

This Briefing Kit is in draft form.

The Kit is being circulated for comments and feedback to sector members and the INGO Forum.

Please send comments to Tyler@unhcr.org

by 15th August



JORDAN REFUGEE RESPONSE

INTER-AGENCY COORDINATION BRIEFING KIT

JORDAN REFUGEE RESPONSE

INTER-AGENCY

COORDINATION BRIEFING KIT

This Briefing Kit is intended to provide basic information on coordination structures and processes for newly arriving partners and their staff. In most cases, more detailed information is available by following the links provided.

Feedback would be appreciated to keep the Kit useful and relevant to its target audience. Comments and suggestions should be sent to Alex Tyler, Tyler@unhcr.org. The Kit will be updated every 2 months.

More detailed and updated information is available online, including through <http://data.unhcr.org/jordan>.

This Kit is limited in scope to inter-agency coordination within the refugee response. It does not cover the Government's procedures and structures, beyond its leadership in the response.

Where not credited, photos by Jared Kohler

JULY 2014

JORDAN REFUGEE RESPONSE

INTRODUCTION

What is the Jordan Refugee Response?

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.

All levels of the Government of Jordan are engaged in the response, from the Office of the Prime Minister, the Ministry of Foreign Affairs, the Ministry of Interior (MoI) and the Ministry of Planning and International Cooperation (MoPIC), to the line ministries working with each of the sectors, and the governorates and municipalities in refugee-affected areas. In 2014, the MoI created the Syrian Refugee Assistance Directorate (SRAD), which is the main government entity for the coordination of refugee issues in the country.

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).

What is the Jordan Refugee Response trying to achieve?

In 2014, the Strategic Objectives for the Jordan RRP, reviewed by the GoJ and the UNHCR-chaired Inter-Agency Task Force (IATF) are as follows:

1. Strengthen the protection of women, girls, boys and men affected by the Syrian crisis in Jordan, including through advocating for international burden-sharing, ensuring access to the territory and registration of Syrian refugees, preventing *refoulement*, and by preventing and responding to violations of protection norms, with a particular emphasis on child protection (CP) and sexual and gender-based violence (SGBV).
2. Ensure the effective protection, reception of and assistance to Syrian refugees in camps, with an emphasis on maintaining humanitarian standards across all sectors while moving towards more efficient, participatory and sustainable methods of delivering assistance.
3. Provide protection and humanitarian assistance to vulnerable refugees in non-camp settings in urban and rural areas in a targeted and equitable manner across all sectors.
4. Reinforce the resilience of host communities, through support to basic services benefiting both host populations and refugees in urban and rural areas in the immediate term, increasing awareness of, equitable access to, and the quality of such services.
5. Strengthen linkages between RRP6 activities and medium and longer-term host community resilience plans being undertaken by the GoJ and international development actors, including through the collection, analysis and sharing of information on refugee and host communities, available to the humanitarian community.

For Dashboards on RRP6 achievements by sector, visit <http://data.unhcr.org/syrianrefugees/documents.php?page=2&view=grid&Country%5B%5D=107&Type%5B%D=6#page-1>



The IOM Emergency Response team and Jordanian border guards help transport newly-arrived refugees 24 hours per day. ©IOM



8,000 Syrian children participated in catch-up classes in summer 2013 to prepare them to enroll in school in the fall. ©UNICEF



Children fill water jugs at Jordan's Zaatari refugee camp. 380 tankers of water are delivered every day to meet the needs of residents at the world's second largest refugee camp. ©Ned Coty/IRC



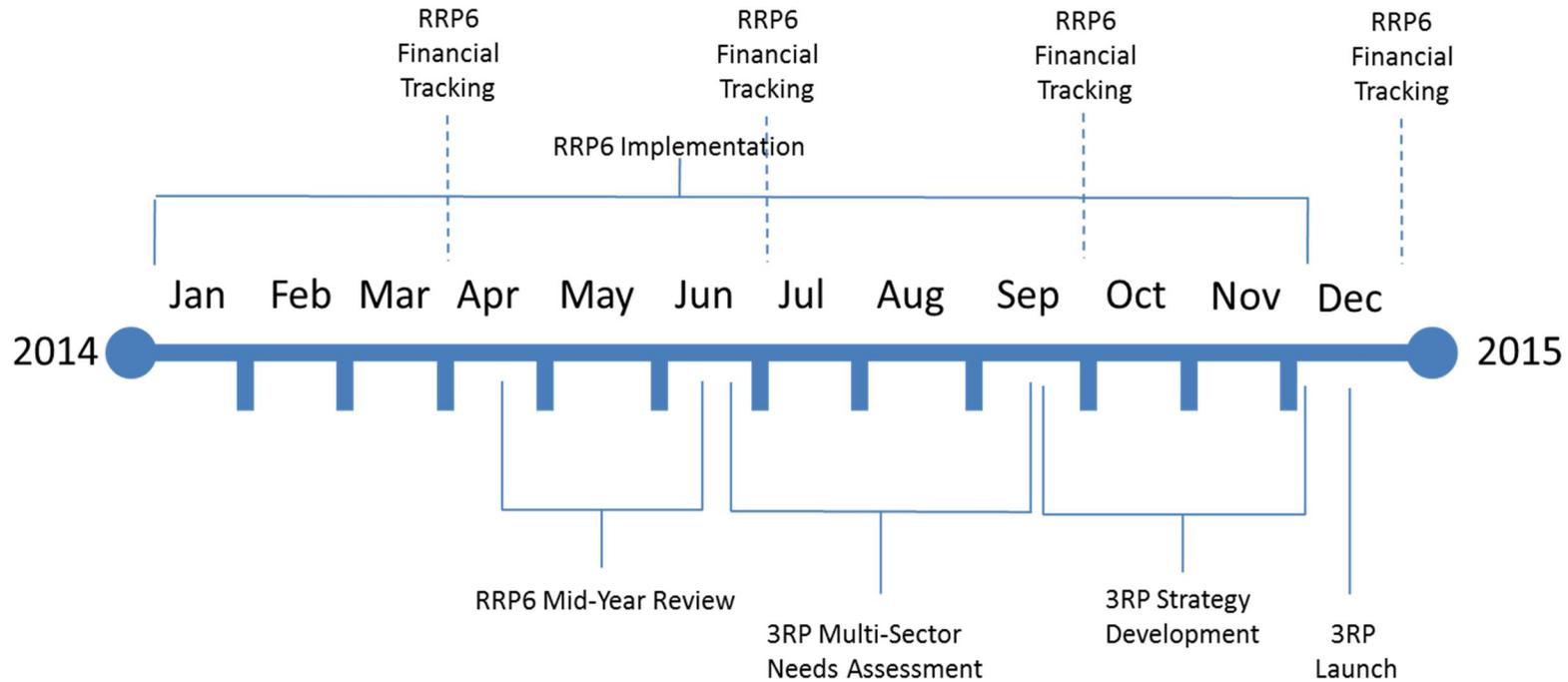
A young Syrian boy enjoying his class Zaatari's School 1. ©KnK



The UN Women "Women and Girls' Oasis" at Zaatari Camp on International World Refugee Day. ©Marla Fanto/UN Women



