

JORDAN REFUGEE RESPONSE

INTER-SECTOR LINKAGES RETREAT

2nd December 2015



In 2015 possible inter-sector linkages were identified through the Inter-Sector Working Group (ISWG) meetings. The ideas from brain-storming sessions that were held at the each ISWG meeting were compiled into one document over the course of the year and reoccurring ideas were highlighted. (See attached).

On 2nd December 2015 the ISWG held a half-day Inter-Sector Linkages Retreat, in order (i) to exchange examples of good practices, (ii) to consider the challenges and obstacles in making linkages and (iii) to discuss lessons learnt (i.e. why some inter-sector linkages have been successful and if they could be replicated by other sectors.)

After an ice-breaker, participants were split into three separate groups for an hour and a half of presentations/discussion. The presentations of the good examples that were shared at the workshop are attached (e.g. Child Protection and Education; Education and WASH; Health and Food Security; Health and Protection; Shelter and WASH.)

Each group was asked to keep the following three questions in mind throughout their discussion and present their answers to the rest of the group at the end of the workshop.

1) Why did examples of inter-sector linkages succeed?

- As a result of increased communication between sectors which were regular and informal discussions
- Willingness/responsiveness of partners to try new ideas
- Joint meetings, activities, assessments and planning as well as integrated working groups at a local level also have shown to play a big role in successful inter-sector projects.
- Every success story in inter-sector linkages were a result of partner “buy in” to the project and that the goals were specific and practical.
- No single project structure was identified as best for inter-sector linkages, each project has to have its own “best fit” structure for those involved.

2) What were the obstacles/challenges to promote inter-sector linkages?

- Continuous commitment/follow-up from all parties involved, considering limited staffing capacity and staff turn-over as well as lack of funding
- Heavy workloads and additional demands to maintain linkages
- Different organizations do not agree with definitions, terminology and language
- Government policy and involvement of line ministries could be a challenged
- Gaps between the national level and field level

3) What are the lessons learnt from the effort to strengthen the inter-sector linkages?

- Cooperation and linkages can be at all levels (national/sub-national/local-camp); partners will continue to be aware of them.
- There needs to be an emphasis on “operational linkages”, rather than “information sharing” as part of the coordination work.
- It is important to identify possible linkage and address them in an effective way.
- Making concrete goals and actions with early planning and preparation as well as setting clear and limited timeframes for linkages are key for success.
- It is also important to keep meaningful and continuous communication as well as find space where operations can come together.
- Good inter-sector linkage could be done by appointing motivated focal points and working in small and efficient groups.

Way forward in 2016

Participants shared the following ideas for going forward to improve the inter-sector linkages in 2016.

- Continue to document good practices of inter-sector linkages. (Participants were asked to send their presentations by email.)
- Participants were requested to share the outcome of the retreat at a respective sector meeting.
- Build inter-sector programs into a respective sector work plan at the beginning of 2016, so inter-sector linkages can be more easily identified.

December 2015

JORDAN REFUGEE RESPONSE

Inter-Sector Working Group



Possible Linkages discussed in meetings as of August 2015

The following tables are a compilation of possible inter-sector linkages identified through the ISWG meetings in 2015. Points which appear several times across different meetings or sectors are highlighted in red.

8th February 2015: Protection

Sector Discussed	Possible linkage	Concerned sectors
Protection	<ul style="list-style-type: none"> • Joint advocacy between shelter and protection on importance of shelter programs and access to shelter • Legal counseling and advice, in particular for HLP and PSEA • Technical support of the PWG for Shelter and WASH minimum standards • Vulnerability criteria for beneficiary selection (linkage to VAF) • Referrals for ITS residents • Joint surveys and safety audits * • Looking at the complementarity of awareness-raising campaigns, (community-mobilization, hygiene) and volunteer networks. Link between protection and health in hygiene promotion 	<p>WASH & Shelter/Site Planning</p> <p>Potential for linkage with education</p>
	<ul style="list-style-type: none"> • Schools are an entry point for identification and prevention of protection issues (e.g. those at risk of early marriage, support to those who are already married). • On sexual abuse, the protection sector can collaborate with health actors to make sure that health service providers have a code of conduct and confidential code for victims of sexual violence. • LGBTI and sex workers - health & protection can collaborate to ensure that programmatic response include support and services for both groups. 	<p>Education & Health</p>

