

The Future of 3RP: Options Paper

1. Introduction

The Middle East and North Africa (MENA) region is in a worn-out and complex *crisis stage*, marked by the convergence of the impacts of global multi-crisis, economies in recession, increased armed conflicts, diverse regional humanitarian crises and the effects of climate change. The Syrian crisis, which has entered its 14th year, has generated one of the largest population displacements in recent times, and over 5 million refugees are still hosted in countries in the MENA region. Despite an increasing number of people who need humanitarian assistance globally, Syrians continue to represent the largest refugee population worldwide¹, without any perspective of durable solutions.

In 2015, the Regional Refugee and Resilience Plan (3RP) was established as a coordinated regional response mechanism led by the United Nations High Commissioner for Refugees (UNHCR) and the United Nations Development Programme (UNDP) to support the Syrian refugee crisis in Lebanon, Jordan, Türkiye, Iraq, and Egypt. The Refugee and Resilience Pillars are at the 3RP's core, expressed in its strategic directions of protecting people, supporting durable solutions, contributing to dignified lives, and enhancing local and national capacities. The 3RP coordination system includes UN agencies, international-non-governmental organizations (I/NGOs), national non-governmental organizations (NNGOs), civil society organizations (CSOs), donors and government entities.

The protracted situation has been overburdening countries' financial systems, resulting in high levels of debt incurred by governments². Due to the 3RP funding shortage, the national response systems, including through municipal and social services, are becoming stretched and social cohesion is weakened in the face of a protracted crisis³. According the latest RPIS conducted in 2024, while 57% of refugees hoped to return to Syria one day, only 1.7% hoped to do so in the next 12 months⁴. Thus, the current context places an increasingly heavy burden on governments, host communities and refugees to the extent that the country's response system and local resilience capacities are being stressed, undermining social cohesion. The complex and wide range of humanitarian needs and development opportunities calls for new ways to support national response systems to find long-term solutions.

In the course of the last four years, the scope of the 3RP has expanded as several additional crises have emerged in MENA, including the COVID-19 pandemic, the earthquakes in Türkiye and Syria and the effects of the 2020 Beirut Port Blast. Recent conflicts in Sudan, Gaza and Lebanon have also impacted 3RP countries. In some countries, existing 3RP coordination systems were able to adapt to incorporate additional people in need, often coexisting with new humanitarian structures put in place to respond to the emergencies. Hence, a flexible 3RP mechanism that adapts to different emergency situations has been essential.

¹ UNHCR, Refugee Data Finder, 2024. [Link](#).

² 3RP. Regional Strategic Overview 2024, 2024. [Link](#).

³ 3RP. Regional Strategic Overview 2024, 2024. [Link](#).

⁴ RPIS 2024. [Link](#).

However, the continuing decline in the 3RP funding⁵, the growing humanitarian needs and the increased pressure on host countries' national systems underline the urgent need for a regional reorientation. To address the protracted Syrian crisis in MENA, the 3RP regional coordination mechanisms must continue to adapt itself as the crisis evolves. Examining the scope and functions of the 3RP regional and country mechanisms is thus essential to streamline crisis management and assist refugees and host communities in the most critical situations.

The redefinition of the scope of the regional 3RP mechanism is also related to the growing role taken by development organizations and international financial institutions (IFIs). The partnership between governments and development actors to leverage development funding is becoming increasingly crucial. To bring long-term solutions to refugees, the 3RP has strengthened the partnership between governments and development actors and harnessed its advocacy capacities to enhance institutional inclusion and development opportunities for vulnerable individuals.

Additionally, in 3RP countries, the UN country development system - led by the Resident Coordinator- is seeking to consolidate the United Nations Sustainable Development Cooperation Framework (UNSDCF) in recent years. The UNSDCF therefore acts as the main development plan in a given country. On the other hand, the 3RP includes both humanitarian and resilience components of the response to the Syria crisis in 3RP countries. As the Syria crisis turns to a long-term solution perspective, some countries are attempting to integrate the 3RP within the UNSDCF, while others are exploring different solutions, including maintaining two separated plans. While there is no standard approach for a humanitarian coordination structure to transition into the UN development framework, it will require country-specific analysis of institutional, financial, and operational capacities. In the transition context, the 3RP mechanism has a unique chance to show the added value of the regional mechanism as the crisis becomes increasingly protracted.

This paper examines the scope of the future 3RP regional mechanism and provides *three options* to move forward in the current protracted crisis: **maintain**, **reduce and tailor**, and **phase out**. The MENA regional situation will be outlined in section 2, while section 3 presents a 3RP analysis of components, achievements, and country planning considerations. The main analysis of the three options is provided in section 4. Finally, the last section suggests recommendations for reducing and tailoring the 3RP regional mechanism and implications for the country-level system. This paper follows the recommendation of the 2022 3RP evaluation⁶ and serves as part of the UNHCR/UNDP 3RP Evaluation Management Response⁷, outlining all recommendations from the evaluation, along with concrete actions planned to address them. The 3RP Joint Secretariat (JS) has undertaken a consultative regional process with countries' interagency coordinators including two-country missions, quarterly calls, and in-person meetings.⁸

⁵ 3RP Regional Financial Dashboard. [Link](#).

⁶ 3RP Evaluation Report 2022. [Link](#).

⁷ UNHCR/UNDP 3RP Evaluation Management Response. [Link](#).

⁸ The 2023 3RP annual planning workshop constituted a key moment for the consultations. The result of this process was an *Options Paper* which outlines more granular information on the current capacity gaps and areas of support

2. Regional Trends

Regional and National context in 3RP countries

Despite the difficult conditions in host countries, the number of Syrian refugees remains the highest in the world, with over 5 million of them hosted in the MENA region. In 2024, Lebanon and Jordan continue hosting close to 2.2 million refugees, representing the highest, and second-highest number of displaced people per capita in the world respectively (625,000 in Jordan and 1.52 million in Lebanon). Additionally, there are over 3 million Syrian refugees in Türkiye, 157,000 in Egypt, and 289,000 in Iraq.⁹

The UNHCR's Refugee Perception and Intention Survey of June 2024 indicates that while 57% of Syrian refugees hope to return to Syria eventually, the vast majority do not anticipate returning in the near future¹⁰. Thus, this protracted situation necessitates continued support for host countries. However, the shrinking donors' contribution exacerbates these challenges. International funding for the 3RP response has constantly decreased in recent years, driven by global donor fatigue, shifting priorities, and the emergence of new crisis.

This reduction in financial support strains host countries' resources, making it difficult for them to maintain adequate services and support for refugees. As some 3RP countries struggle with their own economic and political difficulties, there is an urgent need for a revised and more sustainable approach to address the refugee crisis and mitigate further instability in the region. Despite an overall reduction of resources, the 3RP continues to consider international and national NGOs as critical partners to ensure the sustainability of the response.

Refugee needs are closely linked to national development priorities. In some host countries, refugee needs are looking to be incorporated into national development plans, recognizing that addressing these needs is essential for broader social and economic stability¹¹. However, these inclusion efforts require substantial financial support and technical resources, which are often lacking. The burden on public services is significant, with health, education, and social protection systems particularly strained¹². Additionally, the limited availability of job opportunities and increasing competition between refugees and host communities contribute to growing tensions.

