

# JORDAN REFUGEE RESPONSE

## Sector Survey June 2014



### Introduction

In May 2014, the Jordan Refugee Response sectors conducted an anonymous on-line survey of sector members. The purpose of this survey is to get feedback on the current performance of sector coordination.

This follows a similar sector survey conducted in August 2013.

The results of the 2013 Survey are available on the refugee response portal, at <http://data.unhcr.org/syrianrefugees/download.php?id=3914>

More specifically, the objectives of the May 2014 survey were to:

- 1 To assess current performance of sector co-ordination and participation.**
- 2 To collect suggestions on how co-ordination and participation could be improved**
- 3 To gather feedback on the level of improvement in the performance of sector coordination since the last review.**

The survey was structured into nine question groups, with **45** questions. The majority of questions **36** were mandatory and quantitative; with **9** being optional 'comments' boxes for qualitative information.

The question groups covered:

- 1. In which sector the respondent participated; representing what type of organization; and whether at country, urban or camp levels.**
- 2. Organization of sector meetings (agendas, minutes, terms of reference and strategies)**
- 3. Management of sector meetings (quality of chairing, selection of content)**
- 4. Respondents' participation in sector meetings**
- 5. Sector leadership and representation**
- 6. Overall Sector performance**
- 7. The Regional Response Plan; Strategic and Funding processes**
- 8. Information Management**
- 9. Inter-Sector Coordination**

### Presentation and Application of the Results

#### ***Improving Sector Performance***

- As a sector survey, all answers are linked to particular sectors. Responses on each sector have been shared with the sector chairs, in order to inform their own efforts to improve their performance as coordinators.

#### ***Strengthening Coordination Capacity***

- Results are also being used in the design of the Coordination Capacity Building Project, that will include coordination trainings for sector chairs in June, and shorter training on specific topics throughout the year.

#### ***Building on Inter-Sector, Information Management and the RRP7***

- Data and recommendations on how to improve Inter-Sector Coordination, Syrianrefugeeresponse.org and the refugee response portal are feeding directly into work-plans for the ISWG and the UNHCR Coordination unit. Findings in regards Information Management will be taken into account with the developers of the various information sharing platforms.
- Comments of the RRP6 will be considered and applied in relation to development of the RRP7 process, building up to the 2015 planning phase.

A Summary of the 2014 Survey results are presented below. Where relevant, a comparison is made between results from the 2013 and 2014 surveys. The full results and comments are available from the Inter-Sector Coordination team. Please contact Alex Tyler, Inter-Sector Coordinator , [tyler@unhcr.org](mailto:tyler@unhcr.org)

# JORDAN REFUGEE RESPONSE

## Sector Survey



### Background to the Sector System

Under the leadership of the Government of Jordan (GoJ) and coordinated by UNHCR, the refugee response is a collaborative effort between the donor community, UN agencies, international and national NGOs, community-based organizations, refugees and Jordanian communities.

The main strategic framework for the response is the Jordan chapter of the Regional Response Plan (RRP). In 2014, 64 humanitarian organizations are appealing under the RRP6 umbrella for Jordan.

Delivery is organized through eight sectors: Cash, Education, Food Security, Health, Non-Food Items (NFIs), Protection, Shelter, and Water, Sanitation and Hygiene (WASH). Protection is sub-divided into sub-sectors for SGBV, Child Protection (CP) and Mental Health and Psycho-Social Support (MHPSS), which is also part of the Health Sector. The Health Sector is divided into sub-sectors of MHPSS, Reproductive Health (RH) and Nutrition.

At camp level and in urban and rural areas, a number of multi-sector fora exist, while the sectors also operate through location-specific meetings.

### The Inter-Agency Task Force

The RRP6 is overseen by the Inter-Agency Task Force (IATF), chaired by the UNHCR Representative and composed of humanitarian UN agencies and NGOs who are contributing to the response. The IATF acts as a 'Steering Committee' and oversees the refugee response architecture – the system of Sector Working Groups (SWGs), through the Inter-Sector Working Group (ISWG) – and related strategic, advocacy and funding processes. The IATF ensures effective consultation and communication with the Humanitarian Country Team (HCT) and the UN Country Team (UNCT), as well as with the complementary Host Community Support Platform (HCSP) and the National Resilience Plan (NRP). The IATF reports, through the UNHCR Representative, to the Regional Refugee Coordinator and the RRP Technical Committee. NGO representatives are elected on to the ISWG through the International NGO Forum (INGO Forum).