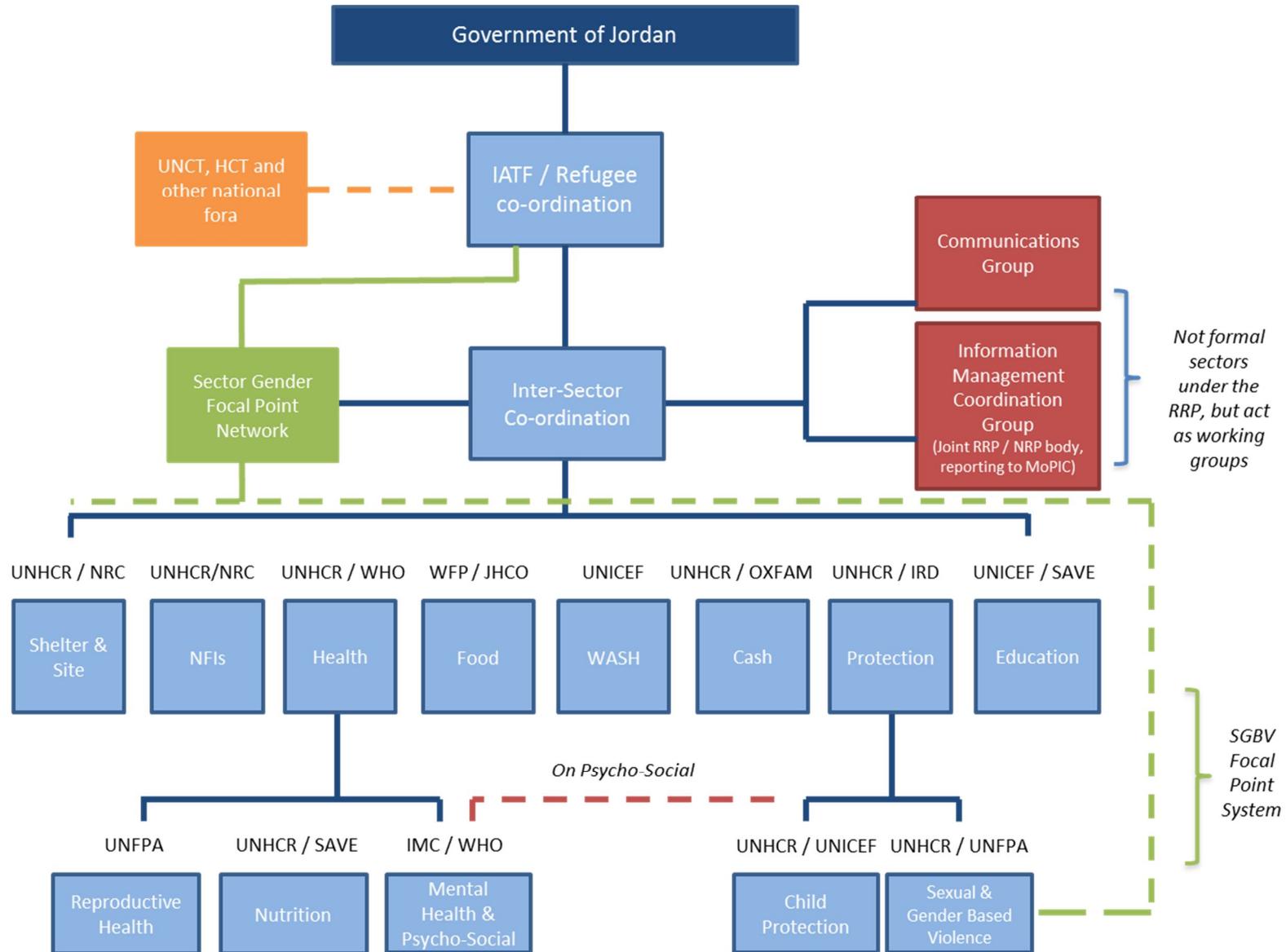
2014 RRP* Calendar



* For 2015, the RRP is being expanded at the regional level to include 'Resilience', hence the '3RP' for the 'Refugee and Resilience Response Plan.' Discussions are underway on how this will be applied at the national level.

JORDAN REFUGEE RESPONSE

NATIONAL LEVEL COORDINATION STRUCTURES



The Inter-Agency Task Force

The Refugee Response is overseen by the Inter-Agency Task Force (IATF), chaired by Andrew Harper, the UNHCR Representative. It is composed of heads of humanitarian UN agencies and NGOs who are contributing to the response. The IATF acts as a 'Steering Committee' and oversees the RRP architecture – the system of Sector Working Groups (SWGs), through the Inter-Sector Working Group (ISWG) – and related strategic, advocacy and funding processes. NGO representatives are elected on to the IATF through the International NGO Forum.

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 UNHCR Representative has the delegated authority and responsibility of the UN High Commissioner for Refugees for the protection of refugees, including the provision of assistance, and the pursuit of durable solutions. In consultation with the GoJ and partners, the UNHCR Representative reports to the Regional Refugee Coordinator and up to the High Commissioner.

For more information on the IATF, please contact Martina Pomeroy, pomeroy@unhcr.org

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

The INGO Forum

The INGO Forum is an independent body, composed of international NGOs. With an elected chair and Steering Committee, the INGO Forum actively engages in various coordination fora within the refugee response. The current INGO chair is Jack Byrne, Country Director of IRC: Jack.Byrne@rescue.org. See page 21 for more info.

Other national fora

For information on the HCT, UNCT and the Offices of the Humanitarian Coordinator and Resident Coordinator, contact Carlos Geha, gehac@un.org and Michael Schadt, michael.schaadt@one.un.org respectively.

For information on the Host Community Support Platform and the National Resilience Plan, visit www.hcspjordan.org.

JORDAN REFUGEE RESPONSE

SECTORS AT THE NATIONAL LEVEL

The Sectors

The eight sectors are Cash, Education, Food Security, Health, Non-Food Items (NFIs), Protection, Shelter, and Water, Sanitation and Hygiene (WASH). Protection is subdivided 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.



CASH

Chaired by : Volker Schimmel, UNHCR (Schimmel@unhcr.org); Emily Sloane, Oxfam, (ESloane@oxfam.org.uk)

Sector page: http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=8

The Cash Sector aims to provide cash assistance to the most vulnerable Syrians and Jordanians affected by the Syrian crisis in urban and rural areas. Cash is used as a flexible way to complement assistance provided by other sectors and cover not addressed needs of the most vulnerable. In addition, it has been identified by refugees as the most dignified form of support that permits them to make choices and prioritize their specific needs.



*Photo of
Emily
coming soon!*



EDUCATION

Chaired by : Maria Paradies, UNICEF (mparadies@unicef.org); and Farrukh Waseem Mirza, Save the Children (farrukh.mirza@savethechildren.org)

Sector page: http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=14

A key priority for 2014 is to ensure uninterrupted access to public education for displaced Syrians children across the country including those in refugee camps. Syrian children are enrolling in public schools across Jordan. Support to boost the capacity of the public education system is much needed including providing extra learning spaces as well as remedial/catch-up classes for those children who have missed out on weeks or months of schooling. The main objectives of the ESWG are: 1. To provide a coordination forum in which all the appropriate organisations and institutions collaborate with the aim to support the Jordanian education system in current and future emergencies. 2. To plan and implement a response strategy: applying norms and standards, developing capacity, responding to needs, monitoring and evaluation, and conducting advocacy. 3. To ensure continued access to quality education in a safe and protective environment for all vulnerable children.



FOOD SECURITY

Chaired by : Dorte Jessen, WFP (dorte.jessen@wfp.org); and Mohammad Kilani, Jordan Hashemite Charity Organization (kilani@jhco.org.jo). Dorte is on mission in July/August—please contact Farah El-Zubi (farah.elzubi@wfp.org)

Sector page: http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=13

The Food Security Sector coordinates the food support-related activities to enhance the response by information sharing, mapping, identifying gaps and avoiding duplication. Regular meetings are held and attended by NGOs, UN agencies and other partners. The Sector, led by WFP and JHCO, has provided uninterrupted food assistance to Syrian refugees since the start of the crisis in early 2012.



*Photo of
Mohammad
coming soon!*



HEALTH

Chaired by : Ann Burton, UNHCR (burton@unhcr.org); and Said Aden, WHO (adens@who.int).

Sector page: http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=15

The Health Sector brings together different UN agencies, national and international NGOs, donors and government actors to support the continued provision of essential community level, primary, secondary and tertiary health services to Syrian refugee women, girls, boys and men. The main strategic approach is to support and strengthen national capacity in responding to the humanitarian crisis by maintaining a platform for all partners and stakeholders to coordinate their response through information sharing and through pooling of health expertise, resources and health information.



Nutrition

Chaired by : Ann Burton, UNHCR (Burton@unhcr.org); Sura Alsamman, Save the Children Jordan (salsamman@savethechildren.org.jo)

Sector page: http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=16

The goals of the Nutrition Sub-Working Group are to monitor and improve the nutritional status of those affected by the Syrian refugee crisis in Jordan, by ensuring an appropriate and timely response through coordination among different UN agencies, national and international NGOs and government actors. This includes implementing programmes for the prevention and treatment of acute and chronic malnutrition (including screening, therapeutic and supplementary feeding), prevention and treatment of micronutrient deficiencies especially anaemia and strengthening nutritional surveillance including conducting regular nutrition surveys.



Reproductive Health (RH)

Chaired by : Dr. Shible Sahbani, UNFPA (sahbani@unfpa.org); and Maysa Al-Khateeb , UNFPA (mal-khateeb@unfpa.org).

Sector page: http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=15

The main mission of the Reproductive Health Sub Working Group is to ensure that reproductive health needs of women and men are well addressed during the Syrian refugee crisis and that accessible and quality services are established to cover population needs. The group is working towards serving Syrian refugees, host community and others in order to increase the capacity for long term responses and resilience of the community.



Mental Health and Psychosocial Services (MHPSS)

Chaired by : Zein Ayoub, WHO (ayoubz@jor.emro.who.int); and Ahmad Bawaneh, IMC (abawaneh@internationalmedicalcorps.org)

Sector page: http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=40

The MHPSS Working Group is a sub-sector of both the Protection (psychosocial support) and Health (clinical mental health) Sectors. Activities are guided by and organized using the IASC Intervention Pyramid. MHPSS actors will reserve specialized supportive services which provide clinical mental health treatment under level four while ensuring strong coordination and referral pathways are in place and secured at level one, two, and three.



