



Inter-Sector Working Group (ISWG) WORK PLAN: 2017

Background

Building on lessons learnt from 2012-2016 and the successes of the RRP and 3RP system, the following work plan is intended to set out key areas of focus for the inter-agency refugee coordination structures in 2017. The focus is at the inter-sector level including common processes between sectors and location based fora, as well as capacity building activities. It will be updated throughout the period.

The ISWG reports to the heads of agencies involved in the refugee response in Jordan at the Inter-Agency Task Force (IATF), chaired by the UNHCR Representative. The ISWG is composed of sector coordinators from UN agencies and NGOs and the INGO forum, chaired by the UNHCR Inter-Sector Coordinator.¹

The work-plan reflects the complementary and supportive relationship between the refugee coordination and the Jordan Response Plan, in deference to the leadership of the Ministry of Planning and International Cooperation (MOPIC), the Syrian Refugee Affairs Directorate (SRAD), Line Ministries and local authorities.

2016 Lessons Learnt / Recommendations

The following recommendations for the orientation of the refugee sector system have been drawn from ISWG meetings, discussions at the IATF, coordination capacity trainings and sector performance surveys conducted in 2013, 2014, 2015 and 2016:

- Consolidate the number of coordination processes/meetings, prioritized.
- Continue to focus on key analysis processes, in particular the Vulnerability Assessment Framework. Refine the application of the minimum expenditure and other common analytical references. Develop tools for analyzing gaps and overlaps against the Minimum Expenditure Basket/beneficiary needs/vulnerabilities.
- Confirm and pursue adherence to agreed standards in assessment and delivery, including winterization packages, compliance with information management systems and the needs assessment registry.
- Maintain transparent data collection and information management systems (Activityinfo). Shift to more sustainable inter-active infographics with a fixed format.
- Develop impact assessment / evaluation of the refugee response.
- ISWG ensure space for regular case-studies from each sector, focused on inter-sector linkages beyond information sharing.
- Strengthen Sector Gender Focal Points Network at field level, and implement/track gender equality measures.
- Continue capacity-building trainings of sector, urban and camp coordinators to ensure quality.
- Ensure effective NGO co-chairing arrangements.

¹ For more information, please contact Yukiko Koyama, Inter-Sector Coordinator, koyama@unhcr.org; or visit <http://data.unhcr.org/jordan>. For the terms of reference of the Inter-Sector Working Group, please visit http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=60



- Continue pro-active attempts to link refugee coordination to the JRP structures, and to resilience and development actors. Prepare quarterly updates on the refugee response by sector, for review by the relevant line ministry /JRP Task Force.
- Continue close engagement with MOPIC through monthly IATF-MOPIC-SRAD meetings

Common Processes in 2017

- Promotion of inter-sector linkages
- Consolidate Refugee Structures; Strengthen Capacity of Coordinators
- Continue NGO co-chairing arrangements of sectors/urban coordination
- Mainstreaming Gender
- Inter-agency strategy development / Contingency Planning
- Vulnerability Assessment Framework
- Impact Assessment
- Coordinated Needs Assessment System
- Referral Networks; Services Advisor (online mapping of services)
- Activityinfo; Monitoring and Reporting
- Financial Tracking on inter-agency appeals
- Donor engagement at the sector/inter-sector level
- Advocacy
- *Ad hoc* Task Forces
- Prevention of Sexual Exploitation and Abuse

Areas considered crucial, but require further discussion before inclusion in work-plan:

- Community engagement at the sector, programme and project levels, as well as in specific location coordination fora.
- Clearer direction for engagement with JRP in general; including how the Needs Assessment for refugees will be developed for 2017
- Continue attempts to link refugee coordination with resilience and development actors for monitoring and reporting



Promotion of Inter-sector linkages	Time Frame
<ul style="list-style-type: none"> Sectors to develop work plans for 2017 including activities related to inter-sector linkages Maintain a light overview all sectors' milestones at the ISWG level, with the aim to ensure consistency and promote linkages between sectors. Modify ISWG meeting format to include regular peer reviews by sector coordinators, with the aim to foster inter-sector collaboration (bi- or multi-lateral) Implement the IASC Guidelines for Integrating Gender-based Violence Interventions in Humanitarian Action rolled out in Jordan in 2016 	<p>By early March</p> <p>ISWG Meeting on quarterly basis</p>
<p>Responsible: ISWG, Sectors</p>	

