



JORDAN REFUGEE RESPONSE

INTER-AGENCY COORDINATION BRIEFING KIT

update as of November 2017

This Briefing Kit is intended to provide basic information on coordination structures and processes for newly arriving partners and their staff. In most cases, more detailed information is available by following the links provided. This Kit is limited in scope to inter-agency coordination within the refugee response. It does not cover the Government's procedures and structures, beyond its leadership in the response.

To keep the Kit useful and relevant for its target audience, your comments and suggestions are appreciated and should be sent to Yukiko Koyama (koyama@unhcr.org). The Kit is updated every six months. More detailed and updated information is available online, including through: <http://data.unhcr.org/syrianrefugees/country.php?id=107>

I. Introduction

What is the Refugee Response in Jordan?

Under the leadership of the Government of Jordan and coordinated by UNHCR, the refugee response is a collaborative effort between the donor community, UN agencies, international and national NGOs, community-based organizations, refugees and Jordanian communities to address identified needs of refugees in Jordan. All levels of the Government of Jordan are engaged in the response, from the Office of the Prime Minister, the Ministry of Foreign Affairs, the Ministry of Interior (MoI) and the Ministry of Planning and International Cooperation (MoPIC), to the line ministries working with the sectors, and the governorates and municipalities in the refugee-affected areas. In 2014, the MoI created the Syrian Refugee Affairs Directorate (SRAD), which is the main government entity for coordination of refugee issues in the country.

What is the Jordan Response Plan (JRP)?

At the national level, the main framework and the primary strategic document for the refugee response is the Jordan Response Plan to the Syria Crisis (JRP), led by the MoPIC. In 2014, the Government of Jordan established the Jordan Response Platform for the Syria Crisis and 11 Task Forces to articulate the JRP for 2015. In 2015, the Platform and the Task Forces led to undertake a comprehensive vulnerability assessment and to prepare the rolling of JRP for 2016 – 2018. Like the JRP 2016 – 2018, the JRP 2017 - 2019 has two pillars: Refugees and Resilience, and it is a call for collective action to better support Syrian refugees and Jordanian people, communities and institutions, ensuring that critical humanitarian measures and medium-term interventions are properly integrated, sequenced and complemented. The implementation of the Plan is guided by the Jordan Response Platform for the Syria Crisis (JRPSC), under the leadership of the Government of Jordan. For more information please see: <http://www.jrp.org/>

What is the Regional Refugee and Resilience Plan (3RP)?

The Regional Refugee and Resilience Plan (3RP) was firstly launched in December 2014. The 3RP brings together plans developed under the leadership of national authorities, namely, the Arab Republic of Egypt, the Republic of Iraq, the Hashemite Kingdom of Jordan, the Lebanese Republic and the Republic of Turkey to ensure protection, humanitarian assistance and strengthen resilience. The 3RP is aligned with existing national plans, including the Jordan Response Plan to the Syria Crisis 2017 – 2019. Therefore, JRP 2017 - 2019 in its entirety is the 3RP country chapter for Jordan, which represents a three-year programme of high priority interventions to enable the Kingdom of Jordan to respond to the effects of the Syria crisis without jeopardizing its development trajectory.

For more information please see: <http://www.3rpsyriacrisis.org/>

II. Main Coordination Mechanisms

The Humanitarian Partners Forum (HPF)

Since the beginning of the crisis, the inter-agency refugee response had been overseen by the Inter-Agency Task Force (IATF), chaired by the UNHCR Representative. The IATF was composed of heads of humanitarian UN agencies and NGOs who are contributing to the response and acting as a “Steering Committee”. Through the Inter-Sector Working Group (ISWG), the IATF oversaw the system of Sector Working Groups and the related strategic, advocacy and funding processes. NGOs’ representatives were elected on to the IATF through the International NGO Forum. The IATF ensured effective consultation and communication with the Humanitarian Country Team (HCT) and the UN Country Team (UNCT) as well as being in support to JRP. In April 2017 it was agreed that the HCT would merge with the IATF as one strategic level humanitarian forum called the “Humanitarian Partners Forum” (HPF) that focuses on all humanitarian issues from refugee response (including protection, access, humanitarian space and gender equality) to disaster risk management. The existing Inter-Sector Working Group and refugee sector working groups continue to report to UNHCR Representative and share information on refugee issues with the HPF.

The UNHCR Representative has the delegated authority and responsibility of the UN High Commissioner for Refugees for the protection of refugees, including the provision of assistance, and the pursuit of durable solutions. In consultation with the Government of Jordan and partners, the UNHCR Representative reports to the Regional Refugee Coordinator and up to the High Commissioner.

