

GUIDANCE NOTE 1

Developing Country Chapters & Sector Work Plans

1 Introduction

The **3RP Country Chapter Format** provides very detailed guidance on what should be included in each section including where the refugee and resilience combined should be combined, word count and other pertinent details for both the country and the sector components. Hence, the purpose of this guidance note is to provide more general guidance to facilitate the work of the Sector Working Groups.

2 Background

Following the completion of the Comprehensive Regional Strategy Framework (CRSF), a wide-range of consultations have taken place with partners on the operationalization of a coordinated regional approach that takes into account the protracted nature of the crisis and the current preparation of national plans. This has led to the development of the Regional Refugee and Resilience Plan (3RP), which will address refugee protection and humanitarian needs and strengthen the ability of communities and governments to cope with and recover from the crisis. The guidance on categorization of outputs for the two components is contained in a separate guidance note (*“Guidance Note on the Refugee and Resilience Components of the 3RP”*), which provides examples and guiding questions to assist in placing activities across the two components.

It is recognized that the context in the countries covered by the 3RP differs greatly. As such this guidance note serves as a recommendation for how to structure the work, which can be tailored to the individual country context. Furthermore, it is acknowledged that the role of the government varies between countries and that some national governments have developed resilience and/or stabilization plans.

3 Role of Inter-Sector Coordinators

It is recommended to implement a structure where there are two Inter-Sector Coordinators, one for the Refugee component and one for the Resilience component. Inter-Sector Coordinators for each component should provide the individual Sector Coordinators with all the required information to guide the planning process at the sector level, including but not limited to:

- **Overall planning figures** for the targeted populations, with regional or local breakdowns where relevant. This includes developing a thorough understanding of **population in need vs. targeted population** for both refugee and resilience components;
- **Standard locations** to be used by partners in developing interventions;
- **Key assumptions** that affect many/ all sectors (e.g. government policies, vulnerability information, security);

- Direction on how **cross-sectoral interventions** should be integrated into sector work plans;
- Direction on **priority interventions** that must be included in sector work plans, based on the overall country strategy;
- **Standard format** and templates for recording the outcomes of Sector Working Group discussions;
- Ensure that all submissions conform with the **3RP Style and Terminology Guidelines**;
- **Common compendium of needs** broken down by sector.

Inter-Sector Coordinators lead the review of sector work plans developed by Sector Working Groups (SWGs), in coordination with key partners. This should involve:

- Identifying and resolving duplication between sectors;
- Ensuring that planning assumptions are applied coherently across sector work plans;
- Ensuring that different populations are addressed in a harmonized manner by all sectors, and that targeting approaches are complementary;
- Ensuring coherence between budgetary requirements developed by different sectors.

Inter-Sectors Coordinators should provide specific feedback on the quality of the sector work plan to Sector Coordinators to ensure that adjustments result in a coherent presentation of needs, capacities and response. If necessary, they should support Sector Coordinators in managing working group expectations following the review. Moreover, Inter-Sector Coordinators should assess the budgets of the submitted sector plans and provide feedback and guidance as necessary to ensure that the overall budget remains realistic.

Inter-Sector Coordinators are responsible for developing the country narratives in sections A-E of the **3RP Country Chapter Format** as well as the Financial Requirements Summary tables for the country appeal (per Agency and Sector).

4 General guidance for country and sector response

As mentioned in the Introduction, the **3RP Country Chapter Format** provides detailed guidance on the information required. Consequently, the below serves to facilitate the discussion and obtaining the necessary information prior to completing the **3RP Country Chapter Format**.

All sector plans should have a clearly identifiable gender marker. For practical advice, please refer to the **Guidance Note on the Gender Marker**. Moreover, protection should be treated as a cross cutting issue with further information provided in a Guidance Note on Protection Mainstreaming.

The development of the 3RP is an inclusive process, which requires active participation by all appealing agencies as per humanitarian principles. This includes engagement in SWGs, making information available and reporting on achievements, and supporting a constructive working environment. Sector Coordinators should promote an open, transparent and inclusive decision-making process.

4.1 Current situation

Sector Coordinators and Co-Chairs should review sector achievements until end-**September 2014** based on the most recent information and data. They should lead a process to compile an overview of key challenges faced by the sectors that have affected the delivery of assistance by partners to date. Based on this review, the Sector Coordinators should provide guidance to develop a concise narrative for the **Current Situation**. The draft must be endorsed by SWG participants for endorsement by the **first week of October 2014**, and included in the finalized Sector work plan that will be submitted to the Inter-Sector Coordinator by **mid-October 2014**.

4.2 Needs and priorities

Each Sector Working Group, under the leadership of the Sector Coordinators, should agree on an overview of the needs for each of the populations targeted by the 3RP. A differentiated overview of needs should be developed for those refugees living in camps and those living in the community. The SWGs should also agree on an overview of the key needs and capacities of the impacted communities.