	<ul style="list-style-type: none"> • For students with mental health needs, protection and health actors can collaborate so that programmatic responses are inclusive of those groups (special education needs). • Collaboration with regards to schools in camps - Protection & Education collaboration on consultations with schools in order to understand the most appropriate way to intervene on protection issues, such as corporal punishment in schools. Protector actors can support in sensitizing schools and police. • Education and protection actors can collaborate to target youth at risk in schools, provide them training on reproductive health. 	
	<ul style="list-style-type: none"> • In relation to livelihoods, protection and BN and FS can collaborate on advocacy. • As food assistance and BN assistance depends on registration status, protection could collaborate with relevant sectors on registration and MOI cards issues. • Referrals of vulnerable individuals. • Ensuring those who are in need & eligible for assistance can access it. • Support with unpacking the findings of the GBVIMS Report (referrals to BN/FS sectors). • Protection involvement in the modelling for the VAF. • Discussions about a system for cash assistance for WGBM and protection concerns. • How to facilitate access of boys & girls to cash assistance • Protection technical advice on cash interventions. • Protection technical advice on data sharing, including counter terrorism measures adopted by banks • Support to BN & FS sectors on PSEA • Protection training for BN & FS sector actors at the field level • Protection support on system for managing complaints & investigations 	Basic Needs & Food Security

	<ul style="list-style-type: none"> • Study at what points are refugees vulnerable to SEA in BN and FS • Informing WGBM of complaints processes • Feedback on impact of decreased cash assistance. Learning about the different impacts on WGBM. • Collaboration on protection related issues in the distribution and delivery of BN and FS services 	
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8th March 2015: Food Security

Sector Discussed	Possible linkage	Concerned sectors
Food Security	<ul style="list-style-type: none"> • Targeting: more information needed on WFP's targeting and linkages with the VAF <ul style="list-style-type: none"> - This will enable other sectors to better support dissemination of messages to beneficiaries. - Importance of exceptional referrals such as SGBV • Sharing information on gender dynamics of how food assistance is used • At the camp level, need more information from the Food Security Sector about trainings. • Distribution process in general • Collaboration with other sectors on creative advocacy with the government for encouraging durable solutions for refugees. 	Basic Needs and Protection
	<ul style="list-style-type: none"> • School feeding: focus on retention as well as attendance; potential for incentives • Further exploration on camp activities with a CFW component relating to WASH or agriculture (eg. Kitchen gardens). • Potential for support from FS for agriculture training in the camps; skills training for youth on agriculture even on a technical level; • Availability of agricultural expertise for the refugee community in the camps and outside. • Recycled water usage with related employment (animal feed only, not vegetable). 	Education and WASH

	<ul style="list-style-type: none"> • The importance of continuing implementation of school feeding; • Supporting Syrian Refugees and Jordanian vulnerable groups with programmes that can improve the nutrition behaviour and nutritional practices. Therefore relevant WGs should support formulation of interventions that can <ul style="list-style-type: none"> i) Enhance knowledge on food and nutrition through awareness raising sessions; ii) Improve nutrition practices for dietary diversity and micronutrient consumption (through training and demonstration); iii) enhance knowledge about the use of “age appropriate food” iv) improve nutritional knowledge of special groups (pregnant and lactating women). • Accounting for safe food preparation in shelters: <ul style="list-style-type: none"> - ensuring the kitchens have mosquito nests on the windows to avoid food contamination from rodents or insects; - care of proper food storage (dry places to avoid formation of molds – i.e. risks related to aflatoxine for maize, sorghum and groundnuts); - ensure appropriate positioning of the cooking place in the shelter (far from the main shelter’s entrance). 	Health and Shelter
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8th April 2015: Health

Sector Discussed	Possible linkage	Concerned sectors
Health	<ul style="list-style-type: none"> • Collaboration on the topic of Hygiene promotion, including health sector providing data to WASH sector on areas of high risk or incidence of hygiene related illness. Shelter and WASH normally work on the side of prevention while Health works on the care side. • Rodent control is another suggested area of collaboration. Currently under solid waste 	Shelter and WASH

	<p>management, or camp management, depending on local agreements between agencies.</p>	
	<ul style="list-style-type: none"> • Collaboration on the issue of malnutrition and the minimum expenditure basket. It would be helpful if there was feedback on the changes to food assistance. Case management of malnutrition should be done in collaboration with the Health Sector, using the referral mechanism. In malnutrition cases, the refugees with specific health issues should be prioritized for food assistance. • It would also be useful to research into the impact hygiene kits are having on the health of refugees in the camps. 	<p>Food Security and Basic Needs</p>
	<ul style="list-style-type: none"> • Linkages were made between refugee health care and protection concerns. Need to focus on the ability of refugees to access health care services and the provision of information regarding this assistance. This can be linked to the provision of cash assistance. • It was decided that the education of people with disabilities should be an area for collaboration between Health and Education. Efforts need to be made to integrate people with disabilities into education. Cases which require an interview with UNICEF need to be reported. There needs to be more information sharing and awareness on the services available for the disabled. There needs to be better data management on people with disabilities so that the data can be used more effectively for programming. There needs to be better access to disability aids, specifically access for certain groups of people e.g. SGBV survivors. There continues to be advocacy for the waiving of medical certificate requirements. 	<p>Protection and Education</p>
	<p>Overall main areas for collaboration to look into:</p> <ul style="list-style-type: none"> • Access to education for children with disabilities. • Better information dissemination, using workers in a more effective way to make procedures more efficient. All Sectors have fewer resources so we all need to use the 	<p><u>All sectors</u></p>