The Inter-Sector Working Group (ISWG)

In August 2013, the Inter-Sector Working Group (ISWG) was formed as a forum of the sectors' chairs aimed at encouraging synergies between sectors, avoiding duplication, and working on common processes. The ISWG is the main bridge between the Sector Working Groups. It meets monthly, with membership of the sectors' chairs and representatives of the INGO Forum. The ISWG also links the Sectors to the IATF (currently HPF). The main purposes of the ISWG are to:

- Coordinate, identify, process and elevate relevant topics to the UNHCR Representative, referring to UNHCR Representative for policy decisions;
- Facilitate the flow of information between Sectors and other fora;
- Optimize complementarity between sectors' activities, by building on a series of common processes;
- Promote consistency in coordination on standards and capacity between sectors.
- Ensure that the cross-cutting issues, including gender equality programming, are properly reflected in the sector activities.

The ISWG ToRs are available at: <http://data.unhcr.org/syrianrefugees/download.php?id=10554>

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

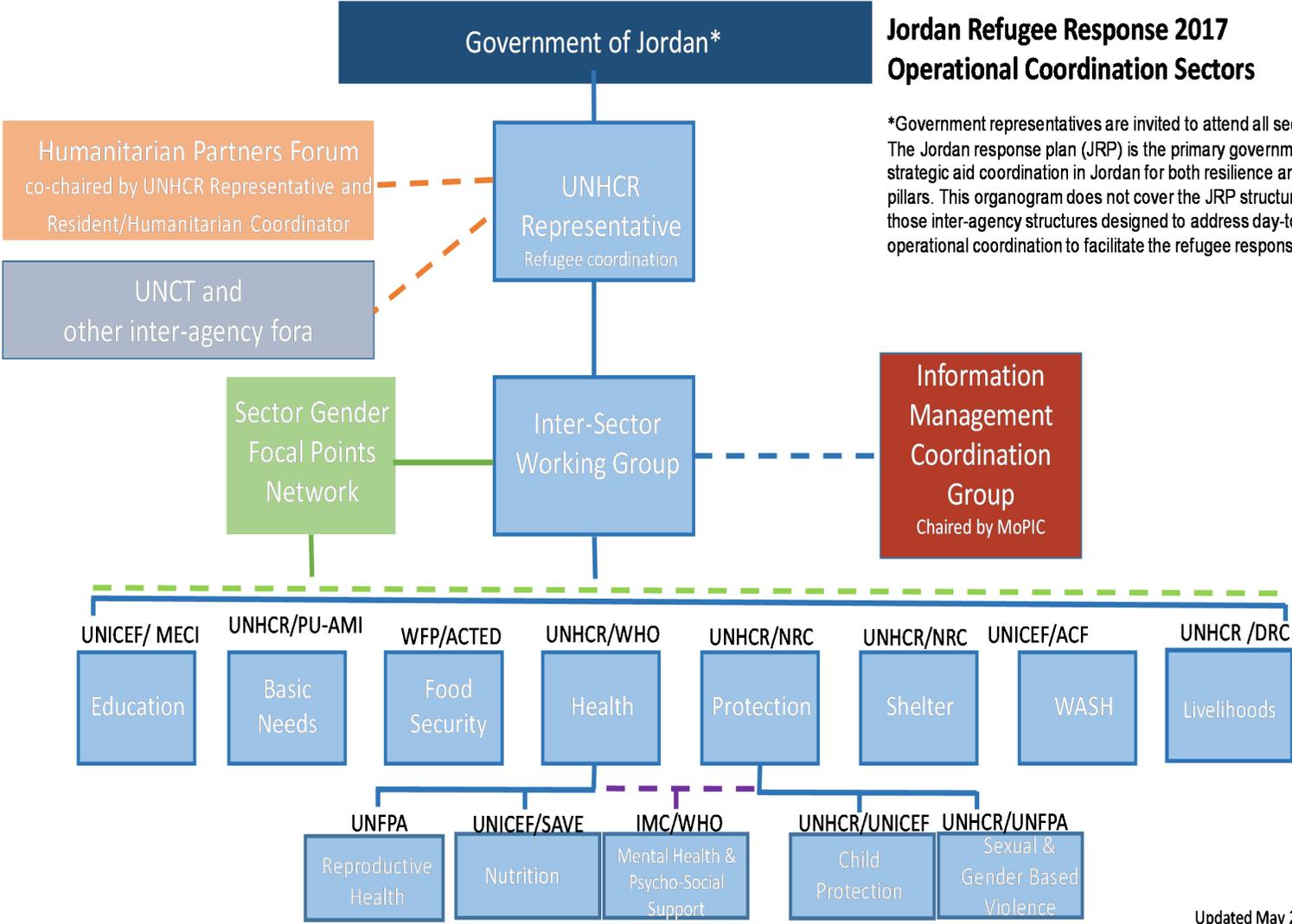
The Jordan INGO Forum

The Jordan INGO Forum (JIF) is a network of 58 international non-governmental organizations (INGOs) implementing development and humanitarian programs to respond to the needs of vulnerable Jordanians, Syrian, Palestine and Iraqi refugees. The JIF exists primarily to serve the needs of its members to enable them to help people in need and improve the lives of vulnerable populations in Jordan. The JIF does this through information sharing / communication, coordination, policy / advocacy and representation. A number of JIF members also provide support in South Syria.

