



Jordan Refugee Response

Sector Co-ordination Survey

Introduction

The Inter-Sector Working Group (ISWG) in Jordan organized an on-line survey to assess performance of sectors operating within the refugee response. The objectives of the survey are:

- 1) to provide sector participants a chance to express their views about sector co-ordination;
- 2) to assess current performance of sector co-ordination and
- 3) to collect suggestions on how sector co-ordination and participation could be improved.
- 4) to set a baseline against which progress on improvements to co-ordination can be measured over time.

The target respondents were regular participants in each sector working group – at Jordan country, urban or camp levels. Participants were contacted through the mailing lists by sector, and through the refugee response portal (data.unhcr.org) sign-up list. The survey was anonymous, and on-line between the 12th and 19th August 2013.

The questionnaire included 38 questions, grouped into eight sections. Thirty questions were quantitative, eight were qualitative, providing respondents an opportunity to make comments.

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) Strategy and Fund Raising
- 7) Overall Sector Performance
- 8) Beyond Sectors (the portal; general recommendations for improving refugee co-ordination)

Background to Sector Co-ordination Structures

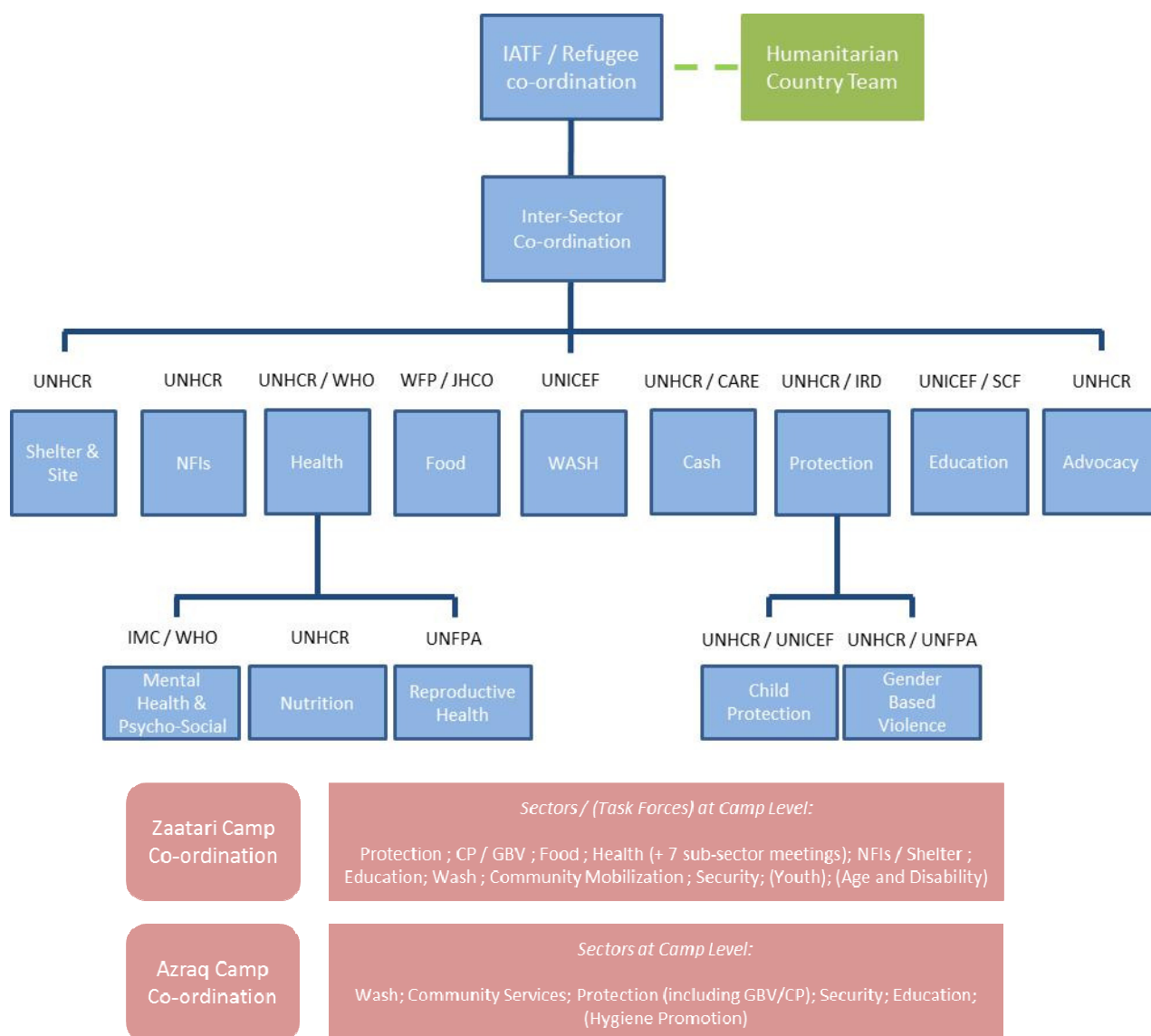
The refugee response includes nine main 'Sector Working Groups' at the country level, two of which (Health and Protection) have sub-working groups. Most sectors are chaired by a UN agency, under UNHCR's overall leadership. For some sectors co-chairs have been identified, several of whom are INGOs. In Zaatari and Azraq refugee camps, two main camp co-ordination meetings are organized, together with several camp-level sector working groups. Some sectors or task forces – for instance, Community Mobilization and Security – are specific to the needs of the camp context.



In urban areas, a number of governorate and municipal meetings are organized, often under the leadership of line Ministries of the Government of Jordan. A 'North of Jordan' forum, run by Acted, meets to discuss interventions in urban areas in the northern governorates.

The sector chairs meet together in the Inter-Sector Working Group, which in turn reports to the Inter-Agency Task Force (IATF). The IATF is composed of heads of humanitarian agencies, and chaired by the UNHCR Representative. The IATF meets jointly with the Humanitarian Country Team (HCT), which oversees humanitarian issues not covered by the refugee response, chaired by the UN Humanitarian Co-ordinator.

The following organogram refers only to the refugee response¹:



¹ This organogram is still being developed. It does not yet comprehensively depict every 'task force' at Amman and camp levels, nor all meetings in urban areas. In some case, linkages and reporting lines between and within urban, camp and Amman level sectors still need to be clarified.



Summary of Key Survey Results

The following represents an extract and brief analysis of survey results. The full results can be found in annex².

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

Respondents were first asked to specify their sector, as well as the type of organization to which they belonged. If a respondent belonged to several sectors and wanted to comment on each, then several questionnaires had to be completed. This means that the same individual may have inputted several responses.

A total of 111 'respondents' completed the survey. Of these, 78 (70%) are from NGOs; 23 (22%) are from the UN. Only a few respondents were from CBOs or the government. No donors completed the survey. 86 (77%) respondents referred to sectors at country level, 8 (7%) in urban areas; and 14 (13%) in camps.

Sector Working Group or Sub Working Group	Respondent Organization						Total	
	CBO	NGO	UN	GoJ	Donor	No Answer/ Other		
Advocacy	0	0	2	0	0	0	2	1.80%
Camp coordination (Azraq)	0	1	1	0	0	0	2	1.80%
Camp coordination (Zaatari)	0	4	2	0	0	1 ³	7	6.31%
Cash	0	8	1	0	0	0	9	8.11%
Education	1	10	0	0	0	0	11	9.91%
Food	0	4	2	0	0	0	6	5.41%
Health (Main Working Group)	0	5	1	1	0	0	7	6.31%
Mental Health and Psycho-social	0	5	1	0	0	0	6	5.41%
Nutrition	0	0	1	0	0	0	1	0.90%
Information	0	0	1	0	0	0	1	0.90%

² Given that many sectors only had a few respondents, the value of filtering quantitative data by sector is limited. Qualitative comments are identified by sector, simply to highlight views of sector members, although these are not necessarily representative. Sector chairs will be provided with a breakdown of quantitative and qualitative results for their sector. Further filtered searches of the results are available on request from UNHCR. Tyler@unhcr.org or Legoupil@unhcr.org

³ One respondent marked 'Other'.



Management								
NFIs	0	5	2	0	0	1	8	7.21%
Protection (Main Working Group)	0	7	3	0	0	0	10	9.01%
Child Protection	0	10	3	0	0	0	13	11.71%
Gender Based Violence	0	8	4	1	0	0	13	11.71%
Site and Shelter	0	7	0	0	0	0	7	6.31%
Water and Sanitation	0	4	0	1	0	0	5	4.50%
No answer	0	0	0	0	0	3	3	2.70%
Total	1	78	23	3	0	5	111	100%
%	0.90%	70.27%	21.62%	2.70%	0.00%	4.50%	100%	

Question Group Two: Sector Meeting Organization

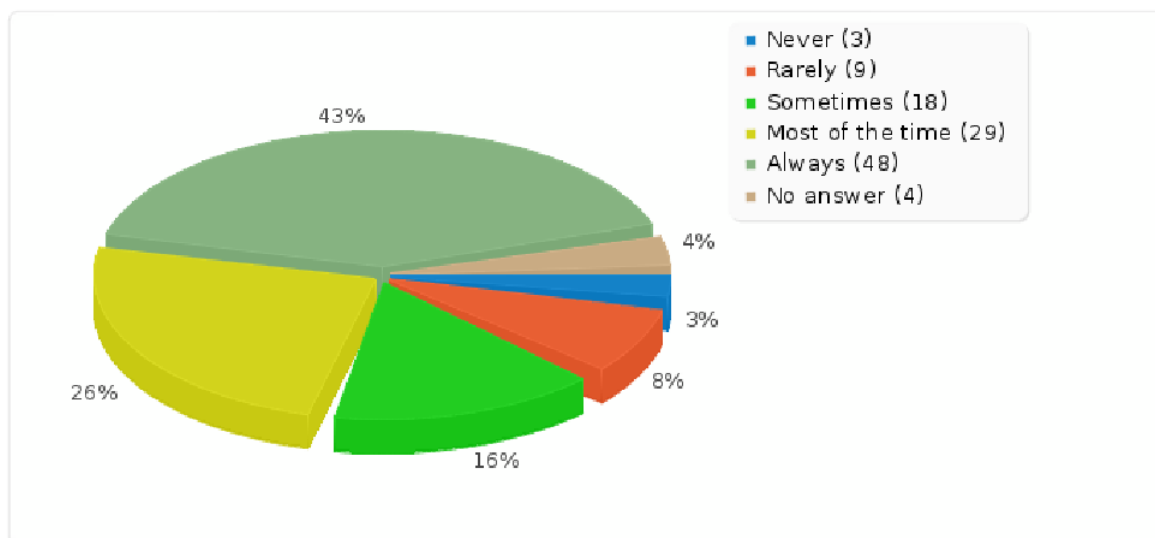
Questions related to how sector meetings are organized: whether meetings were regular and predictable, whether agendas were received prior to meetings, and whether accurate minutes were received shortly after the meeting. Respondents were also asked if their sectors had Terms of Reference and work-plans or strategies, of which they were aware.

The results are positive on first sight. For instance, on whether sector meetings were organized regularly and on predictable dates, the majority of respondents (84%) answered either 'Most of the time' (39%) or 'Always' (41%). 77% felt that they were given an opportunity to contribute to the setting of agenda items. 71% of respondents were aware that their sectors have a terms of reference; 68% of a work-plan or strategy.

