

Zaatari Strategic Plan 2017-2019



Overview

- Provide aspirational vision defining key objectives over the next three years.
- Bring together sector initiatives into one three-year master plan, supported by integrated information system.
- Key programmatic reference point for tracking camp development across the sectors, encouraging linkages between sectors and agencies.
- Key advocacy tool for humanitarian financing.
- Platform for innovative approaches to service delivery

Organizational Structure

- Camp Management (Inter-Sector)
 - Land Utility Management
 - Coordination and Partnership Development
 - Information Management
 - Security
- Protection
- Basic Needs and Livelihoods (incl. food security/shelter)
- Water and Sanitation
- Health
- Education

Vision, Objectives, Activities

Land Utility Management

Vision: Ensure the development of the camp infrastructure in line with refugee needs, site planning standards and demographic changes.

Objectives
Ensure proper land and infrastructure management.
Facilitate decision making on all changes in infrastructure.
Improve the accessibility and mobility of the refugees in the camp including people with disabilities.
Manage rainwater.
Provide a safe and sustainable electrical power supply to all areas of the camp and supply the refugee households with adequate energy.
Promote the establishment of green spaces in the camp.

Activities
Maintain and update a camp master plan skeleton through the coordination of all camp infrastructure designs.
Manage site allocation and ensure compliance with standards.
Extend and maintain the existing asphalted road system within the camp.
Provide shelter maintenance through yearly cash transfers.
Provide shelter assistance to vulnerable families.
Develop a storm water network/drainage system in the camp, building upon the existing network.
Expansion of the electricity grid to the household level.
Establishment of a solar power plant and link to the electricity grid.
Sensitize the refugee community on the proper use of energy.

Coordination and Partnership Development

Vision: Effective coordination between all non-governmental actors ensures that activities are complementary, fully respond to the priority needs of refugees; and support leadership of national actors. Engagement with external actors furthers the sustainability, quality and scope of humanitarian service provision to refugees.

Objectives

Camp Management ensures effective coordination between sectors, providing a range of essential services in the camp.

Non-governmental actors proactively explore opportunities for inter-agency collaboration through joint programming, cost sharing, and pooled technical resources as defined within the 3RP JRP.

Camp management and relevant sectors support the development of national capacity.

Further the role of non-traditional donors, the private sector, philanthropy and academia to respond to unmet operational needs through the delivery of scalable and targeted interventions that further the sustainability, quality and scope of existing services provided to refugees.

Promote linkages between humanitarian activities in camp and the development of public and private sector services, education, health, public works, etc. to create linkages with host communities.

Activities

Non-governmental actors establish MoUs, and joint programme agreements to direct an increasingly targeted inter-sector response.

Camp Management establishes a yearly road map towards the increased rollout of national governmental and non-governmental service delivery.

Improve and utilise key communication tools; including new technologies, to share information with refugees, governmental and non-governmental organisations and donors.

Camp Management conducts direct outreach in coordination with concerned sectors to align key external stakeholders with operational priorities.

Establish and strengthen strategic partnerships with key public and private constituents within the Mafraq Governorate.

Information Management

Vision: Ensure that all the information generated is captured, integrated, analysed and disseminated in order to improve overall coordination, decision-support and rationalization of costs.

Objectives
Integrate operational and thematic/spatial information from internal and external systems.
Improve analysis and decision support in Za'atari camp.
Improve community gatherings information flow and community empowerment.
Reduce redundancy of work in data collection and assessment fatigue.
Promote the use of standards in data management in the camp.
Evaluate and promote the use of current systems in use in Za'atari (ProGres, RAIS, ActivityInfo, Health Information System, etc.) and make propositions for continuous improvement.
Support the reporting and visualisation of inter sector indicators and the activities highlighted in the Za'atari Development plan.
Assistance to the development of assessment tools specific to Za'atari camp.

