Development Partners Meeting on the Sudan Regional Refugee Crisis

Chairs' Summary

17 September 2024 – Nairobi, Kenya

The **Development Partners Meeting on the Sudan Regional Refugee Crisis** took place on 17 September 2024 in Nairobi, Kenya. Co-hosted by the UN Refugee Agency (UNHCR), and the UN Development Coordination Office for Africa (DCO), the event brought together 115 in-person attendees and more than 200 participants online, including senior representatives from international financial institutions, multilateral development banks, bilateral development actors, UN agencies, and other partners.

With the escalating displacement crisis caused by the conflict in Sudan, the meeting sought to facilitate regional-level information sharing, understand development financing investments channeled to Sudan and countries of asylum, enhance development actor coordination, and foster partnerships to strengthen collaboration on the crisis. It built on the Call to Action made to development partners during the **Global Refugee Forum (GRF)** in December 2023 to respond to the Sudan regional crisis.

The meeting opened with remarks from **Ms. Jawhratelkmal Kanu**, a Sudanese refugee in Kenya and founding member of the Sudanese Women Economists Association, **Mr. Mamadou Dian Balde**, UNHCR Regional Refugee Coordinator for the Sudan Situation, and **Mr. Yacoub El Hillo**, Regional Director for Africa, DCO. Their reflections emphasized the urgent need for sustainable solutions for the millions displaced by the conflict.

Ms. Kanu reminded the global community of its shared responsibility, stating, *"While the crisis in Sudan must be resolved by its citizens and politicians, safeguarding human lives is a responsibility shared by everyone."* Mr. Balde emphasized that *"the meeting is a moment of reckoning for an international community that has pledged to 'leave no one behind,' and the need to support Sudanese to thrive and to harness their human capital, as early as possible."* Mr. El Hillo highlighted the long-term perspective, noting, *"The price of this war is being paid by the Sudanese people (…) This war will end, and we need to be ready for the time when the war ends."*

These remarks set the tone for discussions aimed at addressing both the immediate needs and long-term development challenges posed by the ongoing crisis.

OUTCOME OF THE PANEL DISCUSSIONS

Panel 1: Engagement of Development Partners in Countries of Asylum and Return

The panel, moderated by **Ms. Marie-Hélène Verney**, UNHCR Representative in South Sudan, brought together key development actors to discuss the impact of the Sudan regional refugee crisis on the neighboring countries of asylum and the coordinated response required.

Panelists:

- **Mr. Timo Olkkonen**, Ambassador of the European Union to South Sudan
- **Ms. Deena Refai**, UNDP Social Inclusion and Local Development Programme Analyst
- **Mr. Abdi Abdullahi**, Manager, Fragility and Resilience Division, Islamic Development Bank
- **Mr. Peter Ogwang**, Health Analyst, Regional Office for East Africa, African Development Bank
- **Mr. Shafik Kakeeto**, Investment Specialist Trade and Allied Services, Private Sector Foundation Uganda

The panel recognized that the Sudan crisis has had far-reaching impacts on multiple countries, each facing distinct challenges shaped by their levels of economic development and policy environments. This complex situation calls for **context-specific development responses** tailored to the unique needs of each nation.

At the onset of the crisis, several **development actors** mobilized quickly, pledging substantial resources, which reflects the international community's recognition of the crisis' severity and the need for continued assistance. By way of example:

- **European Union (EU):** committed EUR 278 million for development (INTPA) and EUR 350 million for humanitarian assistance (ECHO) for Sudan and surrounding countries.
- **Islamic Development Bank (IsDB):** has an initial estimated USD 2.5 million in pipeline to support Sudanese refugees and host communities in Chad, Egypt and Libya.
- **African Development Bank (AfDB):** increased its investments in the Central African Republic, Chad, South Sudan, and Sudan, focusing on self-reliance, basic services, climate adaptation, and peacebuilding for refugees, returnees, and host communities.

These contributions highlight the targeted investments already in place, but the crisis demands even greater resources, especially in the form of grant financing and sustained commitments to ensure regional stability.

Key Highlights:

- Recipient countries have shown generosity and demonstrated a strong commitment to **including refugees into national systems as early as possible ("solutions from the start")**, adhering to pledges made at the **Global Refugee Forum (GRF).** With support from development partners, this effort aims to ensure long-term sustainability and inclusivity, aligning with UNHCR's **sustainable programming** approach. However, development partners, particularly the EU, stressed the need for greater national investment from affected countries, urging governments, like South Sudan, to take increased ownership in the crisis response and recovery efforts.

