

EVALUATION REPORT

Evaluation Assessment of The Regional Project On

BUILDING RESILIENCE IN RESPONSE TO THE SYRIA CRISIS

(2018- 2022)



Submitted to:

UNDP Regional Bureau for the Arab States (RBAS)

Submitted by:

MMIS Management Consultants

Mecca Street, Kent Complex No. 145, first floor, 109

P.O. Box 7976

Fax: +962 6 5537513

Amman 11118 Jordan

Email: info@mmis.net

Tel.: +962 6 5537540

Website: www.mmis.net

Countries of the Evaluation Intervention:

Türkiye, Lebanon, Jordan, Iraq, Egypt.

Project and evaluation information details

Project/Outcome Information

Project/Outcome Title	Regional Project on “Building Resilience in Response to the Syria Crisis” (2018-2022)	
Atlas ID	00125754	
Corporate Outcome and Output	Guaranteed Management of the International Response to the Syrian Crisis in the Sub-Region.	
Countries	Jordan, Egypt, Lebanon, Iraq, Türkiye	
Region	Arab States	
Date Project Document Signed	10 November 2020	
Project Dates ³	Start	Planned end
	January 2021	July 2023
Total Committed Budget	USD 1,029,744.15	
Project Expenditure at the Time of Evaluation	USD 1,028,508.45	
Funding Source	Ministry of Foreign Affairs of Finland	
Implementing Party ⁴	Sub-Regional Response Facility for the Syria Crisis (SRF)	

Evaluation Information

Evaluation type (project/ outcome/thematic/ country programme, etc.)	Project Evaluation	
Final/midterm review/ other	Final	
Period under evaluation	Start	End
	January 2018	July 2023
Evaluators	MMIS Management Consultants	
Evaluators' email addresses	Ahmad.abboushi@mmis.net	Dara.khundakji@mmis.net
Evaluation dates	Start	Completion
	May 2023	October 2023

- ³ While the project covers the period Jan 2021–July 2023, per the project document, SRF and the company agreed to extend the evaluation to the previous phase, which started in 2018.
- ⁴ This is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan.

Contents

1. EXECUTIVE SUMMARY	9
1.1. Evaluation Background	10
1.2. Evaluation Methodology	10
1.3. Summary of Evaluation Findings	10
2. INTRODUCTION	12
2.1. Background and Context	13
2.2. Objective and Scope of Evaluation	16
2.3. Evaluation Approach and Methods	16
3. EVALUATION FINDINGS	20
EQ1	21
How has the SRF under the project provided effective strategic leadership, vision, and coordination for the Syria regional refugee crisis response and how can it best continue to do so in the future?	21
1.1 Co-leadership of the 3RP with UNHCR	21
1.2 Created linkages to global and regional frameworks	24
EQ2	29
To what extent has SRF managed to support the design and implementation of resilience-based approaches and solutions in the 3RP and to UNDP CO's?	29
2.1 Integrated and advanced the resilience approach within the 3RP	29
2.2 Published and advocated the UNDP Position Paper Adaptive Solutions	31
2.3 Fostered innovation and private sector partnership	33
2.4 Supported/led the development of knowledge products that tackle issues related to resilience and long-term solutions	35
2.5 Put in place measures that support the sustainability of introduced solutions	37
EQ3	39
Has the SRF under the project provided an effective platform to conduct advocacy, policy dialogue, and resource mobilization at the global and regional levels? How can it be further improved?	39
3.1 Engaged in institutional and national advocacy to promote resilience	39
3.2 Mobilized resources for 3RP regional response and UNDP COs	41
EQ4	43
To what extent did SRF address and consider cross-cutting issues including gender equality, human rights, disability issues, nexus, etc.?	43
4.1 Ensured the inclusion of marginalized and vulnerable groups	43

EQ5	45
To what extent did SRF deliver intended results in an efficient and timely manner?	45
5.1 Utilized resources strategically to achieve intended results	45
EQ6	47
What are the risks and potential trade-offs to sustaining SRF? To what extent will primary and secondary beneficiaries including vulnerable people benefit from the project's interventions in the long-term?	47
6.1 Risks and pre-requisites for SRF's sustainability	48
6.2 SRF's long-term impact	
4. CONCLUSIONS	54
EQ1	55
How has the SRF under the project provided effective strategic leadership, vision, and coordination for the Syria regional refugee crisis response and how can it best continue to do so in the future?	55
EQ2	55
To what extent has SRF managed to support the design and implementation of resilience-based approaches and solutions in the 3RP and to UNDP CO's?	55
EQ3	56
Has the SRF under the project provided an effective platform to conduct advocacy, policy dialogue, and resource mobilization at the global and regional levels? How can it be further improved?	56
EQ4	56
To what extent did SRF address and consider cross-cutting issues including gender equality, human rights, disability issues, nexus, etc.?	56
EQ5	56
To what extent did SRF deliver intended results in an efficient and timely manner?	56
EQ6	57
What are the risks and potential trade-offs to sustaining SRF? To what extent will primary and secondary beneficiaries including vulnerable people (e.g., refugees and host communities) benefit from the project's interventions in the long-term?	57
5. RECOMMENDATIONS FOR SRF	58

List Of Figures

Figure 1. Distribution of UNHCR Registered Syrian Refugees.....	13
Figure 2. Evaluation Approach.....	16
Figure 3. 3RP Achievements.....	22
Figure 4. SRF Role in 3RP Co-Leadership.....	23
Figure 5. Distribution of UNHCR Registered Syrian Refugees.....	25
Figure 6. SRF Coordination Levels	26
Figure 7. Evaluation Approach.....	41
Figure 8. SRF Core Team Structure.....	45
Figure 9. Measure to Support Sustainability of Innovative Practices.....	52

List Of Tables

Table 1. Evaluation Research Questions and Sub-areas.....	19
Table 2. SRF Results Framework	48

List of Boxes

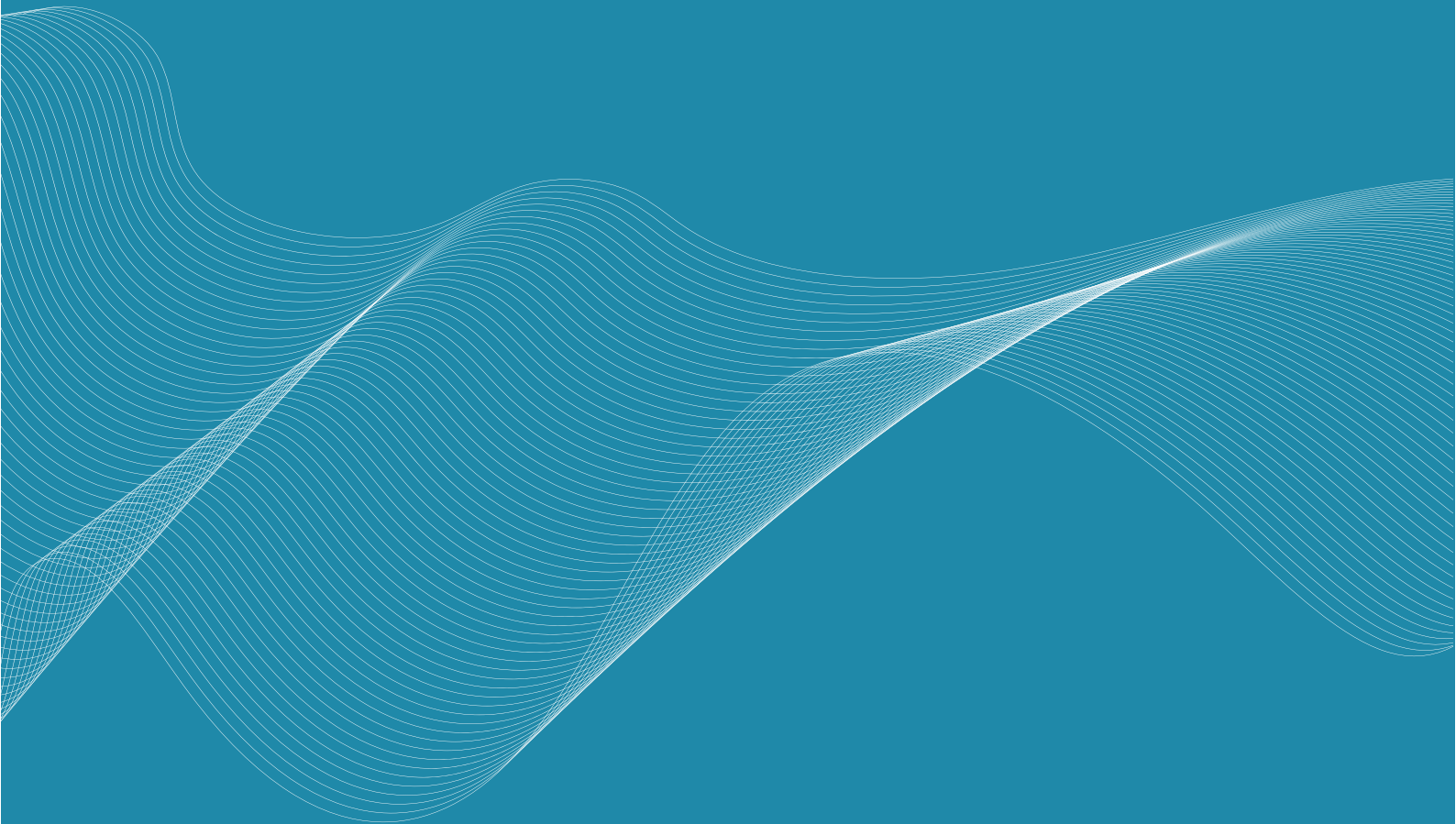
Box 1. SRF's Main Objectives.....	15
Box 2. SRF's Stakeholders and Donors.....	15
Box 3. A Brief on the 3RP.....	21
Box 4. (Best Practice): Development of the Digital Skills Portal in Jordan.....	29
Box 5. UNDP, Position Paper: Adaptive Solutions in the Region Affected by the Syria Crisis, 2022.....	31
Box 6. May 2018 - Regional Resilience and Private Sector Innovation Workshop for Improved Crisis Response, Amman.....	33
Box 7. March 2019 - Regional Learning and Innovation Workshop: “Innovating for Collaborative Solutions”, Dead Sea.....	34
Box 8. Mapping of International Financial Institutions (IFI) involved in the Syria Crisis Response.....	34
Box 9. UNDP & UNHCR, Recommendations for Improved Access to Livelihoods in Preparation for Durable Solutions, 2021.....	35
Box 10. SRF, Women and Work: Improving Gender Integration in the Livelihoods Response to the Syrian Crisis, 2020.....	35
Box 11. 3RP, Mainstreaming Environmental Sustainability and Clean Energy Access in The Regional Refugee and Resilience Plan in Response to The Syria Crisis (3RP), 2022.....	36
Box 12. In Progress: UNDP Jordan CO, Conducting a Socioeconomic and Political Analysis and Feasibility Assessment on the Impact of Extending Social Protection Coverage to Syrian Refugees.....	36
Box 13. 3RP: Social Cohesion: An overview of host community-refugee dynamics in the 3RP context, 2022.....	38
Box 14. Navigating Institutional Advocacy – The HDPN.....	40
Box 15. 3RP Partners Support to Public Institutions in Jordan.....	40
Box 16. SDG Climate Facility Regional Analysis to assess the impacts of climate change on women, in particular displaced women in the Arab States.....	44
Box 17. Training of Trainers Report: Gender in Humanitarian Action – Online Regional Training of Trainers.....	44
Box 18. SRF Accomplishments - 3RP Co-Leadership can be grouped under two main areas:.....	50
Box 19. SRF Accomplishments - Knowledge and Country Support.....	51
Box 20. SRF Accomplishments - Innovation and Private Sector Partnership.....	51

Abbreviations and Acronyms

3RP	Regional Refugee and Resilience Plan
BXL	Brussels
COVID-19	Coronavirus Disease
COs	Country Offices
EQ	Evaluation Question
FGD	Focus Group Discussion
GCR	Global Compact on Refugees
GiHA	Gender in Humanitarian Action
GoF	The Government of Finland
JRP	Jordan Response Plan
HRP	Humanitarian Response Plan
HDPN	Humanitarian Development Peace Nexus
IFI	International Financial Institutions
KII	Key Informant Interview
MDBs	Multilateral Development Banks
NGO	Non-Governmental Organizations
PIST	Public Institutions Strengthening Tracking
RBAS	Regional Bureau for Arab States
RTC	Regional Technical Committee
RSC	Regional Strategic Committee
SDGs	Sustainable Development Goals
SRF	Sub-Regional Response Facility for the Syria Crisis (UNDP)
ToT	Training of Trainers
ToR	Terms of Reference
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees



EXECUTIVE SUMMARY



I. EXECUTIVE SUMMARY

I.1. Evaluation Background

This report presents the main findings, conclusions, and recommendations of an evaluation of the Sub-Regional Response Facility (SRF) between 2018 – mid-2023. The evaluation complied with the standards of the United Nations Evaluation Group (UNEG) and draws from the Organization for Economic Co-operation and Development's/ Development Assistance Committee (OECD/DAC) evaluation criteria, namely: relevance, coherence, effectiveness, efficiency, sustainability, and impact. This evaluation was commissioned by SRF. It was conducted by MMIS Management Consultants (MMIS) in 2023.

The evaluation had 3 main **objectives**:

- Review, assess, and gauge the achieved results and outcomes of the SRF against what was planned under the project, including the extent to which the project contributed to strengthening the regional support and coordination functions of the SRF in supporting UNDP COs positioning in the Syria crisis response, and derive good practices, success stories, lessons learned, and develop recommendations that will inform and support UNDP and its partners in future programming and decision making.
- Assess the project's relevance, efficiency, effectiveness, and sustainability during implementation and under the rapidly changing context and priorities imposed by the emerging multiple crises over the past few years.
- Define the extent to which the project addressed cross-cutting issues including gender equality, women's empowerment, human rights, disability issues, Nexus, climate mitigation and adaptation, and crisis prevention and recovery issues.

I.2. Evaluation Methodology

This evaluation followed the agreed Inception Report methodology, presented in full in Annex 5. The evaluation applied a mixed methods approach with a primary focus on qualitative data collection, through 18 key-informant interviews, and analysis and an extensive review of secondary information. The evaluation mainly relied on the qualitative coding analysis technique. The full evaluative process took 5 months between May and October 2023.

I.3. Summary of Evaluation Findings

SRF has played a pivotal role in addressing the complex challenges posed by the Syria crisis. Through a multifaceted approach, it has effectively provided strategic leadership, vision, and coordination, demonstrating its capacity to co-manage the 3RP alongside UNHCR. This collaboration has not only bolstered the relevance of SRF but has also ensured its alignment with global and regional frameworks, such as the Sustainable Development Goals (SDGs) and the Global Compact on Refugees (GCR).

However, challenges persist in prioritizing forced displacement among UNDP Country Offices (COs), possibly due to limited resource allocation.

Moreover, SRF's prowess extends to providing sub-regional coordination support, primarily through its country-level coordination mechanisms. Strengthened involvement in country-level coordination could further enhance the SRF's support and knowledge base, thus contributing to a more informed regional response.