Consolidation of Refugee Coordination Structures; Strengthen capacity of coordinators	Time Frame
<p>Continue 2015-2016 process of merging and consolidating refugee structures, where there is an efficiency and effectiveness gains.</p> <ul style="list-style-type: none"> Continue to support Mafrqa, Irbid and Amman/South urban coordination; strengthen urban focal points network established in 2016 Sectors/camp/urban coordination mechanisms to develop work plans for 2017 and upload it to the portal site Sectors/camp/urban coordination mechanisms to review ToRs and current state/usefulness of strategic advisory groups and sub-task forces. Develop tailored coordination trainings for sector, urban and camp coordinators – including repeat of UNHCR Coordination Skills course. In June, conduct the annual sector performance survey. 	<p>By March</p> <p>By April</p> <p>By August</p>
<p>Responsible: ISWG, Sectors, Camp Coordination, Urban Coordination</p>	

NGO Co-Chairing Arrangements	Time Frame
<p>Based on approaches in 2014 - 2016, pursue NGO co-chairs for sectors at national level and camps, urban coordination and sub-working groups, where there are not already two UN co-chairs.</p> <ul style="list-style-type: none"> Individual discussions between ISGW, INGO Forum and sector coordinators on way forward Election of co-chairs, where nominations. Develop ToRs, divisions of responsibility, or clear, agreed arrangements for co-chairs. 	<p>By April</p>
<p>Responsible: Sector Coordinators, with ISWG/INGO follow-up</p>	



Mainstreaming Gender	Time Frame
<p>The Sectors have committed to a range of initiatives that address the needs, preferences and agency of women, girls, boys and men. The ISWG/IATF will be briefed on the progress of these initiatives and the results of the gender-disaggregated performance indicators (PIs). Processes include:</p> <ul style="list-style-type: none"> • Discussions about how activities will be implemented and PIs measured • Quarterly reports to ISWG/IATF on progress on PIs • Continue building capacity of the Sector Gender Focal Point Network, including filling existing vacancies and training for focal points. Expand to include camp/field based focal points. • Ensuring the incorporation of gender into assessments and analysis (through coordination of needs assessments and training) • Building capacity of sectors to monitor gender equality measures through training 	<p>Ongoing as part of regular Sector Gender Focal Points Network meetings, ISWG and processes</p>
<p>Responsible: Sector Coordinators, Sector Gender Focal Points Network</p>	

Inter-Agency Strategy Development / Contingency Planning	Time Frame
<ul style="list-style-type: none"> • Support development of location specific or thematic strategies, such as the inter-agency Zaatari plan and possibly other locations • When relevant, update the Contingency Planning document, for refugee influx – covering borders, Raba Sarhan, camps and urban, in a light manner, reflecting the likelihood of new major influxes, changing in context and new political decisions. 	<p>When relevant</p>
<p>Responsible: ISWG and Sectors, in support of camp and urban coordination, reporting to IATF</p>	

Impact Assessment	Time Frame
<ul style="list-style-type: none"> • Encourage sectors to organize impact assessments at sector levels • Organize a meeting on the Impact Assessment to discuss possible assessment methodology 	<p>By September</p>
<p>Responsible: ISWG, Sectors</p>	



Vulnerability Assessment Framework (VAF)	Time Frame
<p>Building on the considerable work achieved in establishing an Advisory Board for the Vulnerability Assessment Framework, along with the updating of the VAF data collection tool and updated Sector Levels Scoring (sector trees) and various VAF communication tools; in 2017 the VAF team will:</p> <ul style="list-style-type: none"> • Enhance analysis of assistance gaps and complementarity – particularly against the Minimum Expenditure Basket (MEB) • Update VAF documentation • Enhance VAF-related training and feedback sessions (particularly among data collection organizations) • Conduct 2017 Baseline Survey • Update welfare model • Update MEB • Finalize module in RAIS for direct access to VAF information by VAF partners • Improve gender analysis capacity within the VAF • Analyse PSEA risk through VAF (particularly as part of assessment process) • Improve transparency of assistance delivery through reporting on RAIS • Enhance regular VAF updates to ISWG, VAF partners and other coordination groups/partners • Analysis of VAF data and trends • Review of VAF progress and develop work plan and strategy for 2017 	<p>Throughout 2017</p>
<p>Responsible: VAF team & Advisory Board²</p>	