The socio-economic situation in the Middle East and North Africa has become more complex in recent years due to the impacts of multiple regional humanitarian crisis, national economic downturns, and geopolitical conflicts. This has led to many national economies being stretched to the limit. According to the 3RP 2024 Regional Strategic Overview, the countries hosting Syrian refugees are grappling with public debt levels exceeding 88% of GDP in Lebanon, Jordan, and Egypt, severely restricting their ability to fund critical national systems and services. The job markets are being hit considerably with high rates of unemployment, and high inflation is significantly affecting access to minimum food requirements and basic needs. Levels of

needed and integrates them into the planning process and work plan for 2025. The JS will present the Options Paper to the Evaluation Task Force under the Regional Technical Committee (RTC) to validate its findings.

⁹ 2024 3RP Regional Strategic Overview. [Link](#).

¹⁰ Ninth Regional Survey: Syrian Refugees' Perceptions & Intentions on Return to Syria (RPIS)

¹¹ 3RP Iraq Country Chapter 2023-2024. [Link](#).

¹² World Bank. 2023. "[Migrants, Refugees, Societies](#)".

indebtedness of refugee households to cover basic needs also reach peak levels with over 93% of households indebted in Lebanon and Jordan. The crisis has had a disproportionate impact on low-income households of host communities and refugees.

At the national level, each country faces unique challenges that impact their capacity to respond effectively. In **Lebanon**, severe economic pressures, including a banking crisis and high inflation, are compounded by political instability, restrictive policies towards refugees and growing intercommunal tensions.¹³ These issues have significantly impeded Lebanon's ability to provide adequate support to refugees, with almost 9 in 10 displaced Syrian households living in extreme poverty by the end of 2021, and 88 per cent living below the Survival Minimum Expenditure Basket (SMEB) required to be able to meet survival needs for food, health and shelter.¹⁴ In **Jordan**, socio-economic and public health crises have left two-thirds of refugee households in debt. Many Jordanians also find themselves in precarious financial situations, borrowing to afford necessities such as food, shelter, and healthcare.¹⁵ Meanwhile, **Türkiye** faces economic downturns and complex political dynamics, compounded by the challenge of hosting the largest number of Syrian refugees globally.¹⁶ While Türkiye has implemented certain policies for refugee inclusion, the lack of proper monitoring mechanisms poses significant obstacles to the success of programs such as The Facility for Refugees in Türkiye (FRIT).¹⁷ On the other hand, while the number of Syrian refugees in **Egypt** is relatively low, the concentration of refugees in urban areas places added pressure on its overburdened urban infrastructure and public services, compounded by the increasing number of Sudanese refugees arriving in Egypt.¹⁸ In **Iraq**, over half of Syrian refugee households report barriers to access healthcare. Also, refugees are more likely to be employed in temporary work and have higher reliance on debt than host communities.¹⁹

Emerging Multi-Crisis

In recent years, the Syrian regional crisis has been amplified by new emergencies affecting the MENA region, presenting major challenges for countries' response systems' adaptability as well as for the resilience of refugees.

The Sudan conflict, which broke out in mid-April 2023, has led to a massive displacement of Sudanese refugees in neighboring countries. Almost 500,000 Sudanese refugees have been officially registered with UNHCR Egypt as end September 2024, straining the country's urban infrastructure. The crisis has also greatly affected Syrian asylum seekers' general access to the public and humanitarian services, with social cohesion implications highlighting the urgency of the situation.²⁰

¹³ World Bank. 2024. [Lebanon poverty more than triples over the last decade](#).

¹⁴ Vulnerability Assessment of Syrian Refugees in Lebanon (VASyR), 2021. [Link](#).

¹⁵ "Average debt at household level is higher for households in Zaatari (969 JOD) than Azraq (838 JOD). Households largely borrow from shopkeepers and their friends and neighbours with the goal of buying food and covering healthcare expenses". UNHCR. 2024. JORDAN: 2024 VAF Socio-Economic Survey on Refugee in Camps. [Link](#).

¹⁶ World Bank, "The case of Syrian refugees in Türkiye: Successes, challenges, and lessons learned", 2023. [Link](#).

¹⁷ "Special Report 06/2024: The Facility for Refugees in Turkey, European court of Auditors", 2024. [Link](#).

¹⁸ 3RP, Egypt Country Chapter 2024. [Link](#).

¹⁹ 2024 3RP Regional Strategic Overview. [Link](#).

²⁰ UNHCR Egypt. June 2024. [Link](#).

In Gaza, the escalation of violence since October 2023 has further exacerbated the already dire humanitarian situation.²¹ The conflict has left over 1.9 million displaced people in Gaza in need of humanitarian assistance, with more than 1.6 million reliant on food aid. Furthermore, the ongoing conflict between Israel and Hezbollah in Lebanon has caused population displacement with up to 900,000 internally displaced and an estimated 562,000 people who have crossed into the Syrian Arab Republic as of 25 November²².

Additionally, natural disasters have exacerbated the situation; for instance, the February 2023 earthquakes in Türkiye affected more than 15 million people including approximately 1.7 million Syrian refugees. It also highlighted their vulnerability to climate-related shocks.²³

Taken together, these events have collectively amplified the challenges faced by host countries in managing and supporting large refugee populations. The additional pressure has stretched the region's capacity to respond, forcing a reallocation of limited resources and complicating efforts to provide adequate water, food, housing, healthcare and education to vulnerable people. This evolving situation underscores the need for more flexible and responsive strategies to effectively manage the diverse and escalating humanitarian needs across these regions.

Impact on Funding Trends

The evolving context and the additional humanitarian and development needs have had significant impacts on funding trends. Despite growing needs, there has been a notable decline in international funding for the 3RP, exacerbated by the multitude of competing global crises, donor fatigue and political agendas of the international community. Over the last decade, the 3RP has gone from being over 60 percent funded on average between 2015 and 2018, to some 30 percent funded in 2023.²⁴ This decrease in funding poses a significant challenge to maintain and scale up the necessary support for refugees and host communities. The pressure on national and local systems to continue providing basic social services is mounting, with limited resources available to meet the growing needs.

While the 3RP has been instrumental in attracting and mobilizing donor resources, with over USD 25 billion raised between 2015 and 2023, the decrease in funding poses a significant challenge to maintain and scale up the necessary support for refugees and host communities. Additionally, the resilience component has faced persistent underfunding, limiting its effectiveness in addressing long-term recovery and resilience-building needs.²⁵

Situation Needs Gaps and Challenges

Despite the efforts of the 3RP, host countries continue to face substantial socioeconomic and institutional challenges that hinder their ability to adequately support both refugees and host communities. These challenges are further exacerbated at the community level, where market

²¹ UNRWA. 2024. Situation Report #132

²² UNHCR emergency response brief. [Link](#). IOM. 2024. Displacement tracking matrix. [Link](#).

²³ Following the earthquakes in Türkiye, climate-related shocks, such as harsh weather, compounded challenges for refugees, leading to damaged shelters, increased health risks, and hindered aid delivery. Public infrastructure, including roads and telecommunications networks, were severely affected. See: UNHCR, “Emergency Appeal: Türkiye-Syria Earthquake”, 2023. [Link](#).

²⁴ 3RP Annual Report 2023. [Link](#).