In tandem with its coordination efforts, the SRF has been instrumental in advancing resilience-based approaches within the 3RP and UNDP COs. Its innovative initiatives, such as the Adaptive Solutions Position Paper and partnerships with the private sector, address critical gaps in UNDP's response to the Syria crisis. Additionally, SRF's knowledge products have served as valuable resources for COs and the 3RP in designing and implementing evidence-based programs. Nevertheless, sustaining these innovative practices necessitates the allocation of needed resources, including at the CO level.

SRF's impact extends to advocacy, policy dialogue, and resource mobilization at global and regional levels. It has effectively engaged in institutional and national advocacy while maintaining sensitivity in narratives and evidence-based approaches. However, the visibility of SRF's advocacy efforts with national partners remains limited, largely due to its regional scope of work. Strengthened partnerships and collaboration with donors and agencies are essential for achieving greater impact.

Resource mobilization for the 3RP regional response and UNDP COs remains relevant, though SRF faces challenges due to shifting donor priorities, a decline in regional level funding, and a declining trend in donor funding for the Syrian crisis response. Innovative resource mobilization efforts are imperative in this evolving landscape.

Inclusivity is a hallmark of SRF's approach, with a strong emphasis on marginalized and vulnerable groups. The "Leave No One Behind" framework is actively applied, promoting long-term solutions for refugees, host community members, and institutions. Gender mainstreaming is also integrated into SRF's implementation, fostering diversity and inclusivity.

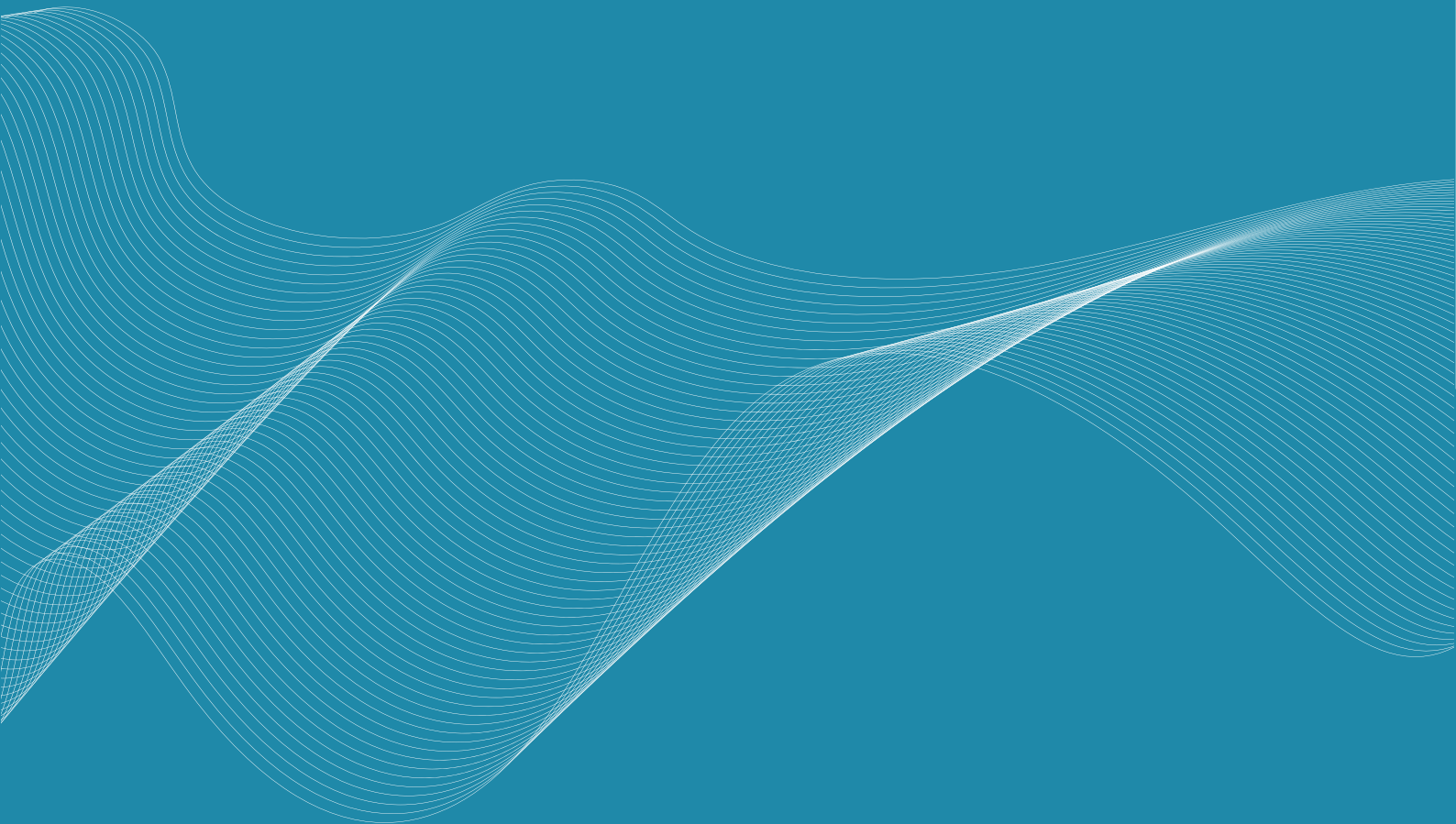
Efficiency and timely delivery of intended results are commendable aspects of SRF's performance. Despite modest resources, both human and financial, relative to its expansive scope of work, SRF effectively leverages broader UNDP resources. Its agility in adapting to shifting priorities and contexts is a significant strength.

As for sustainability, the foremost risk lies in the downward trend of donor funding for the Syria crisis response, driven by donor fatigue, increase in emerging crises in the region and globally, and perceptions of geopolitical shifts. Institutional stability and memory within the SRF team are prerequisites for long-term sustainability, ensuring the continuity of lessons learned.

A more comprehensive analysis of the key findings, conclusions and recommendations can be found in Section (5) of the report: Recommendations for SRF.

2

INTRODUCTION



2. INTRODUCTION

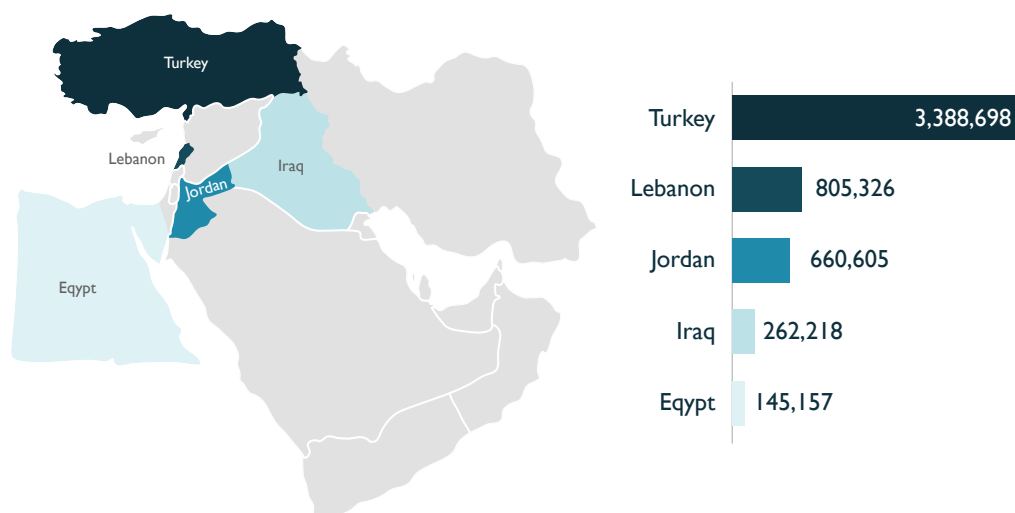
2.1. Background and Context

The Syria Crisis and Impacted Countries

After twelve years of conflict, the Syria crisis remains one of the world’s largest refugee displacements. Since 2011, almost 14 million Syrians have been forced to flee their homes in search of safety. More than 6.9 million Syrians remain internally displaced (IDPs) in their own country, where 70% of the population is in need of humanitarian assistance and 90% of the population live below the poverty line³.

The Syria crisis has had a global substantial impact, as over 130 nations have accepted asylum requests from Syrian refugees. However, neighboring countries within the Arab region and Türkiye have undoubtedly felt the largest effects. Due to geographical proximity, most refugees reside in countries with shared or close borders to Syria. In fact, approximately over 5.7 million Syrian refugees currently live in the five most affected neighboring countries to Syria —Türkiye, Lebanon, Jordan, Iraq, and Egypt. Refugees in those countries continue to face increased levels of vulnerability, which are further exacerbated due to overstretched aid financing and emerging crises, such as the war in Ukraine, the recent devastating earthquake in Türkiye and Syria and the recent Sudan crisis⁴. As a result of continued violence, political unrest, and human rights violations, the situation continues to be one of the most complex emergencies in the world and is likely to remain so for the foreseeable future.

Figure 1. Distribution of UNHCR Registered Syrian Refugees



Sources: UNHCR, Operational Data Portal, Syria Regional Refugee Response, 2023 – [Link](#)

3 UNHCR, Syria Refugee Crisis Explained, 2023 - [Link](#)

4 UNHCR, Operational Data Portal, Syria Regional Refugee Response, 2023 - [Link](#)

most impactful factors on refugees' short-term needs in addition to the increasing effects of climate change on refugees and host communities. The high youth population across the region pressures the limited capacities in the education and livelihood sectors.

Worsening social cohesion due to competition over limited resources, services, and opportunities leads to compounded pressures. At a time when the social fabric is under pressure, violence against women and risks of Gender-Based Violence (GBV) continue to be reported across the region.

Several key underlying trends continue to drive the needs of refugees and host communities: the effects of large-scale protracted displacement, socio-economic conditions, political pressures, crises in host countries, and demographic pressures. These interlinked trends continue to impact existing structural and individual vulnerabilities and, in some cases, create new vulnerabilities. The trends have also deepened pre-existing inequalities, such as gender inequality⁵.

About The Sub-Regional Response Facility (SRF)

The Sub-Regional Response Facility (SRF) for the Syria Crisis is a unique independent UNDP programme that is the first of its kind to respond to a large-scale forced displacement impact resulting from the refugee crisis in Syria. Since its creation in 2014, the UNDP/SRF and UNHCR have been instrumental in linking various partners from the UN agencies, Donors, IFIs/MDBs, and I/NGOs, Private sector, and Civil Society Organizations (CSOs) in coordinating the Syria refugee crisis.

Since its establishment, SRF pioneered the advancement **of the resilience-based development approach** in the protracted Syria refugee crisis through co-leading the [Regional Refugee & Resilience Plan⁶ \(3RP\)](#) along with UNHCR.

This is achieved by supporting host countries in improving sub-regional coordination, harmonizing a comprehensive, multi-country response in countries hosting forcibly displaced populations, and advancing concepts and programming on resilience, adaptive solutions and the Humanitarian-Development-Peace Nexus (HDPN).

As a unique actor, SRF supports the shift towards a transformational response to the Syria protracted crisis and shares knowledge, expertise, and contributes beyond the sub-region.

The 3RP was created as a recognition of the unique challenges facing host countries and communities hosting Syrian refugees, namely: Turkey, Lebanon, Jordan, Iraq, and Egypt. Going beyond emergency assistance, the new approach combined humanitarian and development responses to the Syria crisis into a single coherent plan in line with national plans and priorities. Now into its eighth year, the 3RP has led the way in terms of the international community's support to national efforts to address the impacts of the refugee crisis. The 3RP has been at the forefront of many policy and programmatic innovations including support to national and local systems, using technology to increase efficiency and effectiveness, building the capacities of local institutions and staff, and supporting the self-reliance of refugees and host communities.

5 3RP, 3RP Regional Needs Overview 2022 - [Link](#)

6 The 3RP is a strategic, coordination, planning, advocacy, fundraising, and programming platform for humanitarian and development partners to respond to the Syria crisis. It comprises one regional plan, with five standalone country chapters covering Turkey, Lebanon, Jordan, Iraq, and Egypt. The 3RP has two interconnected components; the refugee component addresses the protection and humanitarian assistance needs of refugees while the resilience component addresses the resilience, stabilization and development needs of impacted individuals, communities and institutions, aiming to strengthen the capacities of national actors.

Box 1. SRF's Main Objectives

- Co-lead the Regional Refugee and Resilience Plan (3RP) with UNHCR (through the Joint Secretariat)
- Provide knowledge, programme, and coordination support to COs and partners in the 3RP countries.
- Advance adaptive/development solutions towards strengthened resilience of people and institutions to prevent, respond and cope with increased hardships and hazards affecting both forcibly displaced people and hosts communities.
- Foster innovation and promoting partnership with Governments, private sector, bilateral donors, IFIs, I/NGOs, academia, Civil Society Organizations (CSOs), etc.
- Support COs in their resource mobilization and linking them with donors, IFIs, philanthropists, etc.
- Capitalize on existing expertise and technical capacities within RBAS, Crisis Bureau, and UNDP COs to respond to strategic and urgent requests from partners around conflict sensitivity, gender, and environment/energy mainstreaming in protracted refugee crisis as well as knowledge generation, innovation, governance, etc.

The achievement of results stemming from those objectives have helped reinforce effective, efficient, and locally led practices in the crisis response and provide a common basis for resilience-based responses across the 3RP countries.

Project Stakeholders and Donors

SRF has worked with multiple stakeholders and partners across the region and specifically in the 3RP countries:

Box 2. SRF's Stakeholders and Donors

- UNDP:
 - COs
 - RBAS
 - Crisis Bureau / HQ
- Donors
- UN agencies including UNHCR, UNICEF, WFP, UNFPA, OCHA, ILO, etc.
- External Partners (CSOs including [Durable Solutions Platform](#), ICVA and the Syria International NGO Regional Forum)
- Indirectly 3RP Country Governments/authorities
- Private Sector Actors including foundations
- International Finance Institutions (IFIs)
- Academia

Over the past six years, the Government of Finland (GoF) has been generously funding the SRF including the current phase and the project under evaluation. The GoF has significantly contributed to advancing resilience-based development in the 3RP framework and in the sub-region. The funding from the GoF enabled SRF to not only coordinate 3RP at the regional level but also build evidence within the 3RP through publications of best practices and organizing innovation for crisis events. The support from the GoF was critical in strengthening UNDP's position as resilience advocate in the refugee crisis in the region.