- Despite the challenges, the crisis is inspiring **innovative approaches** to humanitarian and development work, reshaping how stakeholders respond to complex emergencies. One of the most promising strategies is the **area-based programming** approach, which recognizes that refugee and returnee influxes affect entire communities, not just the displaced populations. Discussions with development partners, including multilateral development banks like the World Bank and AfDB, are already exploring how to scale these initiatives.

- An important aspect of this crisis is its **urban dimension**, which presents both challenges and opportunities. In Egypt, for instance, approximately 800,000 refugees have settled in urban areas, putting pressure on existing infrastructure and services. However, this sudden influx also presents a unique opportunity to advance infrastructure upgrades, expand public services, and boost local economies through **targeted investments** and **skills integration**.

- In Egypt, the mobilization of USD 185 billion from banks, combined with the deployment of green bonds, climate financing, and other innovative financial models, exemplifies a progressive approach to **urban refugee integration**. These efforts address urgent needs while enhancing long-term urban stability and resilience. By aligning refugee response with broader urban development goals, such as climate action and economic growth, Egypt is setting a model that could be replicated by other urban centres facing similar challenges.

- The urban nature of the crisis opens doors for **private sector engagement**, as seen in Uganda, where the Private Sector Foundation Uganda (PSFU) has secured funding for refugee related interventions from the EU, the World Bank and a private foundation, including for new Sudanese arrivals. This funding has supported **innovative entrepreneurial approaches**, aiming to create employment for refugees. The private sector is critical to advancing the economic inclusion of forcibly displaced people in both urban and settlement contexts.

- Finally, the crisis is prompting a **re-evaluation of traditional response mechanisms**, urging stakeholders to find innovative ways of collaboration. **Coordination** remains a key priority and must be strengthened to deliver a comprehensive response. The role of the Intergovernmental Authority on Development (IGAD) and the **IGAD support platform** in mobilizing development efforts in response to forced displacement in its member states should be further highlighted in future discussions.

Panel 2: Engagement of Development Partners in Sudan

Following the first panel's focus on coordinating development efforts for refugees in countries of asylum and return, the second panel shifted attention to Sudan itself. Moderated by **Ms. Clementine Nkweta-Salami**, UN Resident and Humanitarian Coordinator for Sudan, the discussions explored strategies for supporting Sudan during the crisis.

Panelists:

- **Mr. Yoichiro Ishihara**, World Bank Country Manager, Sudan
- **Ms. Kristine Hambrouck**, UNHCR Representative, Sudan
- **Mr. Adam Yao**, FAO Deputy Representative, Sudan
- **Ms. Henrike Klau Panhaus**, Project Manager, KfW German Development Bank
- **Mr. Alexander Tieman**, International Monetary Fund Mission Chief Sudan

Key highlights:

- **Sudan's complex humanitarian crisis:** Sudan remains the second largest host country of refugees in Africa, with an estimated 900,000 refugees now entirely dependent on aid. Refugees and local Sudanese face similar protection and security issues, and challenges accessing basic services. The Sudanese people's resilience has been remarkable, with host communities providing crucial support to refugees despite the severe strain on resources. This unique situation has fostered solidarity but also heightened tensions due to the increased demand for public services.

- **Strategic adaptation of development efforts:** Despite challenges working directly with the Sudanese government, development actors have maintained engagement through partnerships with UN agencies and NGOs. This approach has enabled a crucial focus on **preserving human capital** and sustaining **national systems** amidst the conflict.

- **Education** has become a significant concern, with many schools staying closed for prolonged periods, forcing children from host communities to attend refugee schools. This situation underscores the need for an inclusive, area-based approach that serves both displaced and host populations. Close coordination with local authorities and investment in existing structures is critical to prevent further collapse of national services. Resilience initiatives, such as the BMZ-funded KfW project (implemented with UNICEF and WFP), should be further expanded and include forcibly displaced individuals to bolster the capacity of the local community. Efforts towards the **registration and documentation** of refugees hosted by Sudan remain critical.

