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# GENERATION OF CHANGE: THE RESILIENCE-BASED DEVELOPMENT RESPONSE IN THE CONTEXT OF THE SYRIA CRISIS





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The Report of the Secretary-General for the World Humanitarian Summit (A/70/709) sets out five core responsibilities and a process of fundamental change to reaffirm our commitment to humanity. The core responsibilities include political leadership to prevent and end conflicts; uphold the norms that safeguard humanity; leave no one behind; change people's lives from delivering aid to ending need; and, to invest in humanity. Against this background, the United Nations Development Programme (UNDP) has contributed to the next generation of crisis response by introducing the resilience-based development approach in the context of the Syria crisis. The approach builds on lessons from complex crises and sets a series of tools, partnership frameworks and new financing instruments to reinforce the capacities of individuals, communities and systems to cope with, adapt to and recover from shocks.

This policy brief sets out essential characteristics of this response, with the following recommendations:

1. Resilience building represents strong and sustained investments in crisis prevention, early warning, preparedness and financial predictability.
2. Effective resilience building requires platforms and coalitions, involving a wide range of partners, including IFIs and private sector.
3. Resilience investment offers a promising space for hybrid financing, including pooled funds, concessional financing, sector budget support, debt swap, amongst others.
4. Despite the rise and wide recognition of the resilience approach, additional efforts should be made to overcome the prevailing conceptual and financial silos, legacy of a dated aid architecture
5. Strengthen local response systems and capacities, including municipalities and front-line governance structures for a cost effective, sustainable response
6. Making job creation and livelihoods the backbone of the new generation of response.

***The application of the resilience-based development response and core principles is annexed to this paper, inclusive of a series of country examples. Supporting documentation and donor briefs are available via this link: <http://www.arabstates.undp.org>***

# THE RESILIENCE-BASED DEVELOPMENT RESPONSE IN THE CONTEXT OF THE SYRIA CRISIS

The protracted crisis in Syria continues to generate unprecedented levels of displacement and exodus, with currently over 4.8 million registered Syrian refugees in the region. The generosity of host countries remains understated, as 'top donors' providing a global public good. The impact of the Syria crisis is now global. With the influx of refugees into Europe there is more attention now on the gravity of the Syria crisis. And there is a new impetus, and an opportunity to find a peaceful resolution to the conflict and to address the root causes of displacement. Refugees are exhausting their savings and resources and falling further into poverty while the host governments and communities neighboring Syria (mainly Turkey, Lebanon, Jordan, Iraq and Egypt) continue to bear the brunt of the political, economic, and social and security spillovers of the Syria conflict.

First and foremost, a swift resolution to the conflict is needed more than ever. All stakeholders should redouble their efforts to achieve a political resolution to the conflict. The application of the resilience-based development response has resulted in better integration of the humanitarian and development nexus, and challenged partners to apply a whole of government response, breaking down financing silos, ensuring the centrality of local and national planning frameworks.

This section provides an inventory of lessons learned from a regional resilience response to the Syrian protracted crisis. The below key messages are expected to inform policy when responding to the current and future protracted crisis. It is not intended to be all encompassing, but rather an inventory of lessons after two-years of the application of a resilience-based development response.

## 1 Limitations of the existing model – prone to fragmentation and unsustainability

More than ever, there is wide recognition among international stakeholders that the prevailing aid architecture for crises response, crisis prevention, mitigation and recovery is not fit for purpose. Crises are not only becoming unforeseeable, but are also multi-dimensional, protracted, spread quickly across state borders and, lastly, unaffordable.

In 2014, humanitarian assistance became the UN's most costly activity, surpassing peacekeeping by US\$2 billion. Eight out of every ten dollars of humanitarian funding is accounted for by conflicts, and most of the demand is generated by protracted crises lasting more than seven years. Three quarters of humanitarian funding in the last decade has gone to the same 20 countries, while six of the largest recipients have had humanitarian appeals for ten consecutive years.

The current humanitarian assistance model is built almost entirely upon retroactive financing after the needs arise. Thus, it is unable to effectively respond in highly fluid contexts where a combination of external factors such as population growth, climate change, competition over critical natural resources and violent extremism generate zones of instability that spillover rapidly across borders. In 2015, 53% of all requested humanitarian funds were for crises in Middle Income Countries (MIC). Many of them were unable to cope with the shocks while being ineligible for long-term development support, given their MIC status.

