

JORDAN REFUGEE RESPONSE

Sector Performance Survey

October 2015



Introduction

In September 2015, the Jordan Refugee Response sectors conducted an anonymous on-line survey of sector members. The purpose of this survey is to get feedback on the current performance of sector coordination. This follows a similar sector survey conducted in August 2013 and in June 2014. The results of the 2013 and 2014 Surveys are available on the refugee response portal, at <http://data.unhcr.org/syrianrefugees/download.php?id=3914>; and <http://data.unhcr.org/syrianrefugees/download.php?id=6158>, respectively.

More specifically, the objectives of the September 2015 survey were:

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

The survey was structured into **8** question groups, with **45** quantitative questions. The majority, or **36** of questions were mandatory and quantitative; with **9** being optional 'comments' boxes for qualitative information.

The question groups covered:

- 1. Sector, Organization and Geographical focus of the respondent**
- 2. Management of sector meetings (quality of chairing, selection of content)**
- 3. Respondents' participation in sector meetings**
- 4. Sector leadership and representation**
- 5. Overall Sector performance**
- 6. Information Management**
- 7. Inter-Sector Coordination**

Presentation and Application of the Results

Improving Inter-Sector and Sector Performance

- All answers are linked to particular sectors at the national, urban or camp levels. Responses and the narrative comments on each sector have been shared with the concerned chairs to inform their own efforts to improve their performance as coordinators.

Strengthening Coordination Capacity

- Results from previous surveys have fed into the Coordination Capacity trainings for 2015, organized by UNHCR for sector, urban and camp coordinators. This training will be repeated in 2016, with the content informed by the results of this survey, and in consultation with the coordinators themselves on their learning needs.

Building on Inter-Sector, Information Management

- Data and recommendations on how to improve Inter-Sector Coordination, Syrianrefugeeresponse.org and the refugee response portal are feeding directly into work-plans for the ISWG and the UNHCR Coordination unit. Findings in regards Information Management will be taken into account with the developers of the various information sharing platforms.



Background to the Refugee Sector System

The main strategic framework in Jordan is the Jordan Response Plan (JRP) 2015, coordinated by eleven Task Forces, each led by a Government line ministry. The Task Forces oversee both programming to assist refugees, and resilience-based programming to the benefit of Jordanians communities and institutions. The JRP is facilitated by the Ministry of the Planning and International Cooperation.

In 2015, the work of the Task Forces has been complemented by seven refugee/humanitarian sectors who coordinate the day-to-day operational delivery of the refugee response. This survey focuses only on these sectors, together with camp and urban fora.

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

Multi-sector urban coordination groups are now well established in Irbid, Mafraq, and for the South. Camp coordination includes a main inter-sector meeting, overseeing sector specific fora in both Azraq and Zaatari.

The Inter-Agency Task Force

The work of the refugee sectors is overseen by the Inter-Agency Task Force (IATF), chaired by the UNHCR Representative and composed of humanitarian UN agencies and NGOs who are contributing to the response. The IATF acts as a 'Steering Committee' for the refugee response architecture – the system of Sector Working Groups (SWGs), through the Inter-Sector Working Group (ISWG) – and related strategic, advocacy and funding processes. The IATF ensures effective consultation and communication with the Humanitarian Country Team (HCT) and the UN Country Team (UNCT), and meets on a monthly basis with MoPIC and the Syrian Refugee Affairs Directorate (SRAD) of the Ministry of Interior. The IATF reports, through the UNHCR Representative, to the Regional Refugee Coordinator and the 3RP Technical Committee. NGO representatives are elected on to the IATF through the International NGO Forum (INGO Forum).