Activities
Develop a web-platform that will integrate and display/analyse inter-sectorial and operational information from several existing systems (ProGres, RAIS, ActivityInfo, Health Information System, etc.)
Propose new interactive visualisations features to enhance data usability
Develop a comprehensive Geographic information system with all infrastructures, networks, shelters and address system in order to develop the most advanced spatial analysis and maps.
Evaluate current systems used and propose improvements.
Improve access to inter-sectorial data; provide analysis and dissemination of information.
Ensure continuous quality control on the information entered in the different systems and liaise with partners for quality enhancement.
Develop data sharing protocols with all partners operating in the camp.

Protection

Vision: Maintain and strengthen the overall protection environment through ensuring adherence to international protection principles by harmonizing/mainstreaming protection interventions/activities amongst government and non-governmental actors. Increase the use of community mobilization as a tool to promote refugee participation in decision making and empowerment

Objectives

Ensure that all PoCs are registered and their records are regularly verified and updated on ProGres database as primary population database.

Improve quality, analysis and dissemination of population data.

Ensure all women, girls, boys and men residing in Za'atari camp are protected from any forms of harm, exploitation, violence or abuse.

Safeguard the rights of all WGBM in the camp including their right to asylum as well as access to durable solutions.

To ensure assistance and services to persons with specific needs (PWD, elderly, WAR, etc.).

Ensure that all refugees are having equal access to services including legal assistance and remedies as well as civil status documentation.

Strengthen the protection of children in Za'atari camp through improved Best Interest procedures and capacity development.

Work towards reduced risk of SGBV and improved quality of response for survivors of SGBV.

Ensure adequate and well-functioning reporting and complaints mechanisms are established and monitoring ensured.

Protection sector and relevant working groups develop a comprehensive response plan in line with the national protection sector strategy.

Harmonise the protection interventions led by government entities (FPD, Juvenile police, Religious court, SRAD, Civil Status department) and non-governmental partners with international protection principles and national sectorial strategies.

Strengthen community engagement on all protection related matters and support to enhance community based protection in the camp.

Ensure participation of refugees in all phases of the programme cycle by applying the Age, Gender and diversity approach.

Activities

Establish and enforce protocols (SOPs) which ensure regular sharing, recording, quality control and analysis of population data.

Enhance identification of vulnerable groups through HVs, protection assessments and provide timely response.

Strengthen the application of resettlement and potential other durable solutions for protection cases.

Ensure that children's exposure to risks, arms, exploitation and abuse is reduced through enhanced service provision, mapping of CP services, enhanced coordination and increased capacity of relevant partners and staff.

Strengthen civil registration procedures to ensure all children are documented and risks of statelessness are reduced.

Enhance formalisation of alternative care arrangements.

Complete the mapping of services and share regular updates of all protection actors in the camp.

Establish a comprehensive complaints mechanism in Za'atari camp to ensure refugees are aware and informed on their right to report misconduct and gaps in service delivery.

Improve referral system between all protection actors through referral SOPs.

Consolidate different protection coordination forums within the sector and enhance interagency information sharing with the aim to mainstream protection in all sectors.

Strengthen the formal communication between governmental and non-governmental actors on protection concerns in Za'atari Camp.

Ensure meaningful participation of partners and refugees in decision making processes.

Improve the organisation of community gatherings and other participatory processes, as the main platform for community participation in the camp.

NB: The community gatherings are held regularly in each district and provide the forum for exchanges between refugees (men and women, boys and girls) and humanitarian actors. The gatherings are multi-sectorial in nature and refugees choose the topics they wish to discuss. The gatherings are also the venue for participatory programming and feedback.

Enhance the capture and analysis of information generated by the community gatherings to inform programming.

Improve the information flow and accountability between community gatherings and humanitarian coordination forum (sectors/multi-sector).

Mapping of capacities/assets within the refugee community and utilise the information to support community led initiatives.

Basic Needs

Vision: Improve refugees' living conditions by better understanding their basic needs and improving adequate assistance provision.

