## Appendix 5: Evaluation Timeline

The timeline for the evaluation is presented below. All deviations to the initial timeline presented in the TOR and in the Inception Report was cleared with the JS prior to adjustment.

Table 15:  
Evaluation Timeline.

	Phase 1 - Inception	Party	Date
Draft 1	Team preparation, literature review prior to HQ briefing	ET	July 2022
	Kick-off Meeting	JS & ET	06 July 2021
	RTC Introductory Meeting	RTC & ET	27 July 2021
	Inception Check-in Meeting	JS & ET	10 August 2021
	Submit draft Inception Report (IR)	ET	15 September 2021
	3RP Feedback	JS	04 October 2021
	Submit revised IR	ET	05 November 2021
	IR Clearance	JS	November 2021
	Circulation final IR circulated to key 3RP Stakeholders for their information	JS	November 2021
	Phase 3 - Data Collection	Party	Date
Draft 2	Remote Data Collection	ET	November – February 2022
	Final KII/FGD (validation interview)	ET	07 February 2022
	Phase 4 - Reporting	Party	Date
Draft 3	Submission of Draft 1	ET	04 February 2022
	Round 1 feedback	JS	04 – 11 February 2022
	Round 1 feedback received	JS	11 February 2022
	Submission of Draft 2	ET	22 February 2022
	Round 2 feedback	JS	22 February – 01 March 2022
	Round 2 feedback received	JS	04 March 2022
	Validation Workshop	ET/JS	16 March 2022
	Submission of Draft 3	ET	08 April 2022
	Round 3 feedback	JS	08 April – 13 April 2022
	Round 3 feedback received	JS	13 April 2022
Final	Submission of Final Report	ET	21 April 2022
	Final Review	JS	21 April 2022
	Finalisation	Party	Date
	Finalise and release report	JS / ET	21 April 2022

## Appendix 6: Evaluability Assessment

As part of the inception phase, the evaluation conducted an evaluability assessment to revise the evaluation questions and areas of inquiry based on data evaluability and value to the evaluation. For the matrix below: green indicates information is sufficiently available and comprehensive for

answering EQs and sub-areas; orange indicates Information is incomplete, but gaps can reasonably be bridged via KIs and further doc requests; and red indicates available data is not comprehensive nor available to meet evaluation standards.

Table 16:  
Evaluability Assessment Matrix

Eval. Questions (EQ)	Sub-Areas	Key documents in our possession	Evaluability			Value to the Evaluation
			Secondary data availability	Primary data availability	Overall Evaluability	
<b>EQ1.</b> How has the 3RP provided effective strategic leadership, vision, and coordination for the Syria regional refugee crisis response and how can it do so in the future?	Created linkages to global frameworks (GCR, SDGs, etc)	- 3RP structure and governance documents - Inter-Sector Coordinators' Meeting and 3RP HRP workshop - RDSWG	Strategic overview documents, yearly narrative progress reports and meeting minutes. Only regional strategic overview documents explicitly refer to SDGs + other frameworks.	KIIs can help situate and qualify 3RP towards global commitments.	Need to define what sufficient "linkages" may look like. Requires separate research on proper framework linkages.	Light Focus
	Advanced the Humanitarian-Development- Peace Nexus (HDPN).	- 3RP structure and governance documents - Annual and Progress reports - Innovation papers - Guidance Notes	Working internal document (unpublished) on the HDPN and 3RP.	KIIs with steering staff can expand on what 'advancing' means in the context of 3RP.	Requires separate research on HDPN and how 3RP fits within the nexus which is being conducted currently by a separate review.	Light Focus
	Provided regional vision and strategies to advance protection, solutions, and resilience.	- 3RP structure and governance documents - Inter-Sector Coordinators' Meeting and 3RP HRP workshop - RDSWG - Policy briefs - Regional Steering Committee MoM and Regional Technical Committee MoM	Overviews and reporting clearly show protection, durable solutions and resilience strategies. RDSWG database has useful documentation/evidence of progress towards protection, solutions.	KIIs to validate how strategies are being implemented and received and the process (i.e., collaboration) to result in these strategies.	Secondary data + KIIs with key steering staff is sufficient to evaluate.	Heavy Focus
	Demonstrated efficiency, effectiveness, and relevance of the regional coordination architecture.	- 3RP structure and governance documents - Regional Durable Solutions Working Group (RDSWG) - Regional Operational for Return to Syria	Governance and structure documents. Annual reporting	KIIs to understand inner workings and mechanics of the 3RP.	Documents coupled with KIIs can provide enough to make efficiency, effectiveness and relevance assessment. Perhaps visually map out the coordination architecture.	Heavy Focus
	Developed partnerships inside and outside the 3RP (international finance institutions, the private sector, and local actors).	- Inter-Sector Coordinators' Meeting and 3RP HRP workshop - Regional Durable Solutions Working Group (RDSWG)	Cannot find specific partnership information.	KIIs with external and internal stakeholders on development of partnerships.	While KIIs can highlight existing partnerships, there needs to be more documentation on the nature of external 3RP partnership.	Heavy Focus

Eval. Questions (EQ)	Sub-Areas	Key documents in our possession	Evaluability			Value to the Evaluation	
			Secondary data availability	Primary data availability	Overall Evaluability		
<b>EQ2.</b> How has the 3RP supported the operational response at the country level while promoting regional coherence and what are the areas for further improvement?	Provided regional technical and strategic support to country operations.	<ul style="list-style-type: none"> <li>- Guidance Notes</li> <li>- Annual and Progress reports</li> <li>- Policy briefs</li> <li>- Innovation papers</li> <li>- Workstream products, including information sheets and desk reviews/ reports, guidance tools</li> </ul>	Guidance documents and workstream products	KIIs with country focal points. They can also point towards country-level needs data and how 3RP support is operationalised.	AGD disaggregated data is available to assess the quality of support the country operations receive from regional level.	Heavy Focus	
	Facilitated of regional coherence through coordination, standards, tools, and approaches, including technical working groups/sectors.	<ul style="list-style-type: none"> <li>- Guidance Notes</li> <li>- Inter-Sector Coordinators' Meeting</li> <li>- Workstream products, including information sheets and desk reviews/ reports, guidance tools</li> <li>- Annual and Progress reports</li> <li>- RNO and repository of vulnerability assessments</li> <li>- Innovation papers</li> <li>- Policy briefs</li> </ul>	Guidance notes and vulnerability assessments.	KIIs with country focal points and regional staff to understand how accessible guidance is.	Analysis of the guidance material, and KIIs will show if it is being used and the extent to which it corresponds to resilience and protection priorities.	Heavy Focus	
	Fostered innovation in programming.	<ul style="list-style-type: none"> <li>- Innovation papers</li> <li>- Policy briefs</li> </ul>	Compendium highlighting innovative practices from the 3RP.	KIIs to examine how the 3RP "provides space" for innovation	Innovation in programming can be analysed via two specific compendium documents.	Light Focus	
	Integrating and advancing durable solutions for Syrian refugees.	<ul style="list-style-type: none"> <li>- Guidance Notes</li> <li>- Annual and Progress reports</li> <li>- Innovation papers</li> <li>- Policy briefs</li> <li>- RDSWG</li> <li>- Comprehensive Protection and Solutions Strategy papers</li> </ul>	RDSWG Repository: - Explosive Hazard Risk Education - Livelihood - Mental Health Psychosocial Support - Education - HLP/CD	KIIs to understand RDSWG inner workings and research	Durable solutions, particularly for returning refugees are well documented.	Heavy Focus	
	Supported knowledge generation, management, dissemination, and learning including in an AGDM sensitive manner.	<ul style="list-style-type: none"> <li>- Annual and Progress reports</li> <li>- Innovation papers</li> <li>- Policy briefs</li> <li>- Workstream products, including information sheets and desk reviews/ reports, guidance tools</li> <li>- Guidance Notes</li> </ul>	Knowledge papers and guidance notes appear to be the major set of tools for countries. Annual and weekly reports generated from MEAL system	KIIs need to expand on how knowledge is disseminated and how accessible knowledge products are.	Documentation is compiled at the regional level. KIIs to understand how the MEAL system is implemented and how this data is utilised. The feedback loop needs to be further understood, particularly from members outside the strategic level.	Heavy Focus	

Eval. Questions (EQ)	Sub-Areas	Key documents in our possession	Evaluability			Value to the Evaluation	
			Secondary data availability	Primary data availability	Overall Evaluability		
<b>EQ 3.</b> Has the 3RP provided an effective platform to conduct advocacy, policy, and resource mobilisation at the global and regional levels? How can it be further improved?	Pursued relevant advocacy among 3RP partners and in high-level advocacy forums, including its approach to prioritisation of themes and issues.	<ul style="list-style-type: none"> <li>- 3RP Communications work</li> <li>- Reports, products and briefing kit from Donor conferences including Brussels</li> <li>- CDG presentation and MoM</li> </ul>	Documentation from conferences (i.e., Brussels) and RDSWG workstream products (regional advocacy messages) available.	KIIs with HQ focal points on how advocacy is carried out in high-level forums.	Sufficient level of info available on advocacy in high-level forums.	Heavy Focus	
	Supported coherence in the overall advocacy strategy of the 3RP across the region.	<ul style="list-style-type: none"> <li>- 3RP communications work</li> <li>- Reports, products, and briefings kit from donor conferences including Brussels.</li> <li>- Policy briefs</li> <li>- RPIS, monthly dashboard, WS related advocacy documents.</li> </ul>	Overview and summary documents, and conference advocacy material is available. Need further documentation on advocacy strategies and outreach.	KIIs to see what issues are chosen for advocacy and how reporting data is utilised. KIIs with internal stakeholders to understand alignment of advocacy strategy across the region.	Need to obtain advocacy strategy documents (separate from communications documents)	Heavy Focus	
	Effectively used its advocacy strategy to drive 3RP policy research and resource mobilisation, including communications.	<ul style="list-style-type: none"> <li>- 3RP Communications work</li> <li>- Reports, products and briefing kit from Donor conferences including Brussels</li> <li>- Policy briefs</li> <li>- RPIS, monthly dashboard, WS related advocacy documents</li> </ul>	Few contributions to policy research are available, however more documentation may exist, particularly at the country-level.	KIIs can reveal where 3RP may be making the most impact in the policy landscape.	Difficult to qualify the impact of the policy research that is currently in the resource library Evidence will mainly draw from primary data.	Heavy Focus	

## Appendix 7: Results Framework

The table below presents the 2021 results framework, categorised by strategic direction and its corresponding strategic objectives.

