Overview of 3RP Regional Guidance Kit for 2016 Planning

The following materials are designed as generic regional guidance to be tailored at the country level in line with specific needs and circumstances in each country. The guidance notes provide specific guidance on different topics and aspects of 3RP Plan development. They are designed to assist Sector and Inter-sector Coordinators to complete the necessary templates and formats that make up their 3RP Plan Submission.

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 materials were developed by the 3RP Regional Drafting Committee, made up of UN and INGO representatives from each 3RP country and the regional level, and have been endorsed by the 3RP Regional Technical Committee, which is comprised of representatives of UN Agencies and INGOs at the regional level.

1.   Background to the 3RP and General Guidance on Planning

Provides overall background on the 3RP regional planning approach, the links to national plans, roles and responsibilities, and general guidance to Inter-sector and Sector Coordinators to help them manage and coordinate the development of response plans.

2.   Incorporating and Communicating Resilience Programming in the 3RP

Outlines a Resilience and Stabilization Lens made up of three key questions to assist 3RP partners in identifying, categorizing, understanding and communicating planned outputs based on their contribution to building resilience.

3.   Guidance Note on Populations and Institutions - Needs and Targeting

Provides guidance on how to define the different Populations in Need (PIN) and the targeted populations, which need to be recorded (broken down by age and gender where possible) at country and sector level in the Country Chapter Format, as well guidance on targeting institutions for resilience-building activities.

4.   Guidance Note on Setting Objectives, Outputs and Indicators at the Sector Level

The framework of the 3RP provides for Sector Working Group Responses that contain Objectives with indicators to measure progress toward those objectives, underneath which are Outputs with their associated indicators to measure output performance. This guidance note provides information on results-based language as well as examples of good practice in developing objectives, outputs and indicators in both the refugee and resilience components.

5.   Credible and Realistic Budgeting

Guidance to assist with the development of a credible and realistic overall appeal in 2016, given that the amount of donor funding is not keeping pace with the needs in the five main refugee hosting countries.

6.   Guidance Note on Protection Mainstreaming

Guidance to assist Sectors to incorporate the key protection principles throughout the programme cycle, including assessment, design, implementation, monitoring and evaluation.

7.   Guidance Note on the Gender Marker

Each Sector Working Group Response will have a Gender Marker code recorded in the 3RP Country Chapter Format. This guidance note will help to ensure that gender codes are accurate, and that they are used as a tool to ensure Plans are well designed to address the needs and realities of women/girls and men/boys.

8.   Guidance Note on 3RP Style and Terminology

Tips on style, grammar, spelling and acronyms of participating agencies to assist in the presentational harmonization of Country Chapter narratives.

9.   Country and Sector Chapter Format

This is the format/template for the submission of the country and sector-level narratives which go to make up the Country Chapter of the 3RP. It outlines the narrative sections to be included at each level, along with guidance on word limits, and content. It contains references to the other Guidance Notes to assist in filling out specific sections.

10.   Sector Response Matrices

Each Sector Working Group should complete and return one Sector Response using this Matrix, which includes cells for entering Objectives, Outputs, Targeted Population, Partners, Location, Budget, and Indicator/Targets. A second Matrix (Agency Response) is included to assist Sector Coordinators to assist in the collection of agency level submissions in those countries which do not use an automated system (ie: ActivityInfo).

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.

GUIDANCE NOTE 2

Incorporating and Communicating Resilience Programming in the 3RP

6   1 Objective

Through the **Resilience and Stabilization Lens** presented below, coordinators can more easily:

i)   Identify and assess resilience activities across both components of the 3RP;
ii) Advance resilience across all population groups, sectors and countries, through adequate planning, monitoring, reporting including the development of a resilience narrative; and,
iii) Create a baseline to measure how all 3RP partners are strengthening resilience in support of increasingly integrated national plans.

7   2 3RP Components and Goals

In 2016, the 3RP continues to represent two inter-connected components:[1]

1. Refugee protection and humanitarian assistance component (the Refugee Component): Will address the protection and assistance needs of refugees living in camps, settlements and local communities in all sectors, as well as vulnerable members of impacted communities. It will strengthen community-based protection by identifying and responding to immediate support needs of communal services in impacted communities.

2. Resilience and Stabilization component (the Resilience Component): Will assist impacted communities to cope with and recover from the refugee crisis in all sectors. It will build the capacities of households, communities and national systems that have been impacted by the crisis, and provide the strategic, technical, and policy support to advance national responses.

The synergies and degree of integration between the two components may vary from country to country. Factors influencing this include the impact of the crisis at national and community levels and the priorities of national planning processes.

The table below outlines the overarching goals of the two components of the 3RP, and is designed to assist 3RP partners to identify the best fit for projects in each of the two components. Considering the three questions of the Stabilization and Resilience Lens, outlined in Part 4 of this guidance, can also assist in this categorization. Please note that, though categorization is important the planning process, neither the table nor the Lens are meant to suggest that outputs/activities in any sector are necessarily exclusive to one component or the other. The decision is left to the judgment of 3RP partners, with oversight provided by Inter-Sector Coordinators.

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[1] Please see Annex 1 for supporting definitions.

Refugee Component	Resilience Component
1. Refugee women, girls, boys and men fleeing the Syrian conflict have access to effective protection. 2. Refugees and the most vulnerable within the impacted population are provided with life-saving and immediate assistance, including in camps and host communities. 3. The most vulnerable impacted communities benefit from immediate assistance to strengthen communal services to support community-based protection.	4. The most vulnerable impacted households and communities benefit from interventions that enhance their capacities and resources. 5. Refugees and members of impacted communities have opportunities to build self-reliance. 6. The capacities of sub-national and national delivery systems are strengthened to meet the protection, assistance and social services needs of refugees and members of impacted communities.

8 3 Stabilization and Resilience Lens

The **Stabilization and Resilience Lens** consists of three key questions   to assist 3RP partners in each country in identifying, categorizing, understanding and communicating planned Outputs (and related activities) based on their contribution to building resilience.

The Stabilization and Resilience Lens is a self-evaluation tool applied during 3RP 2016 planning and incorporated in sector and country chapters. The Lens can also be used to monitor and assess progress in strengthening resilience. This can lead to the creation of a dataset for evaluating contributions to resilience building, taking into account the country circumstances and priorities of the respective agencies and organizations. The self-evaluation requires stakeholders to consider the three questions below.

All outputs are assessed by the sector on the five-point scale. Before commencing with the scoring exercise, please see Section 5 (Guiding Questions for Scoring) for additional information on the review process.. The sectors are expected to provide overall quality assurance and define the appropriate monitoring and evaluation process informed by national contexts.

Key principles of a resilience-based response include:

- **National and local ownership and leadership of the response:** Where possible, international assistance should seek to strengthen local and national mechanisms for coordination, planning, monitoring and accountability.
- **Contribution to sustainable benefits:** A resilience-based approach builds on humanitarian assistance and aims to gradually reduce the need of beneficiaries for long-term emergency assistance, helping people and institutions to develop independently and self-sustainingly.
- **Sensitivity to social cohesion/stability issues:** Aid interventions must be sensitively planned and implemented in order to prevent the creation or exacerbation of tensions.

9   4 Stabilization and Resilience Lens:

To what extent does the planned Output (and related activities):	Scale: 1-5
Q1: Strengthen the capacities of national/local (public) institutions and service delivery systems?	
Q2: Contribute to sustainable benefits?[2]	
Q3: Contribute to social cohesion/stability?[3]	

Scale: 0=Not Applicable; 1= Not at all, 5=Very Strongly

The 'score' for each of the three questions should be entered in the appropriate column for each output in the Sector Response Matrix (document 10 of the Regional Guidance Kit).

Country and Sector teams are also asked to consider the three questions while drafting their Vision & Response Plan section in the Country & Sector Chapter Template (document 9 of the Regional Guidance Kit).

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[2] Outputs that contribute to sustainable benefits, create or enhance opportunities for the self-reliance of impacted individuals, communities, and/or institutions.
[3] Social cohesion/stability here refers to social solidarity between individuals in the society and their ability to work together to survive, prosper and better their communities. It is a dynamic, context-specific concept that can have different attributes and characteristics depending on country.

10 5 Guiding Questions for Scoring

The below table provides a guide to answering the three key guiding questions (as applicable) outlined above:

To what extent does the planned Output (and related Activities):	1	2	3	4	5
Q1: Strengthen the capacities of national/local (public) institutions and service delivery systems to respond to the crisis?	Activities have no link with (national/local) institutions and delivery systems	Activities do make some use of national/local institutions and delivery systems but national/local authorities are not meaningfully involved in planning & implementation, and M&E	Activities are aligned with national plans/priorities, rely upon national/local service delivery systems and national/local authorities play (or are foreseen to play) a meaningful role in planning, implementation and M&E	Activities are aligned with national priorities and plans, use national/local systems and build their capacity, and are implemented in partnership with national/local authorities	Activities are in line with national priorities and plans, implemented and funded jointly with national and local actors such as municipalities and line ministries
Q2: Contribute to sustainable benefits?	Activities deliver only short-term benefits for impacted populations and communities	Activities have limited and mostly indirect long lasting development benefits	Activities have large but mostly indirect long lasting development benefits	Activities have direct long lasting development benefits (e.g activities directly contribute to tackle some of the root causes of vulnerability)	Activities promote transformational change towards inclusive and sustainable development in all its dimensions
Q3: Contribute to social cohesion/stability in impacted communities?	Activities do not consider potential impacts on social cohesion/stability in impacted communities	Activities are somewhat sensitive to social cohesion/stability concerns in impacted communities, but do not involve specific measures to address these issues	Activities are designed so as to prevent/mitigate social tensions in impacted communities (for instance, they are informed by conflict analysis, contain specific measures regarding community dialogue etc.....)	Activities contribute in a direct and substantial manner to supporting social cohesion/stability in impacted communities	The output/activities have social cohesion as a primary objective

11 6 Annex 1

1. Definitions:

The following definitions have been adapted as a point of reference to assist sectors in the development of their response strategies and their categorization of outputs based on stated goals for the Refugee and Resilience Components.