²⁵ 3RP Annual Report 2023. [Link](#).

inclusion and other situation indicators reveal a continuous need for comprehensive support. This has led to significant gaps in access to healthcare, education, and social protection systems, adversely affecting both refugee and host populations. For instance, in Türkiye, 450,000 refugee children and youth are at risk of losing access to education due to underfunding.²⁶ Additionally, health service gaps, particularly in immunization, pose severe threats to refugee populations. In Lebanon, 84% of Syrian refugees reported facing barriers to access healthcare in 2023²⁷ and 346,000 vulnerable households are at risk of losing food assistance in 2024.²⁸

In addition to the issues which have arisen from the protracted displacement, ongoing socioeconomic challenges in host countries have exacerbated the impacts on vulnerable populations. Unemployment has also surged dramatically in tandem with a rise in the cost of living in host countries. In Lebanon, the unemployment rate has more than doubled since 2019,²⁹ and is at an all-time high in Jordan reaching 23% in the first half of 2024. Meanwhile, food prices in Lebanon have skyrocketed by 332% since 2021,³⁰ with over 93% of refugee households incurring debt to meet their essential needs in both Lebanon and Jordan. Similarly, Türkiye is facing a high inflation of 61% in 2023, as well as currency fluctuations, straining both refugees and host communities, with disproportionate impact on low-income households.³¹

These challenges emphasize the necessity for innovative funding mechanisms and enhanced resource mobilization strategies to ensure the resilience and sustainability of the 3RP in effectively supporting host countries in addressing these complex and evolving challenges. While many host countries have put in place inclusive policies to support refugees in recent years in areas such as healthcare, education or labor market inclusion, these have been limited in scope due to the current economic constraints. In fact, there is a now a concrete risk of a roll-back of some of these policies, as diminished funding is already having an impact on refugees' access to certain essential services in Jordan¹⁴, Lebanon, Türkiye, and Egypt.¹⁵

Inclusive policy: The Jordan Compact

As of February 2016, the Jordan Compact is an inclusive policy to expand labour market access for refugees as part of a new response to protracted displacement focused on inclusive growth for refugees and hosts. The Compact exchanges grant and loan funding and preferential trade agreements with the international community for legal access to employment and education for Syrian refugees.

The Jordan Compact changed the way host countries and the international community respond to protracted refugee situations, making Jordan a model for providing important lessons learned. The Compact initially focused on increasing the number of work permits, although a committee was progressively set up to evaluate and adjust the expansion of work permits in other productive sub-sectors.

The Jordan Compact. [Link.](#)

²⁶ 3RP Annual Report 2023. [Link.](#)

²⁷ 3RP Annual Report 2023. [Link.](#)

²⁸ UNDP, 2024, "Syrian Refugees and host communities' needs are growing with declining resources, warns the latest United Nations-led Regional Response Plan". [Link.](#)

²⁹ ILO. 2022. Lebanon and ILO release date data national labour market. [Link](#)

³⁰ VASyR 2022. [Link](#)

³¹ 2024 3RP Regional Strategic Overview. [Link.](#)

3. 3RP analysis

Since its first launch in 2015, the Regional Refugee and Resilience Plan (3RP) holistic response mechanism integrates humanitarian, resilience, and development interventions to support individuals affected by the crisis in Lebanon, Jordan, Iraq, Türkiye, and Egypt. Widely considered a precursor to the Global Compact on Refugees (GCR), the 3RP mechanism has contributed to building the countries' coordination system, framework, and response strategy to streamline international cooperation support and complement the government-led response. In the last years, this mechanism has been challenged to adapt to new regional and national trends of decreasing funding and evolving country situations.

In the last six years - the last three in particular - there has been a steady decline in funding and attention to the Syria crisis. The resource scarcity tests the 3RP's fundraising capacity. Thus, 10 years after its first iteration, it appears critical to adjust the scope of the 3RP response to support countries with refugees and host communities' increasing needs, fragile economies, weak public services, and considerable dependence on international aid. In the current regional context driven by the emergence of new crisis, the 3RP sends a powerful message that the Syrian refugee situation remains actual and needs to be supported with adequate funding.

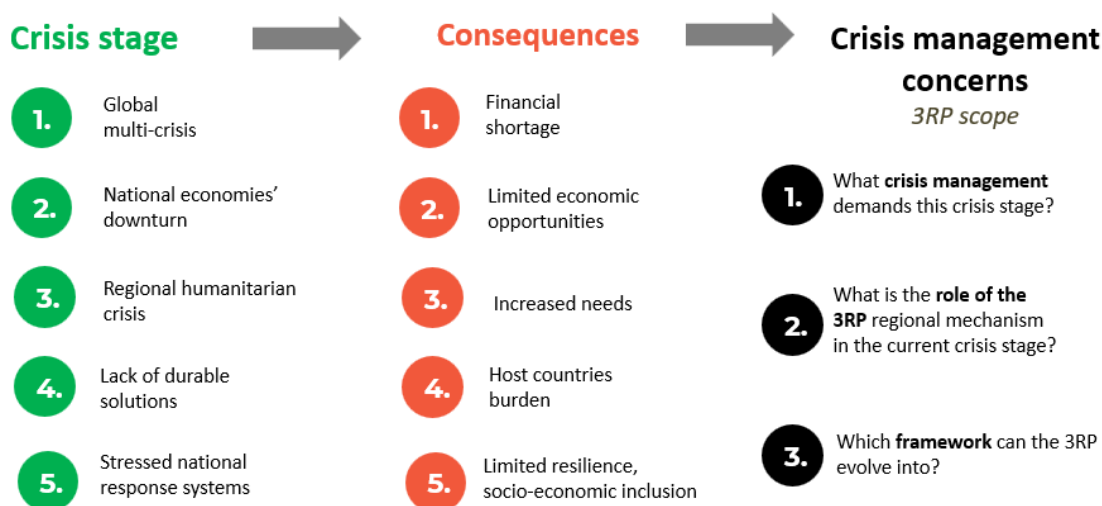
Recently, the 3RP has made an attempt to streamline and prioritize partners' interventions across all sectors and countries. Thanks to this prioritization exercise, the 3RP's overall appeal was reduced from USD 5.77 billion in 2023 to USD 4.86 billion in 2024. While the 3RP will continue to remain a strategic fundraising tool, it is also essential to leverage the technical and financial capacities of development actors for the refugee response.

While the funding shortage is an incentive to rethink the 3RP regional and national scope and capacity, the plan itself was not originally designed to provide long-term socioeconomic support. It is thus critical to think about the limits of the 3RP response while further strengthening the UN development tools to support national systems, as well as the capacity of development actors to support governments' response to refugees. Additionally, from the 3RP regional mechanism it is fundamental to think about a new equilibrium between regional standardization and differentiated support according to countries with different needs, and to adopt a lighter but at the same time strengthened regional approach to provide orientations about the regional trends and ways to moving forward. Refugees and host communities should remain at the center of the response, but national and local institutions need to be directly involved to connect new funding sources, assistance mechanisms and multiple population's needs.

The evolving regional and country contexts currently present two major coordination challenges for the 3RP mechanism that tend to contradict each other: the multiplication of crisis in the region requiring adaptable crisis management tools and the increased relevance of development actors requiring long-term planning and coordination.