2.2. Objective and Scope of Evaluation

The evaluation's objectives are to:

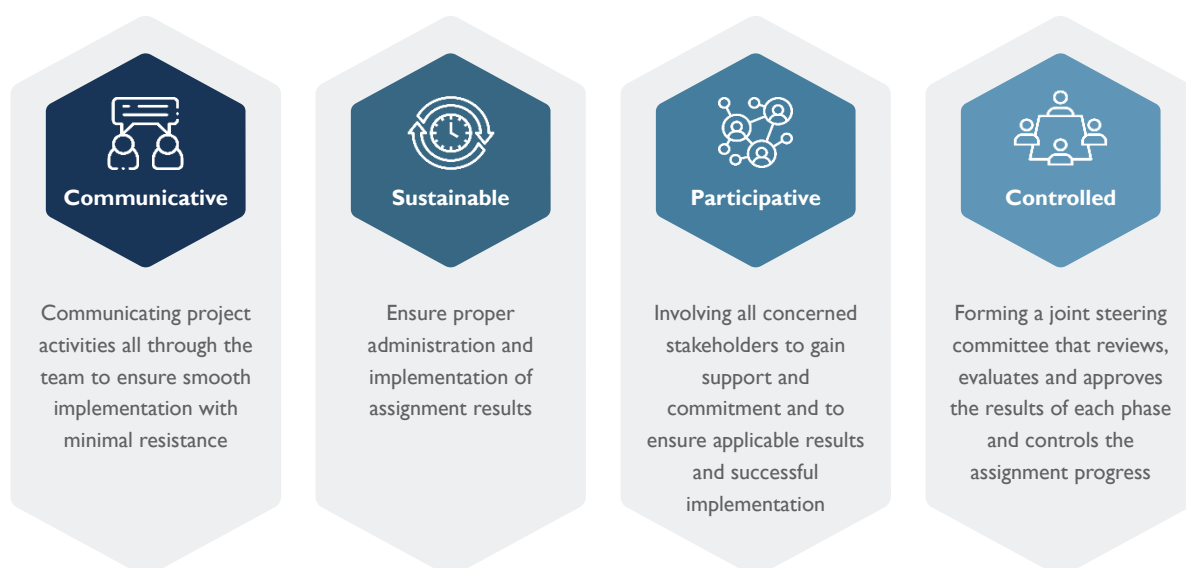
- Review, assess, and gauge the achieved results and outcomes of the SRF against what was planned under the project, including the extent to which the project contributed to strengthening the regional support and coordination functions of the SRF in supporting UNDP COs positioning in the Syria crisis response, and derive good practices, success stories, lessons learned, and develop recommendations that will inform and support UNDP and its partners in future programming and decision making.
- Assess the project's relevance, efficiency, effectiveness, and sustainability during implementation and under the rapidly changing context and priorities imposed by the emerging multiple crises over the past few years.
- Define the extent to which the project addressed cross-cutting issues including gender equality, women's empowerment, human rights, disability issues, Nexus, climate mitigation and adaptation, and crisis prevention and recovery issues.

2.3. Evaluation Approach and Methods

Approach

Due to the importance of this exercise and its wide impact, the approach to conduct this evaluation was as follows:

Figure 2. Evaluation Approach



Methodology

This evaluation followed the agreed Inception report methodology, presented in full in Annex 5. The evaluation applied a mixed-methods approach with a primary focus on qualitative data collection and analysis, and an extensive review of secondary information. The evaluation mainly relied on the qualitative coding analysis technique.

Data sources and data collection

- **Secondary data review**

MMIS collected relevant information and secondary data through a comprehensive review of available reports, data, and literature related to the project. This included analyzing: SRF project documents and technical and financial reports, results framework, annual work plans, minutes of meetings, relevant knowledge products, and highlights of meetings with the Government of Finland.

- **Key Informant Interviews (KIIs)**

The evaluation team conducted 18 semi-structured KIIs via online platforms during the data collection phase. In order to accommodate for time constraints, stakeholders of similar backgrounds were interviewed together. In total, 23 stakeholders participated in the 18 KIIs. Key informants included: UNDP COs, SRF core team, UNDP RBAS management, UNHCR, the GoF, and other external stakeholders. The full list of interviewed stakeholders can be found in Annex 2.

Sampling

SRF/UNDP provided a longlist of 37 relevant stakeholders towards the end of the inception phase as a preliminary sample frame for the interviews. The evaluation team, working closely with UNDP/SRF, conducted a prioritization of the stakeholders as timing constraints limited the total number of interviews. Priority was assigned to ensure a diverse stakeholder list that is inclusive of individuals from different locations, and who may bring different organizational perspectives related to the Evaluation Questions (EQs). Furthermore, stakeholders with similar backgrounds/positions were grouped for some KIIs to ensure maximizing reach to stakeholders within time constraints.

The sampling process also took into account gender-specific considerations, where around 65% of the interviewed stakeholders were women. This ensured the collection of data that represents diverse perspectives and points of view.

Data Analysis Methods

To derive meaningful findings and conclusions that are aligned with the evaluation matrix, a thorough analysis of the collected data and information was performed. A content analysis was conducted for information gathered through KIIs, employing the qualitative coding technique to systematically categorize and identify themes and patterns. The analyzed data was triangulated with secondary sources and used to formulate findings, conclusions, and recommendations.

Triangulation and Validation

This is a mixed-methods evaluation that has drawn on primary and secondary data sources premised on the triangulation of findings across sources. This methodological strategy helped to ensure the reliability and credibility of the evaluation by cross-referencing information from different sources. The convergence of data from various angles and perspectives increases the overall confidence in the research findings and strengthens the overall quality of the analysis. The validation process will include a closed-door discussion with selected UNDP staff from HQ and the Regional Hub for validation.

Quality Control

To ensure high quality of data, MMIS set several procedures and specific instructions at all levels of the data collection process. This included recording all interviews (with respondents' consent) and performing callbacks to clarify any missing or unclear information. Furthermore, daily contact between the evaluation team leader and the data collection team was conducted to identify any concerns.

Evaluation Questions

During the inception phase, MMIS performed an evaluability assessment to tailor the scope of the initial evaluation questions presented in the TOR, based on discussions and agreements with SRF. The revised and final EQs and their corresponding sub-areas are presented below in Table I.

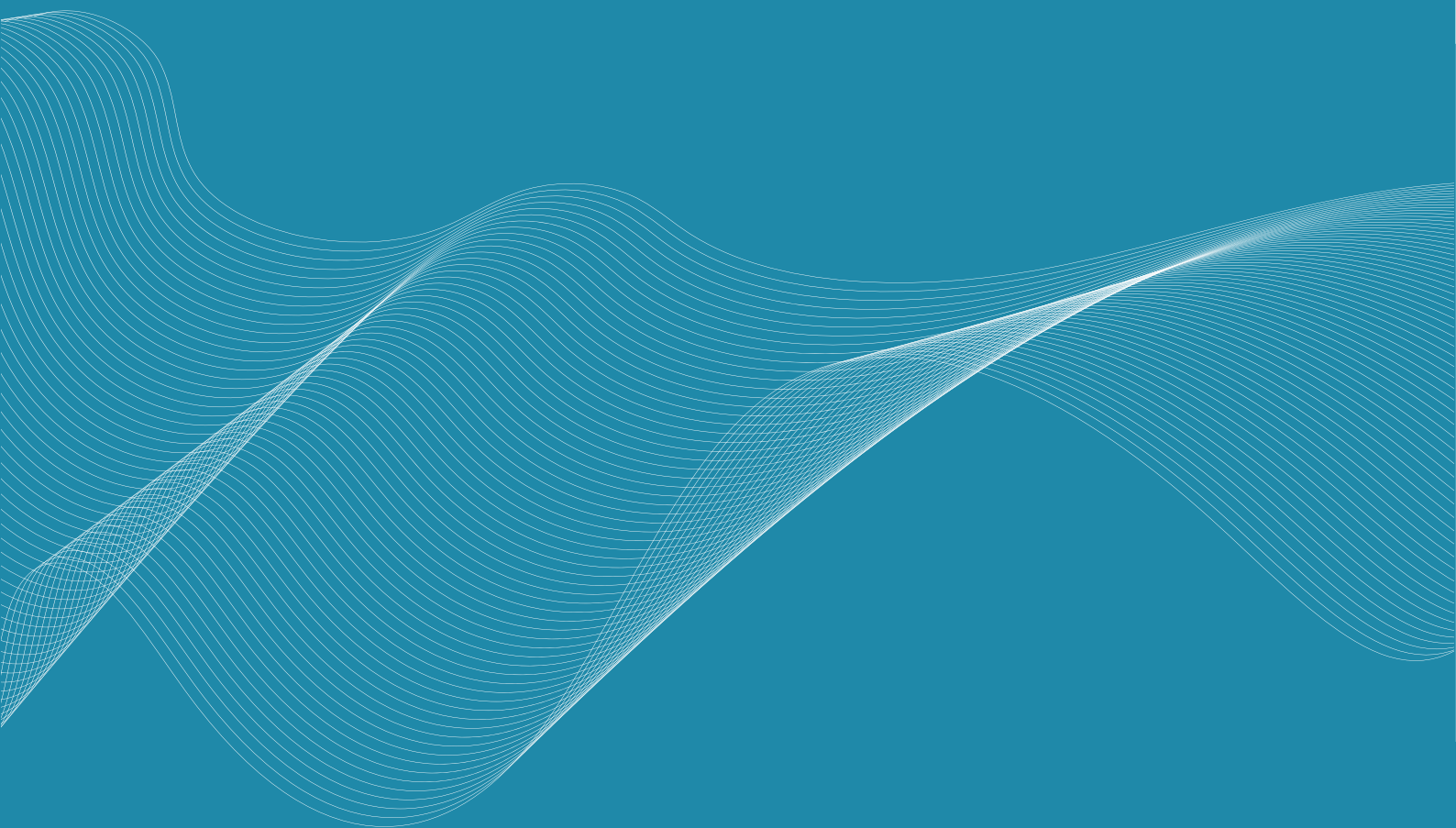
Table I. Evaluation Research Questions and Sub-areas.

<p>EQ1: How has the SRF under the project provided effective strategic leadership, vision, and coordination for the Syria regional refugee crisis response and how can it best continue to do so in the future?</p>	<ul style="list-style-type: none"> 1.1 Co-leadership the 3RP with UNHCR 1.2 Created linkages to global and regional frameworks 1.3 Provided sub-regional coordination support
<p>EQ2: To what extent has the SRF managed to support the design and implementation of resilience-based approaches and solutions in the 3RP and to UNDP CO's?</p>	<ul style="list-style-type: none"> 2.1 Integrated and advanced the resilience approach within the 3RP 2.2 Published and advocated the UNDP Position Paper Adaptive Solutions 2.3 Fostered innovation and private sector partnership 2.4 Supported/led the development of knowledge products that tackle issues related to long-term solutions 2.5 Put in place measures that support the sustainability of introduced solutions
<p>EQ3: Has the SRF under the project provided an effective platform to conduct advocacy, policy dialogue, and resource mobilization at the global and regional levels? How can it be further improved?</p>	<ul style="list-style-type: none"> 3.1 Engaged in institutional and national advocacy to promote resilience 3.2 Mobilized resources for 3RP regional response and UNDP COs
<p>EQ4: To what extent did SRF address and consider cross-cutting issues including gender equality, human rights, disability issues, nexus, etc.?</p>	<ul style="list-style-type: none"> 4.1 Ensured the inclusion of marginalized and vulnerable groups
<p>EQ5: To what extent did SRF deliver intended results in an efficient and timely manner?</p>	<ul style="list-style-type: none"> 5.1 Utilized resources strategically to achieve intended results
<p>EQ6: What are the risks and potential trade-offs to sustaining SRF? To what extent will primary and secondary beneficiaries including vulnerable people benefit from the project's interventions in the long-term?</p>	<ul style="list-style-type: none"> 6.1 Risks and pre-requisites for SRF's sustainability 6.2 SRF's long-term impact

The evaluation complied with the standards of the United Nations Evaluation Group (UNEG) and draws from the Organization for Economic Co-operation and Development's/ Development Assistance Committee (OECD/ DAC) evaluation criteria, namely: relevance, coherence, effectiveness, efficiency, sustainability and impact.

3

EVALUATION FINDINGS



3. EVALUATION FINDINGS

This section presents findings of the evaluation against the six key EQs and related sub-questions (refer to Table I). The key finding per sub-question is highlighted under each EQ.

EQ I

How has the SRF under the project provided effective strategic leadership, vision, and coordination for the Syria regional refugee crisis response and how can it best continue to do so in the future?

1.1 Co-leadership of the 3RP with UNHCR

Finding 1.

SRF provides effective strategic leadership, vision, and coordination for the Syria regional refugee crisis response through its: co-leadership of the 3RP with UNHCR, provision of sub-regional coordination support, and assurance of regional coherence.

The evaluation reveals that the majority of interviewees recognize the relevance and effectiveness of SRF in addressing the complex challenges of the Syrian crisis. SRF provides this through various and interconnected approaches:

In 2015, a partnership between UNDP/SRF and UNHCR was established to co-lead the 3RP. This partnership has allowed UNDP to advocate for resilience and long-term development needs of the affected populations.

Box 3. A Brief on the 3RP

The Regional Refugee & Resilience Plan (3RP) is a strategic, coordination, planning, advocacy, fundraising, and programming platform for humanitarian and development partners to respond to the Syria crisis. The 3RP is seen as a model and precursor to the Global Compact on Refugees, and is linked to other significant international frameworks⁷.

7 3RP, about the 3RP Model - [Link](#)

Listed below are some of the 3RP's achievements under their main 4 strategic directions^{8 9}:

Figure 3. 3RP Achievements



8 3RP, Annual Report 2022 - [Link](#)

9 This figure presents collective and cumulative achievements of 3RP partners.

UNDP/SRF's role within this co-leadership response can be observed at various levels:

- **Regional Level:**

- **Regional Steering Committee (RSC):** This is the highest decision-making body of the 3RP and is co-chaired by UNDP/SRF and UNHCR. Members include representatives from 3RP partner agencies at the Regional Director level. Its main functions are outlining high-level strategic parameters, steering the response, and advocating on 3RP's behalf at senior levels.
- **Regional Technical Committee (RTC):** UNDP/SRF co-chairs the RTC with UNHCR. Comprising representatives from 3RP partner agencies at the senior regional operations level, the RTC acts as the principal coordination mechanism at the regional level. Its functions include providing guidance and technical input to the RSC, monitoring the response in 3RP countries, and offering practical guidance to inter-sector coordinators for regional coherence.

- **Joint Secretariat (JS):** Composed of UNHCR and UNDP staff, the JS serves as the main actor in the coordination mechanism. Its responsibilities encompass supporting the RTC with planning, implementation, knowledge generation and dissemination, development of guidance notes and toolkits, monitoring, reporting, and financial tracking on regional and country levels. Additionally, to bolster country-level planning, JS hosts planning workshops and inter-sector meetings and provides technical guidance to support refugee protection, humanitarian response, and to enhance the capacity of national systems and crisis response plans.



Figure 4. SRF Role in 3RP Co-Leadership

- **Country Level:** UNDP/SRF collaborates with UNHCR to communicate with 3RP countries under the JS banner. This unified communication demands a robust coordination level, facilitated through regular meetings and continuous interactions between JS members. Notably, these coordination efforts have been identified as particularly time-intensive for SRF.

The above 3RP regional bodies play a pivotal role in supporting country-level planning. This support manifests in guidance on innovation, sector standards, and tools for coherence on key issues. Furthermore, these regional bodies actively engage in advocacy and fundraising endeavours at both regional and international platforms. Critical functions at the regional level encompass hosting platforms for advocacy and fundraising, consistent monthly and quarterly reporting, information management, mainstreaming cross cutting themes including gender, PWD, climate change and conflict sensitivity, strategic coordination, and sector-specific financial backing.

The majority of stakeholders found the partnership between UNDP/SRF and UNHCR to be effective in promoting, driving, and steering the 3RP. Stakeholders attributed SRF's involvement and co-leadership with the integration of the Nexus approach, which encompassed resilience in the response. This approach is vital in a refugee response, particularly one as complex and protracted as the Syrian refugee crisis, as it allows for the development of novel solutions to address needs effectively. SRF's role within the 3RP co-leadership has been acknowledged as integral and value-adding, for both UNDP and UNHCR.