Table 17:

### 2021 Results framework

Strategic objectives	Indicators
<b>Strategic Direction 01: Protecting People</b>	
1.1. Access to territory, Asylum, and Basic Rights for Refugees Secured	1.1.1. # of registered refugee 1.1.2 # reached with legal assistance
1.2. Prevent and reduce statelessness through legally recognised documentation and favourable legal provisions	1.2.1 % of children that do not have a birth document (birth certificate or birth notification) 1.2.2 # of individuals helped with obtaining nationality, disaggregated by age, gender and diversity
1.3. GBV is prevented, and the risk of its occurrence mitigated	1.3.1 # of persons receiving Gender-Based Violence (GBV) response services, disaggregated by nationality 1.3.2 # of persons who benefitted from activities and awareness raising on GBV prevention and empowerment of women and girls, disaggregated by nationality
1.4. Scale and scope of specialised child protection services expanded	1.4.1 # of girls and boys who are receiving specialised child protection services, disaggregated by gender and nationality 1.4.2 # of individuals (parents, caregivers, community members, volunteers, teachers, local officials) trained on protection including child protection and GBV, disaggregated by gender and nationality
1.5. Expanding efforts to nurture community protection and refugee-host community cohesion	1.5.1 # of individuals engaged in, or benefitted from the services through community outreach mechanisms, or community-led initiatives 1.5.2 # of individuals accessing information on available services and entitlements for refugees through community centres (community service centres, social service centres, women's centre etc.), disaggregated by gender and nationality
<b>Strategic Direction 02: Pursuing Durable Solutions</b>	
2.1. Supporting voluntary, safe and dignified returns, without incentivising other returns	2.1.1 # of voluntary refugee returns verified by UNHCR 2.1.2 # of refugees who received return counselling or other support
2.2. Ensuring preparedness plans for larger-scale return are in place	2.2.1 Return planning and preparedness documents are up-to-date
2.3. Maximising resettlement opportunities for those most in need	2.3.1 # of Refugees who can benefit from resettlement from a range of states
2.4. Promote the opportunity for complementary pathways	2.4.1 Information on complementary pathway opportunities shared with refugees and all stakeholders
2.5. Expanding local opportunities for refugees from a solutions perspective	2.5.1 Proportion of refugees who are able to move freely within the host country 2.5.2 # of refugees issued work permits and business licenses, disaggregated by age and sex

Strategic objectives	Indicators
<b>Strategic Direction 03: Supporting dignified lives</b>	
<p><b>3.1.</b> <i>Ensure that refugee population can meet their basic needs and prevent them from resorting to negative coping strategies</i></p>	<p>3.1.1 # of individuals who receive food assistance (cash, voucher or in-kind), disaggregated by nationality and sex</p> <p>3.1.2 # of households receiving unconditional, sector-specific or emergency cash assistance, disaggregated by nationality</p>
<p><b>3.2.</b> <i>Minimum standard of housing of the most affected communities is improved</i></p>	<p>3.2.1 # of households in and out of camps receiving assistance for shelter and shelter upgrades, disaggregated by nationality</p> <p>3.2.2 # of households receiving rental subsidy or cash for rent, disaggregated by nationality</p>
<p><b>3.3.</b> <i>Employability of refugees and host communities are improved</i></p>	<p>3.3.1 # of individuals benefiting from skills development (training, internship, apprenticeship, entrepreneurship) and career guidance, disaggregated by age, sex, and nationality</p>
<p><b>3.4.</b> <i>Economic opportunities for refugee and host communities expanded</i></p>	<p>3.4.1 # of individuals accessing decent jobs, sustainable income and entrepreneurship/business opportunities, disaggregated by sex and nationality</p> <p>3.4.2 # of individuals provided with short-term employment opportunities, disaggregated by nationality and sex</p>
<p><b>3.5.</b> <i>Access to quality health care services for refugees and host communities is improved</i></p>	<p>3.5.1 # of consultations for target population in primary health care services, disaggregated by nationality</p> <p>3.5.2 Other health care services (e.g. referral, secondary health care, sexual and reproductive health care, mental health care) are provided to target population, disaggregated by nationality</p>
<p><b>3.6.</b> <i>Refugee children are enrolled in the national education system (primary and secondary)</i></p>	<p>3.6.1 # of children (5-17 years, girls and boys) enrolled in formal and nonformal education, disaggregated by nationality</p> <p>3.6.2 # of children (3-17 years, girls and boys) benefiting from education-related social protection programmes (school transportation, cash transfers for education, and complete-meal school feeding), disaggregated by nationality</p>
<b>Strategic Direction 04: Enhancing National and Local Capacities</b>	
<p><b>4.1.</b> <i>Response capacities of national public institutions strengthened</i></p>	<p>4.1.1 # of staff of national public institutions, including front line workers (such as medical and education) trained, disaggregated by sector and sex</p> <p>4.1.2 Amount of support (technical, physical) to national public institutions (national level) is increased</p>
<p><b>4.2.</b> <i>Response capacities of municipalities and other local authorities to deliver basic services and foster social cohesion strengthened</i></p>	<p>4.2.1 # local / municipal mechanisms for interaction and dialogue between communities in place and supported to foster social cohesion</p> <p>4.2.2 # projects completed for improved municipal infrastructure and services (water and sanitation, energy, solid waste management, emergency services, public and recreational spaces)</p>
<p><b>4.3.</b> <i>Capacities of businesses to create and maintain decent employment opportunities strengthened</i></p>	<p>4.3.1 # of businesses supported through business development services, including grants, in-kind support, and access to finance</p> <p>4.3.2 # new businesses (start-up, home-based- businesses, social enterprises and cooperatives) established and maintained</p>
<b>Cross-Cutting and Thematic Issues</b>	
<p><b>1</b> <i>Country response plans linked to national/ sectoral development plans and the SDGs</i></p>	<p># of Country response plans and monitoring frameworks linked to national/ sectoral development plans and the SDGs</p>
<p><b>2</b> <i>3RP contribution to the implementation of the GCR</i></p>	<p># of good practices from 3RP partners published on the GCR digital platform</p>
<p><b>3</b> <i>Broadened partnerships with IFIs, NGOs and private sector outside of 3RP framework</i></p>	<p># of partnerships with IFIs in the implementation of the response plan</p> <p># of local NGOs engaged in response plans</p> <p># of private sector enterprises (local or international) engaged in the implementation of the response plan</p>
<p><b>4</b> <i>3RP contribution to the HDP Nexus operationalisation</i></p>	<p># of Joint programming between humanitarian and development partners formalised and implemented</p> <p># of Joint assessments, including comprehensive vulnerability and social cohesion assessments are made available and inform joint responses</p>

## Appendix 8: 3RP Regional Level Functions

Table 18:  
3RP functions at the regional level.

Regional Function	Activity/Example
<p><b>Contribution to high-level platforms</b></p>	<p>Since 2013, international conferences, focusing on the Syria crisis, have taken place in Kuwait (2013-2015), London (2016), Qatar (2016) and Brussels (2017-2021).</p> <p>Hosted by the EU and co-chaired by the UN, the Brussels Conference has convened annually five times to date (2017-2021) to gather global actors and build support to the Syria crisis through advocacy and fundraising.<sup>207 208</sup></p> <p>The main financial contributors of the Brussels Conferences are government bodies and multilateral development banks and other bilateral donor loan financiers. Support is delivered through two modalities: grants, which are reported as committed, contracted and disbursed funds; and loans, which disburse funding over multiple years.<sup>209 210 211 212 213 214 215</sup></p> <p>The 2015 Resilience Development Forum (RDF) gathered 500 stakeholders to exchange experiences and discuss innovative ideas, including a showcase of 56 project and programme innovations from 29 organisations and agencies that displayed examples of the resilience agenda and innovative approaches applied across the region.<sup>216</sup></p> <p>The 2015 Dead Sea Resilience Agenda, developed at the RDF by a broad consensus around key recommendations, is designed to complement ongoing national planning processes, and leverage development resources and partnerships for the resilience response.<sup>217</sup></p> <p>The United Kingdom, Germany, Kuwait, Norway, and the United Nations co-hosted the London Supporting Syria and the Regional Conference in February 2016, the predecessor to the Brussels Conferences.<sup>218 219</sup></p> <p>The high-level meeting on global responsibility sharing through pathways for admission of Syrian Refugees in March 2016 secured funding and country pledges to admit Syrian refugees.<sup>220 221</sup></p> <p>The World Humanitarian Summit in Istanbul was convened by the UN Secretary-General in May 2016 to create commitments to reduce suffering for individuals in humanitarian crises and support a new Agenda for Humanity.<sup>222</sup></p> <p>The UN Migration Summit in New York in September 2016 resulted in the adoption of the New York Declaration for Refugees and Migrants by the UN General Assembly, which expresses the will of world leaders to protect the lives and rights of refugees and migrants, and share responsibility on a global scale.<sup>223 224</sup></p>
<p><b>Resource mobilisation</b></p>	<p>The 3RP serves as an interagency platform to appeal for funds from UN agencies, NGOs and donor countries, and has received billions (B) of USD in funding: \$2.7B in 2015, \$2.9B in 2016, \$3.4B in 2017, \$3.5B in 2018, \$3.1B in 2019, and \$3.2B in 2020.<sup>225</sup></p> <p>The 2016 London Conference raised USD \$5.9B in immediate funding and \$40.8B in loans to support the 3RP, HRP, and the 2016 International Committee of the Red Cross (ICRC) Syria appeals.<sup>226</sup></p> <p>Across all five Brussels Conferences, USD \$6B was raised in 2017, \$4.4B in 2018, \$7B in 2019, \$5.5B raised in 2020 and \$4.4B in 2021.<sup>227</sup></p> <p>Since the first Brussels Conference in 2017, grant contributions have exceeded pledges each year; however, overall contributions have declined from USD \$7B in 2019 to \$2B in 2021.<sup>228 229</sup></p>
<p><b>Advocacy and membership growth</b></p>	<p>3RP is comprised of partners from 13 United Nations agencies, 78 INGOs, 57 national or local NGOs, 12 private sector and International Financial Institutions, and 9 research institutions or universities, along with the member states and donors of the region.<sup>230</sup></p> <p>Digital advocacy content developed and distributed online through the 3RP website and social media platforms including Twitter, Facebook, Instagram, and YouTube.<sup>231</sup></p> <p>Policy documents produced and disseminated throughout the year integrating new collected data and context changes.<sup>232</sup></p>
<p><b>Region wide review and reporting</b></p>	<p>UNHCR Regional IM reviews country dashboard reports produced monthly, which data feeds into regional dashboard reports produced quarterly, Annual report produced between February and March, Progress report produced in June, Regional Response Plan produced between November and December.<sup>233</sup></p> <p>The 3RP publishes regional and country chapter annual reports, progress reports, RSO, monthly and quarterly funding, dashboard, and issue updates and summaries, specialised knowledge products, and special reports on COVID-19 response.<sup>234</sup></p>
<p><b>Information management</b></p>	<p>ActivityInfo is an UNHCR-managed online platform that collects reports on all main sector activities led by partners. It is used for monitoring, provides 3RP with all data for reports, and is rolled out across all country chapters.<sup>235</sup> Reporting on ActivityInfo enables each 3RP partner to:<sup>236</sup></p> <ul style="list-style-type: none"> <li>- Collect, manage, analyse and geo-locate their own activities.</li> <li>- View and extract reports on all the activities of other agencies in the response.</li> <li>- Integrate their activities within the response.</li> <li>- Reinforce partnerships and reduce costs and time on reporting.</li> </ul>

