

# Mapping of International Financial Institutions involved in the Syria Crisis Response

Analysis of IFIs Interventions in Jordan, Lebanon and  
Turkey, and Potential Complementarity with 3RP



---

Published by  
**Regional Refugee and Resilience Plan  
In Response to the Syria Crisis**

Front Cover Photo by  
**UNDP/Rana Sweidan**

Designed by  
**Zeinab Kobeissi**

Copyright 2022

# Table of Contents

Acknowledgements.....	02
Executive Summary.....	03
Introduction.....	05
Objective.....	06
Methodology and Analytical Framework.....	08
 I- Analysis of IFIs' Regional Syria Crisis Response.....	 12
Cumulative support mobilized by IFIs to respond to the Syria Crisis in Lebanon, Jordan, and Turkey.....	12
Support by IFI.....	13
Status of IFI Support.....	15
Modality of support provided by IFIs.....	16
IFI Support by institution targeted.....	17
Type of support provided by IFIs: focus on infrastructure and private sector development.....	19
Type of support provided to Public Institutions.....	21
 II- Areas of potential Synergies between IFIs and 3RP Partners.....	 24
Economic Opportunities and Jobs.....	24
Women's Economic Empowerment.....	27
Towards IFI-3RP coordination for economic inclusion.....	28
Other priority areas of coordination between 3RP and IFIs.....	29
 Conclusion and Recommendations.....	 31
Short-term recommendations.....	32
Medium-term recommendations.....	33
Long-term recommendations.....	33
 Annex 1 – Detailed conceptual framework of support to national systems.....	 34

# Acknowledgements

This report has been produced by UNDP under the 3RP Joint Secretariat with the generous support from UNHCR MENA Bureau and the Government of Finland. The 3RP Joint Secretariat is grateful to the various IFI focal points who have provided input and data in this process: the World Bank, AFD, KFW, EBRD, EIB, CEB, and JICA, and to the Regional Technical Committee of the 3RP and the 3RP country inter-sector coordinators for their review. Bastien Revel drafted this report, Sarah Davis supported the data collection and analysis and Dan Goss the report's editing.



# Executive Summary

The range and scale of programming by International Financial Institutions (IFIs) to respond to the Syria crisis has grown steadily in the last few years, providing crucial support to the host Governments' efforts, including in response to COVID-19. In parallel, the Regional Refugee and Resilience Plan in Response to the Syria Crisis (3RP) resilience component has also been expanding to support access to services, self-reliance, localization, and social cohesion efforts. Nevertheless, despite the similar rationale and objectives of the 3RP and IFI interventions, there has been limited efforts to ensure systematic coordination between IFI and 3RP partners.

In this context, the 3RP Joint Secretariat facilitated this regional mapping and analysis of IFI interventions in the three main countries of the 3RP in terms of refugee numbers: Turkey, Lebanon and Jordan. The objective is to take stock of ongoing efforts and to identify synergies between the different types of support provided to respond to the Syria crisis.

The report is based on the analysis of over 130 projects from the World Bank, the Islamic Development Bank (IsDB), the French Development Agency (AFD), the European Bank for Reconstruction and Development (EBRD), the European Investment Bank (EIB), the Japan International Cooperation Agency (JICA), the German Investment and Development Bank (KfW), and the Council of Europe Development Bank (CEB). Overall, IFIs have mobilized nearly USD 10 billion in support of the response to the Syria crisis in host countries, covering the 2013-2025 period and targeting either refugees and their host communities or aiming to alleviate the impact of the crisis on national systems.

Jordan, which has been at the forefront of the IFIs investment with the 2016 Jordan compact, is the country receiving the most support, followed by Turkey, where IFIs have accessed significant grant funding from the EU, and Lebanon, where investments have been conditioned to structural reforms.

The report highlights that IFIs have mobilized a complex set of instruments to maximize the support of host countries. A complex picture emerges as the report finds that there are no dominant intuitions or modalities for IFIs support. The World Bank, which is the largest IFI in the region, accounts for only 40% of IFI support in the 3RP countries. Two third of IFI support comes from loans (including through the Global Concessional Facility). While projects have been developed over the past five year, the large majority of IFI interventions are still ongoing, at various stages of implementation.

Nevertheless, in Jordan, Turkey, and Lebanon, IFIs are primarily involved in the municipal & water services, education, and private sector development. They have also developed specific focus areas in each country, such as social protection in Lebanon, health in Jordan, and employment services in Turkey.

Across these sectors, the interventions of IFIs are particularly critical to scale up investments in new infrastructure. In addition, IFIs are supporting access to services among vulnerable groups, particularly in relations to health, employment services, and social protection. Efforts to strengthen whole systems represent a smaller proportion of IFIs interventions compared to the above-mentioned areas but are mainstreamed throughout key projects.

The report identifies the need to strengthen the complementarity and coordination of IFI efforts with 3RP partners across a total of seven key areas. The first one is related to access to employment, where significant support to the demand of workers (private sector) and supply or workers (employment/vocational training institutions) is being mobilized. Available progress data amount shows between 70,000 and 160,000 job opportunities created across the three countries. To further optimize their impact, these efforts need to be well coordinated. Other key areas of potential synergies relate to support to local authorities; health and education services; social protection; institutional strengthening efforts; data and policy analysis; and work on cross-cutting issues, in particular women's empowerment.

In each of these areas, this report recommends that 3RP and IFI partners create mechanisms for regular coordination and an exchange of information or build on existing mechanisms where available. In particular, partners should evaluate the potential for joint progress reporting to communicate strategic planning processes as well as operational partnerships focused on, for example, joint policy and advocacy work.

Overall, the Syria crisis context and strategic interventions by IFIs and 3RP partners provide a strong basis to operationalize the humanitarian development nexus and put the principle of the Global Compact on Refugees and of burden- and responsibility-sharing into practice.



*Photo by UNHCR/Jared Kohler*

# Introduction

The Regional Refugee and Resilience Plan (3RP) has proven to be an innovative and effective framework to respond to the impact of the Syria crisis in neighboring countries (Turkey, Lebanon, Jordan, Iraq and Egypt). The 3RP outlines how responses to protracted refugee displacement crises need to be anchored in an integrated refugee-resilience response to maximize impact and to mobilize support going beyond humanitarian activities. Hence, paving the way for longer-term solutions.

The 3RP has been successful in mobilizing substantive funding and achieving outcomes through all sectors and pillars, thus supporting the national responses of hosting countries. Since its inception in 2015, the 3RP has mobilized approximately USD 18 billion<sup>[1]</sup>. Yet, it has always been clear that the 3RP needed to be complemented by interventions from partners to scale up its impact.

International Financial Institutions (IFIs) have been increasingly active in the Syria crisis response, especially since the 2016 London Conference and the subsequent launch of the Global Concessional Financing Facility (GCFF). GCFF projects are implemented by several IFIs<sup>[2]</sup>, which provide development support on concessional terms to middle-income countries impacted by refugee crises across the world<sup>[3]</sup>. The London Conference was also an opportunity to rally international support for the Jordan Compact, which enabled Jordan to lead the way in mobilizing additional blended financing in support to host countries.

Five years after the London Conference, the range and scale of IFI programming has continued to grow in each country, with new projects and programmes developed over the years providing crucial support to government efforts, including in response to COVID-19. In parallel, the 3RP resilience component has been expanded to support access to services, self-reliance, localization, and social cohesion efforts.

In this context, there is a need for the 3RP to take stock of ongoing efforts and to provide in-depth analysis of the complementarity between the different types of support provided to respond to the Syria crisis. Indeed, despite strong joint planning within 3RP interventions and the participation of IFIs in 3RP meetings both at regional and country level, strategic or technical coordination between the 3RP and IFIs is limited. Moreover, there is no collective system in place to regularly track, map, or take stock of the overall resources mobilized or the cumulative progress made in supporting refugees, host communities, and institutions.

---

[1] 3RP annual reports 2015-2020 - <http://www.3rpsyriacrisis.org/>

[2] Namely the World Bank, the Islamic Development Bank, the European Bank for Reconstruction and Development, and the European Investment Bank.

[3] <https://globalcff.org/>

The financial tracking undertaken at the time of the Annual Regional Syrian Conferences (hosted in Brussels for the last five years) illustrates the scale of commitments and disbursement for donors<sup>[4]</sup>. However, the details provided to operational partners are limited as the tracking focuses on new funding flows rather than ongoing interventions.

Current 3RP-IFI coordination and joint efforts remain currently limited to either basic information exchange or to bilateral collaboration between individual organizations. There are a few promising examples of coordination, particularly in Lebanon in terms of analysis and planning activities in particular on vulnerability assessments and social safety net programming. These examples, as well as coordination occurring outside of the Syria crisis response, provide a useful basis for new coordination mechanisms to enable systematic joint planning and impact optimization analysis.

This is critical to ensure that the 3RP effectively performs its three core functions:

1. Strategic planning: the 3RP planning process currently focusses on the collective capacity of 3RP partners to address the identified needs of refugees and host communities. However, planning does not fully reflect the potential contribution and impact of IFIs on these needs.
2. Resource mobilization: the funding mobilized and appealed by the 3RP only accounts for a portion of support going to host countries.
3. Operational coordination: there is a risk, and have been examples, of IFI and the 3RP implementing very similar interventions in parallel with limited cooperation or information exchange<sup>[5]</sup>.

On the other hand, the recent evaluation of the GCFF echoes the need for IFIs to increase collaboration with 3RP actors, highlighting the need for “greater alignment with pre-existing global and region refugee initiatives... Closer alignment with regional initiatives, namely the 3RP in Jordan and Lebanon was also highlighted as something the GCFF could increase to strengthen its efficiency and effectiveness.”

## Objective

Given its importance, the 3RP coordination teams in the various countries as well as the 3RP Joint Secretariat at regional level have increased their efforts to foster closer coordination with IFIs. This report aims to consolidate these efforts and provide the necessary evidence and analysis to strengthen synergies between 3RP and IFIs. This can increase the effectiveness of the international assistance provided to the countries hosting the most Syrian refugees: Turkey, Lebanon, and Jordan.

---

[4] [https://eeas.europa.eu/headquarters/headquarters-homepage/95773/brussels-conference-supporting-future-syria-and-region-new-financial-tracking-report\\_en](https://eeas.europa.eu/headquarters/headquarters-homepage/95773/brussels-conference-supporting-future-syria-and-region-new-financial-tracking-report_en)

[5] Such examples include amongst other restructuring of an Education Project in Turkey as the ministry struggled to manage multiple sources of support at the same time, institutional support to the Turkey Employment Agency by 3RP and IFI partners who had to adjust their activities to avoid overlap, and social stability /municipal support interventions implemented in Lebanon under the first phase of the LCRP outside the social stability sector despite being aligned with the sectors' activities.



The report also provides an updated picture of interventions developed by IFIs in these three countries to respond to the impact of the Syria crisis, focusing on potential complementarity with 3RP interventions. The report supports a wider analysis of 3RPs relationship with partners, in particular a recent analysis of work to strengthen public institutions by 3RP partners (3RP Public Institution Support Tracking) initiated in Lebanon[6] and replicated in Turkey[7] and Jordan[8].

Against this background, the objective of the report is to provide the necessary stock taking and analysis to support increased coordination between IFIs and the 3RP, with a view to inform strategic decision-making on the evolution of the 3RP.