The Inter-Sector Working Group

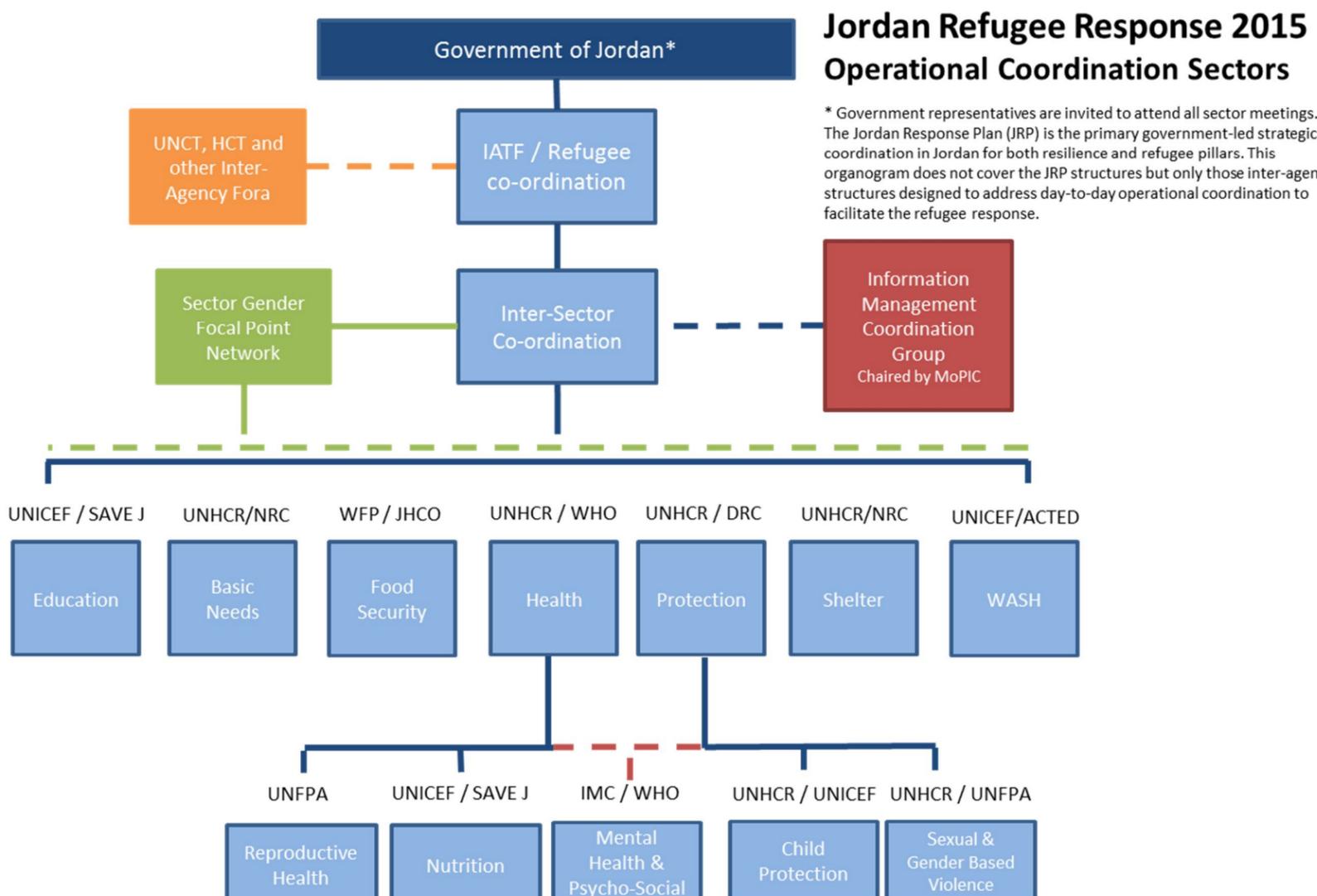
Since August 2013, an Inter-Sector Working Group (ISWG) has been formed - a meeting of the sector chairs - to encourage synergies between the refugee sectors, avoid duplication, and work on common processes. The ISWG is the main bridge between the Sector Working Groups. It meets monthly, with membership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



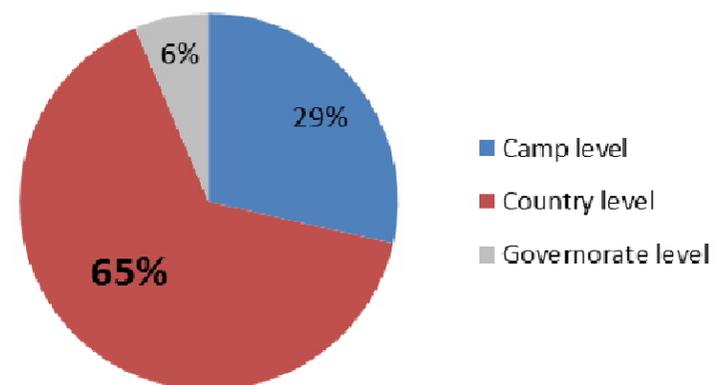


Summary of Key Survey Results

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

A total of **123** respondents answered the 2015 survey online. On these 69% worked for an international NGO, 18% for an UN agency, 10% for a national NGO. This is comparable to the 2014 survey, when 57% of respondents worked for an international NGO, 26% for a UN agency, and 11% for a national NGO. The breakdown of responses by sector was as follows:

| Sector/Working Group | Number of respondents | % |
|---|-----------------------|-------------|
| Education | 26 | 21% |
| Basic Needs | 12 | 10% |
| Health (Main Working Group) | 10 | 8% |
| Protection (Main Working Group) | 10 | 8% |
| Water and Sanitation | 8 | 6% |
| Youth Task Force | 8 | 6% |
| Child Protection Sub-Working Group | 7 | 6% |
| Gender Based Violence Sub-Working Group | 7 | 6% |
| Camp coordination (Zaatari) | 6 | 5% |
| Food Security | 5 | 4% |
| Inter-Sector Working Group | 4 | 3% |
| Mental Health and Psycho-social Sub-Working Group | 4 | 3% |
| Camp coordination (Azraq) | 3 | 2% |
| Other | 3 | 2% |
| Shelter | 3 | 2% |
| Age and Disability Task Force | 2 | 2% |
| Field Protection WG in Zaatari | 2 | 2% |
| Field CP/SGBV SWG in Zaatari | 1 | 1% |
| Field Protection WG in Azraq | 1 | 1% |
| Mafraq coordination (Out-of-Camp) | 1 | 1% |
| Nutrition Sub-Working Group | 1 | 1% |
| Reproductive Health Sub-Working Group | 1 | 1% |
| TOTAL | 123 | 100% |

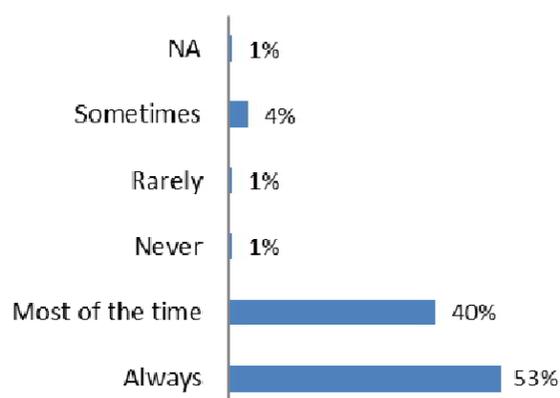


The vast majority of 2015 respondents were based attending Country-level sector meetings (65%) whereas 29% camp level meetings.

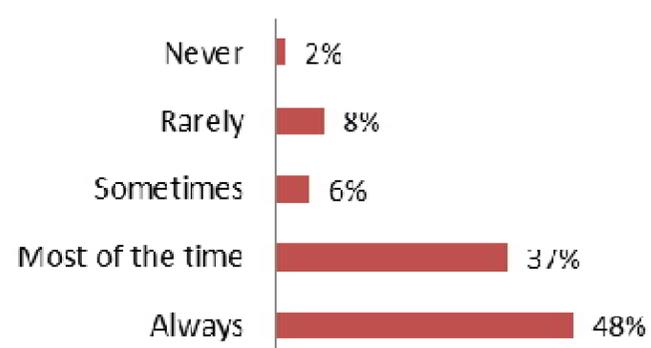
At a proportion similar to 2014, 12 respondents were participating in the new governorate level meetings in Irbid, Mafraq or South.

Question Group Two : Sector Meeting Organization

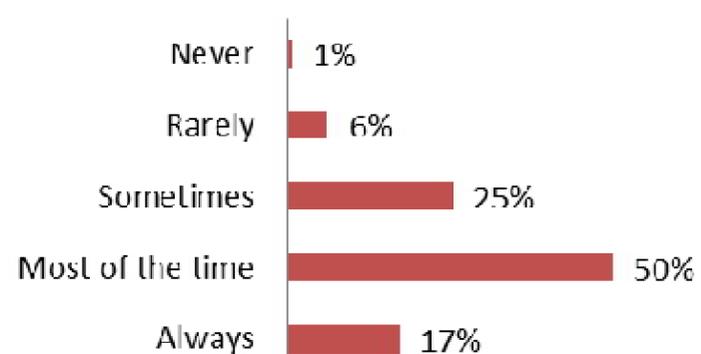
Q. To what extent are your sector meetings organized regularly and on predictable dates