Sectors should provide a concise summary of needs in the **Needs and Priorities** section of the **3RP Country Chapter Format**. They should ensure coherence between the content of the Sectoral Assessment and the Humanitarian Needs Overview and highlight any inconsistencies that cannot be resolved to the Inter-Sector Coordinators.

A **Guidance Note on Defining the Population in Need (PIN), Targeting & Gap Analysis** has been developed for the use of countries and sectors. It is the responsibility of the Inter-Sector Coordinators to ensure that SWGs use the figures that have been agreed to at the country level for both the refugee and the resilience components.

4.3 Capacity analysis

Each individual SWG should conduct a capacity analysis of partners and government entities for refugee and resilience components to guide their work and planning process. Under the refugee component, such an analysis would normally focus on understanding the capacity of Sector members to deliver humanitarian assistance. For the resilience component, the analysis would aim to understand the institutional strength, technical capacity, and human resources to deliver medium to longer-term assistance.

4.4 Response strategy

Following the various assessments as well as relevant mapping and gap analysis, SWGs should discuss and agree on a sector response strategy outlining, for each of the components targeted by the 3RP:

- Priority needs to be addressed;
- Percentage of the population or population groups that will be targeted;
- Main partners and potential partners in the sector;
- Sector objectives (max 5 per sector) with corresponding indicators;

- Outputs (max 5 per objective) based on the main activities planned;
- Who will do what for which populations and where;
- Expected impact of the planned activities;
- Needs that partners will not be able to address, i.e. the ‘Gaps’

Sector Coordinators should record for each objective and output: a) which partners will appeal for and implement funding; b) which locations they will operate in; c) how many people will be targeted (separated by the different populations targeted by the 3RP); d) overall financial requirements of each partner; and e) indicators to measure progress at both the objective and output level. It is acknowledged that activities may overlap between the two components. Sector Coordinators at the country level are responsible for addressing potential overlaps.

Working with Sector Co-Chairs, Sector Coordinators should review partner submissions and ensure that the overall Sector response plan is realistic and implementable within the timeframe of the 3RP, bearing in mind existing capacity on the ground, including work to be done by the respective governments, and the ability of current partners to expand.

Each Working Group member should ensure that s/he provides the Sector Coordinator with the minimum information required prior to the established deadlines. When a partner is submitting inputs to several sectors, fixed/ support costs should be shared across all sectors. Late partner submissions may not be included in the final appeal document.

Sector Coordinators should record the overall number of persons targeted by each output as well as output budgetary requirements in the **Sector Response Overview** table. Indicators at the objective and output level should also be included in this table. The sectoral requirements of each partner should be recorded in the **Sector Requirements Summary** table.

Sector Coordinators should then summarize the sector strategy into a concise narrative, i.e. **Response strategy** statement for inclusion in the 3RP. This should clearly spell out the priority interventions, the population/s targeted by the sector and the impact that is expected. It should also highlight capacity limitations which may impact implementation and whether or not responders expect to be able to meet all the needs of all potential beneficiaries.

It is likely that the full Sector Response Strategy may be longer and more detailed than what can be included in the 3RP document where each Sector Strategy is expected to feed into the overall country strategy. Sector Coordinators are requested to edit response strategies for publication so as to focus on the highest priority interventions of the sectors, and those that will have the most impact.

| Questions | Outcome |
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| What? | <ul style="list-style-type: none"> • Compilation of partner submissions |

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|------------------|---|
| | <ul style="list-style-type: none"> • ‘Targeted population’ table • ‘Sector response overview’ table, columns A-E and L • ‘Sectoral requirements summary’ table |
| (Suggested) How? | <p>Sector Coordinators direct the discussion, and are responsible for harmonizing and compiling submissions and preparing quality appeal content. Steps include:</p> <ul style="list-style-type: none"> • Identifying population/s to be targeted • Identifying five priority 2015 objectives a for the sector and up to five outputs per objective • Identifying overall resource requirements by objective and output • Reviewing partner submissions for coherence and cost-effectiveness <p>Sector Coordinators provides feedback on the outcomes of the review process to the SWG and agrees necessary adjustments with partners</p> |
| When? | <p>First draft (Annex C) by mid- Sept Final draft by mid-Oct</p> |
| To whom? | Send to Inter-Sector Coordinators |
| Who responsible? | Sector Coordinators, in collaboration with Sector Working Group participants |

5 List of helpful guidance & templates

The following documents are available at <http://data.unhcr.org/syrianrefugees/regional.php>

- *Guidance Note on Developing Country Chapters & Sector Work Plans*
- *Guidance Note on the Refugee & Resilience Components of the 3RP*
- *Guidance Note on Defining the Population in Need (PIN), Targeting and Gap Analysis*
- *Guidance Note on Setting Objectives, Outputs & Indicators at the Sector Level*
- *Guidance Note on the Gender Marker*
- *Guidance Note on Protection Mainstreaming*
- *Guidance Note on 3RP Style and Terminology*
- *Country Chapter Format*
- *Sector and Agency Response Matrices*
- *Foundation and Background Paper - 3RP Roadmap*