JIF members meet monthly to exchange information and discuss Forum priorities at the Country Director meeting. In addition, JIF hosts working groups (such as Government Liaison, Human Resources, Cross Border, Livelihoods, Security and Advocacy) that are chaired by JIF members and meet regularly. JIF is led by a Steering Committee comprised of five Country Directors with one of them acting as Chair, and a Secretariat composed of a country coordinator, an advocacy coordinator and technical officer. JIF is hosted by the Norwegian Refugee Council (NRC), with funding support from its own members and ECHO, SIDA, DFID and BPRM. In 2016, JIF members programmed over 230 million JOD (US \$ 326 million) throughout the twelve governorates of the Kingdom. JIF organizations employ over 4,400 Jordanian staff in addition to 750 expatriate staff. Eighty-six percent (86%) of JIF member staff are Jordanian.

The Coordinator of the Jordan INGO Forum is Yannick Martin (yannick.martin@jordaningoforum.org).

Jordan Refugee Response 2017 Operational Coordination Sectors



*Government representatives are invited to attend all sector meetings. The Jordan response plan (JRP) is the primary government-led strategic aid coordination in Jordan for both resilience and refugee pillars. This organogram does not cover the JRP structures but only those inter-agency structures designed to address day-to-day operational coordination to facilitate the refugee response.

Updated May 2017

The Sectors

Currently, the eight sectors providing support within the Jordan refugee response are Basic Needs, Livelihoods, Education, Food Security, Health, Protection, Shelter, and Water, Sanitation and Hygiene (WASH). The Protection sector is sub-divided into sub-sectors of Sexual and Gender Based Violence (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. The sectors operate through the specific meetings. A number of multi-sector fora exist at camp level and in urban and rural areas.¹

The Basic Needs Sector (BN)

Chaired by Elizabeth Barnhart, UNHCR (barnhart@unhcr.org), **co-chaired by** Mohie Wahsh, Mercy Corps (mwahsh@mercycorps.org).

Sector page: http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=71



The Basic Needs Sector brings together partners from camp and non-camp settings working on the delivery of basic needs items, including the monetized assistance. The sector effectively merges the Non-Food Items (NFI) and the Cash Assistance Sectors. The monetized assistance also includes broader unconditional cash interventions addressing the needs of Syrian women, girls, boys and men in the context of Jordan. The main approach of the sector is to support and strengthen the link between emergency assistance and durable solutions in responding to the humanitarian crisis. The sector is maintaining a platform for all partners and stakeholders to coordinate their response through information sharing, developing of the needs based standards and avoiding overlapping of support, providing monitoring of equal access of women, girls, boys and men to assistance.²

¹ Within the sectors, there are time bound task forces, addressing respective technical issues.

²*The Winterization Task Force is chaired by Jessica Gut, UNHCR (gut@unhcr.org) and co-chaired by Joe Berg, World Relief Germany (jberg@worldrelief.de). Task Force page: http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=67. The Winterization Task Force was formed in order to better coordinate the urban winterization assistance provided to Syrian refugees and vulnerable Jordanians. It meets on a bi-monthly basis, with membership of representatives of about 15 NGOs and UN agencies, mainly from the Basic Needs and Shelter Sectors. The main purposes of the Task Force targeting urban areas are to: Identify winter needs of the most vulnerable Syrians and Jordanians; standardize provision of winterization assistance; coordinate the winterization interventions in urban areas by minimising the risk of duplication; facilitate flow of information between agencies, and other fora through the regular update of the Winterization dashboard; facilitate the referrals process among agencies by promoting the use of common database and other offline tools; ensure that gender equality programming is properly reflected in the winterization activities.

The Livelihoods Sector

Chaired by Laura Buffoni, UNHCR (buffoni@unhcr.org), **co-chaired by** Emily Lewis, DRC (emily.lewis@drc-jordan.org)

Sector page: http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=73

The Livelihoods Working Group (LWG) was established in March 2016 under the Inter-Agency Task Force. It was created as a result of the major policy shifts that followed the London Donor Conference; in particular, the Government of Jordan's commitment to provide Syrian refugees with job opportunities.

The LWG's principal aim is to strengthen coordination of refugee-related livelihoods activities in both urban and camp settings. It brings together different UN agencies, national and international NGOs, donors, and government actors to ensure comprehensive and continuous information sharing between all parties. The LWG will also be used as a forum for discussing upcoming livelihood projects and devising a coherent approach to livelihood programming in Jordan.