### The Inter-Sector Working Group

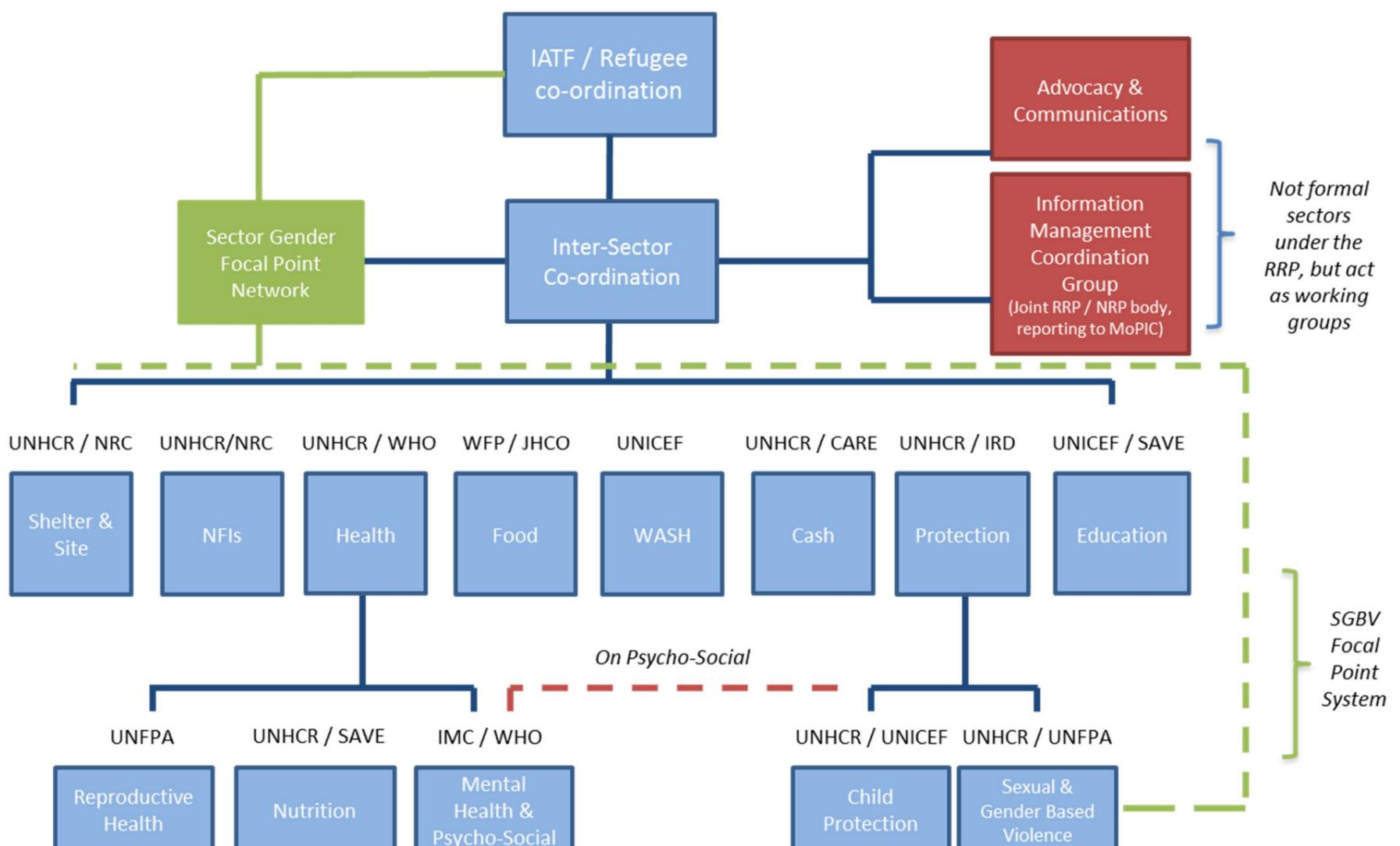
Since August 2013, an Inter-Sector Working Group (ISWG) has been formed - a meeting of the sector chairs - to encourage synergies between sectors, avoid duplication, and work on common processes. The ISWG is the main bridge between the Sector Working Groups. It meets monthly, with membership of the Sector chairs and representatives of the INGO Forum. The ISWG also links the Sectors to the IATF.

The main purposes of the ISWG are to:

- Coordinate, identify, process and elevate relevant topics/issues to the IATF, referring to IATF for policy decisions and guidance at the heads of agency level.
- Facilitate the flow of information between Sectors, and other fora.
- Optimize complementarity between Sector activities, by building on a series of common processes.
- Promote consistency in co-ordination standards and capacity between Sectors.
- Ensure cross-cutting issues, including gender equality programming, are properly reflected in Sector activities.

The full ISWG ToRs are available at <http://data.unhcr.org/syrianrefugees/download.php?id=3973>

ISWG web-page: [http://data.unhcr.org/syrianrefugees/working\\_group.php?Page=Country&LocationId=107&Id=60](http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=60)



# JORDAN REFUGEE RESPONSE Sector Survey



## Summary of Key Survey Results:

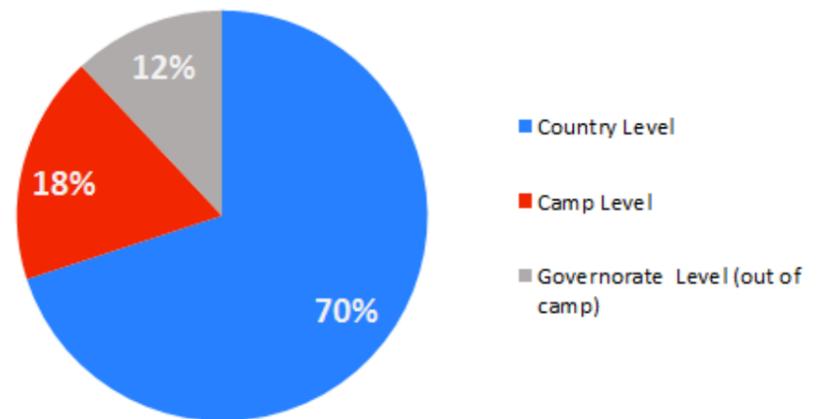
The following represents an extract and brief analysis of survey results. Where a comparison is made between 2013 and 2014 surveys, the data is displayed as a bar chart in blue (2013) and red (2014). Where a question was specific to, or modified for 2014, then the data is displayed only for 2014.

### 1 Question Group One: Sector, Organization and Geographical focus of the respondent.

A total of **99** respondents answered the 2014 survey online. Of these 57 worked for an international NGO, 11 for a national NGO, 26 for a UN agency, 2 for a Donor or Embassy, and 3 for 'Other'. This compares to the 2013 survey, with 111 respondents, 78 of whom worked for NGOs and 23 for UN agencies.