JORDAN REFUGEE RESPONSE

SECTORS AT THE NATIONAL LEVEL



NON- FOOD ITEMS (NFIs)

Chaired by : Viola Caracciolo, UNHCR, (caracci@unhcr.org); and Hugh Earp, NRC (hugh.earp@nrc.no)

Hugh is to be replaced in July by Roger Dean (roger.dean@nrc.no)

Sector page: http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=13

The main objective of the NFI Sector is to ensure that the basic household needs of women, girls, boys and men are met in both camp and urban/rural areas. In camps, this will be achieved through the provision of basic household items on arrival; distribution of blankets, mattresses, hygiene kits, and kitchen sets as well as through the regular distribution of consumable items. Less frequent distribution of non-consumable NFIs will take place to replace those worn out over time. In non-camp settings, partners will continue to provide items adjusted to the needs of the target population when cash is not used to meet the needs.



PROTECTION

Chaired by : Karen Whiting, UNHCR, (whiting@unhcr.org); and Uma Kandalayeva IRD, (uma.kandalayeva@ird-jo.org)

Karen is on mission for July and August, temporarily replaced by Giulia Ricciarelli-Ranawat (Ricciare@unhcr.org)

Sector page: http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=11

The Protection Sector focuses on (i) ensuring access to basic rights, including the right to seek asylum; (ii) expanding community outreach/community-based protection mechanisms; (iii) mitigating and reducing the risks and consequences of SGBV, while improving the quality of multi-sectoral response services, as well as expanding access and reach of services; (iv) ensuring that emergency child protection interventions are strengthened and harmonized; and (v) exploring third country resettlement/durable solution options as a protection response to cases with special needs.



*Photo of
Uma
coming soon!*

Child Protection Sub-Working Group

Chaired by : Muhammad Rafiq Khan, UNICEF (mrkhan@unicef.org) and Bertrand Blanc, UNHCR (blanc@unhcr.org)

Rafik is being replaced by Frank Roni (froni@unicef.org) shortly.

Sector page: http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=27

The CP Sub-Sector has identified five thematic priority areas for 2014: unaccompanied and separated children (UAC/SC), child labour, children associated with armed forces and armed groups, violence against children and children in conflict with the law. These five priority areas will be addressed through capacity building and mainstreaming of CP concerns into the wider humanitarian response, increased prevention and outreach activities, improving opportunities for safe and confidential disclosure and through effective referrals to expanded and improved multi-sectoral response services, including working within and strengthening existing national child protection systems and Government services to address child protection issues. This will also include continued work on alternative care procedures and strengthening the capacity of the Ministry of Social Development and the Courts to identify and formalize alternative care arrangements.



Sexual and Gender Based Violence Sub-Working Group

Chaired by : Maria Margherita Maglietti, UNFPA (maglietti@unfpa.org); and Ana Belen Anguita Arjona, UNHCR (anguita@unhcr.org).

Sector page: http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=15

The SGBV Sub-Sector has identified four thematic priorities for 2014: early and forced marriage, domestic violence (SGBV-related), survival sex and sexual violence. These four thematic priorities will be addressed through enhanced prevention, response and coordination efforts. Women, girls, boys and men will be actively involved in prevention through a peer-to-peer approach, and through involvement in educational and awareness-raising activities to support empowerment of women and girls as leaders and agents of change and engage men and boys as allies in SGBV interventions. In 2014, partners will work to increase opportunities for safe and confidential disclosure through outreach, including through mobile teams and the expansion of safe spaces. Services for men and boy survivors will also be expanded. The roll-out of the Gender-Based Violence Information Management System (GBVIMS) will also ensure harmonized, safe and

*Photo of
Margherita
coming soon!*



SHELTER

Chaired by : Annika Hampson , NRC (annika.hampson@nrc.no); *ad interim* Nagendra Adhikari, UNHCR (adhikarn@unhcr.org)

Sector page: http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=10

The shelter sector aims to provide Syrian refugee women, girls, boys and men with adequate shelter and access to basic facilities and services. In camp settings the shelter sector ensures the provision of adequate shelter through the distribution of emergency tents or semi-permanent pre-fab units. In non-camp settings the shelter sector adopts five key response strategies to ensure the provision of adequate shelter support to refugees: 1) upgrading sub-standard housing units; 2) increasing the quantity of adequate housing; 3) providing conditional financial assistance to meet rental costs, and for ensuring security of tenure; 4) adapting sub-standard dwelling units to overcome harsh weather conditions; and 5) enhancing awareness on tenure rights and obligations amongst refugee tenants and target all refugees who reside in non-camp settings.



WASH

Chaired by : Jamal Shah, UNICEF (jshah@unicef.org).

Sector page: http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=18

The WASH sector aims to provide water, sanitation and hygiene services to affected populations of the Syrian refugee crisis in camp and non-camp settings. Key objectives : 1) to ensure safe, equitable and sustainable access to a sufficient quantity of water for drinking, cooking, personal and domestic hygiene practices; 2) to provide safe and appropriate sanitation facilities; 3) to minimize the risk of WASH related diseases through access to improved hygienic practices, hygiene promotion and delivery of hygienic products and services on a sustainable and equitable basis; and 4) to establish and maintain effective mechanisms for WASH coordination at national and sub-national levels.



JORDAN REFUGEE RESPONSE

SECTORS AT THE NATIONAL LEVEL

A series of other task forces and groups exist, linked to the sectors. These include groups on Age, Disability and Gender. While existing as separate entities, their strategy is to mainstream these cross-cutting issues into the sector system.

The Senior Gender Capacity Advisor: Merrin Waterhouse (waterhou@unhcr.org)

The Refugee Sector Gender Focal Point Network: chaired by Maaïke van Adrichem (mvadrichem@unicef.org), **Bertrand Blanc** (blanc@unhcr.org), **Farah el Zubi** (farah.elzubi@wfp.org) and **Merrin Waterhouse**.

The GenCap Advisor assists Sectors to ensure that women, girls, boys and men (wgbm) have equitable access to humanitarian assistance. There are a series of resources at the disposal of chairs and members, including: sex- and age-disaggregated data to assist identifying distinct needs of wgbm, tailored strategies, gendered performance indicators and the application of the gender marker to the RRP and ERF.

Each sector is encouraged to have at least one gender focal point to support sectors to consider gender equality measures. Training, ongoing network support and coaching is available. The focal points meet together as the SGFPN, reporting to the IATF through Merrin. Should you be interested in becoming a focal point, please contact your sector chair or Merrin.

Youth Task Force

Chaired by : Emma Bonar, NRC (emma.bonar@nrc.no)

The Youth Task Force has existed in Zaatari since late 2012. In early 2014, a Youth Task Force was created at the national level, reporting to both the Education and Protection sectors. The Youth Task Force aims to reinforce programming for youth within the different sectors, noting the importance of ensuring that the specific needs of youth are properly taken into account.

Age and Disability Task Force

For more information, contact : Arushi Rai (Rai@unhcr.org) **UNHCR; Becky Achan, HelpAge** (becky.achan@helpage.org)

The Age and Disability Task Force (A&DFT) meets in Zaatari, and aims to ensure inclusive programming and access to services for older persons, persons with injuries, persons with impairment, persons with disabilities, and persons with chronic diseases within the overall humanitarian response in Jordan. The Task Force further aims to ensure that the rights of older persons, persons with disabilities and injuries, and persons with chronic diseases are observed and implemented within all humanitarian activities.

Communications Group

Chaired by : Helene Daubelcour, UNHCR (daubelco@unhcr.org)

The Communications Group is a forum that brings together communications officers in order to formulate common and joint messaging, and organize key media and advocacy events. The group also supports the sectors on communications with beneficiaries.



Information Management Coordination Group

Chaired by : Omar Adwan (Omar.Adwan@mop.gov.jo), Vishal Patel (vishal.patel@hccspjordan.org); and Edouard Legoupil (Legoupil@unhcr.org)

The IMCG is under the leadership of the Ministry of Planning and International Cooperation (MOPIC). The Host Community Support Platform (HCSP) Secretariat and UNHCR are co-chairing the group and will provide secretariat capacity for meetings. It represents a bridge between the Refugee Response and the government's national development strategies, including the National Resilience Plan.

The IMCG aims to 1) systematically share information between organizations, including reports, statistics, maps, assessments and other information products; 2) coordinate the establishment and management of monitoring systems, needs assessments and other information systems; 3) provide a forum for discussions of data quality, data collection methodologies and technical data issues; 4) analyze inter-sectoral data; 5) promote harmonization of codes and standards for e.g. locations, population types, and other datasets to facilitate comparison of data from various sources.