The report does so by:

- Mapping IFI interventions response to the impact of the Syria crisis, complementing existing analysis of 3RP support to provide a 'whole of response' overview to host countries.
- Identifying potential synergies & complementarity between 3RP and IFIs.
- Providing a basis to continue joint analysis of cumulative results and remaining gaps to address vulnerabilities.

As such, the report also contributes to the Humanitarian-Development Nexus in the 3RP countries by supporting humanitarian and development actors to strengthen collaboration, coherence and complementarity to reduce overall vulnerability and the number of unmet needs[9]. In line with the New Way of Working[10], the report provides an initial evidence base for humanitarian and development partners of the 3RP to engage with IFIs to identify collective outcomes based on joint analysis as well as their respective comparative advantage in the response to the Syria crisis.

The report first provides an analysis of the different Syria crisis interventions of IFIs and then outlining key potential areas of cooperation with 3RP partners.

This mapping and report have been supported by the 3RP Joint Secretariat, UNHCR Regional Office for the 3RP, and the Government of Finland.



*Photo by UNDP/Rana Sweidan*

---

[6] <https://reliefweb.int/report/lebanon/support-public-institutions-lebanon-under-lebanon-crisis-response-plan-lcrp-2017-2020>

[7] <https://data2.unhcr.org/en/documents/details/74118>

[8] <https://www.jo.undp.org/content/jordan/en/home/library/3rp-partners-support-to-public-institutions-in-jordan.html>

[9] OECD DAC, 2021 <https://legalinstruments.oecd.org/public/doc/643/643.en.pdf>; <https://reliefweb.int/report/world/dac-recommendation-humanitarian-development-peace-nexus>

[10] <https://www.un.org/jsc/content/new-way-working>

# Methodology and Analytical Framework

In order to enable the identification of synergies and priority areas of coordination, the report is focused only on projects that have been developed by IFIs specifically to respond to the impact of the Syrian crisis in neighboring countries. The report focuses exclusively on projects fitting one of the following criteria:

1. Projects targeting primarily refugees and their host community, aiming at supporting refugees' inclusion<sup>[11]</sup>.
2. Projects aiming to alleviate the impact of refugee presence on host communities and institutions.

As such, the report does not aim to cover the full range of IFI interventions in the three countries<sup>[12]</sup>, although it is understood that other interventions from IFIs (and 3RP actors) might indirectly benefit refugees or host community or contribute to strengthening relevant systems and institutions.

The IFIs included in this report are:

- The World Bank
- The Islamic Development Bank (IsDB)
- The French Development Agency / Agence Française de Développement (AFD)
- The European Bank for Reconstruction and Development (EBRD)
- The European Investment Bank (EIB)
- The Japan International Cooperation Agency (JICA)
- The German Investment and Development Bank / Kreditanstalt für Wiederaufbau (KfW)
- The Council of Europe Development Bank (CEB)

The projects mapped and analyzed in this report have been identified through existing IFI-3RP coordination mechanisms in each country:

- In Jordan, the projects have been jointly identified with the technical focal points of these IFIs, who validated the details and data pertaining to these projects in June 2021.
- In Turkey, the focal point of IFIs provided updated input in October 2020 on a mapping already conducted in 2018, updating relevant details and including new projects.
- In Lebanon, the input was collected through a desk review in March 2021 including of information available on IFI websites, with data from the World Bank and JICA validated by their concerned regional focal points.

---

<sup>[11]</sup> As detailed in the 3RP Guidance Note on Socio-Economic Inclusion of Refugees in 3RP countries. <https://www.3rpsyriacrisis.org/wp-content/uploads/2021/09/19-Advancing-Socio-Economic-Inclusion-of-Refugees-in-3RP-countries.pdf>

<sup>[12]</sup> To illustrate the wide scale of other interventions implemented by IFIs in hosting countries, an internal UNDP mapping of all IFIs interventions in Jordan for 2015-2019 identified over USD 5 bn of loans, only 25% of which had any relations to the refugees' presence in the country.



Photo by UNDP/Rana Sweidan

IFIs interventions in Egypt and Iraq have not been included in this report because, firstly, the mapping could not identify specific interventions related to Syrian refugees in these countries that met the criteria highlighted in the prior section and, secondly, the 3RP has not yet conducted an analysis of public institution support in these countries.

The mapping covers 131 refugee-related projects (or 220 interventions) supported by the IFIs, including recently completed, ongoing, and planned projects. All data in the report refers specifically to these 131 projects. While IFI projects typically last for five years, the total timespan covered by the mapping ranges from 2013 to 2025.

Some of these interventions have been directly channeled to 3RP partners, such as UN agencies or NGOs, for implementation. As this report is aimed primarily at facilitating comparison and coordination of IFI interventions with those of the 3RP, such projects are not included in the below analysis. IFI funding of 3RP partners is primarily done by KfW in Lebanon, Jordan, and to a limited extent in Turkey, while other agencies such as AFD have also funded NGOs and other 3RP partners in Lebanon and Jordan[13]. Such projects are also not included because the report focuses on IFIs interventions implemented through channels other than the 3RP.

---

[13] Examples of IFIs support to 3RP partners include EBRD supporting UNDP in Turkey to construct vocational training centres, KfW funding UNICEF to operate Makani education centres and ILO to implement employment intensive projects in Jordan, or AFD supporting local and international NGOs to carry out education and protection activities in Jordan. Such projects where 3RP actors are listed as implementing partners in the input provided by IFIs are included in the dataset of the mapping but have been removed from the analysis and graphs.

## Analytical Framework

In order to enable joint analysis of different type of interventions from different actors across different sectors, modalities, and timeframes, the framework used for such analysis is based on the resilience lens used in the 3RP[14]. The analytical framework focus on national systems; public institutions, local authorities, the private sector, and national civil society. The support provided by IFIs is disaggregated not only by which systems and institutions are supported but also how these systems and institutions are strengthened. This approach helps to outline how partners can further enhance system and institutional resilience. This is in line with the Global Compact on Refugees, which emphasizes the need for additional financial resources, technical assistance, and capacity-development support and underlines the need to work primarily through local and national systems[15].

The report achieves this by looking at the IFI support provided across sectors and agencies to and through public institutions as well as direct monetary support provided to governments. In addition, the report maps support to non-governmental national systems, including the private sector, and local civil society organizations.

Support *through* institutions refers to programming where the beneficiaries are individuals and communities, but which is channeled and delivered through public systems; for example children accessing education through public schools or cash transfers disbursed through national safety nets.

Support *to* institutions refers to support which directly benefits the public institutions themselves; for example, cases where institutions themselves retain the support provided, whether in the form of additional resources (equipment, facilities, infrastructure, staffing, etc.) or in the form of system strengthening (capacity building or support to policy development).

Direct Budget Support (only provided by JICA in Jordan) is categorized separately as the support is directly injected into the treasury and disbursed against a list of commitments (other IFIs do provide direct budget support but not as part of their Syria crisis response).

Support to the private sector includes grants, business development services, loans provided to small and medium enterprises and other businesses either directly or through national banks and financial institutions. Support provided to SMEs through a public institution is categorized as support THROUGH institutions.

---

[14] [https://www.undp.org/content/dam/rbas/doc/SyriaResponse/UNDP\\_Resilience-3RP\\_final-lowres.pdf](https://www.undp.org/content/dam/rbas/doc/SyriaResponse/UNDP_Resilience-3RP_final-lowres.pdf)

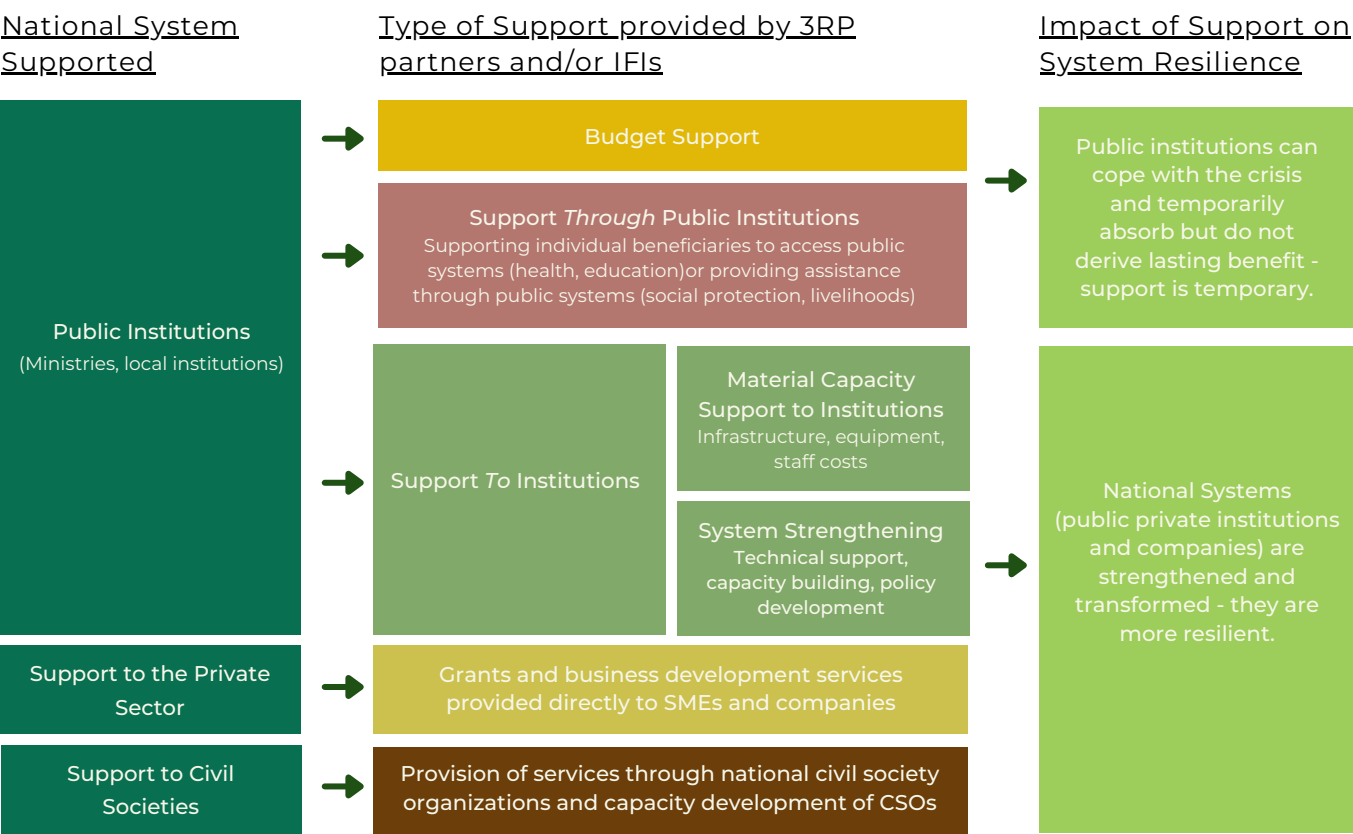
[15] UNHCR, *The Global Compact on Refugees, UNHCR Quick Guide*, (September 2018). Available at: <https://www.unhcr.org/uk/events/conferences/5b6d574a7/global-compact-refugees-unhcr-quick-guide.html?query=UNHCR%20Quick%20Guide>



Support to the civil society includes support to national and international NGOs. However, as mentioned above, this support is very limited in IFI programming and is therefore not included in the overall results. Similarly, support delivered through 3RP actors is not included in the presentation of results (but is available in the original dataset) to focus on potential complementarity rather than existing collaboration between the 3RP and IFIs.