Regional Function	Activity/Example
	<p><b>Figure 5. ActivityInfo platform flowchart<sup>239</sup></b></p> <p><b>ActivityInfo monthly reporting</b></p> <ol style="list-style-type: none"> <li><b>Partners report achievements</b> Partners report achievements of previous month on ActivityInfo When: 2st of current month, 5th of following month</li> <li><b>Partners report activities</b> Partners report sector and cluster activities on both databases (refugees and IDPs) of ActivityInfo</li> <li><b>ActivityInfo data available</b> Donors, management, prog. units of all agencies sectors/clusters, IMOs, field staff can extract information from ActivityInfo</li> <li><b>Data validation</b> Sector/cluster IMOs, leads and coordinators validate data reported by partners on a daily basis When: 1st of current month, 5th of following month</li> <li><b>Preparation</b> IMOs prepare information products using data from ActivityInfo When: Starting on 6th of each month</li> <li><b>Indicators aggregated</b> 1) Objective indicator (for information products) 2) Output indicator (performance level) 3) Activity indicator (for ActivityInfo)</li> </ol> <p><i>Managed by UNHCR, KnowledgeHub is a platform for people to access 3RP resources/knowledge products. Both ActivityInfo and KnowledgeHub are available to all internal 3RP staff and stakeholder partners and managed by Data, Identity Management and Analysis (DIMA ) for the 3RP at the regional level.<sup>240</sup></i></p> <p><i>The JS collects, generates, and analyses data from the Syria crisis to build evidence for strategic policy and filling gaps through knowledge products and research.<sup>241</sup></i></p>
<p><b>Mainstreaming standards approaches</b></p>	<p><i>Guidance notes developed by the RTC since 2015 provided suggestions for coherence in region wide programming. Similar material is also produced for gender-based violence, protection, social cohesion, COVID-19 and others.<sup>242</sup></i></p>
<p><b>Inter-sector activities<sup>237</sup></b></p>	<p><i>The main sectors of the 3RP are protection, health &amp; nutrition; education; food security; WASH; livelihoods; shelter; and basic needs.<sup>243</sup> Inter-sector activities and sector management take place at the country level, outside of the 3RP regional coordination structure.</i></p>
<p><b>Strategic coordination of refugee response</b></p>	<p><i>RSC tasks and provides strategic guidance to RTC, reviews and endorses 3RP final products, supports strategic relationships and advocacy for the 3RP.<sup>244</sup></i></p> <p><i>RTC, provides technical advice to the RSC, inter-sector coordinators and country teams; produces regional overviews, progress reports, dashboards, funding updates and advocates for the 3RP.<sup>245</sup></i></p> <p><i>Coordination meeting between 3RP and HRP held once a year after or around the same time of the 3RP annual planning event.<sup>246</sup></i></p> <p><i>JS is the administrative function that supports RSC with coordination and advising for the RTC.<sup>247</sup> The JS participates in studies and organises discussions and strategic thinking events.<sup>248</sup></i></p> <p><i>RDSWG provides an inter-agency forum for partners at the regional level to discuss thematic issues related to durable solutions.<sup>249</sup></i></p>
<p><b>Fundraising for sector specific support<sup>238</sup></b></p>	<p><i>3RP funds eight primary sectors to do interlinked humanitarian and resilience work across five country chapters.</i></p>

## Appendix 9: Key Outputs

This section displays the outputs produced by the 3RP RTC ([Table 19](#)) and JS ([Table 20](#)). Both tables present a compilation of RTC and JS products shared with the evaluation team.

Table 19:

### Guidance notes and templates developed by the RTC for 2021-2022 planning.

#	Regional Technical Committee products
<b>Guidance notes</b>	
00	<i>Overview of 3RP Regional Guidance Kit for 2021-2022 Planning</i>
01	<i>General Guidance and Requirements for Country and Regional Planning</i>
02	<i>Guidance Note Incorporating and Communicating Resilience Programming</i>
03	<i>The Population Table: Needs and Targeting</i>
04	<i>Setting Objectives Outputs and Indicators</i>
05	<i>Budgeting</i>
06	<i>Protection Mainstreaming</i>
07	<i>IASC Gender with Age Marker (GAM) and Gender-responsive Humanitarian Response to COVID-19</i>
08	<i>Addressing Gender-Based Violence and Protection from Sexual Exploitation and Abuse</i>
09	<i>Reaching Adolescents and Youth</i>
10	<i>No Lost Generation</i>
11	<i>One Refugee Approach</i>
12	<i>Mainstreaming COVID-19</i>
13	<i>Programme review</i>
14	<i>Aligning 3RP Social Assistance interventions with National Social Protection Systems</i>
15	<i>Developing Durable Solutions Strategies for Syrian Refugees</i>
16	<i>Terminology, Style and Partner List</i>
17	<i>Aligning 3RP planning with the practice of Conflict-Sensitive Programming</i>
18	<i>Regional Needs Overview (2020, 2021, 2022)</i>
19	<i>Regional Strategic Overview (2020, 2021, 2022)</i>
<b>Guidance templates</b>	
A	<b>Country and Sector Narrative Templates:</b> <i>Outlines narrative sections, word limits and content to be included in the country chapter segment of the larger 3RP report</i>
B	<b>Sector Response Matrices:</b> <i>Outlines the Sector Response Matrix including cells for objectives, outputs, targeted populations, partners, location budget, indicators and targets.</i>
C	<b>Country Budget:</b> <i>Outlines country approach to listing appealing agencies and respective funding requirements by component and year.</i>



Table 20:

**3RP Joint Secretariat research and policy outputs shared with the ET.**

2015	<i>A Local Governance Toolkit</i>
2015	<i>Compendium on Good and Innovative Practices in the Regional Response to the Syria and Iraq Crisis</i>
2015	<i>Regional Trends and Patterns in Social Cohesion</i>
2016	<i>The State of Resilience Programming</i>
2017	<i>Compendium on Good and Innovative Practices in Regional Response to the Syria and Iraq Crisis: Vol II</i>
2018	<i>Improving livelihoods and economic opportunities for Syrian refugees and host communities</i>
2019	<i>Localised Resilience in Action: Responding to the Regional Syria Crisis</i>
2020	<i>State of Resilience Programming: Resilience Capacities</i>
2021	<i>Women and Work</i>

**Table 21:**  
**Summary of innovation practices identified in the Compendium on Good and Innovative Practices in the Regional Response to the Syria and Iraq Crisis (2015 and 2017), as per their relevance to the 3RP.**