- **Financial commitments:** The international community has made significant **financial commitments,** amounting to hundreds of millions of dollars across various sectors, including food security, water and sanitation, health, education, and disaster risk management. These resources target both immediate needs and long-term development. Some examples of these investments include:
  - **AfDB:** currently investing approximately USD 573 million, including USD 175 million for wheat production with WFP, USD 50 million for displaced populations with ICRC, USD 74 million for food security, USD 33 million for water, USD 7 million for water, sanitation and hygiene in Port Sudan, and USD 55M for health initiatives.
  - **World Bank:** USD 139 million in ongoing (two projects; Somoud project and Sudan basic education support project) and USD 300 million (five pipeline projects) for upcoming projects focused on health, water, sanitation and hygiene (with UNICEF and WFP), education, electricity, and digital economy. The World Bank STARS Trust Fund has been useful to pool together resources from multiple partners and provides flexible funding options, which are crucial for adapting to evolving conditions on the ground.
  - **Swiss Agency for Development and Cooperation (SDC):** 9 million Swiss Francs for Sudan, with an additional 10 million Swiss Francs allocated for neighbouring countries.

- **Economic impact and recovery efforts:** The crisis has resulted in a 46% decline in productivity and an 80% reduction in state revenues, with traditional revenue sources, like oil sales, severely diminished. **Revitalizing the local economy** is essential, and successful models such as **KfW's SME catalyzer program** (EUR 12.5 million), have already helped small and medium enterprises

relocate from conflict-affected areas. Expanding such initiatives is vital to providing immediate economic relief and establishing a foundation for **sustainable recovery** and development.

- The **International Monetary Fund (IMF)** warned of Sudan's deteriorating economic framework, emphasizing the need for substantial **grant funding**, as loans would further worsen the country's debt burden. Sudan's economic future will depend on coordinated international support for reconstruction, not just in terms of financial resources, but also in **technical expertise** and **policy support**.

- **Coordination and human capital challenges:** The **brain drain** caused by the conflict is a serious concern, threatening Sudan's ability to rebuild critical sectors. The outflow of skilled professionals could hamper efforts to restore the country's capacity for growth.

- **Effective coordination** among development actors, UN agencies, and NGOs is vital to managing the complex operating environment. Collaboration will be key to supporting Sudan's transition from conflict to stability, requiring sustained dedication from the international community.

Panel 3: Presentation and Reflection on the Integrated Settlement Concept

Presentation:

The **Integrated Settlement Concept,** piloted in Chad and Ethiopia, was presented by **Ms. Hélène Atrafi**, UNHCR Senior Development Officer (Sudan Situation), and **Mr. Jedediah Fix**, UNHCR Senior Economist.

The **integrated settlement platform**, which is currently under construction, aims to support countries impacted by the Sudan crisis by providing to development partners and other actors timely, public access to reliable information on all the new integrated settlement models set up in response to the Sudan regional crisis and their status. The platform will include countries that are currently pursuing integrated settlement approaches for refugees as part of the Sudan crisis response, including the Central African Republic, Chad, Ethiopia, South Sudan, and Uganda. The platform will seek to connect with the response to urban displacement in Egypt and Sudan.

The **regional platform** will gather existing data and provide access to socio-economic data, spatial planning analysis, and environmental strategies, ensuring the development of climate-resilient settlements. The platform will be developed jointly with UN-Habitat and World Bank, leveraging tools like host government site profiles, UN-Habitat's Spatial Planning and World Bank's Socio-Economic Survey data to enhance **data consolidation**.

Reflections:

The presentation was followed by a session moderated by **Ms. Anna Leichtfried**, UNHCR Regional Senior Development Officer, and included the following panelists:

- **Mr. Filiep Decorte**, UN-Habitat Emergency Director
- **Ms. Soraya Goga**, World Bank Lead Urban Specialist, Urban Disaster Risk management, Resilience and land Global Practice

Key Highlights:

- **The World Bank** emphasized the need for a **clear definition and typology** of integrated settlements to ensure alignment and effective collaboration among stakeholders. This would improve **coordination** and ensure that all partners work from a common understanding.

- **UN-Habitat** underscored the importance of **location** in settlement planning, highlighting the significance of **social cohesion** and **community development**. Integrated settlements must prioritize the connections between communities to ensure sustainability and long-term benefits for both refugees and host populations.