The report uses the financial value of the support provided – the budget of projects or their components – to enable aggregation and comparison of very different projects, institutions, and modalities working across countries and timeframes. This facilitates and analysis of trends, gaps, and differences and provides a basis for more in-depth comparisons between specific sectors.

IFIs provided input on the type and estimated value of support provided to various government institutions in order to facilitate analysis. In some cases, the breakdown of project value by component and type of support is based on rough estimates provided by IFIs. Moreover, as all values have been converted into US Dollars at the time of data collection, the figures provided in this report should be interpreted as indicative estimates rather than exact accounting figures. The former is sufficient to facilitate an analysis and identification of trends, gaps, and priority areas of coordination.

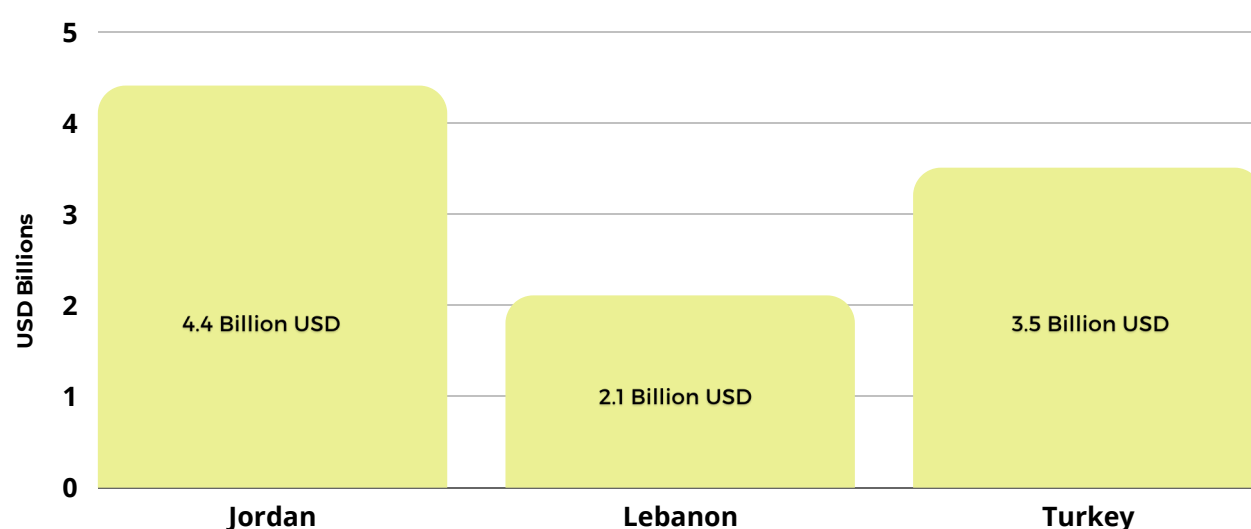


# I- Analysis of IFIs' Regional Syria Crisis Response

## Cumulative support mobilized by IFIs to respond to the Syria Crisis in Lebanon, Jordan, and Turkey

As of mid-2021, the cumulative support mobilized by IFIs since 2013 across the three countries amounts to just under USD 10 billion. This support has been mobilized through interventions starting as early as 2013 in Lebanon, and lasting all the way to 2025 for current ongoing and planned projects. More information on the status of these projects is provided below.

Total IFI support: [16]



Jordan, despite hosting less Syrian refugees than Turkey and Lebanon, has benefitted from the largest amount of IFI support with USD 4.4 billion mobilized. This is partly due to the fact that Jordan is the only country where the government has received direct budget support from IFIs (nearly USD 790m through three JICA Development Policy Loans) and that Jordan has been at the forefront of mobilizing projects through the GCFF, particularly following the release of the Jordan Compact at the 2016 London Conference.

Turkey, the largest refugee hosting country in the world with four million refugees from Syria and other nationalities, received the second most with USD 3.5 billion mobilized to date[17].

While Turkey has not benefitted from substantial loans from IFIs as it is not included in the GCFF, IFIs have accessed significant grant funding from donors in Turkey. IFIs notably secured half of the second trench of three billion euros from the EU Facility for Refugees in Turkey[18].

[16] All figures used in various graphs of this report come from mapping of relevant IFIs interventions as outlined in methodology.

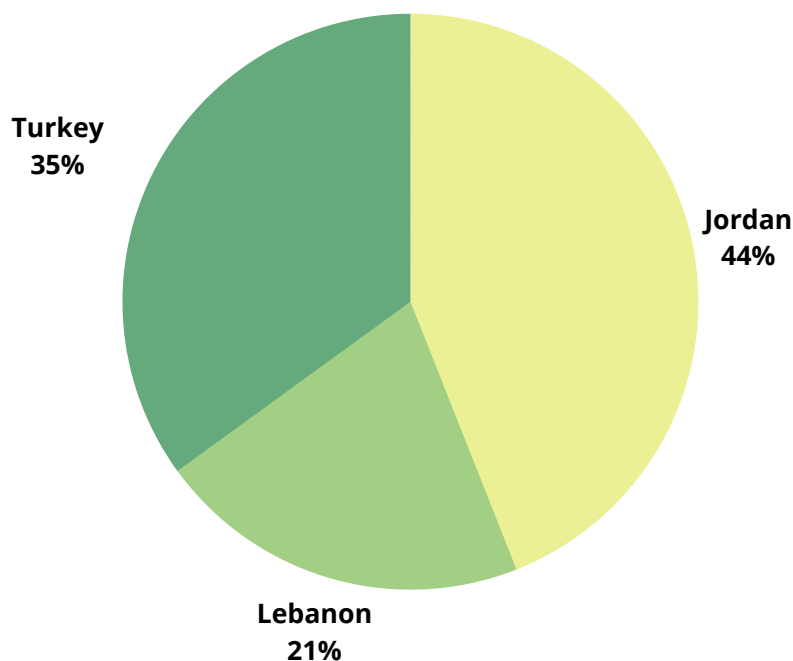
[17] Republic of Turkey Directorate General of Migration Management, <https://en.goc.gov.tr/temporary-protection27>

[18] [https://ec.europa.eu/neighbourhood-enlargement/news\\_corner/migration\\_en](https://ec.europa.eu/neighbourhood-enlargement/news_corner/migration_en)

Lebanon, despite hosting the largest density of refugees per capita in the world, has benefitted from only USD 2.1 billion worth of cumulative support from IFIs. This is particularly due to the fact that substantive support from IFIs was pledged at the CEDRE Conference (Conférence économique pour le développement, par les réformes et avec les entreprises) but has not yet been committed to specific projects as the disbursement of funds is conditioned on structural reforms.

In addition to this, IFIs have also been channeling an additional estimated USD 540m to 3RP partners over the timespan across the three countries. This is done almost exclusively by KfW, especially for education, water, and livelihoods projects, with smaller funding to 3RP partners agencies from AFD and EBRD.

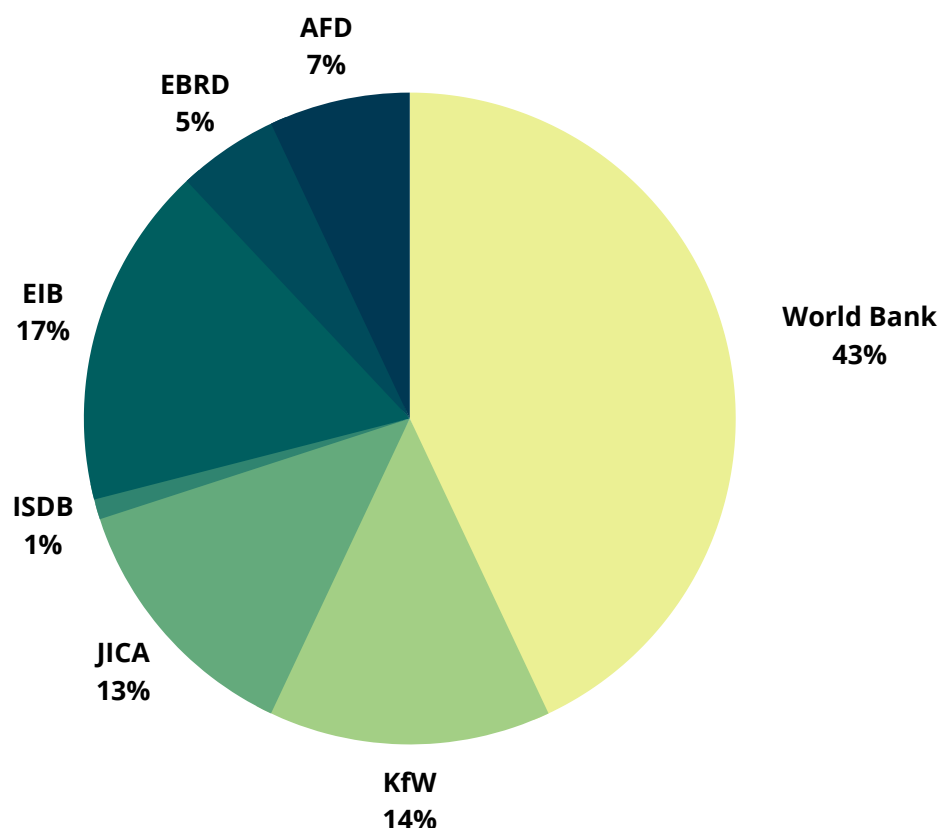
#### Proportion of IFI support by target country:



#### Support by IFI

The World Bank provides the largest share of support in each country. However, World Bank support represents only 40% of total IFI funding. The proportion of World Bank projects across the total support by IFIs is more important in Lebanon where it accounts for 57% of total IFI funding, particularly as the World Bank has been able to approve several projects recently (namely the Lebanon Emergency Crisis and COVID-19 Response Social Safety Net Project while an additional Municipal Investment Programme is being designed). The proportion of World Bank support amongst total IFI funding is lower in Jordan (37%) where other IFIs have managed to scale up programming.