Objectives
Ensure coordination of regular and ad-hoc private distributions with partners through the BNWG according to the SOPs on NFIs/food donations and distributions.
Promote the transition towards cash assistance where possible, empowering refugees to determine their own needs and the best strategies to meet them.
Improve and harmonise distribution systems, including the use of new methods and technologies (e.g. iris guard, RAIS, iCloud).
Provide timely winterization response to refugees in line with a multi-sectorial and inter-agency winterisation plan.
Ensure coordination of assessments conducted in the camp.
Ensure up to date multi-sectorial data and analysis is available to partners.

Activities
Develop and maintain camp-wide guidelines (e.g. SOPs) on assistance provision and ensure compliance.
Maintain unified monthly/yearly assistance calendar.
Ensure the systematic quality recording of assistance in RAIS by all non-governmental actors.
Conduct joint quarterly post distribution monitoring.
Introduce the use of new methods and technologies in distributions, such as electronic payment systems and iris scanning, RAIS, iCloud, etc. in order to provide more efficient and reliable delivery systems.
Conduct timely inter-agency winterisation assessments and develop coordinated multi-sectorial inter-agency response plans (WASH, health, NFIs, shelter, roads and infrastructure) for the winter period.
Ensure that all assessment-related information is entered onto the needs assessment registry.
All agencies store raw assessment data in a common server.
Conduct joint multi-sectorial needs assessments as required.

Livelihood

Vision: Create new livelihoods opportunities for refugees in and outside of camps which adhere to international labour and protection standards.

Objectives
Develop a three-year Livelihoods Strategic Plan for Mafraq Governorate (e.g. access to training and learning opportunities, access to financial services, agricultural and livestock activities, income generating activities, self-employment opportunities, access to formal employment, and access to work facilitated through removal of legal barriers).
Coordinate livelihoods interventions by establishing common guidelines.
Create a baseline of information data to serve as the basis for livelihood programming.
Ensure equitable access to livelihoods opportunities.
Improve compliance with procedures for harmonized cash for work interventions.

Activities
Develop livelihoods common guidelines in order to harmonise interventions in Za'atari camp.
Map existing socio economic data and identify information gaps.
Conduct socio-economic assessments on the refugee population and the host community.
Assess the capacity of potential livelihoods actors, including development agencies.
Develop needs and capacity based selection criteria for livelihoods opportunities.
Provide training and learning opportunities to refugees (e.g. financial and computer literacy training, vocational training, life-skills training, etc.).
Promote agricultural and livestock opportunities for refugees in the surrounding communities (e.g. provision of production kits and agricultural inputs).
Implement microfinance interventions (e.g. microcredit, micro-saving, and micro-insurance).
Promote self-employment opportunities by distributing start-up kits, and supporting the establishment of business associations and cooperatives.
Advocate for the removal of legal barriers for refugee employment outside Za'atari camp.
Facilitate the provision of work permits for refugees.
Guide refugees on formal labour market opportunities (e.g. establish job placement programmes).
Regularly update the Cash for Work Guidelines and monitor its implementation by all agencies, addressing gaps identified in close consultation with refugees.

Water and Sanitation

Vision: Improve existing water and sanitation servicing/infrastructure within the entire camp to support improved hygiene practices and to establish a healthier environment. Strengthen community knowledge on proper hygiene practices and participation in the maintenance of infrastructure installations.

Objectives
Ensure equitable, sustainable and cost-efficient water distribution within the camp and reduce losses.
Ensure adequate wastewater collection.
Ensure up to standard hygiene conditions.
Establish an environmentally friendly waste management system.

Activities
Utilise existing water network composed of three in camp boreholes feeding eight water storage tanks. Install pumping network of water from reservoirs to households.
Establish an operation and maintenance plan for the water network (National partner) whilst ensuring community engagement.
Phase out the majority of water trucking which reduces “wear and tear” on roads and improves camp safety.
Utilise wastewater network connecting households to collection tanks. Install network to link tanks to gravity networks that is linked to pump stations with pressurized transmission lines feeding into the wastewater treatment plant.
Evaluate and optimise wastewater treatment plant.
Establish and manage an operation and maintenance plan for the sewage network (National partner) whilst ensuring community engagement.
Establish and manage an operation and maintenance plan for the waste water treatment plant (National partner).
Develop and implement camp-wide and targeted hygiene promotion campaigns.
Support hygiene promotion through the provision of hygienic items and/or cash assistance.
Expand the usage of treated water from the waste water treatment plant in agricultural activities.
Establish a solid waste sorting, collection, transfer and recycling scheme.
Establish an organic waste collection and re-use mechanism.
Advocate for organic re-use and waste management.
Increase community awareness and participation in waste management.
Maintain vector control.