Need More Information? Contact the Inter-Sector Coordination Team



Alex Tyler
Inter-Sector Coordinator
tyler@unhcr.org

- Coordination policy and structures
- Inter-Sector Working Group
- RRP, Strategy and Funding processes



Kaleem ur Rehman
Associate Inter-Sector Coordinator
rehmank@unhcr.org

- Needs Assessments
- Financial Tracking
- Gaps Analysis
- Contingency Planning



Yara Maasri
Associate Coordination Officer
maasri@unhcr.org

- Food and Health Sectors
- Vulnerability Targeting



Matthew Richard
Associate Coordination Officer
richard@unhcr.org

- WASH and Shelter Sectors
- Camps (Azraq and Zaatari)



Angeliki Panagoulia
Associate Coordination Officer
panagoul@unhcr.org

- CASH and NFI Sectors
- Out-of-Camp Coordination
- Referral & Services Mapping



Majid Rasul
Associate Coordination Officer
rasul@unhcr.org

- Protection and Education

July: Majida has now left the operation. Questions should be referred to sector

Information Management Support Unit



Edouard Legoupil
Information Management Officer
Legoupil@unhcr.org

- Design, Development and Configuration of information management systems
- Co-lead Information Management Coordination Group



Hawraa Harkous
Associate Information Management Officer
harkous@unhcr.org

- ActivityInfo Products
- Monthly Sector Dashboards / 3Ws
- Portal Management



Mukesh Karn
Associate Information Management Officer
karn@unhcr.org

- Aid advisor / Services Mapping
- Analysis support to Vulnerability Targeting

JORDAN REFUGEE RESPONSE

CAMP COORDINATION : ZAAATARI

Zaatari Refugee Camp is coordinated by the Syrian Refugee Assistance Directorate (SRAD) and UNHCR.

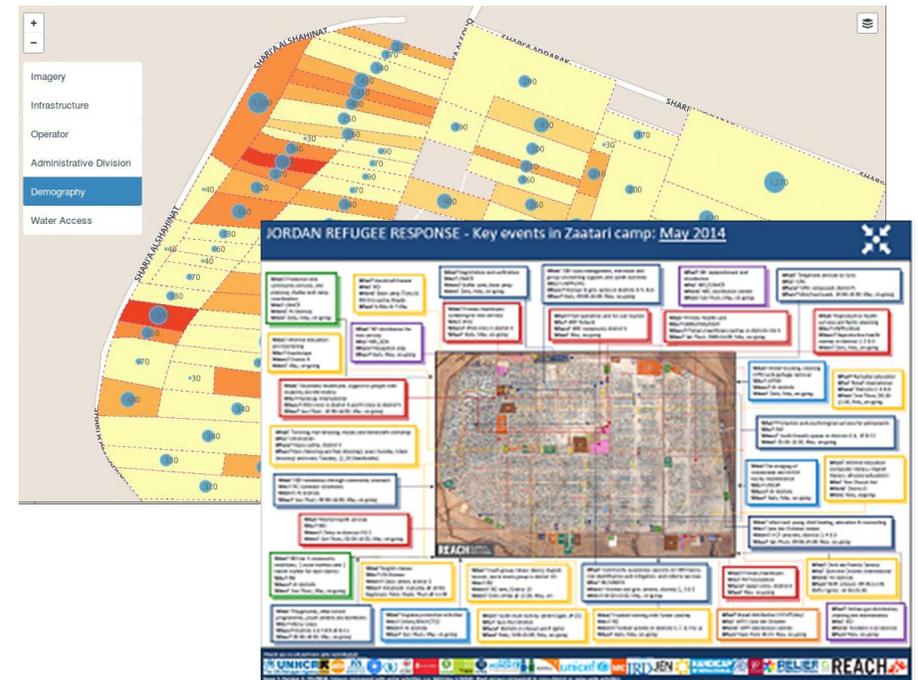
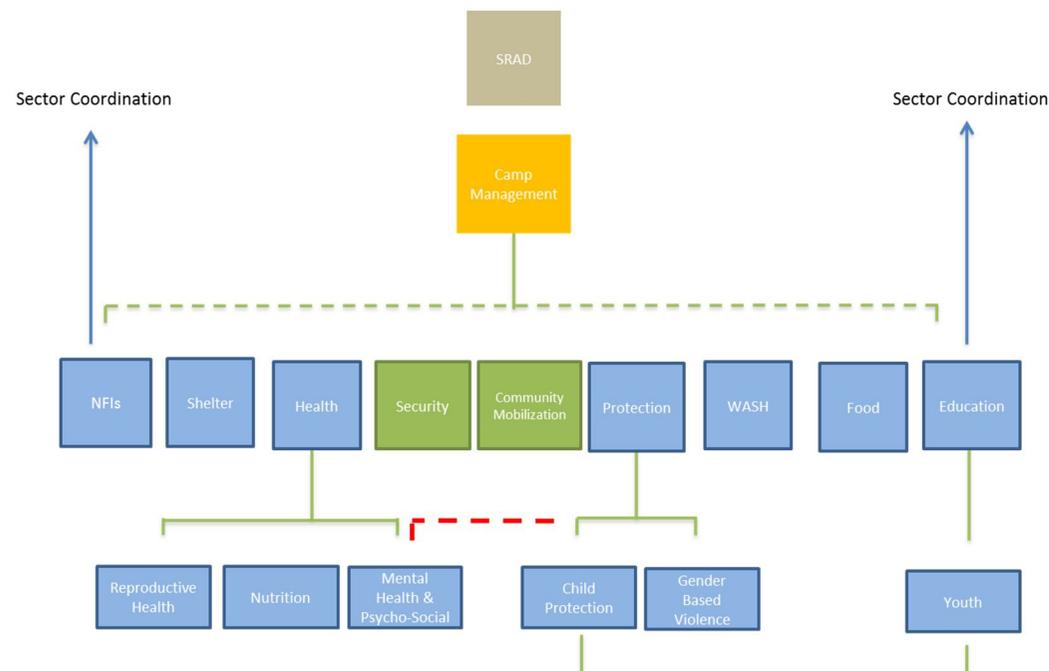
Zaatari camp opened in July 2012 and has grown exponentially ever since. The camp is now at full capacity with over 90,000 refugees. The camp is divided into 12 districts following the Zaatari governance plan initiated in 2013 which aims to decentralise services and site planning. The camp has 4 schools, 8 primary healthcare clinics, 2 hospitals, bread and NFI distribution centres, 2 supermarkets, 14 mini-markets, playgrounds, sports areas and community centres. There are over 60 agencies working inside the camp. This poses challenges in the coordination of assistance and service provision, and shows how it is important that any new partners or new activities are discussed first with the camp coordination.

There is a developed coordination structure in Zaatari, including sector meetings and task forces.

Camp Coordination is chaired by Killian Kleinschmidt, kleinsch@unhcr.org, supported by Sobia Oberg, Oberg@unhcr.org

Zaatari inter-agency portal page: <http://data.unhcr.org/syrianrefugees/settlement.php?id=251&country=107®ion=73>

Zaatari Online Situation Map: <http://data.unhcr.org/jorda/zaatari>





How do I start activities in Zaatari ?

All new activities in the camp must be approved and coordinated with: (a) SRAD (b) camp management. Camp management will approve requests supported by the relevant sector and if they are cost effective, focused, constructive and have the greatest possible impact. All activities in the camp have an effect on overall security, so it is imperative to go through the correct procedures before commencing any activity in the camp. Any organisation that does not respect this condition will have their permission to operate in the camp revoked by camp management. Contact Sobia Oberg oberg@unhcr.org or Kilian Kleinschmidt kleinsch@unhcr.org for more information.

How can I get authorization to conduct an assessment?

All agencies planning to conduct assessments in Zaatari must first seek approval from sector chairs by submitting assessments through the online Needs Assessment Registry on the inter-agency portal: [http://data.unhcr.org/syrianrefugees/assessments.php?page=1&view=list&Country\[\]=107](http://data.unhcr.org/syrianrefugees/assessments.php?page=1&view=list&Country[]=107)

Partners should also submit their assessment to UNHCR camp management and once approved UNHCR will refer the assessment to SRAD who must also grant permission to conduct the assessment. To support this system in Zaatari NRC have an Assessment Coordination Officer, Suzanne Khnaifes (suzanne.khnaifes@nrc.no). For further technical support contact Kaleem ur Rehman rehmank@unhcr.org

When and where are the coordination meetings?

A weekly calendar of coordination meetings is enclosed. A representative from each agency working in Zaatari must attend the camp management and coordination meeting every Tuesday at 14:00. The meeting provides a forum for sector updates, achievements, challenges and upcoming events. The meeting is chaired by UNHCR camp management.