	<p>existing community and network more effectively to disseminate information better.</p> <ul style="list-style-type: none"> • Costs and advocacy. 	
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3rd May 2015: Basic Needs

Sector Discussed	Possible linkage	Concerned sectors
Basic Needs	<ul style="list-style-type: none"> • PRT Sector currently engaged in discussions on sizing (level of assistance). Per capita or per HH approach vs. needs-based approach. • PRT grappling with and wanting to explore further the connections between cash and protection risks (and their mitigation). <p><i>Points for further collaboration with Basic Needs Sector:</i> Collaboration on sizing and work on protection impact through cash assistance.</p>	Protection
	<p>C&V are not prioritized by the sector, but any such intervention should be accompanied by awareness raising about school attendance</p>	Education
	<ul style="list-style-type: none"> • On-going discussions about a programme to offset the cost of access to health services, touching upon issues of conditionalities and monitoring. • On-going discussions (at Nutrition SWG level) on the use of complementary C&V for fruit and vegetables to address issue of lacking micro nutrients <p><i>Points for further collaboration with Basic Needs Sector:</i> Collaboration with health on roll-out of cash to offset access to health costs – particularly regarding monitoring.</p>	Health
	<p>C&V are used across the board in the Food Security sector and the interest in having a deep collaboration on technical issues on C&V are high</p> <p><i>Points for further collaboration with Basic Needs Sector:</i> Explore either a differentiated section in sector meetings or a joint technical support group (similar to the Zaatari model)</p>	Food Security
	<ul style="list-style-type: none"> • Continued need (though limited interest for ownership) on rental impact assessment/EMMA. • Winterization and emergency shelter coordination is requested (especially when using C&V) <p><i>Points for further collaboration with Basic Needs Sector:</i> Continued collaboration on winterization.</p>	Shelter

	<p>C&V is only a marginal issue for the sector. Two issues that are important to the sector are (a) how to get good expenditure assessment data and (b) how to do M&E.</p> <p><i>Points for further collaboration with Basic Needs Sector:</i></p> <p>Closer collaboration on data sharing (incl. PDM)</p>	WASH
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7th June 2015: Education

Sector Discussed	Possible linkage	Concerned sectors
Education	<ul style="list-style-type: none"> • A referral system could be set up that agencies working in all sectors can refer cases of children having difficulties accessing education onto the Education sector. • The Education sector could draft key messages that could then be disseminated by all sectors when distributing information. 	All sectors
	<ul style="list-style-type: none"> • Conditional Assistance – this could be rather complicated both in terms of implementation and monitoring. Issues could arise where children are enrolled in education but then proceed to work at night, rather than during the day. • Setting up links with Community Protection Committees could help to identify problems at a local level, as well as getting the community involved. • Child protection – this is to be assessed through the establishment of a task force that will address various protection needs, such as combatting violence in schools. The question was raised as to whether transport could be funded so that children feel safe travelling to and from school. 	Protection
	<ul style="list-style-type: none"> • Further thought is required on how to engage parents with schools. Issues arise when parents are scared or nervous to approach teachers and/or the teachers themselves appear hostile. A variety of actors is needed to sort this. • Food Security suggested the idea of kitchen gardens, especially for secondary school children. This will allow children to take home the produce and will provide the opportunity to give nutrition education. The pursuit of this scheme would also involve the Health sector. 	Food Security Food Security and Health
	<ul style="list-style-type: none"> • Access – the suggestion was made that it would perhaps be better to first focus on the areas where 	Health, WASH

	<p>children are more accessible in order to improve quality of education. Once improvements have been established, focus can then be shifted to the challenge of accessibility.</p> <ul style="list-style-type: none"> Regional differences should be looked at in more detail and learnt from. For example, the Ministry of Education in Lebanon offers certain payments that could be emanated. 	
	<ul style="list-style-type: none"> Children with special needs – this needs further attention and discussion. Concerns about gender – one feature hindering female enrollment in education is the worry that the school environment is not safe for girls, or that the journey to and from school is too dangerous. Another factor influencing the enrollment of girls in education is the desire of some families for their daughters to marry early. All sectors should work together to encourage families to educate their daughters and offer solutions for their safety concerns. 	Health
	<p>The WASH sector is working on giving provisions to schools. An issue that still needs to be addressed is how to approach water distribution within the schools.</p>	WASH