Refugee Assistance (adapted from http://www.unhcr.org)*:*

People who are forced to flee their homes and seek safety in another country, or a different part of their own country, invariably need help. Most refugees and internally displaced people leave their homes with little or nothing, and even those with some resources may soon exhaust them. 3RP partners provide vital assistance, which takes many forms. Life-saving emergency assistance is provided in the form of food, clean water and sanitation, health care, shelter, and relief items such as blankets, sleeping mats, jerry cans, and household goods. Vital protection services for refugees may also include refugee registration, assistance and advice on asylum applications, education and counseling, and advocacy on law and policy.

Resilience (adapted from 'UNDG: Towards a Resilience-based Response to the Syrian Refugee Crisis' at (www.jo.undp.org*):*

Resilience fundamentally concerns the capacities and resources of individuals, households, communities, societies or states to cope with and recover from shocks and stressors. The resilience-based approach aims to support communities and institutions to respond to increased demand and pressure (characterized as "coping"), promote household recovery from the negative impacts of the crisis ("recovering") and strengthen local and national economic, social systems to protect development gains from current and future shocks ("transforming").

GUIDANCE NOTE 3

Populations and Institutions - Needs and Targeting

1. Purpose

This Guidance Note is designed to assist countries and sectors to complete the Population in Need (PIN) tables and associated narratives in the Country and Sector Narrative Template (document 9 of the Regional Guidance Kit).

A common agreement on a Population and Institutional Needs promotes a shared understanding of the impact and evolution of a crisis across 3RP partners, informs strategic response planning, and allows partners to target the most vulnerable groups. Credible evidence and a joint analysis of needs underpins an effective and targeted response.

There should be one overall quantified Population Need table at the country level, and a Population Need table for each sector. The population need should be broken down by the target population groups - including refugees living in the community, refugees living in camps, members of impacted communities and any other relevant target group in the country. The populations should be broken down by age and gender

Institutional needs may not be as easily quantified as populations, but the needs of institutions must also be based upon a commonly agreed analysis, including for policy and capacity gaps. Institutional needs will be expressed in the sector narratives.

Once the country and sector needs have been defined, each sector should define their target(s), based on their analysis of depth of need, vulnerabilities and capacities. While targeting should be based upon the needs expressed, it is acknowledged that factors such as funding, capacity, policy or logistical constraints may influence the number of beneficiaries that can be targeted. Key findings from the needs and priorities section inform the response strategy, including for definition of objectives, and outputs, articulating links between the refugee and resilience pillars, influencing indicator choice, and 3RP coordination.

2. Country Chapter

3RP partners should collectively analyze available data/information, including on the depth of need, to reach a shared understanding of who are the populations and institutions in need of support under the *refugee* and *resilience* components.

Data sources can range from multi-sector and sectoral assessments/ surveys, administrative databases, assumptions of government planning figures, country methods of prioritization and targeting, monitoring data, and expert judgement by 3RP actors. Local sources, such as government, community bodies and representatives from impacted communities are also a very useful. However, it is recognized that not all countries, or all sectors, have a complete dataset to conduct a needs, vulnerabilities and capacities analysis. Where this is the case, this section should briefly state the limitations in the data available, assumptions made, and plans to fill in the data gaps under the 3RP based upon best estimates.

3. Population in Need (PIN)

The defined Population in Need should be identified through assessment or other agreed mechanism in your country. Each country should provide tables for Population in Need by population group disaggregated by age and gender at both the country and the sector level. The population groups to be covered are:

- Syrian Refugees Living in Camps;

- Syrian Refugees Living in Communities;

- Members of Impacted Communities; and

- Other Groups relevant at the country level such as Palestine Refugees from Syria (PRS), Palestine Refugees in Lebanon (PRL), etc.

The groups of Population in Need should reflect those population groups to be addressed through your country chapter of the 3RP, even though the target population may be smaller. You can provide background on these population groups in the **Introduction and Context** section of the Country and Sector Narrative Template, to justify why you are addressing these groups. If there is an overarching vulnerability framework that should be explained in the needs and vulnerabilities section of the country chapter, as a lead in to the sector sections.

4. Sectors: Needs and Targeting

Population in Need

The sectoral PIN should be based upon data relevant to the sector and should draw upon the overall country PIN. The sector PIN should never be greater than the overall country PIN, and in most cases should be less than the overall PIN based upon data relevant to the sector. The sector PIN should be the 'High Water Mark' for the sector, measuring the maximum number of people in need across all intervention areas in the sector. To avoid double-counting of people in need this can be calculated as the highest PIN for any one intervention area in the sector.

The sector Population in Need and Targeted Population table should also provide a quantitative summary of the *Targeted* population against each of the PIN groups. The table provides the quantitative needs, while the narrative in the **Needs, Vulnerabilities and Targeting** section provides the rationale for targeting based on agreed criteria, which should include analysis of depth of needs and capacities. The overall sector PIN may also be broken down by intervention type (i.e. i) Water; ii) Sanitation; and iii) Hygiene).

The **Needs, Vulnerabilities and Targeting** section provides a complementary analysis of overall needs in the sector, with the needs in a sense being the key issues that the strategic response plan addresses. This section summarizes the boundaries or scope of the response.

Institutional Needs

Institutions in need are those that require support by 3RP partners as a consequence of the Syrian refugee crisis. The 3RP should not include other institutions that would indirectly benefit from partner interventions. Institutional needs may also be quantified such the need for x persons to have increased capacity. Institutional needs may also be expressed as processes such as the need for increased capacity, or need for a new/revised policy or legislation. Expressing the responses to these institutional needs as

indicators in the results matrices is encouraged (noting the need to limit to maximum three indicators per output).

Targeting

The targeted population in the 3RP refers to direct beneficiaries of planned interventions.

Not all needs in a country can usually be covered, so it is important to set the limits of the response — which can be geographic, demographic, sectoral, temporal, or other measures of depth of need — to draw the line between what the response must achieve (which forms the objectives of the strategy) and what is less of a priority. The **Strategic Vision & Response Plan** section is your opportunity to explain the principles, decisions and criteria behind decisions to target specific groups or focus on specific interventions.

12   Some of the principles behind targeting should include: i) Depth of need/vulnerability; ii) Existing capacity, with license to assume a reasonable scale-up if all requested resources are obtained; iii) National plans/priorities; and iv) Needs planned to be addressed by other actors outside of the plan (Governments and Islamic Organizations) can be referenced here.

GUIDANCE NOTE 4

Setting Objectives, Outputs & Indicators at the Sector Level

1 Setting Objectives

Where possible it is advisable that countries that are undergoing a national planning process should try to adhere to the common 3RP objectives, outputs and indicators in the national planning process.

Each Sector Working Group (SWG) is tasked with developing a Sector Response Plan with up to five Objectives, five Outputs per Objective, and up to three indictors per Output. Each SWG should seek synergies between Refugee and Resilience at the objective level.

Sector and Inter-Sector coordinators should look at the 2015 3RP plan for your countries and across the region to assess what worked well and what did not work well in 2015. Look at which Objectives, Outputs and Indicators have or have not been well used (including for planning, monitoring and reporting). For those Objective, Output or Indicator statements that have not been well used consider either removing these from the log-frame or revising them to make them more relevant. On the basis of this, the Objectives, Outputs and Indicators for 2016 should be defined.

The Objectives should, as far as possible, include Outputs in both the refugee and resilience components. There may be specific instances where an Objective has Outputs in only one or the other component, and in this case the objectives should   embody the key goals of the respective components, as per Guidance Note 2.

For the purposes of the 3RP process, the common **definition of an Objective** is: a statement of desired results (and impacts) on the well-being of the people of concern that contributes to effecting the positive change expected to occur as a consequence, at least in part, of a set of outputs and activities. Objectives should follow the results based logic, with a complementary set of outputs contributing to the overall objective. However these objectives may be set at a level above which 3RP partners have full control, and will have inputs from partners outside the 3RP.

When setting the objective, 3RP partners should use Results-Based language (Attached annex for Definition of Key Results Based Programming Terms), using positive verbs that express a change, i.e. Increase, Enhance, or Reinforce. Objectives should also demonstrate what change they would expect to see at the end of the planning period.

Examples of Objectives

- Sustainable and gender appropriate access to adequate shelter and infrastructure is available, improved and maintained in Camps.
- Affected populations have improved hygiene practices through access to hygiene items and hygiene promotion activities on a sustainable and equitable basis.
- Self-reliance and safe livelihoods for vulnerable groups improved;
- The capacity of the national health care system to provide services to Syrian refugees and members of impacted communities in the most affected governorates strengthened.

In order to describe the desired state which the project is expected to contribute to Objective level indicators and targets should be established, and a space for this is included in the 'Sector Response Overview Table'.

Setting Objective Indicator, Baseline & Target

Each Objective should have one Indicator, Baseline, Target and Means of Verification to measure the progress towards the objective. Objective indicators should, as far as possible, be population or process based depending on the nature of the sector and objective. The indicator selected might measure changes in knowledge, skill, behavior, health or living conditions for children, adults, families or communities. These effects can be economic, socio-cultural, institutional, environmental, technological or of other types. The Objective Indicator and Baseline should be expressed in terms of a percentage or extent against a defined target population or process. Population targets may be expressed such as the national population or the registered refugees. Resilience targets may include a focus on changes in development outcomes, institutional support and development, adaptive and absorptive capacities, and legislation.

All indicators should have a baseline (with date) and a Means of Verification.

Examples of Objective Indicators

- % of Syrian refugee children who are enrolled in formal education [Numerator = # of Syrian refugee children enrolled// Denominator = Total # of school-age Syrian refugee children]
- % of targeted Syrian refugees and member of impacted communities who receive cash grants for basic household needs [Numerator = # of Syrian refugees and members of impacted communities targeted who receive cash grants// # targeted]
- # of youth, men and women engaged in gainful employment or have established their own businesses
- % of affected public health facilities supported.