The breakdown of responses by sector was as follows:

Answer	2014	2013
Advocacy and Communications Group	0%	2%
Age and Disability Task Force	2%	0%
Camp coordination (Azraq)	2%	2%
Camp coordination (Zaatari)	5%	6%
Cash Working Group	7%	8%
Child Protection Sub-Working Group	11%	12%
Food Working Group	3%	5%
Gender Based Violence Sub-Working Group	10%	12%
Health Working Group	3%	6%
Information Management Coordination Group	0%	1%
Inter-Sector Working Group	5%	0%
Irbid coordination (Out-of-Camp)	4%	0%
Mental Health and Psycho-social Sub-Working Group	4%	5%
NFIs Working Group	4%	7%
No answer	0%	3%
Nutrition Sub-Working Group	0%	1%
Other	2%	0%
Protection Working Group	7%	9%
Reproductive Health Sub-Working Group	3%	0%
Youth Task Force	4%	0%
Shelter and Settlement Working Group	5%	6%
Water and Sanitation Working Group	11%	5%
Education Working Group	7%	10%
Grand Total	100%	100%

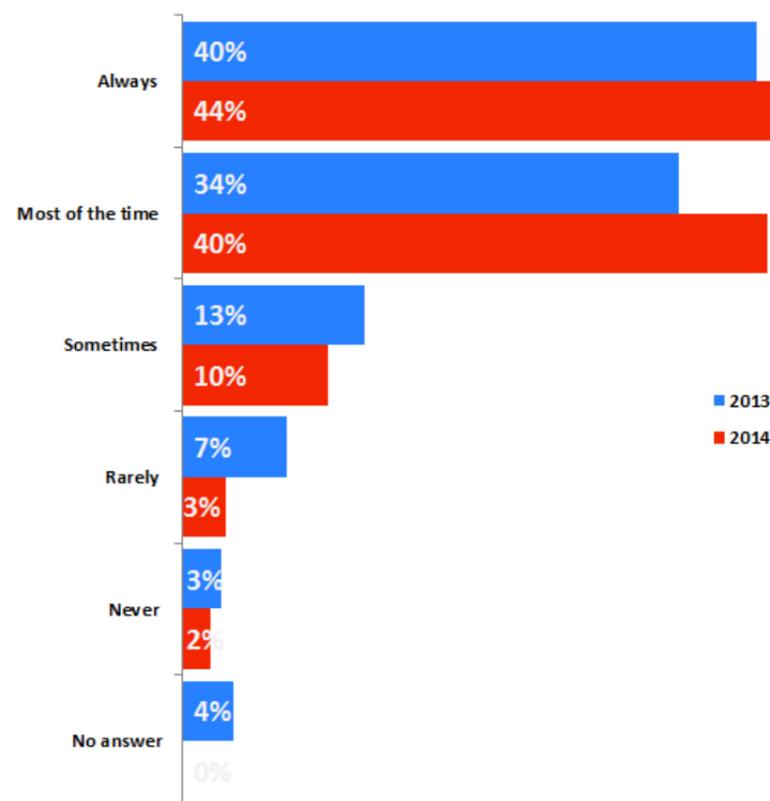


The majority of 2014 respondents were based attending Country Level sector meetings (69 or 70%); with 18 at Camp level meetings.

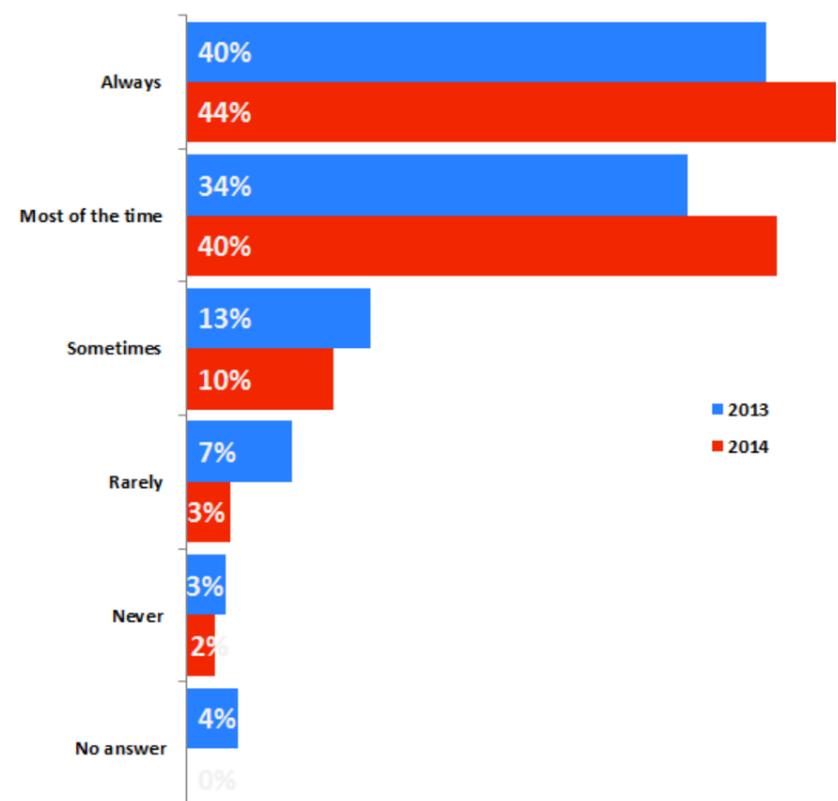
Reflecting the roll-out of urban/rural coordination mechanisms since the end of 2013, 12 respondents were participating in the new governorate level meetings in Irbid and Mafraq.