When hit by a new crisis, countries have progressively used the existing 3RP coordination systems to include additional people in need, either to respond to national disasters (COVID-19, Türkiye's earthquakes, Lebanon's Port explosion) or to the spillover effects of new conflicts (Sudan, Gaza and more recently Lebanon). In Lebanon, the recent escalation of hostilities has expanded humanitarian needs for IDPs and Syrian refugees. While a flash appeal was initiated

at the onset of the emergency, coordination has been mostly conducted through existing LRP sectors. In Türkiye, a flash appeal was launched in the immediate aftermath of the 2023 earthquakes, however earthquakes-related residual needs have been mostly integrated into the 2024 3RP framework. The 3RP partners coordinated with local authorities and international donors³² Additionally, the Sudan crisis has prompted the 3RP partners to expand the scope of existing programmes in Egypt, focusing on providing support for urban refugee populations other than Syrians, addressing inclusion and resilience challenges, and responding to the shifting needs of a growing refugee population and vulnerable host communities. Since 2023, Egypt³³ These examples highlight the adaptability of the 3RP framework but also underscore the growing complexity of its implementation as needs grow while available resources become stretched. The reevaluation and realignment of crisis response mechanisms is evident to ensure that the 3RP can effectively address the diverse and evolving humanitarian and development needs in the region.



The growing presence of the UN development country system – led by the Resident Coordinator – also represents an opportunity to examine the country scope of the 3RP and find new opportunities for refugees. In the region, some countries are already exploring the incorporation of the 3RP response within the UN development system (UNSDCF framework) and in national development plans while other countries are evaluating the feasibility of such option. A major regional challenge is to discuss the opportunities, implications, and limitations of such a transition, especially those related to the UN development system capacities and national government considerations. At the country level, it's essential to have discussions about the scope of both systems regarding coordination spaces overlapping, framework boundaries, representations in fora, reporting channels and resource mobilization and fundraising strategies.

The matrix below highlights the commonalities and differences of the five country plans, government leadership and coordination systems. The country-driven processes are paramount

³² Türkiye Country Chapter 2024, 3RP, Update. [Link](#).

³³ UNHCR. 2024. Sudan Emergency: Regional Refugee Response Plan. [Link](#).

in the 3RP, with coordination structures in place to ensure alignment and complementarity to national plans. The 3RP country chapters are nationally led in design and implementation. In Lebanon and Jordan, there are Government-led national response plans, namely the Lebanon Response Plan (LRP) and the Jordan Response Plan (JRP), which constitute the country chapters for the 3RP, while in Türkiye, Iraq and Egypt, the country chapters are inter-agency plans.

3.1. Country 3RP components

Country	Türkiye	Lebanon	Jordan	Iraq	Egypt
3RP Plans	3RP Country Chapter 2023-2025	LRP 2024-2025	3RP Jordan Chapter 2024	3RP Iraq chapter 2023-2024 (Phased out in 2024)	Egypt Country Chapter 2024 as part of the 3RP
Strategic Directions/ 3RP Plan Objectives	<ul style="list-style-type: none"> • Protection • Inclusion and access to national services • Harmonization and self-reliance 	<ul style="list-style-type: none"> • Protection • Immediate assistance • Inclusion and access to national services • Economic, social, and environmental stability 	<ul style="list-style-type: none"> • Protection • Durable solutions • Social cohesion • Enhancing local and national capacities. • Support long-term national strategies • Resilience-based approaches 	Phasing-out the 3RP into the UNSDCF Incorporating 3RP WGs into UNSDCF result groups	<ul style="list-style-type: none"> • Protection • Basic needs and services • Social cohesion • Enhance local and national capacities • Sustainability and self-reliance
Pillars in 3RP	Resilience approach. No division between refugee and resilience.	Integrated humanitarian and stabilization approaches	Refugee and Resilience under one pillar	Refugee and Resilience	Humanitarian assistance and resilience-based approaches
Target Populations covered in 3RP	<ul style="list-style-type: none"> • Syrian refugees • Other refugees and asylum seekers • Host communities 	<ul style="list-style-type: none"> • Syrian refugees • Host communities and vulnerable Lebanese population • Palestinian refugees from Syria (PRS) • Palestine refugees in Lebanon (PRL) 	<ul style="list-style-type: none"> • One refugee approach • Host communities 	<ul style="list-style-type: none"> • Syrian refugees • Other refugees and asylum seekers • Host communities 	<ul style="list-style-type: none"> • Syrian refugees and asylum seekers • Impacted host communities
Other Plans/ Frameworks	<ul style="list-style-type: none"> • UNSDCF 2021-2025 • Türkiye Common Pledge 2.0 2024-27 	<ul style="list-style-type: none"> • UNSDCF 2023-2025 • Flash appeal – Oct – Dec 2024 	UNSDCF 2023-2027 (not signed yet)	<ul style="list-style-type: none"> • UNSDCF 2020-2024 • UNSDCF 2025-2029 (not yet signed) • Federal Iraq Human Development Plans 	<ul style="list-style-type: none"> • UNSDCF 2023-2027 • Joint Platform for Migration and Refugees (since 2021)

					<ul style="list-style-type: none"> Government of Egypt and UNCT common pledges
Role of the Government	Leading the response. Joint 3RP elaboration and launch.	GoL co-leads the LRP. MoSA is the main counterpart	GoJ (MoPIC) leads the JRP response, but ISWG leads the 3RP plan.	<ul style="list-style-type: none"> Federal Iraq & KRG as UNSDCF partner KRG reinstating some of the sectoral WGs with a Government lead – Economic Inclusion for example 	The Government of Egypt is involved in the Syria and Sudan response but not yet official ownership
Endorsement of the 3RP Plans	Government	Government	No GoJ endorsement needed, as it is derived from JRP	N/A	Government (MoFA)
Governance/ Decision making body	UNCT and National Inter-Agency Task Force (technical level)	Inter-Sector working group for 2024 and 2025	<ul style="list-style-type: none"> JOSH (Jordan Strategic Humanitarian Committee) 	UNCT and sectoral Working Groups	<ul style="list-style-type: none"> Inter-Agency Working Group
3RP Sectors	Five sectors <ul style="list-style-type: none"> Basic Needs Economic Empowerment Education Health Protection (+ sub-sectors for GBV and Child Protection) 	Ten sectors <ul style="list-style-type: none"> Basic Assistance Education Food Security and Agriculture Health Livelihoods Nutrition Protection Shelter Social Stability WASH 	Seven sectors <ul style="list-style-type: none"> Basic Needs and Food Security Economic Empowerment Education Health Protection Shelter WASH 	N/A	11 sectors & sub sectors <ul style="list-style-type: none"> Basic Needs/Cash based interventions Education Food Security Nutrition (sub sector) Health Protection (sub sector CP, GBV and CBP) WASH Livelihoods and economic inclusion

Inter-Sector Thematic working groups	<ul style="list-style-type: none"> • IM WG • CBI TWG • AAP TF • Child Labour TWG • Disability Inclusion TT • Transition TT • Winterization TF • Western Borders CG 	<ul style="list-style-type: none"> • IM WG • CBI WG • Environment TF • Energy TF • Gender WG • Access WG (HCT) 	<ul style="list-style-type: none"> • Assessment, Analysis and Learning Hub • Inter Sector Gender Advisory Team (ISGAT) • Localization Task Force 	N/A	<ul style="list-style-type: none"> • IM WG • CBI WG / PDM TG, D TG, SMEB TG • PSEA network • Education and GBV TF • GBV Information Management TF • Children on the Move TF - under CP
Appealing Partners	<ul style="list-style-type: none"> • UN Agencies • INGOs • National NGOs • Turkish Red Crescent 	<ul style="list-style-type: none"> • UN Agencies • INGOs • National NGOs 	<ul style="list-style-type: none"> • UN Agencies • INGOs • National NGOs 	N/A	<ul style="list-style-type: none"> • UN Agencies • INGOs • National NGOs • Refugee Led Organizations
Other Strategic Partners in 3RP	<ul style="list-style-type: none"> • IFIs and private sector • IFRC • CSOs and RLOs • Dvpt partners + donors 		World Bank	N/A	<ul style="list-style-type: none"> • RCO, donors and OCHA are member of the IAWG. • World Bank, IFIs, DPs and private sector