The Education Sector

Chaired by Amson Simbolon, UNICEF (asimbolon@unicef.org), **co-chaired by** Dina Masri, MECI (dalmasri@mecinstitute.org)

Sector page: http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=14

Since the start of the crisis, Syrian children have been enrolling in public schools and certified non-formal education (NFE) across Jordan. A key sector priority for 2017 is to ensure uninterrupted access to public education and certified NFE for the displaced Syrians children in the country, including those in the refugee camps along with non-formal education supplemented with learning support services for children in school and out-of-school to ensure retention and increase enrolment. Support to boost the capacity of the public education system is much needed, including expansion of learning spaces and provision of learning support services for assist children enrolled in schools and potentially at risk of dropping out. The main objectives of the Education working group are to:

*** In 2017, UNHCR and humanitarian agencies used the Common Cash Facility (CCF) to distribute their cash assistance to vulnerable refugees and Jordanians. The CCF is a cash assistance platform that allows partners to collectively bargain with the financial service provider (Cairo Amman Bank). It takes advantage of the EyeCloud Platform to authenticate refugee beneficiaries by linking its network of iris-enabled ATMs directly to UNHCR's biometric registration database. CCF members have free, secure access to identify and authenticate their beneficiaries at the point of cash withdrawal with 100% accuracy. The CCF increases coordination, and eliminates duplication of assistance, in addition to ensuring maximum accountability and further reducing overhead costs. At present, ten international humanitarian partners and seven municipalities are using the CCF to disburse cash assistance, providing support to refugees and Jordanian beneficiaries in the shortest possible time and at the lowest possible overheads. The CCF Task Force is co-chaired by Elizabeth Barnhart, UNHCR (barnhart@unhcr.org) and Joe Berg, World Relief Germany (jberg@worldrelief.de).*

For more information see: http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=92

- Provide organizations implementing education interventions with a coordination forum to support the Jordanian education system in the current and future emergencies;
- Plan and implement a response education strategy, applying norms and standards, developing capacity, responding to the needs, monitoring and evaluating impact, and conducting advocacy;
- Ensure continued access to quality education in a safe and protective environment for all vulnerable children.

The Food Security Sector (FS)

Chaired by Mohammad Ismail, WFP (mohammad.ismail@wfp.org), **co-chaired by** Moath Jafar, ACTED (moath.jafar@acted.org)

Sector page: http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=13

The Food Security Sector coordinates the food security related activities. It enhances the response by information sharing, mapping, identifying gaps and avoiding duplication. Regular meetings are held and attended by NGOs, UN agencies and other partners.

The Health Sector

Chaired by Ibraheem Abu Siam, UNHCR (abusiam@unhcr.org), **co-chaired by** Judith Starkulla, WHO (starkullaj@who.int)

Sector page: http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=15

The Health Sector Working Group (HSWG) aims to bring together different UN agencies, national and international NGOs, donors and government actors to support the continued provision of essential health services to Syrian refugee women, girls, boys and men.

Health Sector Working Group is working with its members toward:

- Strengthening national capacity in responding to the humanitarian crisis;
- Improving collection, analysis and dissemination of information to enhance informed decision making and strategy development;
- Advocate and initiate a policy dialogue with the Jordanian national authorities to adopt and/ or strengthen current policies that affect the health status of persons of concern as well as the affected host population;
- Coordinate implementation of activities and health strategies.³

³ *The Community Health Task Group is co-chaired by Aseel Amin, IRD (aseel.amin@ird-jo.org) and Haneen Abu Lialia, Medair (healthofficer@medair.org). The group is part of, and reports to, the Health Sector Working Group (HSWG). The group was formed to respond to the need of focusing on community health for both refugees and the host community. In particular, there is a need to raise awareness amongst refugees on primary and reproductive health topics and their rights and methods to access services. Community health programs also serve as bridges between communities and the available health services provided by the Ministry of Health and other health actors. The activities are generally facilitated through

The Nutrition Sub-Sector

Chaired by: Buthayna Al-Khatib (balkhatib@unicef.org), **co-chaired by** Nadeen Abu Rub, Save the Children (nadeen.aburub@savethechildren.org)

Sub-Sector page: http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=16

The goals of the Nutrition Sub-Working Group are to monitor and improve the nutritional status of those affected by the Syrian crisis in Jordan, by ensuring an appropriate response through coordination among different UN agencies, national and international NGOs and government actors. This includes implementing programmes for the prevention and treatment of acute and chronic malnutrition (including screening, therapeutic and supplementary feeding), prevention and treatment of micronutrient deficiencies especially anaemia and strengthening nutritional surveillance including conducting regular nutrition surveys.

The Reproductive Health Sub-Sector (RH)

Chaired by Faeza Abo Al-Jalo, UNFPA (abual-jalo@unfpa.org)

Sub-Sector page: http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=61

The main mission of the Reproductive Health Sub Working Group (RH SWG) is to ensure that reproductive health needs of women and men are well addressed during the Syrian refugee crisis and that accessible and quality services are established to cover population needs. The group is working towards serving Syrian refugees, host community and others in order to increase the capacity for the long term solutions and resilience of the community. The main objectives of the RH SWG are: To ensure that Sexual reproductive health issues of the target populations are brought forward in the humanitarian response agenda in Jordan taking into consideration that the process of analysing needs and service gaps is a continuous process and should be responded to through a strategic and comprehensive approach. Also, to support intervention aiming to raise community awareness of the available reproductive health services and to work in coordination with other relevant sectors and sub-sector working groups to ensure consistency of actions and to support and strengthen the national capacity in responding to the reproductive health services in humanitarian setting through information sharing and coordination with all partners and stakeholders.