### Breakdown of support provided by the different IFIs:



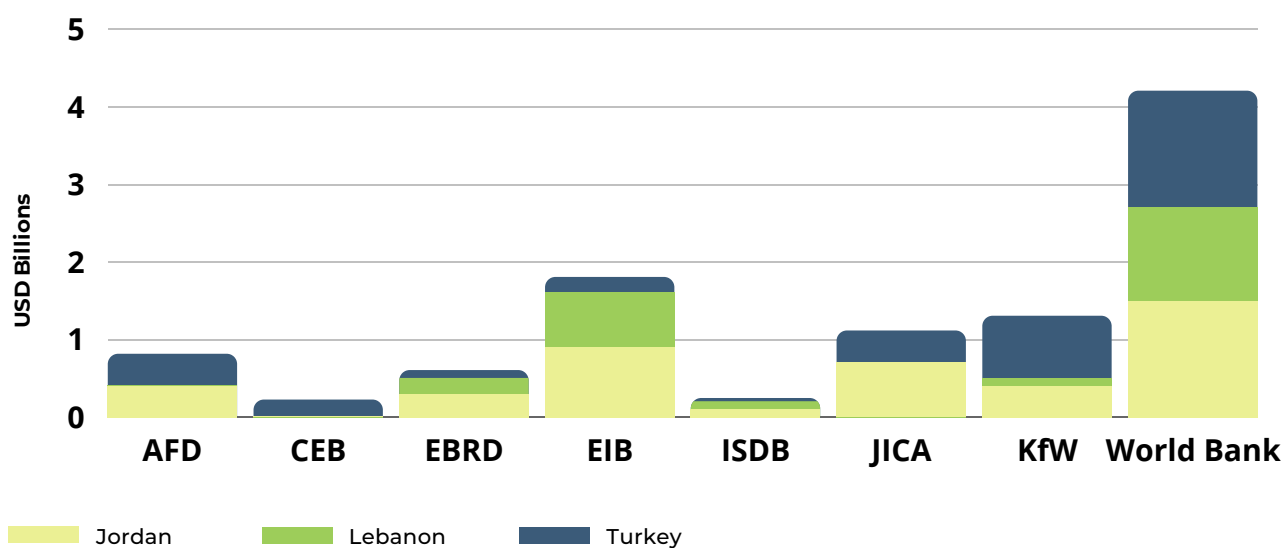
JICA has been providing particularly substantive support in Jordan (USD 824m, particularly through Development Policy Loans for budget support) as well as in Turkey (USD 410m, particularly for loans for municipal infrastructure which are expected to be replicated in 2021), but has not managed to develop substantive activities in Lebanon as a bilateral agreement between Japan and Lebanon to provide resources to the country is still being finalized.

On the other hand, EIB has scaled up significant programming in Jordan (especially to support the private sector and water sector) and Lebanon (supporting the private sector and industrial zones), but much less in Turkey. EBRD and ISBD are also part of the GCFF, together with EIB and the World Bank, and also finance their own projects in the three countries. AFD has developed important interventions, notably related to water and women's and youth empowerment in Jordan, and is implementing EU Facility projects in Turkey. Finally, the CEB is only active in Turkey to implement health infrastructure projects from the EU Facility.

KfW stands out as it is the only IFI to use grants to finance interventions in the three countries.



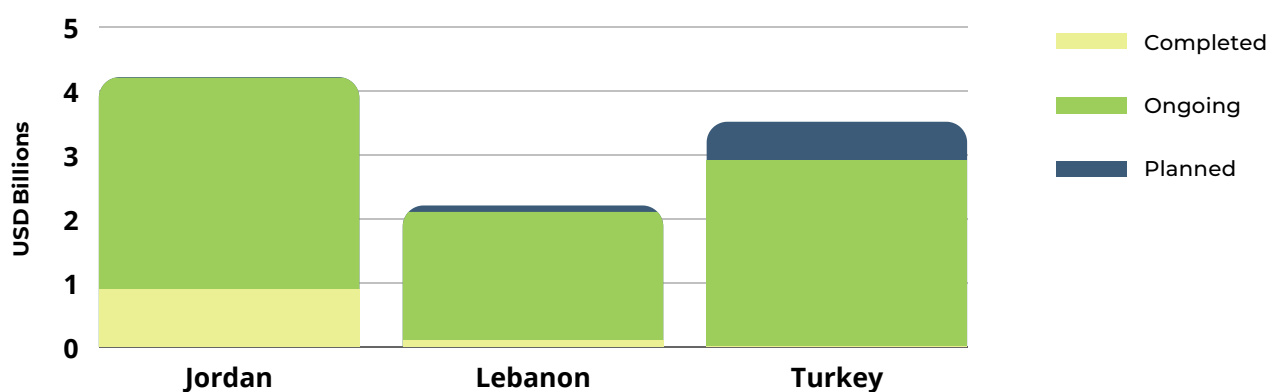
### Support provided by the different IFIs by country:



### Status of IFI Support

This mapping exercise looks at projects that have started as early as 2013 and are due to finish after 2025. IFIs typically work on large, multi-year projects typically lasting for five years. Given that the 2016 London Conference was the key driver of the scaling up of IFI interventions, many of the projects from IFIs remain 'ongoing' in 2021 (82% of the total support), with very few projects planned or completed (10% and 8% respectively) except in Jordan (largely explained by the two Development Policy Loans from JICA which have been closed). Several new major interventions have been approved while previous ones are still being completed, especially in Turkey for projects funded under the EU Facility for Refugees In Turkey (FRIT) (some FRIT-1 projects are being closed while FRIT-2 projects are now being initiated), leaving a limited number in pipeline. As such, the status of many projects is expected to move to 'completed' in the next few months. Meanwhile, COVID-19-related projects have also been fast-tracked and are ongoing.

### IFI projects by status:



## Modality of support provided by IFIs

In order to maximize the amount of support they could mobilize for Turkey, Lebanon, and Jordan, IFIs have developed innovative instruments. As the three countries fall in the upper middle-income country category, they are not eligible for some of the instruments typically developed by IFIs. Nevertheless, IFIs have managed to develop projects based on both grants and loans as well as blended projects. This involves a mixture, or blended finance, of grants and loans in the same project in order to subsidize the interest of the loan portion.

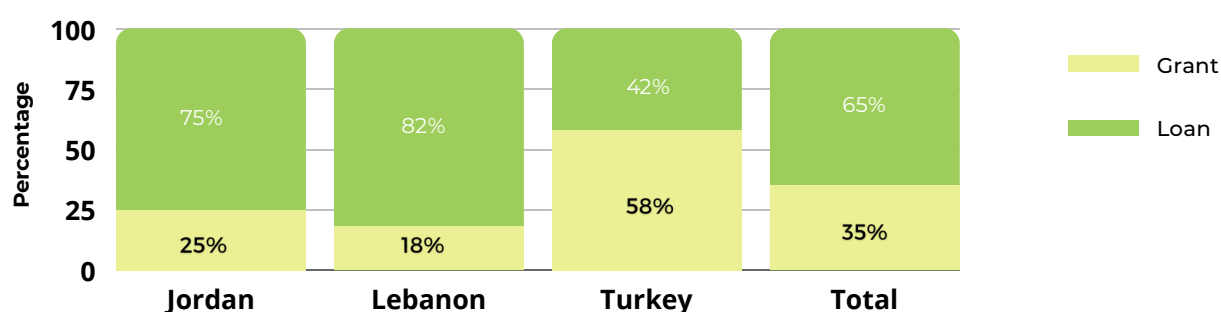
This is especially the case for the GCFF. However, IFIs have developed other instruments and funds specifically for the Syria crisis, including trust funds to mobilize purely grant funding or agency specific instruments. For example, the EIB Economic Resilience Initiative (ERI) intends, amongst its primary objectives, to promote private sector development through support to SMEs as key players for generating economic growth and employment opportunities in refugee hosting countries[18].

The World Bank has also used the range of its various instruments[19], included under the GCFF. The Programme-for-Results instrument is particularly important for World Bank interventions in Jordan, accounting for nearly half of the value of support mobilized there. This modality links disbursement of funds directly to the delivery of defined results, helping countries improve the design and implementation of their own development programs and achieve impactful results by strengthening institutions and building capacity. On the other hand, the Development Policy Financing instrument of the Bank (similar to JICA Development Policy Loan), which is comparable to budget support, has only been used to extend an older project supporting the water and electricity sector in Jordan[20].

Despite the focus on blended projects as a key innovative tool to respond to the protracted displacement situation, the blended financing modality only accounts for USD 3.25 billion, which is less than a third of the total support mobilized by IFIs in the region.

When disaggregating the loan and grant part of the blended projects, the total funding mobilized by IFIs appears to be composed two-thirds of loans (USD 6.5 billion) and one third of grants (USD 3.5 billion).

### Grant - Loan ratio of IFI interventions:



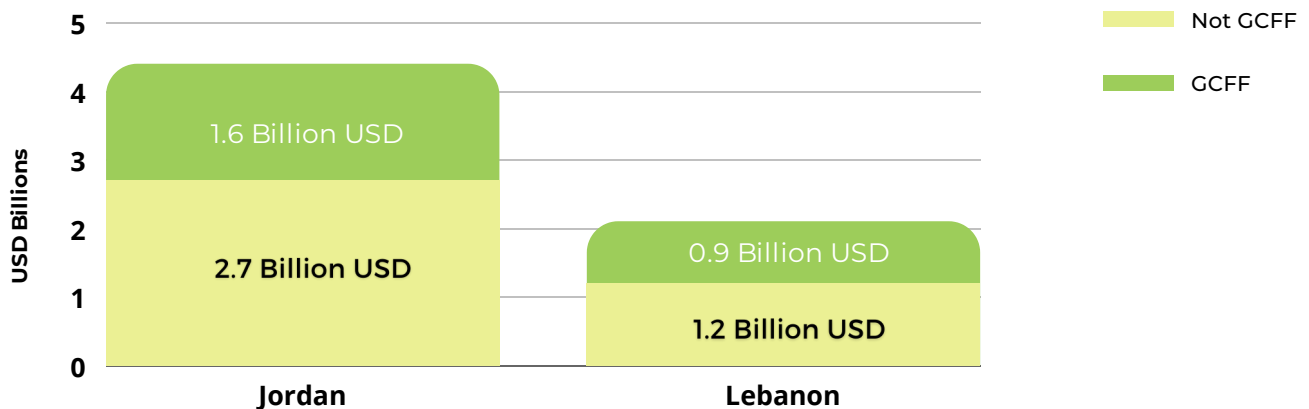
[18] <https://www.eib.org/en/products/mandates-partnerships/eri/index.htm>

[19] See details and definition of the various instruments of the World Bank: <https://www.worldbank.org/en/projects-operations/products-and-services>

[20] <https://documents1.worldbank.org/curated/en/Jordan-Energy-Water-DPL-PD-11112016.pdf>

This varies greatly between countries, with Turkey mobilizing a majority of grant funding (as IFIs are accessing EU grants) and Lebanon and Jordan mobilizing loans especially through the GCFF, which accounted for about 40% of the total IFI funding mobilized in the two countries<sup>[21]</sup>.

