

# 3RP Operating Model

July 2024

## Background

The Regional Refugee and Resilience Plan (3RP) is a strategic coordination, planning, advocacy, fundraising and programming platform to respond to the Syria refugee crisis in Türkiye, Lebanon, Jordan, Iraq and Egypt. It is a comprehensive regional plan with five national-led response plans developed through the respective coordination structures in each country.

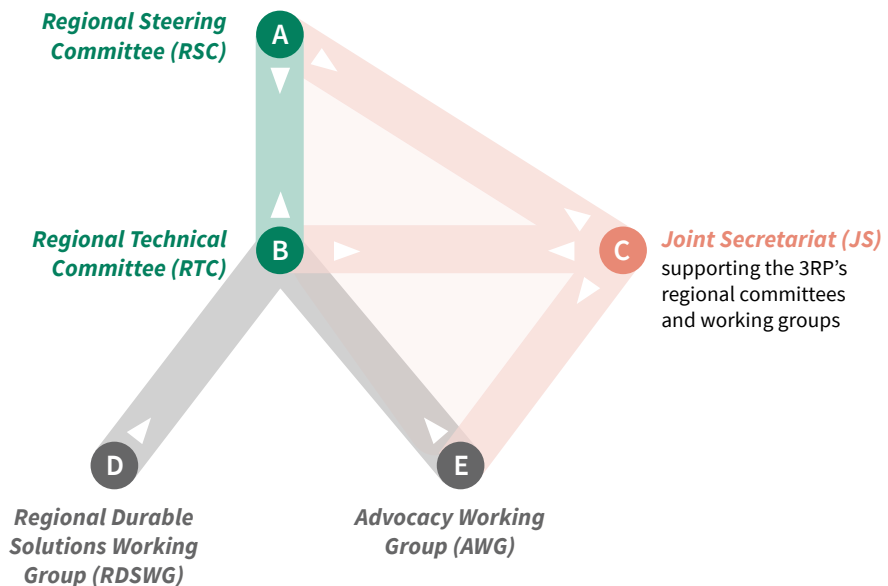
The 3RP's Operating Model draws on the Refugee Coordination Model (RCM) used by UNHCR to lead interagency responses to refugee crises around the world, with the additional innovation of an integrated resilience component led by UNDP.

The Operating Model is based on a series of coordinated and interlinked structures with clear roles and responsibilities at all levels, to encourage harmonized and consensus-based planning, reduce duplication, and encourage efficiency in the delivery of the response.

While this Operating Model document focuses specifically on the coordination aspects of the 3RP, information on the 3RP's strategic directions, scope of work and ways of working more broadly can be found in the complementary [3RP Conceptual Framework](#) document.

## 3RP Regional Coordination Structure

The 3RP's efforts are advanced at the regional level through two main coordination bodies: the Regional Steering Committee (RSC) at the strategic level, and the Regional Technical Committee (RTC) at the technical level. Both committees are supported by a Joint Secretariat (JS) which provides day-to-day coordination support. These bodies are complementary, coordinated and interlinked, both with each other and with other regional and country level bodies, as outlined below.



## A Regional Steering Committee (RSC)

### Representation:

Co-chaired by UNHCR's Director of the Regional Bureau for the Middle East and North Africa (MENA Bureau) and UNDP's Director of the Bureau for Arab States (RBAS), the RSC consists of regional directors from UN agencies, consortia of international and national non-governmental organisations (I/NGOs), International Financial Institutions (IFIs) and Resident/Country representatives of UNHCR and UNDP, and the UNDCO.

### Roles and Responsibilities:

The RSC provides the overall leadership, strategic direction and oversight of the 3RP. It is responsible for setting the key parameters of the 3RP, ensuring that the response is approached in a coherent, consistent manner and founded upon inter-agency consensus. The RSC reviews and endorses key products including the annual Regional Strategic Overview (RSO) setting out the 3RP appeal. The RSC leadership is responsible, on behalf of all partners, for maintaining strategic and constructive relationships with key regional and global stakeholders, particularly in terms of advocacy and resource mobilization. The RSC meets twice per year.

### Linkages:

RSC members are expected to bring agency and sectoral perspectives to RSC discussions and to socialize key 3RP discussions and agreements within their own agency. To ensure country perspectives are included in this high-level forum, the RSC includes Country and Resident Representatives of UNHCR and UNDP in the five host countries.

After and before important milestones (e.g., Brussels Conference on Syria), to avoid the duplication of information sharing, RSC and RTC meetings can be merged.

## B Regional Technical Committee (RTC)

### Representation:

The RTC is co-chaired by the UNHCR's MENA Bureau Deputy Director and UNDP's Deputy Manager for the RBAS Regional Hub. It consists of senior technical/operational staff of UN agencies, INGOs, NGOs and IFIs.