community health volunteers (CHVs), who are highly trained to utilize a variety of tools and methods to achieve the abovementioned goals. Please also see: http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=65

***The Disability Task Force (DTF) is co-chaired by Irene Omondi, UNHCR (omondi@unhcr.org) and Yahoko Asai, Handicap International (rtic.merep@hi-me.org). DTF aims to promote disability inclusion in humanitarian responses. Tasks include: awareness raising among humanitarian actors about specific needs of and barriers facing persons with disabilities; advocacy for non-discrimination and disability inclusion at all stages of the humanitarian response; and support for actors to identify inclusion gaps and modify their interventions. See the DTF ToR here: http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=79*

The Protection Sector

Chaired by Douglas DiSalvo, UNHCR (disalvo@unhcr.org), **co-chaired by** Rachida Aouameur, NRC (rachida.aouameur@nrc.no)

Sector page: http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=11

The Protection Sector focuses on ensuring access to basic rights, including the right to seek asylum and timely access to registration and civil documentation; expanding community out-reach/community-based protection mechanisms; mitigating and reducing the risks and consequences of SGBV, while improving the quality of multi sectoral response services, as well as expanding access and reach of services; ensuring that emergency child protection interventions are strengthened and harmonized; and exploring third country resettlement/durable solution options

The Mental Health and Psycho-Social Services Sub-Sector (MHPSS)

Co-chaired by Ahmad Bawaneh, IMC (abawaneh@internationalmedicalcorps.org) and Hadeel Al Far, WHO (alfarh@who.int)

Sub-Sector page: http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=40

The MHPSS Working Group is a sub-sector of both the Protection (vis-a-vis psycho-social support) and Health (vis-a-vis clinical mental health) sectors. Activities of the sector are guided by and organized applying the IASC Intervention guidelines for MHPSS. The MHPSS actors reserve specialized supportive services which provide clinical mental health treatment under level four, ensuring strong coordination and referral pathways in place and secured at level one, two, and three.

The Sexual and Gender Based Violence Sub-Sector (SGBV)

Chaired by Emilie Page, UNHCR (page@unhcr.org), **co-chaired by** Fatma Khan, UNFPA (fkhan@unfpa.org)

Sub-Sector page: http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=35

The Sexual and Gender-Based Violence (SGBV) Sub-Working Group undertakes integrated and enhanced prevention, response and coordination efforts against SGBV by applying a survivor-centred approach. Based on assessments and analysis the SGBV Sub-Sector has identified six thematic priorities for its work: early and forced marriages; sexual violence, domestic violence, provision of legal services in accordance with survivor-centred approach, masculinities and vulnerabilities faced by people with specific needs such as people with disabilities and LGBTI individuals. SGBV Sub Sector partners work to increase opportunities for safe and confidential disclosure through expansion of safe spaces providing multi-sectoral services and increased outreach including mobile teams. There are ongoing efforts to continue building capacity of the SGBV service providers in particular with regard to dealing with survivors of early marriage and disability. SGBV Sub-Sector will continue interventions to engage men and

boys as allies in the SGBV intervention. The data generated from Gender-Based Violence Information Management System (GBVIMS) and subsequent analysis will be used to inform policy and programmatic decisions with regard to SGBV prevention and response in camps and host communities.

The Child Protection Sub-Sector (CP)

Co-chaired by Zeina Jadaan, UNHCR (jadaan@unhcr.org) and Kaitlin Brush, UNICEF (kbrush@unicef.org)

Sub-Sector page:

http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=35

The Child Protection Sub Working Group (Sub-Sector) has identified six thematic priority areas: unaccompanied and separated children (UAC/SC), child labour, children associated with armed forces and armed groups, violence against children, children with disabilities and Justice for children in conflict with the law. These six priority areas will be addressed through strengthened coordination, capacity building and mainstreaming of CP concerns into the wider humanitarian response, increased prevention and outreach activities, improving opportunities for safe and confidential disclosure and through effective referrals to expanded and improved multi-sectoral response services, including working within and strengthening existing national child protection systems and Government services to address child protection issues. All interventions to be in line with the principle of Best Interest and with a survivor centred approach. This will also include continued work on alternative care procedures and strengthening the capacity of the Ministry of Social Development and the Courts to identify and formalize alternative care arrangements and promoting community based approach through community support volunteers.⁴



⁴ With the CP sub-sector, there is a number of task forces dealing with the technical issues, such as Child Labour Task Force, CPIMS Task Force, VAC Task Force, etc.

The Durable Solutions Working Group

Co-chaired by: Douglas DiSalvo (disalvo@unhcr.org) and Nina Schrepfer (schrepfe@unhcr.org)

The Durable Solutions Working Group (DSWG) was established in Jordan in September 2017, and is operational at two levels. The Strategic Solutions Committee (SSC), with participation of Ambassador and Head of Agency-levels, is convened by the UNHCR Representative. At the technical level, the Durable Solutions Technical Group (DSTG) is an integral part of the refugee response under the Protection sector. The purpose of the DSWG in Jordan is to provide a forum for information exchange and discussion by humanitarian and development partners on durable solutions for refugees.