Recent UN response plans and yearly calls for funding have repeatedly fallen short of targets, and although there are new donors providing support and increased funding from the years prior, the humanitarian system is still suffering from these challenges: longer intractable crises, siloed approaches and unpredictability of funding<sup>1</sup>.

Separate humanitarian, development and climate adaptation financial silos have also diluted the effectiveness of the crisis support of the international community. The three have different aims and follow different principles. They have evolved separately and operate over different spatial and temporal scales, are aligned with different budget lines and rules, and are managed by different actors. A multitude of multilateral, bilateral and non-governmental initiatives exist with their individual funding streams – with communication and coordination among initiatives often lacking even within an individual donor's own aid architecture, within individual governments' line ministries and among UN agencies. Although some donors have been working to overcome the divide between humanitarian and development initiatives and funding channels, the response to protracted crises has remained fragmented, and as a consequence poorly resourced and unsustainable: lacking resilience.

In the Syria crisis, the fact that the affected countries as classified as middle-income countries has made it harder to mobilise additional Overseas Development Assistance (ODA). This has proven a particular challenge given that the refugee flows have stretched national budgets due to increased demands for services along with mounting security costs. As a result, both Jordan and Lebanon now face national debts higher than their Gross Domestic Products (GDP).

## 2 A policy shift in responding to protracted crises

As this recognition has been gathering critical momentum, the paradigm shift was set in motion by innovative policy and decision-making to transform the business model. In 2013, within the framework of the Regional United Nations Development Group (R-UNDG), the United Nations Development Programme's Regional Bureau for Arab States (UNDP/RBAS) established a Sub-regional Response Facility (SRF), covering the six countries most affected by the crisis, to contribute to the development of sustainable and affordable responses to a protracted crisis<sup>3</sup>.

The first step was the development of the **Resilience-Based Development Response to the Syria Crisis**<sup>4</sup>, which set a new programming and organizational framework for the integration of humanitarian and development interventions in protracted context. The resilience-based approach supports communities and countries affected by the Syrian crisis by prioritizing communities or places hosting the highest refugee numbers, or with lesser numbers but with a particularly weak ability to cope; or communities identified as being especially vulnerable to shocks. This approach includes several tools and indicators (Stress Index, Resilience Lens, Vulnerability Analysis, Resilience System Assessments), which supported the expanding of the scope of intervention (refugees and also host communities), new partners around the table (private sector, international financial institutions, development funds) and an enhanced role for the governments of the five countries hosting refugees.

The adoption of the resilience based development approach by the R-UNDG set the stage for the creation of the **Regional Refugee and Resilience Plan (3RP)**. The 3RP is co-led by UNHCR (the UN Refugee Agency) and UNDP, with the participation of five countries and more than 200 partners, including relevant UN agencies, and national and international NGOs. A first of its kind in UN responses plans, the 3RP responds to the challenges by integrating humanitarian and development interventions in a single crisis-response programming platform. As the UN-led model of response is unsustainable in the face of continued protracted crises, the 3RP hold national ownership as tantamount to the durability of a sustained response by decentralizing the regional planning process around nationally driven programming and policy frameworks<sup>5</sup>.

Anticipating key recommendations made by the *High Level Panel on Humanitarian Financing (HLPHF)*- UNDP has succeeded in operationalizing a new business model for protracted crises by combing a number of new approaches, namely:

- a. **Supporting Syria neighboring countries in aligning crisis priorities with national development goals to better integrate humanitarian and development interventions.** National ownership and perspectives are fundamental in ensuring a contextually appropriate and sustainable response to the crisis. The Jordan Response Plan (JRP) and the Lebanon Crisis Response Plan (LCRP) represent a significant and ground-breaking achievement. The JRP, produced under a Government lead in collaboration with the international community, brings together humanitarian and development programming in a resilience based approach to the Syria crisis.
- b. **Moving from pure "needs assessment" to comprehensive "risk and vulnerability" frameworks:** Evidence and knowledge products on resilience are designed to influence policy decisions and contribute to policy development. For example, the 'Resilience Index' captures the extent to which existing systems and communities are vulnerable. The 'Resilience Lens' is now understood as an integral part of a humanitarian-development response to a refugee and IDP crisis. The application of these risk and vulnerability tools has generated evidence of vulnerability for government, donor and UN decision makers to better target interventions, and has contributed tremendously by encouraging diverse stakeholders to adopt a common resilience agenda at the international level. This and other knowledge products/publications can be traced to tangible developments and transformations in policy and practice. Early assessments that informed the resilience based development response include the impact study on "The Syrian Crisis: Tracking and Tackling impacts addressing challenges to sustainable development in neighboring countries - insights from Lebanon and Jordan"