Setting a Baseline for Objective Indicators

Each Objective indicator should have a baseline where possible by which progressive change can be measured over the time period. The baseline for 2016 may be considered on the basis of a) assessments/evaluation data collected; or b) what has been achieved in 2015. For example, # of community organizations identified and assessed for mitigating tensions and preventing conflict can be a baseline for resilience oriented objectives.

2 Setting Outputs

Each Objective will contain up to five Outputs, each under either the Refugee or Resilience component.

Outputs are changes in skills or abilities and capacities of individuals or institutions, or the availability of new products and services that result from the completion of activities within an intervention within the control of the organization. They are achieved with the resources provided and within the time period specified.

Outputs are a pre-condition for the subsequent achievement of Objectives. Outputs should be almost entirely within the control of the implementing organizations and less influenced by external factors.

The realization of outputs should, as far as possible be measured through quantitative indicators, though qualitative indicators can be used where appropriate.

Setting Output Indicators

Each Output should have a maximum of three Output Indicators which are the specific units that are produced by the activities making up the Output. The output indicator should clearly state the unit and a target that is feasible within the time, capacity and resources available.

Objectives in any sector may include Outputs that fall under the Resilience component. Output indicators in this section will be specific to each Output and developed in order to measure the Output's level of achievement/completion. Resilience Output indicators should also, in a concrete manner, capture the means through which the relevant Output is:[4]

- Strengthening national and local ownership and leadership of the response;
- Contributing to sustainable benefits; and/or
- Sensitive to social cohesion/stability issues.

Inter-sector/ sector coordinators should consider how partners report into the plan (ActivityInfo or other tools) and aggregation process from partners against indicators.

Examples of Output Indicators
- # of children benefitting from school construction/ rehabilitation;
- # of people receiving cash grants;
- # of people benefitting from tent repairs;
- # of children vaccinated against polio per campaign round;
- # of people trained;
- # of trained health workers (government, CBOs and national NGOs) disaggregated by sex;
- # of impacted communities with active conflict mitigation or participatory mechanisms;
- # of deficient wastewater systems rehabilitated.

Disaggregation

In the 3RP document indicators should be disaggregated by target populations. In your result tracking matrices/ ActivityInfo at the country level you should aim to include age and gender disaggregation. When considering which indicators for disaggregation consider what have been useful operationally in 2015, and what indicators make sense to disaggregate and which are not useful. If there is no or little operational benefit to disaggregate then consider not requesting this in 2016 to save energy for partners reporting in 2016. Consider that not all indicators require to be disaggregated.

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[4] See Guidance Note 2 'Incorporating and Communicating Resilience Programming in the 3RP' for further discussion of resilience as it relates to 3RP projects and guidance regarding categorization.

Adapted from: i) UNDG Results Based Management Handbook, October 2011; ii) DFID Tools for Development handbook (2012); and iii) SOAS, Project Planning and Management, London University, 2014.

Results based management (RBM)
Results-based management is a strategy by which all actors, contributing directly or indirectly to achieving a set of concrete and measurable results, ensure that their processes, products and services contribute to desired results (outputs, objectives[5], higher level goals and impacts) and use information and evidence to inform decision making on the design, resourcing and delivery of programmes and activities as well as for accountability and reporting. That means:

1. There is a concrete RESULT linked to MEASURABLE indicators and to specific monetary inputs.
2. There is an evident link between funds used and achievements reached
3. Funds should be used on a cost-effective approach (what is the BEST use of the funds we can provide? Why is it better to provide the funds to a specific project?)

It is recognized that many actors are using different RBM definitions and terminologies, even though the concepts are, in many cases, similar. The use of common terminology will help actors move toward a common ground for supporting programming. When agreed, these definitions can contribute to greater coherence and consistency and help when communicating RBM issues with other stakeholders including governments.

Results
Results are changes in a state or condition that derive from a cause-effect relationship. The Results Chain is a causal sequence which lays out the sequence to achieve desired results – beginning with inputs, moving through activities and outputs, and culminating in individual outcomes and those that influence outcomes for the community, through goals, and end in a higher level impact to which a range of partners across sectors contribute. This results chain is based on a theory of change, including underlying assumptions.

Impact
Impact implies changes in people's lives. This might include changes in knowledge, skill, behavior, health or living conditions for children, adults, families or communities. Such changes are positive or negative long-term effects on identifiable population groups produced by an intervention, directly or indirectly, intended or unintended. These effects can be economic, socio-cultural, institutional, environmental, technological or of other types. In many frameworks Impact is connected to the higher level of change that occurs as the mid and long-term result of a set of interventions. In UNHCR logframes impact is connected to the Objective level.

Objective (also described as Outcome)
A statement of desired results (and impacts) on the well-being of the people of concern that contributes to effecting a positive change and achieving the overall goal, expected to occur as a consequence, at least in part, of a set of interventions or activities. It should describe the desired state which the project is expected to achieve/contribute to, and provide the reason for undertaking a programme or project. An objective can occur as the result of a combination of outputs, and may also be the result of additional factors not related to the outputs.

Guiding questions for setting an objective:
What specific effect is the project to achieve as a direct result of the project outputs? If the project is completed successfully, what improvements or changes could be expected in the group, organization or area towards which the project is immediately directed?

Guiding questions for setting Achievement indicators at objective level:

---

[5] Note objectives and outcomes are used synonymous for the purposes of the 3RP.

> What are the quantitative measures or qualitative judgments, to assess whether the project purpose has been achieved?

Outputs

Outputs are changes in skills or abilities and capacities of individuals or institutions, or the availability of new products and services that result from the completion of activities within an intervention within the control of the organization. They are achieved with the resources provided and within the time period specified. They are a pre-condition for the subsequent achievement of purposes and goals. Production of outputs should be managed by the project and less influenced by external factors that the project management cannot directly control.

As most projects have more than one output, their sequential ordering is essential, because the output of one activity is likely to be required for the production of another output. The outputs of a project need to be stated in such a way that:
• Their realization can be identified, in terms of quantity, quality, time and place.
• As for objectives, a target is specified for the magnitude of output to be produced and the timescale for this.
• It is clear if a certain output is a prerequisite for other outputs.
• Necessary outputs for achieving the Objective to be achieved are listed and they relate to the objective.
• They are feasible within the resources available.

By definition outputs are separate from objectives. Unfortunately confusion between them is a common design error. Outputs are also commonly confused with activities. Remember that an output is the result of an action or activity. For example:
- The **output** of a training activity is **trained people**
- Training a group of beneficiaries is an **activity**
- The **output** of a research activity is the **research results**
- Research conducted on xxx topic is an **activity**
- Research findings on the xxx topic is an **output**

> **Guiding questions for setting an output:**
> What outputs (type, quality and number) will need to be produced (by activities undertaken with inputs provided) in order for the project purpose to be achieved?
>
> **Guiding questions for setting an Achievement indicator at Output level:**
> What type, quality and number of outputs would be produced by certain dates? (Performance)

Activities and Inputs are not part of the 3RP planning processes. However individual organization should plan based upon the activities and inputs required to achieve their Outputs and Objectives.

Activities: Actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources, are mobilized to produce specific outputs. Each activity should contribute to at least one larger output.

Inputs: The 3RP coordination process does not look at the input level, however individual organization should plan based upon their required inputs, including the financial, human, material, technological and information resources.

Achievement indicators: Indicators are a qualitative or quantitative means of measuring an output or objective, with the intention of gauging the performance of a programme or investment.

Baseline: Information gathered at the beginning of a project or programme against which variations that occur in the project or programme are measured.

Target: Specifies a particular value that an indicator should reach by a specific date in the future.

GUIDANCE NOTE 5

Credible and Realistic Budgeting

At the same time that needs in response to the Syria crisis in the five main refugee hosting countries continue to grow, the amount of donor funding has not kept pace. Some 71 per cent of funding needs were received for the response in 2013, a figure which fell to 61 per cent in 2014. As at mid-August, only 37 per cent of funds required for 2015 had been received.

The guidance below is designed to ensure a credible and realistic overall appeal in 2016. Note that this guidance is for UN/NGOs developing 3RP chapters or interagency appeals in support of national plans. It is not intended as advice or instructions to governments on developing national plans or budgets.

13 Broad Principles for 3RP budgeting

- This is an update of a two-year plan so focus on revising budgets rather than creating new ones;

- The 3RP must be a defensible therefore realistic relative to its implementation and to its contributions to the overall situation;

- Some sector budgets may increase but prepare a strong justification if total budgets for 2016 are higher than those for 2015.

14 Guidance for appealing agencies

In the spirit of the above guiding principles, and in line with good practice in the development of funding appeals and plans, before submitting to the 3RP appealing agencies are assumed to have undertaken their own analysis of:

- how their agency plans relate to the sector objectives;

- their capacity to implement their appeal during 2016;

  o what they appealed for in 2015 and what was received;

  o the overall available funding considering the number of global crises; and

  o what they achieved against targets during 2015.

Appealing agencies, as part of the interagency coordination mechanisms in each country, at the sector level should be prepared to demonstrate the following:

- Their appeal is linked to achievable results);

- They have analyzed challenges to implementation and found viable solutions to them;

- They have reviewed and assessed that internal capacities can deliver the plan;

- They confirm the operational environment is conducive to their activities;

- They will contribute to inter-agency coordination;

- They can report implementation and achievements throughout the year; and

- They can report on funding received throughout the year.

