

Strategic Directions

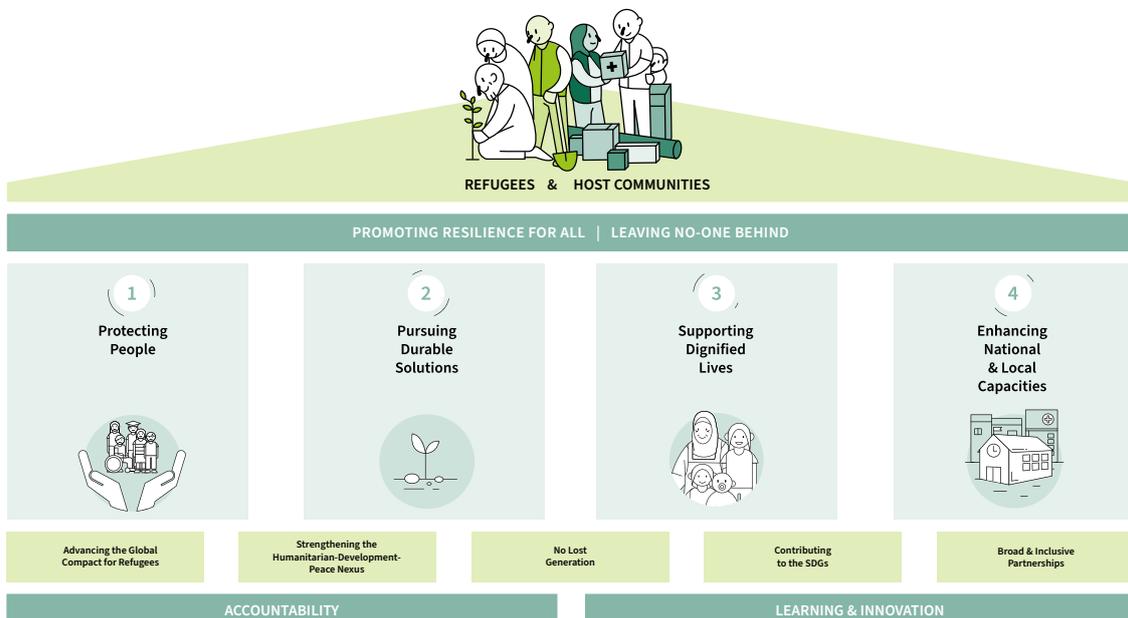
The strategic directions of the 3RP during the 2021-2022 cycle are outlined in the graphic below and remain unchanged from last year. This follows a validation exercise to ensure that they remained relevant and focused on the impact the 3RP seeks to make against the immediate and longer-term needs as articulated in the 3RP Regional Needs Overview. While the broader regional strategic directions remain unchanged, programmes, approaches, and modalities within each objective at the regional and country-level continue to be refined to ensure that 3RP response efforts remain focused on national needs and priorities.

The overarching frame for the 3RP is to promote resilience for all, guided by the principle that 'no one is left behind'. From there, the regional strategic directions set the overall high-level parameters for the regional response and articulate the impact which 3RP partners strive to make. In order to measure progress, a 3RP regional monitoring framework has been developed, as explained in [page 21](#). Under the overall regional strategic direction framework, each country has developed its own specific strategic directions and objectives based on its context, as outlined in the country overviews in this document and as detailed extensively in the country-level response document which are available on the 3RP website.

Progress towards the strategic directions rests on several building blocks that inform programming, advocacy, and policy development and ensure that the 3RP's implementation is in line with national priorities and complementary to national efforts. A key aspect is

leveraging the knowledge, capacity and insights of global frameworks such as the Global Compact on Refugees (GCR), the 2030 Agenda for Sustainable Development and the Humanitarian-Development-Peace Nexus (HDPN) to advance the response with a longer term focus, while adapting it to emerging needs, including its future evolution as the situation changes across the region.

The advent of the global COVID-19 pandemic has brought into sharp focus the need for humanitarian and development actors to work even more closely together. In line with the Grand Bargain agreement, the 3RP remains committed to promoting greater participation of national and local responders across several workstreams such as financing, partnership, capacity strengthening, coordination and gender. In that regard, the 3RP acknowledges the response of other non-government actors which operate outside 3RP structures but who are also significantly working to meet the needs of affected people across the region. This includes international financial institutions (IFIs), such as the World Bank, development actors, and other international organizations such as the International Federation of the Red Cross (IFRC). In the context of COVID-19, initiatives have taken place this year to advance this collaboration, including joint analytical work, response planning and closer coordination to promote complementary efforts, avoid duplication, and ensure impact of programming – and this will continue in 2021 both for COVID-19 and longer-term responses.