Health

Vision: *Ensure sustainable and equitable access to quality primary and secondary health care in the camp supported by targeted provision of selective secondary and tertiary health services through the referral system whilst strengthening community participation in healthcare*

Objectives

Maintain and strengthen provision of quality comprehensive primary health services **for Syrian women, girls, boys and men** including health promotion, mental health, reproductive health and neonatal care.

Promote equitable access to secondary and tertiary care in a cost-efficient manner **for Syrian women, girls, boys and men.**

Improve comprehensive community health care through integrated community level interventions including rehabilitation services for Syrian women, girls, boys and men

Enhance and support the role of Ministry of Health in key areas of coordination, monitoring supervision, and selected service provision

Improved emergency and lifesaving health services in the camp.

Activities

Ensure that all general practitioners and health workers meet the required qualifications and expertise.

Ensure that organisations adhere to health sector and national protocols in addition to specific protocols established by the Health sector in the camp.

Regular assessment and monitoring of existing primary and secondary health services and services providers to enforce compliance.

Expand existing services to address gaps including palliative care and convalescent care

Maintain and update the health contingency plan.

Develop national partner capacity and promote the transition from international to national health partners.

Ensure that referrals to secondary and tertiary health services are based on sound referral criteria and targeting the most vulnerable.

Expand emergency health care services available in the camp. Include developing training curriculums (BLS, and ACLS) for health staff, ensuring the availability of standard emergency care tools (equipments, emergency EDL, etc)

Train concerned families to provide on-going home based healthcare.

Develop the capacity of CHWs on appropriate community health approaches and data collection.

Develop a unified electronic file system for patient records and care.

Establish behavioural change programmes to further postpartum and neonatal health.

Strengthen family planning strategies and approaches.

Education

Vision: To ensure that refugee children in Za'atari camp enjoy the right to quality basic (early child development, primary and secondary) education, through the allocation of resources to ensure one-shift quality schooling. To increase access for refugee students to post-basic and tertiary education through the allocation of resources ensuring scholarships, reduction of formal barriers, and the development of new vocational programmes which link to livelihoods opportunities.

Objectives
Increase access to education and facilitate transition to formal education for all children.
Improve the quality of education.
To explore with relevant stakeholder and work on transition to a full shift day for all students.
Provision of education to ensure adequate, safe and protective learning spaces.
Expansion of early childhood development.
Scale up and expand post basic and tertiary education opportunities for youth.

Activities
Advocate for post basic and tertiary education increased access for refugees.
Increase access to formal education by addressing out of school children and their re-integration to formal education.
Jointly work with relevant stakeholder for the transition a full day school shift as per national standards.
Re-established PTAs to strengthen the relation between parent and teachers.
Improve the capacity of teachers in coordination with MoE.
Strengthen community outreach to ensure better enrolment and retention.
Timely receipt of required school resources.
Expand and increase access to early childhood development/education in camps through community based activities e.g. Community based KGs.
Expedite fully the complaint system regarding education related matters and to engage constructively with community to resolve concerns raised.
Together with MoE, relevant sectors and the community work on cross cutting issues related to school going children e.g. child protection, WASH, health, gender.
Expansion of schools and required resources to ensure one-shift system.
Allocation of adequate number of teachers to ensure one-shift system.
Provide post basic and higher education opportunities to youth, develop new partnerships with institutions and stakeholders with access to Tertiary/ higher education opportunities including scholarships, short-term diplomas, distance/online/ blended learning etc.
Advocate for the recognition of country origin documentation and alternative proficiency recognition pathways (placement tests) to be accepted in the enrolment of education in Jordan.
Advocate for the reduction of education fees.