### IFI support through The Global Concessional Financing Facility:



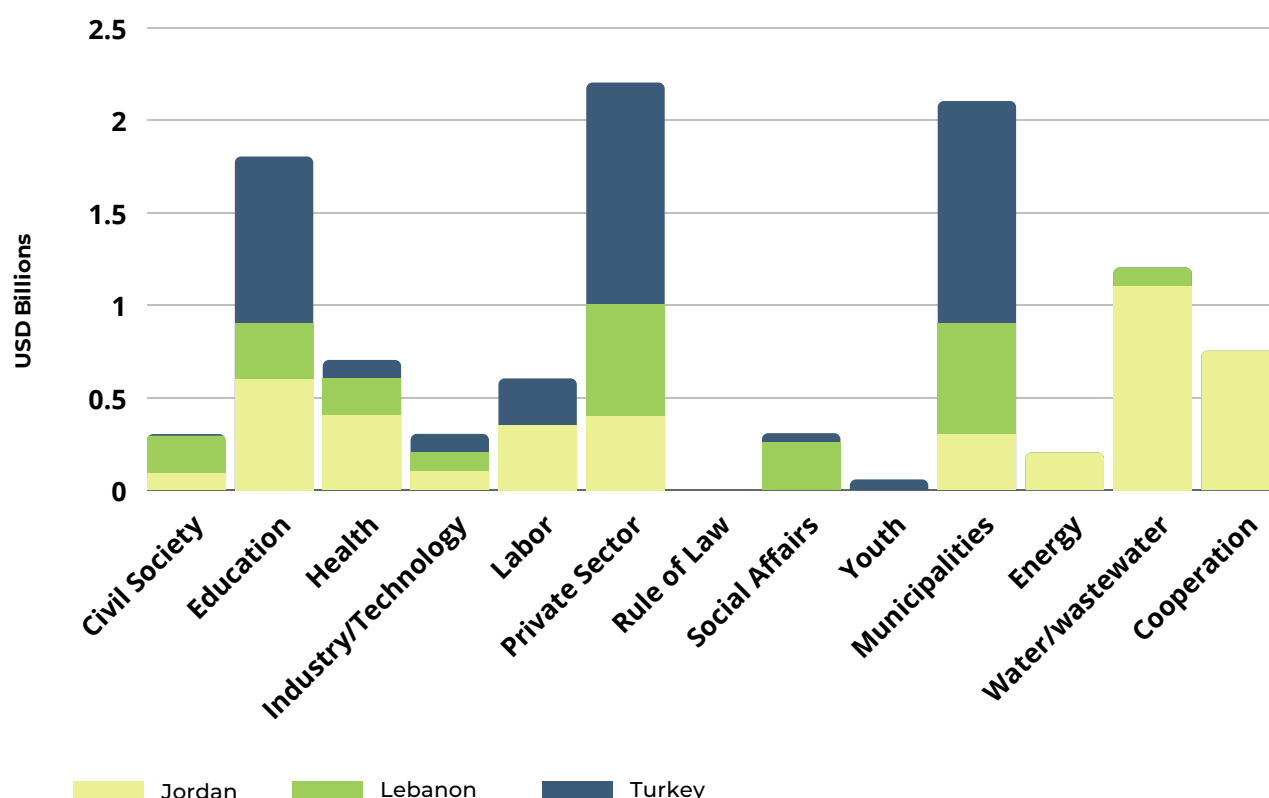
### IFI support by institution targeted

It is generally challenging to categorize the support from IFIs by sector as each IFI uses different terminology and categories for its interventions. IFI interventions are focused on a few specific areas, namely basic services, livelihoods, education, health (infrastructure and COVID response), and infrastructures such as municipal services, water and waste infrastructures, and roads. The 3RP sectors cover a wider range of interventions, including protection, basic needs, cash assistance, food security and agriculture, and social cohesion.

Therefore, analyzing the support provided based on the institution or national system receiving the support is the preferred methodology to understand how IFI support is being contextualized to country priorities and which system is being strengthened. This is especially the case for livelihoods interventions which represent over 25% of IFI support and can range from industrial zone development to micro-credit to women's SMEs. This is also important from a coordination perspective by helping 3RP partners understand which of their partners' institutions is working with IFIs. From the resilience lens, understanding which national systems is being supported and strengthened is also key to identify gaps and priorities.

<sup>[21]</sup> noting that the concessionality does not necessarily apply to the full value of such projects which can mix concessional loans with regular loans, and grants.

## Support by institution:



The analysis by institutions helps highlight how the support from IFIs varies among countries:

- Municipalities and local services are the institutions receiving the most support overall.
  - However, this is primarily driven by Turkey, where JICA provided large loans to municipalities and the World Bank and AFD have secured large grants from the EU to support municipal infrastructure which were then blended with loans to further scale up the support.

- In Lebanon, two of the largest projects were funded by the GCFF: the road and employment programme and the Greater Beirut transportation project, which both focus on municipal infrastructure. These two projects build on some of the initial support to local and municipal services provided at the onset of the Syria crisis, such as the World Bank Municipal Services Emergency Project. These interventions will likely be further scaled up through an additional municipal investment programme being developed by the World Bank currently pending approval.

The biggest portion of the support to municipalities still focuses on water and sanitation projects, especially in Turkey. Support to water supply and waste water is a structural priority in Jordan and is the main area of support through projects implemented with the Water Authority of Jordan or other branches of the Ministry of Water and Irrigation. All IFIs active in Jordan (except IsDB) are implementing projects in the water sector.



- Support to Ministries of Education has mobilized nearly USD 1.8bn across the three countries, with a heavy focus on education infrastructure and the payment of salaries to teachers and/or enrollment fees for children. Education is also one of the main areas where IFIs have channeled their support through 3RP partners. This is particularly the case in Lebanon, where KfW supported the Ministry of Education RACE programme through UNICEF[22].
- IFIs have a strong comparative advantage in providing direct financial support to the private sector through large SME financing programmes. That support is particularly developed in Turkey - where the World Bank has been implementing a large SME financing programme focusing on regions hosting large numbers of refugees - and in Lebanon.
- IFIs deliver a lot of employment support through public institutions such as the Ministry of Labor in Jordan for the implementation of the Jordan Compact, with the large Economic Opportunities for Jordanians and Syrian Refugees programme under the Program-for-Results of the World Bank. Ministries of Industry and Technology are supported in the three countries. It is also worth noting that several municipal projects are also directly related to employment, notably to generate temporary opportunities through labor-intensive programmes mainly in Lebanon and Jordan, whereas the cash-for-work modality is less developed in Turkey.
- Additional country specificities include support to the social safety net in Lebanon and support to the Ministry of Planning and International Cooperation in Jordan, who are in charge of managing the budget support loans from JICA. IFIs also support the rule of law sector to a modest level (USD 8.3 million by the World Bank and AFD respectively) in Jordan.

## Type of support provided by IFIs: focus on infrastructure and private sector development

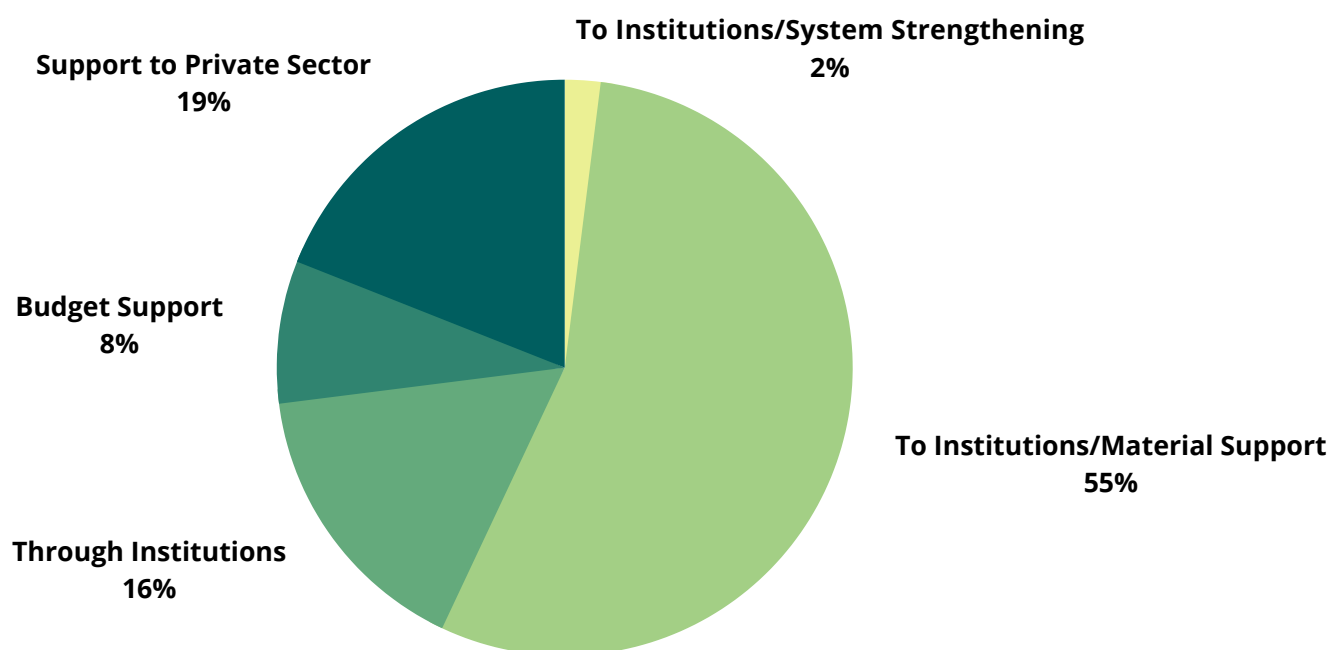
In order to facilitate coordination and synergies between IFIs and 3RP partners, it is crucial to understand not only which agency is working with which institution or national systems, but also how the support to that institution functions. Undertaking this analysis, the Public Institution Support Tracking analytical framework (which includes support implemented by 3RP actors with IFI funding) provides a sound basis to identify gaps and complementarity. Such detailed analysis should be undertaken first and foremost at a country level, where operational coordination between IFIs and 3RP actors can be put in place under government leadership. Nevertheless, from the regional level, the analysis on how support functions is useful to understand the overall strategic approach of IFIs and compare with 3RP partners.

The below graph illustrates the disaggregation of support provided by IFIs based on project documents and budget of components and activities. However, as underlined above, the level of disaggregation is not always available, particularly for some system-strengthening activities that can be embedded as part of larger interventions. The below is therefore an indication of trends as opposed to an exact breakdown of IFI support.

---

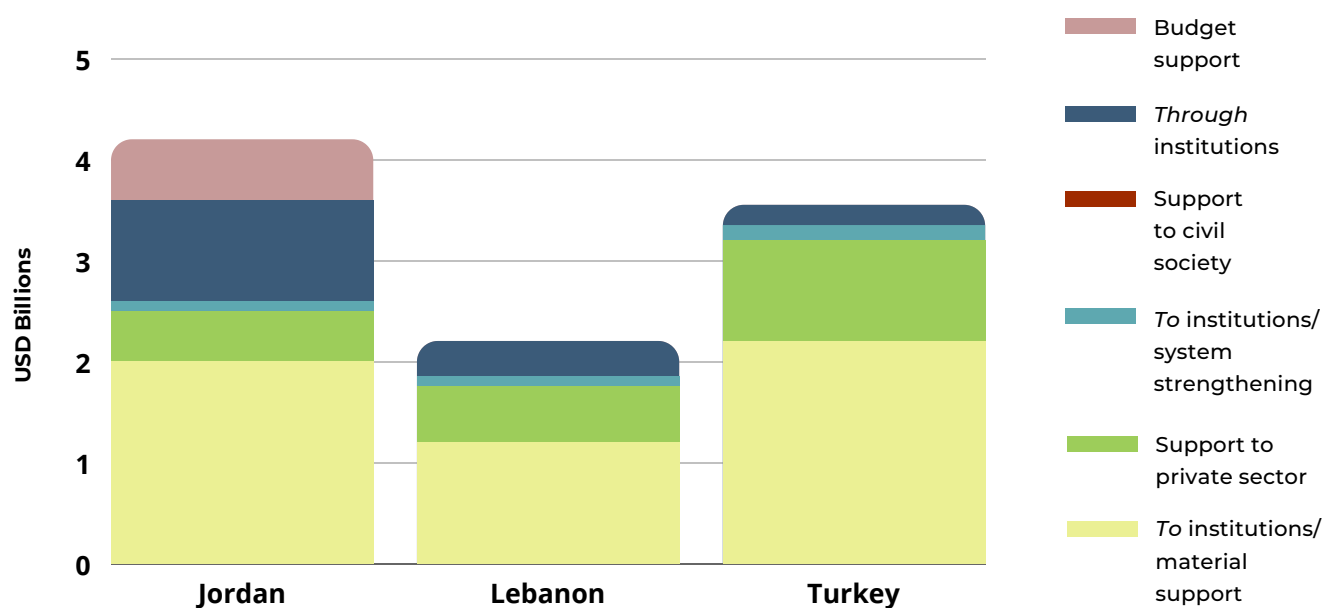
[22] *Reaching All Children in Education* - <http://www.racepmlebanon.com/>

### Type of support provided by IFIs:



This clearly illustrates the focus of IFIs on material support, primarily infrastructure financing, complemented by support through institutions and direct support to the private sector. System-strengthening interventions remain a much smaller share of support, while budget support is only provided within some of the JICA support in Jordan. The below graph displays the breakdown of this data at a country level.