Q. How often do you receive accurate minutes?

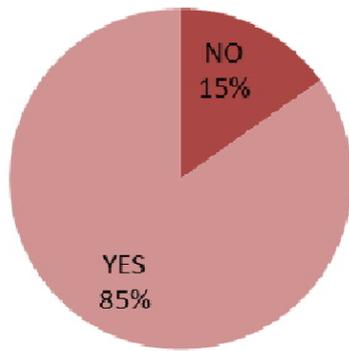


Q. To what extent is there follow-up by sector members on action points between each meeting?

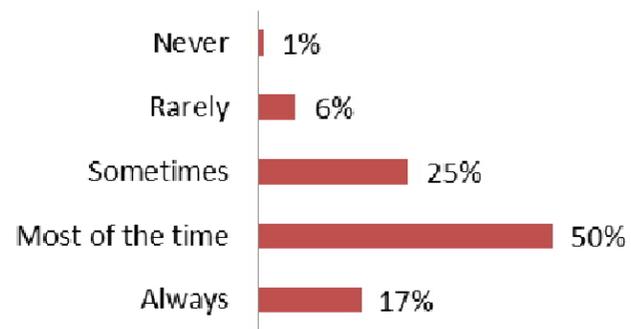




Q. Are you given an opportunity to contribute to setting of agenda items?

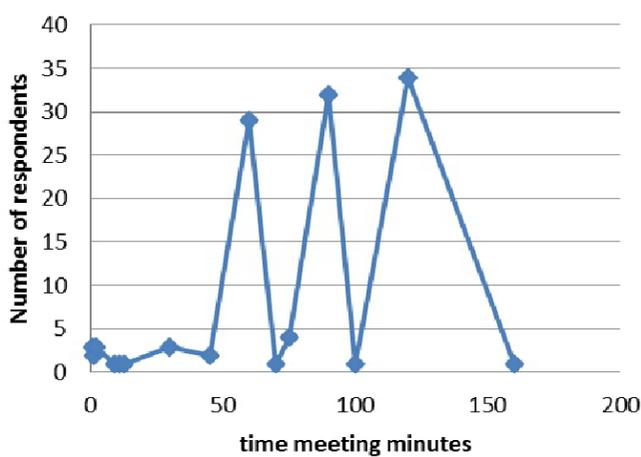


Q. To what extent is there follow-up by sector members on action points between each meeting?



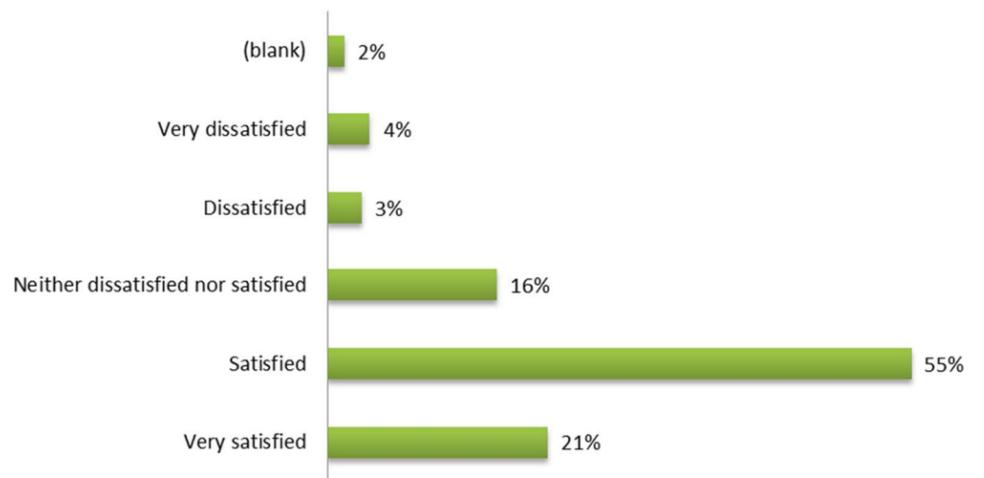
Question Group Three : Sector Meeting Management and Content

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

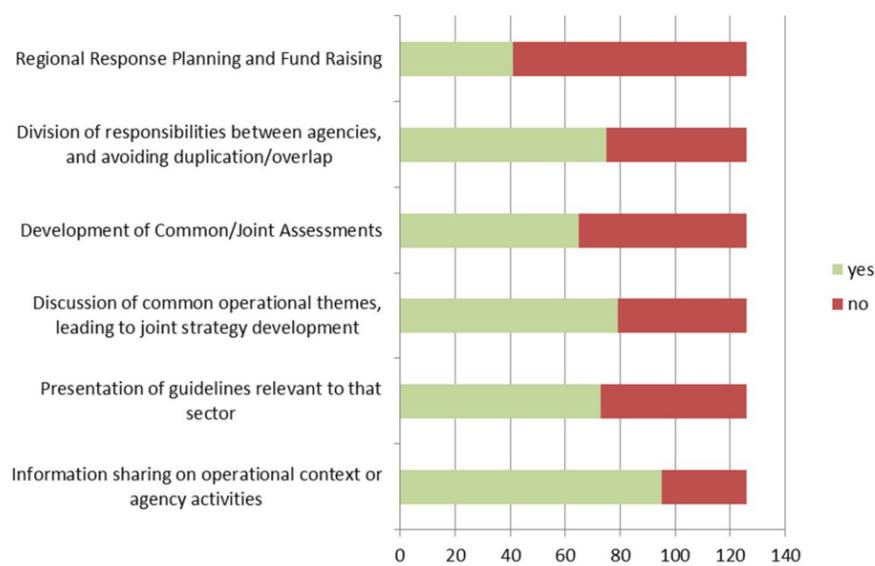


The preferred time for sector meeting length is 75mn (mean)