Finding 2.

Relevance of SRF's co-leadership of the program is maintained by effectively promoting, driving, and steering the 3RP.

The “[Independent Evaluation of UNDP's Support to The Syria Crisis Response And Promoting An Integrated Resilience Approach](#)” conducted in 2020, found that SRF's role in the 3RP remains relevant, as it plays an important role in setting the resilience agenda, enabling 3RP deliberations and financial decision-making processes. UNDP's investment in SRF was determined to be an important contribution to its co-leadership with UNHCR and in positioning UNDP at the center of the Syria crisis response. It strengthened UNDP's engagement and partnerships with the international community, NGOs, as well as other United Nations organizations. The evaluation highlighted that a significant contribution of SRF is the success in bringing resilience into financial discussions and decision-making¹⁰.

This finding was further supported by stakeholders' input collected through the current evaluation. Before the launch of the 3RP, response efforts were predominantly directed towards immediate humanitarian assistance. However, the UNDP, through SRF, championed for a more holistic humanitarian and development approach. Their efforts were notably manifested in conducting high-level meetings outside of and within the 3RP, where they advocated for a more dominant role for resilience. A testament to the influence of SRF's integration of resilience was the adaptation of the 3RP's [Regional Strategic Overview 2020-2021](#), which saw a shift from an arbitrary division of assistance – humanitarian aid for refugees and resilience for host communities – to a more encompassing approach that recognized the value of resilience for both groups. This is clearly demonstrated by the UNDP COs' approach to programming, which places significant emphasis on the resilience of affected populations. For instance, CO programming encompasses development-focused activities, including capacity building for both refugee and host communities, promoting social cohesion, and collaborating closely with the private sector on livelihood components, among others.

1.2 Created linkages to global and regional frameworks.

Finding 3.

Strong linkages with international (SDGs and GCR) and regional frameworks (UNDP Regional Program) ensure that SRF is aligned with relevant strategic priorities.

The vast majority of stakeholders agreed on SRF's high level of coherence with the Sustainable Development Goals (SDGs). This coherence is maintained through clear referencing throughout SRF's work towards the SDGs and priorities related to local communities and refugees.

As a co-lead of the 3RP, SRF supports partners in working towards ensuring an effective and equitable access of both refugees and host communities to education, health, legal, sanitation and other key socio-economic goods, services, and infrastructures as well as to sustainable livelihoods opportunities (SDG 1 to 11)¹¹. SRF also contributes to a wide variety of SDGs, beyond its work with the 3RP. These linkages to the SDGs are clearly outlined in SRF's results framework¹², which displays linkages with a large number of 'resilience driver' SDGs.

10 UNDP, Independent Evaluation of UNDP Support to The Syrian Refugee Crisis Response and Promoting an Integrated Resilience Approach, 2020 - [Link](#)
11 3RP, Sustainable Development Goals (SDGs) - [Link](#)
12 The results framework is included in the SRF Project Document 2021-2022, under Section 3 Results and Partnerships.

For instance, under Activity I.1 (Output 1: The resilience response is effectively coordinated at the sub-regional level and integrated and adapted in country response plans and monitoring frameworks), SRF contributes to ensuring that monitoring and reporting activities emphasize the contribution of the resilience response to strengthening capacities of national and local institutions, promoting self-reliance, with a particular focus on youth and women empowerment and social cohesion. This activity aligns SRF with SDG 5: Gender Equality and SDG 16: Peace, Justice, and Strong Institutions.

SRF also sought further alignment with SDG 13: Climate Action in its 2021-2022 Project Document by ensuring that climate and environmental sustainability are more systematically documented and integrated in resilience programming and monitoring frameworks at the sub-regional and country level. Furthermore, SRF aligns with SDG 8: Decent Work and Economic Growth through the promotion of sustainable livelihoods for refugees and host communities.

SRF's focus on collaboration and coordination mechanisms is reported as vital, aligning with SDG 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development. SRF's role in ensuring coordination mechanisms and collaborating with other teams in RBAS is acknowledged as a core component of its work.

It is noted that SRF exhibits a reasonable balance between SDGs that include targets related to socioeconomic resilience, cross-cutting resilience, climate-ecological resilience and macroeconomic resilience¹³.

SRF's dedication to coherence with the SDGs has provided opportunities for strengthened coordination, particularly in establishing linkages between the 3RP and The Global Compact on Refugees (GCR), as well as between 3RP country response plans and the SDGs¹⁴.

SRF's emphasis on collaboration is also reflected via its coherence with UNDP's strategic goals and objectives. The 2021-2022 Project Document clearly states linkages between SRF and relevant UNDP strategic objectives; namely **UNDP Strategic Plan Outcome 3: Strengthen resilience to shocks and crisis**. This alignment of objectives is clearly evidenced through SRF's work towards resilience as a signature solution.

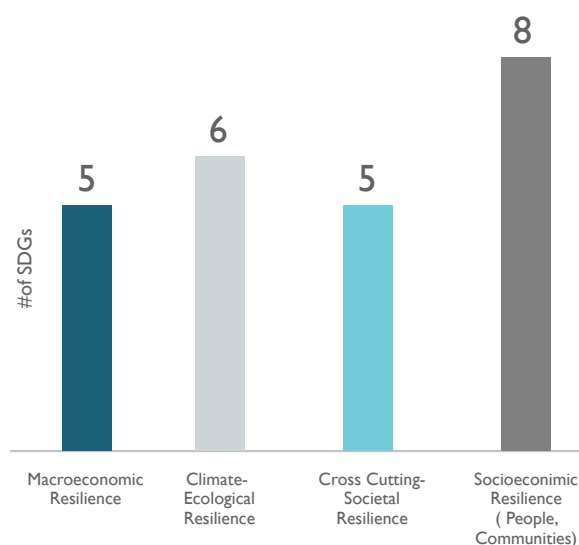


Figure 5. Distribution of UNHCR Registered Syrian Refugees

¹³ UNDP Perspectives on SDG-based Resilience Planning in the Arab Region Working Paper, 2019 - [Link](#)

¹⁴ UNDP, Independent Evaluation of UNDP Support to The Syrian Refugee Crisis Response and Promoting an Integrated Resilience Approach, 2020 - [Link](#)

The UNDP Regional Programme is an integral part of UNDP RBAS, and includes more than 10 initiatives covering different thematic areas, which have significantly contributed to advance regional priorities¹⁵. SRF is linked to the Regional Program through contributing to the program's **Outcome2**: Strengthen institutions to promote inclusive participation, prevent conflict and build peaceful societies. Another aspect of SRF's regional coherence is its work with a wide network of external partners, which includes World Food Programme (WFP), the Durable Solutions Platform and The Syria International NGO Regional Forum; SRF is a key member of the UNHCR-led Regional Durable Solutions Working Group (RDSWG), where UNDP and WFP are leading a workstream to strengthen linkages in livelihoods programming between Syria and 3RP countries. SRF maintains these partnerships through coordination with focal points within each organization. SRF's approach in managing these partnerships was described as effective and participatory.

Finding 4.

SRF plays a crucial role in supporting regional coherence through global, regional, and country level coordination with UNHCR, UNDP COs, and humanitarian agencies.

SRF's multi-country or sub-regional approach is highlighted as a strength by the majority of interviewees/stakeholders, particularly in addressing the regional impact of the Syria crisis. It has allowed UNDP to deliver results effectively and position SRF as a flagship program within the region. The considerable number of partners across this response has necessitated a robust and effective coordination effort by SRF.

The evaluation found that SRF continues to play a crucial role in facilitating coordination and collaboration among different stakeholders, ensuring a comprehensive and integrated response to the crisis (see finding 5 for specific details). SRF's coordination and communication with partners occurs on 3 levels:

1. Global: Coordinating and linking between HQ (RBAS New York and the UNDP Crisis Bureau)
2. Regional: Interagency coordination with UNHCR Regional Hub through the JS, Coordination with the Amman Regional Hub
3. Country Level: COs support and partnership promotion with governments, private sector, (I)NGOs, bilateral donors, IFIs, academia, CSOs, etc.

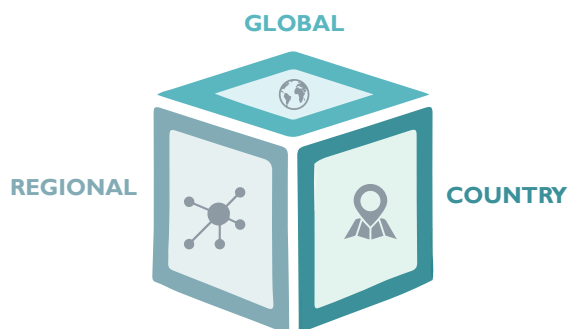


Figure 6. SRF Coordination Levels

Finding 5.

Leveraging UNDP resources, and maintaining strong coordination with broader UNDP RBAS, the Crises Bauru and UNDP Hub teams enables the SRF to be more effective and participatory in its implementation.

At the global level, SRF regularly coordinates with RBAS New York team and the Crisis Bureau to advance globally acceptable and operationalized solutions. Through this visibility on global and HQ status, SRF also acts as conduit between HQ, and the regional, and country offices as needed; when opportunities for linkages are identified, SRF works to build connections between COs, as well as the Amman Regional Hub, as necessary. SRF also maintains a strong relationship with the RBAS New York team through regular bi-weekly meetings.

At the regional level, SRF management maintains robust coordination efforts with the UNDP Regional Hub in Amman. This is accomplished through the regularly held Team Leaders meetings where joint collaboration efforts between different teams is discussed. These meetings offer opportunities for knowledge and experience sharing around issues of common interest, such as human mobility, Nexus governance and other relevant matters.

Furthermore, SRF leverages the expertise of different teams within UNDP, including: Governance and Peacebuilding, Gender, and Climate Change and Environment. For instance, SRF has worked closely with the UNDP Governance and Peacebuilding team on producing a regional framework for human mobility. Also, the Inclusive Growth Team has significantly contributed to the development and refinement of the Private Sector Development Strategy (PSES) for the 3RP countries 2023-2025, collaborating with the SRF team and external consultants.

This degree of coherence between SRF and the RBAS was attributed to the recent transitioning of SRF's structure from a separate entity into a more integrated component of the UNDP Regional Hub in Amman. Furthermore, SRF's built-in component of CO coordination and support has resulted in a natural entry point for coherence and linkage creation.

With regards to the interagency response between UNDP and UNHCR, it is coordinated through quarterly meetings with UNDP interagency coordinators. The relationship between UNDP Regional Director for Arab State and UNHCR Regional Director for MENA Bureau was highlighted by interviewees as an important factor to the facilitation of effective coordination. Active leadership support from the UNDP HQ was also highlighted by interviewees as vital for SRF's continued ability to coordinate the regional inter-agency response.

Finding 6.

SRF's alignment with UNDP's strategic goals may be hindered due to challenges in prioritizing forced displacement among UNDP COs, potentially due to insufficient resource allocation.

One potential challenge to SRF achieving full coherence with UNDP's strategic goals is a reported challenge in positioning/ identifying forced displacement as a priority and key entry point among UNDP COs. The component's current positioning in terms of priority can lead to a limitation in the sufficiency of resources provided by COs. However, SRF team has the expertise and knowledge in the field of forced displacement and regularly provides support to COs as needed. An increase in resources dedication and capacities around forced displacement within UNDP COs would support future collaboration and further enable SRF efforts to carry the work towards crisis response. This may be accomplished through knowledge-sharing and technical sessions around displacement/resilience and solutions concepts and experiences.

Finding 7.

SRF's country-level coordination is effective in offering strategic and policy-level support through UNDP interagency coordinators. Nonetheless, increased involvement in country-level coordination may enable strengthened support and a more informed regional response.

At the country level, SRF supports COs through programmatic, technical and financial/fundraising coordination, in addition to providing advice on policy and strategic positioning. This coordination is held with COs' focal points (Interagency coordinators), who contact SRF for advisory support as needed.

Coordination efforts at the country level were reported to be effective at the strategic and policy level, and are mainly done through interaction and coordination with focal points and representatives of higher management in each CO. Some stakeholders have highlighted the need for SRF to increase involvement in country-level coordination. One suggestion toward achieving this was the arrangement of increased bilateral communication with UNDP SRF and COs senior management. These check-ins would serve as a platform for COs to share country-level analysis with SRF as well as more effectively learn country-level priorities and needs. This would strengthen the support offered by SRF at the country-level and enable for a more informed regional response.

Overall, coordination and partnership at all the above levels, with UNHCR, other UN organizations, bilateral donors, and host governments, have been seen as valuable in providing strategic direction and effectively addressing the needs of the crisis. SRF has played a crucial role in shaping the discourse on resilience and highlighting the importance of an integrated approach to the response. Many stakeholders emphasized the importance of learning from the SRF's experiences and effectively communicating resilience messages to other regions, donors and humanitarian actors.

EQ2

To what extent has SRF managed to support the design and implementation of resilience-based approaches and solutions in the 3RP and to UNDP CO's?

2.1 Integrated and advanced the resilience approach within the 3RP

Finding 8.

SRF is widely credited for integrating the resilience approach in the 3RP response and maintaining innovation within it.

At the onset of the Syrian crisis, it became clear that a humanitarian response alone would not meet the needs of all affected populations due to its unique and complex nature. As a result, SRF has provided strong strategic guidance through the introduction and integration of the resilience-based approach within the 3RP. This approach bridges the gap between humanitarian and development responses; addressing the protection and humanitarian needs of refugees as well the resilience, stabilization, and development needs of impacted refugees, vulnerable host community members, and institutions.

The integration of resilience within the 3RP is seen by stakeholders as a significant innovative practice with a broad impact; through its introduction, the 3RP has been positioned as a unique and first-of-its-kind refugee response mechanism that combines resilience and humanitarian aspects.

Innovative practices introduced include the [Adaptive Solutions Position Paper](#), Private Sector Engagement Strategy for the 3RP countries, as well as various knowledge products which support long-term solutions such as livelihoods and social cohesion. These innovative approaches will be expanded upon in the following sub-sections.

Box 4. (Best Practice): Development of the Digital Skills Portal in Jordan

SRF supported the establishment of the “[Digi Maharat](#)”, a digital skills portal in collaboration with UNDP Jordan CO, the Ministry of Digital Economy and Entrepreneurship (MoDEE), and the Digital Skills Association.

The purpose of the portal is to enable refugees and vulnerable host community members to build digital literacy, skills, and access livelihood opportunities through self-employment and entrepreneurship, as well as linking them to the private sector.

The portal was designed with replicability in mind, to ensure sustainability and knowledge transfer of SRF's work with the COs. The UNDP Egypt CO has shown interest for the replication of the portal to be explored in Egypt.

The introduction and integration of the resilience-based approach extends to UNDP COs as well. COs have acknowledged SRF's efforts to mainstream and localize resilience-based approaches. With that said, the geographical split and different social, political, and economic contexts in each of the five countries can be challenging to navigate when pushing the resilience-based agenda at the country level.

Finding 9.

The advancement of the resilience approach has contributed to shifting UNDP's positioning in humanitarian crisis response. The sustainability of this positioning is strongly dependent on the continued advancement of innovative solutions.