- **Social, economic, and environmental perspectives** must be central to the regional platform's design. Engaging the **private sector** and **local governments** was seen as crucial, with collaboration between the World Bank and local stakeholders offering opportunities to align **financial resources** with **on-the-ground initiatives**.

- **ILO** emphasized the importance of assessing the crisis' impact on labor, particularly child labor. They highlighted the PROSPECTS partnership with funding from the Netherlands government and the integrated market systems approach as key to creating **sustainable livelihoods** in settlements, aligning labor market development with the needs of both displaced and host communities.

- **FAO** expressed its commitment to supporting the regional platform, particularly in the areas of **land allocation** and **agricultural development**. These efforts are essential for improving food security and ensuring that land is used efficiently to support the livelihoods of refugees and host populations alike.

The regional platform should be aligned with efforts of UN Resident Coordinators (UNRCs) and Country Teams to implement this approach and ensure the long-term success of integrated settlement initiatives at country level.

Lightening Talk: Regional Youth Peacebuilding Programme for the Sudan Regional Refugee Crisis

Youth engagement was a key focus during the session, particularly their role in fostering **peace and stability** in regions impacted by displacement. **Ms. Katie Ogwang**, Senior Community-Based Protection Officer at UNHCR, delivered a lightning talk emphasizing the importance of youth-led peacebuilding initiatives from the onset of the Sudan Regional Refugee Crisis.

The proposed **Regional Youth Peacebuilding Program (RYPP)** aims to promote **peaceful coexistence** by addressing the **root causes of conflict** through youth-led initiatives in Sudan and host countries. Drawing on lessons from the South Sudanese RYPP, the program will equip displaced Sudanese youth—especially **young women**—with skills and resources to lead **conflict resolution** and **peacebuilding**

efforts. Youth participants will be connected to a **regional network of peacebuilders**, allowing them to share strategies, exchange ideas, and offer peer support in **community conflict management**, **reconciliation**, and **social cohesion**.

UNHCR stressed the importance of recognizing **youth** as **valuable contributors** to peacebuilding efforts. Through **dedicated funding** from **EU-INTPA**, UNHCR, the Danish Refugee Council (DRC) and other partners have demonstrated that youth can effectively lead peace initiatives and engage in **sustainable activities**. At the regional level, young people are already sharing information, supporting their communities, assisting with food distribution, and providing vital services. Given that **one-third of the displaced population** is made up of youth, integrating their skills and energy into these efforts is critical to preventing their potential from being lost.

With many young people are still in refugee camps and uncertain of when they will return home, it is essential to prepare them to support their communities both now and when they eventually return. The **youth peacebuilding program** aims to empower displaced youth as **agents of change** and **community leaders**, contributing to both immediate conflict resolution and long-term peace in Sudan and the surrounding region. Examples from **South Sudan**, **Kenya**, and **Uganda** were shared to highlight promising **youth-led initiatives** focused on **mental health**, **skills-building**, and **small-scale enterprise development**. UNHCR concluded by stressing the **urgency** of supporting **youth-driven peace initiatives**, ensuring that young people are meaningfully involved in planning for Sudan's future stability and contributing to the reconstruction and recovery process.

Panel 4: Enhancing Coordination Between Development Partners to Respond to the Sudan Regional Crisis: What Is Needed at the Country and Regional Level?

The final panel, moderated by **Mr. Kwasi Amankwaah** from the UN Development Coordination Office, featured discussions on improving coordination among development partners at both the country and regional levels to ensure a more effective response to the Sudan regional crisis. The panelists included:

- **Mr. Francois Batalingaya**, UN Resident and Humanitarian Coordinator, Chad
- **Ms. Alena Kern**, Head of Development Cooperation (Sudan), German Embassy, Kenya
- **Mr. Frederik Teufel**, AfDB, Lead Coordinator, Transition State Facility Office
- **Mr. Jason Hepps**, UNHCR Deputy Representative, Uganda

Key Highlights:

- The discussions revealed critical **coordination gaps**, particularly in Sudan and Chad, where an absence of national development plans and pending response strategies has slowed efforts. This gap underscores the need for a **structured, continuous approach** to coordination moving forward.

- Participants acknowledged the value of **forums** like the UNHCR-organized event and called for more frequent gatherings to facilitate dialogue and planning. AfDB highlighted the need for **joint programming** and creating **integrated projects** that include multi-year plans and varied funding sources, aligning refugee responses with IFI processes to guarantee long-term sustainability.