Of course, the standard for most of these 'organizational' questions should be 100%. All sectors should aim to develop terms of reference and work-plans. Agendas should be set in advance in a participatory manner. This is particularly noticeable on the question 'how often do you receive accurate minutes?'. While 43% stated 'Always' and 26% stated 'Most of the time', 27% answered either 'Sometimes, Rarely or Never'. Again, the target for producing accurate minutes should be 'Always' at 100%.



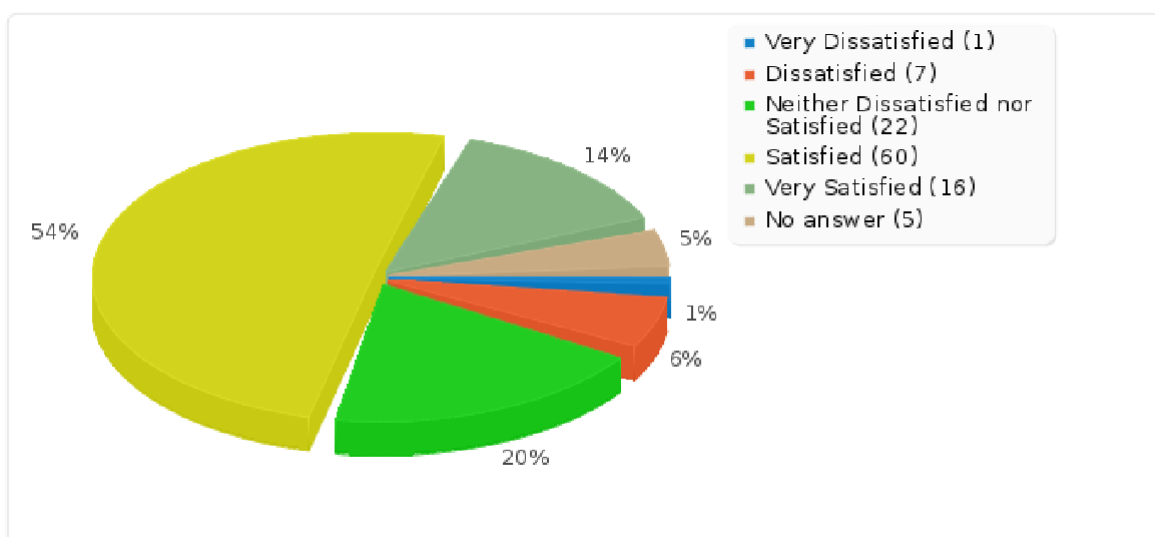
Q. How often do you receive accurate minutes?



Question Group Three: Sector Meeting Management and Content

Questions focused on meeting length, structure and selection of content. Overall results are positive, with the majority (68%) either 'Very Satisfied' (14%) or 'Satisfied' (54%). Only 7% were either 'Dissatisfied' (6%) or 'Very Dissatisfied' (1%).

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

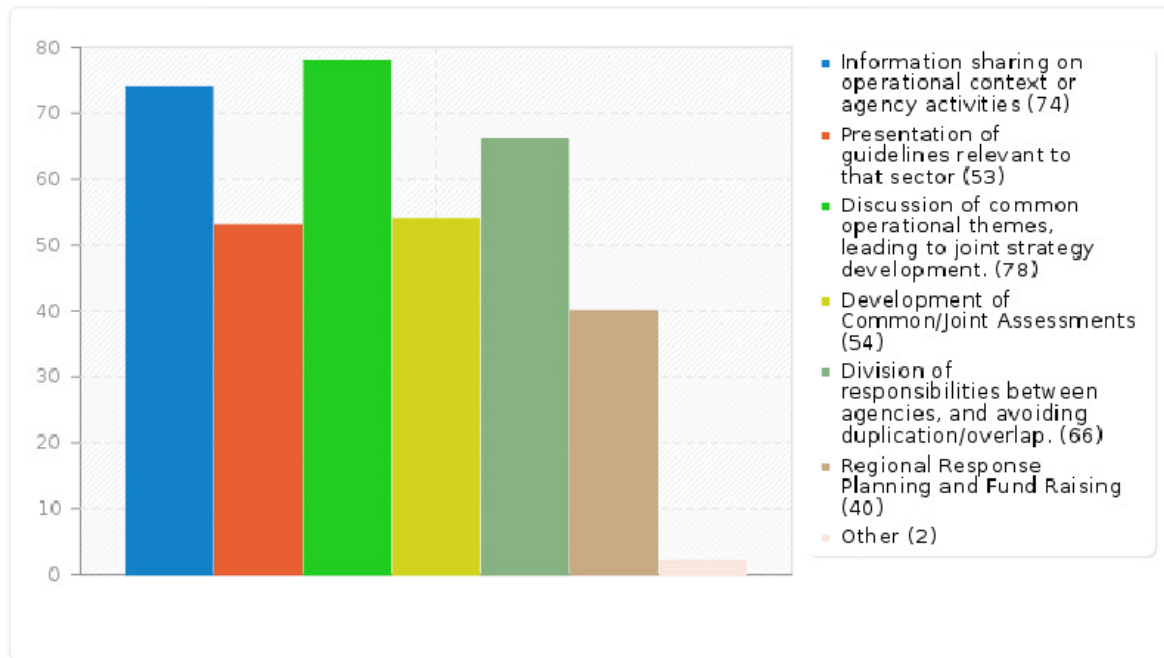


The average preferred meeting length was 70.94 minutes, with the median at 90 minutes. 68% felt that existing sector meeting length was 'just right'; 22% that 'too long'; and 5% that 'too short'.



Regarding preferred content of meetings, results are mixed. It is a regular theme in subsequent Question Groups that there is too much information sharing in meetings, as opposed to strategy development. However, responses to this question do indicate that there is a desire for information sharing. Later comments suggest that information sharing could be useful if properly structured or prepared in a written note or through a 3W, rather than presented orally.

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



Question Group Four: Your Participation in Sector Meetings

41% believed they were fully active in meetings, of which 16% were also following-up on action points outside of the meetings. 41% described themselves as 'somewhat active in meetings'; 13% as 'taking notes'. 90% felt they were given sufficient opportunity to participate constructively in sector meetings.

On whether the same person consistently attended sector meetings, 86% answered either 'Always' (34%) or 'Most of the time' (52%). On the extent of their decision-making authority and ability to represent their organizations in meetings, 20% stated 'Fully', 45% 'To a large extent'; 25% 'Somewhat'.

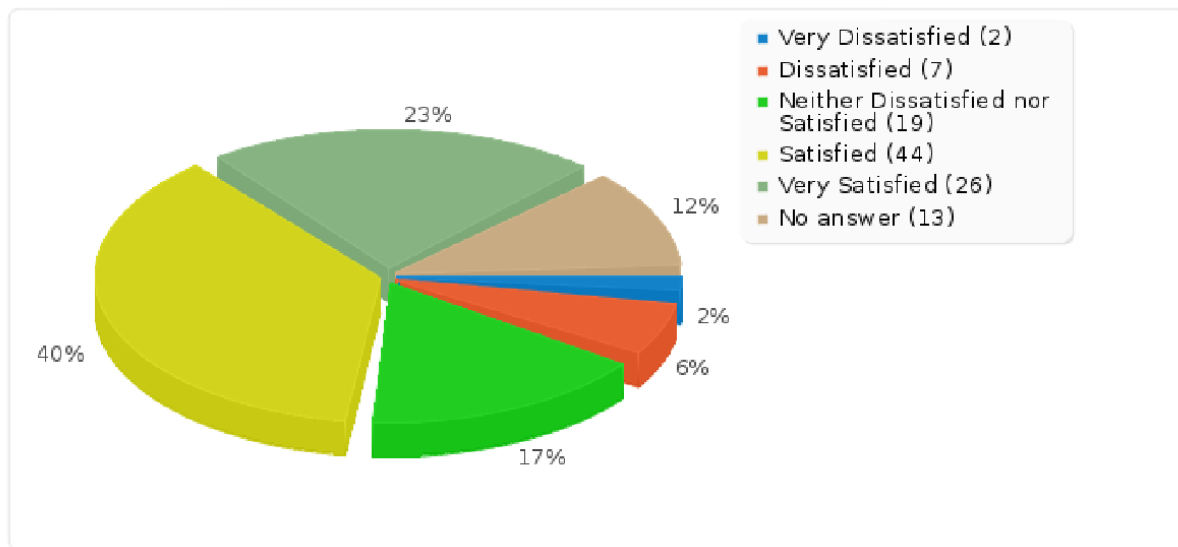
These results, which suggest that in most cases participants are active, consistent between meetings, and have some decision-making authority, are partly contradicted by later comments. In Question Group 5, several respondents expressed frustration that meeting participants kept changing.



Question Group Five: Sector Leadership, Representation

On how satisfied respondents are with the 'overall leadership by the agency in charge of this sector', again, the majority (63%) were either 'Very Satisfied' (40%) or 'Satisfied' (23%). 8% were either 'Dissatisfied' (6%) or 'Very Dissatisfied' (2%).

Q. How satisfied are you with the overall leadership by the agency in charge of this sector?



Respondents were asked to provide recommendations on what changes they would like to see in sector leadership or representation in order to improve the effectiveness of sector delivery. The full list of responses (28) can be found in annex.

A few main themes can be extracted from these:

- The need for a pro-active co-chair, with clear roles and responsibilities, and the need to balance UN leadership with a stronger role for international and national NGOs or CBOs.
- Participation from some sector members is limited. Meeting management techniques could help – including asking sector members to make presentations on specific topics.
- Sectors often serve as information sharing fora, when time could be used for more strategic activities or problem solving.
- Some processes (SOPs, guidelines development) are rushed. Sector chairs might be overstretched by balancing co-ordination and other responsibilities.

Question Group Six: Strategy and Funding Processes

Questions focused on the RRP 5 2013 mechanism. Respondents were asked whether the RRP was an effective mechanism to set common goals and objectives for their sector, to lobby jointly for funds for your sector, and how far it was an inclusive process of sector chairs and members.

For most questions, the main response was 'Somewhat' (goals – 49%; lobby for funds – 45%; inclusive – 40%). While some answered 'To a large extent' (23%; 20% and 32% respectively), few



answered 'Fully'. Of concern is the relatively high number who answered 'Not at all' (10%; 11%; and 7%) respectively.

When asked to provide recommendations on how to improve the RRP process in 2013 and into 2014, 36 responses were received.