### Roles and Responsibilities:

The RTC guides the technical planning, implementation, monitoring and reporting of the regional response, and provides technical advice to the RSC to inform strategic decision-making for the 3RP. The RTC reviews and endorses technical products such as guidance notes, templates and other material to assist in the production of and reporting on a regionally coherent appeal, while providing technical support to the country operations as needed. The RTC develops and disseminates regional overviews, summaries, funding updates, advocacy messages and other material related to the 3RP. The RTC meets on a quarterly basis or as required.

### Linkages:

RTC members are expected to bring sectoral and technical perspectives to RTC discussions and to help socialize key guidance and other materials within their own agency. The RTC engages with Inter-Sector Coordinators in the country teams through annual joint planning exercises, collaborative drafting of key documentation, and regular discussions on issues of common interest in the response.

After and before important milestones (e.g., Brussels Conference on Syria), to avoid the duplication of information sharing, RSC and RTC meetings can be merged.

## C Joint Secretariat (JS)

### Representation:

The JS consists of staff from the UNHCR MENA Bureau and North Africa and the UNDP Sub-regional Response Facility (SRF) in the RBAS Regional Hub.

### Roles and Responsibilities:

The JS acts as the secretariat for the RSC, RTC and regional Working Groups, being responsible for the preparation and delivery of regional level 3RP meetings, programming, monitoring and evaluation, and agendas and background materials. It is responsible for the initial drafting of 3RP reporting, guidance and organizing forums to promote analysis, learning and knowledge sharing as tasked by the RSC and RTC. The JS is also responsible for facilitating communications between countries, partners and stakeholders through consultations and information sharing, including by managing and regularly updating the mailing list of the regional coordination structure.

### Linkages:

The JS acts as the Secretariat in support of the 3RP's regional committees and working groups. It also supports the 3RP countries through Inter-Sector Coordinators to ensure regional coherence, as well as providing knowledge, programme and technical support to the 3RP countries.

## D Regional Durable Solutions Working Group (RDSWG)

### Representation:

The RDSWG is led by UNHCR and consists of UN, INGO and NGO partners engaged in durable solutions issues from the regional and country levels. Donors also attend the meetings as observers (effective from October 2022).

### Roles and Responsibilities:

The RDSWG ensures that durable solutions considerations are considered in the 3RP plans and that activities in the 3RP countries are in line with the 3RP regional strategic directions and [UNHCR's Comprehensive Protection and Solution Strategy](#). It has an information-sharing role to keep partners up to date on progress towards durable solutions objectives as well as contextual and operational developments. The RDSWG meets bi-monthly or as necessary.

### Linkages:

The RDSWG has membership from across the 3RP countries as well as the regional level. In the interest of transparency and information sharing, donor representatives attend on different occasions. The RDSWG members participate in 3RP planning processes and workshops to ensure durable solutions objectives are incorporated and aligned in 3RP plans. To promote information sharing between the Syria 3RP response and the response inside Syria, members of the Syria Return and Reintegration Technical Working Group regularly participate in the RDSWG.

**E** Advocacy Working Group (AWG)

**Representation:**

The AWG is composed of around 30 members, including representatives from UN agencies, international and national non-governmental organizations (I/NGOs), and other stakeholders.

**Roles and Responsibilities:**

Under the guidance of the Regional Technical Committee (RTC), the AWG supports regional advocacy efforts through technical advice and groundwork. It shapes collective advocacy messages and advances the advocacy roadmap in line with the 3RP’s vision and objectives. The AWG has two primary advocacy objectives:

**A. Resource Mobilization:**

Inform donor and relevant policy-makers’ priorities, plans, pledges, financial commitments, instruments, and funding modalities to advance 3RP priorities and objectives.

**B. Policies:**

Inform discussions at country levels on the advancement of inclusionary policies for refugees and host communities and support potential regional policy initiatives.

**Linkages:**

The AWG collaborates with other Regional 3RP bodies. It ensures that advocacy efforts are consistent and aligned with the overall strategic directions of the 3RP.

The AWG meets monthly, with the frequency adjusted as needed based on ongoing requirements and events.