- c. *Advocating for predictable funding for predictable planning:*** The 3RP has tried to advocate for financial predictability as a key feature in the new generation of aid architecture for protracted crises. However, this approach received a major boost when the Germany, Kuwait, Norway, the UK and the UN organized the Supporting Syria & the Region Conference in London, and strongly requested donors to make multi-year pledges. At the Third International Humanitarian Pledging Conference for Syria (Kuwait 3) in March 2015, only the European Commission and Germany made such types of pledges. However, the London Conference saw Austria, Belgium, Croatia, Cyprus, Estonia, European Commission, France, Germany, Italy, Kuwait, Luxembourg, Malta, Norway, Portugal, Romania, Sweden, and the UK announced multi-year support, in some cases until 2020.
- d. *Opting for local delivery systems to cope with present as well as future shocks:*** By supporting local service delivery systems that serve both refugees and host communities, the resilience-based development response builds lasting capacity where it is most needed. And by strengthening the resilience of countries and communities in the region, the approach helps to fortify their stability in an unknown future. Evidence suggests that support to municipalities allows them to maximize their available resources, better plan, assess, and manage the response to the crisis, while mainstreaming conflict sensitive approaches.
- e. *Leveraging resources by integrating humanitarian and development partners in a single regional platform – the 3RP:*** The 3RP is a unique coordination initiative which aims to scale up resilience and stabilization-based development to complement humanitarian assistance. The plan is articulated around two inter-linked refugee and resilience components with a strong emphasis on host communities. Under the leadership of UNHCR and UNDP, it addresses refugee protection and humanitarian needs, and strengthens the resilience of communities and governments to mitigate the impact of the Syrian crisis in the region. Furthermore, the 3RP integrates and is aligned with existing and emerging national plans, including the Jordan Response Plan (JRP) to the Syria Crisis, the Lebanon Crisis Response Plan (LCRP), the Iraq Strategic Response Plan (SRP), and country responses in Turkey and Egypt. The 3RP provides a framework to build on existing responses to not only meet refugee protection and humanitarian needs for the most vulnerable, but also address the longer-term socio-economic impact of the Syria crisis on neighbouring countries.
- f. *Understanding that improved livelihoods and employment generation are the best alternatives to address aid-dependency:*** The February 2016, London Conference recognised UNDP's longstanding emphasis on livelihoods as a fundamental building block in managing the refugee challenge in the countries neighbouring Syria and in supporting the people in need inside Syria. Discussions with Jordan and Lebanon were particularly advanced on this front within what was referred to as a Compact approach where increased job creation would be supported with higher international financial support. The London Conference also acknowledged the importance of a comprehensive engagement with the private sector as a driver of economic growth.
- g. *Diversifying sources of funding by bringing private sector and international financial institutions to support national durable solutions:*** Complementing humanitarian efforts implies a more active involvement of development banks and financial institutions. For example, at the London Conference the EBRD announced a plan to support refugee-hosting countries with assistance packages that include technical assistance, micro-lending and direct financing in the amount of 546 million USD (of which \$109 m is a grant). The World Bank plans to triple their support to 20 billion USD for the next five years (200 m of which highly concessional), while the European Investment Bank (EIB) plans to lend over USD 15.8 billion in its ten Mediterranean partner countries as well as in Turkey during the same period. IDB plans to loan 3 billion USD (\$60 m highly concessional) and concessional loans announced by bilateral donors sum up to 1.3 billion USD.
- h. *Making resilience building inside Syria an effective way to tackle refugee influx and preparing the ground for further reconstruction:*** Despite many challenges and the overall conflict environment, UNDP has reached the lives of 4.5 million Syrians through targeted early recovery and livelihoods restoration efforts in partnership with more than 150 local actors including NGOs, CBOs and faith. A new two year UN Strategic Framework (2016-2018) focuses on supporting the capacity of institutions and systems, on livelihoods and economic recovery, and on the rehabilitation of critical infrastructure and basic services. This framework seeks to complement the overall humanitarian effort. Investment opportunities for resilience through partnerships with local communities are already available and should be scaled up to offer the Syrian people the opportunity to remain in their homes, in their country where this is possible. The SRP has made an impact on the lives of those most affected by the Syrian crisis in neighbouring countries. For example in 2015<sup>6</sup>, the SRP delivered concrete results [see results table in Annex on SRP].