### 2 Question Group Two : Sector Meeting Organization

Q. How often do you receive an agenda in advance of the meetings?

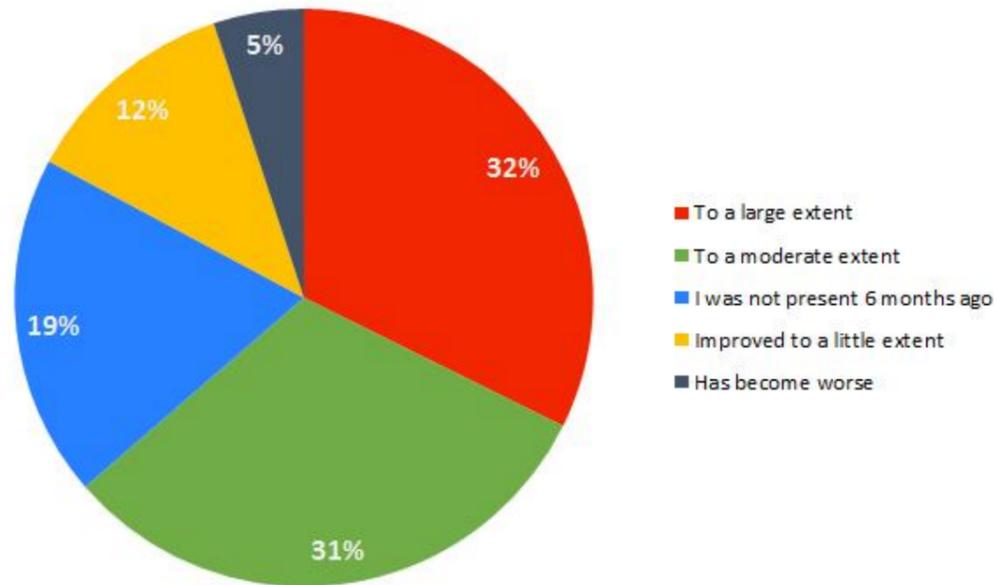


Q. How often do you receive accurate minutes?



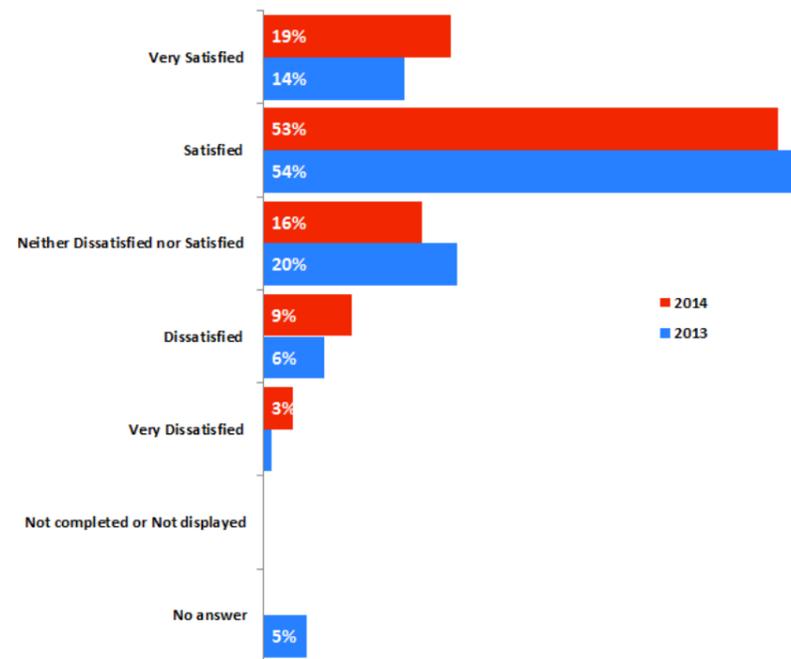
NB Same result received for the two questions above ( same % for both)