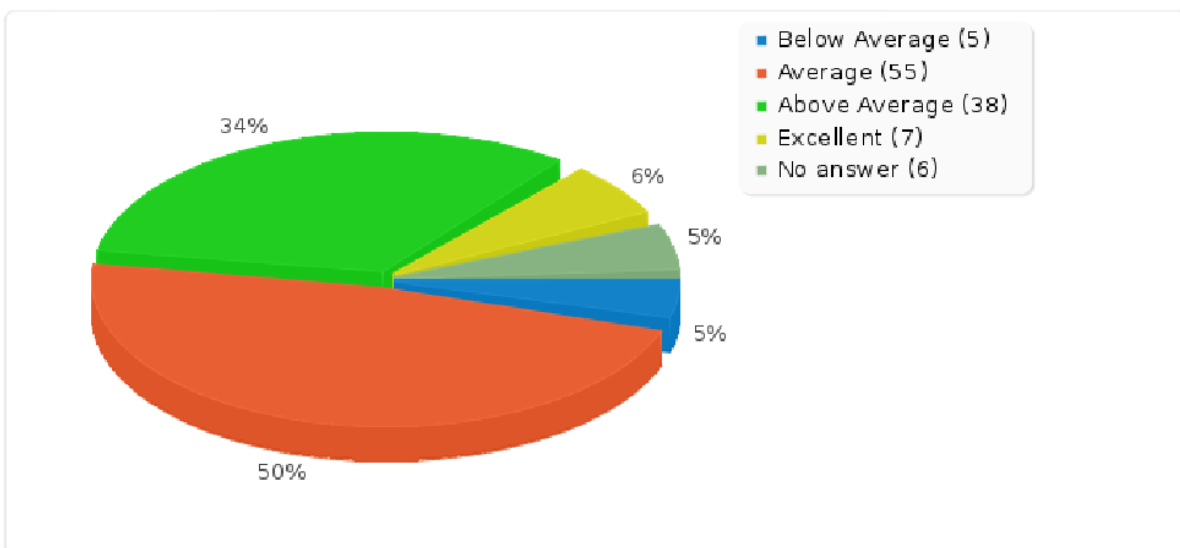
Main themes include:

- That the RRP should be more participatory and inclusive.
- Not to rush through the process, but to allow time for sufficient preparation, with clear guidelines and procedures. This links to the point above, on allowing enough time for an inclusive process.
- To avoid changing RRP process requirements half way through (e.g. on length of sector chapters), but rather ensure a more predictable approach.
- Should take greater stock of achievements; report on outputs and identify gaps.
- Better use of assessments, baselines etc to ensure RRP is well informed at the planning stage.

Question Group Seven: Overall Sector Performance

Participants were asked to grade the overall effectiveness of their sector. Half of responses answered 'Average' (50%). 34% graded performance at 'Above Average'. 5% 'Excellent' and 5% 'Below Average'. No respondent judged the performance as 'Poor'.

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?



On main successes at sector level, and how to build on these successes, 36 responses were received. Many of the successes are specific to their sectors; however, overall themes include:

- Most sectors have developed their own assessments, SOPs and work-plans and strategies.
- Information sharing systems have been positive – especially the 3/4W exercises.
- The meetings do provide an important opportunity for networking and collaboration.



- Some sectors have developed standards (e.g. on Vulnerability criteria or Child Protection). These standards could become common standards across sectors. Much more could be done to link up sectors in this way.

On main failure or negative area at sector level, and how this could be resolved:

- While work-plans and strategies have been developed, they have consumed a significant amount of time, rather than engaging in strategic or practical action.
- Lack of predictability/consistency in sector participant attendance.
- In a few sectors, there have been significant problems in organizing regular meetings / producing minutes.
- Performance indicators / achievements have not been measured systematically, making gaps analysis difficult.

Question Group Eight: Beyond Sectors

Regarding the refugee response portal, the main reason for accessing was for Refugee Statistics (93 responses). Thematic Reports (56), Meeting calendars (49), and 3W (48) received similar scoring.

Comments indicated that the portal could be of more use if it was more regularly updated and accurate. This is particularly the case for the Meeting Calendar and availability of sector minutes.

On whether there was sufficient co-ordination between sectors, 50% answered Yes; 46% No.

Main themes from 33 comments include:

- That the inter-sector working group (ISWG) could fulfill an important role, but there is still much to do. More information on ISWG discussions should be shared externally.
- The large gap between the main IATF and HCT co-ordination bodies and the sectors.
- Positive steps included the creation of a Gender Focal Point Network, with focal points in each sector.
- There is already some inter-sector co-ordination on the initiative of sector chairs (e.g of Shelter, Cash and NFIs on winterization standards).

As a final question, respondents were asked to provide any other comments or recommendations on how overall co-ordination of the refugee response in Jordan could be improved. From 13 comments, main themes include:

- That the refugee crises cannot be seen in isolation from the overall situation of the population in Jordan. There is a need to have a greater focus on assistance to host communities to alleviate tensions between Jordanians and Syrians. A clear strategy for urban and camp assistance should be developed, with progress measured against targets.
- Information flow could be significantly improved between the UN, NGOs, government and other actors. In particular, ensuring NGOs are aware of UN and government discussions so they can play a more active role in the humanitarian response.



ANNEX ONE

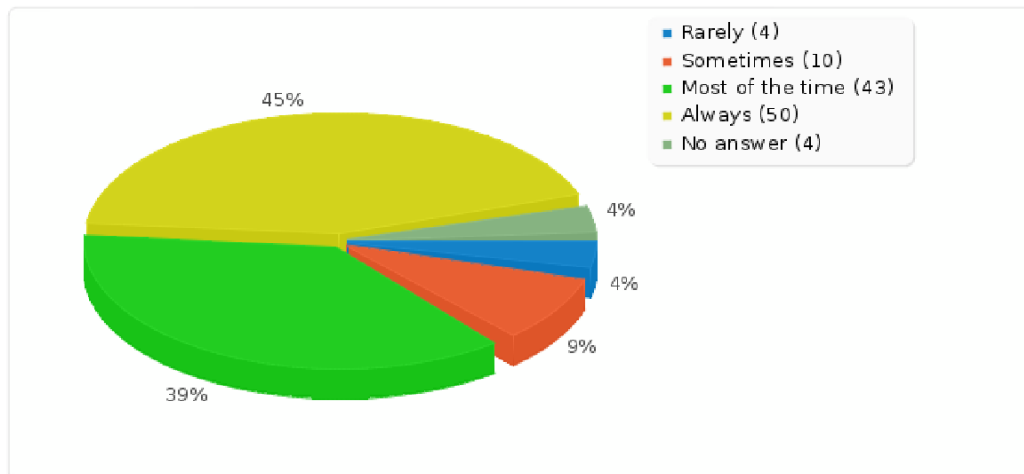
Full Survey Results

The charts below are constructed from data for all sectors combined, with a total of 111 respondents.

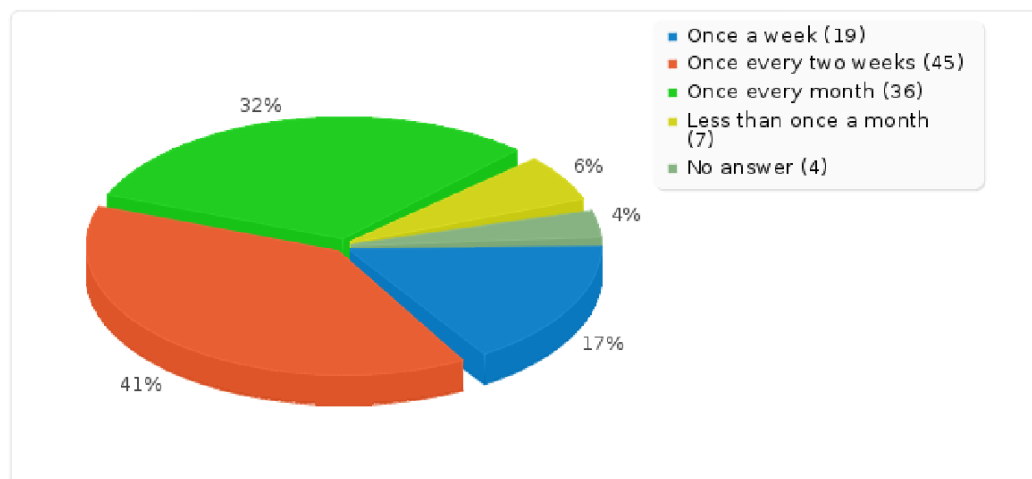
The comments from qualitative questions have been included in table format without editing. Each comment represents the views of the individual respondent, rather than of the sector as a whole. However, some common themes can be identified. These have been extracted and summarized in the main survey report above.

Question Group Two: Sector Meeting Organization

Q. To what extent are your sector meetings organized regularly and on predictable dates⁴?



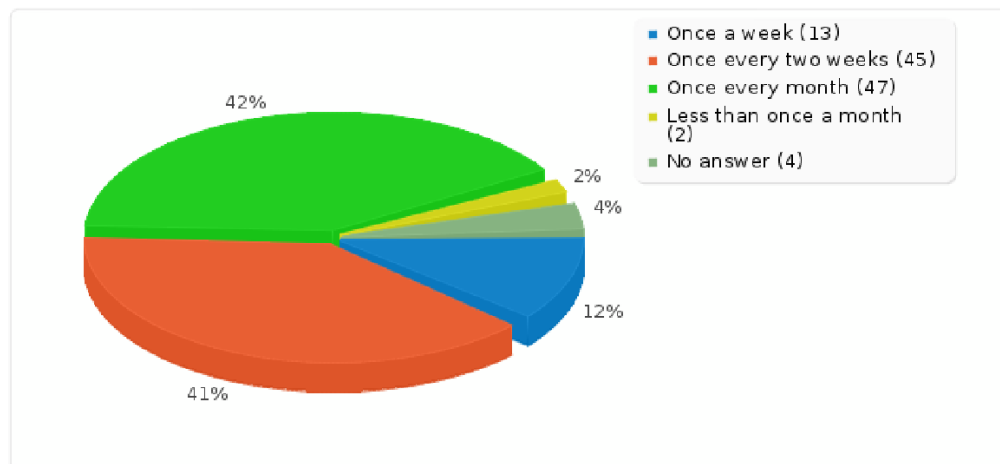
Q. How often is your sector meeting held?



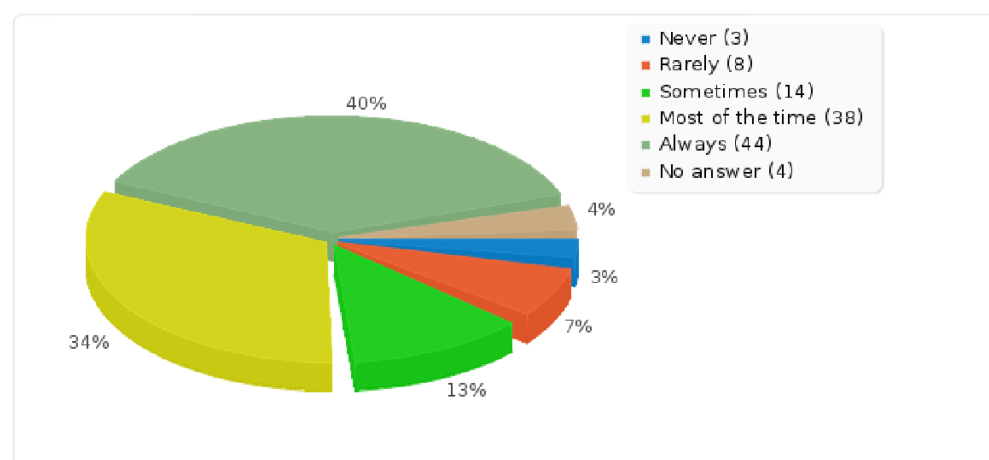
⁴ 'Never' was among the 5 multi-choice options, receiving 0 respondents.



