



Inter-Sector Working Group (ISWG) WORK PLAN: JANUARY TO JUNE 2015

Background

Building on lessons learnt from 2012-2014 and the successes of the RRP system, the following work-plan is intended to set out key areas of focus for the inter-agency refugee coordination structures in first half 2015. The focus is at the inter-sector level including common processes between sectors and location based fora, as well as capacity building activities. It will be updated throughout the period.

The ISWG reports to the heads of agencies involved in the refugee response in Jordan at the Inter-Agency Task Force (IATF), chaired by the UNHCR Representative. The ISWG is composed of sector chairs from UN agencies and NGOs, the INGO forum and the Snr Gender Capacity Advisor, chaired by the UNHCR Inter-Sector Coordinator.¹ The ISWG links to other UN processes in Jordan, such as the UNAF, through the IATF.

The work-plan reflects the complementary and supportive relationship between the refugee coordination and the Jordan Response Plan, in deference to the leadership of the Ministry of Planning and International Cooperation (MOPIC), the Syrian Refugee Affairs Directorate (SRAD), Line Ministries and local authorities.

2014 Lessons Learnt / Recommendations

The following recommendations for the orientation of the refugee sector system have been drawn from ISWG retreat in mid-January, discussions at the IATF, the coordination capacity trainings and sector performance surveys conducted in 2013 and 2014:

- Consolidate the number of coordination processes/meetings, prioritized.
- Shift the focus of the ISWG from inter-sector processes to providing a space for discussion on how sectors can link up and work together, beyond information sharing.
- For inter-sector processes, focus on key analytical areas: in particular the Gender Analysis and the Vulnerability Assessment Framework. Develop other common references, including minimum expenditure baskets (MEBs) at an inter-sector level.
- Confirm and promote adherence to agreed standards in assessment and delivery, including winterization packages, compliance with information management systems, and the needs assessment registry.
- Maintain transparent data collection and information management systems (Activityinfo). Shift to more exploratory and sustainable inter-active infographics with a fixed format.
- Develop impact assessment / evaluation of the refugee response.
- Strengthen Sector Gender Focal Point Network (SGFPN) at field level, and implement/track gender equality measures.
- Continue capacity-building trainings of sector, urban and camp coordinators to ensure quality.
- Ensure effective NGO co-chairing arrangements, in line with standards agreed with INGO forum.

¹ For more information, please contact Alex Tyler, Inter-Sector Coordinator, Tyler@unhcr.org; or visit <http://data.unhcr.org/jordan>. For the terms of reference of the Inter-Sector Working Group, please visit http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=60



- Continue pro-active attempts to link refugee coordination to the JRP structures, and to resilience and development actors. Prepare quarterly updates on the refugee response by sector, for review by the relevant line ministry /JRP Task Force.

Common Processes in 2015

- Promotion of Inter-sector linkages
- Consolidate Coordination processes and structures; Strengthen Capacity of Coordinators
- Complete NGO co-chairing arrangements of sectors/urban coordination
- Mainstreaming Gender
- Inter-agency strategy development / Contingency Planning
- Vulnerability Assessment Framework
- Impact Assessment
- Coordinated Needs Assessment System
- Referral Networks
- 4Ws; Monitoring and Reporting; Activity info
- Financial Tracking on inter-agency appeals
- Advocacy
- Donor engagement at the sector/inter-sector level
- Ad hoc Task Forces: Informal Tented Settlements ; Winterization
- Prevention of Sexual Exploitation and Abuse (PSEA)

Areas considered crucial, but require further discussion before inclusion in work-plan:

- Community engagement; at the sector, programme and project levels, as well as in specific location coordination fora.
- Clearer direction for engagement with JRP in general; including how the Needs Assessment for refugees will be developed for 2016.

Promotion of Inter-sector linkages	Time Frame
<ul style="list-style-type: none">• Sectors to develop work-plans for 2015. Maintain a light overview all sectors' milestones at the ISWG level, with the aim to ensure consistency and promote linkages between sectors.• Modify ISWG meeting format to included regular peer reviews by sector chairs, with the aim to foster inter-sector collaboration (bi or multilateral).	By early March Every ISWG Meeting
Responsible: ISWG, Sectors	