Q. Do you feel that meeting organization has improved in your sector in the last 6 months (since the previous survey)?

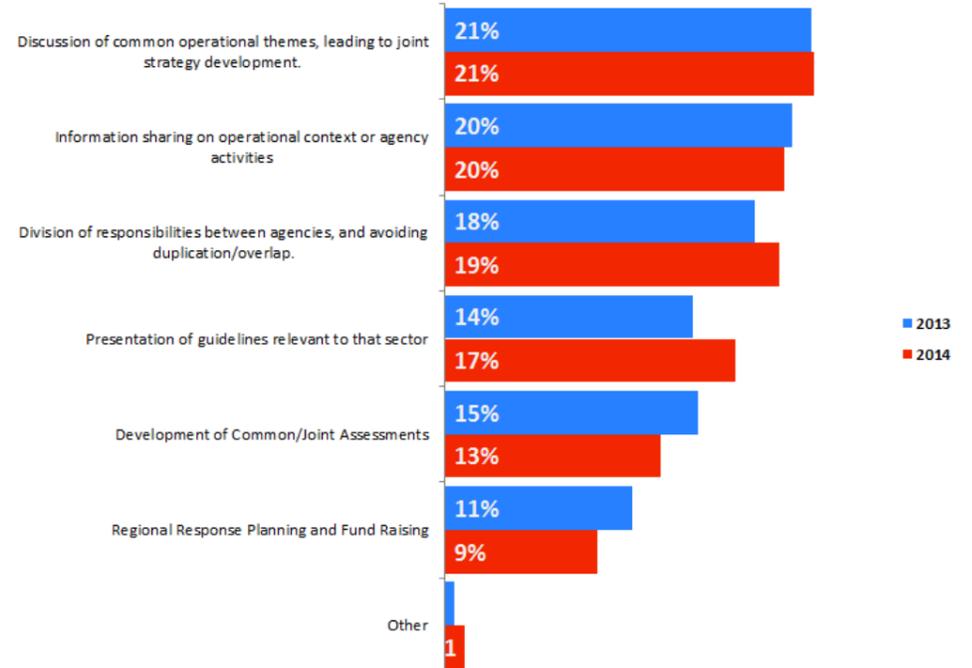


### 3 Question Group Three : Sector Meeting Management and Content.

Q. How satisfied are you with overall management of the sector meetings (length, structure of meetings)?



Q. What would you prefer to be the focus of the content of your sector meeting?

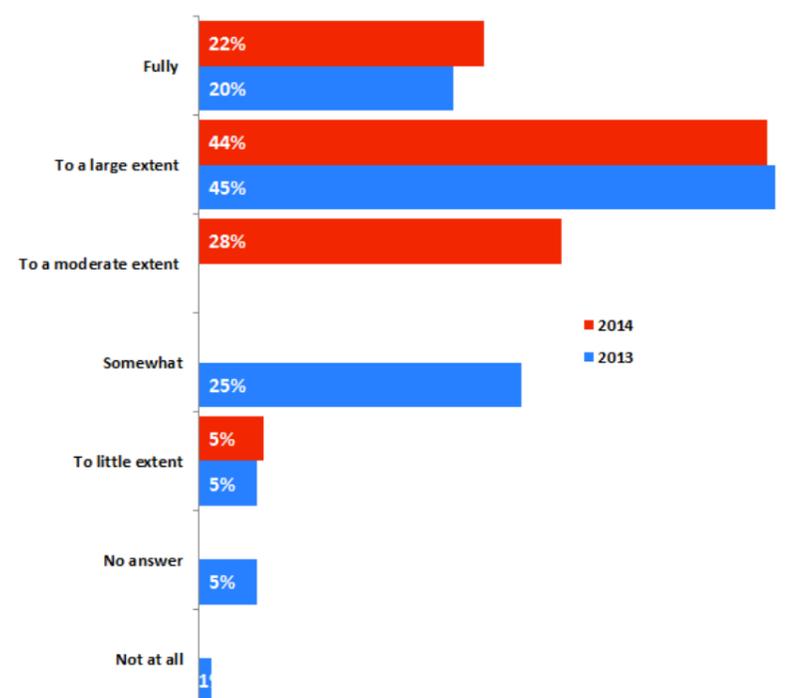


Q. What would you prefer to be the focus of the content of your sector meeting? (Other)

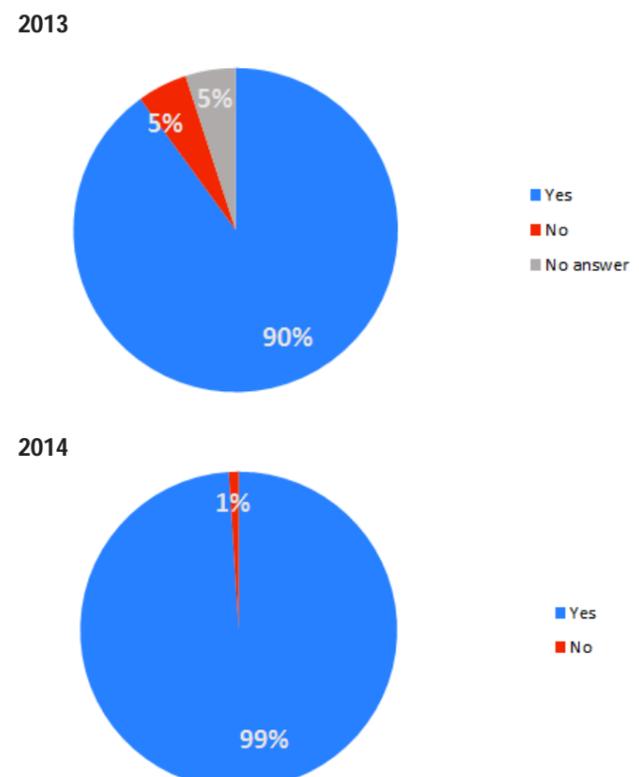


### 4 Question Group Four : Your Participation in Sector Meetings.

Q. To what extent does that person/focal point have sufficient authority to represent your organization, in case decisions are required?