STRATEGIC DIRECTIONS

Protecting People

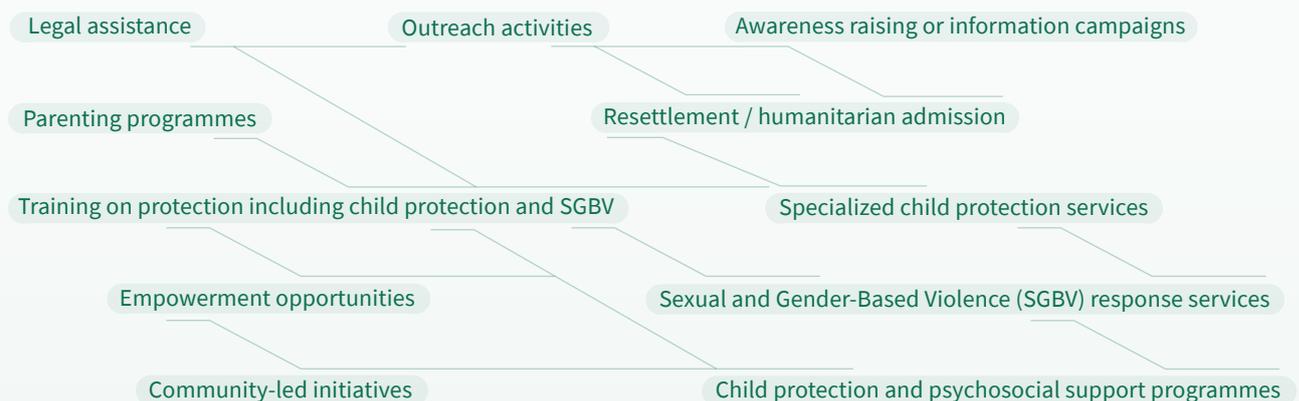
With Syrians continuing to require access to international protection and asylum, and also facing a range of interlinked protection risks in host countries, protecting people is at the centre of planning, design, implementation and monitoring of all interventions of the 3RP to ensure no one is left behind. The COVID-19 pandemic has further exacerbated the pre-existing protection risks and increased vulnerabilities of not just the refugees, but also vulnerable host community members. By interlinking with the strategic direction on durable solutions, the 3RP will continue to advocate for and support access to safety, a favourable protection environment and realisation of solutions through its response by closely connecting with national systems, through community-based approaches and reinforcing identification and referral mechanisms.

Obtaining and renewing civil documentation remains a key to enable access to social services, employment and their entitlements in the host countries. This also includes the registration of important life events, such as marriages and births. Gender inequality and risk of gender-based violence (GBV) were issues persisting even before the pandemic. However, the increasing socioeconomic vulnerability among the refugee and host community households, resulting in resort to harmful coping strategies further heightened the protection risks of especially women and girls, as well as older persons and persons living with disabilities. In order to address their protection risks, specialized protection programming is critical. Furthermore, the inclusion of age, gender and diversity and integration of GBV prevention, mitigation and response into programming across all sectors remain crucial.

Children, who make up half of the displaced population, have also been affected with increased parental anxieties and frustrations caused by social isolation and fears around livelihoods and financial difficulties further aggravate tensions increasing the risk of child abuse, neglect, violence and exploitation. While education is considered as means of protection to children, the new learning modalities have brought about a concern of equity of access in education. 3RP partners will continue to support the host governments to address this issue, given the importance of education in building the ability of children and youth to better protect themselves and increase self-reliance.

The increasing levels of anxiety and uncertainty can lead to long-term mental health issues and psychological distress, requiring a long-term mental health and psychosocial support linked to the protection response. To enhance the protection response, community-based protection (CBP) approach is applied to reach out to the affected communities and ensure the community members and 3RP partners jointly identify community's most serious protection risks, explore their causes and effects, and jointly agree on how to prevent and respond to them. 3RP partners also seek to strengthen zero tolerance towards sexual exploitation and abuse through awareness and capacity building, communication with affected communities, and community-based complaint mechanisms. Protection sensitive programming is pursued across the 3RP and thus contributes to each of the strategic directions

INTERLINKED PROTECTION SERVICES



STRATEGIC DIRECTIONS

Supporting Durable Solutions

While Syrian refugees continue to require access to territory and international protection, working towards durable solutions is a critical aspect across the 3RP response. Under the framework of a comprehensive protection and solutions approach, the 3RP works towards three possible durable solutions in line with international standards and frameworks: voluntary repatriation to Syria; international resettlement; and local solutions and opportunities. While a regional approach and coherence is pursued, the exact scale and scope of activities towards durable solutions varies according to the context of each 3RP country.