3.2. 3RP achievements

The 2023 achievements of the 3RP regional mechanism stream from its four strategic directions: *protecting people, supporting durable solutions, contributing to dignified lives, and enhancing local and national capacities*. The main impacts of the 3RP regional mechanism are focused on a broad spectrum of interventions in the areas of protection, institutional inclusion, market inclusion and basic needs. The scope of the response includes refugees and host communities, as well as national and local institutions that provide long-term response.³⁴

- **Promoting protection environments** reduces refugees' vulnerabilities, enhances their resilience and allows them to leverage development opportunities. 5.2 million refugees benefitted from access to territory, asylum, and basic legal rights, while 320,000 individuals received services related to gender-based violence prevention or women empowerment.
- **Supporting dignified lives** promotes refugees and host communities' self-reliance and strengthens institutions' capacities to deliver assistance. The 3RP has ensured that 1 million people met their basic needs through food assistance and multipurpose cash; 150,000 received minimum housing standard improvements, 53,000 employability improvement support, and 14,000 accessed economic opportunities. Moreover, the 3RP partners provided 3.1 million refugees with access to medical consultations in the primary health system and enrolled 783,000 children in national education system.
- **Enhancing local and national capacities** ensures equitable provision and access to services for both refugees and host communities and contributes to the sustainable and long-term impact of the refugee response. The 3RP programs have led to 200,000 national staff trained in response capacities and service delivery, supported 562 municipalities in conducting community dialogues to foster social cohesion, and equipped 16,000 business with minimum capacities needed to create and sustain decent employment opportunities.
- **Pursuing durable solutions** assesses protection in refugee-hosting countries as well as return conditions and increases access to resettlement and complementary pathways opportunities. The 3RP does not incentivize or facilitate return to Syria but provides information for refugees willing to return. The main 3RP responses focused on maximizing resettlement and other third country opportunities for those most needed. In 2023, 35,656 refugees from 3RP countries were submitted for resettlement to a third country, and 29,769 have departed.

3.3. 3RP country planning considerations 2025

The following are the country's planning considerations regarding a) the 3RP framework, coordination system and plan³⁵, b) the host country, and c) the UNSDCF.

Türkiye

- The OCHA-led earthquake response ended in mid-2023. Then, the RCO assumed the UN-led coordination with area-based coordination (ABC), including humanitarian/recovery

³⁴ 2024 3RP Regional Strategic Overview. & 3RP Regional Strategic Directions Dashboard. [Link](#).

³⁵ Please refer to the [3RP Conceptual Framework](#) and the [3RP Operating Model](#).

sectors and Transition Working Groups (TWGs). Since July 2024, this became the South-East Coordination Group meeting, which aims to address operational issues and create synergies across refugee, recovery, and development issues. The original idea was to merge EQ response, 3RP and UNSDCF into one framework/plan; however, the government advised that the two frameworks should remain separate. Efforts are being made to ensure the UNSDCF 2026-2030 and 3RP are complementary (e.g., harmonizing outcomes, indicators, etc.) through the oversight structure of the TWG.

- Consultation with the Government and other stakeholders remains key to define UN's priorities. An area-based vulnerability and rights-based approach will possibly be pursued, considering the EQ Recovery Framework, UNSDCF and 3RP.
- Strategic engagement with development donors/partners (especially IFIs) will be critical to ensure greater coherence and complementarity with development plans, including those outside the UNSDCF (e.g., EU engagement, WB, etc.).

Lebanon

- 2024 LRP was endorsed by the Government. The plan continues to ensure an integrated approach, including both humanitarian and stabilization components and remains cross-population in nature. Also, it continues to reinforce the nexus approach and has a strong focus on protection and conflict-sensitivity mainstreaming.
- Ensuring strategic engagement with the donors in view of the sensitive situation regarding the LRP endorsement by the Government.
- In view of the escalation of the hostilities as of end-September, the contingency plan (annexed to the LRP) has been activated and a Flash Appeal has been issued on 1st October 2024.
- For 2025, it is important to maintain the LRP as one cross-population response framework to enable sectors to efficiently plan to address the compound needs of all populations, including Lebanese, Syrians, Palestinians, and Migrants. One inclusive response framework will safeguard against perceptions and/or actions that certain population groups should be prioritized over others, based on the driver of need (i.e. refugee vs. internally displaced).
- Strengthen strong national ownership, accountability and localization.

Jordan

- Jordan navigates two complementary plans: the Jordan Response Plan (JRP), a three-year government-led initiative focusing on Syrian refugees and host communities, and the 3RP plan, a one-year plan coordinated solely by UNHCR targeting refugees and host communities under a "One-Refugee" approach.
- Ideally, these two plans should be unified into a single, holistic plan under the "One-Refugee" approach. However, political sensitivities in Jordan suggest that this transition may not occur in the near future.
- Meanwhile, the UN Resident Coordinator's Office (RCO) is overhauling the development architecture, with UNHCR and other relevant actors poised to play a more significant role in bridging humanitarian and development initiatives effectively.
- The 2024-2026 JRP and the UNSDCF have not yet been approved/signed by the government.

Iraq

- Refugee needs are mainstreamed within the UNSDCF 2025 – 2029, including within the outcome indicators for social protection inclusion. The UNSDCF is yet to be approved by the Government.
- Specific reference is made within the UNSDCF to the transition from a RRP to inclusion of refugee needs into Iraq’s development processes, highlighting the UNCT Common pledge 2.0 on refugee inclusion made at the GRF in 2023.
- Focus on refugees’ inclusion through national public service delivery is cross cutting across all sectors in UNHCR’s multi-year strategy, requiring UNHCR to engage more strategically and more consistently with development partners.
- Strong commitment from the Government of Iraq to include refugees in their Census, expected in November 2024, providing an opportunity to leverage new data for inclusive programming and advocacy.
- Strong national ownership and accountability will continue to grow, especially through 2025 as the transition to close the UNAMI will begins.
- A contingency plan for the recent influx of Lebanese fleeing the conflict in Lebanon is being discussed among humanitarian partners.

Egypt

- The Egypt Refugee and Resilience Plan (ERRP) merged the 3RP and Sudan RRP in 2024 into a single holistic plan under the “One-refugee approach”. The plan includes a single budget, and population and budget disaggregation. The ERRP is co-lead by UNDP and UNHCR. A MoU between the two UN agencies to carry out an IFIs engagement strategy has been officially signed in February 2024. Financial needs under the ERRP are however highlighted under the Egypt 3RP chapter for Syrian refugees and the Sudan RRP for Sudanese refugees.
- Parameters to define a comprehensive planning process and plan from emergency to development were agreed with the Government of Egypt.

Table 2: 3RP and UNSDCF Timeframes

	Plan	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Egypt	3RP										
	UNSCDF										
Iraq	3RP										
	UNSCDF										
Jordan	3RP										
	UNSCDF ³⁶										

³⁶ Not signed by the host country.