05 July 2015 SHELTER

Sector Discussed	Possible linkage	Concerned sectors
SHELTER	<ul style="list-style-type: none"> The number of Cash for Rent beneficiaries is significant, so the scheme was discussed as a way of responding to shocks and tackling short term issues, such as ill-health or the cutting of WFP vouchers. Discussion on what happens after – addressing maintenance of social capital and landlords' behavior. Would this come under Basic Needs as a form of emergency cash assistance? A similar project is currently underway, in a different guise. Involve the Energy WG to discuss the issue of utility bills. 	Basic Needs and Food Security
	<ul style="list-style-type: none"> Shelter and WASH minimum standards to be agreed between sectors thereafter Shelter and WASH to agree on boundaries and responsibility / referral systems for complex cases (i.e. WASH interventions at urban household level) and systematic approach from cross-linked interventions 	WASH

	<ul style="list-style-type: none"> • WASH coordinator to give a presentation on minimum standards to Shelter next working group meeting 	
	<ul style="list-style-type: none"> • Improvements to be made in relation to cooking and safety issues relating to health. Discussed consulting women on the design. • Lighting is another key issue relating to safety. • Youth participation in applying skills to opportunities surrounding shelter maintenance and construction. 	Protection/Health/Youth
	<ul style="list-style-type: none"> • Recommendations on SGV and shelter are due to be released shortly and new GBV guidelines will be circulated shortly. 	SGBV
	<ul style="list-style-type: none"> • Shelter's assumptions of key priorities were not necessarily the key priorities for refugees. The needs of adolescent girls was often brought up as often overlooked, especially in shelter. Site planning was flagged as an important consideration when girls were going to school. Many did not want to go far from their homes as harassment from males is an issue. 	Education

02 August 2015 WASH

Sector Discussed	Possible linkage	Concerned sectors
WASH	<ul style="list-style-type: none"> • Joint surveillance on water borne diseases/joint M&E and improved information sharing • Vector control (link to joint surveillance) • Updating of response plans to incorporate WASH 	Health
	<ul style="list-style-type: none"> • Shelter and WASH minimum standards to be agreed between sectors thereafter • Shelter and WASH to agree on boundaries and responsibility / referral systems for complex cases (i.e. WASH interventions at urban household level) and systematic approach from cross-linked interventions • WASH coordinator to give a presentation on minimum standards to Shelter next working group meeting 	Shelter
	<ul style="list-style-type: none"> • Food Security included some wash questions in latest survey, however there are limited livelihood projects occurring at that level. Comprehensive Food Security Monitoring Exercise (CFSME) – reported huge increase in people not being able to find dignified WASH facilities. • Ensuring access to water for irrigation • Water reuse at the camps and HC 	Food Security

	<ul style="list-style-type: none"> • Education: WASH and Education jointly to use the existing joint taskforce • Education: RHAS creating WASH minimum standard and guidelines for schools, to be disseminated once complete. • Education would like information on rehabilitation of WASH facilities within schools / improved information sharing, opportunity for IM to assist in cross sectoral support for cross analysis and identifying areas for collaboration. • UNICEF Education are intending on hosting a celebration of a global handwashing day – opportunities for cross sector involvement. • Several opportunities available for joint hygiene promotion (Education, WASH and Health) 	Education
	<ul style="list-style-type: none"> • Examine potential for efficiency on joint vouchers • If necessary in future can WASH tap in to the WFP e-card system for WASH/ hygiene cash/ vouchers. 	Basic Needs
	<ul style="list-style-type: none"> • Follow up on safety audits recommendations on WASH through community consultations on facilities (Protection) • Accessibility for PWDs (Health, protection, Basic needs) • Need WASH facilities improvement for Youth, and in child friendly spaces (CFS). • Youth: Suggested to access youth through informal education to assist in information sharing and disseminating to the broader community, youth training angle would be a way to build on sectoral integration, i.e. plumbing training, (WASH already approaching women, but could target youth too). 	Protection
	<ul style="list-style-type: none"> • Coordination of site planning and sustainability of services (Health, Protection, basic needs) • Accessibility for PWDs (Health, protection, Basic needs) • Explore possibility of joint proposals like ERF, joint UN programs (Health, Protection and Basic needs) • Community mobilization and outreach. This includes coordination of hygiene promotion/ community messaging on issues like water collection, food handling (WASH, Protection, Health and Basic Needs) • Need for sectoral level taskforce education / WASH developing standards, health, hygiene and nutrition, joint promotion guidelines and joint messaging strategy: i.e. healthy diets for all, healthy eating packages. (Health, Education and Food Security) 	Multi-Sector Cross Collaboration with WASH