What activities are taking place in Zaatari?

Agencies working in Zaatari conduct a variety of activities which are highlighted in the Zaatari key events map which is published monthly on the inter-agency portal. The map visualizes who is doing what where along with sector highlights, arrival information and a meetings calendar.

Sector	Day	Time	Location	Chair	Contact
WASH	Sunday	11am (weekly)	F1 Buffer Zone	UNICEF	Habib-ur-Rehman hrehman@unicef.org
Hygiene	Sunday	1pm (weekly)	F1 Buffer Zone	UNICEF	Rana Habawi rhawabi@unicef.org
Age & Disability Task Force	Sunday	1pm (every second week)	HI Compound District 5	HI/UNHCR	Ihab Shaban shabanih@unhcr.org
Health	Monday & Thursday	10:30am (twice a week)	MoH Caravan Base Camp	MoH/UNHCR	Brendan Dineen (UNHCR) dineen@unhcr.org
New Arrivals Coordination Meeting	Monday	1pm (every second week)	F4B Buffer Zone	UNHCR	Hester Clark clarkh@unhcr.org
Youth Task Force	Tuesday	10:30 (weekly)	F5 Buffer Zone	UNFPA/NRC	Emma Bonar (NRC) Emma.bonar@nrc.org
Education	Tuesday	11:30am (every second week)	F-5 Buffer Zone	UNICEF/NRC	Maria Paradies mparadies@unicef.org
Security WG	Tuesday	11am (weekly)	Meeting room 2	UNHCR	Ammar Samain samain@unhcr.org
Community Mobilization WG	Tuesday	12:30 (every second week)	F-5 Buffer Zone	IRD/UNHCR	Tambi Zokha (UNHCR) zokha@unhcr.org
Camp Management and Coordination	Tuesday	2pm (weekly)	Meeting Room 4	UNHCR	Kilian Kleinschmidt kleinsch@unhcr.org
Shelter and NFI	Tuesday	10:30am (every second week)	Meeting Room 3	UNHCR	Johnson Opoka Opoka@unhcr.org
MHPSS	Tuesday	1pm 30am (every second week)	IMC Clinic	WHO/IMC	Zein Ayoub: ayoubz@who.int
Cash for Work	Wednesday	2pm (on request)	Meeting room 2	UNHCR	Irene Omondii omondii@unhcr.org
CP and SGBV	Thursday	11:30am (weekly-alternates between CP and SGBV)	Meeting Room 2	SCI supported by UNICEF and UNHCR (CP) & UNFPA (SGBV)	Hamida Jahamah (SCI) hamida.jahamah@savethechildren.org
Protection	Thursday	1pm (every second week)	Meeting Room 2	UNHCR	Sandrine Peillon peillon@unhcr.org

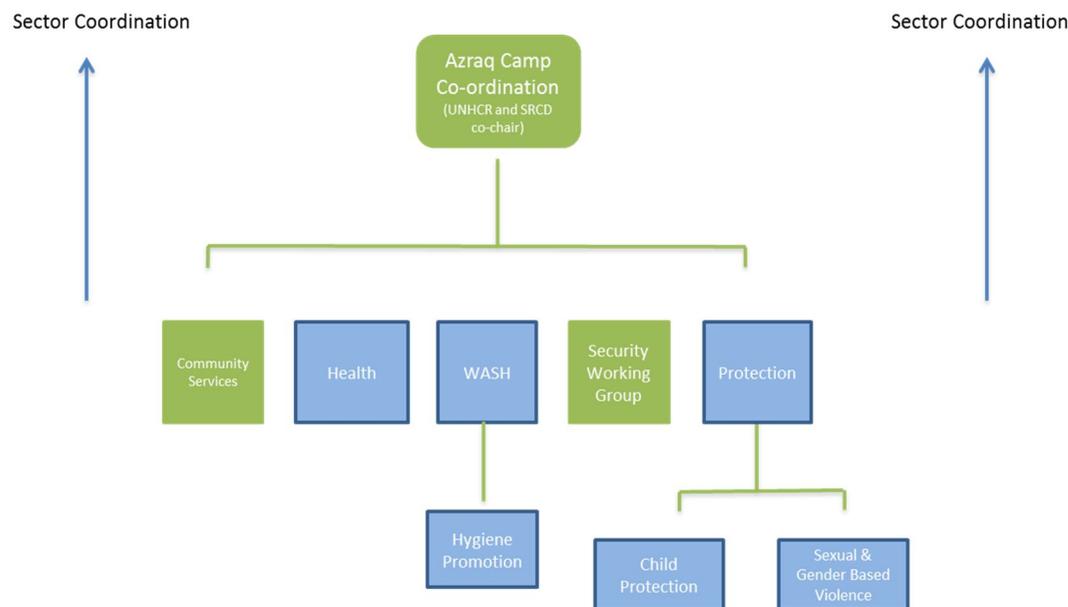
JORDAN REFUGEE RESPONSE

CAMP COORDINATION : AZRAQ

Azraq Refugee Camp is coordinated by the Syrian Refugee Assistance Directorate (SRAD) and UNHCR.

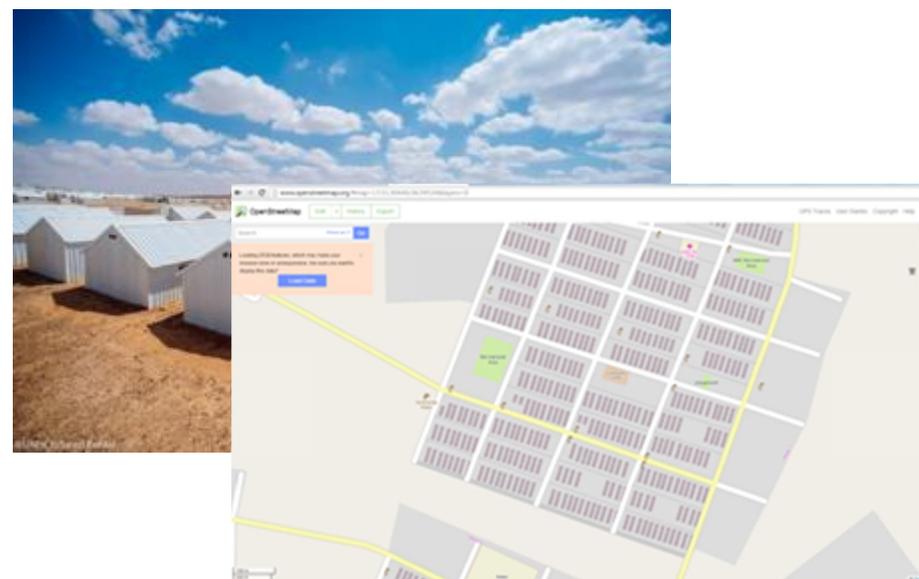
Azraq camp opened on 30 April 2014 after a year under planning and preparation. The camp is currently divided into 4 villages and has the potential to be expanded to accommodate 130,000 refugees at maximum capacity. It has been designed and built on lessons learnt from Zaatari, with a village-based approach which aims to foster a greater sense of ownership and community among residents. Transitional shelters (T-shelters) continue to be constructed across the camp and there is already a functioning supermarket, school, community centre and hospital. The camp is in the early days of operation but has a developed coordination mechanism composed 19 different agencies, which includes sector meetings and task forces. Camp Coordination is chaired by SRAD and Bernadette Castel-Hollingsworth, castel@unhcr.org.

Azraq inter-agency portal page: <http://data.unhcr.org/syrianrefugees/settlement.php?id=176®ion=77&country=107>



What infrastructure are in place in Azraq?

A situation map opposite highlights activities and services under each sector in Village 3. Azraq information is now updated and accessible through <http://data.unhcr.org/jorda/azraq>



How do I start activities in Azraq?

All new activities in the camp must be approved and coordinated with: (a) SRAD (b) camp management. Camp management will approve requests supported by the relevant sector and if they are cost effective, focused, constructive and have the greatest possible impact. All activities in the camp have an effect on overall security, so it is imperative to go through the correct procedures before commencing any activity in the camp. Any organisation that does not respect this condition will have their permission to operate in the camp revoked by camp management. Contact Bernadette Castel-Hollingsworth, castel@unhcr.org.

How can I get authorization to conduct an assessment?

All agencies planning to conduct assessments in Azraq must first seek approval from sector chairs by submitting assessments through the online Needs Assessment Registry on the inter-agency portal: [http://data.unhcr.org/syrianrefugees/assessments.php?page=1&view=list&Country\[\]=107](http://data.unhcr.org/syrianrefugees/assessments.php?page=1&view=list&Country[]=107).