SRF's strategic leadership in the introduction and implementation of resilience-based approaches has been credited with changing the landscape of the Syria crisis response. This is reflected in the Global Compact on Refugees (GCR), which integrates a resilience and long-term solutions approach.

SRF's work has increased UNDP's relevance and visibility, particularly in the resilience pillar of the Syria Crisis response. SRF's coordination role has facilitated connections with donors, government counterparts, and other actors, including WFP and DSP. Examples of connections and partnerships include:

- **Joint workstreams:**

- UNDP/SRF launched in 2020 a new forward-looking workstream (expected to run until mid-2021) on Livelihoods and Returns Preparedness, in partnership with UNCHR and WFP and under the umbrella of the Regional Durable Solutions Working Group (RDSWG).
- The "[Jobs Make the Difference](#)" was developed and published by UNDP/SRF in partnership with ILO and WFP. Based on emerged knowledge gaps, SRF then commissioned the "[Improving Gender Integration in the Livelihoods Response to the Syrian crisis](#)" report in 2019.

- **Joint events:**

- In 2018, UNDP/SRF, 3RP co-conveners, and UNHCR, along with the Regional Directors from UNICEF and WFP, held a joint press conference to brief the media on the situation facing Syrian refugees, the state of response efforts during 2018, as well as challenges that UN agencies, I/NGOs and CSOs were facing as a result of 3RP under-funding.
- In December 2020, the SRF organized a pilot virtual Workshop on Vulnerability, Resilience Measurement, and Monitoring within the response to the Syrian Crisis. The two-day virtual event offered a dedicated space to 70 practitioners from the UN (FAO, ILO, UNDP, UNFPA, UN-Habitat, UNHCR, UNICEF, UNRWA, UN Women, WFP) and INGOs (Care International, DRC, DSP) across 3RP countries to exchange ideas on recent advances and innovations in methodologies and tools for measuring and monitoring multidimensional vulnerability and resilience within the response to the Syrian crisis.

Furthermore, SRF has shown a commitment to include NGOs and smaller organizations that may often be excluded in large scale responses. By actively inviting them to meetings and genuinely valuing their contributions, the SRF demonstrated its dedication to a holistic and inclusive approach to the Syria Crisis response.

The advancement of innovative approaches by SRF ensures that the agenda of resilience, socio-economic inclusion, and long-term solutions remains at the forefront of the Syria Crisis response. This has, in turn, contributed to shifting UNDP's positioning in the region to become crucially influential in the international response to the Syrian crisis. The SRF's sub-regional approach, coordination with UNHCR, and its unique position have made it a crucial mechanism.

The continued relevance and significance of SRF and UNDP in the Syria crisis response was seen as strongly dependent on the continued introduction of innovative solutions that work to reframe the crisis response. SRF has been working toward this, through the introduction of several innovative approaches, as presented in the sub-sections below:

2.2 Published and advocated the UNDP Position Paper Adaptive Solutions

Finding 10.

The Adaptive Solutions Paper is the most recent and prominent innovative solution introduced by SRF. While ongoing efforts to promote the paper are in place, the challenge ahead lies in the availability of resources to operationalizing it at the country level.

A clear example of SRF's effectiveness in introducing and integrating resilience and innovation in the Syria crisis response is the UNDP Position Paper on Adaptive Solutions. The paper, published in November 2022, is the latest innovative practice introduced by SRF.

Box 5. UNDP, Position Paper: Adaptive Solutions in the Region Affected by the Syria Crisis, 2022

The position paper was published by SRF, with the support of GoF, in 2022. The paper was based on an in-depth desk review and complemented by a series of more than 50 key informant interviews with key UNDP partners, relevant stakeholders and donors working in the region affected by the Syria Crisis.

The paper presents an overall vision and highlights a role for UNDP to lead on and contribute to solutions in the region affected by the Syria crisis. It builds on UNDP's global approach to development solutions for forced displacement, and UNDP's work in the region since 2014 in support of national systems and actors (including government, civil society, and private sector) to find pathways for solutions for forcibly displaced populations. The paper is premised on UNDP's lead role as an integrator - supporting the United Nations system at large, including Resident Coordinators, in strengthening strategic activities and impact in the field. It is also anchored in the need to engage in strategic partnerships, across the Humanitarian-Development-Peace (HDP) nexus, as solutions is a collective rather than agency-focused effort¹⁶.



The majority of stakeholders reported that the paper has effectively met its objective of reframing the previously implemented durable solutions approach. The new approach works to ensure that short-term responses have long-term impacts that lead to adaptive and sustainable solutions. The paper was praised for its presentation of actionable recommendations that can be utilized at the regional level and for providing a structured approach to the Syria Crisis response.

The Adaptive Solutions paper remains in the initial stages of dissemination and promotion. Nevertheless, efforts are ongoing to change the 3RP narrative to more alignment with the adaptive solutions approach. These efforts are led through UNDP's overall engagement strategy on the 3RP.

Current advocacy efforts are geared towards promoting and introducing Adaptive Solutions to relevant partners. The paper is the main focus of UNDP's engagement efforts as part of the Brussels VII Conference 2023. For instance, the "Strengthening Adaptive Solutions in the Regional Response to the Syria crisis" side event, was organized in collaboration with the Islamic Development Bank (IsDB) and Abdulla Al Ghurair Foundation (AGF), aimed to:



- Disseminate UNDP's development approach to displacement solutions including through a presentation of three pilot initiatives undertaken by UNDP Country Offices as part of the adaptive solutions approach, as well as IsDB's experience in supporting refugees and IDPs in its member countries;
- Provide an opportunity to collectively discuss, review and share experiences on improving development pathways to address the challenges of displacement in a sustainable manner.

The above findings showcase that SRF has effectively influenced the architecture and policy at the regional level, through successfully integrating resilience within the Syria Crisis response, as well as continuing to work to shift the narrative toward long-term solutions for forced displacement through country level support, coordination efforts as well as the introduction of innovative solutions (e.g., the Adaptive Solutions Paper). However, the challenge moving forward lies in the lack of resources needed to operationalize knowledge products, such as the Adaptive Solutions paper, at the country level. The application of such approaches and solutions relies heavily on UNDP COs and their resource availability to deliver on the approach.

2.3 Fostered innovation and private sector partnership

Finding 11.

SRF's work to develop partnerships with the private sector addresses a key gap within UNDP's Syria crisis response.

Fostering innovation and promoting partnerships with the private sector and IFIs is a central component of SRF's work. Given the protracted nature of the Syrian refugee crisis, interviewees agreed that the role of the private sector is prominent in achieving longer term solutions for refugees and their hosting communities, including economic empowerment, access to business and financial services, skilling and employment.

Acknowledging the value of engaging the private sector in the response, SRF built on the recommendations of the Innovation4Crisis (I4C) initiative and the recommendations of the UNDP internal evaluations of 2020 to move ahead with developing a private sector engagement strategy for the regional Syria crisis response. A situation analysis report, strategy, and action plan are produced to inform UNDP's and 3RP partners' engagement with the private sector¹⁷.

The I4C was launched in 2016, as part of UNDP's partnership with the Government of Finland (GoF). The initiative was developed to address the need to establish a multi-stakeholder platform that encourages regional engagement around partnerships, developing collaborative solutions, and exchanging knowledge.

SRF, in partnership with the Government of Finland has organized two editions of I4C learning events in 2018 and 2019:

Box 6. May 2018 - Regional Resilience and Private Sector Innovation Workshop for Improved Crisis Response, Amman

The 2018 I4C event revolved around utilizing technology and new innovative approaches to address challenges of building resilience in the region. The event provided an opportunity for representatives of 50 3RP partner organizations to interact and engage with 20 stakeholders from the Finnish business sector including 14 Finnish companies.

17 UNDP, Sub-Regional Response Facility (SRF) - Roles and Functions, 2022,

Box 7. March 2019 - Regional Learning and Innovation Workshop: “Innovating for Collaborative Solutions”, Dead Sea

The event brought together over 125 participants from various UN agencies, I/NGOs, and 35 businesses from Finland. The event aimed to address the protracted Syrian crisis and emphasized the importance of partnerships and collaboration across sectors, and particularly the private sector.

Participants shared innovative initiatives, established new partnerships, and developed ten joint solutions to the refugee crisis that considered the needs of refugees, host communities, businesses, governments, and (I)NGOs. The solutions ranged from affordable and eco-friendly temporary housing with integrated Water, Sanitation, and Hygiene (WASH) services to a digital trade platform connecting agricultural supply chains¹⁸.

Satisfaction levels with the I4C were relatively high among relevant interviewees, and the initiative was noted as important, with both events largely praised for fostering private sector partnership and innovation. Due to the travel and gathering restrictions imposed by COVID-19, the events have not been held since 2019. As the pandemic situation normalizes¹⁹, interviewees expressed the expectation for the events to resume and further promote private sector engagement, in line with the release of the private sector engagement strategy.

In light of a reported gap in private sector partnerships within UNDP’s Syrian crisis response and the 3RP at large²⁰, SRF’s focus on private sector partnerships is highlighted as a critical component for achieving resilience.

Box 8. Mapping of International Financial Institutions (IFI) involved in the Syria Crisis Response

The SRF developed and published [an analysis of IFIs interventions in Jordan, Lebanon and Türkiye](#). The report’s objective was to take stock of ongoing efforts and to identify synergies between the different types of support provided to respond to the Syria crisis. The analysis mapped 3RP and IFI potential areas of collaboration.

SRF has led the discussion with the IFIs, facilitating collaboration between IFIs and UNDP COs. However, interviewees have reported room for further collaboration with IFIs, through holding round table discussions.

18 UNDP SRF, Innovation for Crisis 2019 I4C Regional Learning Events, March 2019 - [Link](#)

19 On 5 May 2023, the World Health Organization (WHO) officially declared that COVID-19 was no longer a global health emergency - [Link](#)

20 UNDP, Independent Evaluation of UNDP Support to The Syrian Refugee Crisis Response and Promoting An Integrated Resilience Approach, 2020 - [Link](#)

2.4 Supported/led the development of knowledge products that tackle issues related to resilience and long-term solutions

Finding 12.

SRF knowledge products represent learnings and support provided to SRF partners (COs, 3RP) to aid them in designing and implementing evidence-based, effective programs.

A key component of SRF's introduction of innovative approaches is its development and publication of resilience-based knowledge products, which tackle issues related to long-term solutions, such as social cohesion, livelihoods, and environmental impacts of the crisis. Knowledge products are transferred through dissemination to COs and partners in the sub-region. The products highlight best practices and lessons learned in resilience programming. Thus, they support partners in designing and implementing effective programs that are evidence-based. Demonstrated below is a snapshot of some publications SRF has led and/or supported:

Box 9. UNDP & UNHCR, Recommendations for Improved Access to Livelihoods in Preparation for Durable Solutions, 2021

SRF and UNHCR commissioned the study in 2021 to better understand the dynamics around livelihoods and durable solutions, including the recent challenges and opportunities that Syrian refugees face in host countries from a livelihood's perspective. Also, identifying the extent to which on-going livelihoods support to refugees in host countries are helping to meet the existing or potential future needs.

The report includes recommendations for national governments policy makers in host countries on how the currently offered livelihood interventions can be strengthened to support Durable Solutions.



Box 10. SRF, Women and Work: Improving Gender Integration in the Livelihoods Response to the Syrian Crisis, 2020

SRF commissioned the study in 2020 to explore the degree to which women's needs and experiences are being actively addressed in the design and implementation of 3RP livelihoods programs.

The study identifies specific challenges surrounding the integration of gender into the livelihoods' response of the 3RP such as short programming cycles and internalized norms/stereotypes around both ethnicity and gender, as well as institutional constraints that contribute to reducing the effectiveness of gender-mainstreaming efforts.



Box 11. 3RP, Mainstreaming Environmental Sustainability and Clean Energy Access in The Regional Refugee and Resilience Plan in Response to The Syria Crisis (3RP), 2022

The report was published by 3RP, with the support of SRF in 2022. It highlights the link between ecological fragility, humanitarian and development needs in the 3RP countries. It explores the relations between ecological degradation and the refugee crisis, showcasing some of the main challenges for 3RP partners and what 3RP is already doing best to cope with environmental degradation and energy access. It introduces a list of global, regional, and national stakeholders working on environmental sustainability and energy provision in 3RP countries.

The report highlights that environmental mainstreaming in the 3RP can achieve two broad objectives: The first is to anticipate risks and strengthen the resilience of both host communities and refugees. The second is to apply the Do-No-Harm Approach.

The report includes an 8-step plan of action to raise awareness and create a space of actions, plan for success, reduce the environmental footprint in the 3RP countries, harness frontier technologies to anticipate risks and strengthen resilience, unlock new sources of finance, build capacity, and support environmental voices in 3RP countries, coordinate with other actors, monitor progress, and ensure lessons are learned.



Box 12. In Progress: UNDP Jordan CO, Conducting a Socioeconomic and Political Analysis and Feasibility Assessment on the Impact of Extending Social Protection Coverage to Syrian Refugees

At the time of evaluation, this analysis remains in progress. The report aims to conduct a socioeconomic and political analysis and feasibility assessment on the potential impact of extending social protection coverage to Syrian refugees, including contributory and non-contributory schemes is an important step towards understanding and identifying policy recommendations for inclusion and extending social protection to include Syrian refugees is essential to ensuring income security, reducing poverty and inequality, preventing negative coping strategies, and reducing vulnerability and social exclusion.

The proposed analysis will examine the existing socio-economic, political, and legal frameworks and barriers to more inclusive social security schemes, including socio political dynamics, and will provide potential policy options and pathways to bridge the inclusion gap and facilitate wider access for Syrian refugees in the social protection system. The study will seek to answer questions about the employment relationship and responsibility for labor protection, including social security.

2.5 Put in place measures that support the sustainability of introduced solutions

Finding 13.

The dissemination and review of SRF publications to relevant UNDP teams ensures a participatory approach. This approach allows SRF to strategically align with the broader UNDP engagement on human mobility and development solutions.

All knowledge products and publications issued by SRF are peer reviewed by relevant UNDP advisors, as well as external partners from relevant UN agencies and NGOs, to ensure coherence with other regional and global level work. SRF leverages the strength of the broader UNDP teams to address the Syria crisis, and integrate innovation into the response. The relationship within the Hub has been described as a “beehive”, where the different teams complement each other’s needs.

For instance, during the development of the Adaptive Solutions paper, SRF has been effective in taking on a participatory approach. The process was inclusive of various stakeholders and actors, including COs and relevant UNDP teams (i.e., Innovation). The paper was reviewed by the UNDP Crisis Bureau to ensure coherence with UNDP-led work on internal displacement, and the refugee context. The Adaptive Solutions paper heavily informed the UNDP [Institutional Strategy on Development Solutions to Internal Displacement](#).

Finding 14.

In order to best sustain innovative practices, piloting and pretesting of approaches should be accompanied by allocated resources at the CO level to apply and replicate them.

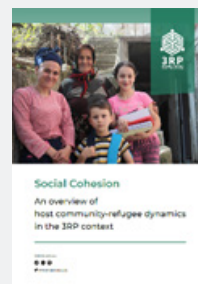
In order to ensure applicability and sustainability of innovative approaches, SRF places a strong emphasis on garnering buy-in and ownership by COs and governments. Due to the complex political, social, and economic contexts of each UNDP CO, the introduction of certain approaches can be challenging. Particularly, due to socio-political sensitivities and legal or policy limitations (especially around access to labor market), the narratives and language used are required to align with local contexts. SRF navigates this challenge by applying a “listening” approach with the COs, and changing the narrative according to their needs.