15 Guidance for inter-sector and sector leadership

Inter-sector and sector leadership should ensure that sector plans individually and taken together reflect:

- Needs defined by evidence from available assessments and information sources;

- Targets defined against a gap analyses;

- Budgets linked to targets and remain within them (i.e. tightly linked to measurable results);

- Evidence-based objectives and outputs developed to meet needs of defined individuals, communities, institutions or systems;

- A realistic analysis of activities allowed in or suitable for the operational context (i.e. are there policy and modality constraints?);

- A confirmed capacity to ensure that all partners in the 3RP are able to have their contributions to the response reflected in the planning and reporting;

- Mechanisms to ensure that overlap (i.e. same interventions targeting same beneficiaries) is identified and streamlined during the planning phase;

- A sound justification of activities if budgets are higher than funds received by the sector last year for the same or similar interventions (evidence-based, links to existing capacity and what results can be achieved);

- Mechanisms to follow up on how agencies' activities contribute directly to existing objectives and outputs;

- Appealing organizations are registered with the government and operational in country, or planning to be operational within no more than six months of the appeal being launched;

- Mechanisms and plans to follow up on the agencies' capacity to deliver.

16 Country

- UNHCR and UNDP principals are expected to ensure a strategic review of sector plans and budgets, including to: identify and resolving duplication between sectors;

- Ensure that planning assumptions are applied coherently across sector work plans;

- Ensure that different populations are addressed in a harmonized manner by all sectors, and that targeting approaches are complementary;

- Ensure coherence between budgetary requirements developed by different sectors.

17 Regional

Similarly, feedback will be provided to agencies through their regional offices, and on country responses overall through the Regional Technical Committee, with an eye to regional coherence and consistency across the 3RP.

GUIDANCE NOTE 6

Protection Mainstreaming

Protection mainstreaming seeks to incorporate the key protection principles for all sectors throughout the programme cycle starting with assessment, design, implementation, monitoring and evaluation. Often, protection mainstreaming does not change what is delivered, but provides clarity to why it is delivered and how. Bringing a 'protection lenses' to the sectoral activities would require the following at minimum:

Improving Access to Assistance and Services without Discrimination: The sector coordinators should highlight how activities, aimed at expanding access to services and assistance to women, men, girls and boys without discrimination while paying particular attention those with specific needs including elderly and disabled refugees; unaccompanied and separated boys and girls; and households headed by women, girls and boys. Programming should highlight activities that ensure equitable access despite identified challenges and/or barriers. Sectors should consult the IASC Gender Handbook for Humanitarian Action to explore the scope of actions that will meaningfully engage women, girls, boys and men.

Delivering Protection and Assistance in Safety and with Dignity: Sector coordinators should ensure that activities in their design (and subsequent implementation) aim at reducing and mitigating protection risks including the risk of SGBV to women, men, girls and boys and promoting an environment where protection and assistance are delivered in safety and with dignity. This includes paying attention to the identified dynamics within households and in public spaces. The programming should adhere to the IASC Guidelines for GBV Interventions in Humanitarian Settings and the revised IASC guidelines for integrating GBV interventions in Humanitarian interventions.

In line with the principle of **"do no harm"**, sector response plans and planned activities need to be based on an assessment of impact and understanding of gender dynamics, so that any unintended negative effects that may increase the vulnerabilities of women, men, girls and boys to protection risks as much as possible are prevented or minimized. Monitoring of the impact on supported women, girls, boys and men should be sufficient to uncover unintended consequences.

Empowering and engaging with Refugees and Communities for their Own Protection: Sector response plans and programmes should harness the capacity of women, men, girls and boys to contribute to the protection of their communities and their own protection. Community-based protection mechanisms and safety nets that engage women and men, girls and boys intended to benefit from the support are stronger and more likely to be transformative. Two-way communication with persons irrespective where they stay in camps, urban, peri-urban or rural areas, in particular urban/rural areas those who might be excluded from decision-making processes, should be strengthened as needed. Participation of refugees and communities in the development of sector response plans and activities throughout the programme cycle is encouraged.

Sector coordination shall promote the setting up of appropriate mechanisms through which affected populations can measure the adequacy of interventions, and address concerns and complaints, including on Sexual Exploitation and Abuse. This can be done by involving affected populations in the design, monitor and evaluation of the goals and objectives of programmes, reporting on the results of the

process, providing accessible and timely information on, for instance, organizational procedures and processes that affect these populations to ensure that they can make informed decisions and choices, and facilitate a dialogue between them and relevant actors.

GUIDANCE NOTE 7

Gender Marker

The Inter-Agency Standing Committee (**IASC**) **Gender Marker is a tool** that is used to code humanitarian Sector Response Plans (SRPs) on a 0-2 scale based on programming design. This will be applied to each of the country operation's SRPs under the 3RP. A sector response that is designed well and intentionally addresses the needs and capacities of women, girls, men and boys, be it a resilience development activity or humanitarian activity, has the best chance of being implemented in a way that assists all of these groups to improve their lives.

The codes tell whether or not a SRP is designed well enough to ensure that women, girls, men and boys will benefit equally from it. If the activity has potential to generate gender equality results, the marker predicts whether the gender results are likely to be limited or significant.

A gender code is assigned based on three critical components: 1) there is gender analysis in the needs assessment that provides relevant sex and age-disaggregated data and gives insight into local gender issues 2) this needs assessment is used to identify sector responses and activities and 3) gender-related outputs or performance indicators. There has been a high level of donor interest in the IASC Gender Marker.

Gender Analysis of Needs Activities Outcomes

Gender Marker	Description
Gender Code 0	Gender is **not reflected** in any component of the Sector Response Plan. There is risk that the activity will unintentionally nurture existing gender inequalities or deepen them. **In principle, the Code 0 is used until a project has been properly assessed.**
Gender Code 1	The Sector Response Plan is designed to contribute in **some limited way** to gender equality. Gender dimensions are meaningfully included in only one or two of the three essential components: needs assessment, sector responses and performance indicators.
Gender Code 2a Gender Mainstreaming	The Sector Response Plan is designed to **contribute significantly** to gender equality. The different needs of women, girls, boys and men have been analyzed and integrated well in all three essential components: the needs assessment, sector responses and performance indicators.
Gender Code 2b Targeted	The **principal purpose** of the activity is to advance gender equality. The entire activity either:

Actions	a) Targets women, girls, boys and men who have special needs or suffer from discrimination
	b) Focuses all activities on building gender-specific services or more equal relations between women and men.
	It is unlikely that this code will apply to any Sector Response Plan since each sector aims to respond to the aims of women, girls, boys and men.

It is the responsibility and accountability of Sector Leads to advance gender equality in their respective areas. All sectors should therefore have a gender marker code for the overall sector plan. Sectors may wish to have a gender marker code at the output level, but these will not be published in the 3RP plan. Very few sectors will be eligible to use Code N/A, and there is NO code "Not Specified".

Sector process for Gender Marker:

- Prior to the design phase, the Sector Leads would contact and inform Gender Focal Points and GenCap Advisers about the process and support-needs/expectations in terms of project review (re Gender Marker)[6].

- During the planning phase, GenCap Advisers will regularly discuss with sector leads the development of the sector plan.

- After reviewing the first draft of the plan GenCap Advisers will provide a matrix with comments and recommendations for revision of Gender Marker codes for each sector to Sector Leads and Agency Gender Focal Points.

- It is the responsibility of Sector Leads to, where necessary, strengthen gender mainstreaming in their sector plans.

- Sector reviewing teams should consider GenCap comments and whether these have been incorporated. It is therefore crucial for GenCap to participate in initial discussions and planning/review meetings so that members are clear on Gender Markers expectations.

- Revised plans can be sent back to GenCap for a second review. Further comments can be made and Gender Marker codes revised in the matrix.

- The GenCap's final matrix/comment sheet is shared with ALL Sector Leads so they are aware which projects in which sectors need attention. Sector Leads are asked to review and ensure that only ACCURATE codes have been entered in the system.

- Codes are finalized at the country level after consultations and clearance at country level.

Gender mainstreaming means the distinct needs capacities and contributions of women, girls, men and boys are integrated in a meaningful way in the three critical components of the SRP: the needs assessment, sector responses and performance indicators. These activities code 2a. Examples of gender

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[6] Ideally, the Protection Sector should appoint a Gender/Protection Focal Point to each Sector in order to support the process.

mainstreamed activities for each sector appear in the sector-specific Gender Marker tip sheets posted on the web portal.

A Sector Response Plan (SRP) designed well enough to warrant a good gender code (2a) must be based on gender analysis which is the engine for ensuring gender is addressed throughout the activity (gender mainstreaming). This means exploring women's as well as men's needs and the different risks they face, the various roles and activities they undertake, their coping skills and ideas on solving problems. The most reliable information on the different realities facing males and females will come from the women, girls, boys and men themselves in consultations segregated by sex and age (whether by focus groups or individual interviews) and facilitated by a same-sex facilitator. A well-designed activity will be grounded in activity teams listening to the diversity of male and female voices, both young and old.

Women, girls, boys and men have immediate **"practical"** survival needs particularly in humanitarian crises. Most practical needs arise from inadequate living conditions. They include access to safe water, food, adequate housing and personal safety. Women, girls, boys and men also have longer-term **"strategic"** needs and interests. These often focus on having choices, mobility and power to shape their own lives. Men and women, girls and boys, share some, but not all, practical and strategic needs. It is especially important to understand and respond to their *different* needs that arise from the division of labour and responsibilities between males and females as well as from women's subordinate position in society.

Both practical and strategic needs can, and wherever possible should be, addressed in gender mainstreamed activities (code 2a).

The gender marker is a sector tool. The following steps can improve the capacity of your sector to incorporate gender equality measures:

1. Sector leads/coordinators ensure that gender equality is a priority in the SRP and is visible in all plan elements. It is important to ensure gender issues are identified and addressed in the SRP. The SRP provides a foundation for the design of activities and also demonstrates thorough integration of gender issues.

2. Build capacity of sector members and activity partners to design gender-responsive activities that feed into the SRP through using the Gender Marker. Use the sector-specific tip sheets and the how-to-code tip sheet so that partners can practice coding their own activities. Field experience already shows that this practice helps teams see how to strengthen the gender dimensions of their activity design.