### 3 Impacts of the investment in resilience & humanitarian and development cooperation in the region

The **Resilience Development Forum (RDF)**, which took place at the Dead Sea in Jordan on 08-09 November 2015, and hosted by the Government of Jordan, and supported by Canada, Germany, Kuwait, Switzerland, and the EU, gathered senior representatives of governments from Egypt, Iraq, Jordan, Lebanon and Turkey, UN agencies, international organizations and international financial institutions, donor countries, international and national NGOs, research institutions and private sector leaders to share experiences, discuss challenges, and reflect on how better to implement resilience based approaches to policy and programming in the response. Through these discussions, a clear narrative has emerged around the need to shift policy to respond to challenges in the existing model of response and aid architecture. The resilience-based development response was designed to meet these challenges. The result was a broad consensus on increased resilience-building investment, represented in the **Dead Sea Resilience Agenda (DSRA)**<sup>6</sup>, which has captured and categorized in five principles and ten recommendations this new emerging business model.

The **Dead Sea Resilience Agenda DSRA** includes strategic policy recommendations for improving the resilience response to the protracted crisis. It is intended to complement and strengthen national planning processes, re-invigorate a more robust resilience response from partners (bi/multilaterals) and sustain the paradigm shift already achieved with the Regional Refugee and Resilience Plan (3RP), and integrated national plans (JRP, LCRP) in response to the protracted conflict impacting neighbouring countries, all middle income providing a global public good. Firstly, aid for the crisis should increase synergies between humanitarian and development assistance. Secondly, aid must respect the dignity and capabilities of the people that aid seeks to help. Thirdly, aid should reinforce – not replace – the capacities of local institutions and people themselves. Fourthly, aid should seek new and inclusive partnerships. And finally, aid must safeguard social cohesion and seek to foster peaceful cooperation.

The organization of the **Supporting Syria and the Region London Conference by Germany, Kuwait, Norway, the UK, and the UN** in February 2016 proved another major boost to resilience building. The conference mobilized financial resources for resilience building, involving traditional and non-traditional donors, governments of the region, international financial institutions, philanthropists, the private sector and a wide range of national and international NGOs. Here, for the first time, a Syria pledging conference gave strong prominence to the resilience building themes of livelihoods and education, as well as protection. This is also reflected in pledges and resources committed to the 3RP itself. From 2015 to 2016, targeted funding for resilience in the 3RP increased by more than 23 percent, from around \$3.4 billion in 2015 to \$4.2 billion in 2016.

The London Conference also attempted to move away from a traditional pledging exercise by introducing 'commitments for policy change'. Jordan, Lebanon and Turkey committed to opening up their labor markets and increasing economic opportunities for refugees and host communities. In turn, external actors agreed to support host countries in areas such as preferential access to markets, access to concessional financing and increased support for public and private sector job creation. This new deal is a concrete example of how a crisis can be transformed into an opportunity to sow the seeds of investment and development, and begin early recovery now to prevent further migration and flight from conflict.

### 4 New models of collaboration - building opportunities, meeting challenges

The resilience agenda in the context of the Syria crisis is anticipating the next generation of crisis response. They also highlight further challenges that need to be addressed to continue the path to a more effective and cost-effective response to protracted crises. Among the most promising are:

**Crisis prevention at the heart of the new architecture:** As the crisis continues into its sixth year, the need to re-position the crisis prevention agenda has never been more essential to the response. As stated in the High Level Panel on Humanitarian Financing, "This requires a strong determination at the highest level of global political leadership to prevent and resolve conflicts and to increase investment in disaster risk reduction (DRR), especially in the most vulnerable communities and countries." The international community has been piloting an integrated humanitarian, development and government response to the crisis in the region of Syria, but more work needs to be done to improve the prevention framework to prevent the all too common failures of previous post-conflict interventions.