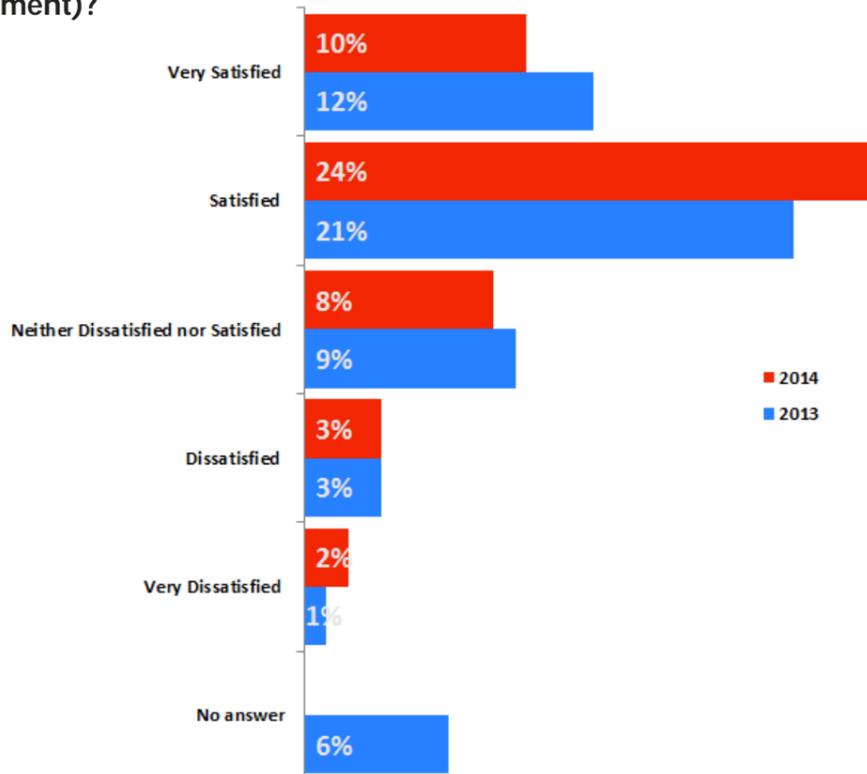


Q. Do you feel you are given sufficient opportunity to participate constructively in sector meetings?

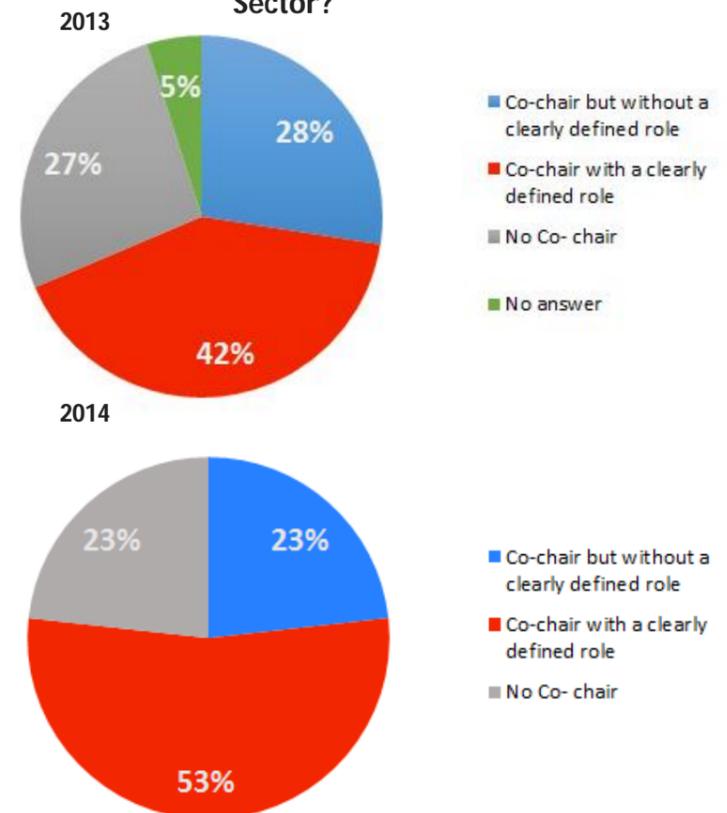


## 5 Question Group Five : Sector Leadership, Representation.

Q: How satisfied are you with overall leadership by the agency in charge of this Sector (in general, not just in relation to meeting management)?



Q: Is there a co-chair with a clearly defined role in your Sector?



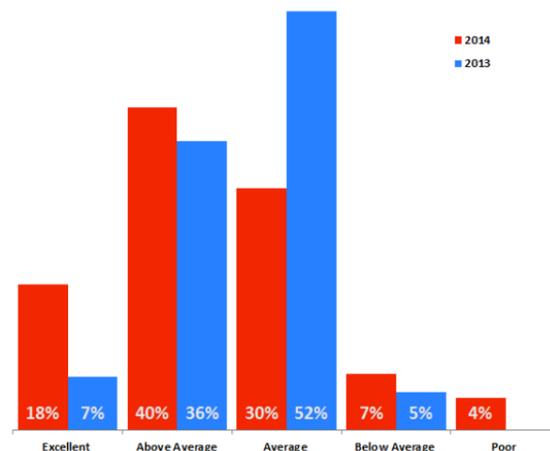
Q. Please make recommendations on what changes you would like to see in Sector leadership or representation in order to improve the effectiveness of sector delivery.

Twenty-two comments were received, from 14 different sectors/coordination groups. Key themes included:

- Further work to ensure that NGO co-chairs had a clear terms of reference, and that this was translated into 'real' co-chairing. In some cases, respondents called for a review of the selection of the current co-chair.
- Greater efforts to ensure the chair had sufficient authority, experience.
- At the governorate level, the importance of engaging with the local authorities was emphasized, as well as more regular participation of line Ministries at the national level.

## 6 Question Group Six: Overall Sector Performance

Q: How would you grade the overall effectiveness of your sector, taking into account leadership, management, representation, participation, and delivery of concrete results for refugees?