3. Explore and facilitate links for sector partners with a gender specialist who is familiar with the gender marker and can answer questions.

4. Train the Peer Review Panel on how to assign gender codes in advance. Coding must be quick, easy and accurate during the time-pressed vetting process. Use the how-to-code tip sheet as a guide and practice coding.

5. Provide the Review Panel with contact details of the Gender Marker Focal Point who will be available to help resolve any coding confusion during the vetting.

6. Advise the Sector Chairs on the assigned gender code for the SRP and provide suggestions on how to improve (if applicable).

7. A GenCap Advisor, UNDP Gender Regional Advisor or Focal Point will review the codings for Sector Response Plans and provide feedback to the sector coordinators about to meaningfully incorporate gender equality measures (see above).

8. **The Gender Marker codes will be recorded in the 3RP documents**.

The responsibility for accurate gender coding rests with the Peer Review Panel. The gender code will be inserted into a dedicated 'Gender Marker' field in the 3RP Template.

It is essential that the gender code be accurate. The Inter-Agency Task Force or equivalent Refugee Heads of Agency Meeting will ensure that each Peer Review Panel has verified the gender code for each Sector Response Plan. The GenCap Activity will verify coding and offer support where needed to consider how to incorporate gender equality measures into the SRPs.

Country operations are encouraged to review the performance indicators at the Mid-Year Review for indications of equitability of access to resources across sex and age.

Tip sheets for sectors on how to code using the Gender Marker are available on the Syria Refugee Response web portal and are featured on http://humanitarianresponse.info, including https://www.humanitarianresponse.info/en/operations/philippines/document/gender-marker-tip-sheets

GUIDANCE NOTE 8

3RP Style and Terminology Guidelines

1. General

- Please keep writing as short and clear as possible and avoid putting too many messages in one sentence;

- The 3RP is a comprehensive, multi-partner plan. Try to avoid putting too much emphasis on one agency (i.e. "*UNHCR will do this*..", "*UNHCR and its partners will do that*…", "*… according to UNHCR's strategy* ..", etc.) and give due recognition to all actors/groups of actors. When number of partners is too long to list or not know, consider using phrases such as "*humanitarian partners*";

- Beneficiaries are people and should be referred to as "*who*" rather than "*that*" (e.g. "*the number of beneficiaries who will benefit from the intervention is.*." rather than "number of beneficiaries *that will benefit…*");

- Avoid absolute language. While we would love to be able to <u>ensure</u> full access to education, etc., humanitarian actors may not be the final decision-makers on these issues. Consider using alternative wording such as *enhance*, *contribute to*, *optimize*, etc.;

- Every word and expression should be spelled out once in the document before being referred to by its acronym. This is particularly important for sector-specific terminology which may be unfamiliar to a lay audience (e.g. MCH, SME, MHPSS);

- Refugees not living in camps should be referred to as "refugees living in the community";

- Members of the host country populations targeted for humanitarian assistance should be referred to as "members of impacted communities";

- Whenever possible, please avoid using terminology which can have different meanings for different actors within the response (e.g. durable solutions, vulnerability).

2. Numbers

- Spell out numbers from one to nine, use figures for 10 onwards;

- Numbers should always be spelled out at the beginning of sentences, unless referring to amounts of money – which should be avoided as much as possible;

- Years are always figures, even if at the beginning of a sentence;

- Format: USD 1,000, USD 1 million, USD 10 million, USD 1.3 million
  But
  USD 101,000 (not USD101 thousand);

- Per cent should be spelled out in the text, but the per cent sign can be used in graphs of tables (and please remember: two words, not one):

    o When giving percentages, use figures, e.g. four girls, **but** 4 per cent;

3. Spelling

- Use mostly American spellings: realize, organization, etc:

    o **BUT** labour, centre, programme, etc.;

    * For a list of preferred spellings refer to the UNHCR Style Companion.

- Be consistent in the use of place names. Ex: Camp names: Zaatari and Azraq;

- Capitalization:

    o Governorates are only capitalized when referring to a specific one, such as "Irbid Governorate"; likewise for ministries;

    o Titles are only capitalized when preceding someone's name, such as "Minister John Doe", otherwise "the minister";

- Do not use contractions such as "don't", "aren't", "didn't";

- Use one space after full stop;

- Names of countries, towns, partner organizations, etc. should normally be listed in alphabetical order;

- When referring to partner organizations please use spelling and acronyms consistent with the list of names and acronyms developed for 3RP (attached);

- Bullet points: if it's a complete sentence, use a full stop at the end. If not, use a semi-colon and only use a full stop for the last bullet point;

- etc. should always be preceded by a comma and followed by a full stop;

- No sub-headings – unless absolutely necessary, for longer chapters such as Protection;

- Numerical ranges should be indicated with an en dash (–) rather than a hyphen (-);

- Footnotes come after the punctuation marks;

- Gender marker: the phrase should always be "women, girls, boys and men", the acronym WGBM should only be used in tables;

- Date format: 7 November 2013.

4. Correct spelling of commonly used words:

Age-specific (adj.)

Asylum-seeker

Awareness raising (noun)

Awareness-raising (adj.)

Burden sharing (noun)

Burden-sharing (adj.)

Capacity building (noun)

Capacity-building (adj.)

Centre

Child-centred

Child-friendly spaces

Community-based

Countrywide

Country level

Follow-up (noun and adj.)

Follow up (verb)

Gender-based (adj.)

In-kind

Inter-agency

Intergovernmental

Life-saving (adj.)

Metre

Mid-point

Mid-year

Multi-year

Needs-based (adj.)

Non-food (adj.)

Organization, organize

Programme

Psychosocial

Refugee-affected

Refugee-hosting areas

System-wide

Time frame

Well-being

Work plan

5. List of Agencies involved in 3RP and their acronyms

	Acronym	Full name
1	ABAAD	Resource Center for Gender Equality
2	ACF	Action Contre la Faim
3	ACH	Association de Charite Humanitaire
4	ACTED	Agency for Technical Cooperation and Development
5	ActionAid	ActionAid
6	ADRA	Adventist Development and Relief Agency
7	AEC	Arc En Ciel
8	AJEM	Association Justice et Miséricorde
9	Al Majmouaa	Al Majmoua Lebanese Association for Development
10	Aman Association	AMAN Jordanian Association
11	AMEL	Lebanese Popular Association for Popular Action
12	AMERA	Africa and Middle East Refugee Assistance
13	AMU	Arab Medical Union
14	ARDD	Arab Renaissance for Democracy and Development - Legal Aid
15	AVSI	Association of Volunteers in International Service
16	BBC	BBC Media Action
17	BC	British Council
18	BEYOND	Beyond Association
19	CAKL	Central Association for Kindergarten Supervisors League
20	CARE	CARE International
21	CARITAS	Caritas
22	CDO	Civil Development Organization
23	CEOSS	Coptic Evangelical Organization for Social Services
24	CHF	CHF International (now known as: Global Communities)
25	CISP	Comitato Internazionale per lo Sviluppo dei Popoli
26	CLMC	Caritas Lebanon Migrant Center

27	CONCERN	CONCERN
28	COOPI	Cooperazione Internazionale
29	CRS	Catholic Relief Services
30	CVT	Center for Victims of Torture
31	DRC	Danish Refugee Council
32	FAO	Food & Agricultural Organization
33	FCA	Finn Church Aid
34	FGAC	Family Guidance and Awareness Center
35	FPSC	Fundacion Promocion Social de la Cultura
36	FRC	Finnish Red Cross
37	FRC/IRCS	Finnish Red Cross/ Iraqi Red crescent Society
38	GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
39	Global Communities	Global Communities (formerly: CHF International)
40	GVC	Gruppo di Volontariato Civile
41	HAI	Heartland Alliance International
42	Harikar	Harikar
43	HI	Handicap International
44	HRC	High Relief Commision
45	HRF	Human Relief Foundation
46	HUMEDICA	Humedica
47	HWA	Hilfswerk Austria International
48	IA	International Alert
49	ICCS	International Childrens' Continence Society
50	ICMC	International Catholic Migration Commission
51	IFH/NHF	Institute for Family Health/Noor Al Hussein Foundation
52	ILO	International Labour Organization
53	IMC	International Medical Corps
54	INTERNEWS	Internews
55	INTERSOS	INTERSOS
56	IOCC	International Orthodox Christian Charities
57	IOM	International Organization for Migration
58	IRAP	Iraqi Refugee Assistance Project
59	IRC	International Rescue Committee
60	IRD	International Relief and Development
61	IRW	Islamic Relief Worldwide
62	IYL	Iraqi Youth League
63	JEN	JEN
64	JHAS	Jordan Health Aid Society
65	JHCO	Jordan Hashemite Charity Organization
66	JOHUD	Jordan Hashemite Fund for Human Development
67	JRC	Jordan Red Crescent
68	JRP	Jordan Response Plan
69	JRF	Jordan River Foundation
70	JRS	Jesuit Refugee Service

71	JWU	The Jordanian Women's Union
72	KAFA	KAFA (enough) Violence & Exploitation
73	KnK	KnK Children without Borders
74	KURDS	Kurdistan Reconstruction and Development Society
75	LWF	Lutheran World Federation
76	MA	Muslim Aid
77	MADA	MADA
78	MADRASATI	Madrasati
79	MAG	Mines Advisory Group
80	MMS	Mahmoud Mosque Society
81	MAKASSED	The Makassed Philanthropic Islamic Association of Beirut
82	MAKHZOUMI	Makhzoumi Foundation
83	MAP	Medical Aid for Palestinians
84	MC	Mercy Corps
85	MdM	Médecins du Monde
86	MEDAIR	Medair
87	MOPH	Ministry of Public Health
88	MPDL	Movement for Peace, Disarmament and Liberty
89	MWI	Ministry of Water and Irrigation
90	NAJMAH	National Alliance Against Hunger and Malnutrition
91	NCCA	National Center for Culture and Arts
92	NICCOD	Nippon International Cooperation for Community Development
93	NRC	Norwegian Refugee Council
94	ODWC	Organization for the Development of Women and Children
95	OPM	Operation Mercy
96	OXFAM	Oxfam
97	PAO	Public Aid Organization
98	PCPM	Polish Center for International Aid
99	PIN	People in Need
100	PLAN	Plan International
101	PSTIC	Psycho Social Training and Services Institute of Cairo
102	PU-AMI	Première Urgence-Aide Médicale Internationale
103	QANDIL	QANDIL Swedish Humanitarian Aid Organization
104	QUESTSCOPE	Questscope
105	RDFL	Rassemblement Democratique des Femmes du Liban
106	Refugee-Egypt	Refugee-Egypt
107	RESALA	Resala Charity Organization
108	RESCATE	ONG RESCATE Internacional
109	RESTART	Restart Center for Rehabilitation of Victims of Violence and Torture
110	RET	Refugee Education Trust
111	RHAS	Royal Health Awareness Society
112	RI	Relief International
113	SERAPHIM	SeraphimGLOBAL