- To encourage better outcomes, the panel proposed **performance-based resource allocation** to incentivize and scale up successful interventions. Another key takeaway was the need for improved **information sharing**, particularly through forward-looking financial tracking and shared resources that allow partners to indicate their commitments. The German-supported mapping of interventions in South Sudan was cited as an example of good practice.

- The panel emphasized the importance of **inclusive development partner meetings** and called for **dedicated resources** for coordination. Insights from UNHCR Uganda highlighted the benefits of integrating new efforts into existing structures, linked to national planning processes. Programs such as PROSPECTS and EU INTPA funded responses in Uganda were mentioned as examples of joint initiatives that could serve as models for coordination.

- Participants further stressed the need to integrate **projections** and **scenario planning** into coordination efforts. Honest discussions on **prioritization** within these coordination meetings were also encouraged to ensure more focused and efficient responses.

- The discussions underscored the need for stronger, **integrated coordination mechanisms** at both national and regional levels. By leveraging existing structures, encouraging **joint programming**, and ensuring **forward-looking resource allocation**, development partners can better respond to the Sudan regional refugee crisis. Enhanced coordination will enable a more **effective, sustainable**, and **holistic response**, addressing both immediate needs and long-term development goals.

Further Details:

- **Coordination in Chad:** The RC/HC in Chad highlighted the critical challenges and opportunities in coordinating the response to the Sudan regional refugee crisis. Key points include:
    - **Coordination Gaps:** Chad currently lacks a formal coordination forum between humanitarian and development partners, largely due to the geographical distribution of refugee settlements across the country.
    - **Planning Challenges:** Chad has been without a national development plan for five years, and the response plan for the East is still awaiting government finalization. The absence of an overarching strategic framework complicates coordination efforts between partners.
    - **Emerging Coordination Efforts:** Despite the challenges, steps are being taken to improve coordination mechanisms. A coordination forum in the East, funded by the Agence française de développement (AFD) and the European Union, serves as a model, with plans to expand this approach across Chad.
    - **Increased Development Focus:** Chad is seeing growing interest from development partners, such as the IsDB and the AfDB, presenting an opportunity to enhance the coordination of investments across sectors.
    - **Regional Dynamics:** With the potential for further refugee influxes and political consequences, there is an urgent need for coordinated, adaptable response strategies.

- **Recommendations for enhanced coordination**: During the panel, UNHCR Uganda shared valuable insights on how to improve coordination structures, focusing on integrating new efforts into existing systems and ensuring sustainability.

- **Integration of Coordination Structures**: New coordination efforts should be incorporated into existing structures rather than creating new ones. These should align with national planning processes to ensure that development responses meet country-specific needs and priorities.
- **Inclusive Development Partner Meetings**: UNHCR and other relevant agencies should be included in development partner meetings to align humanitarian and development efforts, ensuring a more holistic approach to addressing the crisis.
- **Learning from National Implementation**: Insights gained from implementing programs through national authorities should guide future strategies, ensuring local ownership and sustainability of interventions.
- **Dedicated Resources for Coordination**: Effective coordination requires financial and human resource investment. Proper allocation of resources will help ensure the success of coordination mechanisms.
- **Tracking Development Support**: There should be mechanisms to track and demonstrate the additionality of development support, using evidence-based approaches to show the impact and complementarity of development interventions in refugee settings.
- **Joint Programming**: The importance of joint programs was emphasized, particularly models like PROSPECTS and EU INTPA funded programmes, which offer flexible funding mechanisms. Joint programming can enhance the impact and coordination of development interventions.

- **Insights from the African Development Bank (AfDB):** The **AfDB** offered additional practical recommendations for improving coordination and response effectiveness:
  - **Emphasis on Joint Programming**: "Forcing" joint programming among partners was advocated, suggesting integrated projects that incorporate multi-year financing opportunities from various institutions.
  - **Multi-Year Planning**: International Financial Institutions (IFIs) operate on a multi-year planning cycle. It was emphasized that long-term planning should start immediately to align with IFI processes.
  - **Performance-Based Resource Allocation**: AfDB proposed that successful interventions should be rewarded with additional resources through performance-based resource allocation, creating a sense of healthy competition among projects.
  - **Forward-Looking Financial Tracking:** Financial tracking should be predictive and forward-looking, to improve resource allocation and planning.
  - **Sharing Intervention Information**: The next coordination meeting should focus on sharing more detailed/comprehensive intervention information. Creating a shared resource, such as an Excel sheet, where partners indicate their commitments, was recommended to strengthen predictability and coordination.