Voluntary Repatriation

All refugees have the fundamental right to return to their country of origin at a time of their own choosing. Refugees' free and informed decisions are the guidepost for the 3RP response. Though there is no facilitation or promotion of returns at the current time, 3RP partners have gradually strengthened support to refugees who choose to return and requested advice and support, in coordination with host governments. Support in this area is undertaken in line with UNHCR's Comprehensive Protection and Solutions Strategy: Protection Thresholds and Parameters for Return to Syria. Such support is critical given it yields important protection dividends, reduces the risk of harm, and contributes to an informed and dignified return, while not incentivising returns. This work is complemented by longer-term planning and preparedness efforts, under the Regional Durable Solutions Working Group, and on-going advocacy around what refugees identify as the key barriers to return. This entails close coordination with humanitarian actors operating in Syria. More information on the 3RP's work on voluntary repatriation is found in [Annex 1: Voluntary Return to Syria](#).

Resettlement

Syrians remain the largest refugee population globally in need of resettlement in 2020, with an estimated 579,031 Syrian refugees currently in need of resettlement. Despite resettlement mechanisms re-commencing by mid-2020 and the provision of resettlement guidance in keeping with global public health guidance, 2020 will be a record low for refugee resettlement. However, the outlook for 2021 and beyond forecasts a continuing downward trend, despite the ongoing and critical needs

in the region. 2019 saw a renewed global commitment to resettlement and complementary pathways, with the launch of the multi-stakeholder Three Year Strategy on Resettlement and Complementary Pathways. In the MENA region, there were also positive developments in terms of a much-welcomed reversal of the downward trend in resettlement submission numbers of previous years, with a 10 per cent increase in submissions compared to 2018. In the 3RP context, resettlement and complementary pathways remain key interventions providing an effective solution to refugees who face vulnerabilities in the countries of asylum, demonstrating responsibility-sharing while playing a part in preserving protection space in host countries. In line with UNHCR's Comprehensive Protection and Solutions Strategy: A Roadmap to Advance Resettlement and Complementary Pathways in the Syria Crisis, three specific objectives are being pursued this year: 1) safeguarding the ongoing resilience of Syrian resettlement programmes; 2) Strengthening capacities to increase complementary pathways opportunities for Syrian refugees; and 3) Engagement with partners on renewed and supportive advocacy efforts in receiving communities. More information on the 3RP's work towards resettlement is found in [Annex 2: Resettlement and Complementary Pathways](#).

Local opportunities and solutions

The concept of local integration is complex and its reference and application in legal and policy frameworks varies across 3RP countries. Yet, as many Syrian refugees are likely to remain in host countries for the near future, identifying local opportunities and enhancing self-reliance as a precursor to longer-term solutions remains critical. While the scale and scope of such activities remain context specific, the 3RP response in host countries is generally oriented towards expanding local opportunities and enhancing self-reliance of refugees and host communities alike. This can include supporting access to national and local systems and services, livelihoods and work opportunities, community-level support, and advocacy for a supportive legal framework and enabling environment. In addition to building self-reliance and reducing dependency on support, such an approach can bring a range of economic and social benefits for host countries, including promoting an environment where refugees and host communities can live in a socially cohesive manner and contribute to longer-term solutions.



STRATEGIC DIRECTIONS

Contributing to Dignified Lives

The combined economic effects of COVID-19 and related containment measures, the drop in oil prices and other on-going crises in some countries have taken a heavy toll on economies and populations in the sub-region, exacerbating existing vulnerabilities and affecting the socio-economic well-being of refugees and vulnerable host populations. Addressing the resulting needs and providing enabling conditions and opportunities for all to lead a dignified life is a priority for all 3RP partners across a range of sectors, including food security, basic needs, health, education, shelter, WASH and social cohesion and livelihoods.

In a context of growing and widespread vulnerabilities, partners will continue to maintain and adapt gender and conflict-sensitive, employment and income support programs to help affected households earn income to cover basic needs and access services.

Building on the commitments first made by Governments and donors, efforts to promote self-reliance remain central to all programming for resilience, including through expanding impoverished and vulnerable populations' access to sustainable livelihoods and economic opportunities.