Q. What has been the main success / positive area for your Sector, and how should we build on this?

Twenty-Five comments received from fourteen different sectors/groups. Key themes:

- Delivery of assistance a major achievement.
- Development of coordinated needs assessment systems.
- Roll-out of Strategies, SOPs, ToRs, Gaps Analysis and other coordination tools, including Activityinfo.
- Steps to avoid duplication; improve transparency
- More robust RRP6 process



Q. What has been the main failure / negative area for your Sector, and how could this be resolved?

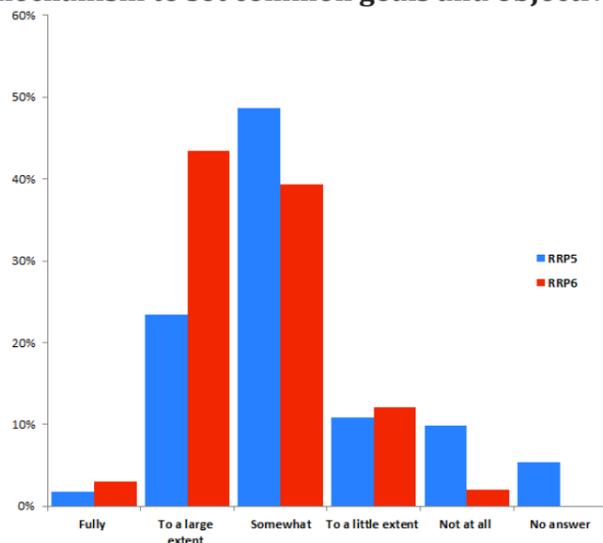
Twenty-eight comments received from thirteen different sectors/groups. Key themes:

- Strengthen joint advocacy in relation to the government in relation to livelihoods, education, and project approval process.
- Greater engagement with local NGOs, especially in urban areas.
- Sector participants should be decision makers; participation can be irregular.
- In some sectors, long discussions, without necessarily a decision.

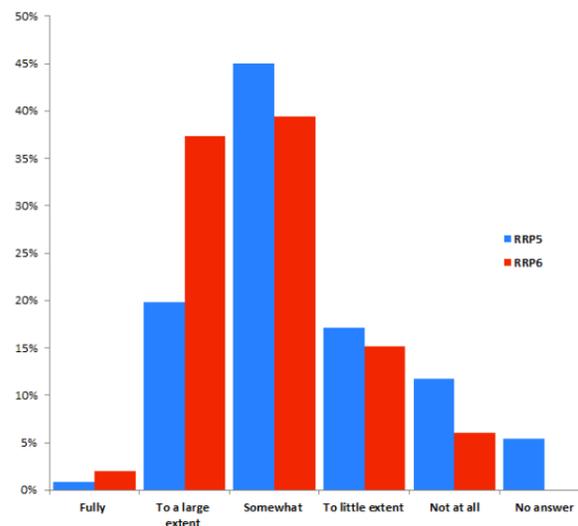


## 7 Question Group Seven : Regional Response Plan; Strategy and Funding Processes.

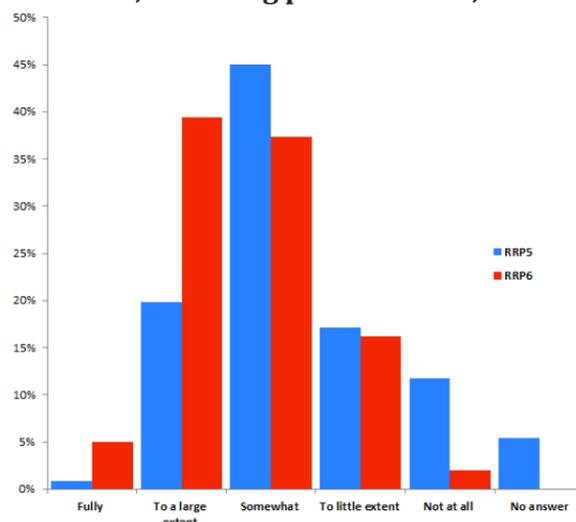
Q: To what extent do you feel that the RRP5-RRP6 process was an effective mechanism to set common goals and objectives for your sector?



Q: To what extent do you feel that the RRP5- RRP6 process was an effective mechanism to lobby jointly for funds for your sector?



Q: To what extent do you feel that the RRP5- RRP6, including prioritization, was an inclusive process of sector chairs and members?



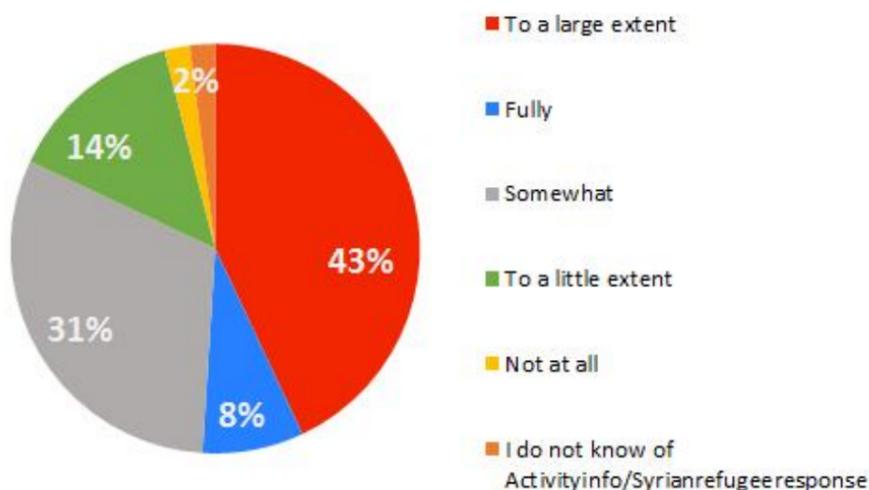
Q. What comments do you have on the RRP6 process and what recommendations do you have to improve the RRP process into 2014 and 2015?