For instance, SRF and 3RP have been promoting social cohesion efforts since their establishment. However, discussions about social cohesion can elicit cautious reactions in some 3RP countries. In particular, social cohesion initiatives have occasionally led to the misconception of eventual assimilation and naturalization, especially in countries with a high ratio of refugees to host communities. SRF navigates this through the use of alternative terms - in Lebanon social cohesion is referred to as “social instability”.

Box 13. 3RP: Social Cohesion: An overview of host community-refugee dynamics in the 3RP context, 2022

Considering its increasing importance, the 3RP Joint Secretariat commissioned policy research on social cohesion across the 3RP countries.

The first section of the paper provides the foundation for understanding social cohesion in the 3RP context; the second section surveys social cohesion considerations and responses in each of the 3RP countries; and the third section provides recommendations on how social cohesion approaches can be strengthened in some countries.



Another vital factor for sustainability is testing and piloting innovative approaches. This step is necessary to generate “proof of concept” and allow for replication of developed approaches in other countries. While SRF has allocated budgets to pilot initiatives, availability of resources by COs presents a challenge to their ability to pilot or expand on initiatives.

Furthermore, resources are required for conducting feasibility studies in countries prior to the implementation of innovative approaches. These feasibility studies are seen as important to inform negotiations with governments and stakeholders and to ensure the effectiveness and applicability of approaches.

In order to best sustain introduced innovative practices, piloting and pretesting of approaches should be accompanied by allocated resources at the COs’ level to apply and replicate them.

EQ3

To what extent has SRF managed to support the design and implementation of resilience-based approaches and solutions in the 3RP and to UNDP CO's?

3.1 Engaged in institutional and national advocacy to promote resilience

Finding 15.

SRF conducts advocacy and policy dialogue at the institutional level through discussions and partnerships with stakeholders through concerned COs. Sensitivity in narratives and evidence-based approaches support the effectiveness of advocacy efforts.

National institutions are crucial components of SRF's work to mainstream resilience in the 3RP and at the country level. As the Syrian crisis became protracted, governments have taken on a stronger role in nation efforts and funding approvals for agency work. As a result, partnerships and advocacy with relevant stakeholders became imperative to integrating resilience in the Syrian crisis response.

SRF is actively engaged in advocacy efforts with stakeholders to promote resilience through partnerships and discussions with national actors through COs. This advocacy work is done with the objective of gaining institutional and government buy-in on the resilience-based approach. Through buy-in, SRF can advance innovative solutions that gradually reduce refugee and host communities' reliance on emergency assistance, helping people to become self-sufficient and self-reliant.

Finding 16.

Visibility of SRF's advocacy efforts with national partners and governments through COs is not wide-spread, due to the significant sensitivities surrounding such discussions. Nevertheless, this approach has facilitated effective advocacy for areas including the HDPN.

Due to socio-political contexts and sensitivities in each of the 3RP countries, advocacy with national and government actors, while maintaining the Do No Harm principle, can be very challenging. SRF works to address this through understanding the political economy of the different country contexts. This approach tries to understand the formal and informal power dynamics within each country to inform targeted advocacy efforts. Furthermore, the deep contextual understanding allows for tailoring the narrative and language of advocacy to avoid potential triggers and allow for a continued forum for policy dialogue.

While SRF's advocacy and policy discussion efforts with national actors through COs are substantive, they do not have a high degree of visibility. This is due to the significant sensitivity surrounding the situation and discussions. Nevertheless, this low visibility approach has supported holding high-sensitivity discussions, thus increasing the effectiveness of advocacy efforts.

Box 14. Navigating Institutional Advocacy – The HDPN

The Humanitarian Development Peace Nexus (HDPN) is intended to ensure strong cooperation, collaboration, and coordination among humanitarian, development, and peacebuilding actors at the national level to ensure collective outcomes on the basis of joined-up, coherent, complementary, and risk-informed analysis, planning, and action.

Contributing to advancing the HDPN was one of SRF's key strategic directions in 2022. Due to the challenging advocacy context, and prior to advancing the nexus, SRF conducted a comparative analysis covering 13 global contexts, to extract lessons learned and best practices. These lessons enabled SRF to contextualize the advocacy with CO to move ahead with the operationalization of the nexus at country level, and to offer governments with tangible evidence around the Nexus's implementation.

Finding 17.

The presence of multiple stakeholders conducting advocacy has led to scattered efforts. Strengthened partnerships and collaboration with donors and agencies is crucial to achieving greater impact when advancing policy discussions around areas such as inclusion and advancement of the Nexus.

Through the above efforts, SRF has managed to create a relatively effective advocacy momentum by adapting to the challenging landscape. However, there are areas of improvement: despite SRF's efforts to navigate the challenging landscape, advocacy efforts were reported to be somewhat scattered. There have been reports of other actors and donors independently conducting advocacy efforts to promote similar objectives as SRF (i.e., social cohesion, livelihoods, etc.). These dispersed efforts were reported as inefficient toward advocating for difficult policy discussions with governments. Strengthened partnerships with donors and agencies, and collaboration is crucial to advance policy discussions around inclusion, development solutions in a protracted refugee crisis, and achieve tangible impact. SRF is currently conducting engagement efforts with bilateral donors and IFIs to work in this direction.

Box 15. 3RP Partners Support to Public Institutions in Jordan

In order to provide a solid basis for the 3RP to continue scaling up its efforts in the area of support to public institutions, UNDP, in coordination with 3RP partners, has initiated a more detailed and regular tracking system of funding flows and investments made to and through public institution in Jordan. The aim of this initiative is to increase transparency and coordination with other international stakeholders to ensure that resources dedicated to Jordan are being utilized in the most effective way possible.

3.2 Mobilized resources for 3RP regional response and UNDP COs

Finding 18.

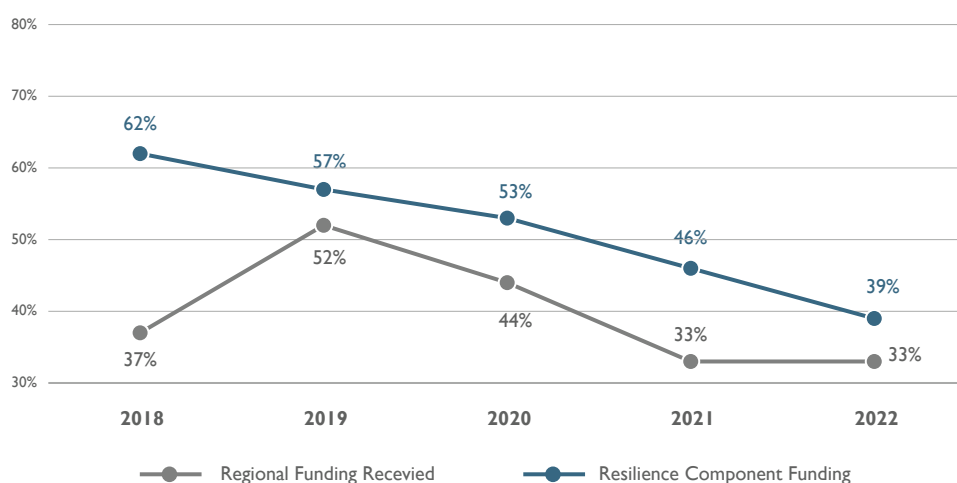
Support to COs and 3RP through resource mobilization is relevant. However, a downward trend in donor funding for the resilience component of the Syrian crisis response has impacted SRF’s ability to obtain funding and mobilize needed resources.

Advocacy and resource mobilization support for resilience funding is a key component of SRF’s overall objectives and is a cornerstone of its support to the 3RP. SRF’s work to mobilize resources for COs was reported as highly relevant to CO needs, particularly around facilitated connections with donors. SRF’s support included liaising with donors, as well as internal UNDP structures, to support the COs in receiving needed resources. SRF was praised for noted increase in effectiveness around resource mobilization, which was attributed to the recent and stable management structure.

However, it is important to note that the context within each country plays a large role in SRF’s ability to mobilize resources, with the number of refugees in a given country being a contributing factor. Specifically, the Egypt CO was reported to be the only 3RP country to not be allocated funding of SRF’s Finland budget through the SRF channel. This is likely due to significant number of programs and high workload at the Egypt CO. Furthermore, Egypt hosts the lowest number of Syrian refugees among the five 3RP countries – 145,000 Syrian refugees²¹, which represent less than 0.1% of the local population. This factor was reported as a difficulty in obtaining donor support specifically for the Syria crisis response.

In light of a decrease in international funding for the Syrian crisis, this objective is indeed vital for sustaining the Syrian crisis response. As shown in the figure below, the proportion of the 3RP regional funding received of the total appeal has been steadily decreasing from 2018 (62% of the overall required funding) to 2022 (39% of the overall required funding). This trend also applies to resilience component funding.

Figure 7. Evaluation Approach



Source: 3RP Regional Funding Summary

21 UNHCR, Operational Data Portal, Syria Regional Refugee Response, 2023 - [Link](#)

Finding 19.

The changing regional context and shifting donor priorities necessitate more vigorous and innovative resource mobilization efforts by SRF to effectively support COs.

This decrease in funding has been attributed by stakeholders to donor's focus and fatigue, as the Syrian crisis enters its 13th year. Furthermore, the emergence of other recent crises, including the war in Ukraine, Sudan, and the earthquake in Türkiye and Syria has shifted the focus of donors away from the Syrian crisis response.

Over the 2018-2023 period, SRF has continued to engage and advocate for sustaining programmatic and financial support to the 3RP/resilience response in major international meetings on the Syria regional crisis, through various conferences and events, including:

- 3RP 2019-2020 Launch Press Conference, Geneva 2018
- Attendance of Top Donor Group (TDG) in 2019
- Brussels Conferences; advocating for an increase in resource mobilization for the 3RP resilience response
- Increased social media presence, through updating messages on Twitter, Facebook, and Instagram, and the expansion of Arabic language media and Turkish translation
- “Meeting for Renewed Resilience Commitment” in 2018, which brought together regional and national advocacy messages on resilience and the crisis response in the sub-region to a wider audience

These efforts led to a notable rebound of resilience funding under the 3RP rising from 37% in 2018 to 52% in 2019. However, funding requirements for the resilience component of the 3RP, as a share of total requirements, returned to a declining trend in 2020 and continued to decline in 2022. This indicates that while advocacy efforts have shown success, the changing regional context and donor fatigue necessitate more vigorous and innovative resource mobilization efforts. Stakeholders have suggested increased strategic discussion and dialogue with donors to determine the way forward²². SRF continues to plan for and hold such events. Planned events include:

- The Future of Resilience Meeting, to be held November 2023: The primary objective of the meeting will be for Syria crisis response partners (governments, donors, international organizations, CSOs, and private sector) to give a fresh look at the resilience agenda: taking stock of advances, including innovative practices, persisting and emerging challenges as well as opportunities, including those emerging from global processes (the GCR, the 2030 Agenda and the SDGs).

22 Finland-UNDP Partnership Initial Report 2018-2020

EQ4

To what extent did SRF address and consider cross-cutting issues including gender equality, human rights, disability issues, nexus, etc.?

4.1 Ensured the inclusion of marginalized and vulnerable groups

Finding 20.

The Leave No One Behind framework is applied by SRF, through its focus on advancing a resilience-based approach which promotes long-term solutions for including refugees and host community members, and institutions.

The “leave no one behind” approach is a guiding principle and commitment within UNDP. It aims to ensure that development efforts are inclusive and reach all individuals, leaving no one behind, especially those who are marginalized or vulnerable. The approach is aligned with the broader 2030 Agenda for Sustainable Development and the SDGs. Stakeholders largely agreed that this approach is at the core of SRF, as it focuses on advancing the resilience-based approach, which promotes long-term solutions for both refugees and host communities, regardless of their gender, nationality, or other factors. Furthermore, SRF’s promotion of resilience in the crisis response intrinsically promotes human rights, as it advocates for refugee and host communities’ right to a dignified life.

Finding 21.

Based on their work with SRF, the GoF went on to support the resilience of persons with disabilities (PWDs) by signing an agreement with UNDP.

SRF’s dedication to the leave no one behind agenda has had impact beyond SRF’s direct work. In 2022, the GoF signed an agreement with UNDP to support the resilience of persons with disabilities (PWDs) and advance a holistic approach to disability inclusion in Syria. While separate from SRF, stakeholders reported that this support directly stemmed from GoF’s increased awareness on the principles of Leaving No One Behind, gained through working with SRF.

Finding 22.

SRF incorporates gender mainstreaming in its implementation through a gender diverse teams and inclusive reporting.

SRF has taken great considerations to ensure gender mainstreaming and human rights are incorporated within all aspects of its work. Efforts have been made to include gender perspectives in discussions, reports, and advocacy papers. SRF's reports and documents take great considerations to apply a gender lens, by paying great attention to gender considerations and human rights. This is accomplished through the inclusion of gender disaggregated data and visuals highlighting gender-specific statistics, among other relevant measures.

Furthermore, SRF has supported the development of several analyses and reports that focus on the link between gender and displacement.

Box 16. SDG Climate Facility Regional Analysis to assess the impacts of climate change on women, in particular displaced women in the Arab States

SRF provided support to SDG Climate Facility Regional Analysis to assess the impacts of climate change on women, in particular displaced women in the Arab States. The objectives of the assessment were to:

- assessment were to:
- Increase capacity and enhance understanding and knowledge about impacts of climate change on women, particularly displaced women in the Arab States.
- Enhance gender-sensitive approaches to programs/initiatives in the Arab States.

Box 17. Training of Trainers Report: Gender in Humanitarian Action – Online Regional Training of Trainers

SRF supported the development of the Training of Trainers Report: Gender in Humanitarian Action. The objective of the ToT is to enable trained participants to form a pool of national GiHA trainers to support conducting further GiHA trainings within their countries in the Arab States/MENA region and to strengthen gender mainstreaming efforts across humanitarian response efforts within the region.

It is worth noting that the ToT covered a wide range of topics including an introduction to gender, needs assessment and gender analysis, strategic planning, resource mobilization, and implementation, monitoring, and evaluation, as well as organizing capacity building trainings to transfer acquired knowledge, skills, and tools to humanitarian workers.

EQ5

To what extent did SRF deliver intended results in an efficient and timely manner?

5.1 Utilized resources strategically to achieve intended results

Finding 23.

An increase in human and technical capacities of the SRF would further enhance efficiency and achieve even greater impact.

SRF's core team consists of 6 team members, as shown below:

Figure 8. SRF Core Team Structure



Given SRF's large scope and objectives, the human resources allocated is considerably small. The size of SRF's team is not proportional to the scope of work and the protracted nature of the crisis. An increase in resources and manpower would further enhance efficiency and achieve even greater impact.

Furthermore, technical resources and capacities at SRF are a possible gap at SRF. There is a reported need for additional technical personnel that can further contribute to analysis production, donor engagement, and resource mobilization.

With regards to financial resources, SRF's funding requirements and program budget can also be described as modest given the scope of work and objectives entailed. SRF is able to manage this due to working in a "top down" approach, mainly focusing on analysis, coordination, and follow-up with partners. Financial resources are mainly allocated for staffing, events organization, knowledge management, and research. Furthermore, part of SRF's budget was allocated toward seed funding to support UNDP COs in piloting innovative initiatives (i.e digital economy portal, trade concessions feasibility study, etc.)