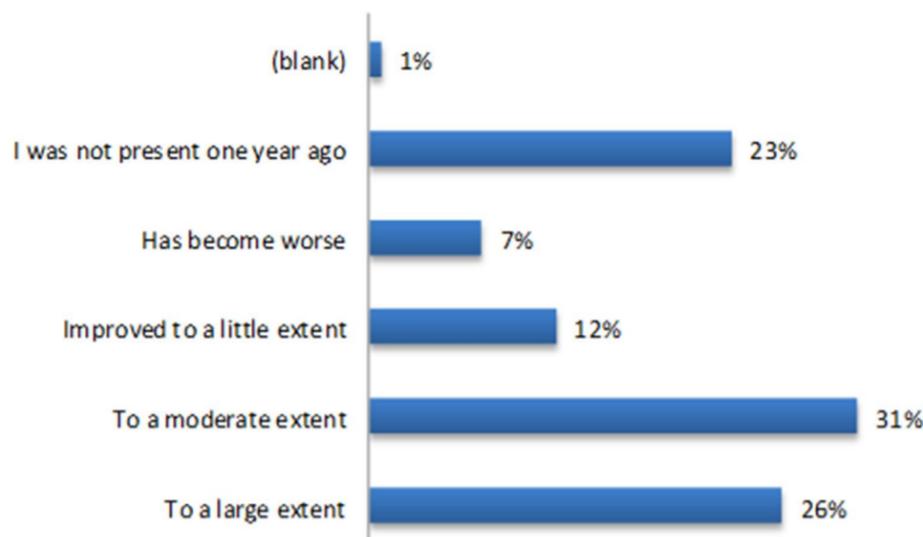
Q. How satisfied are you with overall management of the sector meetings (length, structure of meetings)?



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



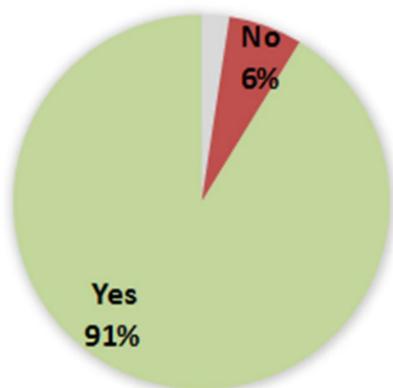
Q. Do you feel that meeting management and content has improved in your sector in the last year (since June 2014 survey)?



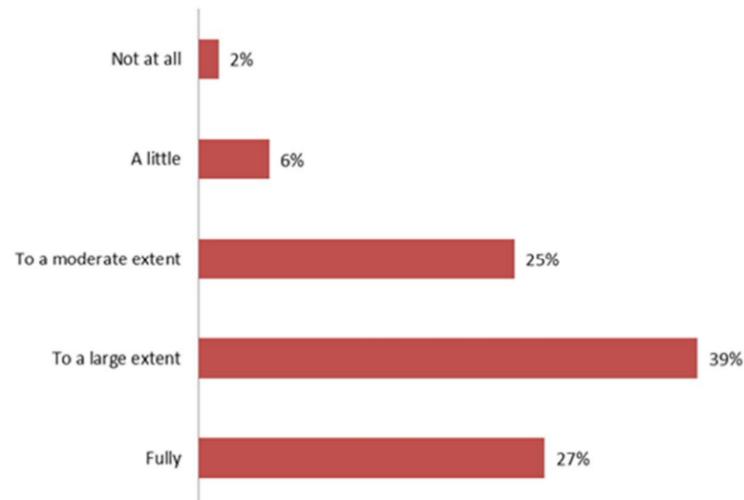


Question Group Four : Your Participation in Sector Meetings

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

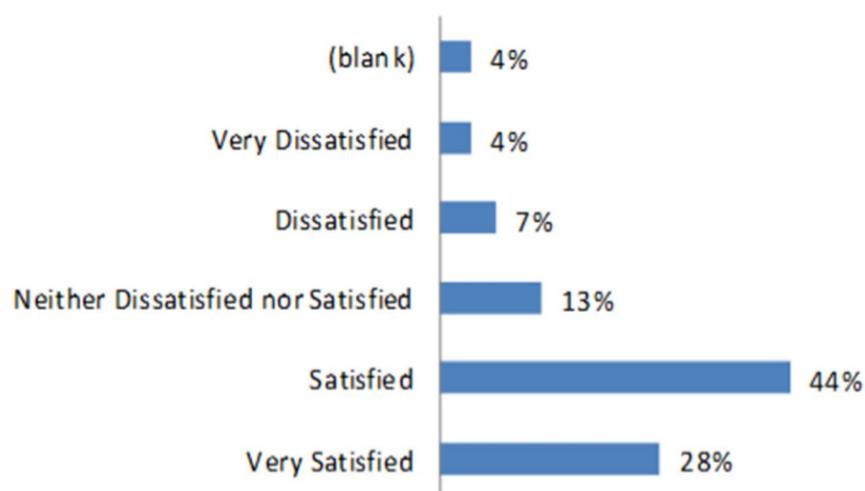


Q. To what extent does that person/focal point have sufficient authority to represent your organization, in case decisions are required?