3RP partners will continue to support the expansion of refugees' access to work documentation. To date, Jordan and Turkey have issued 207,073 work permits⁴ and 132,497 permits respectively that allow refugees to work. With the need to adapt to the new context, a special emphasis will also be placed on skills enhancement, including digital skills, and re-profiling of vulnerable people, particularly women and disadvantaged youth, to facilitate job market (re-) entry. 3RP partners will continue to support business continuity and job retention with a particular focus on micro and small enterprises (including home-based, digital business) in vulnerable host communities. Efforts will also be made to link cash for work and other forms of social assistance to skill development, employability, financial inclusion to facilitate the graduation of vulnerable refugee and host populations from social assistance. In light of environmental challenges and the need to improve water and solid waste management, promoting the use of renewable energy and opportunities related to the green economy will be further explored, amongst other actions.

Social Cohesion

Fostering social cohesion between refugees and host communities remains an integral part of the 3RP response, and a key tenet of the resilience approach that has become more critical than ever in the context of COVID-19. The loss of jobs and income among both refugee and host communities, the exacerbated competition over scarcer employment opportunities, potentially fuelled by misperceptions, has led to a rise in social tensions, in some countries, both between refugees and host communities and between host community members themselves.

Supported by context analysis, conflict-sensitive programming and monitoring frameworks mainstreaming conflict-sensitivity indicators, 3RP interventions will continue, next to doing no harm, to promote peaceful relationships between and within communities, by supporting initiatives that effectively engage and benefit both host community and refugee populations, with a particular focus on youth-and women led initiatives and empowerment. Beyond community-based interventions, 3RP partners will also continue to support municipal and other local service providers and institutions, that play a key role in community cohesion.



Iraq - Syrian refugee doctor Issa treats patients while living in exile. Dr. Issa, originally from Hassakeh in northern Syria, visits a patient in Darashakran Camp, near the city of Erbil.



STRATEGIC DIRECTIONS

Enhancing Local & National Capacities

In all countries, enhancing local and national capacities rather than working through parallel systems, remain one of priorities of the 3RP partners to build resilience and ensure the sustainability of support to those in needs. This includes not only direct support to public institutions, local entities, but also civil society and businesses, as per the localization principles. Considering the growing needs generated by the COVID-19 crisis, maintaining and increasing levels of service provision including for health and education, social protection as well as supporting local capacities is more critical than ever. 3RP partners also acknowledge that working closely with local institutions can also help ease social tensions at the community level in a context where competition over scarce resources and opportunities is on the rise.

Throughout the 3RP countries and based on country needs, partners continue to strengthen the response capacities of national and local institutions. This involves infrastructure development (schools, health facilities, water networks), the provision of equipment (solid waste trucks, computers) or human resources (e.g. social workers, teachers), as well as building capacities of and scaling up of [national social protection](#) systems utilizing the sizable learning from the humanitarian response experience in the countries, while ensuring that services are effectively tailored to the specific needs of refugee and host community populations and promote social cohesion. Efforts are also made to support more transformative changes in the way national and local institutions plan and deliver services to vulnerable

groups (e.g. improvements to targeting methodologies, information management systems in national social protection systems), supporting the development of action plans or national policies on child labour or SGBV response and prevention. Increasingly, 3RP partners are also helping local institutions to incorporate disaster risk management and environmental concerns into their work. Thus, support to municipal services has increasingly moved beyond providing garbage bins and trucks to municipalities towards more sustainable initiatives, based on zero-waste, bio-gas generation, or recycling activities.

The strengthening of national and local capacities of national and local institutions is thus an important channel through which the 3RP response contributes to advancing national development goals and the SDGs. 3RP partners will continue to build upon the partnerships and trust built by working jointly with local responders since the onset of the crisis.

Furthermore, the 3RP response also aims at fostering local service delivery through greater partnership with local actors, including NGOs, Community Based Organizations (CBO) and Civil Society Organizations (CSO) and Faith Based Organizations.

The COVID-19 crisis has also exposed the vulnerability of the private sector, particularly the micro and small businesses, which provide important sources of livelihoods for refugee and host community members, particularly women and youth. In 2021-2022, 3RP partners will continue to support the resilience of businesses and cooperatives in host communities including through the provision of equipment or grants to micro and small businesses and cooperatives to help them expand their activities, but also business development services to identify new clients or market linkages. In doing so, partners will build on the broader COVID-19 response which aims at scaling up the use of digital solutions (digitalization of businesses and investment in e-commerce, digital platform and other online livelihoods activities).