Sector	Identified best practices	Types of Innovation	Programme examples
<p>■ <b>Promoting social cohesion</b></p>	<ul style="list-style-type: none"> <li>Community based approach</li> <li>Participatory approaches</li> <li>Conflict management applied to tension around local resources resulting in a 'community led, aid empowered, and conflict sensitive conflict approach'</li> <li>Combination of psychosocial support with skills training and information services</li> <li>Using sources of tension to guide adequate response that affect tensions and evaluate qualitative outcomes</li> <li>Addressing social tensions with all community members, increased engagement of local actors and practical solutions combined with national level policy dialogue and coordination</li> </ul>	<ul style="list-style-type: none"> <li>New methods of negotiation and conflict mediation</li> <li>Improved approach to select and mobilise community representatives</li> <li>Creation of physical space which combines various types of support to all affected communities (host and refugee)</li> <li>Utilisation of high participatory approaches with various stakeholders to address root causes of instability</li> <li>Relationship building between municipalities and local actors</li> <li>Large scale risk and conflict assessments and use to guide response strategies</li> <li>Emphasis on communal responsibilities for environment, services and peaceful co-existence</li> <li>Neighbourhood centred change and activism</li> </ul>	<ul style="list-style-type: none"> <li>Mercy Corp's community action groups in Iraq, Jordan and Lebanon</li> <li>DRC local community centres (Türkiye)</li> <li>ACTED-REACH's neighbourhood based support (Jordan/Lebanon)</li> <li>UNDP and UN habitat programme to improve living conditions in Palestine refugee gatherings (Lebanon)</li> <li>Support to Refugees and Host Community Programme (Türkiye)</li> <li>Enhanced social stability mechanisms (Lebanon)</li> <li>The Neighbourhood Approach (Lebanon)</li> </ul>
<p>■ <b>Supporting sustainable livelihoods</b></p>	<ul style="list-style-type: none"> <li>Increased accessibility to formal business markets with an intentional focus on the needs of vulnerable groups</li> <li>Ethically and socially responsible business practices aligned with the United Nations Global Compact and business guidelines</li> <li>Increased linkages between government, public and private sector actors</li> <li>Increased local collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Increased local capacity building for long term, sustainable output</li> <li>Utilisation of a collaborative market model</li> <li>Building of a mentor network allowing peers to address local SME needs and strengthened role for teachers in social harmony activities</li> <li>Increased social cohesions through support for traditional gender demands</li> <li>Mobile learning space which allows for vocational and educational training and addresses basic business skills and barriers</li> </ul>	<ul style="list-style-type: none"> <li>Multi-disciplinary approach for enhanced employment and improved work environments (Lebanon)</li> <li>Supporting Micro-enterprises, business, and educators in tandem with social cohesion practices (Jordan/Lebanon)</li> <li>'Hello Hope' mobile app (Türkiye)</li> <li>Accessible childcare (Lebanon)</li> <li>Online entrepreneurship training (Jordan)</li> <li>Electronic training for refugees in Za'atari camp (Jordan)</li> </ul>
<p>■ <b>Supporting sustainable habitats</b></p>	<ul style="list-style-type: none"> <li>Multifaceted response</li> <li>Market driven programmes</li> <li>Participatory approaches</li> <li>Mitigating community tensions</li> <li>Supporting livelihoods for marginalised groups</li> <li>Private sector partnerships</li> <li>Access to finance</li> <li>Engagement of the private sector from outset of programming, also enable a large amount of flexibility</li> </ul>	<ul style="list-style-type: none"> <li>Involvement of private sector work in small business projects</li> <li>The high degree of flexibility in the livelihoods being generated is also an innovative way to achieve better outcomes for women and other vulnerable groups.</li> <li>Targeted livelihood support to refugees and host populations</li> <li>Increased access to more competitive job markets and expansion of the traditional job market</li> <li>Increased private sector involvement to create stronger connections between labour force and market actors</li> <li>Market adjustment to apply to a wider population based on needs and skills</li> <li>Increased accessibility for refugees to free or low cost higher education</li> <li>Expansion of cash for work programming into host communities with focus on youth, graduates and women</li> </ul>	<ul style="list-style-type: none"> <li>UNDP 'establishing and managing your own small business' programme (Jordan)</li> <li>DRC job placement scheme (Iraq)</li> <li>LEADERS conference to promote economic resilience and social cohesion (Jordan and Lebanon)</li> <li>Information, communication and technology training (Iraq)</li> <li>Mercy Corps programmes for reduction of unemployment and increased business income generation (Lebanon)</li> <li>UNDP vocation training for women and adolescents (Türkiye)</li> <li>DRC local capacity building to promote long term viability for livelihood opportunities (Iraq)</li> <li>FAO vaccination scheme (Lebanon)</li> <li>UNDP 3X6 approach (Jordan)</li> </ul>
<p>■ <b>Supporting sustainable services</b></p>	<ul style="list-style-type: none"> <li>Protection approach in all sector programming</li> <li>Integrated approaches</li> <li>Multi-dimensional responses</li> <li>Participation</li> <li>Environmental sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Minimisation of protection risks in design, implementation and monitoring of projects</li> <li>Empowerment of households and communities to take responsibility for immediate environment taking advantage of low tech, low cost, high impact systems</li> <li>Enhanced neighbourhood profiles allow improved deployment of services, mitigating negative coping mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>NRC integrated urban shelter rehabilitation programme</li> <li>UNHCR/NRC grey water gardening programme in Zaatari</li> <li>UN habitat city and neighbourhood profiling (Lebanon)</li> <li>Cultural exchanges between Arabic and Kurdish speakers (Türkiye)</li> </ul>
<p>■ <b>Supporting local government</b></p>	<ul style="list-style-type: none"> <li>Focus on economic integration</li> <li>Increased female participation in leadership and local politics</li> <li>Elimination of GBV</li> <li>Increase participation driven leadership among adolescents</li> <li>Increased building of intergenerational relationships</li> <li>Community engagement</li> <li>Adherence to do no harm principles</li> </ul>	<ul style="list-style-type: none"> <li>Educational opportunities geared at men from the female perspective</li> <li>female targeting in cash for work opportunities</li> <li>capacity building for community centers which specialise in service delivery and employment for women</li> <li>Development of feelings of ownership in organisations working directly with youths</li> <li>Enhanced psychosocial wellbeing through recreation and peer engagement</li> <li>Peace building and social cohesion programming in schools</li> <li>Increased deployment of remote learning platforms</li> <li>Improved standards of living</li> </ul>	<ul style="list-style-type: none"> <li>Gender awareness and education sessions for men and boys (Lebanon)</li> <li>UNDP Cash for work targeted for female participants (Egypt)</li> <li>Enhanced infrastructural and service adaptations for women (Türkiye)</li> <li>Za'atari camp youth center programming (Jordan)</li> <li>UNICEF Innovation Labs (Lebanon)</li> <li>Za'atari based 'circus of Syria' (Jordan)</li> <li>UNDP/UNHCR Violence Free School scheme</li> <li>UNICEF Bridge's programme</li> <li>UNRWA programming</li> </ul>

Sector	Identified best practices	Types of Innovation	Programme examples
<p>■ <b>Implementing cash based programmes</b></p>	<ul style="list-style-type: none"> <li>· <i>Equitable access</i></li> <li>· <i>Ensuring services are available, accessible, acceptable, and adaptable</i></li> <li>· <i>Building on existing structures and capacities</i></li> <li>· <i>Integrated programming</i></li> <li>· <i>Public-private partnerships</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>Accountability to beneficiaries by implementing their feedback into programme design</i></li> <li>· <i>Use of sports to engage kids, especially girls</i></li> <li>· <i>Improved quality, access and speed of service delivery through an official helpline</i></li> <li>· <i>New systems of vulnerability measurement with a 'more nuanced definition of vulnerability' including a comprehensive view of needs and resilience building</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>World Vision International Remedial Education project in Jordan</i></li> <li>· <i>UNHCR and UEFA Zaatari camp football league (Jordan)</i></li> <li>· <i>UNHCR refugee helpline (Jordan)</i></li> <li>· <i>UNHCR refugee vulnerability assessment framework (VAF)</i></li> </ul>
<p>■ <b>Harnessing new technology</b></p>	<ul style="list-style-type: none"> <li>· <i>Support over substitution</i></li> <li>· <i>Assessing capacity and resource gaps</i></li> <li>· <i>Financial stability</i></li> <li>· <i>Encouraging good governance</i></li> <li>· <i>Do no harm based interventions</i></li> <li>· <i>Intersectional based approach</i></li> <li>· <i>Increased engagement between private and public stakeholders</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>Focus on risks that may affect a variety of stakeholders, versus needs, allowing stakeholders to agree on their set of priorities</i></li> <li>· <i>Establishment of long term sustainable technical capacity within local units to respond to humanitarian and development needs</i></li> <li>· <i>Increased foreign investment in climate innovation</i></li> <li>· <i>Increased access to services through Social Services Centres and Ministry of Family and Social Policies (MoFSP)</i></li> <li>· <i>Increased utilisation of creative solutions that involve maximal participation</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>UNDP mapping of risks and resources methodology in Lebanon</i></li> <li>· <i>UN habitat's establishment of regional technical offices in unions of municipalities in Lebanon</i></li> <li>· <i>Governance in social care (Iraq)</i></li> <li>· <i>Foreign Direct Investment Project (Iraq)</i></li> <li>· <i>Social Service Centres (Türkiye)</i></li> <li>· <i>Social Support Response (Türkiye)</i></li> <li>· <i>Increased access to education (Türkiye)</i></li> </ul>

## Appendix 10: List of 3RP Appeal Partners

The table below presents the list of appeal partners of the 3RP. Appeal partners are defined as entities bidding for funding under the 3RP banner.<sup>250</sup> Across the region, 3RP consists of 13 UN agencies, 85 INGOs, 60 national-level NGOs and 9 universities and research institutions

Table 22:

### List of 3RP Appeal Partners

Type	Agency	Total
UN Agencies	<p>UNHCR UNICEF UNDP UN WOMEN UN Habitat UNIDO UNOPS</p> <p>UNFPA UNRWA WHO WFP ILO IOM</p>	13
INGOS	<p>CARE International Caritas DRC Habitat for Humanity Oxfam Save the Children International World Vision International WRF Women support association ZOA international Action Aid Action contre la Faim (ACF)(INGO) Adventist Development and Relief Agency (ADRA) Agency for Technical Cooperation and Development (ACTED) Alianza por la Solidaridad (APS) American Near East Refugee Aid (ANERA) Arche noVa Arci Cultura e Sviluppo (ARCS) "Association for Aid and Relief, Japan (AAR Japan) Association for Solidarity with Asylum Seekers and Migrants (ASAM)" Catholic Relief Services (CRS) CCP Japan Center for Victims of Torture (CVT) "Comitato Internazionale per lo Sviluppo dei Popoli (CISP)" Concern Worldwide Cooperazione e Sviluppo (CESVI) Cooperazione Internazionale (COOPI) Expertise France Finn Church Aid (FCA) Fondation Mérieux French Red Cross (FRC) GOAL Gruppo di Volontariato Civile (GVC) Help - Hilfe zur Selbsthilfe e.V. Himaya Dae Aataa (HDA) Human appeal Human Concern International (HCI) International Alert (IA) International Blue Crescent (IBC) International Catholic Migration Commission (ICMC) International Federation of Red Cross (IFRC) International Medical Corps (IMC) International Orthodox Christian Charities (IOCC) International Rescue Committee (IRC)</p> <p>INTERMOS Islamic Relief Worldwide (IRW) Justice Without Frontiers (JWF) KnK Japan (KnKJ) Lutheran World Federation (LWF) MAGNA (Medical and Global Nutrition Aid) MAPs Maya Foundation MEDAIR Médecins du Monde (Mdm) Medical Teams International (MTI) Mennonite Central Committee (MCC) Mercy Corps (MC) Mercy Without Limits Mercy-USA Movimiento Por La Paz (MPDL) Near East Foundation (NEF) Nippon International Cooperation for Community Development (NICCOD) Norwegian Refugee Council (NRC) Oxfam Peace Winds Japan peaceofart1b PLAN International Polish Center for International Aid (PCPM) Positive Planet International REALs (Reach Alternatives) (formerly JCCP) Relief International (RI) Rene Moawad Foundation (RMF) RET International Right to Play (RtP) Save the Children International (SCI) SPARK Solidarités International (SI) Support to life Syrian American Medical Society (SAMS) Terre des Hommes (TDH) Terre des Hommes Italia (TDH Italy) The Association of Volunteers in International Service (AVSI) United Work War Child Welthungerhilfe Welthungerhilfe (WHH)</p>	85