Partners should also submit their assessment to UNHCR camp management and once approved UNHCR will refer the assessment to SRAD who must also grant permission to conduct the assessment. For further advice and technical support contact Kaleem ur Rehman, UNHCR (rehmank@unhcr.org).

When and where are the coordination meetings?

A weekly calendar of coordination meetings is enclosed. A representative from each agency working in Azraq must attend the camp management and coordination meeting every Wednesday at 11:30. The meeting provides a forum for sector updates, achievements, challeng-



Sector	Day	Time	Location	Chair	Contact
Community Services and Mass Information	Monday	11:00-12:00	CARE Community Centre	UNHCR	Salvador Merlos merlos@unhcr.org
Security Information Network	Monday	11:00-12:00	Small conference room	UNHCR	Phillip Priestle priestle@unhcr.org
WASH	Wednesday	10:30-11:30	Small conference room	UNICEF	Ahmed Mohamed Ali ahmali@unicef.org
Health and Nutrition	Wednesday		Large conference room	UNHCR	Asaad Kadhum kadhum@unhcr.org
Protection	Wednesday	10:30-12:00	Bedouin tent or protection office	UNHCR	Mounir Maalouli maalouli@unhcr.org
Camp Management & Coordination (CMC)	Wednesday	11:30-12:30 (weekly)	Large meeting room	UNHCR	Bernadette Castel-Hollingsworth castel@unhcr.org

JORDAN REFUGEE RESPONSE

GOVERNORATE LEVEL “OUT-OF-CAMP”

Since late 2013, area-based Governorate-level coordination has been set up. Reviewed and approved by the IATF and the INGO Forum, governorate-level coordination is intended to be a light model, focused on local issues and challenges. The purpose of the meetings is to increase the effectiveness of operational coordination; and thus would be open to program managers, case managers or other actors at the implementation level. Topics would include local 5Ws (inclusive of mapping national NGO and CBO activity), local problem solving or access constraints, application of referral pathways at the governorate level, and identifying challenges that need to be raised at a national level. If appropriate and based on need there could be sector specific task forces that work on identifying specific issues that need detailed work. Meetings are generally once per month. Steps are being taken to ensure the meetings are accessible to Arabic speakers.

A key principle is engagement with the Governor’s office, and with line ministry representatives based in that governorate. The exact format varies from governorate to governorate.

Another key principle is ensuring that the governorate meetings do not duplicate efforts at the national sector level. This is helped by structured information flow between the governorate meetings and the sectors, with staff from the Inter-Sector Coordination Unit tasked to ensure follow-up on issues at the national level, and vice-versa.

As of May 2014, Governorate coordination groups are established in Irbid and Mafraq. The Governor of Amman has already taken the lead in calling for an Amman governorate coordination fora. Other Governors—for instance, in Karak—have taken the initiative to call periodic coordination meetings.

Irbid Coordination :

Chaired by : Nassir Mohammed (Mohamnas@unhcr.org); (Co-chair under election)

Irbid page: <http://data.unhcr.org/syrianrefugees/region.php?id=74&country=107>

Mafraq Coordination :

Chaired by : Sobia Oberg (Oberg@unhcr.org); and Laureline Monnier (Laureline.monnier@acted.org).

Mafraq page: <http://data.unhcr.org/syrianrefugees/region.php?id=77&country=107>

Amman Coordination :

(Arrangements under development): Contact Volker Schimmel (Schimmel@unhcr.org)

Amman page: <http://data.unhcr.org/syrianrefugees/region.php?id=75&country=107>

How can I get information on activities in a particular governorate?

There are governorate level pages on the portal. Visit the Jordan page at <http://data.unhcr.org/syrianrefugees/country.php?id=107>, then click on the governorate tabs at the top of the page. See also pp. 19 & 20 for info products.

When and where are the governorate coordination meetings?

Meetings take place in either Irbid, Amman or Mafraq. For the venue and date/time, see the meeting calendar on the bottom left of the Jordan page of the portal, or contact panagoul@unhcr.org



JORDAN REFUGEE RESPONSE

REFERRAL MEETINGS AND SERVICES MAPPING

In some governorates, specific referral meetings have also been established. In Arabic, these bring together case managers operating out of that governorate, with the aim to share experiences and improve efficiency in referral processes. To facilitate referrals, a consolidated directory of all services available to refugees in Jordan has been created. This directory includes a description of the services both in terms of intake criteria, availability and referral process. The directory is to be used for both:

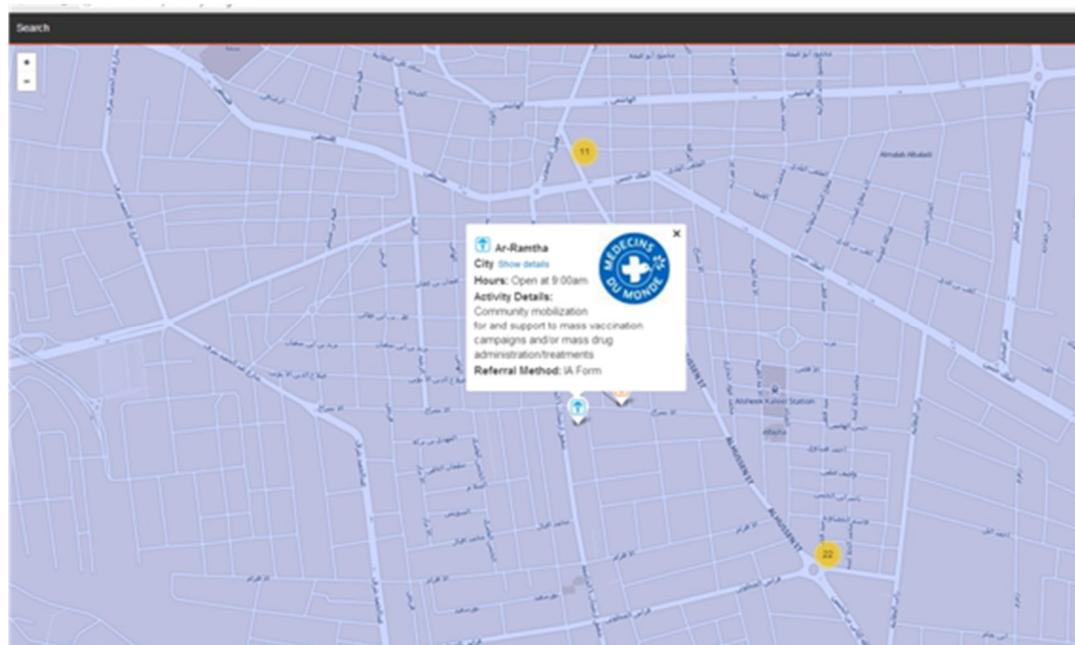
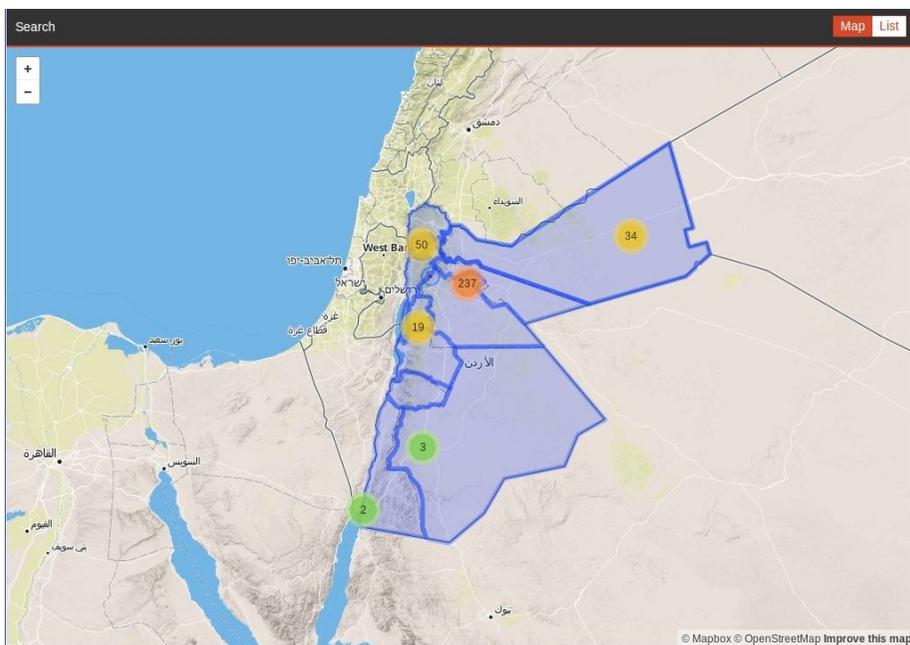
- Referral processes between organizations
- A Services Guide for refugees

Data are collected in ActivityInfo, in a specific services module: <https://www.syrianrefugeeresponse.org/#data-entry/Database+1100>

A public interface called the “Services Advisor” is under development and will allow case workers to search for services by location, by services type and referral type.