PUBLIC INSTITUTIONS STRENGTHENING TRACKING (PIST) ANALYSIS IN 3RP

Public Institution Strengthening Tracking (PIST) results: PIST analysis was conducted in Turkey (2017-2020 in order to monitor the type and value of support provided by 3RP partners and the results achieved. 3RP partners are assisting a wide range of public institutions, including at local and municipal level, through both the provision of additional resources but also capacity strengthening programmes to enable them to cope, adapt and transform in response to refugees and host communities’ needs.

Based on the analysis made in Turkey:

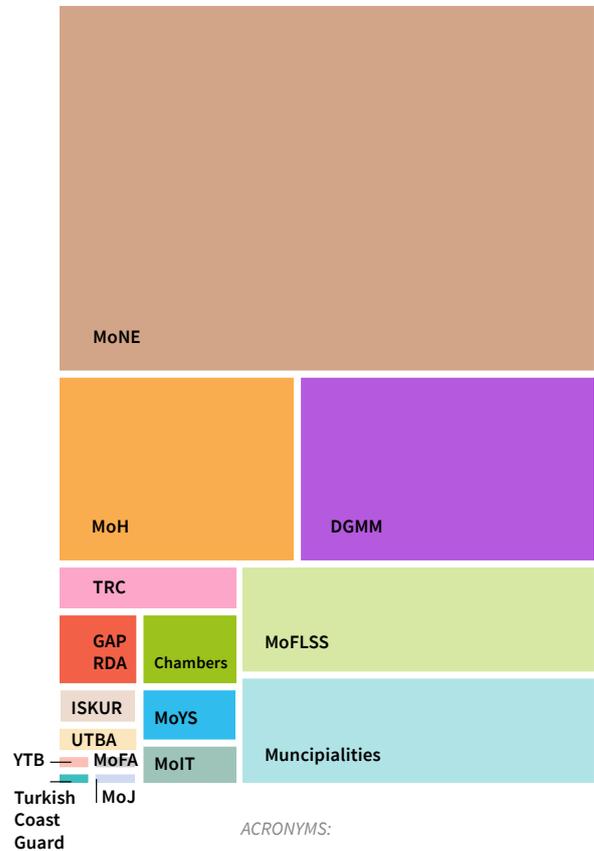
- Support provided to the public institutions have been increasing in Turkey since 2017.
- By sector, Education sector received the most funding (approx. 40% of total funding), followed by Directorate General of Migration Management then Ministry of Health.

For details: [PIST findings in Turkey 2020](#)

IMPROVING NATIONAL CAPACITIES FOR INCLUSIVE SOCIAL PROTECTION

3RP partners will provide access to basic services to those vulnerable, in many cases female headed households and/or informal workers, who are not eligible to social safety nets or find those saturated or absent. However, given the criticality of expanding social protection to foster resilience in the new context, 3RP will continue to build upon their cumulative experience to strengthen the capacity of national social protection providers and systems. This includes continued support for more harmonized frameworks and systems for delivery, alongside improved targeting efforts amongst both national and refugee populations, the use of common platforms and tools, as well as leveraging the use of innovation, such as digital systems and biometric authentication. Mechanisms for risk preparedness to enhance prevention capacities for long-term resilience have also been introduced. In Lebanon and Jordan, 3RP Partners’ experience in building transparent, effective and efficient cash-based transfer programs for refugees has been transferred to host governments to best support their vulnerable populations. In light of the pandemic, these learnings will be carried into 2021 to augment social protection programs across the region. Going forward, targeting approaches in Jordan will be informed by the results of the joint comprehensive vulnerability assessment (JCVA), which aims at standardizing the characterization of most vulnerable groups, looking beyond status and need and support a more equitable approach to resource distribution, addressing discrepancies between communities and refugees in the medium term.

DETAIL BY INSTITUTION TURKEY 2017 - 2019 SUPPORT



ACRONYMS:

- MoNE: National Education
- DGMM: Directorate General of Migration Management
- MoH: Health
- MoFLSS: Family, Labour and Social Services
- TRC: Turkish Red Crescent
- GAP RDA: The Southeastern Anatolia Project (Güneydoğu Anadolu Projesi, GAP RDA (Regional Development Administration)
- MoYS: Youth and Sports
- MoIT: Industry and Technology
- MoFA: Foreign Affairs
- ISKUR: Turkish Employment Agency