Lebanon	3RP										
	UNSDCF										
Türkiye	3RP										
	UNSDCF										



4. Options

The following section outlines three possible scenarios for the future of the 3RP. Since the evolution of the Syria crisis has led the 3RP country mechanisms to take different paths, there is a need to rethink the regional mechanism's role. This will allow not only to better align the 3RP support to countries' current needs but also to try to anticipate and adapt to future challenges. The three options look at maintain, reduce and tailor, or phase out of the 3RP regional response.

Option 1

The first option examines **keeping the current configuration of the 3RP**, considering the current crisis stage and its evolution vis-a-vis the response capacities. The crisis management strategy includes established country-level coordination systems and frameworks but also acknowledges the potential contextual risk and institutional backslides in the current scenario.

Since the beginning of the response, the 3RP has effectively carried out critical functions of emergency coordination, advocacy, and joint fundraising, but its full potential to support and guide strategic decision-making for effective crisis management and its solution is not yet realized. Similarly, the dissemination of institutional standards, as well as practical guidance and tools to strengthen country-level planning and coordination has been fundamental for a coherent response. However, ten years after its first iteration, new dynamics are emerging in 3RP countries. The following are elements to consider when evaluating the current 3RP:

- The current crisis stage presents increasing humanitarian needs, with refugees resorting to negative coping mechanisms, few livelihood/development opportunities, and increasing social and political tensions.
- Considering regional economic downturns and international funding shortages, the national response system will continue to be overwhelmed, increasing the burden on governments and refugee households.
- Host countries' current policies prevent comprehensive refugee inclusion in national systems and services. Crisis management and humanitarian assistance are key aspects of the international community support for the host governments.
- The coexistence in 3RP countries of different UN coordination frameworks, such as the 3RP and UNSDCF, has raised questions among different stakeholders about which framework must be responsible for crisis management and may lead to overlapping in certain areas.

Based on the above points, the current crisis stage challenges the 3RP crisis management capacities to continue as it is without a pertinent and efficient reevaluation of the response. Here below are the key risks:

- The 3RP coordination system and framework may become misaligned with the crisis evolution in the host countries. The protection space is shrinking, as refugees are

increasingly being considered a burden and push for return increase. Refugees' institutional and socioeconomic inclusion is at risk of being rolled back.

- In view of the funding shortage, countries with less coordination and operational resources and personnel might no longer be able to properly support 3RP processes. Specifically:
 - The regional coherence and mainstreaming of standards could burden countries since they were set at the beginning of the crisis.
 - Sectors will continue with an outdated architecture and coordination system. Capacity and personnel reduction will leave gaps in coordination and operations.
 - The planning and reporting processes may not take into consideration new needs assessments.
 - Funding allocation needs to be streamlined, targeting the most impactful humanitarian interventions and the resilience component of the response, which is severely underfunded.
- Overlaps between 3RP country chapters and UNSDCF frameworks may lead to duplication of efforts, increasing the workload for critical actors and resulting in suboptimal resource allocation.

At the same time, the current situation offers key opportunities:

- The trend of multiple regional multi-crisis demands strengthening of the current crisis management system. The 3RP is a flexible mechanism that adapts to different emergency periods and magnitudes, but it's fundamental to enhance context-driven crisis management to support countries with critical crisis stages.
- The current crisis stage demands leveraging existing and promoting solid partnerships, especially among governments, development actors, and IFIs, to find long-term solutions for refugees and host communities.
- Renewing advocacy strategies and working closely with host governments to mitigate increased social tensions are fundamental.
- Continue utilizing the 3RP's convening power to bring together diverse actors, ensuring that interventions are complementary, and resources are used efficiently.

From the above analysis, the current stage of the Syria crisis presents a complicated picture. It seems clear that the 3RP, after having achieved a high degree of success in its initial emergency response, cannot simply continue as it is. As the initial emergency has become a protracted situation, there is a need for partners to come together and shape a new regional and country process that demands the adaptation of the 3RP regional and national mechanisms. Strengthening advocacy strategies is essential to resolve bottlenecks with governments. Strengthening fundraising strategies is paramount to tap into new funding channels and development donors. Promoting partnerships with development actors to promote the inclusion of refugees and empower national and local institutions is key. Option 2 will look into these areas in more detail.

Option 2

This section will **reduce and tailor the scope of the 3RP regional response** regarding the current regional crisis stage and the crisis management needs. The aim is to have a lighter 3RP regional mechanism with tailored country-specific strategies and strengthen regional technical working groups under the RTC (such as the RDSWG and the AWG). A lighter and response-focused regional 3RP must streamline internal actions to confront regional trends, establish priorities and support each country's process. The following are three core objectives: 1) Redefine the scope of the regional 3RP mechanism towards more country-tailored support; 2) Suggest support strategies tailored to countries with substantial humanitarian situations, hence 'likely to remain' in the 3RP; 3) Promote a lighter 3RP country coordination system.

1) To redefine the scope of the regional 3RP mechanism towards more country-tailored support, it is necessary to identify the necessary coordination and information management regional needs. The 3RP Joint Secretariat (JS), with inputs from Inter-Agency country coordinators and Information Management colleagues, can lead the following actions:

- Promote and support a two-year regional planning cycle while continuing to hold the annual regional workshop.
 - Within the two-year regional cycle, streamline the IM regional standardization process and reduce the monitoring requirements and reporting phases as appropriate.
 - Maintain funding and impact analysis for regional fundraising and advocacy purposes.
 - Carry out joint workshops between JS and IM units to identify the necessary/minimum requirements to reduce the workload of country operations.
 - Strengthen the IM regional component focused on the analysis of the performance of 3RP operations based on a well-crafted and adjusted regional monitoring framework. Define regional information gaps and suggested products focused on 3RP impact designed for different audiences (donors, governments, operations)
- Reduce the scope and functions of the 3RP regional architecture and coordination mechanism by streamlining the regional-country links in terms of coordination fora, channels, activities, and requirements.
 - Reduce the number of coordination fora by reevaluating the role and participation in the RSC and RTC while promoting strategic decision making.
 - Adapt the country plan template to a lighter version.
 - Enhance the regional Prioritization Guidance Note with clear parameters for partners to continue matching funding requests with priority needs³⁷.

2) The 3RP can become a more response-focused and flexible regional mechanism tailored to the 3RP countries' needs. Here are some suggested actions:

³⁷ 3RP Prioritization. [Link](#).

- Support 3RP countries with their national advocacy and communication strategies and strengthen the regional advocacy strategy regarding critical issues and new developments i.e., increased conflicts, shocks etc., including by increasing the involvement of development actors in the refugee response:
 - Assess the current role of the 3RP Advocacy Working Group (AWG) in the new advocacy plan, noting that each country's perspective is fundamental to building the regional advocacy strategy.
 - Build a high-level regional advocacy plan regarding regional and national bottlenecks and solutions and strengthen global and regional participation in advocacy spaces.
 - Advise 3RP countries on advocacy with their national statistical offices to include and strengthen data collection and analysis about refugees, poverty, and vulnerability.
 - Maintain linkages between the Advocacy Working Group and the Regional Durable Solutions Working Group (RDSWG) for enhanced advocacy messaging.
 - Revamp the Regional Communication Working Group to strengthen regional communication.
- In case of a new crisis, support 3RP country response with multi-disciplinary remote/on-site support teams to drive new emergency management strategies. Teams may include Inter-Agency, technical/ subject matter specialists, DIMA, and communications.
- Promote and support countries in monitoring the implementation of resilience, identify bottlenecks, and provide support/ solutions from the regional level.
 - Promote, update, and simplify the Resilience Guidance Note.³⁸ Empower countries to use regional tools to monitor refugee institutional inclusion (Resilience Lens, Resilience Tracker).
 - Identify outcomes and synergies regarding inclusion in national services and, if feasible, build exit strategies from humanitarian assistance programmes.