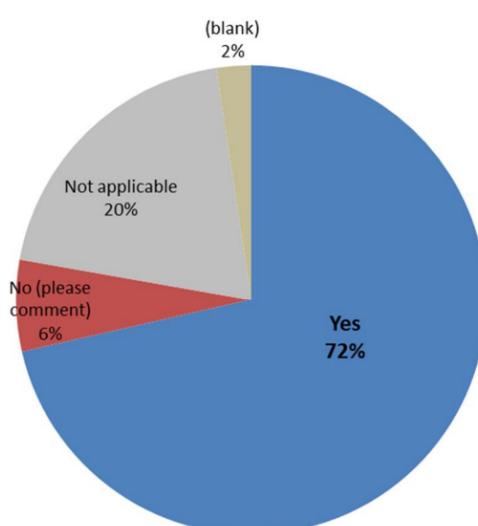


Question Group Five : Sector Leadership, Representation

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



Q. Is the work of the co-coordinators integrated, complementary and supportive to the functions of the 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.

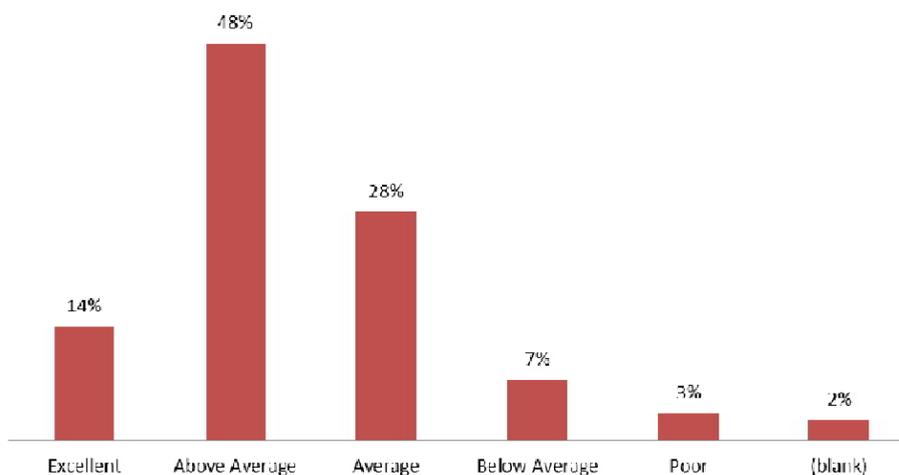
24 comments were received over 14 sectors or working groups. Key themes included:

- Ensure that the Coordinators are connected to field delivery realities, and that focus on more practical operational issues. Consider more frequent rotation of co-chairs;
- Recommendation to become strict with the sector participation so that persons with some level of decision making authority and also those who are well versed with the subject matter/sector should be the regular attendees of these sector working group meetings.
- Some sector chairs need to be more like 'facilitators', rather than 'decision-makers'. In other cases, the sector chairs were applauded for effectively 'serving' the group.
- More national ownership, pro-actively engaging national actors. Where Ministries are present in the sectors, they could take a stronger role.



Question Group Six: Overall Sector Performance

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



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

41 comments received from 14 different sectors/groups. Key themes:

- For some sectors, solid use of data and data management systems to inform coordination, and application of standards.
- Better information exchange between partners.
- Improved and useful mapping of activities / needs.
- Development and application of Sector strategies, SOPs and other coordination tools.
- Specific assistance delivery mechanism, including shifts from in-kind to vouchers and cash, across several sectors.

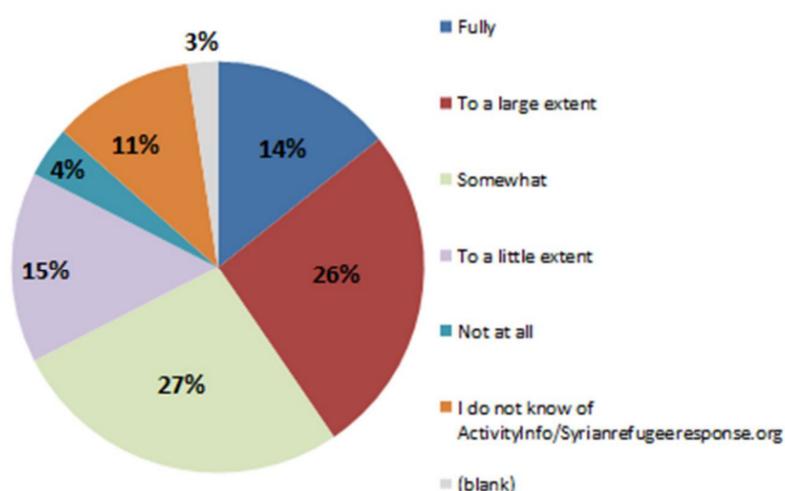
Q. What has been the main failure / negative area for your Sector, and how could this be resolved?