114	SAFADI	Safadi Foundation
115	SAWA	SAWA Group association Lebanon
116	SCI	Save the Children International
117	SCI KR-I	Save the Children Kurdistan Region of Iraq
118	SCJ	Save the Children Jordan
119	SCL	Save the Children Lebanon
120	SFCG	Search for Common Ground
121	SHEILD	Social, Humanitarian, Economical Intervention for Local Development
122	SI	Solidarités International
123	SIDC	Soins infirmiers et developpement comunautaire
124	SIF	Secours Islamique France
125	SOLIDAR	Solidar Suisse
126	StARS	St. Andrew's Refugee Education Service
127	STEP	Social Transformation & Educational Prosperity
128	TADAMON	The Egyptian Refugee Multicultural Council
129	TAGHYEER	Taghyeer
130	TDH	Terre des Hommes
131	TDHI	Terre des Hommes Italia
132	TGH	TRIANGLE GH
133	THW	German Federal Agency for Technical Relief
134	UAERC	Red Crescent Society of the United Arab Emirates
135	UNAMI	United Nations Assistance Mission for Iraq
136	UNDP	United Nations Development Programme
137	UNESCO	United Nations Educational, Scientific and Cultural Organization
138	UNFPA	United Nations Population Fund
139	UNHABITAT	UN-Habitat
140	UNHCR	United Nations High Commisioner for Refugees
141	UNICEF	United Nations Children's Fund
142	UNOPS	The United Nations Office for Project Services
143	UNRWA	United Nations Relief and Works Agency
144	UNWOMEN	UN Women
145	UPP	Un Ponte Per
146	WARVIN	Warvin Foundation for Women's Issues
147	WCH	War Child Holland
148	WC-UK	War Child UK
149	WFP	World Food Programme
150	WHO	World Health Organization
151	WRF	World Rehabilitation Fund
152	WVI	World Vision International
153	WVL	World Vision Lebanon
154	YMCA	Young Man's Christian Association
155	Y-PEER	Y-PEER

DOCUMENT 9

3RP Country & Sector Narrative Template

> **Please follow the directions (in blue) in each section and enter the requested information/data in the grey boxes.**
> **Please see the 3RP Guidance Notes for more information or assistance.**
> **The information provided will be inserted into the final layout for the country chapter of the 3RP and information will be drawn upon for the Regional Strategic Overview of the 3RP.**

18 Country Response Plan

A. Executive Summary/Dashboard

Graphical/dashboard representation (**no more than two pages**), including:

- Country Strategic Objectives (no more than six bullet points)
- Population in Need & Target Population (drawn from country PIN table)
- 2016 Budget (by sector and by component)
- Key Response indicators & targets (no more than two for each sector)

[Insert dashboard here]

B. Introduction & Context

Max. 1,200 words

Provide an overview of the current situation and the expected main political, socio-economic and humanitarian developments that will affect the delivery of the response in 2016, including:

- Describe how the response is or will shift towards greater national ownership and leadership (if appropriate, if applicable and appropriate, use a case study in a separate call out box ie: ministry-led sector etc. to highlight good practice);brief overview of the country context, e.g. security situation;
- key planning assumptions; e.g. borders, arrivals, contingency plans for refugee influx and possible return movements, reception capacity, resilience of displaced populations, , local and international capacities;
- the operational environment (e.g. access to populations of concern, challenges in reaching caseloads in urban and rural areas, challenge for camp populations, absorption capacity);
- the protection environment (e.g. changes in government policies, practice at the border, freedom of movement, legal status and receptivity of hosting communities);
- the delivery of activities under the resilience component (e.g.: engagement of governments, linkages with national plans, and engagement of development actors).

[Insert text here]

C. Needs, vulnerabilities and targeting

Insert figures into Population Table below

Refer to Guidance Note 3 for information and assistance.

D. Population Group	Age Groups	Refugee		Resilience	
		Population In Need	Target Population[7]	Population In Need	Target Population
Syrian Refugees in Camps	Men				
	Women				
	Boys				
	Girls				
	Sub Total				
Syrian Refugees in the Community	Men				
	Women				
	Boys				
	Girls				
	Sub Total				
Members of Affected Communities	Men				
	Women				
	Boys				
	Girls				
	Sub Total				
Other Group (1)[8]	Men				
	Women				
	Boys				
	Girls				
	Sub Total				
Other Group (2)	Men				
	Women				
	Boys				
	Girls				
	Sub Total				
Grand Total					

---

[7] The columns for target population are only for direct beneficiaries where accurate numbers are available. If you have estimates of indirect beneficiaries for resilience building (i.e.: of systems-strengthening, institutional capacity-building, etc.), please include this in the narrative section below rather than in the table.

[8] For each 'other' population group (i.e.: PRS, PRL) please add additional rows. Remove rows which are not applicable in your country.

Narrative on needs vulnerability & targeting

Max. 500 words

With reference to the PIN table above, describe the overall needs of refugees, impacted populations, communities, institutions and systems in the country and how they are being targeted for assistance:

- Have national or cross-sectorial vulnerability/needs assessments been conducted? If so what are the key findings - with specific reference to different target populations (i.e.: camp/non-camp, host community members, etc.);
- Have assessments been conducted of the resilience of communities, institutions or systems to cope with the crisis? If so what are the key findings. Have any evaluations taken place?
- If the total population in need is not being targeted, why? Is there an overall targeting strategy? Is there an overall targeting strategy, and has it changes in comparison to 2015? If so provide a brief description with a solid rationale and outline of the process, while continuing to emphasize that the PIN is indeed the population in need and that targeting was implemented for xx reasons (note sector-specific targeting strategies to be detailed in sector chapters). What are the impacts for those beneficiaries who are not being targeted?
- If you are estimating indirect beneficiaries (i.e.: from systems-strengthening, institution-building programmes, etc.) please include those in this narrative explanation rather than including in the population table above.

[Insert text here]

E. Strategic Vision & Response Plans

List the Strategic Objectives of the country response (max 6 bullet points

---

Max. 700 words

Narrative Overview:
- Describe the strategic vision of your response plan: where we are and where we would like to be by the end of 2016;
- Describe the plans to address humanitarian and assistance needs of different target groups;
- Use the three key questions in Guidance Note 2 to indicate how the plan will address the resilience-building needs of individuals, communities and institutions;
- Describe how your response creates synergies between the refugee and resilience components, ensures complementarities between key interventions.

[Insert text here]

F. Partnerships & Coordination

Max 400 words

- Generic sentence about how the 3RP is a comprehensive, integrated plan that relies on partnerships with a plethora of different actors;
- Briefly describe the coordination structure and the coordination mechanisms currently in place in the country, including the relationship between the refugee and resilience components (insert organigram where appropriate). Also note any established coordination mechanisms with the government. Refer to Guidance Note 1 for further information;
- Explain steps taken to enhance coordination (including common assessment, monitoring and reporting tools);
- Highlight any linkages with other plans;
- Describe partnerships and contributions in your country from non-traditional partners (i.e.: GCC charities, private sector) and steps toward their inclusion in planning, implementation and reporting on the 3RP.

[Insert text here]

G. Accountability Framework

Max 300 words

- Leadership and coordination: Describe how response leaders ensure accountability to affected populations are integrated into the program cycle and incorporated at operational and strategic levels.
- Transparency: Describe efforts to provide timely information to response stakeholders, including affected populations, on organizational procedures, structures and processes that affect them to ensure informed decision-making.
- Feedback: Describe how feedback and complaints mechanisms will be used during all phases of the response to ensure policy and practice in programming reflect stakeholder opinions, concerns, complaints and levels of satisfaction.
- Participation: Describe how affected populations participate in the decision-making processes that affect them.
- Monitoring: Describe how planned actions will be monitored and reported both at operational and strategic levels.
- Evaluation: Describe current and planned mechanisms for evaluation at sector and inter-sector levels.

18.1

[Insert text here]

18.2 [Sector Working Group] response

Lead Agencies	
Partners	[Include appealing agencies and implementing agencies. Can include UN, INGO, NGO and government. Please list in alphabetical order]
Objectives	1. 2. 3. 4. 5.
GENDER MARKER	Read guidance note on gender markers
REFUGEE FINANCIAL REQUIREMENT 2016	US$
RESILIENCE FINANCIAL REQUIREMENT 2016	US$
3RP TOTAL FINANCIAL REQUIREMENT 2016	US$

A. Current Situation

Achievements
(September 2015 Dashboard indicators)

Max 400 words

- Provide sector-specific contextual information - i.e. how any political, socio-economic and humanitarian developments affect/impact this particular sector. (Only include, if varies significantly from the context outlined in the country section);

- Information on national ownership within the sector. Describe the capacity of national systems, and the ability of refugees to access services within those systems. Describe the impact of the refugee influx on those national systems and how this in turn impacts on the local community.