The Shelter Sector

Chaired by Vincent Dupin, UNHCR (dupin@unhcr.org), **co-chaired by** Elias Jourdi, NRC (elias.jourdi@nrc.no)

Sector page: http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=10

The Shelter sector aims to provide Syrian refugee women, girls, boys and men with adequate shelter and access to basic facilities and services. In camp settings the sector ensures provision of adequate shelter through distribution of emergency tents or semi-permanent pre-fab units. In non-camp settings, the Shelter sector adopts five key response strategies to ensure provision of adequate shelter support to refugees: 1) upgrading of sub-standard housing units; 2) increasing quantity of adequate housing; 3) providing conditional financial assistance to meet rental costs and to ensure security of tenure; 4) adapting sub-standard dwelling units to overcome harsh weather conditions; and 5) enhancing awareness on tenure rights and obligations amongst refugee tenants and target all refugees who reside in non-camp settings.

The Water, Sanitation and Hygiene Sector (WASH)

Chaired by Esmaeil Ibrahim, UNICEF (eibrahim@unicef.org), **co-chaired by** Shumet Amdemichael, ACF, (hodwash@jo.missions-acf.org)

Sector page: http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=18

The WASH sector aims to provide water, sanitation and hygiene services to the population affected by the Syrian crisis residing in camp and non-camp settings. Key objectives of the sector are to:

- Ensure safe, equitable and sustainable access to sufficient water for drinking, cooking, personal and domestic hygiene practices;
- Provide safe and appropriate sanitation facilities;

- Minimize risk of WASH related diseases through access to the improved hygienic practices, hygiene promotion and delivery of hygienic products and services on a sustainable and equitable basis and
- Establish and maintain effective mechanisms for WASH coordination at national and sub-national levels.

The Refugee Sector Gender Focal Points Network

Chaired by Yukiko Koyama, UNHCR (koyama@unhcr.org)

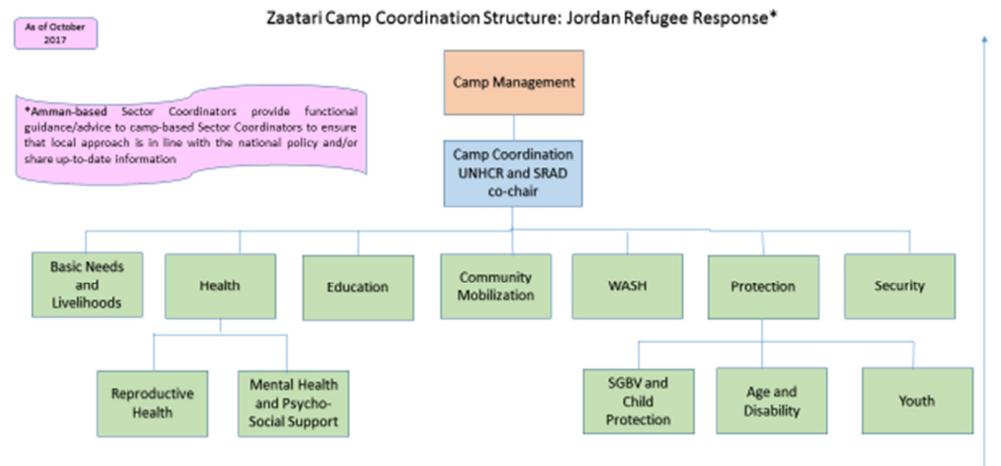
Please also see: http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=70

The network assists all sectors to ensure that women, girls, boys and men have equitable access to humanitarian assistance. There are a series of resources at the disposal of sector coordinators and members, including sex- and age-disaggregated data to assist identifying distinct needs of women, girls, boys and men; tailored strategies; gendered performance indicators; application of the gender and age marker, etc. Each sector is encouraged to have at least two gender focal points to support sectors to consider gender equality measures. Training, ongoing network support and coaching are available. The focal points meet together as the SGFPN, reporting to the ISWG.

III. Camp Coordination

Zaatari Camp Coordination

Zaatari Refugee Camp is co-managed by the Syrian Refugee Affairs Directorate (SRAD) and the UN Refugee Agency - UNHCR. Zaatari camp was established in July 2012 and is currently at full capacity with some 80,000 resident refugees. The camp is divided into 12 districts covering an area of 5 Km². Essential service infrastructure includes: household level energy provision; 29 schools including 34 kindergarten (KG) classes; two hospitals, ten health care centres in addition to a dedicated delivery unit; two supermarkets; NFI distributions via an inter-agency distribution centre, a network of 27 community centres that provide psychosocial support and recreational activities and water and sanitation provision via three internal wells and a waste-water treatment plant. In addition, over 6,000 refugees benefit from cash-for-work opportunities on a rotational basis, while the camp features an informal market of some 3,000 shops and business operated by refugees.