Twenty-four comments were received, from 14 different sectors/coordination groups. Key themes included:

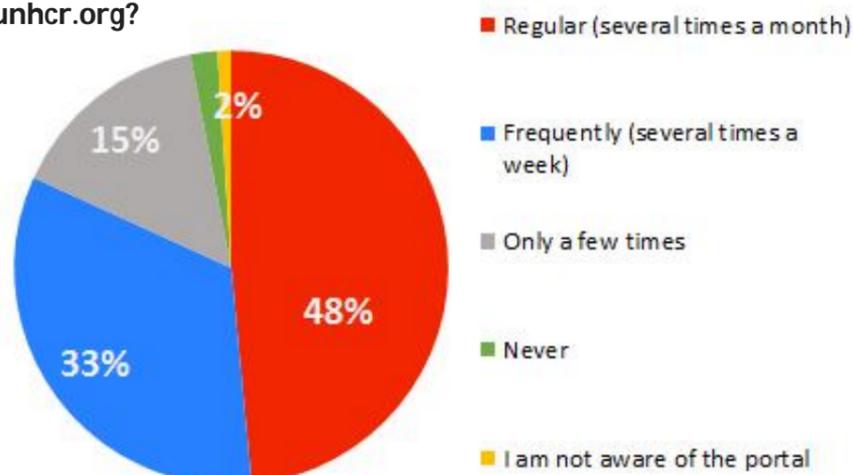
- That the RRP6 was an improvement on previous planning sessions.
- Subsequent RRP6s should be accompanied by a more solid needs assessment stage, across the sectors. Objective setting should be more explicitly linked to the needs assessments.
- The appeal mechanism is inclusive, but, in a few sectors, greater controls are required to ensure that organizations' appeals are based on needs, rather than their capacities.
- Strengthen gaps analysis processes, both at the planning and monitoring stages.
- Calls to align the RRP with other programmatic time-frames—e.g. calls for proposals by donors.

## 8 Question Group Eight : Information Management

Q: How useful has syrianrefugeeresponse.org/Activityinfo been as a planning and reporting tool?



Q: How often do you consult the refugee response portal. Data.unhcr.org?



Q: What information do you consult on the portal? (Several ticks)

89  
Refugee  
Statistics

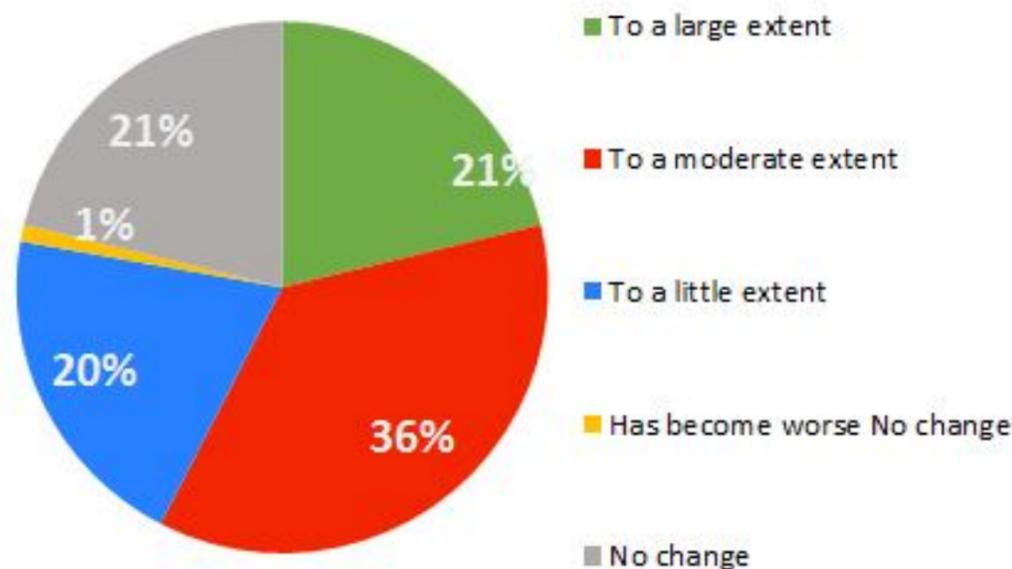
61  
Thematic  
Report

50  
Maps

42  
Meeting  
Calendar

63  
Sector  
Information

Q: Do you feel that Inter-Sector Coordination has improved since the last survey in August 2013?



**Q. Please provide any other comments or recommendations on how inter-sector coordination of the refugee response could be improved.**

Twelve comments were received, from 11 different sectors/coordination groups. Key themes included:

- That the Inter-Sector Working Group was a positive step forward.
- Need to ensure that sectors are not 'centres for UN control'; more to make NGO equal partnerships real, and that decisions making is more effective and inclusive.
- Re-start (Zaatari Strategic Advisory Group) or strengthen inter-sector fora in camps and urban/rural coordination structures.
- Improve access to information sources, including booklets with information on different organizations.

**Q. Please provide any other comments or recommendations on how overall coordination of the refugee response in Jordan could be improved?**

Eight comments were received, from 8 different sectors/coordination groups. Key themes included:

- Positive comments included that the overall coordination was 'Excellent' or 'Has improved over the last year'.
- Sector structure does not always facilitate consideration of cross-cutting themes, including gender, age & disability. More could be done to ensure mainstreaming of cross-cutting issues across Sectors.
- Regular meetings to be in both English and Arabic.
- Greater linkages / working more closely with local government.
- Establish guidelines for donors to avoid funding overlapping activities.

For more information, including the full list of comments and results, please contact the Inter-Sector Coordinator, Alex Tyler, at [Tyler@unhcr.org](mailto:Tyler@unhcr.org)