Finding 24.

Despite having modest human, technical and financial resources relative to the expansive wide scope of work and objectives, SRF effectively accomplishes its tasks by leveraging broader UNDP resources.

The majority of stakeholders praised SRF's ability to conduct all objectives and tasks efficiently, considering the allocated resources. A strong contributing factor to SRF's ability to have such high degree of effectiveness with limited resources is its ability to coordinate and leverage UNDP resources and expertise. As highlighted in Findings Category 1: Strategic Support, Coordination and Leadership, SRF has overall strong partnerships with the UNDP COs, the UNDP Regional Hub in Amman and HQ. Coordination efforts include regularly held meetings with appointed focal points. Furthermore, the dissemination of knowledge products with relevant UNDP teams ensures coherence and transparency. This network has enabled SRF to achieve more than what allocated resources allow.

It is noted, however, that this level of partnership between SRF and broader UNDP teams is not highly visible to all stakeholders. SRF's ability to connect with broader UNDP initiatives was questioned, due to its perceived level of independence from UNDP RBAS and its strategic support for COs. It is worth noting however, that this evaluation has found that the linkages and coordination between SRF and boarder UNDP teams are strong and effective. This underscores the need to enhance the visibility of SRF's partnerships to external stakeholders.

Finding 25.

SRF's ability to quickly adapt to constantly shifting priorities and contexts presents a key strength.

Given the limited resources allocated to SRF, combined with a large effort needed to meet objectives, the prioritization of tasks and competing priorities is highly important. However, due to working in volatile contexts, sudden changing circumstances and urgent situations can shift the focus and cause delays elsewhere. For instance, when the Türkiye and Syria earthquakes occurred, SRF included expanded regional coordination with OCHA and supported technically both Syria and Türkiye COs in their emergency response. This instability is inherent in the refugee response context, and particularly in the 3RP countries with political and social instabilities.

As such, despite having a work plan and a list of sorted priorities, the team constantly adapts and does its best with the limited time available. This skill proved to be vital during COVID-19, when all in-person communication was halted. Stakeholders praised SRF's ability to quickly adapt, switching to virtual support methods and maintaining coordination efforts. Furthermore, SRF was able to support 3RP partners in having a quick turnaround when developing progress reports and response plans.

Another challenge to SRF's efficiency has been a reported instability in management, which can disrupt institutional knowledge and create losses of continuity in project activities. However, the evaluation has found that the most recent management structure is highly effective, with many attributing SRF's increased efficiency based on it.

Communications between RBAS and SRF is efficient, despite logistical challenges such as time differences and workday disparities. While these circumstances may cause some delays in communications around collaborations and work products, the establishment of clear communication protocols, which outline the preferred modes of communication, expected response times, and escalation procedures for urgent matters, could minimize delays.

EQ6

What are the risks and potential trade-offs to sustaining SRF? To what extent will primary and secondary beneficiaries including vulnerable people benefit from the project's interventions in the long-term?

6.1 Risks and pre-requisites for SRF's sustainability

Finding 26.

An observed downward trend in donor funding for Syria crisis response and the resilience component presents the largest risk to SRF's long-term sustainability. The trend is attributed to donor fatigue, perceptions around the shifting geopolitical situation, and the status of Syrian refugees

The sustainability of SRF as a facility is a complex issue, with several contributing factors playing a role in its current state and future prospects. One of the most significant challenges to SRF's long-term sustainability is the issue of funding. SRF, and the resilience component in general, have experienced a decrease in funding over the years 2018-2022, as shown in Figure 2: 3RP Funding 2018-2022, leading to concerns about its long-term viability. This is largely connected to donor fatigue, as protracted crises often experience a decline in available funding over time. Furthermore, new emerging crises, primarily the Ukraine war, has led to the de-prioritization of the Syrian crisis response among donors for funding.

Finding 27.

Stability and institutional memory in SRF's team are vital for lesson learning for increased sustainability.

SRF's operational model has been a point of contention among interviewees. The current model, with a small core team, can depend heavily on junior staff and external consultants. This is due to SRF's relatively small budget limiting staffing abilities. The continuous onboarding of consultants and staff turnover has led to a loss of institutional memory, which prevents the ability to leverage lessons learned for increased sustainability. Furthermore, the quality of externally contracted consultants can be difficult to manage. Stakeholders have suggested having in place a team consisting of 2-3 technical staff, equipped with in-country experience, in order for SRF to work more efficiently and sustainably.

6.2 SRF’s long-term impact

Finding 28.

SRF has successfully conducted all planned activities required to achieve its objectives, as specified within its logical framework.

At the Outcome level, SRF, through this project, was expected to contribute to sustain and improve the international response to the Syrian crisis in the sub-region through the 3RP by evolving and strengthening the resilience approach in light of the growing vulnerabilities facing affected countries. This was to be achieved through a set of three key activities, as detailed in the below table. Through monitoring and evaluation data, SRF has been able to successfully achieve all planned activities set within its logical framework. As such, and according to the project’s theory of change, SRF has achieved its short-term (output) and long-term (outcome) objectives.

Table 2. SRF Results Framework

OUTCOME: Guaranteed management of the international Response to the sub region affected by the Syria crisis.		
OUTPUT I: The resilience response is effectively coordinated at sub-regional level and integrated and adapted in country response plans and monitoring frameworks		
Indicators	Planned Activities	Result
# of 3RP reports completed and published (Mid-Year Report, Annual Report, and Appeal); including on 3RP 2019 COVID19 response/ contribution to the HDP nexus	I.1 Regular and substantive support to the annual 3RP sub-regional planning and prioritization, monitoring and reporting activities	<ol style="list-style-type: none"> 1. 3RP Annual Report 2022, published in April 2023 2. 3RP Annual Report 2021, publish in June 2022. 3. Regional Strategic Overview 2023, publish in February 2023 4. Regional Strategic Overview 2022, published in January 2022. 5. Mainstreaming Environmental Sustainability and Clean Energy Access in the 3RP, published in September 2022 6. Integrating Social Cohesion in the 3RP: A regional guidance note, publish in June 2022 7. The 3RP Evaluation Report (by Tango), publish in June 2022 8. Mapping of International Financial Institutions involved in the Syria Crisis Response, published in November 2022 9. Regional Needs Overview 2022, published in November 2021 10. 3RP COVID-19 Response, April 2020

Indicators	Planned Activities	Result
<p># of international events on the Syria- crisis attended # of specific advocacy and communication materials produced</p>	<p>I.2 Advocacy and resource mobilization support for the resilience response in major donor fora on the Syrian crisis</p>	<p>SRF held two side events in the VII Brussels Conference - Supporting the future of Syria and the region, 14-15 June 2023:</p> <ul style="list-style-type: none"> • Strengthening Adaptive Solutions in the Regional Response to the Syria crisis • Integrating humanitarian and development approaches in the context of forced displacement: 3RP's role in enhancing national and local capacities in host countries <ol style="list-style-type: none"> 1. Brussels VI Conference «Supporting the future of Syria and the region» 9-10 May 2022; 3RP side event: Investing in People: Promoting innovative and digital solutions to foster improved self-reliance, youth empowerment, economic inclusion and well-being 2. SRF retreat took place on 21-22, June 2022
<p># of technical coordination meetings on resilience programming in 3RP countries and within Syria</p>	<p>I.3 Coordination between 3RP resilience planning processes and the resilience response inside Syria (incl. Joint 3RP-HRP meeting)</p>	<ol style="list-style-type: none"> 1. The 3RP Planning workshop for 2023 held in September 2022 (third day was joint 3RP-HRP) 2. The 3RP Planning workshop for 2024 held in September 2023 3. There were seven Regional Technical Committee (RTC) meetings in 2023 (including one upcoming in October) 4. So far, there was one Regional Steering Committee (RSC) meetings in 2023: in July, another one is coming up in December 5. There were seven Regional Technical Committee (RTC) meetings in 2022 6. There were two Regional Steering Committee (RSC) meetings in 2022, one in April and one in December 7. There were six Regional Technical Committee (RTC) meetings in 2021

Finding 29.

Despite challenges, SRF has made significant contributions to the Syrian Crisis response.

Despite these challenges, SRF has made significant contributions. SRF's main accomplishments can be summarized under 3 main categories:

Box 18. SRF Accomplishments - 3RP Co-Leadership can be grouped under two main areas:

A. UNDPs involvement ensured integrating resilience into the 3RP response, and its involvement in advocacy and resource mobilization for both humanitarian assistance and resilience building contributed to sustaining stability in impact areas:

- Resilience for All is mainstreamed within the 3RP SDs.
- Resilience component funding request has grown from 29% (in 2015) to 45.2 in 2021 and dropped to 38% in 2022²³.
- Since 2019, funding received for resilience component has been over US\$3.85 billion²⁴.
- Through advocacy efforts at international donor conferences, multi-year funding commitment under the 3RP has grown from 2 donors at the [Kuwait III Conference](#) in 2015 to 40 donors at the BXLVI conference in 2022.
- Co-organized a side event with IsDB and AGF, focusing on strengthening adaptive solutions in [Brussels VII conference](#).²⁵
- Strengthening country level assessment capacities by organizing a technical workshop on vulnerability and measurement and monitoring of resilience.
- Enhancing the evidence of resilience support given by 3RP partners through conducting International Financial Institutions Report (IFI) analysis in Türkiye, Lebanon and Jordan, in order to support resource mobilization efforts by donors.

B. Offering a holistic approach focusing on medium to long-term development outcomes that enable durable solutions for refugees and sustainable outcomes for the host countries:

- Co-chairing the Livelihoods/ Return Preparedness workstream under the Regional Durable Solutions Working Group to strengthen linkages in livelihoods programming between Syria and 3RP countries, especially in light of potential voluntary returns.
- Strengthening UNDP's role and position on Durable Solutions in the Syria Crisis response through the innovative Adaptive Solution position paper and action plans²⁶.

23 3RP, 3RP Annual Report 2022, 2023 - [Link](#)

24 Funding received was 1.07 billion in 2019, 1.00 billion in 2020, 0.89 billion in 2021, and 0.89 billion in 2022 totaling to 3.85 billion (2019-2022). 3RP, 3RP Annual Report 2022, 2023 - [Link](#)

25 EEAS (europa.eu), Strengthening Adaptive Solutions in the Regional Response to the Syria crisis - [Link](#)

26 UNDP, Sub-Regional Response Facility (SRF) - Roles and Functions, 2022

Box 19. SRF Accomplishments - Knowledge and Country Support

SRF provided knowledge, programme, and coordination support to COs and partners in the sub-region, through:

- Providing various knowledge products to highlight best practices and lessons learned in resilience programming, as highlighted in sub-section 2.4.
- Testing and piloting innovative solutions in COs to exhibit applicability and enable replication in other countries.
- Providing technical assistance to country offices – Resilience trainings to the Jordan Response Plan (JRP) secretariat/ JRP partners and 3RP partners in Egypt.
- The SRF has been catalytic in contributing to resource mobilization at the regional and country level.

Box 20. SRF Accomplishments - Innovation and Private Sector Partnership

SRF fostered innovation and promoted partnership with private sectors and IFIs, by:

- Holding I4C learning events in 2018 and 2019.
- Bringing together the Finnish private sector and the private sector in the region to discuss potential areas for partnership.
- Supporting IFI analysis in Jordan to map 3RP and IFI potential areas of collaboration. The same analysis has been done in Lebanon and Türkiye.
- Leading the discussion with the IFIs facilitating collaboration between IFIs and UNDP offices.
- Implementing a digital skills portal in collaboration with Jordan Country Office.
- SRF developed a Private Sector Engagement Strategy for the regional Syria crisis response. A situation analysis report, strategy, and action plan were developed and will inform UNDP's and 3RP partners' engagement with the private sector.
- Offering a holistic approach and focusing on medium- to longer-term development outcomes that enable durable solutions for refugees and sustainable outcomes for the host countries.

Finding 30.

SRF's ability to integrate the resilience approach in the 3RP and Syria crisis response represents a lasting and long-term impact.

Additionally, and most prominently, SRF has successfully promoted the need for both humanitarian and development responses to crises, through integrating the resilience-based approach within 3RP and COs response projects. This has been a significant lesson learned from the SRF's work, and it's a principle that can be applied to other global crises and protracted refugee displacement crises.

Furthermore, as discussed in Findings Category 2: Innovative Approaches, various measures are taken to support the sustainability of introduced innovative practices. Most prominently, SRF works towards gaining buy-in from relevant partners, including national partners (governments), the private sector, and COs, through the following measures:

Figure 9. Measure to Support Sustainability of Innovative Practices



While it is difficult to objectively conclude the extent to which the primary (3RP, UNDP COs, etc.) and secondary beneficiaries (Syrian refugees) will benefit over the long term due to a lack of definitive evidence, several interviewees reported that they believe the benefits brought about by SRF will continue to materialize over the coming years.

There are some indications of sustained benefit. For instance, pilots of innovative practices, such as the Jordan digital skills portal, DiGi Maharat, has created demand among (COs) for replication. Furthermore, knowledge products that promote long-term solutions for refugees and host communities support COs in increasing the sustainability of their programs through lessons learned and best practices.

This support will likely extend to secondary beneficiaries (refugees and host communities) due to the increased ability to design and implement informed programs that generate effective results.

Finding 3 I.

In light of a trend in decreased donor funding for the Syria crisis response and dwindling resources, SRF should expand its scope beyond the Syrian crisis, acting as a learning/knowledge hub for all forced displacement responses.

Moving forward, SRF's focus must be on strategically prioritizing its efforts and objectives, especially in light of dwindling resources. The majority of stakeholders agreed that the most sustainable and effective path for SRF would entail expanding its scope beyond the Syria refugee crisis. Consequently, SRF can expand its support and scope to all all forced displacement responses across the RBAS region, providing technical advice to countries, transfer of know-how, lessons learnt and good practices as well create linkages amongst countries of common interests.