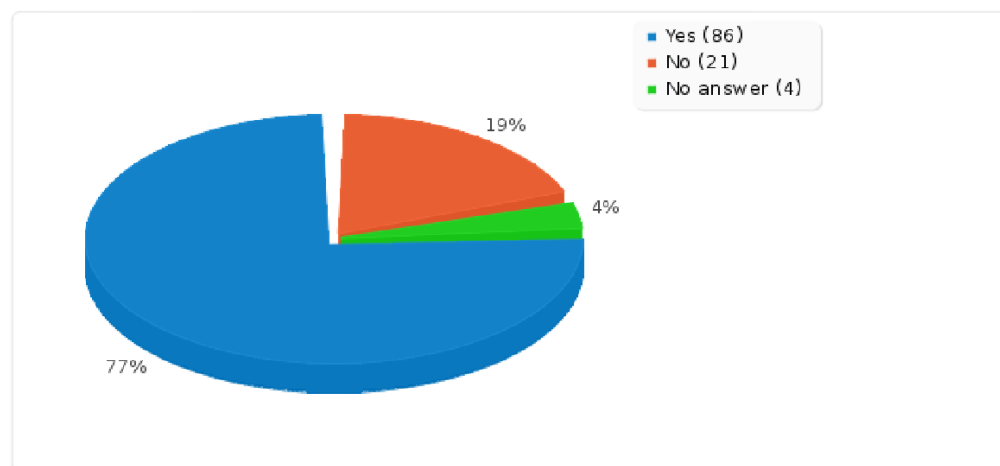
Q. What would be your preferred regularity for meetings?



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

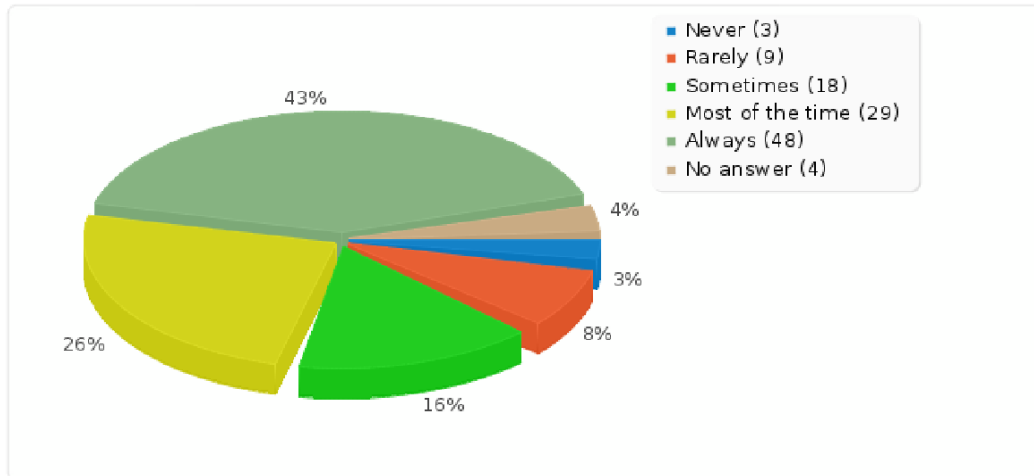


Q. Are you given an opportunity to contribute to setting of agenda items?

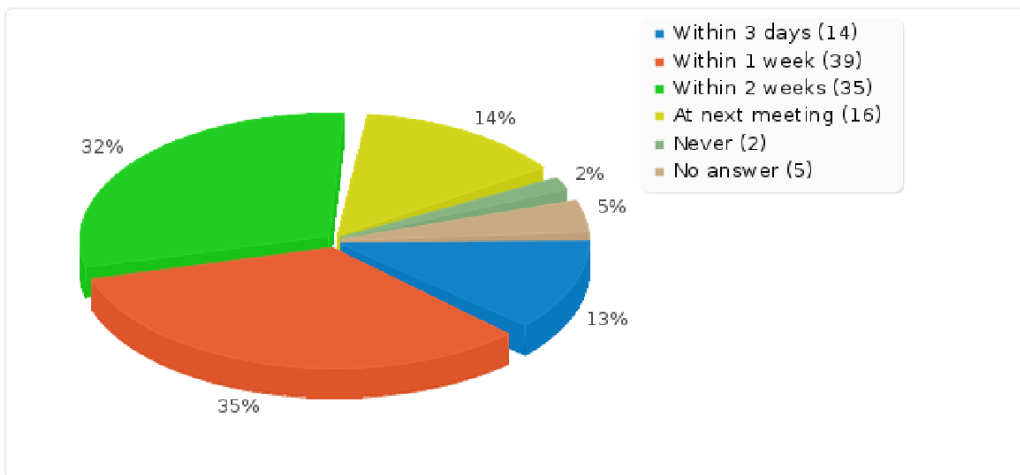




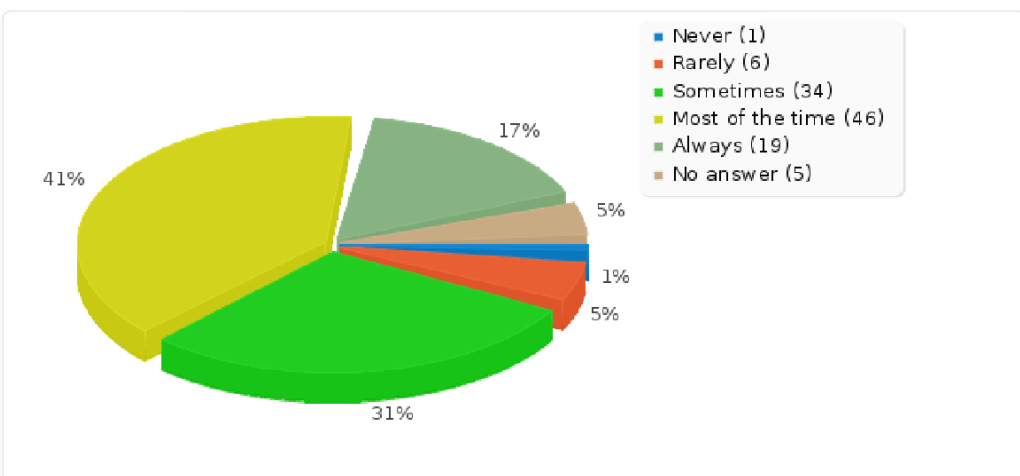
Q. How often do you receive accurate minutes?



Q. How long before you receive minutes?

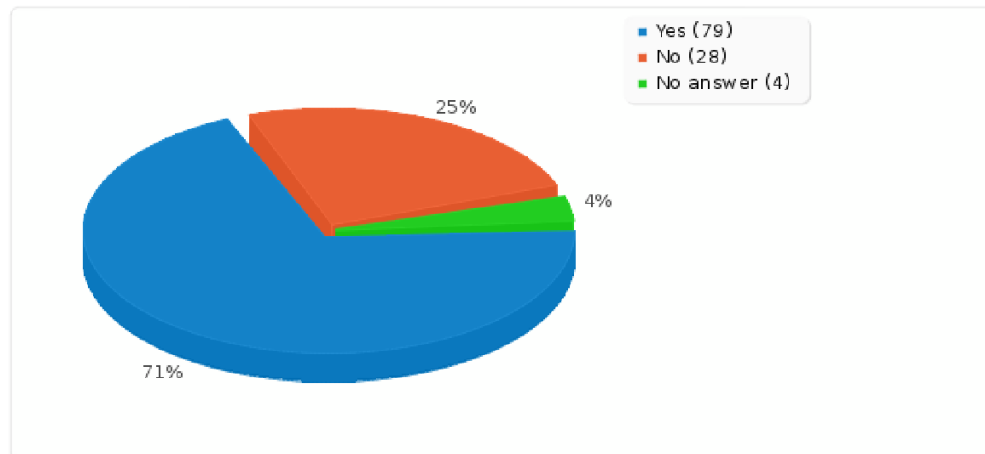


Q. To what extent is there follow-up by sector members on action points between each meeting?

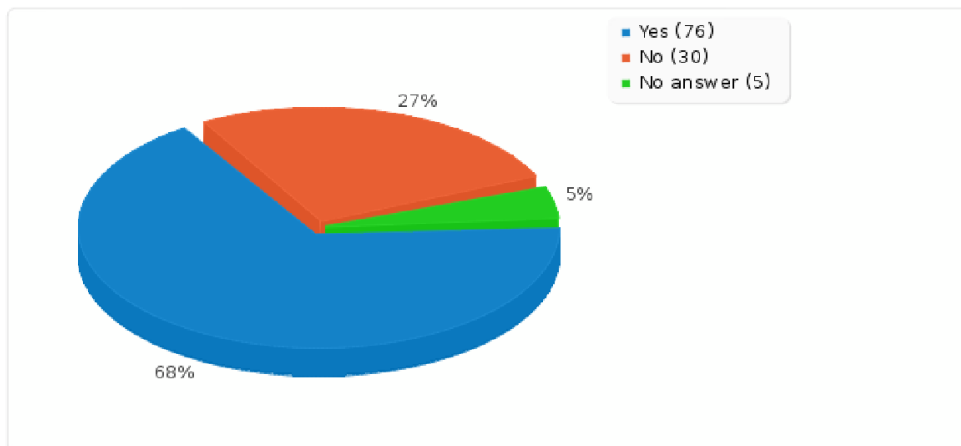




Q. Does your sector have a Terms of Reference, of which you are aware?



Q. Does your sector have a workplan or strategy, of which you are aware?



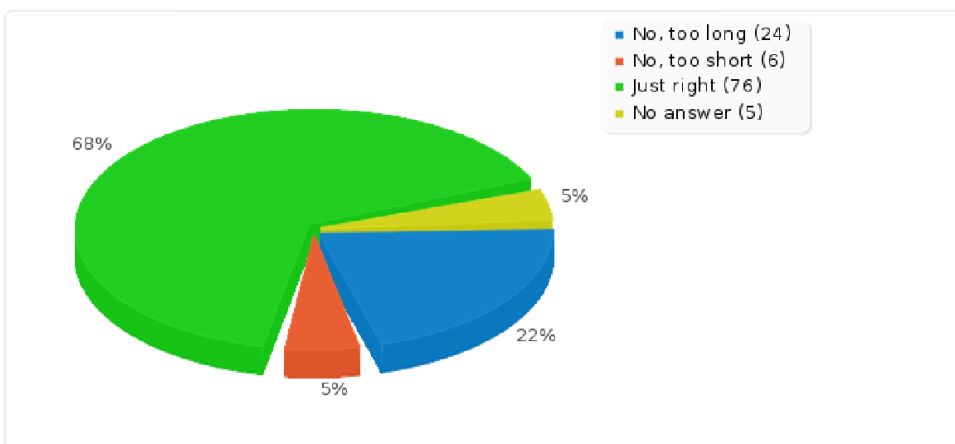
Question Group Three: Sector Meeting Management and Content

Q. What would be your preferred time for sector meeting length? Time in Minutes.

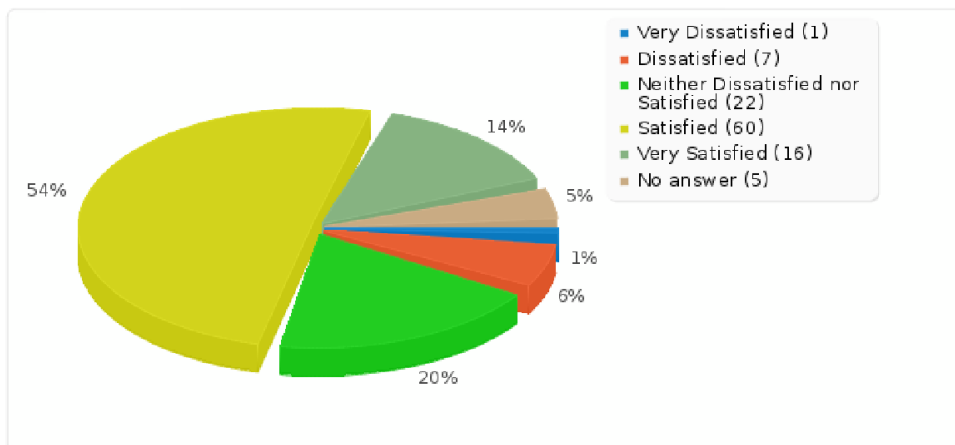
Count	106	1st quartile (Q1)	60
Sum	7520	2nd quartile (Median)	90
Standard deviation	29.04	3rd quartile (Q3)	90
Average	70.94	Maximum	120



