

GUIDANCE NOTE 1

Background to the 3RP and General Guidance on Planning

1 The 3RP: a regionally coherent, country-driven response to the Syria crisis

The Regional Refugee & Resilience Plan (3RP) in response to the Syria Crisis responds to the humanitarian, protection and assistance needs of refugees from Syria and other impacted persons, communities and institutions in the five hosting countries of Turkey, Lebanon, Jordan, Iraq and Egypt.

Responding to the Syria Crisis through a regional plan ensures:

- A coherent, consistent approach to planning and advocacy for the protection of Syrian refugees no matter where they reside;
- A thoughtful, rigorous approach by a wide range of national and international partners to achieve a more effective and sustainable response that strengthens the resilience of countries affected by the crisis;
- The leadership and generosity of each of the five main refugee-hosting countries is highlighted in the context of a region-wide response;
- High-level advocacy can be undertaken to highlight the needs of the Syria situation relative to other crises across the world;
- Donors are able to target funds to the Syria situation in a manner that allows agencies to respond flexibly to needs across the region; and
- The responses (measured by indicators and other reporting) across the five 3RP countries build a regionally coherent and persuasive picture of the scope of the response.

The context in each of the countries covered by the 3RP differs greatly and 3RP planning accounts for that in the following ways:

- In all countries, the international community strives to support national governments as the key driver of the response;
- Where national plans are in place - namely the Lebanon Crisis Response Plan (LCRP) and the Jordan Response Plan (JRP) - those plans constitute the relevant country chapters of the 3RP. Interagency appeals may be issued in these countries to reflect the plans of UN Agencies and NGOs to contribute to the objectives of those national plans; and
- The regional 3RP planning process is designed to ensure that those countries without national plans have the tools, guidance and assistance necessary to develop 3RP country chapters to guide the response in those countries.

2 Guiding Principles

Under the 3RP:

- Refugee protection and humanitarian assistance remains at the heart of the response;
- The resilience of individuals, communities, institutions, and systems are strengthened across the whole response;
- National ownership and leadership of response plans is acknowledged and promoted; and,
- Plans reflect the contributions of all partners equally, without promoting one particular agency or organization over another.

3 How to use the 3RP Regional Guidance Kit

To facilitate the planning process, an inter-agency drafting committee with participation from all five countries and the regional level developed the 2016 3RP Regional Guidance Kit. These materials can serve as recommendations and good practices for planning to be used in full, tailored, or not used at all, depending on the country context.

The notes and templates should be considered complementary to any guidance issued at the country level for national planning processes. The materials are not intended as advice or instructions to governments on developing national plans or budgets. They are not intended to replace or supersede any country-level guidance.

The following documents are available at <http://www.3RPSyriaCrisis.org> and <http://data.unhcr.org/syrianrefugees/regional.php>

1. Background to the 3RP and General Guidance on Planning
2. Incorporating and Communicating Resilience Programming
3. Populations and Institutions – Needs and Targeting
4. Setting Objectives, Outputs & Indicators at the Sector Level
5. Credible and Realistic Budgeting
6. Protection Mainstreaming
7. The Gender Marker
8. Style and Terminology
9. Country and Sector Narrative Template
10. Sector Response Matrices

4 Regional Minimum Information Baselines

Whatever processes are used by countries in developing their plans, and whatever guidance and templates are used to publish those plans, there are certain minimum information baselines that will ensure a regionally coherent 3RP can be collated:

- Country objectives;
- Country and Sector Population in Need and Targeted population (disaggregated by age and gender; by refugee and resilience component; and by population group);
- Budgetary/appeal requirements (disaggregated by Sector; by refugee and resilience component; and noting requirements against No Lost Generation outputs)
- A coherent response log frame, including indicators with targets and Means of Verification (MOV) at the objective and output level (broken down at the output level by sector and by refugee and resilience component).
- Gender marker at the sector level.

The country narrative template and response matrices provided in the Regional Guidance Kit are designed to capture the above information in an efficient and standardized way across the region, and guidance notes are included to assist. Where countries are not using the Regional Guidance Kit, sector, intersector, country and regional participants in the 3RP are asked to work together to ensure that the minimum information baselines are nonetheless captured and can be extracted. This not only assists the development of the regional plan, but also contributes to good practice in the planning, implementation and reporting cycle.

5 Roles & Responsibilities

3RP partners include host governments, UN agencies, international and national NGOs, donors, charities and institutions, civil society and others who are involved in the response (operational, coordination, policy, funding, advocacy, etc.) to the Syria refugee crisis and its impacts in Turkey, Lebanon, Jordan, Iraq and Egypt.

At the regional level, UNHCR's Regional Refugee Coordinator and UNDP's Sub-Regional Development Coordinator chair a 3RP Regional Steering Committee that provides strategic direction to, and oversees, the 3RP process. In its expanded form, the Regional Steering Committee includes representatives from the five primary refugee hosting governments, UN regional directors, and the RC/HCs. The 3RP Regional Technical Committee ensures that the realization of 3RP objectives is approached in a coherent, consistent manner and founded upon inter-agency consensus.

At the country level, UNHCR and UNDP assume leadership and coordination roles under the 3RP in support of host governments. The UNHCR Representative leads and coordinates the inter-agency refugee response throughout its cycle including emergency preparedness. UNDP, as a custodian of the resilience component, will lead and coordinate resilience activities at the regional and country level.

Coordination among senior inter-agency leaders at the country level will depend on context. However, in line with good practice, a decision-making body at their level that includes all 3RP stakeholders (government, UN, NGOs, donors) should be convened to ensure:

- A forum for strategy and policy setting for all phases of the refugee and resilience responses;
- Support for host governments and alignment with national plans to the extent possible;
- Coherence between the response sectors to achieve strategic objectives; and,
- Relations among organizations involved in the 3RP are governed by the Principles of Partnership: equality, transparency, result-oriented approach, responsibility and complementarity.

UNHCR and UNDP in-country principals are essential to the 3RP planning process. Senior leadership should guide an inter-agency group in the review and approval of any inter-agency appeal in support of country plans. Inter-agency appeals include the financial requirements of UN agencies and national and international non-government organizations (NGOs) for activities under the 3RP.

Inter-sector coordination falls below the principals' level and above the sectors, connecting response leaders with sector coordinators. Under the 3RP, UNHCR and UNDP are responsible for leading inter-sector working groups that ensure coherent, consistent, approaches among the sectors for refugee and resilience programming.

Response sectors ensure effective humanitarian assistance and resilience programming at the operational level. A number of government bodies and organizations are responsible for coordinating sectors across the region. Sector coordinators are responsible for ensuring refugee and resilience programming regardless of their affiliation with UNHCR, UNDP, or any other body.

Regional, country, inter-sector and sector levels are encouraged to actively promote participation in the planning processes. 3RP country teams are encouraged to include detailed references to their coordination and leadership arrangements in the country chapter.