Sector	Day (bi-weekly)	Time	Chair Agency	Contact
Camp Management and Coordination (CMC)	Tuesday	13:00	UNHCR	Hashim Sharief, sharief@unhcr.org
WASH	Sunday	11:00	UNICEF	Abrassac Kamara, abkamara@unicef.org
Protection	Thursday	12:00	UNHCR	Sergii Lavrukhin, lavrukhi@unhcr.org
Basic Needs and Livelihoods	Tuesday	10:30	UNHCR / NRC	Mohamad El Amin elamin@unhcr.org Dima Issam Alarda, dima.issam.alarda@nrc.no
Health	Monday	10:30	UNHCR / Ministry of Health	Iyad Shtayiat, shtayiat@unhcr.org
Reproductive Health	Monday	10:30	UNFPA / JHAS	Abeer Shraiteh, shraiteh@unfpa.org
Education	Tuesday	11:30	UNICEF / NRC	Amson Simbolon, asimbolon@unicef.org Enas Alsaid, enas.alsaid@nrc.no
MHPSS	Tuesday	13:00	IMC / UNHCR	Iyad Shtayiat, shtayiat@unhcr.org
CP and SGBV	Thursday	10:00	IMC	Esraa Shaqbouaa, GBV component e.social@ifh-jo.org Rawan Abu Shiekha, CP component rabushiekha@InternationalMedicalCorps.org
Community Mobilization	Tuesday	12:30	UNHCR	Rehab Osman Khalifa, khalifar@unhcr.org
Age and Disability	Sunday	12:00	Handicap International / UNHCR	Yusef Al Juaidi, hipo.rehab.north@gmail.com Laith Shatnawi, SHATNAWI@unhcr.org
Youth	<i>every second</i> Tuesday	10:30	UNFPA / NRC	Leana Islam, UNFPA lislam@unfpa.org Raed Sawalha, NRC raed.sawalha@nrc.no
Security	Tuesday	11:00	UNHCR	Ala Almadani, almadani@unhcr.org Abdel Majeed Hailat, hailat@unhcr.org

The camp management forum chaired by Hashim Sharief, UNHCR (sharief@unhcr.org) supports the coordinated implementation of activities across over 40 partner organizations working in the camp. Representatives of each agency working in Zaatari are advised to attend the camp management and sectorial coordination meetings, which provides the forum for sector based consultation, planning, and information sharing. A number of related task forces are based exclusively within the camp. Calendar of coordination meetings is enclosed.

Activities in Zaatari camp

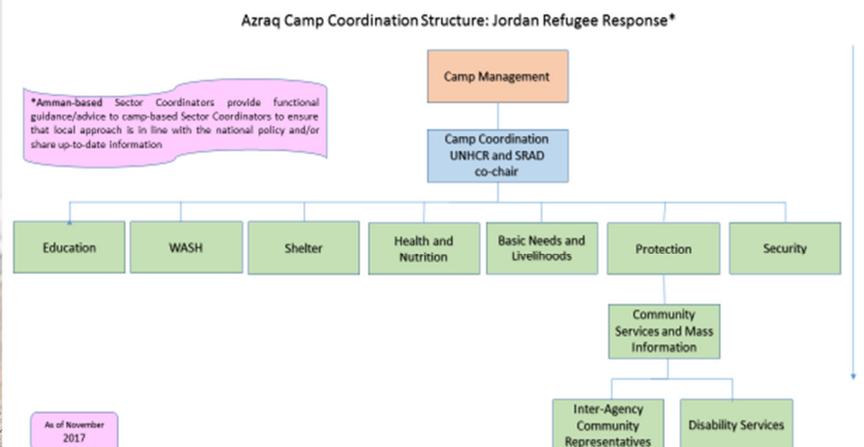
Agencies working in Zaatari undertake a range of activities highlighted in the Zaatari key events map. The map highlights who is doing what where, along with related sector highlights and a meetings calendar.

How to start activities in Zaatari?

All new activities in the camp must be endorsed by the relevant sector working group and presented to Camp Management (SRAD/UNHCR) for the final approval. Please refer to the Zaatari inter-agency portal page [here](#), and the Zaatari Online Situation Map, [here](#).

For more information please contact Hashim Sharief (sharief@unhcr.org).

Azraq Camp Coordination



Azraq refugee camp is coordinated by Syrian Refugee Affairs Directorate (SRAD) and UNHCR. After a year of planning, Azraq camp opened in April 2014. The camp is currently divided into four villages, and has the potential to be expanded to accommodate 120,000 - 130,000 refugees at maximum capacity. It has been designed and built on lessons learnt from Zaatari, with a village-based approach which aims to foster a greater sense of ownership and community among residents. Transitional shelters (T-shelters) continue to be constructed across the camp, and there is already a functioning supermarkets, schools, community centres, clinics and one hospital. The camp has a developed coordination mechanism composed of different agencies, which include sector meetings and task forces. Camp Coordination is chaired by UNHCR, Gamal Yacout (yacout@unhcr.org) in coordination with SRAD. All shelters in village3 and village6 are connected with electricity and Solar power plant. A plan is ongoing to also connect village 2 and village 5 with solar in April 2018.