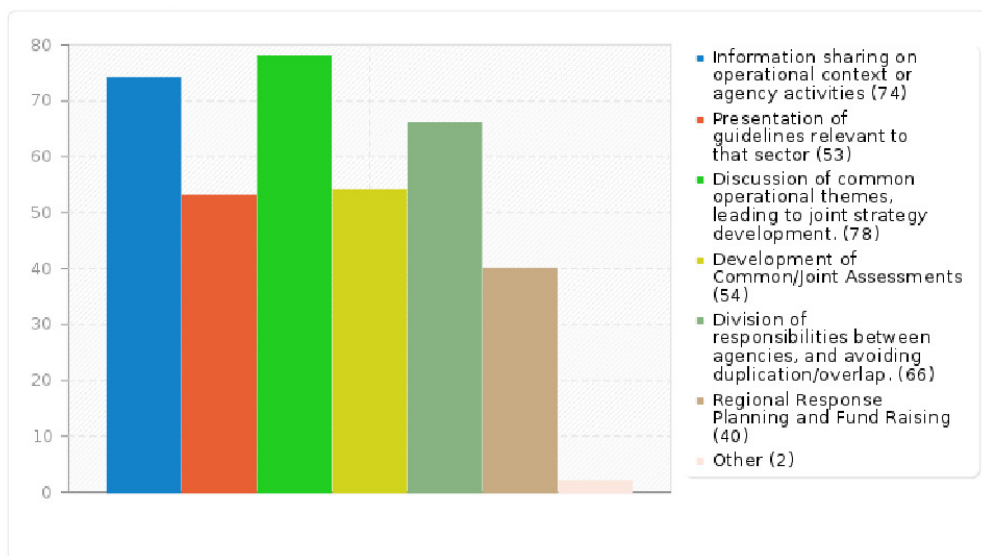
Q. In your view, are your current sector meetings an appropriate length?



Q. How satisfied are you with the 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?





Information sharing on operational context or agency activities	Sector	Org	Level
Need to move forward on information sharing protocol.	GBV	UN	Country
Perhaps the collection of main points discussed in the sub groups can be grouped in the main Health Coordination meeting	Health	NGO	Country

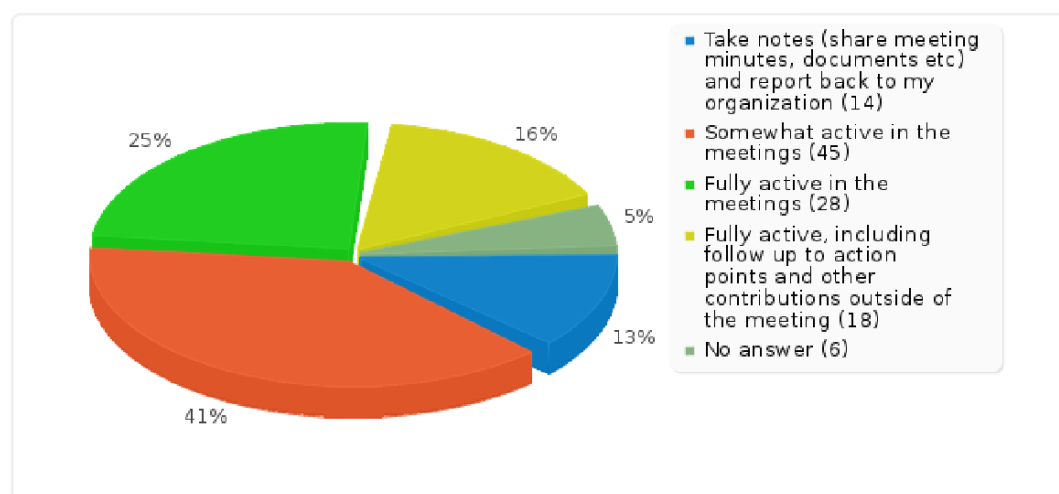
Presentation of guidelines relevant to that sector	Sector	Org	Level
This is rarely done. Media guidelines are the only guidelines that have been circulated	GBV	UN	Country
guidelines presented in sub sector groups does not always get to the heading group	Health	NGO	Country

Discussion of common operational themes, leading to joint strategy development.	Sector	Org	Level
there isn't enough discussion on particular protection concerns it is too vague and general of a meeting	Protection	NGO	Country
Operational themes are rarely discussed. The only way to address an issue is to create a task force which is not always an efficient use of time or energy.	GBV	UN	Country

Other	Sector	Org	Level
In regards to possible cut of PSS fundings or disallowing such projects by MOPIC	MHPS	NGO	Country

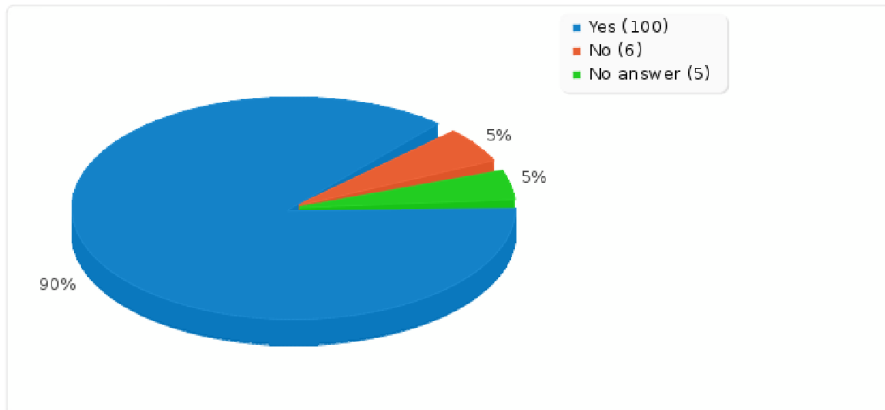
Question Group Four: Your Participation in Sector Meetings

Q. How would you describe the level of your participation in sector meetings?





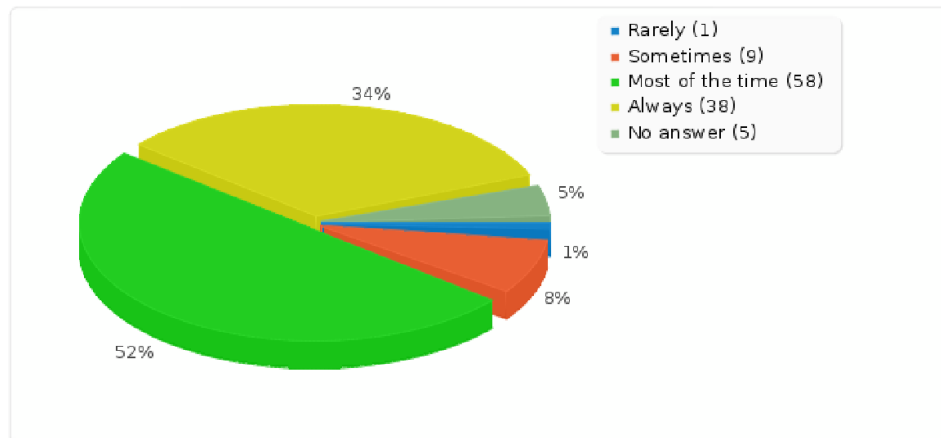
Q. Do you feel you are given sufficient opportunity to participate constructively in sector meetings?



Q. If no, please explain?

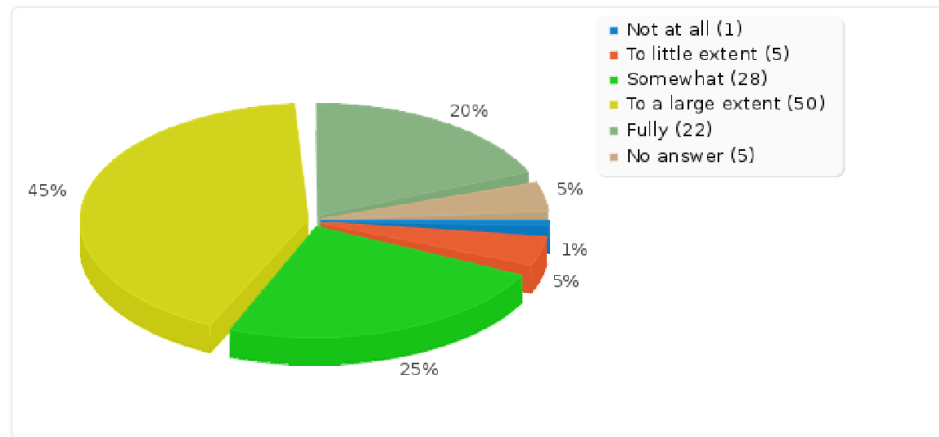
Response	Sector	Org	Level
The meeting length is very short	Health	Govt	Country
As Protection WG is almost never held, opportunity to participate is therefore inexistant. Last known Protection WG meeting was held in April 2013 while minutes were sent in June...	Protection	NGO	Country
Usually no time at the end of the meeting for NGOs to provide updates on their activities.	Health	NGO	Country
[Agency name removed] often does not have enough opportunities to participate in action plan and strategy development during these meetings.	GBV	UN	Camp
There should be an emphasis on promoting open discussion and debate of certain topics.	Shelter	NGO	Country
While I regularly speak, it is a struggle to make a point. I see that less confident people struggle to interject. The pace of the consultation does not give space to many to speak.	Child Prt	UN	Country

Q. How often does your organization have the same person/focal point regularly attending these sector meetings?



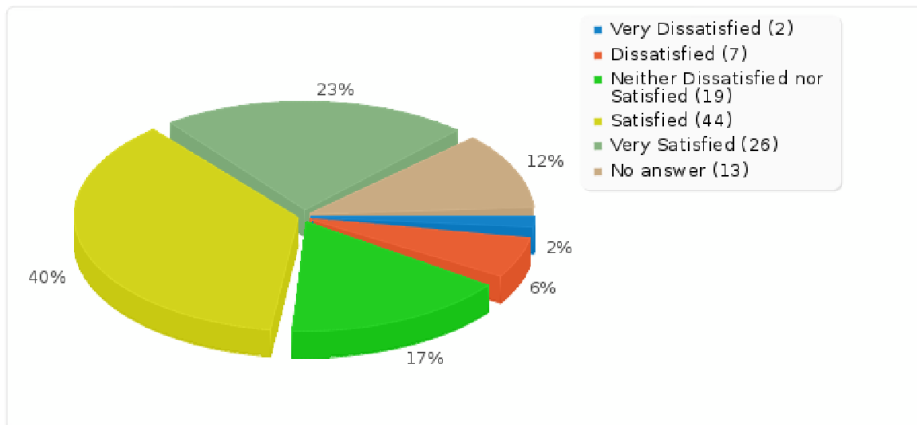


Q. To what extent does that person/focal point have sufficient authority to represent your organization, in case decisions are required?