Type	Agency	Total	
<b>National-level NGOs</b>	<p>Akkar Network For Development (AND)                      Akkarouna                      Al Fayhaa Association                      Al Majmoua Lebanese Association for Development Al Midan                      Al-Maqdese for Society Development (MSD)                      Alpha                      Alsham Foundation                      Ana Aqra Association                      Anadolu Kultur                      Arabian Medical Relief (AMR)                      Association - Lebanese Popular Association for Popular Action (AMEL)                      ATAA Relief                      Basmeih wa Zeitooneh (B&amp;Z)                      Bonyan                      Common Effort Organisation (CEO)                      Egyptian Red Crescent (ERC)                      Fair Trade Lebanon (FTL)                      Fard Foundation                      Lebanon Humanity &amp; Inclusion                      HWA Hilfswerk Austria International (HWA)                      Ihsan RD                      "International Network for Aid, Relief and Assistance (INARA)"                      Jordan Health Aid Society (JHAS)                      Jordan Paramedic Society (JPS)                      Jordan River Foundation (JRF)                      KADAV                      Leb Relief                      Lebanese Association for Early childhood Development (ECD)                      Lebanese Society For Educational and Social Development (LSESD)                      Shafak                      maharat Makassed</p>	<p>MARAM                      Medical Aid for Palestinians (MAP UK)                      Middle East Children's Institute (MECI)                      MMS                      Mouvement Social                      MSYDD                      Olive Branch                      Première Urgence-Aide Médicale Internationale (PU-AMI)                      Qatar Charity (QC)                      Qatar Red Crescent (QRC)                      RET international (Lebanon)                      Safadi Foundation (SAFADI)                      Salam LADC                      SAWA for Development and Aid                      Sawa for Development and Aid (SDAid)                      SAWA Group Association                      SHEILD - Social, Humanitarian, Economical Intervention for Local Development                      Taawon                      Tabitha-Dorcas                      Tahaddi Education Center (Lebanon)                      The International Solid Waste Association (ISWA) Lebanon                      "The Lebanese Organisation for Studies and Training(LOST)"                      Thiqah                      TIAFI                      Un Ponte Per                      Un Ponte Per (UPP)                      WALD                      Union of Relief and Development Association (URDA)                      Viyan Organisation for Medical Relief &amp; Development WADI</p>	60
<b>Universities and Research Institutions</b>	<p>British Council                      CIPE                      Dar Al Fatwa (DAF)                      ICMPD                      Institut Européen de Coopération et de Développement (IECD)                      "Institute for Development,</p>	<p>Research, Advocacy and Applied Care (IDRAAC)"                      Resource Centre for Gender Equality (ABAAD)                      SIDC                      WATAN</p>	9

### Appendix 11: 3RP Sectors and Scope of Activity by Country

The 3RP national platform is organised and facilitated by a series of international and national actors who operate eight total sectors across all five countries. Each sector provides a unique response that aims to integrate refugee and resilience programming towards meeting the needs of targeting individuals in their respective

countries. The 3RP stakeholders propose and agree upon sector indicators to measure sector change and performance and determine needs across the region.<sup>251</sup> The main 3RP sectors are Protection, Education, Food Security, Health and Nutrition, Livelihoods, Shelter, Basic Needs, and Water, Hygiene and Sanitation (WASH).<sup>252</sup>

Sector activities are shown disaggregated across all country chapters in the table below. These activities are implemented by both international and national actors who operate across a range of sectors.<sup>253</sup>

Table 23:  
3RP Sectors and Scope of Activity Across All Countries.

Egypt	Iraq	Jordan	Lebanon	Türkiye
<b>Protection</b>				
<ul style="list-style-type: none"> <li>- Child &amp; GBV protection services</li> <li>- Refugee registration</li> <li>- Detention monitoring &amp; Advocacy</li> <li>- Support to resettlement activities</li> <li>- Legal assistance focus on protection risks</li> <li>- Enhanced social cohesion through community participation &amp; outreach</li> </ul>	<ul style="list-style-type: none"> <li>-Child protection specialised services</li> <li>-Provision of legal assistance</li> </ul>	<ul style="list-style-type: none"> <li>- Activities on survivor centred approach</li> <li>- Community interventions for homework clubs/ recreational activities</li> <li>- Centres for resilience &amp; empowerment of Syrian refugee women &amp; girls</li> <li>- Enhance knowledge of staff on standards best practices in the field of community empowerment &amp; cohesion</li> <li>- Rehabilitation, upkeep of Community Centres for future implementations</li> </ul>	<ul style="list-style-type: none"> <li>- Advice on legal services, awareness, counselling, &amp; support to access civil documentation &amp; legal residency</li> <li>- Case Management &amp; specialised services for high-risk cases</li> <li>- FPSS with focus on CL &amp; Street &amp; working children</li> <li>- Social/Behavioural change initiatives in community on child labour &amp; violence</li> <li>- Community Based PSS for children</li> <li>- Caregivers Program</li> </ul>	<ul style="list-style-type: none"> <li>- Remote service delivery, digitalisation, specialised service delivery including child protection &amp; SGBV</li> <li>- Prevention &amp; response services</li> <li>- Social cohesion between communities</li> </ul>
<b>Food security</b>				
<ul style="list-style-type: none"> <li>- General food assistance through monthly unrestricted cash transfer &amp; food distribution</li> </ul>	<ul style="list-style-type: none"> <li>-Food assistance delivered to refugees in camps</li> </ul>	<ul style="list-style-type: none"> <li>- Providing necessary assistance to the most vulnerable refugees</li> <li>- Understand impact of Covid-19 pandemic on food security in Jordan, given that the pandemic has reversed food security</li> </ul>	<ul style="list-style-type: none"> <li>- Cash-based food assistance through multi-purpose cash transfers</li> <li>- Access to in-kind food</li> <li>- Access to inputs &amp; finance for farmers</li> </ul>	<ul style="list-style-type: none"> <li>- Agricultural inputs for small scale ag</li> <li>- Awareness-raising on nutrition &amp; agricultural practices</li> </ul>
<b>Livelihoods</b>				
<ul style="list-style-type: none"> <li>- Support opportunities for employment</li> <li>- Enhancement of refugee skills &amp; capacities</li> </ul>	<ul style="list-style-type: none"> <li>- Government &amp; private sector institutions receiving support to enhance their training capacity &amp; advocate for the inclusion of refugees in those activities</li> <li>- Advocacy through Livelihood Working Group to support the inclusion of refugees in employability, social protection, &amp; financial services</li> </ul>	<ul style="list-style-type: none"> <li>- Alignment of partner activities to gov guidance</li> <li>- Speeding up business registration/ licensing</li> <li>- Assist social security enrolment</li> <li>- Short term self-reliance measures in order to promote access to income in response COVID</li> <li>- Support to find short-term &amp; long-term employment</li> <li>- Support to entrepreneurs &amp; self-employment to develop &amp; scale market driven businesses</li> </ul>	<ul style="list-style-type: none"> <li>- Support to find short-term &amp; long-term employment</li> <li>- Access to employability activities &amp; skills trainings</li> <li>- Support to business continuation in MSMEs, start-ups &amp; coops</li> </ul>	<ul style="list-style-type: none"> <li>- Support refugees attain employment</li> <li>- Language trainings</li> <li>- Vocational skills trainings</li> <li>- Business development including mentorship &amp; help producing business initiative</li> </ul>
<b>Basic needs</b>				
<ul style="list-style-type: none"> <li>- Refugee HH (MHH/FHH) receive monthly multi-purpose cash assistance to pay rent, essential basic needs, access to social services</li> <li>- Skill &amp; capacity building of individuals for employment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>- Multi-Purpose cash assistance outside camps -Advocacy for inclusion of refugees in Kurdistan Regional Government social protection schemes</li> </ul>	<ul style="list-style-type: none"> <li>- Monthly Multi-Purpose Cash Assistance for households to meet the basic needs of the most vulnerable refugees</li> </ul>	<ul style="list-style-type: none"> <li>- MPCAs &amp; temporary cash distributions</li> <li>- Supporting National Poverty Targeting Program</li> <li>- Designing the National Social Grants programme for vulnerable groups</li> <li>- Integrated Child &amp; Wellbeing Program</li> <li>- Drafted National Social Protection Strategy</li> </ul>	<ul style="list-style-type: none"> <li>- Cash-based &amp; food interventions</li> <li>- Infrastructure, basic services, &amp; waste management assistance to municipalities</li> </ul>