The case for a **broader and a more strategic engagement with and by the private sector:** domestic (from large to small and medium-sized, formal, informal enterprises) or foreign (including the Syrian private sector) – in

resilience building efforts is compelling when gauged against the scale and complexity of needs. There may be a wide array of drivers for the private sector to engage in, improve and contribute to resilience outcomes. This may include (without being limited to) philanthropy and Corporate Social Responsibility (CSR), as well as opportunities to preserve, rebuild, or identify and open up new markets for goods and services (domestic, regional, international), access learning and knowledge, pilot new technologies and services, extend outreach to new and untapped areas or markets. However, these drivers and potentials remain largely untapped, in part because resilience is often being viewed as the responsibility of the public sector or the international community. At the same time, there are significant bottlenecks that can prevent private sector actors from engaging in and fulfilling resilience-related opportunities, as the necessary enabling environments have not been formulated in practice yet.

**Pooled funding:** This type of funding, administered by a group of international stakeholders, can gather fragmented contributions to reach a critical mass of resources to fill critical funding gaps. It can then provide sector budget support at the request of governments while fostering better coordination and consistency of programmatic objectives and risk management. Pooled funds are in place for Lebanon and Jordan.

**Debt to Development, Nature or Equity Swaps:** These are instruments that may reduce the indebtedness (currently above 100% of GDP) of some of the countries neighboring Syria while funding development projects to address the demographic shock. Trilateral coordination among the UN, international financial institutions and national governments provides a negotiating platform for all these development swaps and to identify national capacity gaps for such financial transactions.

**South-South and Triangular Cooperation:** What is needed is the consistent engagement of national actors in the region with potential suppliers of solutions elsewhere. From efficient energy and water management to high-impact social entrepreneurship and cohesion-building techniques, there are lessons that can be drawn upon by countries affected by the crisis, given the wealth of experience and knowledge of Southern countries in coping with a wide range of human-made crises.

## 5 Sustaining the momentum

The next generation of responses to crisis will result from a 'bundle' of financial and material support, including an hybrid combination of savings, loans and insurance; remittances, government social safety nets; subsidised and free contributions in kind from the private sector; cash and material support from domestic, regional and global humanitarian actors. Optimising all available resources for integrated responses will be the main motto, which will inject a new partnership dynamic to the existing rigid, reactive and clustered crises response infrastructure. In this rich, but also complex context, knowledge and technology will play a major role in crisis prevention, programme targeting, service delivery, monitoring and quality control, with the aim of reducing transaction costs, accelerating decision making processes and maximising impact.

The multidimensional and interrelated nature of contemporary crises will imply growing **inter-linkages between humanitarian, development, peacemaking and climate change-related** interventions, which will be reflected in the integration of the new funding responses.

**Investing in livelihoods and employment opportunities** to better equip refugees and host community members are top priorities. Governments of Turkey, Lebanon and Jordan have made significant commitments at the London Conference, to invest in employment and education opportunities for refugees. The implementation of the new compacts is expected to create about 1.1 million in jobs for Syrian refugees and host country citizens in the region by 2018.

The **London Conference** brought a new blend of partnerships, involving traditional and non-traditional donors, governments of the region, international financial institutions, philanthropists, the private sector, and a wide range of national and international NGOs. Complementing humanitarian efforts has implied a more active involvement of development banks and financial institutions, which pledged over 40 billion USD in concessional loans to the sub-region in the coming years. The London Conference also made public the shared commitment of the co-hosts and the Governments of Jordan, Lebanon and Turkey to invest in economic opportunities for refugees and host communities alike, if host governments adapt their labour market regulations accordingly. The underlying idea of "turning the Syrian refugee crisis into a development opportunity" will become the main priority for these governments. It will be crucial to ensure that the compact model and the 3RP national response plans are not set up in competition, but rather in close complementarity. National plans may need to be updated to account for the new opportunities created by the host governments' concessions.



Overall the February, 2016, London Conference has created optimal conditions for the work of 3RP partners and sustaining a resilience approach: (a) a strong international refocus on the sub region as the most cost-effective way of addressing crisis' spillovers – including refugee's displacement to Europe; (b) broad international recognition of the need for long-term resilience-building investment to stabilize the six countries affected by the crisis, (c) renewed interest in supporting local service delivery systems, particularly by municipalities and local private sector; and (d) employment generation as the best way of addressing external aid-dependency. The implementation of the new compacts are expected to create 1.1 million jobs overall for refugees in the region. This new focus on livelihoods is an historic opportunity for 3RP partners, which is planning over 60% of the livelihoods programs within 3RP and the 2016 Syrian Arab Republic Humanitarian Response Plan (HRP).