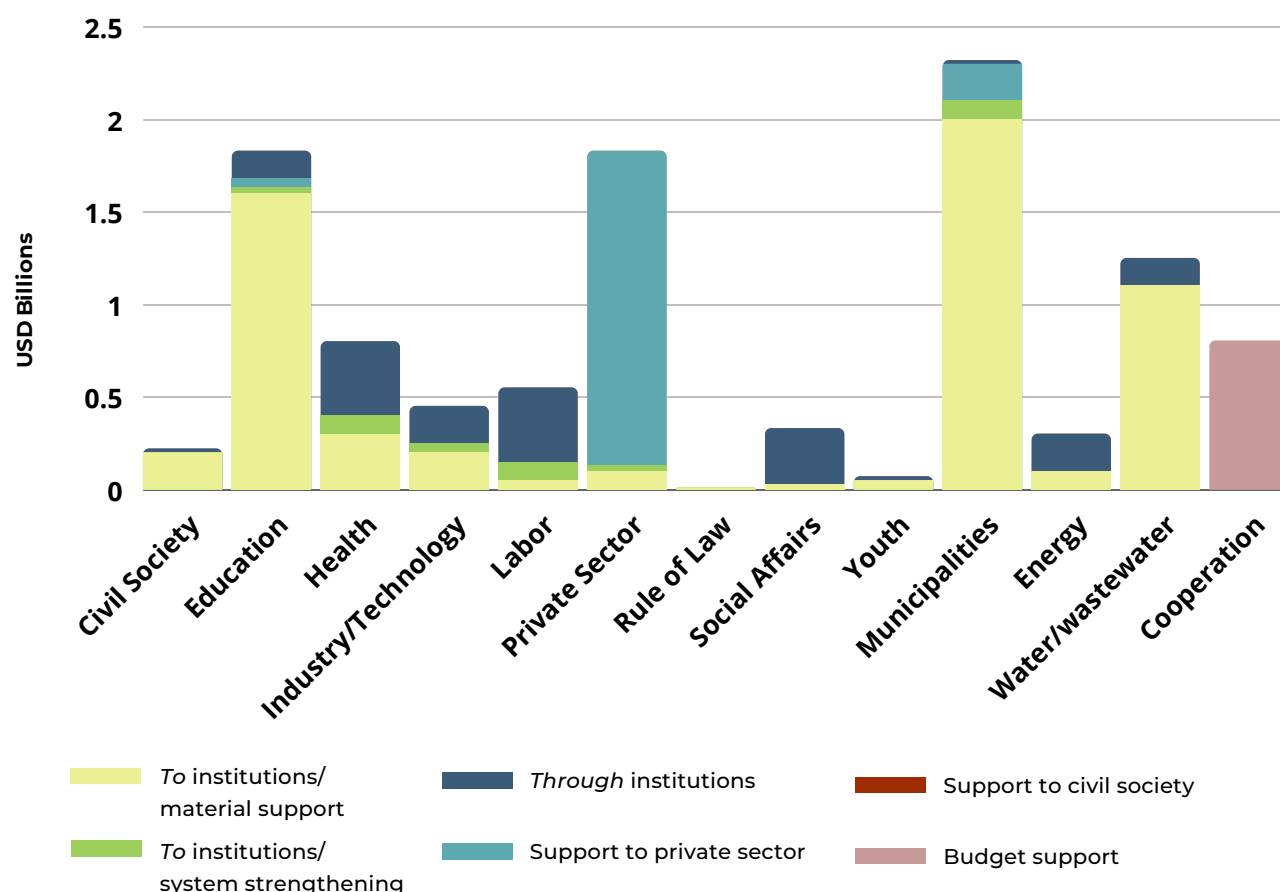
### Type of support by IFIs at the country level:



## Type of support provided to Public Institutions

While a detailed analysis of the type of support provided by IFIs to various institutions could be better assessed at country level, the regional mapping helps to highlight a few broad trends in the support provided.

### Type of support provided by main institution:



Support *through* institutions, which is channeled through public systems to be delivered to refugees, host communities, or in some instances to small businesses, notably includes the following:

- In Jordan, the large World Bank programme on economic opportunities<sup>[23]</sup> is delivered through the Ministry of Labor to support the granting of work permits to refugees and improvements in the business environment. The World Bank also implemented a large development policy loan aiming at alleviating the extra demand of refugees on the electricity and water sectors by easing the government debt service bill. The Bank is also financing health services by refugees and Jordanians through the Jordan Emergency Health Project.

[23] <https://documents1.worldbank.org/curated/en/802781476219833115/pdf/Jordan-PforR-PAD-P159522-FINAL-DISCLOSURE-10052016.pdf>

- In Lebanon, the World Bank Health Resilience Project and the Emergency Primary Healthcare Restoration Project both cover the utilization of health services. In addition, several large social protection projects (the Emergency National Poverty Targeting Program Project, the Emergency Crisis and COVID-19 Response Social Safety Net Project, and the upcoming Emergency National Poverty Targeting Program Project(ESSN)) entail large cash transfers to the most vulnerable poorest Lebanese. While there have been delays to the launch of the ESSN, it will provide a lifeline to increasingly vulnerable Lebanese households.
- In Turkey, support *through* institutions by IFIs is less humanitarian in nature, as cash transfers are implemented by 3RP partners, the Turkish Red Crescent, and the International Federation of the Red Cross, while healthcare consultations for refugees are supported through direct bilateral support from the EU. Support through institutions revolves more around livelihoods, with significant support from the World Bank and KfW to develop active labor market policies for refugees and Turkish nationals, and support to small business and cooperative development through the Ministries of Industry and Agriculture.

Support *to* institutions in the form of additional infrastructure, equipment, or staffing support from IFIs revolves largely around actual infrastructure construction or repair:

- In Jordan, the focus is largely on water infrastructure, with over USD 700 million worth of support delivered through eight projects from AFD, EBRD, EIB, KfW, and JICA. The World Bank is supporting municipal infrastructure (with additional support from EBRD for transportation in Greater Amman and EIB on energy efficiency of public buildings), education infrastructure (with significant support also provided by KfW notably to cover salaries of teachers and rehabilitate schools), as well as some livelihoods infrastructure (such as through financing of tech hubs at community level).
- In Lebanon, as mentioned above, two large projects focus on roads and transportation using labor-intensive modalities to create short-term employment opportunities. Other smaller infrastructure interventions have occurred in health (the World Bank and ISDB Health Resilience Project), water (JICA), and industry (EIB support to industrial zones).
- In Turkey, IFIs have traditionally been leading support for health (AFD and CEB construction of hospitals) and education infrastructure (KfW, including youth and TVET infrastructure) as key components of the response. IFIs are now in charge of implementing the large municipal infrastructure programmes from the EU-FRIT, with the AFD and World Bank focusing on water, waste water and solid waste as well as recreational and public facilities, building on previous interventions by JICA, EBRD, and EIB on water supply, sewerage, and solid waste management facilities in municipalities.





Photo by ActionAid/Marah Khalid

System-strengthening interventions, such as training, capacity building, and technical support to develop or strengthen policies and procedures, are relatively limited and account only for a small portion of IFI support to public institutions. They are typically mainstreamed into larger projects through support to project management and coordination within ministries. There are however more focused efforts to sustainably transform the capacity of public institutions, most notably in Turkey through entrepreneurship support (EBRD, World Bank) and active labor market policies (World Bank). In Jordan, World Bank support to municipalities also increased their overall management and planning capacities, while support to the Ministry of Digital Economy and Entrepreneurship will improve digitally-enabled income opportunities and expand digitized government services. In Lebanon, the large social protection projects also require building strong capacities to target and deliver cash assistance, including an initial focus on the development and upgrading of an appropriate database and verification system. IFIs (EBRD, JICA, KfW, World Bank) are also providing technical support to enhance the quality of health and education services as part of their respective interventions in these sectors..

Across their range of interventions, IFIs strive to ensure that interventions do benefit women and contribute to gender equality as well. However, possibly due to the nature of IFI interventions and the focus on infrastructure, this is not always particularly prominent. Only 15 of the different projects and interventions mapped for this report specifically mention ‘women’ in their title, summary description, key activities, components, or indicators. Most of these generally revolve around economic empowerment and livelihoods, which is detailed further below. The others are related to support *through* institutions, ensuring that women benefit substantially from public service provision, particularly health services. Gender specific benefits of infrastructure projects are more challenging to single out, although some projects such as the World Bank Greater Beirut Transportation Project spell out specific benefit in terms of women mobility.

## II- Areas of potential Synergies between IFIs and 3RP Partners

IFIs and 3RP partners should strive to put in practice the recommendations of the New Way of Working to operationalize the humanitarian-development nexus. To support this, humanitarian and development actors should work collaboratively together, based on their comparative advantages, towards 'collective outcomes' that reduce need, risk, and vulnerability over multiple years[24]. Implementing the nexus requires ensuring complementarity and synergies on joint planning and programming as well as joint implementation.

In line with the objective of this paper to identify areas of synergies between the 3RP and IFIs, this section outlines points and areas of potential complementarity between IFIs and 3RP efforts. It looks first at the issue of economic opportunities and jobs, which has been a core area of the successive regional conferences on the Syria crisis[25]. It then reviews other potential areas of collaboration that warrant further discussion at the country level.

### Economic Opportunities and Jobs

The issue of creating employment opportunities for refugees and their host communities has been a cornerstone of the Syria Crisis response as facilitating access of refugees to self-reliance is a crucial pre-condition to socio-economic inclusion. Indeed, reducing their dependence on assistance while sustainably increasing their ability to access services is key to enable refugees to actively contribute to their communities without exacerbating social tensions[26].

Both 3RP partners and IFIs have strived to deliver results on employment, with an important diversification and scaling up of livelihood-related interventions, from small vocational and cash-for-work training to a wide range of structured programmes. These tackle both the supply and demand side of the labor market while supporting its enabling environment.