Egypt	Iraq	Jordan	Lebanon	Türkiye
<b>Education</b>				
<ul style="list-style-type: none"> <li>- Provision of education grants</li> <li>- Support MoE mainstream refugees into national education system</li> </ul>	<ul style="list-style-type: none"> <li>- Support Gov integration of refugees in KR-I system</li> <li>- Child enrolment in formal &amp; non-formal education</li> <li>- Support to refugee children &amp; teachers to increase access &amp; quality of education via transportation, Kurdish classes &amp; school materials</li> </ul>	<ul style="list-style-type: none"> <li>- Help MoE facilitate continued learning for over 15 million children during school closures</li> <li>- Provision of quality learning access through remedial classes for vulnerable Syrian &amp; HC children in grades 1-12</li> <li>- PSS &amp; well-being Provision of online &amp; offline psychosocial support services &amp; providing online anti bullying/ anti-violence for children programmes</li> <li>- Provision of printed &amp; on-line awareness material to community members &amp; children on public health practices &amp; safety measures</li> </ul>	<ul style="list-style-type: none"> <li>- Retention &amp; adaptation support programmes</li> <li>- Supporting child access in public schools</li> <li>- Child support for TVET &amp; NFE including registration fees, books &amp; stationery, provision of devices &amp; data bundles, etc</li> <li>- Engagement of parents/ caregivers in awareness raising activities, PSS support &amp; capacity building activities (Adult Literacy &amp; Numeracy curriculum, digital literacy, etc)</li> <li>- Refining &amp; updating Distance Learning modalities for NFE programmes &amp; retention support</li> </ul>	<ul style="list-style-type: none"> <li>- Support child enrolment in formal/non-formal education</li> <li>- Conditional Cash Transfer for Education initiative</li> <li>- Education facilities supported</li> </ul>
<b>Health &amp; nutrition</b>				
<ul style="list-style-type: none"> <li>- Primary Health Care services provided</li> <li>- Medical referral for secondary &amp; tertiary health care provided,</li> <li>- Capacity of national health care service is supported</li> </ul>	<ul style="list-style-type: none"> <li>- Advocacy, supporting gov-led integration of refugee camps in municipality service provisions, assistance with refugee COVID-19 vaccination campaigns</li> <li>- Access to mental health &amp; psychosocial support services at primary &amp; community for case management &amp; capacity building support</li> <li>- Material support to public Primary Health Care facilities</li> </ul>	<ul style="list-style-type: none"> <li>- Secondary/tertiary health care for priority cases</li> <li>- Cash-based interventions to improve access to essential health services targeting both vulnerable Syrian &amp; non-Syrian refugees in urban setting</li> <li>- Provide operation &amp; logistic assistance to support MOH preparedness &amp; response to Covid-19 pandemic</li> <li>- Strengthen the delivery of essential health services at PHC level (immunisation, NCDs, MHPSS, RMNCH)</li> </ul>	<ul style="list-style-type: none"> <li>- Assist refugees &amp; vulnerable Lebanese access health services</li> <li>- Subsidisation of primary healthcare consultations</li> <li>- Support primary health with focus on routine immunisation, mental health, &amp; nutrition</li> </ul>	<ul style="list-style-type: none"> <li>- Provision of PPE for health staff &amp; refugees</li> <li>- Support MHPSS provisions, training health staff on MHPSS</li> <li>- Support sexual &amp; reproductive health sessions</li> </ul>
<b>Shelter</b>				
	<ul style="list-style-type: none"> <li>-Infrastructure projects (roads, electricity, public buildings etc) improved &amp; maintained inside &amp; around refugee camp</li> </ul>	<ul style="list-style-type: none"> <li>- Shelters instalment &amp; repairs, improvements of infrastructure</li> <li>- Upgrade &amp;/ or improve roads &amp; drainage</li> <li>- Construct, upgrade &amp;/or improve the medium &amp; Low voltage networks</li> <li>- COVID-19 response shelters for vulnerable Jordanians &amp; Syrian</li> <li>- Eviction risk mitigation to secure tenure &amp; protection</li> </ul>	<ul style="list-style-type: none"> <li>-Continued response to emergency referrals in informal settlements</li> <li>-Rehabilitation/repair of residential &amp; non- residential shelters</li> <li>-Eviction risk mitigation through provision of cash for rent assistance</li> </ul>	<ul style="list-style-type: none"> <li>- Provision of access to adequate shelter &amp; WASH facilities for the most vulnerable, including persons with reduced mobility</li> </ul>
<b>WASH</b>				
	<ul style="list-style-type: none"> <li>- Improved water network &amp; individual access for refugee camps</li> <li>- Sanitation facilities &amp; services &amp; collection &amp; disposal of solid waste are provided for refugee households in camps</li> </ul>	<ul style="list-style-type: none"> <li>- Infection Prevention &amp; Control in Refugee Camp</li> <li>- Rehabilitation of critical boreholes &amp; wells</li> <li>- Procurement of essential water &amp; sanitation equipment &amp; material for utility operations</li> <li>- Water supply improvements in Southern governorates</li> <li>- Enhanced water services &amp; infrastructure for vulnerable host community HHs</li> </ul>	<ul style="list-style-type: none"> <li>- WASH vulnerability mapping to identify host &amp; refugee vulnerability</li> <li>- Co-development of campaign to rebuild trust between WEs &amp; community</li> <li>- Emergency assistance to maintain operations at WEs treatment plants &amp; pumping stations</li> <li>- Share lesson learned on Cash for WASH &amp; seek possibility to replicate in new sites</li> </ul>	<ul style="list-style-type: none"> <li>- Delivery of WASH, hygiene, dignity &amp; sanitary kits</li> </ul>

\*Acronyms used in this table: WEs (Water Establishments); MPHSS (Mental Health and Psychosocial Support Services); PSS; TVET; MPCA (Multi-Purpose Cash Assistance)  
 Sources: 3RP (2021). Regional Strategic Overview 2021-2022. 3RP. 3RP. September 2021. Progress Report.; 3RP. 2021. 3RP Needs and Priorities 2021.

## Appendix 12: Shifts to 3RP Regional Indicators Over Time

Note: Blue indicators indicator was used that year, red indicator was not used.

Table 24:  
3RP indicators tracked across years.

Sector	Regional sector indicators <sup>254</sup>	2015	2016	2017	2018	2019	2020	2021
Basic needs	# of direct beneficiaries reached by the sector	■	■	■	■	■	■	■
	# of households receiving core relief items in-kind	■	■	■	■	■	■	■
	# of households receiving seasonal support through cash or in-kind assistance	■	■	■	■	■	■	■
	# of households receiving unconditional, sector-specific or emergency cash assistance	■	■	■	■	■	■	■
	# of partner reporting	■	■	■	■	■	■	■
	Cash Distributed under indicator # 2	■	■	■	■	■	■	■
	Cash Distributed under indicator # 3	■	■	■	■	■	■	■
	Total Cash distributed	■	■	■	■	■	■	■
Education	# of children (3-17 years, girls and boys) benefiting from education-related social protection programmes, such as school transportation, cash transfers for education, and complete-meal school feeding	■	■	■	■	■	■	■
	# of children (3-17 years, girls and boys) receiving school supplies	■	■	■	■	■	■	■
	# of children (3-17) (b/g) receiving school supplies or supported through cash grants	■	■	■	■	■	■	■
	# of children (3-5 years, girls and boys) enrolled in Early Childhood Care and Education and pre-primary education	■	■	■	■	■	■	■
	# of children (5-17 years, girls and boys) enrolled in formal general education	■	■	■	■	■	■	■
	# of children (5-17 years, girls and boys) enrolled in non-formal education	■	■	■	■	■	■	■
	# of classrooms constructed, established or rehabilitated	■	■	■	■	■	■	■
	# of direct beneficiaries reached by the sector	■	■	■	■	■	■	■
	# of education actors (female/male) trained on policy, planning, data collection, sector coordination and inter-agency standards	■	■	■	■	■	■	■
	# of education personnel (m/f) trained	■	■	■	■	■	■	■
	# of educational facilities constructed, renovated or rehabilitated	■	■	■	■	■	■	■
	# of partner reporting	■	■	■	■	■	■	■
	# of targeted children (5-17) (b/g) enrolled in formal education (primary or secondary)	■	■	■	■	■	■	■
	# of targeted children (5-17) (b/g) enrolled in non-formal or informal education or and life-skills	■	■	■	■	■	■	■
	# of targeted children (under 5 years old) (b/g) enrolled in Early childhood Education	■	■	■	■	■	■	■
	# of teachers and education personnel receiving incentives (female/male)	■	■	■	■	■	■	■
	# of teachers and education personnel trained (female/male)	■	■	■	■	■	■	■
	# of youth (15-17 years, girls and boys) enrolled in Technical and Vocational Education and Training	■	■	■	■	■	■	■
# of youth, adolescents and adults (m/f) accessing vocational training or higher education	■	■	■	■	■	■	■	



Sector	Regional sector indicators	2015	2016	2017	2018	2019	2020	2021
Food security and agriculture	# of direct beneficiaries reached by the sector	■	■	■	■	■	■	■
	# of individuals receiving food & agricultural livelihoods support	■	■	■	■	■	■	■
	# of individuals supported for improved nutritional practices	■	■	■	■	■	■	■
	# of individuals who receive food assistance (cash, voucher or in-kind)	■	■	■	■	■	■	■
	# of partner reporting	■	■	■	■	■	■	■
	USD Injected into local economy through vouchers or e-cards	■	■	■	■	■	■	■
Health and nutrition	# of children immunised	■	■	■	■	■	■	■
	# of children receiving polio vaccination	■	■	■	■	■	■	■
	# of consultations for target population in primary health care services	■	■	■	■	■	■	■
	# of direct beneficiaries reached by the sector	■	■	■	■	■	■	■
	# of health care staff trained	■	■	■	■	■	■	■
	# of health facilities supported	■	■	■	■	■	■	■
	# of partner reporting	■	■	■	■	■	■	■
	# of referrals of target population to secondary or tertiary health care services	■	■	■	■	■	■	■
	# of service delivery units providing Sexual and Reproductive Health (SRH) services	■	■	■	■	■	■	■
# referrals of target population to secondary or tertiary healthcare services	■	■	■	■	■	■	■	
Livelihoods and Social Cohesion	# of community support projects implemented	■	■	■	■	■	■	■
	# of direct beneficiaries reached by the sector	■	■	■	■	■	■	■
	# of individuals accessing wage employment opportunities	■	■	■	■	■	■	■
	# of individuals employed or self-employed, including short term (cash for work and seasonal labour) and long term employment	■	■	■	■	■	■	■
	# of individuals supported to access to employment (training, internships, job placement and language courses)	■	■	■	■	■	■	■
	# of mixed groups supported in social cohesion initiatives (directly or indirectly)	■	■	■	■	■	■	■
	# of partner reporting	■	■	■	■	■	■	■
	# of people trained and/or provided with marketable skills and services	■	■	■	■	■	■	■
# People trained and/or provided with marketable skills and services	■	■	■	■	■	■	■	
Protection	# of direct beneficiaries reached by the sector	■	■	■	■	■	■	■
	# of girls and boys participating in structured, sustained child protection or psychosocial support programmes	■	■	■	■	■	■	■
	# of girls and boys receiving specialist child protection support	■	■	■	■	■	■	■
	# of girls and boys who are receiving specialised child protection services	■	■	■	■	■	■	■
	# of girls and boys who are survivors or at risk receiving specialist child protection support	■	■	■	■	■	■	■
	# of individuals engaged in or benefited from the response through involvement, participation, or community-led initiatives	■	■	■	■	■	■	■
	# of individuals reached through awareness or information campaigns/sessions	■	■	■	■	■	■	■
	# of individuals reached with community mobilisation, awareness or information campaigns	■	■	■	■	■	■	■