Key milestones

- Each sector to inform draft aspirational vision, objectives, activities and define key tasks and timelines.
- Prepare 1 page summary note outlining priority sectorial strategic objectives.

Activity	Date
Inception discussions - CMC / IATF Meetings	26-27 April
Zaatari Camp Sector Working Group Inception discussions	
Protection	5 May
BNLWG	2 May
Water and Sanitation	8 May
Health	9 May
Security	3 May
Education	3 May
Inter-Sector Working Group meeting	8 May
National Sector Working Group review sessions	
Protection	June 1
BNLWG	June 6
Water and Sanitation	June 7
Health	May 26
Education	June 13
Presentation to CMC	21 June
Presentation to IATF	3 July

Defining tasks Q1/Q2/Q3/Q4 under Activities

ID	Task Mode	Sector & Activities	Duration	Start	Finish	Predecessor	% Work Complete	Agency Responsible	27 Jul '15							03 Aug '15							10 Aug '15							17 Aug '15							24 Aug '15						
									M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
1		Protection	1 day?	Tue 28/07/15	Tue 28/07/15		0%																																				
2		Community Engagement	3 days	Tue 28/07/15	Thu 30/07/15		100%	UNHCR																																			
3		Community mobilization	4 days	Thu 30/07/15	Tue 04/08/15	1	78%	UNICEF																																			
4		Creating awareness sessions	4 days	Wed 05/08/15	Sun 09/08/15	2	68%	UNHCR																																			
5		Protection and community services	5 days	Sun 09/08/15	Thu 13/08/15	1,2	45%	UNHCR																																			
6		NFI replenishment and distribution	4 days	Fri 14/08/15	Wed 19/08/15	1,2	45%	UNHCR																																			
7		WASH	1 day?	Tue 28/07/15	Tue 28/07/15		0%																																				
8		Hygiene promotion activities	5 days	Wed 05/08/15	Mon 10/08/15	3	35%	UNICEF																																			
9		De-sludging of wastewater and WASH facility maintenance	6 days	Mon 10/08/15	Mon 17/08/15	4	35%	UNICEF																																			
10		Distribute soap and sanitary napkins	4 days	Mon 10/08/15	Thu 13/08/15	3,4	65%	NRC																																			
11		Water trucking, cleaning and garbage removal	6 days	Mon 10/08/15	Mon 17/08/15	3,4	80%	aCTED																																			
12		Shelter					0%																																				
13		Play grounds, after school programmes, youth centres and boreholes	4 days	Fri 14/08/15	Wed 19/08/15	5	55%	NRC																																			
14		Building houses in zaatari	3 days	Thu 20/08/15	Mon 24/08/15	6	50%	UNICEF																																			
15		Construction of Toilets	5 days	Thu 20/08/15	Wed 26/08/15	5,6	40%	NRC																																			
16		Education					85%																																				
17		School feeding programs	3 days	Thu 20/08/15	Mon 24/08/15	6	80%	UNHCR																																			
18		youth group library	4 days	Wed 29/07/15	Mon 03/08/15	7	55%	UNHCR																																			
19		English classes	5 days	Thu 20/08/15	Wed 26/08/15	6,7	55%	UNHCR																																			
20		Health and Food					0%																																				
21		Distributing diapers targeting 7450 babies	7 days	Wed 29/07/15	Thu 06/08/15	7	35%	WHO																																			
22		Food distribution	5 days	Tue 11/08/15	Mon 17/08/15	8	55%	WFP																																			
23		Providing medical kits	3 days	Tue 11/08/15	Thu 13/08/15	7,8	0%																																				

Next Steps

- Sectoral Matrix, Gantchart and Guidance Note to be send to sector members by the Thursday 28 April
- Presentation of the Zaatari Strategy Plan process to the IATF 27 April
- Coordination support staff to attend each inception meeting for further guidance