As underlined above, IFI interventions supporting economic opportunities and jobs relate not only to support for public institutions to deliver active labor market policies, but also to direct support to the private sector to stimulate job creation.

- In Jordan, the EIB has been at the forefront of support to the private sector with four projects to support SMEs worth over USD 300 million, implemented through various banks. Meanwhile, the IsDB has been supporting digital transformation of businesses, while AFD has supported smaller initiatives related to youth and women. The World Bank's Youth, Technology and Jobs Project includes direct support to establish a digital skills training ecosystem with private sector involvement and to expand access to market for digital firms.

---

[24] <https://www.un.org/jsc/content/new-way-working>

[25] See for example DFID, *Supporting Syria & the Region Conference: Jobs & Economic Opportunities Focus Event*, February 2016, <https://www.youtube.com/watch?v=8dZpwQ14hg4>

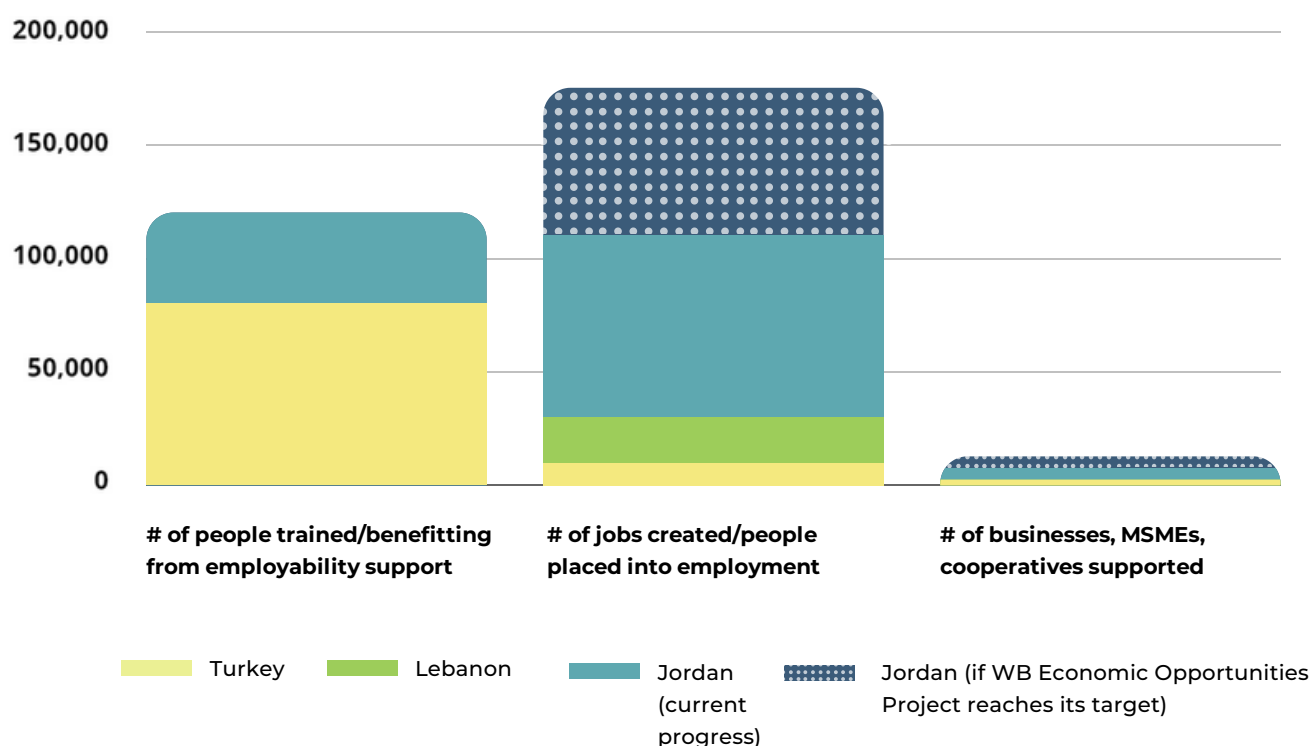
[26] UNDP, *Jobs Make the Difference, Expanding Economic Opportunities for Syrian Refugees and Host Communities*, 2017, <https://www.arabstates.undp.org/content/dam/rbas/doc/SyriaResponse/Exec-Summary-Jobs%20Make%20the%20Difference.pdf>

- In Lebanon, the EIB has set up a large Lebanon Private Sector Resilience Facility (USD 415 million) to provide funding to SMEs and mid-caps through credit lines to local financial intermediaries<sup>[27]</sup>. The EBRD is also supporting two similar projects to facilitate access to finance for Micro, Small and Medium Enterprises (MSMEs).
- In Turkey, the World Bank has two large projects totaling over USD 700 million aiming to increase access to finance for SMEs, with additional support provided by KfW and EBRD.

Overall, IFIs are investing nearly USD 3 billion in fostering economic opportunities and jobs. The mapping of these projects also aimed to extract their targets and/or progress against key indicators such as number of people accessing employment (converting short term employment opportunities into full-time equivalent), number of people receiving employability support (training, guidance, and matching), and number of businesses supported.

The expected impact on employment obtained by aggregating these key target and result indicators across projects is summarized below, accounting for both a lower possible impact (which is based on the assumption that the Economic Opportunities project in Jordan does not scale up results) and a higher possible impact (in case the full target of this project is reached).

### Potential cumulative impact of IFIs on livelihoods:



<sup>[27]</sup> As part of the EIB Economic Resilience Initiative mentioned above to support countries affected by forced displacement and migrations <https://www.eib.org/en/projects/loans/all/20180168>

Overall, the total potential impact of ongoing IFI support to refugees livelihoods amounts to the following:



### 120,000 to 185,000 jobs created or maintained:

---

- The variation is primarily due to the large Jordan Economic Opportunities project which foresees over 100,000 new employment opportunities for refugees and host communities, but reports only 35,600 in its latest progress.
- In Lebanon, most of the expected impact comes from temporary employment opportunities from labor-intensive infrastructure projects (the World Bank's Greater Beirut Transportation and Roads and Employment Projects). The expected total number of workdays generated is over 3.5m, or 17,000 full-time equivalent jobs<sup>[28]</sup>, in addition to another 6,900 permanent jobs to be created.
- In Turkey, job creation will be mostly generated from support to the private sector, with about 12,000 jobs expected to be created.



### 120,000 people benefitting from employability support:

---

- This is a big focus in Turkey with 80,000 beneficiaries, benefiting especially from World Bank projects on active labour market policy with the Turkish Employment Agency.
- This is also a big focus but to a lesser extent in Jordan with 40,000 beneficiaries, primarily benefiting from the World Bank Youth Technology and Job programme.
- Employability support in Lebanon is primarily done by 3RP partners rather than IFIs. Overall, these projects are expected to result in actual job placements but IFI project documents typically do not include specific targets on that front.



### 5,000 to 10,000 businesses supported:

---

- This is primarily in Jordan, with 4,000 to 8,000 businesses supported by EIB and the World Bank.
- In Turkey, 1,200 businesses will be supported.
- IFIs do also support businesses in Lebanon but did not provide targets of such support.

More detailed breakdown of these figures, including disaggregation of target figures by gender or nationality, is unfortunately not consistent across projects, especially as many private sector development projects do not have strict conditionality on how many jobs will be created and who will eventually benefit from them.

---

<sup>[28]</sup> As per the formula that full time jobs equals 220 working day in a year.

## Women's Economic Empowerment

Across the three countries, women economic empowerment remains a key challenge to fostering greater self-reliance of refugee and host community households, primarily due to low labor force participation of Syrian and host community women. As mentioned in previous sections, this is well understood by IFIs, who have incorporated a strong gender perspective in many of their employment-related interventions. Despite the difficulty identifying disaggregated target figures from all IFIs projects on that field, the dataset clearly reflects efforts both in projects specifically targeting women's economic empowerment and in more general projects by ensuring a significant number of women beneficiaries.

Those interventions specifically targeting women's economic empowerment include the EIB Microfund for Women's Microfinance and the ISDB intervention Developing the Economic, Social and Health Assets of Adolescent Girls and Young Women in Jordan. The World Bank's large project on social entrepreneurship in Turkey should also be highlighted here as 70 percent of social entrepreneurship support services and subgrants will be offered to women. AFD is also mobilizing support for UN WOMEN on Gender Responsive Budgeting in Jordan.

Regarding general interventions where IFIs ensure that women are significant beneficiaries, the World Bank provides a good source of data because their interventions systematically include disaggregation of targets for women. In Turkey, the agriculture employment support aims to benefit 4,000 women community workers, while the large formal employment creation project is expected to benefit 255 women-inclusive firms and create 2,700 jobs for women (out of 9,000 in total).



*Photo by UNDP/Rana Sweidan*



A similar intervention on SME's access to finance assesses businesses through a gender toolkit and develops business gender action plans. This is similar to AFD's approach, especially in relation to vocational education in Jordan, with two projects benefiting 1,000 and 675 women respectively. Some of the policy reform's milestones linked to loan disbursement also ease labor market access for women, for example as part of JICA budget support in Jordan.

Women's economic empowerment appears to be less of a focus in Lebanon, where most job creation occurs through labor intensive opportunities which benefit predominantly male workers.

## Towards IFI-3RP coordination for economic inclusion

For the livelihoods sector, 3RP partners have mobilized about one billion USD in funding between 2015 and 2020 across the 3RP countries[29]. With this funding, they have created or supported about 65,000 permanent jobs and 225,000 temporary employment opportunities, provided employability support to 400,000 people, and supported nearly 20,000 businesses[30].

While women have predominantly benefitted from employability support across 3RP countries, the available data on actual access to employment indicates a mixed picture between countries, with men predominantly benefitting in Turkey and more balanced results in Lebanon[31].

This calls for increased coordination in support for economic opportunities and jobs between 3RP partners and IFIs. Such coordination could build upon the livelihoods working groups which provide a strong coordination structure in each country (as well as Food Security and Agriculture working groups where relevant) in addition to other in-country coordination structures.

The objective of such coordination would be, in particular, to ensure creating synergies on:

- Targeting and profiling economic inclusion programmes with a strong focus on women as well as the development of mechanisms for referral of 3RP beneficiaries to IFI programmes and vice-versa, thus helping to optimize livelihoods support to vulnerable groups (including children and persons with disabilities)
- Support to the private sector, provision of a deeper understanding of which type of businesses, sectors, and geographical areas are supported, and a movement towards more integrated approaches such as value chain programming.
- A joint strategy to outline a transition path to self-reliance for host communities and refugees currently depending on humanitarian assistance and social safety nets, supported by a multi-sectoral approach to ensure complementary services are provided together.

---

[29] 3RP annual reports 2015-2020 - <http://www.3rpsyriacrisis.org/>

[30] 3RP Resilience Tracker, based on reporting of partners in activity info across 3RP countries.