- **Practical next steps:**
  - **Regional Joint Programming:** There is an opportunity to create regional joint programming with partners like IsDB and AfDB, ensuring large-scale impact across the affected areas.
  - **Mapping of Interventions:** The mapping of interventions in South Sudan, supported by Germany, was highlighted as a good practice that could be replicated regionally.

- One proposal that gained broad support was the establishment of a *light* **regional development partners group** specifically dedicated to the Sudan regional refugee crisis. This group would serve as a platform for ongoing coordination and resource mobilization, ensuring a more unified and effective regional response. This group would help find synergies at regional level, while noting that the main coordination will continue to happen at country level, both at national and sub-national levels.

CLOSING REFLECTIONS

Mr. Oumar Sylla, UN-Habitat Regional Director for Africa, reflected on the deliberations at the meeting and underscored the critical need for predictable, sustainable, and innovative financing, particularly with increased private sector involvement. This will help ensure long-term solutions for refugees and host communities. Addressing urban displacement is vital, and this should involve local governments and urban planning to create sustainable, long-term outcomes. Strengthening local empowerment is key to fostering harmony between refugees and host communities, helping to build resilience from the ground up. Social cohesion is essential for creating peaceful and stable environments. Decisions should be informed by solid data and research, ensuring that policies and programs are effectively implemented based on evidence.

FINAL REMARKS AND NEXT STEPS

Mr. Yacoub El Hillo, Regional Director for Africa, UN Development Coordination Office, and **Mr. Mamadou Dian Balde**, UNHCR Regional Director for East Africa, Horn of Africa and Great Lakes and Regional Refugee Coordinator for the Sudan Situation, closed the meeting by reinforcing the urgency of **collective action** in addressing the Sudan regional refugee crisis.

Mr. El Hillo emphasized that **resilience** is key to responding to the crisis. It allows for immediate action while ensuring meaningful engagement with local communities and refugees. He noted that understanding the **context** is crucial, as no one-size-fits-all solution exists. Approaches must be adaptable and creative, tailored to the specific realities of the countries hosting Sudanese refugees.

- He also echoed the sentiment shared by many Sudanese: "**This is not our war**." Cutting off the sources of support and supply for the conflict is critical to preventing further violence. The discussions held during this meeting can help amplify efforts to stop the war in Sudan. He called on all participants to use their **institutional platforms** to advocate for peace and end the conflict.
- Regarding **coordination**, Mr. El Hillo highlighted that **African countries hosting Sudanese refugees** are already engaged in various **cooperation frameworks**. At the **RC/HC** levels, mechanisms can be adapted to enhance collaboration in country-specific and sub-regional contexts.
- He urged a moment of **self-reflection**, noting that the poverty levels in countries like Niger, Mali, and Burkina Faso are comparable to those in Sudan. In these countries, responses have been slow, partly due to UN operational methods in handling donor-funded projects. He called for a review of strategies to ensure alignment with government priorities and suggested using Sudan's crisis as a mirror for transformative, comprehensive programs that can make a lasting impact.

Mr. Balde highlighted that this development partners' meeting has provided a wealth of insights and actionable ideas. He emphasized the concept of "**emergency development**," stressing the need to integrate **development actors** from the onset of crises, a shift already being witnessed. Refugees met across countries of asylum have expressed a clear ask for opportunities to leverage the skills and capabilities they have, until conditions are created for their return. They seek empowerment through access to employment, education, and healthcare. This aligns with their desire to be **self-reliant** rather than dependent on solely humanitarian aid. Our future strategies must pivot from temporary relief to creating lasting frameworks that enable refugees to rebuild their lives with dignity and independence.

Building on the discussions, **Mr. Balde** committed to sharing a proposal of possible next steps to ensure that the outcomes of the meeting lead to **meaningful action**. UNHCR will continue to work closely with UN DCO and Resident Coordinators to ensure that these efforts are as relevant as possible (robust but light), emphasizing the importance of **coordinated action** at all levels.