The **World Humanitarian Summit (WHS)** provides another key opportunity to highlight many of the important shifts towards strengthening resilience as a center piece of -building and fitting aid architecture to crisis response which UNDP has long advocated.. But the momentum needs to be sustained, and partners re-engaged to continue to rally around the resilience-based approach. Within this approach, humanitarian and development cooperation can deliver solutions to the challenges brought on by the existing business model in the face of protracted crisis. We need to keep humanity at the center of global policy decision-making, and the World Humanitarian Summit is the opportunity to bring these new solutions to fruition.

UNDP is uniquely placed inside Syria and the sub-region to lead this partnership-building process and drive this new approach. As the leading agency, partner and implementer of resilience work, UNDP has increased its visibility and enhanced its regional credibility as a “convening partner” and is well positioned to lead a more ambitious and promising process to deliver on this new agenda beyond the HRP and 3RP.



## ANNEX: 2015 SRP AND 3RP ACHIEVEMENTS

| 2015 SRP ACHIEVEMENTS |  |  |
|-----------------------|--|--|
| Sector                | N. Beneficiaries reached in a WoS format   | N. Beneficiaries reached from within Syria   |
| FS& A                 | 6 M/ month on average (in kind-cash vouchers); 800,000 with agriculture support  | 4,47 M (in-kind food and cash in October); 583,681 with agriculture support  |
| Wash                  | 8.9 M (humanitarian wash). Water maintenance achievements at WoS level being consolidated.   | 5.8 M (humanitarian wash). 12.1 M through water maintenance.   |
| Health                | Treatment courses indicator not used at WoS level. Supported over 500,000 trauma cases; 157,000 deliveries by a skilled-birth attendant; 2.9 M children under 5 against polio. | Over 18 M treatment courses; supported over 110,953 trauma cases; 83,000 deliveries by a skilled-birth attendant; 2.9 M children vaccinated under 5 against polio. |
| Shelter/ NFIs         | 6.5 M with NFIs; 193,000 shelter   | 3.4 M with NFIs; 106,660 with shelter response   |
| Nutrition             | 1.6 M with nutrition interventions   | 1.25 M with nutrition interventions  |
| Protection            | 3.2 M with protection interventions  | 2.65 M with protection interventions   |
| Education             | 1.6 M with education interventions   | 900,000 with education interventions   |
| ERL                   | 1.94 M (including SWM)   | 1.94 M (including SWM)   |

These dashboards reflect the humanitarian and resilience responses of more than 200 partners, including governments, UN Agencies, and NGOs, involved in the 3RP response in Egypt, Iraq, Jordan, Lebanon and Turkey. Achievements are cumulative from the start of 2015, while targets are based on full funding of the 3RP and an expected 4.27 million refugees by end-2015.