Coordinated Needs Assessments	Time Frame
<p>A process to ensure better coordination of needs assessments, from accessible inventories of existing assessments; a registry for new assessments; a 'review' process at the sector or inter-sectoral level, with donor support.</p> <p>Key elements for 2017 include:</p> <ul style="list-style-type: none"> • Continue to monitor the information available at the Coordinated Needs Assessment Registry. Review usage and compliance with Needs Assessment Registry. • Update the existing SOPs (consider possible inclusion of Azraq information in Annex and simplified procedures) • Once the SOPs for Coordinated Needs Assessment are updated in 2017, plan training session for sectors and location based groups to sensitize the procedures for planning and coordinating assessments. • Renew advocacy with donors, camps and urban coordination for compliance. 	<p>Ongoing</p> <p>By February</p> <p>March-April</p> <p>Ongoing</p>
<p>Responsible: ISWG; Sector Coordinators; Donors</p>	

² For more information see:
http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=69



JORDAN REFUGEE RESPONSE

Finalized at the ISWG meeting on 5 March 2017

Referral Networks and Service Advisors (online mapping of service providers)	Time Frame
<ul style="list-style-type: none"> Updating of Child Protection/SGBV SOPs and referral pathways Maintain partner data in http://jordan.servicesadvisor.org through the urban coordination mechanisms Expand referrals discussions with case workers to specific fora for south and central, within expanded urban coordination. 	Ongoing
Responsible: UN agencies and NGOs operating in urban areas; facilitated by UNHCR urban	

ActivityInfo Development	Time Frame
<ul style="list-style-type: none"> Roll-out of 2017 inter-agency monitoring database, with the aim to facilitate operational coordination. Generation of inter-active dashboards by sectors, including outputs and gaps. Generation of governorate and camp location analysis, to support location-based coordination. Thematic analysis at the sector level, and for Youth Task Force, using Activityinfo data and other sources. Regular analysis of data errors; non-reporting; non-use of specific indicators. Partner reporting online by 8th of each month. Focus on capacity building of the IM officers, to ensure optimal use of IM tools for sectors 	By January By February Every month Ongoing
Responsible: Inter-Agency Information Management; based on agreement with Sector Coordinators	

Financial Tracking on inter-agency appeals	Time Frame
Information will be collected from partners on funds received against the 3RP appeal every quarter. Data will be collected by partner/sector.	Every quarter
ISWG will examine whether this is possible at the objective/output level.	To be piloted in the first quarter
Responsible: ISWG	

Advocacy	Time Frame
<ul style="list-style-type: none"> Discuss effective ways to develop common messages and inter-agency advocacy products through IATF. 	Quarterly basis
Responsible: ISWG, reporting to IATF	



Organize donor engagement at sector level	Time Frame
<p>Continuing from 2014, donors have requested to have greater involvement at the strategic and technical level of the refugee response. Donors already attend some sector meetings, are invited to the IATF and HCT meetings, and are part of several common processes (e.g. VAF Steering Committee).</p> <p>In addition, based on agreement with the informal donors group, updates will be provided by Sector Coordinators and other fora on specific themes. Recent examples include on the VAF, the Child Protection/GBV SOPs, Protection and Livelihoods.</p> <p>Engagement with Gulf States Partners on a periodic basis, building on 2014 Gulf partner conference.</p> <p>Continuing from 2015-2016, prepare sector priorities documents to be used for resource mobilization, such as Jordan Humanitarian Fund</p>	<p>Quarterly basis</p> <p>Every six months</p>
<p>Responsible: ISWG; Sector Coordinators, in collaboration with the informal donors group</p>	

Ad hoc Task Forces	Time Frame
<ul style="list-style-type: none"> • Define Winterization packages by summer, to allow for planning and project approval in line with standardised packages • Maintain Informal Tented Settlement (ITS) Task Force, at a frequency relative to the risk of evictions; continue to ensure access to protection and other services. (Promote key messages to ITS residents on evictions; maintain monitoring and trends analysis in ITS; advocacy with Governors' offices on standards during evictions; training of security forces potentially involved in evictions) 	<p>By June</p> <p>Ongoing</p>
<p>Responsible: Ad hoc Task Forces</p>	

Prevention of Sexual Exploitation and Abuse (PSEA)	Time Frame
<ul style="list-style-type: none"> • Ensure that members of sectors incorporate measures for PSEA in their programmes • Support the development of a multi-sectoral SEA focal points network • Maintain the established PSEA Focal Points Network • Strengthen the inter-agency SEA complaint-referral mechanisms 	<p>From February</p>
<p>Responsible: PSEA Focal Points Network and Sector Coordinators</p>	