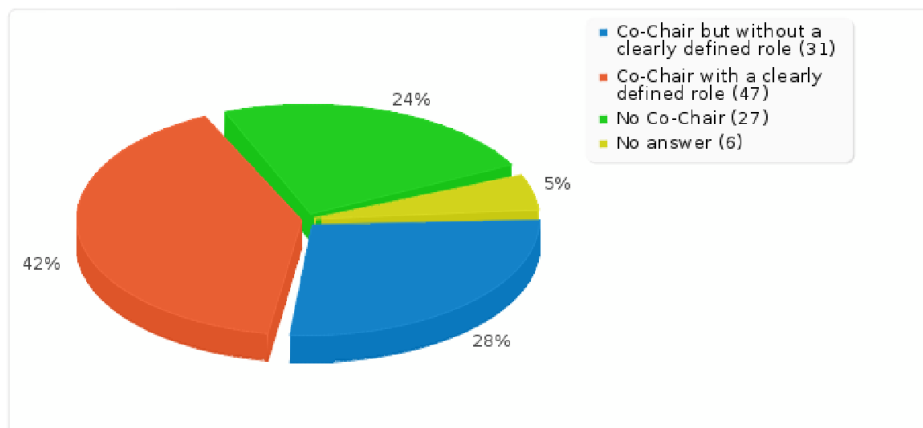


Question Group Five: Sector Leadership, Representation

Q. How satisfied are you with the 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?

Response	Sector	Org	Level
A co-chair should be identified, to make advocacy more independent.	Advoc	UN	Country
Protection is not exclusively UNHCR mandate but some NGOs do have this mandate too. Protection issues can therefore be (and should be) discussed among protection actors outside of sub groups specific focus.	Protection	NGO	Country
There was no-chair but this has just changed with CARE becoming co-chair of the WG, which is a good evolution.	CASH	NGO	Country
There should be an INGO as a co-chair instead of two conflicting UN agencies as chair and co-chair.	Health	NGO	Country
More participation in meetings from all members	Child Prt	NGO	Country
many changes such as active participation by members and different topics discussed , not only concentrating on the TORs and SOPs but also on thematic areas.	Protection	NGO	Country
Rather than have UNHCR representatives lead these meetings, it would be better to alternate, with a different agency or NGO leading the discussions each week in order to facilitate a comprehensive overview of the different concerns.	GBV	NGO	Camp
- clear roles and responsibilities of co-chair - avoid duplicating information and repeating information during meetings within same sector	Child Prt	NGO	Country
Co-chair needs to become more proactive	Food	UN	Country
More focus on overall strategy and content of different programs provided (catch up, remedial, informal etc)	Education	NGO	Country
there haven't been any minutes in the past couple of months	Protection	NGO	Country
Leadership in the sector group is very good, but unfortunately it doesn't represent UNHCR decision making authorities, so any decision taken by the group is not operational and it leads nowhere.	Shelter	NGO	Country
Meeting invitations/agenda and minutes should be circulated in a timely manner to maximise participation and constructive feed-back. These items are generally circulated 2 to 2 days in advance. Need to allot time to discuss issues affecting refugees and/or implementing organizations. This should be lead/raised by coordinators if members do not initiate. Improve follow-up of discussed tasks and provide feed-back to members. For example, very little information was shared on the SOPs for over two months until the final SOP workshop. Updating the GBV Briefing Note and creating a common GBV communication/Q&A should be priority. These 2 items have been raised for almost 4 months with little (to my knowledge) follow-up. Sector and more specifically coordinators should be more involved in the reviewing of documents. The final revision of SOPs continued to have major mistakes in regards to GBV. It seems clear that they	GBV	UN	Country

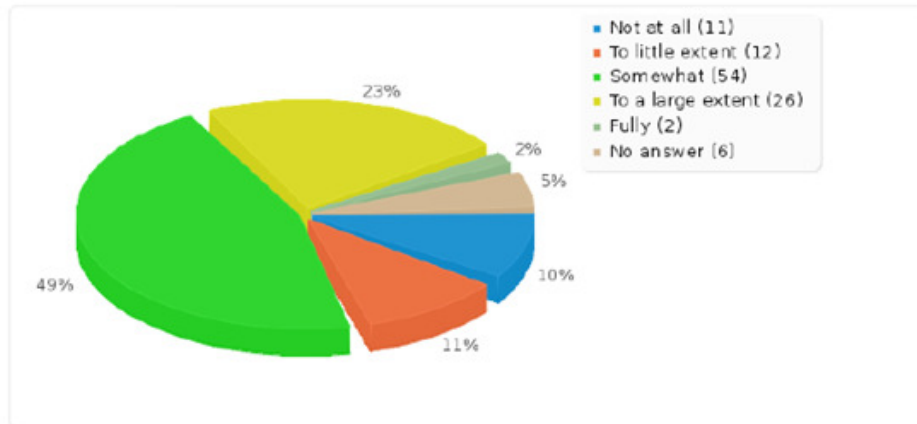


were not sufficiently reviewed by coordinators. Likewise for the CP/GBV Key messages.			
1 - Organize the cash working group in Irbid 2 - Improve the mechanism to share the cash beneficiaries lists among the different organizations	Cash	NGO	Country
The sector leadership should be shared with a Civil Society Organization or Non Governmental Organization. The Sector should increase efforts to have national government counterparts participating in the meetings.	GBV	UN	Country
- Appropriate coordination among different organizations - Adapt a holistic approach - Create appropriate data management system and ensure appropriate sharing mechanisms - Share minutes	Cash	NGO	Country
i would like to see the meeting, sharing minutes and updating the mailing lists take place regularly	Protection	UN	Country
Just decide on a co-chair! NRC is willing to do it, and Hugh seems to do most of the practical work anyway. No other agency wants the role at this stage. I'm not sure why this is still an issue. Also, following global standards and guidelines on shelter process would be useful. I'm not entirely sure the process to develop a transitional shelter design for Azraq was according to protocol.	Shelter	NGO	Country
Have dedicated staff for coordination rather than it being part of an implementers role	Shelter	NGO	Country
We need better co-ordination tools designed and managed by the Sector Lead so that instead of giving information at meetings, we can discuss the information that has been previously provided.	Education	NGO	Country
A Training calendar for new organizations representatives to catch up about Standards, ToR, CP National Policies and Law, 3 W, Plans for near future. A lot of information and procedures are already set.	Child Prot	NGO	Country
The leadership is good, the balance of UN organization as well as an NGO is good. The chairs could be rotated to other organizations but not imperative that this is done. It has been clear that the sector is seeking a strong National partner to take over and this has been difficult to achieve with the MoH.	MHPS	NGO	Country
The nature of the meetings need to change so that meetings are about strategic issues (less about sharing information verbally) and are more participatory - so different leadership skills need to be used.	Child Prot	UN	Country
The co-chair is just new, we are waiting for further developments	NFIs	NGO	Country

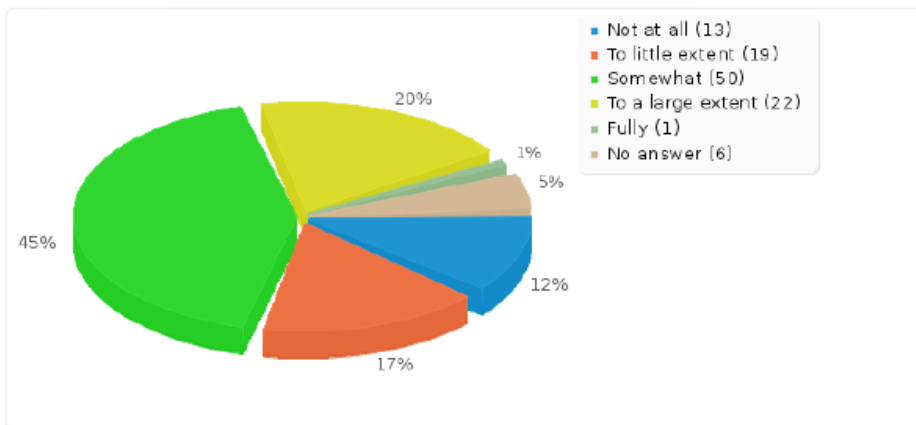


Question Group Six: Strategy and Funding Processes

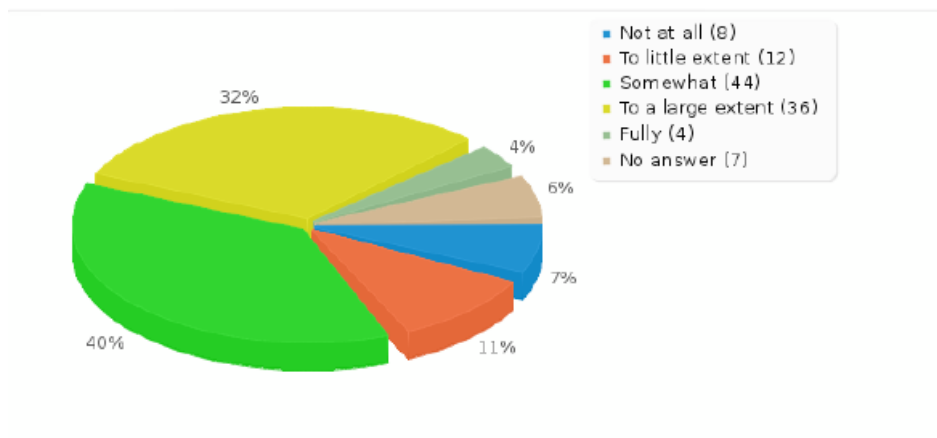
Q. To what extent do you feel that the RRP5 process was an effective mechanism to set common goals and objectives for your sector?



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



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





Q. What recommendations do you have to improve the RRP process in 2013 and into 2014?

Responses
Streamline the process
Make the contributions of partners more predictable (in terms of the work they are expected to put into the process)
Start with baselines and planning assumptions focusing more on needs
Prior prep between agencies and among sector leads for the RRP effective guidelines and timeframe of submission
Joint definition of objectives and priorities. Planning ahead of time instead of rushing things last minute not allowing proper coordination and partners' involvement.
Keep up the good co-ordination!
To plan for it in more organized way.
More anticipation, more participation
Two days workshop instead of one
Provide sufficient time for completion - hold discussions with donors and partners on projects prior to RRP completion
Needs more time to allow it to be more inclusive with greater discussion with refugees, partners outside the sector, government counterparts etc. I would like to see an intersectoral workshop (as done in Lebanon) to allow connection of all sectors etc
Design the sector strategy before the next RRP
Begin the process in advance so as to allow enough time to ensure fully planned, calculated and participatory approach
Begin planning way in advance for it to be accurate and participatory
Need to begin much earlier
Prior preparation
Link to sector strategy
If we want the RRP realistic and not overestimating figures and needs, we should keep separate chapters about beneficiaries needs and implementing partners proposals and requirements, otherwise each organization will try to ask as much as possible and what they are wishing to do, but unavoidably the sum of all the requests will be more than the total need.
I was not involved in the 2012 RRP process.
I have no idea what the RRP process is but i had to select an answer to submit the questionnaire.
Develop Chappea prior to drafting sector chapters - Request sector input to fit the format (1.5 pages as opposed to 4-5 pages) - Inter-sector coordination
The RRP process should take stock of achievements and stronger identification of gaps both in terms of results and funding. It would be great if the next RRP is based on stronger analysis.
Standarising comon criteria and beneficairy selection process - Strengthening referral systems among all pertinent groups -Strengthening expereince and data sharing
It needs to be a more participative process. This should not be seen as a UNHCR document, if UNHCR are relying on partners to provide most of the information. One of the mistakes made with RRP 5 was that there was a common shelter / cash / NFI workshop to develop the various chapters in collaboration with everyone. This was a positive step and promoted participation and ownership. Following that, however, the drafts were handed to UNHCR, at which point they seem to have been completed revised without further consultation.
more ngos sharing in proects implementation
A longer timeframe. A standardised approach for conducting the prioritisation process should



be designed - get a management consultant in to design it.
to have it updated with the participants every 6 months at least.
An exercise to review achievements, gaps and challenges
* analyse the available data from assessments * prioritize based on evidence * set targets based on evidence (not just about numbers receiving services)
- More attention (and time) in considering prioritization for the sector; - Activities/training that increase the technical capacities and expertise of sector members

