

GREECE COORDINATION STRUCTURE

INTER-AGENCY COORDINATION UNIT, GREECE

March 2016

CORE ELEMENTS OF THE GREECE COORDINATION STRUCTURE

High Level Inter-Agency Steering Committee

Country-level, Principals' level coordination forum. The High-Level Inter-Agency Steering Committee provides a platform for strategy and policy setting throughout all the phases of the response. The UNHCR Representative, acting as a Refugee Coordinator co-chairs the High Level Inter-Agency Steering Committee with the Ministry of Migration Policy. Members are Heads of Agencies, Chiefs of Mission and Country Directors of partners active in the refugee response.

Inter-Agency Consultation Forum

National forum for information sharing and open discussions on issues of national relevance. The Inter-Agency Consultation Forum promotes a venue for dialogue and information-sharing between the different actors engaged in the response, contributing to a consultative process where humanitarian actors have access to and stay abreast of new developments affecting the operation in the country. The Forum is chaired by the UNHCR Senior Inter-Agency Coordination Officer. Membership is open to all key stakeholders engaged in the response.

Inter-Sector Working Group

Separate from the High Level Inter-Agency Steering Committee and composed of the technical sectors, the Inter-Sector Working Group (ISWG) ensures coherent and consistent approaches between the response sectors by:

- Providing technical oversight and guidance to sector working groups;
- Guiding and facilitating information management to support decision-making;
- Promoting consistency in standards, processes and capacities between sectors;
- Ensuring cross-cutting issues are properly reflected in sector activities;
- Ensuring emergency preparedness, including contingency planning; and,
- Identifying and evaluating issues to the High-Level Steering Committee for action and guidance.
- Ensuring that timely participatory joint inter-agency needs assessments are carried out with the specific aim of working with communities to identify and prioritize key protection issues, gaps in assistance as well as community capacities to address them;
- Promoting the systematic application of rights and community-based protection approaches in all sector response activities;
- Ensuring accountability to populations of concern are an integral part of all interventions;
- Ensuring that an age, gender and diversity (AGD) approach is applied throughout the program cycle.

The Ministry of Migration Policy together with the UNHCR Senior Inter-Agency Coordination Officer, leads the ISWG. ISWG's members are sector coordinators including CwC, Cash Sub-WG and IM working group coordinators as well as the co-coordinator or elected NGO representatives.

Sector Working Groups

Under the Inter-Sector Working Group, the Sector Working Groups:

- Establish and maintain sector specific coordination mechanisms;
- Develop and manage sector response plans;
- Promote standards, guidelines and good practices;
- Ensure sector preparedness including contingency planning;
- Advocate on behalf of Persons of Concerns (PoCs) and sector participants; and,
- Ensure that accountability to affected population (AAP) is integral part in all responses and throughout the program cycle.

In line with the Regional Refugee and Migrant Response Plan (RRMRP), the Coordination Structure will have national sector working groups, i.e. Protection (child protection, SGBV), WASH, Shelter and NFIs (also covering issues related to Logistics and Transport and Cash), Health and Nutrition, and Food. A Site Management Support (SMS) Sector WG leads and coordinates nation-wide site management responses in support of the government. National Sector Coordinators and Co-ordinators lead the sector working groups. Membership is limited to the Government counter parts and Senior Level Technical Staff.

Technical Working Groups

Specialised technical bodies that provide technical direction and guidance in a specific area of expertise. The technical working groups can fill some but not all sectors functions. Their main focus is on modalities for assistance and service delivery. In the Greece context the technical working groups are:

- *Communication with Communities Working Group (CwC-WG):* Part of Protection and in support of the ISWG the CwC WG provides a common framework to promote accountability, participation and two-way communication between POCs and response efforts.
- *Cash Sub-Working Group:* Part of the Shelter and NFIs Sector the Cash Sub-Working Group provides technical direction and guidance to the use of cash as a transfer modality for assistance.

The Refugee Information Management Working Group (RIMWG): Serving in support of the ISWG, the IMWG supports evidence-based decision making and predictable responses, by:

- Setting standards and developing information products including reports, statistics, maps and assessments;
- Coordinating the development and management of information systems;
- Providing a forum to discuss and harmonize data quality and data collection methodologies;
- Analysing inter-sector data with the participation of relevant sector actors;
- Promoting the harmonization of CoDs/FoDs and other essential data sets; and,
- Sharing technical expertise on information management related issues.

NATIONAL LEVEL

- **Area of Coverage:** country-wide
- **Overarching Function:** Provision of strategic direction and guidance

The primary responsibility to provide protection and assistance to refugees and migrants rests with the Government of Greece. Coordination needs are determined by the Government's capacities and approaches. Respective Government counter-parts coordinate at national level in cooperation with and supported by UNHCR, keeping in mind that structures vary between the national, the municipal and the prefectural level. (I)NGOs are encouraged to co-coordinate WGs at the national level, provided expertise and capacity is available at the point of delivery.

The national structure strengthens and promotes a decentralized approach by creating a reasonable level of alignment between and across the islands and the mainland which is key to promote consistency, efficiency, accountability and common standards.

To ensure coordination structures are clear, coherent and effective over-time, there is a clear distinction in function, scope and geographical coverage between the national and the field level coordination structures.

The UNHCR Representative acts as the (National) Refugee Coordinator. In close collaboration with, and in support of the Government of Greece the Refugee Coordinator provides strategic leadership and coordination and ensures direct, high level advocacy for the international protection of refugees. In the context of refugee coordination, the Refugee Coordinator is the principal interlocutor with the Government and other key stakeholders.

FIELD LEVEL

- **Area of Coverage:** Mainland and the islands (Lesvos, Chios, Samos, Kos, Leros etc.)
- **Overarching Function:** Effective implementation and operationalization of strategic priorities

Field level structures may vary from one location to another based on size and needs. For example, in locations where operations are smaller and actors fewer, only few sectors might need to be established. In locations where operations are bigger and more complex, coordination structures can be similar to those at the national level but contextualized to address field strategic needs.

Field level actors should decide the coordination structure that most meet their needs, provided these are aligned and consistent with the national level. The key is to ensure that all the sectors for service delivery are covered and that the standards and approaches are aligned with those at the national level while allowing the necessary degree of autonomy and flexibility to adapt to local particularities. There is no one size fits all solution.

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