Sector	Regional sector indicators	2015	2016	2017	2018	2019	2020	2021
	<i># of individuals reached with legal assistance</i>	■	■	■	■	■	■	■
	<i># of individuals trained on child protection &amp; SGBV</i>	■	■	■	■	■	■	■
	<i># of individuals trained on protection including child protection and SGBV</i>	■	■	■	■	■	■	■
	<i># of partner reporting</i>	■	■	■	■	■	■	■
	<i># of persons receiving Sexual and Gender-Based Violence (SGBV) response services</i>	■	■	■	■	■	■	■
	<i># of persons receiving SGBV services</i>	■	■	■	■	■	■	■
	<i># of Syrian refugees submitted for resettlement or humanitarian admission</i>	■	■	■	■	■	■	■
	<i># of WGBM who are survivors or at risk of SGBV receiving specialist support</i>	■	■	■	■	■	■	■
	<i># of WGBM who have knowledge of, access to, and benefit from empowerment opportunities</i>	■	■	■	■	■	■	■
	<i># of women and men participating in parenting programmes</i>	■	■	■	■	■	■	■
	<i># of Women, Girls, Boys and Men (WGBM) who have knowledge of, access to, and benefit from empowerment opportunities</i>	■	■	■	■	■	■	■
	<i># WGBM who are survivors or at risk of SGBV receiving multi-sectoral services</i>	■	■	■	■	■	■	■
	<i>% of Syrian refugees with updated registration records including iris scan enrolment</i>	■	■	■	■	■	■	■
Shelter	<i># of direct beneficiaries reached by the sector</i>	■	■	■	■	■	■	■
	<i># of households in camps receiving assistance for shelter and shelter upgrades</i>	■	■	■	■	■	■	■
	<i># of households outside of camps receiving assistance for shelter and shelter upgrades</i>	■	■	■	■	■	■	■
	<i># of partner reporting</i>	■	■	■	■	■	■	■
WASH	<i># of beneficiaries who have experienced a hygiene promotion session</i>	■	■	■	■	■	■	■
	<i># of direct beneficiaries reached by the sector</i>	■	■	■	■	■	■	■
	<i># of individuals benefiting from improved access to adequate quantity of safe water</i>	■	■	■	■	■	■	■
	<i># of partner reporting</i>	■	■	■	■	■	■	■
	<i># of people benefiting from access to adequate quantity of safe water through improved longer-term water systems</i>	■	■	■	■	■	■	■
	<i># of people benefiting from access to adequate quantity of safe water through sustainable systems</i>	■	■	■	■	■	■	■
	<i># of people who have experienced a hygiene promotion/ community mobilisation session</i>	■	■	■	■	■	■	■
	<i># of people with access to adequate quantity of safe water through temporary provision</i>	■	■	■	■	■	■	■
	<i># of people with access to appropriate sanitation facilities and services</i>	■	■	■	■	■	■	■
	<i># of target beneficiaries with access to adequate quantity of safe water</i>	■	■	■	■	■	■	■
	<i># of target beneficiaries with access to appropriate sanitation facilities and services.</i>	■	■	■	■	■	■	■
	<i># of people attending public spaces and institutions have access to safe, gender appropriate water and sanitation facilities and services and hygiene promotion activities</i>	■	■	■	■	■	■	■
	<i># of people attending public spaces and institutions have gained access to safe, gender appropriate water and sanitation facilities and services and hygiene promotion activities</i>	■	■	■	■	■	■	■

## Appendix 13: 3RP Gender Mainstreaming

Documents suggest the 3RP approaches gender mainstreaming through a multi-sectoral and survivor centric perspective that emphasises case management, physical and psychosocial health, protection, and legal assistance for survivors and vulnerable populations.<sup>255</sup> At the operational level 3RP activities are cited to include safety and gender audits, sector specific analysis to determine unintended consequences, training on risk reduction, and increased efforts to ensure support mechanisms are gender and sex appropriate.<sup>256</sup>

The 3RP and its partners have produced several gender-focused policy briefs, guidance notes, and other products since 2015, including nine published works and one working paper to-date. A detailed list of publications is in [Table 25](#). Since 2016, 3RP guidance has included a note on Gender for all sector working groups and use of the Inter-Agency Standing Committee (IASC) Gender Marker to code both humanitarian and resilience programming.<sup>257</sup>

Table 25:

### 3RP policy products focusing on gender-based issues.

2013	<i>UNDP. A Resilience-based Development Response to the Syria Crisis. UNDP.</i>
2015	<i>UNDP. Building Resilience: In Response to the Syria Crisis.</i>
2019	<i>UNDP. Perspectives on SDG-Based Resilience Planning in the Arab Region.</i>
2019	<i>UNDP, UNHCR. Localised Resilience in Action: Responding to the Regional Syria Crisis.</i>
2020	<i>Women and Work: Improving Gender Integration in the Livelihoods Response to the Syrian Crisis.</i>
2020	<i>UNDP. The State of Resilience Programming in The Syria Crisis Response: Strengthening Resilience Capacities.</i>
2020	<i>UNIEO. Evaluation of UNDP Support to The Syrian Refugee Crisis Response and Promoting an Integrated Resilience Approach.</i>
2021	<i>Norwegian Refugee Council (NRC). Missing Person's in The Syria Crisis.</i>
2021	<i>NRC. A Home for Me and My Family-Syrian Women and Their HLP Rights in Syria.</i>
n/a	<i>3RP Joint Secretariat. The 3RP and the Humanitarian-Development-Peace Nexus (HDPN): An Overview. (Working paper).</i>

## Appendix 14: Terms of Reference

### EVALUATION SERVICE TERMS OF REFERENCE

## REGIONAL REFUGEE AND RESILIENCE PLAN FOR THE SYRIA CRISIS (3RP) EVALUATION

### Key Information at glance about the evaluation

<i>Title of the evaluation:</i>	<i>Regional Refugee and Resilience Plan for the Syria Crisis (3RP)</i>
<i>Proposed Countries:</i>	<i>Regional</i>
<i>Time-frame covered:</i>	<i>2015-2020</i>
<i>Type of evaluation:</i>	<i>Regional Response Plan Evaluation</i>
<i>Evaluation commissioned by:</i>	<i>UNHCR (on behalf of the 3RP co-chairs (UNHCR and UNDP) and the 3RP Regional Steering Committee)</i>
<i>Evaluation manager:</i>	<i>UNHCR-UNDP Joint Secretariat (UNHCR focal point: Ryan Marshall (<a href="mailto:marshall@unhcr.org">marshall@unhcr.org</a>))</i>
<i>Date:</i>	<i>08 April 2021</i>

### INTRODUCTION

These Terms of Reference (TOR) provide key information about the proposed regional-level evaluation, as a central component of the Request for Proposals for procuring a suitable evaluation team, and to guide this team on the expectations that the evaluation should address.

It outlines the current context; the purpose, specific objectives and key questions that the evaluation seeks to address; the approach, management and timeline and expected deliverables for the evaluation.

### PURPOSE AND SCOPE OF THE EVALUATION

The evaluation of the 3RP has been recommended by the 3RP Regional Steering Committee, which is co-chaired by the UNHCR MENA Regional Director and the UNDP Regional Director for Arab States. It should commence as soon as possible.

well as consider any on-going evaluations or reviews at the country-level.

The evaluation should cover a five-year period from the establishment of the 3RP in 2015 until 2020.

This is a regional-level evaluation and as such the scope of the evaluation is limited to the regional dimensions of the 3RP only. The evaluation should not cover 3RP country response plans and coordination processes in Türkiye, Lebanon, Jordan, Iraq or Egypt. However, the evaluation should expect to cover 3RP regional level support for country-level responses, as

The evaluation is expected to be focused on strategic issues and to be forward-looking. The findings and recommendations from this evaluation will be used to inform planning for the 2022-2023 3RP cycle, which will take place in August 2021, as well as to inform longer-term considerations.

The evaluation shall contribute to greater accountability towards 3RP and response stakeholders and identify lessons learned, best practices, and approaches that have proven to lead to significant results which would inform the future 3RP interventions.

6. The primary audience for this evaluation is the 3RP Regional Steering Committee and the Regional Technical Committee. The secondary audience is UNHCR and UNDP regional and country offices, and in-country partners, including government agencies, local authorities, and the private sector.

The specific objectives of the evaluation are:

a. To assess what has worked well and what could be improved in terms of the regional 3RP mechanisms to date in relation to the reasons for and principles behind its creation.

b. To assess and generate recommendations on ways in which the regional 3RP mechanisms can further evolve to respond to the changing context across the region, such as to promote a coordinated, integrated, coherent and effective response and to address potential areas requiring improvement.