34 comments received from fourteen different sectors/groups. Key themes:

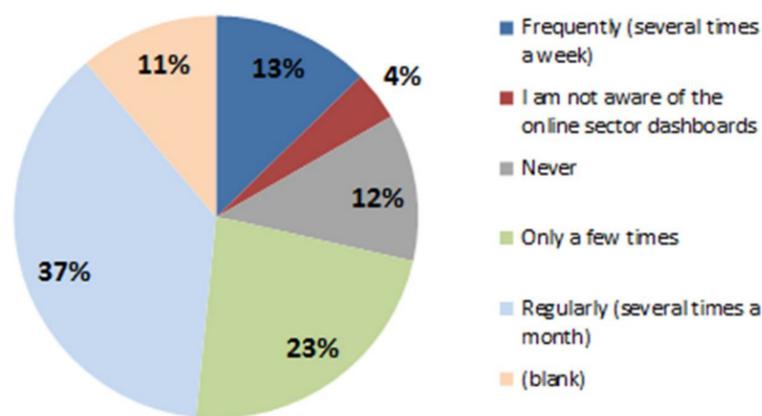
- In some cases, coordinators could be more proactive in fostering discussion.
- Engagement by sectors on Government project approvals considered weak.
- Focus in some groups on quantity, rather than quality.
- Some topics are disconnected from field realities.

Question Group Seven : Information Management

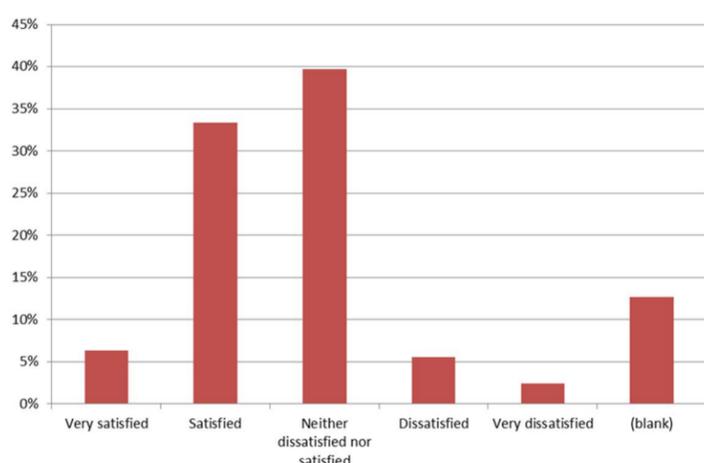
Q. How useful has syrianrefugeeresponse.org/Activityinfo been as a planning and reporting tool?



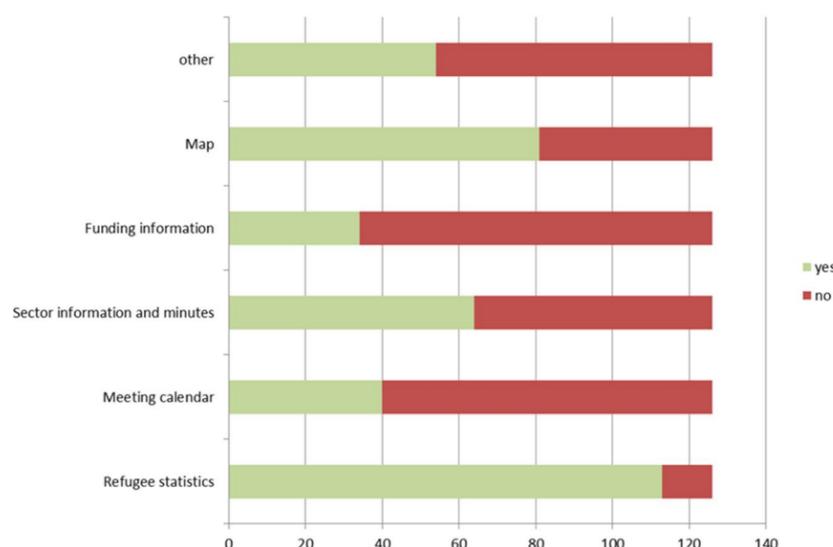
Q. How often do you consult the refugee response portal Data.unhcr.org?



Q. How satisfied are you with the support provided on troubleshooting/data entry in Syrianrefugeeresponse.org/ActivityInfo?