**Other Regional Working Groups, Task Forces and Workstreams**

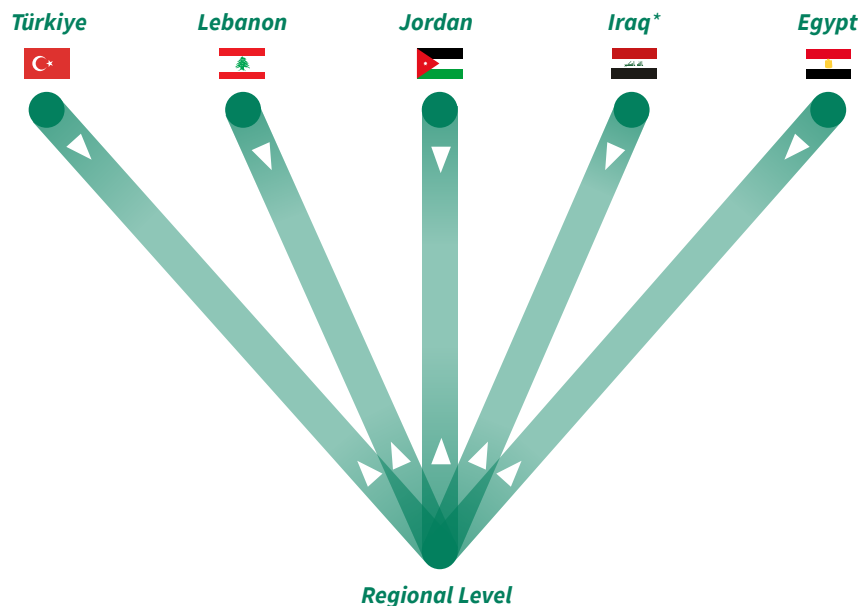
Other regional working groups, task forces or workstreams may be established on an ad hoc basis by the RSC, RTC, RDSWG, or AWG as time-bound groups to tackle specific issues or tasks on behalf of the 3RP inter-agency community. For example, the RTC has an ongoing Communications Working Group. Specific working groups like these will have agreed on a Terms of Reference (TOR) and membership criteria, but will generally be open to representatives of 3RP participating agencies with expertise and/or interest in the particular topic.

### 3RP Country Coordination Structure

Strong national leadership is of foremost importance for the 3RP and as such, the 3RP ensures the response plans are in alignment with and complementary to national plans. Through the inter-agency coordination structure, each 3RP country develops a 3RP Country Chapter, which are national-led processes. In Türkiye, Iraq\* and Egypt, 3RP country chapters are developed with the full involvement of the respective governments while in Lebanon and Jordan, the Lebanon Crisis Response Plan (LRP) and Jordan Response Plan (JRP), which are the joint national response plans, substitute the 3RP Country Chapters.

UNHCR and UNDP country principals are essential to the 3RP coordination at the country level, including the planning process. Senior leadership guides an inter-agency group in the review and approval of any inter-agency appeal in support of country plans. Inter-agency appeals include the financial requirements of UN agencies and national and international NGOs for activities under the 3RP. The Inter-Sector coordination takes place under the leadership and guidance of the principals and presents an overarching umbrella for the sectors. While coordination structures may vary between the five countries, in principle, UNHCR and UNDP Inter-Sector Coordinators are responsible for leading inter-sector working groups that ensure coherent and consistent approaches among the sectors for programming.

Response sectors ensure effective humanitarian assistance and resilience programming at the country level. A range of government bodies and organizations are responsible for coordinating sectors at the country level across the region and the sector leads are responsible for ensuring humanitarian assistance and resilience programming within their own sector.



\* Notably, Iraq aims to transition out of 3RP by 2025 due to successful refugee inclusion into public services and a shift towards resilience-strengthening programmes. This transition is coordinated under the United Nations Sustainable Development Cooperation Framework (UNSDCF), with established benchmarks set to guide the process in 2023 and 2024.

## Roles and Responsibilities of 3RP Partners

The 3RP is implemented through over 270 partners including host governments, UN agencies, international and national NGOs, and is supported by public institutions, donors, charities, civil society and others, who engage in the response through direct implementation, coordination, policy, advocacy, and resource mobilization among others. The 3RP also recognizes actors that operate beyond the 3RP structures but are involved in displacement response such as IFIs and bi-lateral development partners who provide support to the host governments' efforts to ensure they can continue supporting refugees and affected host communities.

As outlined in this paper, the 3RP Operating Model and its coordination structure provide various entry points and forums for partners to engage at the strategic, technical and operational levels. The regional Joint Secretariat and the Inter-Sector Coordinators in each country work closely to provide a channel of two-way communication designed to allow information flow and dialogue between and among partners at the regional and country levels.

More specifically, the 3RP coordination structure has been designed to allow the maximum participation of the 3RP, who together have the responsibility for collectively driving the 3RP agenda. All partner agencies participating in the 3RP are therefore encouraged to engage in the coordination structure at a minimum through the relevant sector working groups, as well as to participate in the annual planning process and the ongoing collection of financial and indicator data to help monitor the response. Partners with a particular interest in topics or themes are encouraged to participate in any standing or ad-hoc working groups, taskforces or workstreams on those topics at the regional and national level. I/NGOs are also encouraged to take up the opportunities for representation, engagement and dialogue that are available through the regional and national level I/NGO forums.

## 3RP Operating Model