- Summarize principal challenges and concerns for the Sector, including any security, logistical or other constraints which affected or are currently affecting the delivery of assistance. (Only include if varies from country challenges);

Innovations and New Approaches Describe innovations and new approaches, which improve the lives of beneficiaries, increase efficiency or enhance resilience/sustainability.

[Insert text here]

B. Needs, Vulnerabilities and Targeting

Table:

- (insert figures into population table below)

Insert figures into Population Table below

Refer to Guidance Note 3 for information and assistance.

A. Population Group	Age Groups	Refugee		Resilience	
		Population In Need	**Target Population**[9]	**Population In Need**	**Target Population**
Syrian Refugees in Camps	Men				
	Women				
	Boys				
	Girls				
	Sub Total				
Syrian Refugees in the Community	Men				
	Women				
	Boys				
	Girls				
	Sub Total				
Members of Affected Communities	Men				
	Women				
	Boys				
	Girls				
	Sub Total				
Other Group (1)[10]	Men				
	Women				
	Boys				
	Girls				
	Sub Total				
Other Group (2)	Men				
	Women				
	Boys				
	Girls				

[9] The columns for target population are only for direct beneficiaries where accurate numbers are available. If you have estimates of indirect beneficiaries for resilience building (i.e.: of systems-strengthening, institutional capacity-building, etc.), please include this in the narrative section below rather than in the table.

[10] For each 'other' population group (i.e.: PRS, PRL) please add additional rows. Remove rows which are not applicable in your country.

	Sub Total				
Grand Total					

Narrative on needs, vulnerabilities and targeting:

Max 400 words

With reference to the PIN table above, describe the overall needs of refugees, impacted populations, communities, institutions and systems in the country and how they are being targeted for assistance:
- Have sectorial vulnerability/needs assessments been conducted? If so what are the key findings - with specific reference to different target populations (i.e.: camp/non-camp, host community members, etc.);
- Have sector-relevant assessments been conducted of the resilience of communities, institutions or systems to cope with the crisis? If so what are the key findings.
- If the total population in need is not being targeted, why? Is there an overall targeting strategy, and has it changes in comparison to 2015? If so provide a brief description with a solid rationale and outline of the process, while continuing to emphasize that the PIN is indeed the population in need and that targeting was implemented for xx reasons (note: any national targeting strategies would already be outlined in the country section). What are the impacts for those beneficiaries who are not being targeted?;
- If you are estimating indirect beneficiaries (i.e.: from systems-strengthening, institution-building programmes, etc.) please include those in this narrative explanation rather than including in the population table above.

[Insert text here]

C. Strategic Vision & Response Plan

Max 700 words

Introduction to sector response strategy

List the Strategic Objectives of the sector response (max 6 bullet points)

Narrative Overview:
- Describe the strategic vision of your sector response plan: where we are and where we would like to be by the end of 2016;
- Describe the plans to address humanitarian and assistance needs of different target groups;
- Use the three key questions in Guidance Note 2 to indicate how the plan will address the resilience-building needs of individuals, communities and institutions;
- Describe how your response creates synergies between the refugee and resilience components, ensures complementarities between key interventions.
- Describe efficiencies planned in respective sectorial implementation modalities (e.g. – Registration efficiencies, cash-based assistance efficiencies achieved through technology or

targeting; evidence of national ownership, government investment/cost-sharing etc.); describe how you plan to measure those efficiencies.

[Insert text here]

D. Sector Response Overview table

Table 1: Insert here the Sector Response Matrix table (Document 10 in the Guidance Kit). Use one table per objective, <u>max. 5 objectives per Sector</u>.

E. Sector Financial Requirements per Agency

Table 2: Please fill in the table at the bottom of the Sector Response Matrix table.

REPEAT THE SECTOR RESPONSE STRUCTURE FOR EACH WORKING GROUP

18.3 [Sector Working Group] response
18.4 [Sector Working Group] response
18.5 [Sector Working Group] response
18.6 [Sector Working Group] response
18.7 [Sector Working Group] response
18.8 [Sector Working Group] response

18.9 [Country] Financial Requirements Summary

Table 1: Country Financial Requirements per Agency: please fill in the appropriate tab in the Sector Response Matrices excel template (Document 10 in the Guidance Kit).

Table 2: Country Financial Requirements per Sector: please fill in the appropriate tab in the Sector Response Matrices excel template (Document 10 in the Guidance Kit).

Sector Response Overview

Kindly fill the **cells in light Yellow** according to the instructions provided in column **R**

Insert your country, sector, name and email address of the SWG lead or focal point for this 3RP Matrix

Country:			
Sector:			
Focal Point (Full name):	Organization:	Position:	Email:

Insert Sector Lead's full name, organization, position and email address

Resilience/Stabilization Lens

Objective 1:

Q1 Strengthen the capacities of national/local (public) institutions and service delivery systems? | Q2: Contribute to sustainable benefits? | Q3: Contribute to social cohesion/stability?

Insert a short objective statement. Each Sector should have a **maximum of five objectives. Complete one matrix for each objective**

Indicator Objective 1:			Objective indicator Baseline:	Insert objective indicator baseline	Objective indicator Target:	Insert Objective Indicator Target #	Means of Verification	Indicate what will be the means of verification for this indicator	Score 15 based on guiding questions for scoring	Score 15 based on guiding questions for scoring	Score 15 based on guiding questions for scoring

Insert **at least one objective-level indicator** by which the sector will measure progress toward this objective.

a. Refugee Component

Outputs	Output's M&E Indicators			Targeted population by type (individuals) in 2016				Total Targeted	Location	Partners	Budget		Q1: Strengthen the capacities of national/local (public) institutions and service delivery systems?	Q2: Contribute to sustainable benefits?	Q3: Contribute to social cohesion/stability?
	Indicator	Means of Verification	Unit	SYR living in camps	SYR living in communities	Members of Impacted Communities	Other Pop Groups				Budgetary Requirement for 2016 (USD)	NLG Budget (as part of the overall budget) USD			
Insert description for **Output 1.1** for the Refugee component (**repeat as necessary up to maximum 5 outputs per objective**)	Insert **Output** Indicator (up to maximum 3 indicators)	Indicate what will be the means of verification for this indicator progress	Insert unit of the indicator					Aggregate of all population types	Highest most logical geographical grouping	Insert all partners working on this output. Insert a separate line for Government requirements	Insert budgetary requirements for the year 2016.	Identify the part of budgetary requirement designated to NLG activities	Score 1-5 based on guiding questions for scoring	Score 1-5 based on guiding questions for scoring	Score 1-5 based on guiding questions for scoring
Insert description for **Output 1.2** for the Refugee component (**repeat as necessary up to maximum 5 outputs per objective**)	Insert **Output** Indicator (up to maximum 3 indicators)	Indicate what will be the means of verification for this indicator progress	Insert unit of the indicator					Aggregate of all population types	Highest most logical geographical grouping	Insert all partners working on this output. Insert a separate line for Government requirements	Insert budgetary requirements for the year 2016.	Identify the part of budgetary requirement designated to NLG activities	Score 1-5 based on guiding questions for scoring	Score 1-5 based on guiding questions for scoring	Score 1-5 based on guiding questions for scoring
Insert description for **Output 1.3** for the Refugee component (**repeat as necessary up to maximum 5 outputs per objective**)	Insert **Output** Indicator (up to maximum 3 indicators)	Indicate what will be the means of verification for this indicator progress	Insert unit of the indicator					Aggregate of all population types	Highest most logical geographical grouping	Insert all partners working on this output. Insert a separate line for Government requirements	Insert budgetary requirements for the year 2016.	Identify the part of budgetary requirement designated to NLG activities	Score 1-5 based on guiding questions for scoring	Score 1-5 based on guiding questions for scoring	Score 1-5 based on guiding questions for scoring
							Total Budgetary requirements at output level				-	-			

b. Resilience Component

Outputs	Output's M&E Indicators			Targeted population by type (individuals) in 2016				Total Targeted	Location	Partners	Budget		Q1: Strengthen the capacities of national/local (public) institutions and service delivery systems?	Q2: Contribute to sustainable benefits?	Q3: Contribute to social cohesion/stability?
	Indicator	Means of Verification	Unit	SYR living in camps	SYR living in communities	Members of Impacted Communities	Other Pop Groups				Budgetary Requirement for 2016 (USD)	NLG Budget (as part of the overall budget) USD			
Insert description for **Output 1.4** for the Refugee component (**repeat as necessary up to maximum 5 outputs per objective**)	Insert **Output** Indicator (up to maximum 3 indicators)	Indicate what will be the means of verification for this indicator progress	Insert unit of the indicator					Aggregate of all population types	Highest most logical geographical grouping	Insert all partners working on this output. Insert a separate line for Government requirements	Insert budgetary requirements for the year 2016.	Identify the part of budgetary requirement designated to NLG activities	Score 1-5 based on guiding questions for scoring	Score 1-5 based on guiding questions for scoring	Score 1-5 based on guiding questions for scoring
Insert description for **Output 1.5** for the Refugee component (**repeat as necessary up to maximum 5 outputs per objective**)	Insert **Output** Indicator (up to maximum 3 indicators)	Indicate what will be the means of verification for this indicator progress	Insert unit of the indicator					Aggregate of all population types	Highest most logical geographical grouping	Insert all partners working on this output. Insert a separate line for Government requirements	Insert budgetary requirements for the year 2016.	Identify the part of budgetary requirement designated to NLG activities	Score 1-5 based on guiding questions for scoring	Score 1-5 based on guiding questions for scoring	Score 1-5 based on guiding questions for scoring
							Total Budgetary requirements at output level				-	-			

Use one row for each output under this objective. Insert a **maximum of 5 outputs per objective**. Insert the number of individuals of each population type targeted by each output, the location(s) in which the activities will take place, and the total budget required. **In the Partners column** include all participating actors. If an organization is an implementing partner (i.e.: not appealing directly for funds in the 3RP), it should be listed in brackets after the name of the organization to which it is an implementing partner. For example, "Appealing Agency (Implementing Partner)". If your host government is appealing directly under an objective, it should be listed in a separate row directly underneath, to allow disaggregation. Insert **only one output indicator for each output listed**, along with its target for the full year and the unit to which the target refers (i.e.: refugees; tents; individuals; households). **No lost generation;** in order to track budgetary requirements for the NLG initiative, partners/sectors should specify the proportion of the overall budget that relates to NLG interventions (Education, child protection, adolescent development, SGBV).