[31] 3RP Turkey 2020 Outcome Monitoring Report, <https://data2.unhcr.org/en/documents/details/88019>; LCRP Livelihoods Sector 2020 End of Year Dashboard, <https://reliefweb.int/sites/reliefweb.int/files/resources/Livelihoods%20Sector%20LCRP%20End%20of%20Year%20dashboard%202020.pdf>



## Other priority areas of coordination between 3RP and IFIs

In addition to the issue of economic opportunities and jobs, an additional four areas of collaboration between IFIs and 3RP partners emerge:

**1. Localization and support to local authorities**, in particular on the need to jointly strengthen local (municipal) capacity to identify priority needs and manage multiple sources of support to address them. Municipalities and local authorities are the first responders and the cornerstones of much of the response on the ground. They would benefit greatly from increasing levels of support in the coming years. Yet, international support also needs to build their capacity to direct this support effectively to address priority needs. There is a risk that large infrastructure support is being delivered based on a 'shopping list' or solely based on the 'implementability' of projects (i.e. ready-to-go with land allocation or feasibility studies) rather than based on needs, gaps, and local priorities. 3RP partners have been engaged with municipalities from the start and have implemented hundreds of local projects with them. For IFIs to build on and optimize this support would be an asset. In particular, 3RP partners in Turkey have supported municipalities to prepare applications for IFI funding.

**2. Health & education services**, ensuring for example that the very substantive support to expand access to services actually removes barriers to access such as information and awareness barriers on which services are available. While health and educational institutions are typically stronger in these areas and able to coordinate the support they receive from different constituencies, there is a risk both of a bottleneck effect given the massive scale of support available and of duplication of efforts to train personnel and improve systems.

**3. Social Protection**, particularly through cash assistance and wider approaches to safety nets that foster alignment and synergies between assistance to refugees and existing national systems. Where possible, collaboration should focus on seeking to strengthen national social protection strategies, policies and systems over the long-term, with an emphasis on meeting needs and ensuring protection across populations, including for female heads of household who are the most in need of support.

**4. Coordination of institutional strengthening and capacity building efforts**, which has been core to the 3RP resilience agenda and is critical to ensure that public systems are able to effectively absorb significant support from IFIs. This requires detailed interaction at the project team level not only to make sure that partners working with the same public institutions and units are fully informed about the support provided to that institution, but also to ensure that the activity of one partners becomes an enabler for the activities of another. In addition, such coordination of institutional strengthening needs to be based on the expertise areas and added value of each actor to minimize risks of fatigue by government counterparts.



*Photo by UNDP/Rana Sweidan*

**5. Data analysis and policy dialogue** through joint analysis and communication of vulnerabilities and resilience programme impact as well as identification of key policy issues and bottlenecks that could be addressed jointly with host governments. Based on shared evidence, collaboration to formulate policy recommendations could guide sustainable solutions in protracted refugee situation. This could capitalize on initial cooperation work initiated on joint analysis such as the Lebanon Vulnerability Assessment Panels, which seeks to gather vulnerability data across populations, as well as the work of the UNHCR-World Bank Joint Data Centre.

**6. Cross-cutting:** there must be stronger coordination and investment on gender equality and social inclusion to address the observed levels of gender inequality and vulnerabilities amongst marginalized groups. Similarly, there is room for IFIs and 3RP to jointly work on other cross-cutting projects such as PSEA and Accountability to Affected Populations.

## Conclusion and Recommendations

This report provides a detailed mapping and analysis of the large scale of support provided by IFIs in the three main countries hosting Syrian refugees, totaling over ten billion dollars of additional support to that delivered through the 3RP. It highlights that while much attention has been paid to the World Bank as the leading IFI, and especially to projects funded either through the GCFF (for Lebanon and Jordan) or the EU FRIT (for Turkey), these represent only just one part of a wide range of interventions financed by many IFIs in response to the impact of the Syria crisis<sup>[32]</sup>.

IFIs are playing a critical role in supporting hosting countries' infrastructures and private sectors and have established an impressive range of programming across the different areas of the response. Programming areas include the rule of law, youth empowerment, social protection, health, and agriculture. As such, improving synergies both between different IFIs themselves as well as between IFIs and 3RP partners is necessary to ensure that the assistance provided to host countries is as effective as possible.

This is especially the case as 3RP partners' efforts to strengthen public systems are playing a critical role to ensure that public institutions are able to absorb, plan, and deliver the support they received from IFIs. Similarly, given the scale of the vulnerability of refugees and host communities in the three countries, which had been deteriorating even before the impact of the COVID-19 pandemic, 3RP partners and IFIs need to join forces to ensure that their impact on needs is as efficient and inclusive as possible. This is particularly the case for support to employment, access to services, and social protection, where only well-coordinated efforts will be able to deliver results at scale and leave no one behind.

It is important for the 3RP and the overall Syria crisis response to continue playing a leading role in demonstrating how global commitments and principles can be implemented on the ground. The added value of 3RP partners remains firmly anchored in its integrated refugee-resilience approach and its ability to combine civil society, public institutions, and private sector support to address both humanitarian and development needs. It retains a strong focus on reaching the most vulnerable while strengthening national systems. The 3RP framework has also been active and at scale since the onset of the Syrian crisis, which has allowed it to build on a wider range of partnerships than IFIs, especially with local NGOs and a larger number of public institutions, including at the local level. Through this, 3RP support to public institutions has encompassed a strong transformative element focused on strengthening public systems. This will in turn help deliver some of the IFIs programming and policy objectives and further promote inclusion of refugees in national systems in the long-run.

---

*[32] The Durable Solutions Platform ongoing study on Displacement Financing will shed more light on the overall ODA received by Jordan and Lebanon, including through specific case studies in particular sectors. .*

Based on this, the necessary conditions seem to be in place for 3RP partners and IFIs to jointly move their coordination more from general information sharing to a joint strategic approach that takes into consideration the gender perspective, including the different needs and priorities of both men and women affected directly and indirectly by the crisis. This is especially pertinent given that IFI loans and grants constitute a considerable proportion of the Jordan's and Lebanon's budgets. This coordination can be facilitated at the regional level but should be primarily led at a country level to focus on contextual priorities and local capacities.

Such increased collaboration should aim to ensure regular stock-taking and joint analysis of progress in key areas of common interest, and make use of the following mechanisms for improved coordination in the short, medium and long-term:



*Photo by UNDP/Rana Sweidan*

### Short-term recommendations:

- Regular (semi-annual/quarterly) meetings (regional and/or country-level) to take stock of mutual progress and joint implementation in the areas identified above (jobs, localization, health and education services, social protection, institutional strengthening, data, and policy analysis) for both men and women, with technical follow up in relevant sector working groups, bilateral discussion between agencies, and joint research/policy advocacy.
- Where coordination structure between IFIs and 3RP actors are already in place, stock-taking meetings should contribute to them rather than duplicate. However, the membership of existing structures also needs to be inclusive enough to support an representative coordination of the response (i.e. include all relevant IFIs on the one hand, as well as UN agencies and local and national NGOs on the other).
- Such meetings should explore opportunities to consolidate reporting, for example by tailoring the 3RP system (and databases on 3RP activities) to the needs of IFIs, including detailed analysis of respective target groups across age, gender, vulnerability profile, and nationality.
- The output of such meetings and analysis would then be used to inform the 3RP planning process as well as identify specific additional coordination and funding needs between IFIs and specific 3RP partners.

## Medium-term recommendations:

- Mutual participation in governance structures including project steering committees, building on existing good practices (e.g. World Bank participation in the 3RP Regional Steering Committee and Technical Committee, Lebanon Development Forum, Jordan Humanitarian-Development Partners Group co-chaired by the Resident Coordinator, and the 3RP - TRC Turkey Task Team on Transition to Livelihoods).
- Joint policy analysis and advocacy to tackle bottlenecks and barriers hindering access to services and self-reliance, including structural issues hindering women's empowerment and active labor market participation.
- Potential implementation support to IFIs by 3RP partners, building on existing partnerships (esp. KfW funding of 3RP partners) especially in areas where new IFI project are scaling up previous 3RP interventions. This can specially ensure the sustainability of system-building interventions by providing the necessary mid- and long-term funding.

## Long-term recommendations:

Improved mechanisms for coordination would then pave the way to putting in practice the different pillars of the New Way of Working by [\[33\]](#):

- Undertaking joint analysis for improved planning, especially in gender-sensitive vulnerability analysis and targeting priority groups and communities.
- Improving integrated strategic planning on the response to the Syria crisis by supporting host governments to provide a whole-of-response overview including of progress achieved by the 3RP and the IFIs and of priority gaps in critical areas.
- Coordinating joint approaches to government and private sector support. More in-depth analysis should be conducted of the institutional capacity needs of key ministries and institutions so as to enable IFIs to capitalize on the work of 3RP partners in that respect. IFIs and 3RP partners should also look at setting up a joint private sector engagement platform. This could facilitate linkages between the different businesses supported across the 3RP and IFIs and support the transition of women and men refugees and host communities to self-reliance.
- Adopting a complementary approach based on comparative advantages. This should integrate current national frameworks into the design and development of programmes that address the diverse needs and priorities of women, girls, boys, and men.

---

*[33] The New Way of Working (NWOW) calls on humanitarian and development actors to work collaboratively together, based on their comparative advantages, towards 'collective outcomes' that reduce need, risk and vulnerability over multiple years.*  
<https://www.un.org/jsc/content/new-way-working>



## Annex 1 – Detailed conceptual framework of support to national systems

TYPE OF SUPPORT	DEFINITION	EXAMPLE OF ACTIVITIES INCLUDED
Support Through Public Institutions	Support channeled through a public institution to individual beneficiaries (host communities and refugees). The institution delivers the support to individuals, who are the final beneficiaries of the support.	<ul style="list-style-type: none"> <li>• Support for enrolment fees of children in schools, stipends and costs for skills or vocational training, and scholarships</li> <li>• Cash transfers through public safety nets</li> <li>• Healthcare consultations in public health centres</li> <li>• Support for costs of protection services in public systems</li> </ul>
Support To Public Institutions	Material capacity support to institutions: Public institutions provided with additional capacity to expand services: human and financial capacity, infrastructure, equipment, etc. This includes tangible ('hard') support which generally remains with the institutions once programme ends.	<ul style="list-style-type: none"> <li>• Provision of equipment such as computers or vehicles</li> <li>• Construction/rehabilitation of public facilities such as schools, hospitals, and social or community centres</li> <li>• Covering staff costs and secondments</li> <li>• Investment in infrastructure such as roads, water or waste water networks, and public spaces.</li> </ul>
	System Strengthening: Systems of public institutions strengthened and the necessary institutional capacities are built to deliver new and better services. This support is more intangible ('soft') but key to guarantee long-term capacity of public institutions to be resilient.	<ul style="list-style-type: none"> <li>• Assessments to inform policies and programmes</li> <li>• Support on policy development</li> <li>• Technical support to strengthen internal procedures and mechanisms such as referral systems, curricula, and SoPs</li> <li>• Training and capacity building of civil servants</li> </ul>
Budget Support	Support conditioned on reaching specific indicators, benchmarks, or policy reforms, but goes directly into the government treasury and can be used as part of the general budget spending.	Development Policy Loans Development Policy Financing
Support to the Private Sector	Support channelled to businesses through local financial institutions and banks.	Grants, loans, and business development services
Support to Civil Society /3RP	Projects sub-contracted or implemented by NGOs or UN Partners.	Not included in the analysis but in the dataset





---

Published by  
**Regional Refugee and Resilience Plan**  
**In Response to the Syria Crisis**

Copyright 2022



@3RPSyria  
[www.3rpsyriacrisis.org](http://www.3rpsyriacrisis.org)