For more information on dashboards, please contact Angeliki Panagoulia, panagoul@unhcr.org and Information Management Support, Edouard Legoupil, legoupil@unhcr.org

To attend the Referral meetings (currently in Mafraq and Irbid), please contact the respective Out-of-Camp Coordinator or panagoul@unhcr.org



JORDAN REFUGEE RESPONSE

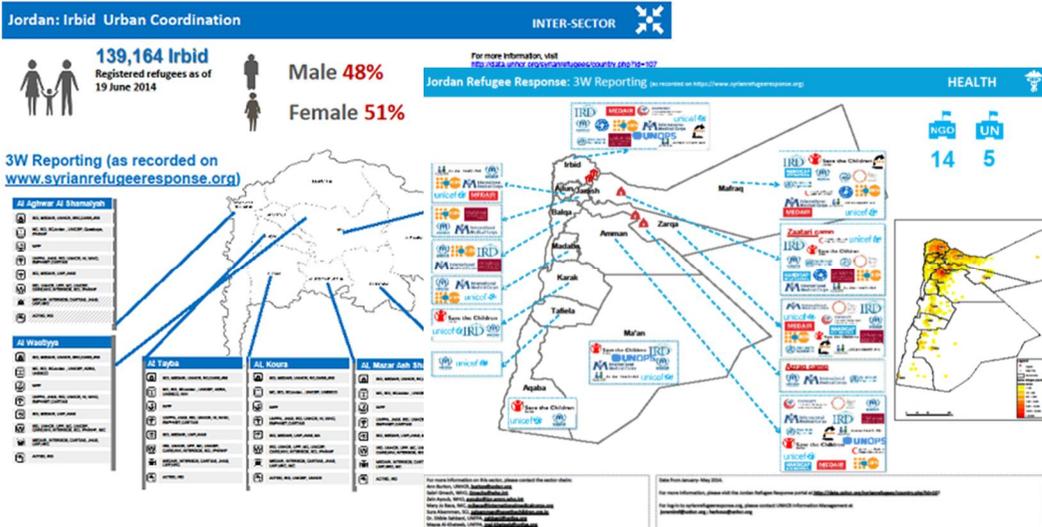
THE PARTNERS

There are 64 organizations appealing in the RRP6, and many more implementing activities across the country.

Partners' own websites and complemented by a series of information management tools that allows donors to find out more about the activities, achievements and appeals of the different UN agencies, international and national NGOs who participate in the coordination.

Key sources of information include:

- **Partners' websites:** For instance, see <http://www.unicef.org>; <http://www.caritasjordan.org.jo/>
- **Partner pages** on the refugee response portal: <http://data.unhcr.org/syrianrefugees/partnerlist.php?Country=107>
- Inter-active infographics for each **partners' RRP6 appeal**: <http://data.unhcr.org/jordan/rrp6/>
- **3Ws and dashboards**: <http://data.unhcr.org/syrianrefugees/country.php?id=107>
- **Activity Info:** Both partners's appeals, and their achievements are recorded on [syrianrefugeeresponse.org](http://www.syrianrefugeeresponse.org). For access, contact the sector chairs or Associate Coordination Officers.
- **NGO RRP6 Partner Fact Sheets** : See insert box.



NGO RRP6 FACT SHEETS

Factsheets on the appeals and activities of the following RRP6 partners are available at:

<http://data.unhcr.org/syrianrefugees/documents.php?page=1&view=grid&Country%5B%5D=107&Search=%23Factsheet%23>

RRP6 Jordan Partner International Medical Corps (IMC)

RRP6 Jordan Partner CARE International

RRP6 Jordan Partner Caritas Jordan

RRP6 Jordan Partner Aid Medicus International

Additional factsheets are on their way, while old factsheets are being updated following the RRP6 Mid-Year Review. All are being uploaded on the portal. For more information, contact rehmank@unhcr.org

JORDAN REFUGEE RESPONSE

THE INTERNATIONAL NGO FORUM (INGO Forum)

Again, the Jordan INGO Forum is the main independent body on NGO activities and policy. As of July 2014, the Forum has 53 members.

The following is adapted from the INGO Forum Terms of Reference. Please contact Jack Byrne, jack.byrne@rescue.org, for more information.

The INGO Forum primarily exists to serve the needs of its members and to act in their interest to better serve beneficiaries.

To this end, the INGO Forum pursues five key aims:

- 1) Information Sharing / Communication:** to ensure that there is effective and transparent sharing of information relevant to both its members and external stakeholders
- 2) Coordination:** to contribute to coordination of INGO activities through its various meetings and through relationships with external stakeholders.
- 3) Policy / Advocacy:** to represent the interests of its members in external meetings, policy discussions, advocacy meetings and documents, and lobbying on issues of common interest as indicated by its members and specifically related to protection of the humanitarian space
- 4) Relations with the Government of Jordan,** specifically the Ministry of Planning and International Cooperation (MOPIC) in order to address bottleneck in the approval process for new projects and generally to maintain consistent coordination and communication
- 5) Safety and Security:** A security sub-working group will be formed to pro-actively collect and disseminate information on security, assist with security planning, and liaise with various security networks. The INGO Humanitarian Coordination Forum will not be responsible for managing staff safety or security for any agency.



Jack Byrne at the Coordination Capacity Trainings in December 2013.

The ongoing objectives for the INGO Forum include:

- *enhancing coordination amongst INGOs on key humanitarian and operational issues related to Jordan;*
- *creating a consistent coordination and representative body within the Jordanian humanitarian community for INGOs with donors and UN agencies;*
- *prioritizing key issues for taking forward, issues of coordination, operations and influencing.*
- *ensuring continuous and consistent INGO representation and a unified voice at external forums and bodies within Jordan*
- *promoting and sharing best practices and lessons in accountability and humanitarian action in Jordan*

The INGO Forum is built on principles of consensus, striving to ensuring a consistent consolidation and synthesis of views, on key priority issues.

JORDAN REFUGEE RESPONSE

COORDINATION PROCESSES

Coordinated Needs Assessment Registry

Before conducting any assessments related to the RRP6 objectives, there is an approval process. Partners need to register their planned assessment online. The planned assessment will then be reviewed by the relevant sector chairs, and either approved, modified or rejected. Standard Operating Procedures (SOPs) are now in place for the approval process, and donors have been requested to ensure that funding for new assessments is contingent on following these SOPs.

These SOPs apply to all data collection exercises (whether primary or secondary) involving any part of the refugee or host communities in Jordan, as part of the RRP, including:

- Knowledge, attitudes and practice (KAP) surveys;
- Needs assessments;
- Contextual analysis or research by individuals, organisations or institutions; and
- Large project or programme evaluations.

These SOPs do not apply to data collection activities which are considered part of normal programming, including:

- Gathering of output-level data;
- Post-Distribution Monitoring (PDM) activities; and
- Beneficiary selection activities for approved projects.

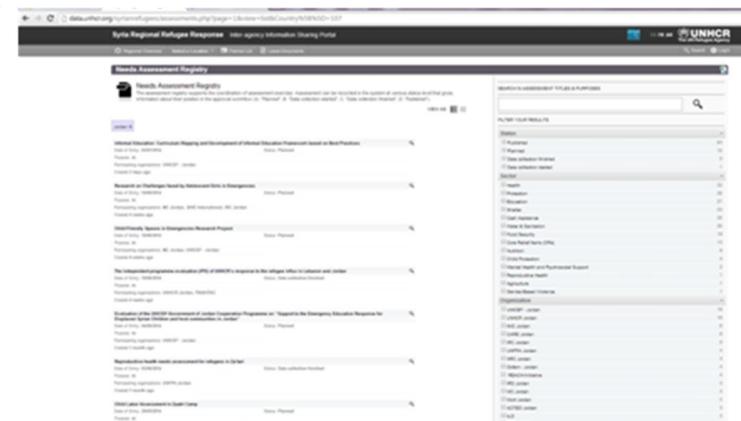
Through the portal, the registry also acts as a repository of past assessments. Partners can filter by agency, location, population type, methodology etc

The Registry is available at <http://data.unhcr.org/syrianrefugees/documents.php?page=1&view=grid&Language%5B%5D=1&Country%5B%5D=107&Type%5B%5D=4>

The SOPs can be downloaded at <http://data.unhcr.org/syrianrefugees/download.php?id=5230>

NB This SOP does not cover obtaining government approval for assessments. Requesting authorisation from MOPIC is a separate and parallel process which agencies should go through. Additionally, agencies should seek the approval of the appropriate line ministries. Lastly, approval by the Syrian Refugee Affairs Directorate (SRAD) is required in some geographical locations, such as in Zaatari Camp.