**4,270,000** Syrian Refugees expected by end-2015  
**4,591,939** currently registered

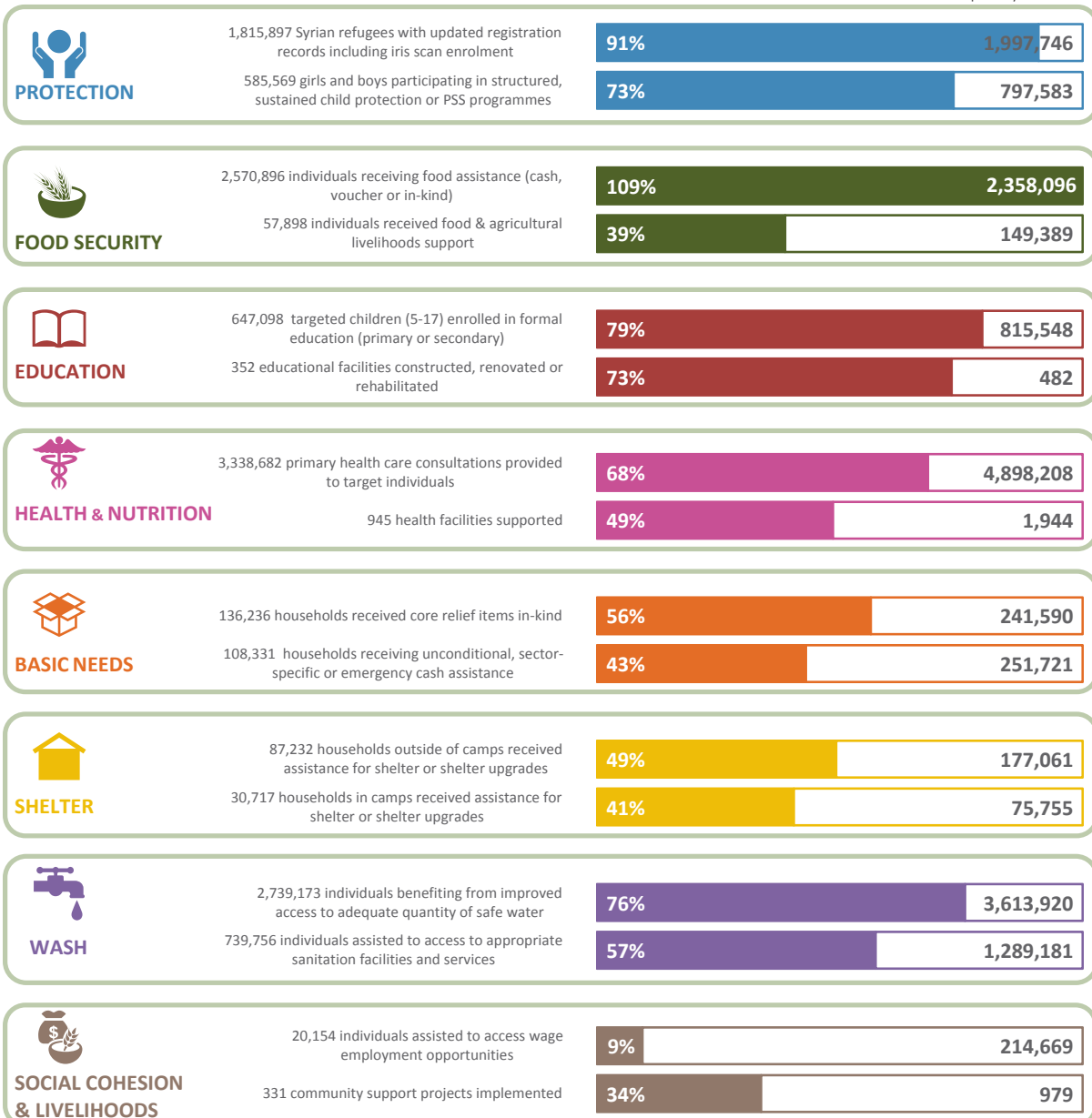


**USD 4.3 billion** required in 2015 (Agencies)  
**USD 2,67 million** received in 2015



Achievements as at 31 December 2015

Planned response by end of 2015



Funding status is indicative pending finalization of accounts and allocations.

## INDEX:

<sup>1</sup>ODI-HPG. "Time to let go: A three-point proposal to change the humanitarian system," London, April 2016, <https://www.odi.org/sites/odi.org.uk/files/resource-documents/10421.pdf>

<sup>2</sup> Jordan, Lebanon, Turkey and Egypt to a large extent, and Iraq and Syria to a lesser extent.

<sup>3</sup>Dix, Sarah and Jodie Curth-Bibb, "Resilience building and innovation - Review of UNDP/RBAS Sub-Regional Response Facility - Syria crisis," University of Queensland, ISSR, Apr. 2015, <https://www.issr.uq.edu.au/news/building-resilience-syria>

<sup>4</sup> UNDG, "A resilience-based development response to the Syria crisis," 2014, <http://www.arabstates.undp.org/content/rbas/en/home/library/CPR/a-resilience-based-development-response-to-the-syria-crisis.html>

<sup>5</sup> Particularly Jordan and Lebanon (the Jordan Response Plan [JRP] and the Lebanon Crisis Response Plan [LCRP], respectively)

<sup>6</sup> SWM: Solid Waste Management

<sup>7</sup> High-Level Panel on Humanitarian Financing Report to the UN-SG, "Too important to fail—addressing the humanitarian financing gap," New York, p.V. 2016.

<sup>8</sup> For example the «Maps of Risks and Resources» (MRR) implemented in Jordan and Lebanon, and Social Cohesion and Livelihoods Vulnerability Assessments in Iraq.





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