Consolidate Coordination processes and structures; Strengthen Capacity of coordinators.	Time Frame
<p>Continue 2014 process of merging and consolidating refugee structures, where there is an efficiency and effectiveness gains.</p> <ul style="list-style-type: none"> • Finalize merger between Cash and NFIs sectors, into one Basic Needs Sector. • Finalize south and central urban coordination structures • Conduct performance survey for Mafrqa and Irbid urban coordination; referral meetings. • Review frequency and number of meetings in camps. • Sectors to review ToRs and current state/usefulness of strategic advisory groups and sub-task forces. • Develop tailored coordination trainings for sector, urban and camp coordinators – including repeat of UNHCR Advanced Coordination course. • In June 2015, conduct third sector performance survey. 	<p>By March</p> <p>By June</p>
Responsible: ISWG, Sectors, Camp Coordination, Urban Coordination	

NGO Co-Chairing Arrangements	Time Frame
<p>Based on 2014 approach agreed with INGO Forum, pursue NGO co-chairs for sectors at national level and camps, urban coordination and sub-working groups.</p> <ul style="list-style-type: none"> • Individual discussions between ISGW, INGO Forum and sector chairs on way forward • Election of co-chairs, where nominations. • ToRs, divisions of responsibility, or clear, agreed arrangements for co-chairs. 	<p>By April</p>
Responsible: Sector Chairs, with ISWG/INGO follow-up	

Mainstreaming Gender	Time Frame
<p>The Sectors have committed to a range of initiatives that address the needs, preferences and agency of women, girls, boys and men. The IATF will be briefed on the progress of these initiatives and the results of the gender-disaggregated performance indicators (PIs). Processes include:</p> <ul style="list-style-type: none"> • Discussions about how activities will be implemented and PIs measured • Quarterly reports to IATF on progress on PIs • Role out of pilot gender monitoring exercise with selected partners. • Continue building capacity of the Sector Gender Focal Point Network (FPs), including filling existing vacancies and training for new FPs. Expand to include camp/field based focal points. • Ensuring the incorporation of gender into assessments and analysis (through coordination of needs assessments and training) • Building capacity of sectors to monitor gender equality measures through training and field visits (Gender Advisor). 	<p>Ongoing as part of regular ISWG meetings and processes</p>
Responsible: Sector chairs, SGFPN, with support from Snr Gender Capacity Advisor	



Inter-Agency Strategy Development /Contingency Planning	Time Frame
<ul style="list-style-type: none"> Update August 2014 Contingency Planning document, for refugee influx – covering borders, Raba Sarhan, camps and urban, in a light manner, reflecting the likelihood of new major influxes. Support development of location specific or thematic strategies, such as the inter-agency Zaatari plan. 	By April
Responsible: ISWG and Sectors, in support of camp and urban coordination, reporting to IATF	

Vulnerability Assessment Framework (VAF)	Time Frame
<p>Building on the considerable work achieved during 2014 in establish a Steering Committee for the VAF and developing a VAF data collection tool, a VAF Welfare Model, a VAF Appeals Module in RAIS, a draft VAF Sector Levels Scoring and various VAF communication tools; in 2015 the VAF team will:</p> <ul style="list-style-type: none"> Finalize welfare model formula estimated from VAF data Finalize sector-specific vulnerability rules/trees Work with DAG to develop computer algorithms Finalize data visualization webpage Customize sector/partner products Establish data sharing protocols Create a methodology to inform our decisions for assistance provision - define thresholds Define VAF relationship to GENDER analysis Roll out appeals module to partner INGOs? (Jan/Feb) Finalise with validation process, including VAF formulas shared with peer review committees VAF data collection methodology to INGO partners Full VAF roll-out Analysis of VAF data to inform advocacy with donors/IM products/provision of assistance Support targeting and vulnerability assessment discussions in CAMP settings (Ongoing) Regional workshop for greater harmonization Establish VAF database/interface Analysis of VAF data and trends Review of VAF progress 	<p>By end Feb</p> <p>By end Jan</p> <p>By end Feb</p> <p>By end Feb</p> <p>(On going)</p> <p>By end Feb</p> <p>By end Feb</p> <p>By end Feb</p> <p>By end Feb</p> <p>By end Feb</p> <p>By end Feb</p> <p>By end Feb</p> <p>By end March</p> <p>By end March</p> <p>By end Feb</p> <p>By end March</p> <p>(Ongoing)</p> <p>By end March</p> <p>By end May</p> <p>By end September</p>
Responsible: VAF team & Steering Committee ²	

² For more information see:

http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=69 or contact Kate Washington washink@unhcr.org or Alex Tyler tyler@unhcr.org



Definition of Minimum Expenditure Basket (MEB)	Time Frame
Expanded beyond the work of the Cash sector, an inter-agency definition to be developed. The MEB will be much sought after this year, as it basically answers the question of “what does a family need to survive in the urban”.	By March, and regularly updated
Responsible: ISWG, Sectors	