Question Group Seven: Overall Sector Performance

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

Response	Sector	Org	Level
Joint Press Statements on fund raising. Need to have more joint activities, without duplicating	Advoc	UN	Country
Development of products in the absence of a standard across sectors in Jordan. Standardize across sectors and draw from lessons (also in other countries)	Cash	UN	Country
Increased coordination and incorporation of lessons learned from Zaatari	CampCoord (Azraq)	UN	Camp
Proper coordination between all participated agency which lead to improve whole operational country level .. through sector , understanding the humanitarian architecture and better response . receiving technical and management recommendation and advices in technical and practical aspects .	Health	NGO	Country
Definition of strategies Information sharing avoiding overlappings Work on vulnerability criteria to harmonize approaches Discussion around modalities and amounts of assistance provided	Cash	NGO	Country
Information sharing, child protection SOPs and referral pathways, more should be on key messages	Protection	NGO	Country
RRP planning exercise, sector strategy exercise, prioritization exercise.	Protection	NGO	Country
- sharing of information on work of partners - networking - announcement of funding opportunities	Child Prot	NGO	Country
Completion of RRP, information sharing Build by more inclusive, intersectoral RRP process	Food	UN	Country
Overall updates on other partners projects	Education	NGO	Country
I think this is by far of the 5 working groups I attend the most functional and coordinated group	Cash	NGO	Country
the 4 W assessment conducted by IMC which is very comprehensive and useful	MHPS	NGO	Country
launching of interagency referral pathway training opportunities	GBV	NGO	Country
to define clear strategy and to have a minimum acceptable coordination among agencies	Shelter	NGO	Country



Development of workplan, strategy and SOPs.	GBV	UN	Country
Agencies are cooperating to coordinate and share experiences. There is a good level of understanding of the context and expertise among partner agencies and UNHCR lead. The sector counts with both a large coordination group and a small technical advisory group.	Cash	NGO	Country
The co-chair has facilitated many meetings to actually happen and advance in the agenda	Shelter	NGO	Country
mainstreaming of CP issue in other sectors. We need to work on this to improve the knowledge and the using of CP concepts in other WG	Child Prot	NGO	Country
Active Chair of WG	Cash	NGO	Country
Coordination of activities in both camp and host community settings	GBV	UN	Country
- Assessments (JAM, FAO, CARE and WFP assessments) - Protection training - JHCO coordination of non-registered Syrian refugees - JHCO co-chairmanship	Food	UN	Urban
service guides are a tangible effort or a better coordination hey should be updated, printed and distributed monthly to partners and beneficiaries	Health	NGO	Country
Assessments done and great deal of understanding of issues facing both Syrian and Jordanians	GBV	UN	Country
- Set up appropriate selection criteria - Holistic approach - Implement PDM and ensure free hot line for communication - train stakeholders and strengthening CBOs	Cash	NGO	Country
Networking and opportunities for collaboration - initiate sector meetings with UNHCR rep	Camp Coord (Zaatari)	Other	Camp
We have a common strategy, that has been almost signed off on. The next step would be to take it to the Government and get their approval as well.	Shelter	NGO	Country
the 3Ws	Education	NGO	Country
I don't have enough information about it, only month attending the meetings.	Child Prot	NGO	Country
I think in the past year it has been the commitment to the 4Ws exercise as well as the production of the IASC Guidance Notes.	MHPS	NGO	Country
Action Aid has conducted training on PVA for the refugees in District 9 in Zaatari and Zaarca. Also Action Aid has distributed NFI to 6000 families in Zaatari in D-9 and conducted VT and CFW in Zaarca	Camp Coord (Zaatari)	NGO	Camp
- The research for common definitions and standards: this effort should be extended to every area where there gaps in the promotion of the right to education.	Education	NGO	Country
To try to standardize procedures and kits	NFIs	NGO	Country



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

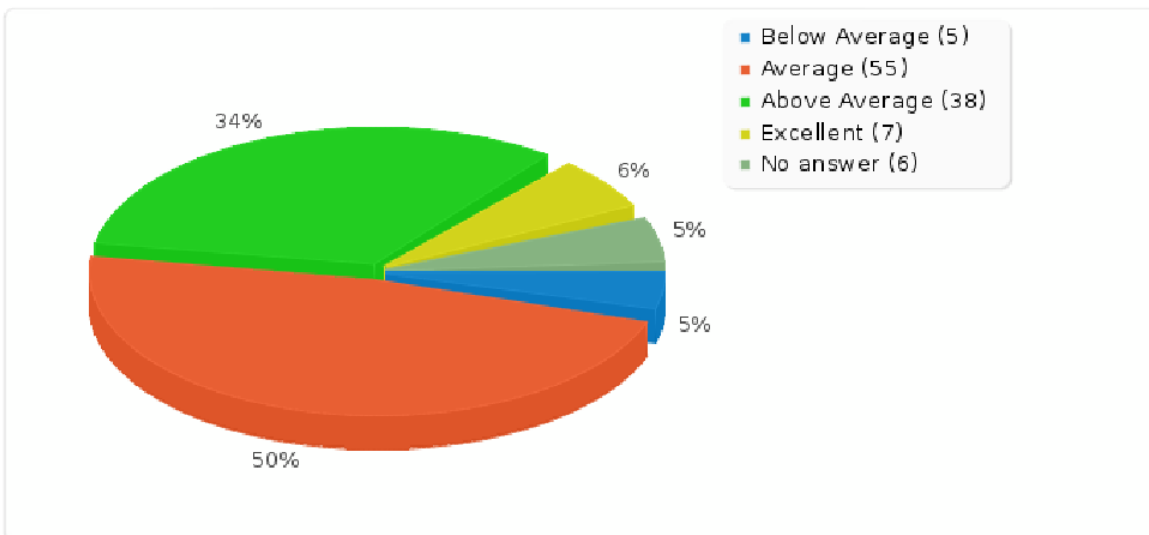
Responses	Sector	Org	Level
A more concrete work plan could be developed	Advoc	UN	Country
Main failure has been the lack of predictability of participants. Either changing representatives, lack of participation or lack of decision-making power.	Cash	UN	Country
While I understand the reasons behind holding the meetings at Azraq every week, it is a waste of time and resources (gas) for most agencies attending the meetings. Meetings in Amman would be more efficient.	Camp Coord (Azraq)	UN	Country
-effective coordination and followup -setting guidelines to the sector -workplan and TOR to the sector	NFIs	UN	Country
No meeting since April 2013..	Prot	NGO	Country
Sharing of and access to other actors databases	Cash	NGO	Country
focusing only on strategies and not actions	Child Prot	NGO	Country
No regular meeting at national level whereas there are bi-weekly meetings in Za'atri.	Health	NGO	Country
dissections on case management and challenges of NGOs	Protection	NGO	Country
As representative of a small INGO, sometimes I had the feeling that big INGO do not trust medium-smaller NGOs.	Protection	NGO	Country
- increased coordination efforts	Child Prot	NGO	Country
3 (4) W - working on this now	Food	UN	Country
Not having MoE always attending the meetings and therefore not playing an active role in decision making	Education	NGO	Country
The RRP planning has been too short to allow for adequate planning	Cash	NGO	Country
frequent new members with ill defined contribution	GBV	NGO	Country
not to be able to implement all the criteria that the group considers fundamental and struggling with the realization of all the plans	Shelter	NGO	Country
Weakness in communicating/responding to media and senior management on the risks of GBV for women and girls. Sector needs to improve ability to effectively communicate the issues, needs and solutions. No data collection or sharing to date at the sector level.	GBV	UN	Country
Some tools that have been developed for months now have not been finalized (i.e. agencies have given input on vulnerability criteria and on PDM questionnaires yet, the UNHCR team was to consolidate all input shared by email and meetings and finalize this into a document, and has not happened).	Cash	NGO	Urban
It has been months the group continues working on the Strategy of the Sector and this has not been approved yet. There is a need to share more practical details in the implementation of our programmes.	Shelter	NGO	Country
late approval for ToR and work plan. More discussion on strategy and exchange of experience between members in	GBV	NGO	Country



case of concerns in implementing activities.			
poor focus on developing sector strategy involving all members and less space to discuss concerns that may arise in the field. put in place different sector strategy and allow discussion on concerns that an NGO can face in the field to have suggestions to solve it from other members of the WG	Protection	NGO	Camp
less focus on different concerns that may arise in the field. More discussion on different concerns that NGO face in the field to have suggestion on how to solve them from the other members of the WG	Child Prot	NGO	Country / Camp
no strategy	Cash	NGO	Country
- No ERF proposals submitted under the food sector	Food	UN	Urban
lack of discussion on specific problems like referrals among non UNHCR partners	Health	NGO	Country
Fund raising and joint advocacy efforts. Performance indicators are not measured and analyzed to be able to understand where the gaps are and focus of interventions should be. Predictable funding remains an issue.	GBV	UN	Country
Working in silos	Camp Coord (Zaatari)	Other	Camp
The lack of actors with a significant size of response outside of camps. All programming to date appears to me negligible in size	Shelter	NGO	Country
Lack of clarity over responsibility between Cash WG and Shelter group on cash payments for rent. Limited availability and transparency over coordination due to lack of staff time. Dedicated coordination staff would resolve this.	Shelter	NGO	Country
too much time spent in meetings giving updates and no time for critical reflection or agency constructive comments regarding updates	Education	NGO	Country
It has been consistent for several years addressing country specific and refugee issues. However, with the creation of other sub-sector working groups it has been difficult to know where priorities should be placed as the other groups are active. I do like that the working group remains committed to their mandate to serve Jordanians, Iraqis and Syrians and is located at the MoH.	MHPS	NGO	Country
Sometimes , we found it difficult to distribute NFIs to the selected beneficiaries	Camp Coord (Zaatari)	NGO	Camp
- The prioritization of the activities was certainly given too little time and a marginal importance: more time (and information) was needed.	Education	NGO	Country

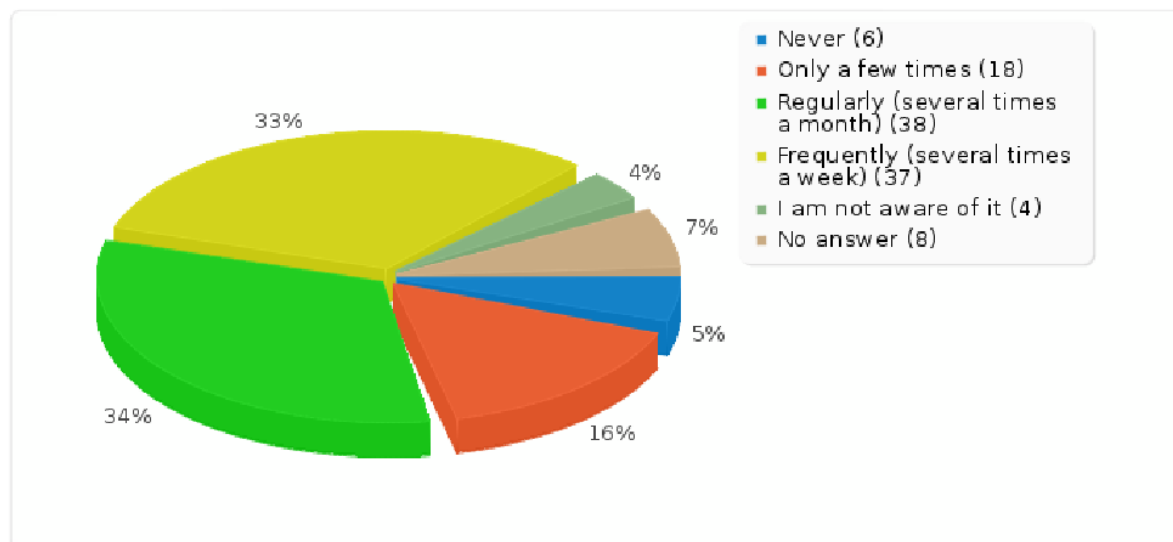


Q. How would you grade the overall effectiveness of your sector, taking into account leadership, management, representation, participation, and delivery of concrete results for refugees?