The key towards a lighter 3RP country coordination system is in finding opportunities linked to development. In recent years, the region has experienced a higher involvement of development actors, with programmes and volumes of funds that often dwarf humanitarian ones³⁹. Development funds have become increasingly essential to alleviate refugees' needs, and the UN country's development system has evolved in recent years to include refugees in its cooperation framework. From a regional perspective, providing regional common understanding and orientations in this area is fundamental to redefine the scope of the 3RP country's system and framework. The JS, with inputs from the country coordinators and development officers, can lead the following actions.

³⁸ Resilience Programming in the 3RP. [Link](#).

³⁹ Multilateral development finance 2024. [Link](#)

- Map and monitor trends of development partnerships/funding schemes, programmes and actors surrounding refugees:
 - Elaborate a regional analysis of existing partnerships and funding schemes among governments, IFIs, and the private sector and seize opportunities for refugees.
 - Promote the use of innovative financing mechanisms.
 - Assess challenges and leverage opportunities in the countries' social security systems for refugee inclusion. Advocate for a proactive role by governments and development actors in this area. Promote recommended schemes for refugees' inclusion in national and local services and economic opportunities.
- Assess and draw lessons from the attempts of ongoing transition to a more development-focused response in Iraq vis-a-vis i. the national and UN development systems and frameworks, ii. sectors, iii. refugees' inclusion in national services and economic opportunities, iv. implications for planning, coordination, and fundraising, v. the implications on policies and relevant national frameworks.
 - Foster a regional strategic dialogue with DCO on the 3RP and the UNSDCF frameworks to promote guidance and avoid overlaps of frameworks, leadership, coordination spaces, and tools.
 - Assess the development transition's applicability to Jordan, Lebanon, and Egypt, considering each country's situation and institutional limitations.

3) For the 3RP countries, it's crucial to address how to adapt the scope of the 3RP country system considering each country's situation, the evolution of the UN country development system, the increase of refugee needs and the capacities of development actors to support national and local services. While this may take some time, the following strategic recommendations will provide for analysis and decision-making opportunities towards the progressive integration of some 3RP components in other frameworks and coordination mechanisms.

- Maintain a double UN country coordination system and framework—3RP and UNSDCF—with a long-term orientation of the UN development system to progressively integrate 3RP resilience/development interventions, without jeopardizing the humanitarian-development nexus.
- Get involved and leverage the UN development system to advocate and strengthen refugee inclusion through the Common Country Analysis (CCA) within the UNSDCF process. Clarify the RCO's role in the response.
- Collaborate with the RCO to identify framework and coordination system overlaps between the 3RP and UNSDCF and, if feasible, advance viable and relevant resilience/development interventions.
 - Assess which interventions/programmes/indicators in the current 3RP framework could be transferred into the UNSDCF if approved by national authorities and the UNCT.
 - Identify and readjust overlaps in planning, coordination, advocacy, and fundraising between the 3RP system and UN development system.

- Assess exit/transition strategies to align certain result groups and sectors in the UNSDCF⁴⁰.

From the above analysis, the reduction and tailoring of the 3RP needs to happen progressively and simultaneously at regional and country levels. There is a clear emphasis for 3RP partners to work more closely with development systems and actors to address the needs of refugees, host communities and institutions. At the same time, 3RP regional support is still required to address some of the current country issues and support potential new emergencies. Given this context, a full integration of 3RP into UNSDCF or other national development frameworks seems premature, but Option 3 will look at this possibility and what elements are needed for this to happen.

Option 3

This option examines the **phase out of the 3RP regional component as a technical support mechanism while advancing a country-level 3RP integration in the UNSDCF**. The current crisis stage calls for bringing development frameworks and humanitarian response closer, and different ways of doing this are being experimented. In the host countries, the coexistence of two parallel UN frameworks – 3RP and UNSDCF - has raised two central questions: where the limits of 3RP are in terms of covering growing populations' needs and how to integrate frameworks while maintaining an emergency management response capacity.

The following are potential risks for evaluating the 3RP country-level integration in the UNSDCF from a regional perspective.

- The UNSDCF follows recent UN system reforms that did not necessarily consider implications for its implementation in countries with protracted humanitarian crises. Global and regional guidance notes from DCO on UNSDCF implementation in host countries with protracted humanitarian frameworks and systems are limited.
- The coexistence in 3RP countries of different coordination frameworks that may overlap, creates at times complexities particularly between the 3RP (co-led by UNHCR and UNDP), and other mechanisms led by the RC/HC and host governments.
- The integration of frameworks may cause distrust in host governments, who perceives that integration of frameworks will undermine differentiated activities for host communities (development) and refugees (humanitarian and resilience). Consequently, it may harm the inclusion of refugees in public systems and services.
- Integrating the 3RP into the UNSDCF framework could jeopardize crisis management and emergency response capacity, especially the regional coherence, the fundraising capacity and the flexibility of the 3RP mechanism to respond to new crisis. A mature and robust UN humanitarian management component is fundamental in a region with multiple, interconnected and protracted crises.
- The multiplication of coordination frameworks could limit efficient coordination between humanitarian and development actors to promote development opportunities and refugees' inclusion.

⁴⁰ In Iraq, a benchmark document was developed during the transition phase.

- The UNSDCF currently does not offer a strong consultative approach for Non-Governmental Organizations (NGOs) and Civil Society Organizations (CSOs)' engagement in planning and decision-making.⁴¹

Iraq:
Responsible 3RP phase out

Iraq unanimously agreed to phase out the 3RP and work on the inclusion of refugees in development frameworks. The Kurdistan Regional Government (KRG) has been exemplary in including refugees in its public services, such as access to health and education, in line with the GCR and 3RP objectives. The inclusion of refugees into public services and policies has been gradually achieved in almost all sectors. The Iraq's transition aims four objectives:

1. Phase-out of the 3RP coordination framework
2. Inclusion of refugees in development framework and plans by the UN and the government.
3. Strengthening of public services and policies to fully ensure refugees to access public services on par with local communities.
4. Access to development funding to the KR-I to provide services and programs that address remaining needs better addressed through development approaches.

3RP Iraq Country Chapter 2023-2024. [Link](#).