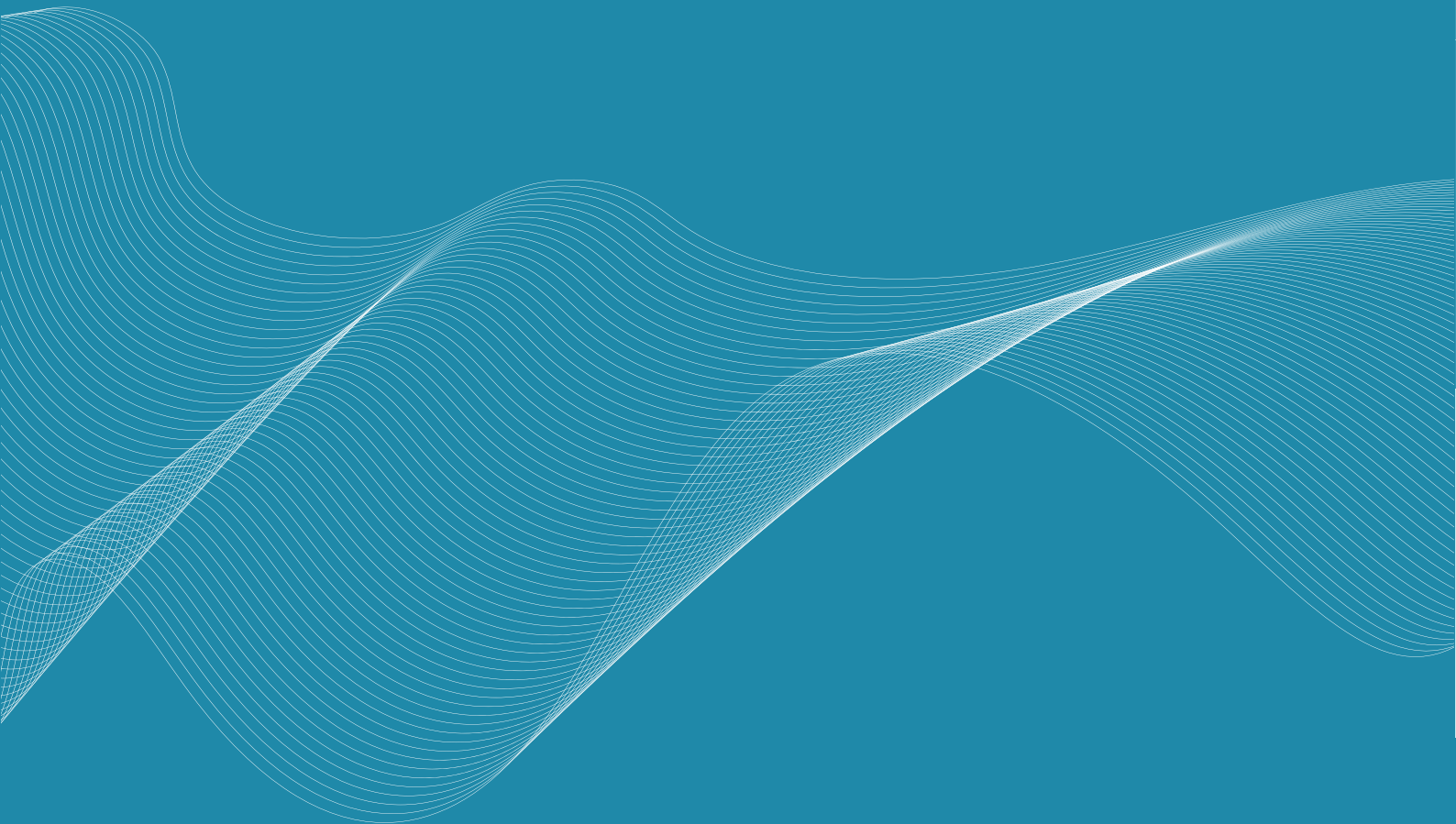
The recent Sudan crisis²⁷ highlighted the transferability of SRF's knowledge to other crisis contexts. When the crisis erupted, SRF supported the Egypt CO with advisory and lessons learned from the Syrian crisis. Furthermore, the resilience tracker is being applied for different forced displacement crises . Communications around the advancement of the Humanitarian-Development-Peace Nexus in different countries, including Sudan and Yemen, are ongoing.

In conclusion, the SRF's sustainability is a multifaceted issue that is influenced by a variety of factors, including funding, operational models, geopolitical situations, and the status of refugees. Despite these challenges, the SRF has made significant contributions to the response to the Syria crisis and has the potential to continue making a difference if strategic prioritization is implemented effectively.

27 On 15 April 2023, fighting broke out between the Sudanese military and the Rapid Support Forces across most of Sudan. Since then, the fighting has resulted in hundreds of deaths and thousands of injuries - [Link](#)

4

CONCLUSIONS



4. CONCLUSIONS

EQ1

How has the SRF under the project provided effective strategic leadership, vision, and coordination for the Syria regional refugee crisis response and how can it best continue to do so in the future?

Conclusion for EQ1

SRF is an effective and strategic leader in the response to the Syria regional refugee crisis. It has been successfully promoting and steering the 3RP in partnership with UNHCR, integrating resilience approaches, and maintaining alignment with the SDGs and UNDP strategic objectives. The SRF's strong relationships with other projects, programs, and UNDP teams enhance its implementation effectiveness and strategic alignment. However, its country-level support and regional response could be improved by increasing the regularity of bilateral communication with higher-level management to enhance effectiveness of engagement at the strategic level.

EQ2

To what extent has SRF managed to support the design and implementation of resilience-based approaches and solutions in the 3RP and to UNDP CO's?

Conclusion for EQ2

SRF has effectively integrated a resilience-based approach in the 3RP, advancing innovative solutions for the Syria Crisis response. This has led to increased visibility and relevance of UNDP in the Syria crisis response and has fostered a participatory approach with various stakeholders. However, operationalizing these solutions at the country level remains a challenge due to COs resource limitations.

EQ3

Has the SRF under the project provided an effective platform to conduct advocacy, policy dialogue, and resource mobilization at the global and regional levels? How can it be further improved?

Conclusion for EQ3

SRF conducts effective institutional advocacy and policy dialogue through COs, despite challenges from scattered stakeholder efforts and sensitivities around the topics of return, reintegration and social cohesion. However, declining donor funding and the influence of country-specific contexts necessitate more innovative resource mobilization strategies and better coordination between COs and partners in their 3RP chapter.

EQ4

To what extent did SRF address and consider cross-cutting issues including gender equality, human rights, disability issues, nexus, etc.?

Conclusion for EQ4

SRF effectively applies the Leave No One Behind principle by promoting a resilience-based approach that ensures medium- to long-term development solutions. This approach has had an impact beyond SRF itself, influencing partners to apply the framework elsewhere. Furthermore, SRF incorporates gender mainstreaming throughout its operations, demonstrating its commitment to inclusivity and equality.

EQ5

To what extent did SRF deliver intended results in an efficient and timely manner?

Conclusion for EQ5

SRF effectively implements its objectives with strategic resource allocation. Despite modest human and financial resources its coordination with broader UNDP teams enhances its efficiency, although this is not highly visible to all partners. An increase in human and technical capacities could enhance efficiency further. The recent management structure has improved resource management and implementation efficiency.

EQ6

What are the risks and potential trade-offs to sustaining SRF? To what extent will primary and secondary beneficiaries including vulnerable people (e.g., refugees and host communities) benefit from the project’s interventions in the long-term?

Conclusion for EQ6

SRF has established long-term impact through integrating the resilience approach in the 3RP and Syria Crisis response. However, decreased donor funding and shifting geopolitical perceptions pose significant risks to its long-term sustainability. In light of the increase in emergent and protracted displacements across the region, building on SRF’s track record and experience on advancing resilience and the HDP Nexus, and in view of potentially diversifying funding streams for SRF, an expansion of SRF to serve other crises in the RBAS region in addition to the Syria crisis in a strategic manner is vital to explore.

5

RECOMMENDATIONS FOR SRF



5. RECOMMENDATIONS FOR SRF

Findings	Conclusions	Recommendations
EQ1: How has the SRF under the project provided effective strategic leadership, vision, and coordination for the Syria regional refugee crisis response and how can it best continue to do so in the future?		
1.1 Co-lead the 3RP with UNHCR	SRF is an effective and strategic leader in the response to the Syria regional refugee crisis. It has been successfully promoting and steering the 3RP in partnership with UNHCR, integrating resilience approaches, and maintaining alignment with the SDGs and UNDP strategic objectives. The SRF's strong relationships with other projects, programs, and UNDP teams enhance its implementation effectiveness and strategic alignment. However, its country-level support and regional response could be improved by including higher-level management in its interactions to enhance effectiveness of engagement at the strategic level.	Increase level of interaction and coordination with COs through increased bilateral communication with the CO senior management and at the sub-regional level as relevant. SRF to promote the prioritization of the topic of "Forced Displacement" within UNDP COs, and advocate for the appropriate allocation of any required resources at the country level. To achieve this, SRF should continue providing more targeted support, guidance and information on "Forced Displacement" to COs, which would in turn enable them to maximize the benefit from SRF's support and expertise.
1.2 Created linkages to global and regional frameworks		
1.3 Provided sub-regional coordination support		
EQ2: To what extent has the facility managed to support the design and implementation of resilience-based approaches and solutions in the 3RP and to UNDP CO's?		
2.1 Integrated and advanced the resilience approach within the 3RP	SRF has effectively integrated a resilience-based approach in the 3RP, advancing innovative solutions for the Syria Crisis response. This has led to increased visibility and relevance of UNDP in the Syria crisis response and has fostered a participatory approach with various stakeholders. However, operationalizing these solutions at the country level remains a challenge due to CO resource limitations.	Continue supporting and facilitating the implementation of innovative approaches by COs and bridge the gap between SRF and COs. For instance, COs can consider including funding required for the implementation of resilience-based approaches in their funding requirements. Alternatively, COs can also commit funding to the implementation of resilience-based approaches (from their overall funding allocations). Increase SRF's visibility on COs' future interventions, plans and activities, to enable SRF to more proactively identify needs for technical support and guidance, as well as opportunities for collaboration and knowledge transfer between the COs. For this purpose, SRF should consider holding regular (e.g., quarterly) workshops on relevant thematic and policy areas with CO focal points and other relevant CO colleagues. Further to supporting SRF in targeting assistance, this would also present an opportunity to increase visibility and awareness of SRF's work through sharing planned/ ongoing pilots. Furthermore, increase the number of experience-sharing webinars with the COs can be held, where COs that have implemented pilots can share their experiences and what can be done to prompt, transfer, and replicate innovative approaches.
2.2 Published and advocated the UNDP Position Paper Adaptive Solutions		
2.3 Fostered innovation and private sector partnership		
2.4 Supported/led the development of knowledge products that tackle issues related to long-term solutions		
2.5 Put in place measures that support the sustainability of introduced solutions		

Findings	Conclusions	Recommendations
<p>EQ3: Has the SRF under the project provided an effective platform to conduct advocacy, policy dialogue, and resource mobilization at the global and regional levels? How can it be further improved?</p>		
<p>13.1 Engaged in institutional and national advocacy to promote resilience</p>	<p>SRF conducts effective institutional advocacy and policy dialogue, despite challenges from scattered stakeholder efforts and sensitivities. However, declining donor funding and the influence of country-specific contexts necessitate more innovative resource mobilization strategies.</p>	<p>Expand engagement efforts and partnerships with the private sector and IFIs at the regional level:</p> <ul style="list-style-type: none"> • For the private sector, SRF can build on the success of the I4C events – which were hampered by COVID-19 – to generate interest from the private sector through such high-profile events. Nonetheless, SRF should ensure that these events are held on a regular basis (quarterly/bi-annually) in alignment with best practices on private sector engagement. • Collaboration with IFIs will necessitate a two-step approach: Firstly, SRF should build on its clear value proposition, and tailor it to IFIs, around providing technical assistance and guidance for IFI regional initiatives and funding relating to forced displacement. This would not necessarily entail SRF being the direct recipient of IFI funding, rather the focus is on becoming an enabler and a key resource (technical know-how, network, visibility, etc.) for IFIs working on forced displacement within the RBAS region. Secondly, SRF must stay abreast of relevant IFIs’ future plans and initiatives to proactively identify potential collaboration opportunities.
<p>3.2 Mobilized resources for 3RP regional response and UNDP COs</p>		<p>At the country level, continue effective advocacy efforts with national actors on innovative and resilience-based approaches through COs (i.e., think tanks for the research, governments for planning and policy formulation, and CSOs for implementation).</p> <p>Utilize recently established 3RP Advocacy Working Group to map out existing members’ advocacy objectives and focus areas. Based on the conducted mapping, SRF can identify members and initiatives focused specifically on resilience and socio-economic inclusion. Once identified, SRF could use technical bilateral coordination mechanisms at a senior level to reduce redundancies, create synergies and harmonize messaging with regards to policy recommendations, which would in turn better inform resource mobilization efforts.</p> <p>Increase visibility of SRF initiatives and accomplishments among partners and external stakeholders through enhanced communication efforts, e.g., the development of fact sheets, social media products and other outreach efforts. This increased visibility can support SRF’s resource mobilization efforts and raise awareness among partners and COs on the unique role of SRF.</p> <p>Explore new and innovative sources of funding within the context of declining support from international donors to the Syria crisis. The most viable option for innovative funding is the expansion of existing partnerships with the private sector to attract funding for relevant programs.</p>

Findings	Conclusions	Recommendations
----------	-------------	-----------------

EQ4: To what extent did SRF address and consider cross-cutting issues including gender equality, human rights, disability issues, nexus, etc.?

<p>4.1 Ensured the inclusion of marginalized and vulnerable groups</p>	<p>SRF effectively applies the Leave No One Behind principle by promoting a resilience-based approach that ensures medium- to long-term development solutions. This approach has had impact beyond SRF itself, influencing partners to apply the framework elsewhere. Furthermore, SRF incorporates gender mainstreaming throughout its implementation, demonstrating its commitment to inclusivity and equality.</p>	<p>Continue to prioritize the 2030 Agenda principle of “Leave No One Behind” as a key objective in all future partnerships and collaborations. While the framework is adopted at an SRF level, its adoption by SRF partners would increase the sustainability of SRF’s engagements.</p> <p>Furthermore, in addition to producing «Leave No One Behind» specific research products, SRF should consider including targeted research questions to identify any knowledge gaps pertaining to “Leave No One Behind” and cross-cutting issues (e.g., PWDs, youth, etc.) in relevant UNDP knowledge products. This would provide SRF with a pipeline of relevant future cross-cutting research/knowledge products.</p>
---	---	--

EQ5: To what extent did SRF deliver intended results in an efficient and timely manner?

<p>5.1 Utilized resources strategically to achieve intended results</p>	<p>SRF effectively implements its objectives with strategic resource allocation. Despite modest human and financial resources its coordination with broader UNDP teams enhances its efficiency, although this is not highly visible to all partners. An increase in human and technical capacities could enhance efficiency further. The recent management structure has improved resource management and implementation efficiency.</p>	<p>Revise human resources allocated to SRF’s team, to be more proportionally aligned with the significant and increased scope of work. This can be achieved through alternative sources of funding. Although current traditional funding sources are very limited, increased funding may be possible through improved engagement with the private sector (as recommended under EQ3) and/ or funding secured by SRF’s engagement in other regional crises (beyond the Syrian crisis as recommended under EQ6). The overall aim is to increase technical capacities that can further contribute to analysis production, donor engagement, and resource mobilization.</p>
--	--	--

Findings	Conclusions	Recommendations
<p>EQ6: What are the risks and potential trade-offs to sustaining SRF? To what extent will primary and secondary beneficiaries including vulnerable people benefit from the project's interventions in the long-term?</p>		
<p>6.1 Risks and pre-requisites for SRF's sustainability</p>	<p>SRF has established long-term impact through integrating the resilience approach in the 3RP and Syria Crisis response. However, decreased donor funding and shifting geopolitical perceptions pose significant risks to its long-term sustainability. Given dwindling resources, the SRF should consider expanding its scope beyond the Syrian crisis, potentially serving as a learning and knowledge hub for all refugee responses.</p>	<p>Expand SRF's scope beyond the Syrian crisis to include new and emerging crises that fall within the RBAS region and sharing experiences and good practices globally. This expansion would provide SRF with access to funding earmarked for other regional crises, while making SRF's unique know-how and expertise available to address them.</p>
<p>6.2 SRF's long-term impact</p>		