If your target is not directly related to population then just use total target column to input your target of that indicator.
If more than one population group please separate them with addition column.

Sector Summary

SECTOR GRAND TOTAL Refugee Component	SYR living in camps	SYR living in communities	Members of Impacted Communities	Other Pop Groups	Total Targeted Population	Budget	
						Budgetary Requirement for 2016 (USD)	NLG Budget (as part of the overall budget) USD
SECTOR GRAND TOTAL Refugee Component						-	-
Total	-	-	-	-	-		
SECTOR GRAND TOTAL Resilience Component						-	-
Total	-	-	-	-	-		

Sector Financial Requirements by Agency

Agency/Organization	Requirements (USD) Refugee component 2016	Requirements (USD) Resilience component 2016	Total Requirements (USD) for 2016
	Insert budgetary requirement for agency/organization	Insert budgetary requirement for agency/organization	#VALUE!
Insert Agency 1			
Insert Agency 2			-
Insert Agency 3			-
Insert Agency 4			-
Insert Agency 5			-
Insert Agency 6			-
Insert Agency 7			-
Insert Agency 8			-
Insert Agency 9			-
Insert Agency 10			-
Insert Agency 11			-
Insert Agency 12			-
Insert Agency 13			-
etc.			-
Totals	-	-	#VALUE!

Insert the total financial requirements **in this sector for each agency**, along with the Sector Total Requirement. This should match the Total Budgetary Requirements in the tables above.

TOTAL REQUIREMENTS PER AGENCY MUST MATCH WITH TOTAL REQUIREMENTS PER OBJECTIVES!!

SECTOR GRAND TOTAL 2015	#VALUE!

2016 INDICATVE BUDGET

Requirements (USD) Refugee component 2016	Requirements (USD) Resilience component 2016	Total Requirements (USD) for 2016
Insert **indicative** budgetary requirement for 2016	Insert **indicative** budgetary requirement for 2016	#VALUE!

Country requirements summary (by agency)			
Country:			
Agency	**Total Jan-Dec 2016 (US$)**		
	Refugee	**Resilience**	**Total**
			-
			-
			-
			-
			-
			-
			-
			-
			-
			-
			-
			-
			-
			-
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			-
			-
			-
			-
			-
			-
			-
			-
			-
			-
			-
			-
Total requirements	**-**	**-**	**-**

Country requirements summary (by sector)			
Country:			
Sector	Total Jan-Dec 2016 (US$)		
	Refugee	Resilience	Total
			-
			-
			-
			-
			-
			-
			-
			-
			-
			-
Total requirements	-	-	-

Agency Response Overview   Kindly fill the cells in light Yellow according to the instructions provided in column Q

Country:	Response Matrix'!C3
Sector:	0
Agency/ NGO:	
Focal point:	

Optional

Objective	

Refugee Component

Output 1.1

Output 1.1	Output's M&E Indicators			Targeted population by type (individuals) in 2016				Total Targeted	Location	Partners	Budgetary Requirement for 2016	NLG Budget	Q1: Strengthen the capacities of national/local (public) institutions and service delivery systems?	Q2: Contribute to sustainable benefits?	Q3: Contribute to social cohesion/stability?
	Indicator	Means of Verification	Unit	SYR living in camps	SYR living in communities	Members of Impacted Communities	Other Pop Groups								
Insert description for Output 1.1	Insert Output Indicator	Indicate what will be the means of verification for this indicator progress	Indicate unit of indicator value					Aggregate of all population types	Highest most logical geographical grouping	Insert all partners working on this output. Insert a separate line for Government requirements	Insert budgetary requirements for the year 2016.	Identify the part of budgetary requirement designated to NLG activities	Score 1-5 based on guiding questions for scoring	Score 1-5 based on guiding questions for scoring	Score 1-5 based on guiding questions for scoring

Activities				Total Targeted Population	Location(s)	Activities' Monitoring		Partners	Budgetary Requirement for 2016	NLG Budget
						TIME FRAME (from/to)	Target			
Insert description Of Activity A, for Output 1.1 (repeat as necessary up to maximum 5 activities per output)				Aggregate of all population types	specific location if applicable	Starting date: Finalization date:	Activity Target (i.e. # of Workshops, # of beneficiaries, etc.)	Insert all partners working on this output. Insert a separate line for Government requirements	Insert budgetary requirements for the year 2016.	Identify the part of budgetary requirement designated to NLG activities
Insert description Of Activity b, for Output 1.1 (repeat as necessary up to maximum 5 activities per output)										

Output 1.2

Output 1.2	Output's M&E Indicators			Targeted population by type (individuals) in 2016				Total Targeted	Location	Partners	Budgetary Requirement for 2016	NLG Budget	Q1: Strengthen the capacities of national/local (public) institutions and service delivery systems?	Q2: Contribute to sustainable benefits?	Q3: Contribute to social cohesion/stability?
	Indicator	Means of Verification	Unit	SYR living in camps	SYR living in communities	Members of Impacted Communities	Other Pop Groups								
Insert description for Output 1.2	Insert Output Indicator	Indicate what will be the means of verification for this indicator progress	Indicate unit of indicator value					Indicate unit of indicator value	Highest most logical geographical grouping	Insert all partners working on this output. Insert a separate line for Government requirements	Insert budgetary requirements for the year 2016.	Identify the part of budgetary requirement designated to NLG activities	Score 1-5 based on guiding questions for scoring	Score 1-5 based on guiding questions for scoring	Score 1-5 based on guiding questions for scoring

Activities				Total Targeted Population	Location(s)	Activities' Monitoring		Partners	Budgetary Requirement for 2016	NLG Budget
						TIME FRAME (from/to)	Target			
Insert description Of Activity A, for Output 1.2 (repeat as necessary up to maximum 5 activities per output)				Aggregate of all population types	specific location if applicable	Starting date: Finalization date:	Activity Target (i.e. # of Workshops, # of beneficiaries, etc.)	Insert all partners working on this output. Insert a separate line for Government requirements	Insert budgetary requirements for the year 2016.	Identify the part of budgetary requirement designated to NLG activities
Insert description Of Activity b, for Output 1.2 (repeat as necessary up to maximum 5 activities per output)										

Resilience Component

Output 1.3

Output 1.3	Output's M&E Indicators			Targeted population by type (individuals) in 2016				Total Targeted	Location	Partners	Budgetary Requirement for 2016	NLG Budget	Q1: Strengthen the capacities of national/local (public) institutions and service delivery systems?	Q2: Contribute to sustainable benefits?	Q3: Contribute to social cohesion/stability?
	Indicator	Means of Verification	Unit	SYR living in camps	SYR living in communities	Members of Impacted Communities	Other Pop Groups								
Insert description for Output 1.3	Insert Output Indicator	Indicate what will be the means of verification for this indicator progress	Indicate unit of indicator value					Indicate unit of indicator value	Highest most logical geographical grouping	Insert all partners working on this output. Insert a separate line for Government requirements	Insert budgetary requirements for the year 2016.	Identify the part of budgetary requirement designated to NLG activities	Score 1-5 based on guiding questions for scoring	Score 1-5 based on guiding questions for scoring	Score 1-5 based on guiding questions for scoring

Activities				Total Targeted Population	Location(s)	Activities' Monitoring		Partners	Budgetary Requirement for 2016	NLG Budget
						TIME FRAME (from/to)	Target			
Insert description Of Activity A, for Output 1.3 (repeat as necessary up to maximum 5 activities per output)				Aggregate of all population types	specific location if applicable	Starting date: Finalization date:	Activity Target (i.e. # of Workshops, # of beneficiaries, etc.)	Insert all partners working on this output. Insert a separate line for Government requirements	Insert budgetary requirements for the year 2016.	Identify the part of budgetary requirement designated to NLG activities
Insert description Of Activity b, for Output 1.3 (repeat as necessary up to maximum 5 activities per output)										

Output 1.4

Output 1.4	Output's M&E Indicators			Targeted population by type (individuals) in 2016				Total Targeted	Location	Partners	Budgetary Requirement for 2016	NLG Budget	Q1: Strengthen the capacities of national/local (public) institutions and service delivery systems?	Q2: Contribute to sustainable benefits?	Q3: Contribute to social cohesion/stability?
	Indicator	Means of Verification	Unit	SYR living in camps	SYR living in communities	Members of Impacted Communities	Other Pop Groups								
Insert description for Output 1.4	Insert Output Indicator	Indicate what will be the means of verification for this indicator progress	Indicate unit of indicator value					Indicate unit of indicator value	Highest most logical geographical grouping	Insert all partners working on this output. Insert a separate line for Government requirements	Insert budgetary requirements for the year 2016.	Identify the part of budgetary requirement designated to NLG activities	Score 1-5 based on guiding questions for scoring	Score 1-5 based on guiding questions for scoring	Score 1-5 based on guiding questions for scoring

Activities				Total Targeted Population	Location(s)	Activities' Monitoring		Partners	Budgetary Requirement for 2016	NLG Budget
						TIME FRAME (from/to)	Target			
Insert description Of Activity A, for Output 1.4 (repeat as necessary up to maximum 5 activities per output)				Aggregate of all population types	specific location if applicable	Starting date: Finalization date:	Activity Target (i.e. # of Workshops, # of beneficiaries, etc.)	Insert all partners working on this output. Insert a separate line for Government requirements	Insert budgetary requirements for the year 2016.	Identify the part of budgetary requirement designated to NLG activities
Insert description Of Activity b, for Output 1.4 (repeat as necessary up to maximum 5 activities per output)										