Impact Assessment	Time Frame
<ul style="list-style-type: none"> Organize Impact Assessment retreat (1 day), with expert facilitation, to discuss methodology, and begin process of design of impact assessment Aim for impact assessment of 2012 to 2014 by second half of 2015 	By April
Responsible: ISWG, Sectors	

Coordinated Needs Assessments	Time Frame
<p>A process to ensure better coordination of needs assessments, from accessible inventories of existing assessments; a registry for new assessments; a ‘review’ process at the sector or inter-sectoral level, with donor support. Development of common methodologies. Key elements include:</p> <ul style="list-style-type: none"> Review usage and compliance with Needs Assessment Registry Set up Assessment Registry. Renew advocacy with donors, camps and urban coordination for compliance. Building on the 4 Coordinated Needs Assessment trainings in 2014, consider location based groups (e.g camps) to plan and coordinate assessments, linked to a specific operational framework (e.g. Zaatari plan) Renew offer to MoPIC for linking of needs assessment registry to Jrpsc.org / ownership by MoPIC 	From February
Responsible: ISWG; Sector Chairs; Donors	

Referral Networks	Time Frame
<ul style="list-style-type: none"> Updating of CP/SGBV SOPs and referral pathways Maintain partner data in http://data.unhcr.org/jordan/services-advisor/ through the urban coordination mechanisms Expand referrals discussions with case workers to specific fora for south and central, within expanded urban coordination. 	<p>By January Ongoing</p> <p>By March</p>
Responsible: UN agencies and NGOS operating in urban areas; facilitated by UNHCR urban	



4W and Activity Info Development	Time Frame
<ul style="list-style-type: none"> Roll-out of 2015 inter-agency monitoring database, with the aim to facilitate operational coordination. Generation of inter-active dashboards by sectors, including outputs and gaps. Generation of governorate and camp location analysis, to support location-based coordination. Thematic analysis at the sector level, and for Youth Task Force, using activityinfo data and other sources. Regular analysis of data errors; non-reporting; non-use of specific indicators. Partner reporting online by 8th of each month. 	<p>By January</p> <p>By February</p> <p>Every month</p> <p>Ongoing</p>
Responsible: Inter-Agency Information Management ; based on agreement with Sector Chairs	

Financial Tracking on inter-agency appeals	Time Frame
Information will be collected from partners on funds received against the 3RP appeal every quarter. Data will be collected by partner/sector. ISWG will examine whether this is possible at the objective/output level.	Every quarter
Responsible: ISWG	

Organize regular donor engagement at sector level	Time Frame
<p>Continuing from 2014, donors are encouraged to have greater involvement at the strategic and technical level of the refugee response. Donors already attend some sector meetings, are invited to the IATF and HCT meetings, and are part of several common processes (e.g. VAF Steering Committee).</p> <p>In addition, based on agreement with the informal donors group, updates will be provided by Sector Chairs and other fora on specific themes. Recent examples include on the VAF, the CP/GBV SOPs, Protection.</p> <p>Engagement with Gulf States Partners on a periodic basis, building on 2014 Guf partner conference</p>	Every 2 nd month
Responsible: ISWG; Sector Chairs, in collaboration with the informal donors group	

Advocacy	Time Frame
<ul style="list-style-type: none"> Advocacy Working Group to be reactivated, linked to the IATF. Develop common messages and inter-agency advocacy products through advocacy body. Consider integrating into a specific ISWG meeting every 3 months, and rather these are implemented by the Advocacy Working Group. 	From February
Responsible: Advocacy Working Group, reporting to IATF	



Ad hoc Task Forces: Informal Tented Settlements ; Winterization	Time Frame
<ul style="list-style-type: none">• Maintain ITS task force, at a frequency relative to the risk of evictions; continue to ensure access to protection and other services.• Promote key messages to ITS residents on evictions• Maintain monitoring and trends analysis in ITS (UNICEF/REACH)• Advocacy with Governors' offices on standards during evictions• Training of security forces potentially involved in ITS evictions	Ongoing
<ul style="list-style-type: none">• Define Winterization packages by summer, to allow for planning and project approval in line with standardized packages.	By June
Responsible: ITS Task Force, Winterization Task Force	

Prevention of Sexual Exploitation and Abuse	Time Frame
<ul style="list-style-type: none">• Ensure that members of sectors incorporate measures for PSEA in their programmes• Support the development of a multisectoral PSEA focal points network	From February
Responsible: PSEA Focal Points Network and Sector Leads	