Please contact Kaleem ur Rehman, rehmank@unhcr.org and Suzanne Khnaifes, suzanne.khnaifes@nrc.no, for further information.



ActivityInfo / SyrianRefugeeResponse.org

ActivityInfo, through the URL of <https://www.syrianrefugeeresponse.org>, is the main online tool for recording activities and achievements for the refugee response. This site allows partners to record their own activities, check what other agencies are doing, generate maps and analysis. There are several databases on line:

1. RRP6 Appeal database: built on the RRP6 hierarchy of Sectors, Objectives and Outputs, partners recorded their appeal on line. This approach was also used for the RRP6 Review in mid-2014. The same system will be used for the RRP7, in late 2014 and 2015.
2. RRP6 Monitoring database: using the same RRP6 hierarchy, partners record their achievements against agreed indicators, which, after validation by sector chairs, form the basis for the monthly sector dashboards and 3Ws. Again, partners can conduct their own analysis of achievements or gaps, and can request support from the inter-sector coordination for additional analysis— rehmank@unhcr.org
3. Services Mapping: see page 19.

The Guidelines are available at <http://data.unhcr.org/syrianrefugees/documents.php?page=1&view=grid&Country%5B%5D=107&Search=%23ActivityInfo%23>

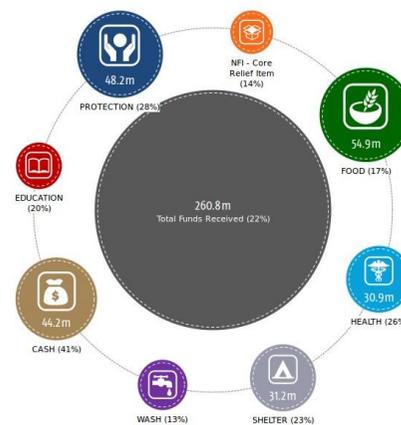
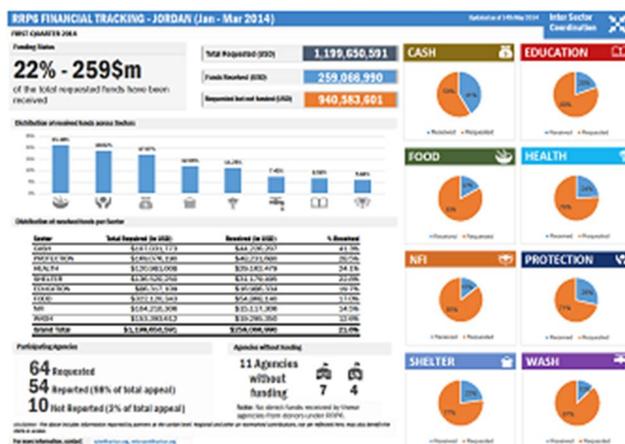
For more information, please contact Information Management Support, Edouard Legoupil, legoupil@unhcr.org,

Financial Tracking

Every quarter, financial tracking by partner and sector is conducted. RRP appealing partners will be contacted by UNHCR, and asked to report on funds received against their appeal, by sector. The Financial Tracking focal point is Kaleem ur Rehman, rehmank@unhcr.org

A visualization of the Financial Tracking System is here: <http://data.unhcr.org/jordan/fts>

For examples of the FTS dashboard for the first quarter, please see <http://data.unhcr.org/syrianrefugees/documents.php?page=1&view=grid&Country%5B%5D=107&Search=%23Financial%23>.



JORDAN REFUGEE RESPONSE

COORDINATION PROCESSES

Contingency Planning

The RRP6 already includes an emergency response capacity. With a projected planning figure of 800,000 Syrian refugees in Jordan by the end of 2014, this implies that 250,000 new Syrian refugees would arrive during 2014. Funds have been appealed for through the RRP6, and the systems are in place to receive them in a gradual manner. A contingency planning process was started in March 2014, focusing on scenarios that would challenge these systems, both in terms of numbers and speed in which refugees arrived.

By July 2014, a draft contingency plan is now in circulation, covering activities at the Border, at Raba Sarhan, and then in Azraq refugee camp.

The primary scenario is for 3,000 refugees per day.

For more information, please contact the Inter-Sector Coordinator, Alex Tyler, tyler@unhcr.org, or Azraq Camp Management, Castel@unhcr.org

Sector Performance and Capacity Building

Sector performance surveys are conducted online. The last two have been in September 2013 and April 2014. This is a key way for partners to provide feedback on sector performance, and comments are used to guide re-design of the sectors and capacity building of sector chairs. Your feedback really matters!

The survey results are available at <http://data.unhcr.org/syrianrefugees/download.php?id=6158>

RRP and 2015 Planning

The 2015 planning cycle will start towards September 2014, in terms of design of the response plan and objective/output setting, at the sector level. Prior to this, the inter-sector coordination will be organizing an updated needs assessment process. The objective is to enable effective prioritization of humanitarian assistance by identifying:

1. priority needs within and among sectors
2. gaps in assistance with respect to these priority needs

The Needs Assessment will focus on secondary data analysis. Together with other key assessment initiatives and Activity Info, provide an improved understanding of needs with respect to the Regional Response Plan (RRP) objectives, indicators and targets. The Needs Assessment will provide an evidence base to inform appropriate intervention strategies across sectors. Current plans are to expand the RRP to include 'Resilience', hence the '3RP' of 'Refugees and Resilience Response Plan'.

As of July 2014, a technical working group has been formed called the Data Analysis Team (DAT), with an INGO Lead, and contributions in terms of staff and data from several UN agencies and INGO. The DAT will be reporting to the Inter-Sector Working Group.

For more information, please contact Kaleem ur Rehman, rehmank@unhcr.org

JORDAN REFUGEE RESPONSE

POPULATION PROFILING

Registration and RAIS

UNHCR and the government register refugees entering Jordan, providing them with documentation. Basic information is collected on each individual, including their profile and basic vulnerability. This information is stored in databases, including the Refugee Assistance Information System (RAIS). Through this system, partners can access basic information about refugees, including to check their distribution lists, and to register the assistance they have provided.

Updated refugee registration numbers and trends are available on the main page of the portal, with a breakdown by age, gender and geographical location. Please visit <http://data.unhcr.org/syrianrefugees/country.php?id=107>

A Situation Map, overlaying refugee and Jordanian populations, together with government services, is available at <http://data.unhcr.org/jordan/situation-map/>

For more information, please contact Information Management Support, Edouard Legoupil, legoupil@unhcr.org

UNHCR is also able to share basic data on refugees with partners, on request, in order to improve project design, beneficiary identification, and for assessment sampling purposes. For instance, data on 'children with disabilities in governorate X' is available. To protect refugees, sharing of this data has to be framed by a data-sharing agreement. For more information, please contact Susanne Butscher, Butscher@unhcr.org

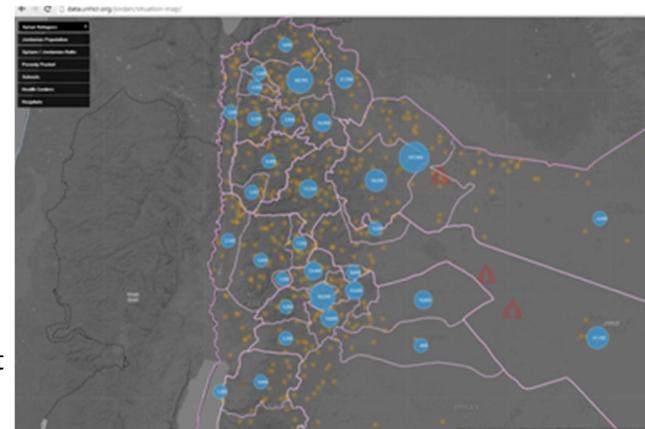
Vulnerability Targeting

An inter-agency process is underway to facilitate both monitoring of vulnerability and targeting of assistance on the basis of vulnerability. The Vulnerability Assessment Framework (VAF) is managed by a Steering Committee with 5 UN agencies, 5 NGOs and 2 donors. 15 common indicators of vulnerability have been agreed, which are being validated through participatory focus groups with refugees, and through econometric testing by the World Bank. Data on each refugee household is now being collected against these indicators—resulting in a hierarchy of vulnerability profiles, as extremely vulnerable, highly vulnerable, vulnerable etc.

Accessible through a database, these profiles will be available to partners to ensure that the most vulnerable refugees are being targeted. Regular assessments and updating will mean that trends in vulnerability will be available to facilitate broader strategic decision-making.

The VAF documents are available on line at http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=60

Please contact Yara Maasri, maasri@unhcr.org for more information.





[HTTP://DATA.UNHCR.ORG/JORDAN](http://data.unhcr.org/jordan)