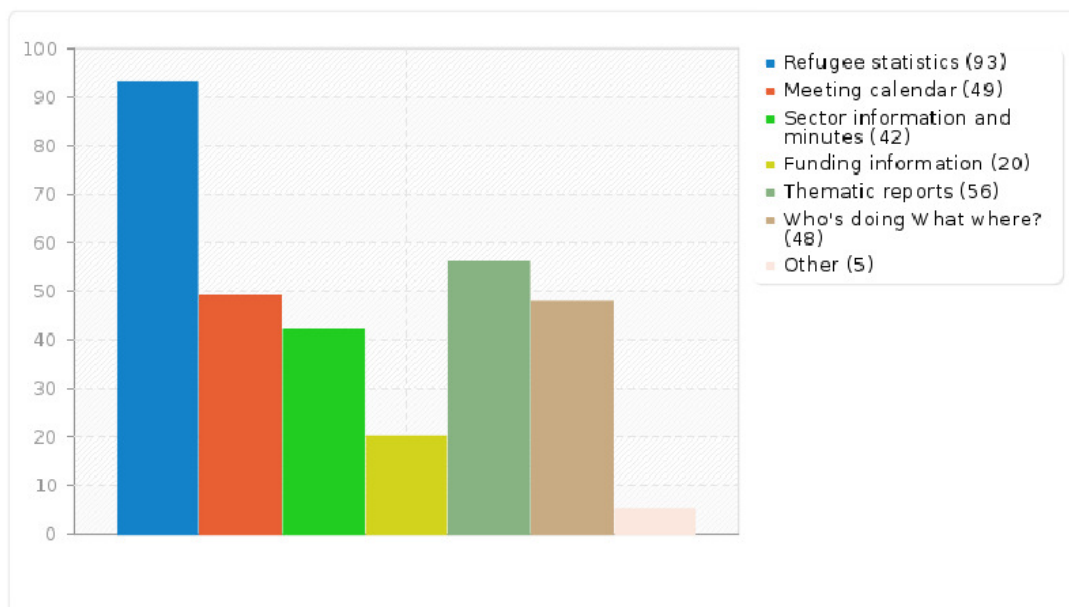
Question Group Eight: Beyond Sectors

Q. How often do you consult the refugee response portal:
data.unhcr.org/syrianrefugees/country.php?id=107





Q. What information do you consult on the portal? (share specific comments if any)



Refugee Statistics	Sector	Org	Level
Other specific info on Azraq not available	Camp Coord (Azraq)	NGO	Camp
A greater level of disaggregation in terms of location would be useful, rather than just saying that the majority of refugees are 'dispersed in Jordan'.	Shelter	NGO	Country

Meeting Calendar	Sector	Org	Level
Never seems up to date	NFIs	NGO	Country
I would consult the meeting calendar, but find it is rarely up to date for all sectors	NFIs	NGO	Country
Not very accurate	NFIs	NGO	Country

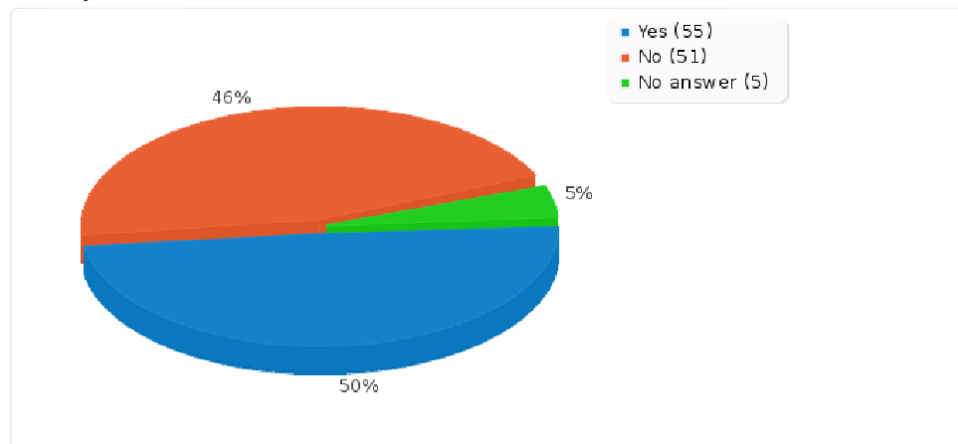
Sector information and minutes	Sector	Org	Level
Information lacking	NFIs	NGO	Country
This would be a very useful function, but again do not find that it is updated regularly enough or fully utilised by the working groups	NFIs	NGO	Country
Shelter WG minutes are not available here, despite requests.	Shelter	NGO	Country

Who's doing what where	Sector	Org	Level
Difficult to located at times	NFIs	NGO	Country

Other	Sector	Org	Level
I was not aware of the portal until now	WASH	NGO	Country
Member's list	Child Prot	NGO	Country



Q. Do you think there is sufficient co-ordination between Sectors



Q. If no, how could this be improved and in which areas should there be more inter-sector co-operation?

Responses
It is improving through the IS WG, but it is not sufficient at this point
The coordination is quite good but always can be improved. There are many times that lack of coordination between sectors has had a negative impact on planning for Azraq. For example, site planning and WASH have worked off of different maps for a while, leading to wasted funds for water infrastructure that is no longer needed
It can improve by recruit a qualified persons, who has sufficient experience in volunteering society such as Red Cross, Red Crescent, UNAMI, WFP.....etc. specially in south of Jordan , Ma'an
There has been a need for inter-sector coordination for months and this was raised several times by INGOs towards UNHCR. This gap is still persistent, leading to WGs not feeding into anything, especially not into the HCT/IASC.
lack of inter-sector coordination leaving a huge gap between WG and HCT/[IATF] (not feeding each other)
to have a representative from each sector attending each meeting regularly.
There is patent lack of inter-sector coordination with exisiting fora for such coordination as of now.
I imagine that there are inter-sector cooperation mechanisms, at least among the agencies or organization chairing the sectors, although I am not aware of. The establishment of a Gender Focal Point Network led by GenCap expert could be an initiative to be taken as example to improve the inter-sector cooperation.
The UN Women's women and girl's space provides a great opportunity for various service providers, agencies, NGOs, and community members to come together and cooperate on various initiatives, but we have found that most groups across sectors have not sufficiently taken advantage of this forum.
Urgently need to reinstate the HCT and ensure that it is regular regardless of what is going on
There should be representation more often across sectors in areas where they should collaborate
role out the planned inter-sector coordination
appointment of Alex should give good results, maybe more meetings among sector leads
GBV should be mainstreamed throughout sectors to minimise the risk of GBV and mitigate the



consequences. To achieve this the GBV sector should be active in attending of sector meetings.
NFI / Shelter / Cash can benefit from more cooperation especially around winterization and be more pro-actively involved. The Inter-sector WG should be less UN focused and share more info on the outcomes of its discussions.
regular meetings at the implementation level - not just management
monthly info sheets shared among groups; service guides and referral pathways shared among groups
I don't feel there is enough inter-sector coordination or at least I am not aware of joint humanitarian programmes.
sharing of information sheets, referral pathways, service guides
- Ensure appropriate coordination by enabling every organization to present their activities (Briefly) - Ensure minute has circulated on time and encourage people for feedback - Strengthening referral and sharing of information among different organizations.
As above. Devolution into sectors with UNHCR reps to ensure meetings take place
the general protection working group should be the platform where other working groups should be represented and keep everybody informed of what everybody is doing?
It's improving, but slowly. There are particular overlaps between sectors which are not necessarily being addressed at the moment. I know that Cash, Shelter and NFI are co-operating closely, but for example I do not know if WASH have been allowed to comment on the shelter strategy, which includes some WASH-specific points that would benefit from their expertise and advice.
More sharing of information especially among different Agencies. In specific more sharing of information between CP and Education WGs.
The sectors still predominantly operate in silos - too focussed with the complexity of their own areas
The challenge is integration among the various sectors and duplication of efforts. The sectors are overly UN focused and have a UN agenda that derails the work by the overall sector.
There should be strong coordination between sectors on operational issues.
- Increase the number of inter sectoral meetings; - Nominate co-chair for the meetings, among the participating organizations; - Organize workshops and training on coordination.

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

Responses
Response to the Syrian crisis is going far beyond a refugee response with a strong need to focus more on community level rather than camps. In addition, the response coordination shall not be limited in some ways to UNHCR's IPs but more inclusive of OPs.
The intervention in Jordan regarding the Syrian crisis is not anymore a refugee response with a clear need to include host communities to alleviate tensions between Jordanians and Syrians. This should be reflected in a transition towards humanitarian response as opposed to refugee response
There are quite a few actors with different agendas and just getting to know them all is a struggle.
involve the refugees more in the actions and meetings,
coordination is great now and there is a need for more interaction between agencies
Despite the huge effort done by UNHCR with the implementation of the refugee response plan, quite often I got to know what other NGOs were doing and were during sector meetings and by



chatting after meetings. Thus, it looks like, face to face conversation is still one of the most effective channel for gathering information. From an NGO perspective, maybe an idea could be to keep NGO briefing meetings (as the one held last February by RHC and RRC) on a regular base.
To facilitate information flow with all implementing partners about relations with the Government and UN community in general, so that INGOs can play a more active role in the humanitarian response orientation.
Coordinate with OCHA, have a clear strategy for urban / camp that is shared with key stakeholders, check the impact of this strategy against aid effectiveness targets.
The response to the refugee crisis cannot be seen in isolation from the overall situation of the population in Jordan. Although the RRP5 has an Annex on Jordan government national priorities, I don't think these priorities are discussed when working on the refugee response.
one of our challenges is the local NGOs we work with, we need to start thinking of a serious capacity building programs, most of the trainings taking place are done by them which is firing back at the quality of work at the end of the day
To improve, it would be good to see that those responsible for coordination have the necessary experience, approach, and particularly desire to see coordination improved.
There does need to be a reduction in the frequency of meetings. The MHPSS is nice as if meets monthly and any other related business can be addressed as needed.