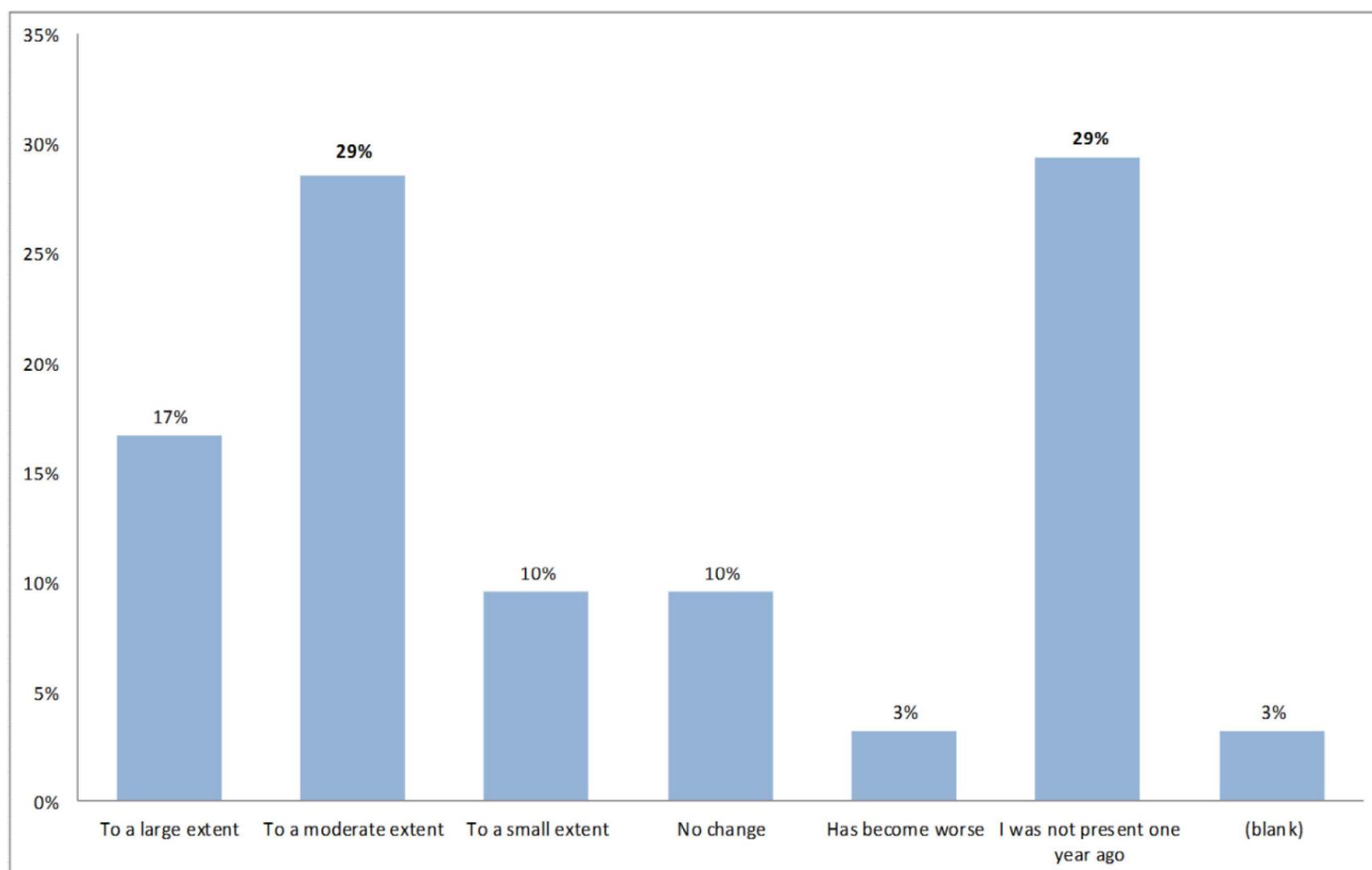
Q. What information do you consult on the portal?





Question Group Eight: Inter-Sector Coordination

Q: Do you feel that Inter-Sector Coordination has improved since the last survey in June 2014?



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

15 comments were received from 11 different sectors/groups. Key themes included:

- The recent initiatives to encourage greater inter-sector linkages was considered positive. More could be done to standardize approaches and indicators across sectors.
- There could be stronger leadership in operational coordination during crises, with winter distributions during the storms as an example.
- Further linkages between the sectors and the Government should be pursued.
- More could be done to ensure discussions at the inter-sector level are filtered down to the sector level.
- Several comments called for more discussions in Arabic across the sectors, as well as more participation and leadership by national NGOs.
- The Inter-Sector Working Group could create more ties with global groups, including the global clusters.
- Bring refugees themselves into the coordination fora.

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

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

- More advocacy and linkages with the Government, including Line Ministries,
- Strengthen mechanisms for sharing positive experiences and good practices between operations, sectors and partners.
- Ensure equal level of leadership/coordination between UN agencies and NGOs.

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Jordan Refugee Response portal page at <http://data.unhcr.org/syrianrefugees/country.php?id=107>;

ISWG page http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=60