The integration of UN frameworks also offers opportunities to be considered by the JS:

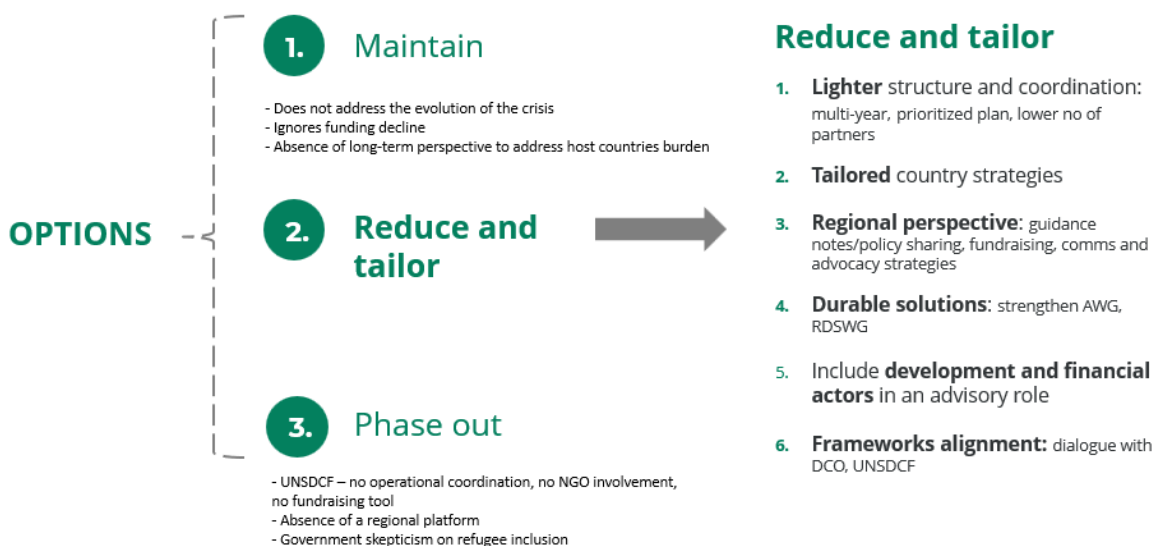
- Strengthen high-level strategic dialogues at global and regional levels on the regional role of DCO. With DCO, provide joint regional considerations about the future of the two frameworks in the host countries. Promote a regional discussion about framework integration (3RP into UNSDCF).
- For countries working on UN systems' integration, with DCO, evaluate and strengthen the UNSDCF's capacity to integrate a complex crisis management component.
- Assess how the UNSDCF can reflect refugees' needs in national systems and services. Assess how the UNSDCF can leverage the know-how of the 3RP as a mechanism integrating a humanitarian-development nexus.
- Promote a regional strategic dialogue on partnerships between governments, UNSDCF, 3RP, development/financial actors and IFIs regarding refugee inclusion in national systems and services. Elaborate lessons learned about good and bad practices. Find opportunities for refugees in the increasing capacity of the UNSDCF to gather development actors.
- Build a regional strategy for countries integrating mechanisms to redefine the role of the 3RP according to the UN country system's crisis management needs. The regional mechanism can adapt its scope to support and guide strategic decision-making for crisis management at the country level:

⁴¹ UNSDCF guidance note currently being updated.

- Phase out most of the components of the regional 3RP, including RSC and RTC and, according to the new UN country framework, evaluate the remaining support needed in information management, fundraising and advocacy for longer term solutions.
- Establish a new regional standard programming cycle for host countries with UNSDCF post-integration phase. Promote a minimum regional alignment between UNSDCF and the 3RP regional mechanism for planning and reporting. Readjust the existing coordination spaces, activities, and tools.
- Promote an alignment between the UNSDCF's advocacy strategies and the 3RP's regional advocacy plan. Agree on a channel for the 3RP regional advocacy working group to feed into the UNSDCF.
- Promote a regional strategic dialogue to include fundraising mechanisms in the UNSDCF. Gather the perspectives of donors and development actors to realign 3RP funding schemes in the UNSDCF. Highlight activities with joint humanitarian, resilience and development outreach that could be more attractive to donors.
- Assess the current regional reporting platforms (UN Info – Activity Info) and evaluate with DCO the feasibility of a single reporting system adapted to two frameworks (UNSDCF and 3RP).

The phase out of the 3RP regional mechanism in the country scenario of a 3RP integration in the UNSDCF presents a complex picture. The integration of UN frameworks would pose a risk to the crisis management capacity, which has matured according to the different crisis stages. Host countries are also hesitant to UN frameworks integration due to uncertainty about continuing humanitarian support from the international community. Preparing the UNSDCF's crisis management capacity in the long term could be a relevant way forward to align UN frameworks. In the meantime, the regional 3RP mechanism can accompany the process of integrating UN frameworks to ensure a minimum coherence in crisis management capacities related to knowledge of management, fundraising and advocacy.

5. Recommendations



This paper has made an attempt to look at the genesis and key achievements of the 3RP, which has continued to respond as the Syria crisis continue unabated. It has also analyzed risks and opportunities for the 3RP future configuration, presented through three scenarios/options. Considering the recent evolution of the situation, reducing and tailoring the regional and national coordination mechanisms appears to be the most suitable option. The other two scenarios are less ideal for this crisis phase and the response management capacities.

The first scenario does nothing to address the current critical context in 3RP countries. For years, a combination of declining funds and diverging perspectives have led to a shrinking protection space for refugees and frustration among countries, who feel that they are left alone to carry the burden of hosting them. If left unattended, this situation may lead to severe consequences and a progressive worsening of the crisis.

The phase out scenario ends the 3RP regional mechanism as it is, leaving the UNSDCF as the sole inter-agency development framework to address the refugee response in countries. This trade-off is not currently feasible in view of the multiple and interconnected humanitarian crisis in MENA, which require a consolidated and flexible regional response system able to adapt to new shocks. Moreover, host governments have been skeptical of integrating the two frameworks, fearing a disengagement from the international community. Finally, the UNSDCF as a mechanism has been recently established and still lacks key fundraising tools and a platform to effectively involve NGOs and local civil society organization,

In view of the above, the reducing and tailoring scenario has the benefit of maintaining a regional perspective while streamlining the 3RP scope and functions. A lighter coordination mechanism with a simplified coordination architecture, fewer planning and reporting processes and tailored country strategies is proposed. The 3RP shall continue to provide a regional response perspective while allowing countries to strengthen their knowledge management, fundraising and advocacy

strategies. Additionally, the revamped 3RP will focus on addressing regional/national bottlenecks and anticipate the impact on future crisis management processes. The 3RP will act as a flexible mechanism that can be tailored to the countries' needs.

The 3RP remains a fundamental mechanism in MENA for humanitarian crisis management. However, to maximize the potential of its resilience *and socio-economic inclusion* components, the plan needs to include development and financial actors with complementary capacities.

The regional 3RP Joint Secretariat can guide the strategic discussion on the next phase of the 3RP by moving towards a multi-year planning cycle, updating fundraising priorities, and streamlining the coordination system. In the short term, promote and lead regional strategic discussions with DCO and development actors on the alignment of the 3RP and the UNSDCF is essential.

Additionally, strengthening high-level regional advocacy and communication plans around durable solutions is critical. Refugee inclusion in national services, after having been pursued in several host countries in past years, is at risk of being rolled-back, while resettlement and other third country opportunities remain limited. While being subject of endless political implications, refugee return to Syria shall also be discussed as part of the solution.

In the medium- to long-term, consolidating the response into a single framework may be appropriate for all 3RP countries. This does not detract 3RP partners from already thinking about how programmes and activities can be adapted in a progressive manner, as discussed in the second scenario. However, the continuous emergence of humanitarian crises in the region requires any new unified framework to intrinsically integrate a crisis management component. In this regard, following closely the Iraq transition post 3RP phase-out and the Türkiye UN framework integration attempt will bring further knowledge about how to adapt the 3RP regional mechanism.

3RP Joint Secretariat - December 2024