The regional evaluation is expected to touch more specifically on the following four core functions of the 3RP, as further described below:

- Strategic Coordination
- Operational Response
- Programming and Innovation
- Advocacy, Policy, and Resource Mobilisation

In addition, the evaluation should look at the following two conceptual drivers of the 3RP, with due respect for cross-cutting issues such as age, gender, and conflict-sensitiveness:

- Protection and Solutions
- Resilience Building

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## EVALUATION APPROACH

### Areas of Inquiry

1. These Areas of Inquiry (AOIs) will be further developed during the inception phase of the evaluation to produce key questions that will guide the evaluation. The areas of inquiry and sub-areas were identified and agreed upon by the 3RP Taskforce.

2. The AOIs present a broad range of areas of strategic importance. Given the evaluation should be pitched at the strategic level, it is not expected that the evaluators will be able to cover all of the areas of inquiry and sub-areas listed below or in the same level of detail. The final areas of inquiry will be agreed during the inception phase. Those areas that are covered should include reflections and analysis of lessons learned, good practices, and possible areas for adjustment and improvement.

### **Area of Inquiry 1: How has the 3RP provided effective strategic leadership and coordination for the Syria regional refugee crisis response and how can it do so in the future?**

Sub-Areas:

- Efficiency, effectiveness and relevance of the regional coordination architecture
- Contribution to advancing key strategic frameworks (GCR, SDGs, HDP Nexus etc)
- Relations and coordination between regional and country levels
- Development of partnerships and capacity building among partners (IFIs, the private sector, and local actors)

**Area of Inquiry 2: How has the 3RP sufficiently identified regional needs trends and monitored progress against the regional strategic directions and how can it do better?**

Sub-Areas:

- Regional support to country operations
  - Social cohesion and conflict-sensitive approaches
  - Needs assessment
  - Response monitoring frameworks
- 

**Area of Inquiry 3: How has the 3RP enabled regional coherence and innovation in programme design and delivery and what are the areas for further improvement?**

Sub-Areas:

- Coherence in humanitarian and resilience programming, and sustainability of the response
  - Promotion of social cohesion, conflict sensitive and age and gender responsive approaches to programming
  - Promotion of innovative and adaptive modalities to meet changing needs
  - Knowledge generation, management, and dissemination
- 

**Area of Inquiry 4: How have 3RP regional advocacy, policy, and resource mobilisation efforts been successful and what tools and approaches could increase the impacts of such efforts?**

Sub-Areas:

- Advocacy approaches on key issues (key frameworks, policy environment for refugees, support to national systems, etc.)
- Impact of 3RP Policy Research and Analysis
- Development of 3RP communications strategies and tools
- Quality of 3RP reporting and advocacy documents

**Area of Inquiry 5: To what extent have 3RP Regional Protection and Solutions Strategies been integrated throughout the regional response and how may they be further incorporated?**

Sub-Areas:

- Centrality of Protection throughout the regional response
  - Responses to address specific needs like age and gender responsiveness
  - Furthering local opportunities and medium-term approaches
  - Coherent approaches to other solutions (voluntary return, resettlement)
- 

**Area of Inquiry 6: To what extent has 3RP advanced/promoted a resilience-based development response to the crisis and how can it further advance such a response?**

Sub-Areas:

- Age and gender-responsive promotion of self-reliance for refugees and host community members
- Support to national and local institutions/service providers
- Multi-year funding for resilience interventions
- Linkages with long- term national development plans and policies

## Evaluation Methodology

The evaluation methodology should use a combination of quantitative and qualitative methods.

The 3RP Regional Steering Committee recommends the use of diverse and innovative evaluation methods. Due to the COVID-19 pandemic, it is anticipated that the exercise will largely be home-based, with the potential for up to two visits to Amman subject to COVID-travel restrictions.

Data from a wide range of sources and a representative range of stakeholders should be collected and validated to ensure the credibility of evaluation findings and conclusions. Data collection should include: 1) desk reviews and content analysis of relevant background as well as programmatic data and documents, including from 3RP partners; 2) remote interviews of key stakeholders at HQ, regional, and country levels, including 3RP partners, host governments, donors, and partners outside the 3RP, such as IFIs; 3) other data collection as required.

The Evaluation Team will be expected to refine the methodology and final evaluation questions following the initial desk review and data collection carried out during the inception phase. The final inception report will specify the evaluation methodology and the refined focus and scope of the evaluation, including final key evaluation questions, data collection tools and analytical framework.

The evaluation should include one virtual regional stakeholder workshop planned to be held on or before 13 August 2021, where the evaluators should present their initial findings from the data collection phase to facilitate forward-looking discussion and reflection. The purpose of the workshop is twofold: 1) to ensure that the evaluation is feeding into the 2022-2023 planning season and 2) helping to strengthen data interpretation, analysis, and validation of the evaluation findings for the final evaluation report. Other opportunities to share key findings externally will be actively sought towards sharing learning and good practices more widely.

The already established 3RP Taskforce will serve as the Reference Group. The main role of the Reference Group will be to provide strategic guidance and constructive feedback during the inception and report review stages of the evaluation.

The evaluation methodology is expected to reflect an Age, Gender and Diversity (AGD) perspective in all primary data collection activities carried out as part of the evaluation – particularly with refugees, as appropriate. This includes, referring to and make use of relevant internationally agreed evaluation criteria such as those proposed by OECD-DAC and adapted by ALNAP for use in humanitarian evaluations<sup>258</sup>; referring to and make use of relevant UN standards analytical frameworks; and be explicitly designed to address the key evaluation questions – considering evaluability, budget and timing constraints. The evaluation report should provide disaggregated data by sex, ethnicity, age and disability.

## ORGANISATION AND CONDUCT OF THE EVALUATION

### Evaluation Management and Quality Assurance

Representatives from the UNHCR/UNDP Joint Secretariat will be the Evaluation Manager. The Evaluation Manager team will be responsible for: (i) managing administrative day to day aspects of the evaluation process (ii) putting together relevant background documents; (iii) acting as the main interlocutor with the Evaluation Team (iv) facilitating communication with relevant stakeholders to ensure evaluators receive the required data (v) facilitating communication with relevant stakeholders to ensure technical guidance on content, and (vi) reviewing the interim deliverables and final reports to ensure quality, in conjunction with the 3RP co-chairs.

The evaluation is expected to adhere with the 'Evaluation Quality Assurance' (EQA) guidance, which clarifies the quality requirements expected for UNHCR evaluation processes and products. The Evaluation Manager will share and provide an orientation to the EQA at the start of the evaluation. All evaluation products will be shared with an external QA provider for their comment, in addition to being reviewed by the Evaluation Manager and Reference Group. Evaluation deliverables will not be considered final until they have received a satisfactory review rating and have been cleared by the Head of the Evaluation Service. Adherence to the EQA will be overseen by the Evaluation Manager with support from the UNHCR Evaluation Services as needed.

3. The established 3RP Taskforce will act as the Reference Group, with the participation of the 3RP stakeholders to help guide the process. Members of the Reference Group will be asked to:

- a. provide advice on the selection of the evaluation team
- b. provide clear guidance regarding evaluation objectives and guiding questions (in consultation with the RTC members) to the evaluation team
- c. review and comment on the inception report
- d. review and comment on the first draft
- e. score and comment on the final draft
- f. Review the presentation highlighting the results and the compendium on lessons learned
- g. Answer to any query from the project or the evaluation team.
- h. Upon completion, the final evaluation report will be shared with the 3RP Regional Steering Committee, which will also be made available in the public domain.



## Expected Deliverables and Timeline

The evaluation should be carried out from April to November 2021. Consultants will be expected to present interim findings at a virtual workshop in August 2021 in order to inform the 2022/2023 planning. The request for bids will be issued in March 2021, and the selection process and signing of contracts is expected to be completed by early April.

## Indicative Timeline

Activity	Key Deliverable	Indicative Timeline	Payment Schedule	# of Estimated Workdays
<b>Inception phase including:</b> <ul style="list-style-type: none"> <li>- Briefing with the Evaluation Taskforce to discuss expectations and objectives of the evaluation</li> <li>- Initial desk review</li> <li>- Refinement of Scope and Areas of Inquiry</li> <li>- the draft inception report</li> <li>- Circulation for comments and finalisation of the inception report.</li> </ul>	<i>Final inception report – including methodology, final evaluation questions and evaluation matrix.</i>	Week 1-5	20%	25
<b>Data collection phase including:</b> <ul style="list-style-type: none"> <li>- Document / data reviews</li> <li>- Key stakeholder interviews at the regional level (remote and/or in person as required)</li> <li>- Key stakeholder interviews at HQ and country levels (remote only)</li> <li>- Other data collection activities as required (e.g. case studies, FGDs)</li> </ul>	Week 6-13	20%	40	
<b>Virtual Regional Stakeholder Workshop, including:</b> <ul style="list-style-type: none"> <li>- Validation and review of key findings, conclusions, and recommendations</li> <li>- Identification of outstanding areas requiring further enquiry before finalisation of written report.</li> </ul>	<i>PowerPoint presentation with initial findings, conclusions, and proposed recommendations.</i>	Week 14	20%	5
<b>Data Analysis and Reporting phase including:</b> <ul style="list-style-type: none"> <li>- Incorporation of comments from the regional stakeholders</li> <li>- Analysis and write up</li> <li>- EQA review of draft report, circulation for comments</li> </ul>	<i>Draft final report including recommendations (for circulation and comments)</i>	Week 15 -20	20%	20
<b>Finalisation of evaluation report, including</b> <ul style="list-style-type: none"> <li>- Final incorporation of comments</li> <li>- Presentation to Regional Steering Committee and / or other fora.</li> </ul>	<i>Final Evaluation Report (including recommendations and standalone executive summary)</i>	Week 21 - 28	20%	10
<b>Total</b>	28 Weeks	28 Weeks	100%	100

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199 As this is a strategic evaluation with prescribed themes of inquiry, it is also outside the remit of this report  
to assess the Theory of Change or Line of Sight for 3RP (n.b. a theory of change for 3RP does not exist).  
As such, these activities are not within the scope of activities.  
200 While there was AGD disaggregation in some 3RP data available to the ET, the evaluation did not  
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were disaggregated by stakeholder groups (i.e. regional-level and country-level).  
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Submitted by  
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