Azraq inter-agency portal page: <http://data.unhcr.org/syrianrefugees/settlement.php?id=251&country=107®ion=73>

Calendar of coordination meetings is enclosed. A representative from each agency working in Azraq is strongly encouraged to attend the camp management and coordination meetings. The meeting provides a forum for the sectors' updates, achievements and challenges.

Activities in Azraq camp

Sector	Day (bi-weekly)	Time	Chair Agency	Contact
Camp Coordination and Management (CCM)	Wednesday	12:00	UNHCR	Gamal Yacout, yacout@unhcr.org
Protection	Wednesday	10:30	UNHCR	Mounir Maalouli, maalouli@unhcr.org
WASH	Wednesday	10:00	UNICEF	Abrassac Kamara, abkamara@unicef.org
Education	Wednesday (monthly)	10:00	UNICEF / RI	Amson Simbolon asimbolon@unicef.org Ahmad Rababa, ahmad.rababa@ri.org
Health and Nutrition	Wednesday	10:00	UNHCR / Ministry of Health (MoH)	UNHCR: Reema Abu Ghezaleh, abugheza@unhcr.org , MOH: Abdelatif Al Malti, moh.azraqcamp.coordinator@gmail.com and Dr. Khalid Al Bahiti, khalid.fetp@hotmail.com
Inter-Agency Community Representatives	Tuesday (monthly)	1:00	UNHCR / CARE	Susan Mirbagheri, mirbaghe@unhcr.org Malek Abdeen, Malek.Abdeen@care.org
Disability Services	Wednesday (every 3 weeks)	13:00	UNHCR	Sima Shahaltough, shahalto@unhcr.org Susan Mirbagheri, mirbaghe@unhcr.org
Basic Needs and Livelihoods Working Group (BNLWG)	Tuesday	11:00	UNHCR	Noha Mohamed Gibreel, gibreel@unhcr.org
Community Services and Mass Information	Wednesday	10:30	UNHCR / CARE	Susan Mirbagheri, mirbaghe@unhcr.org Malek Abdeen, Malek.Abdeen@care.org
Security Information Network	Monday	10:30	UNHCR	Ayman Al Subaihat, alsubaih@unhcr.org
Shelter Working Group	Thursday (Monthly)	13:00	UNHCR	Osman Ishag, ishag@unhcr.org

A situation map highlights activities and services under each sector. Azraq information is now updated and accessible through: <http://data.unhcr.org/jordan/azraq/>

How to start activities in Azraq?

All new activities in the camp must be approved and coordinated with: SRAD and camp management. Camp management will approve requests supported by the relevant sector and if they are cost effective, focused, constructive and have the greatest possible impact.

All activities in the camp have an effect on overall security, so it is imperative to go through the correct procedures before commencing any activity in the camp. Any organisation that does not respect this condition will have their permission to operate in the camp revoked by the camp management.

For more information please contact Gamal Yacout (yacout@unhcr.org).

IV. Urban Coordination⁵

Since late 2013, area-based Governorate-level coordination has been set up. Reviewed and approved by the IATF and the INGO Forum, governorate-level coordination is intended to be a light model, focused on local issues and challenges. The purpose of the meetings is to increase the effectiveness of operational coordination, and thus is opened for the programme managers, case managers and other actors at the implementation level. The urban coordination forum discusses topics related to the local 5Ws (including mapping of the national NGOs and CBOs activities), local problem solving or access constraints, application of referral pathways at the governorate level, identifying challenges that need to be raised at a national level. If appropriate and based on the need, the sector task forces can be established to focus on identifying and addressing specific issues. Meetings are generally held on the monthly basis. Steps are being taken to ensure the meetings are accessible for the Arabic speakers.

A key principle of the forum is engagement with the Governor's office and with line ministry representatives based in that governorate. The exact format varies from governorate to governorate.

The governorate meetings do not duplicate efforts at the national sector level. The information flow is ensured between the governorate meetings and the sectors, with staff from the Inter-Sector Coordination Unit tasked to ensure follow-up on issues at the national level, and vice-versa.

As of March 2016, Governorate coordination groups are established in Irbid, Mafrqa and Amman. Other Governors have taken the initiative to call periodic coordination meetings.

How to get information on activities in a particular governorate?

There are governorate level pages on the portal. Visit the Jordan page at: <http://data.unhcr.org/syrianrefugees/country.php?id=107>, then click on the governorate tabs at the top of the page.

When and where are the governorate coordination meetings conducted?

Meetings take place in either Irbid, or Amman, or South or Mafrqa. For the venue and date/time please see the meeting calendar on the bottom:

<http://data.unhcr.org/syrianrefugees/country.php?id=107>

⁵ For information on the referral group meetings, please contact respective urban and camp coordinators.

Irbid Coordination is chaired by Hani Al-Oran, UNHCR (aloran@unhcr.org), **co-chaired by** Mohammad Salam, CARE (Mohammad.Salam@care.org).

Mafraq Coordination is chaired by Amel AmirAli, UNHCR (amirali@unhcr.org), **co-chaired by** Hussam A.Ghaleb, IRC (Hussam.ghaleb@rescue.org).

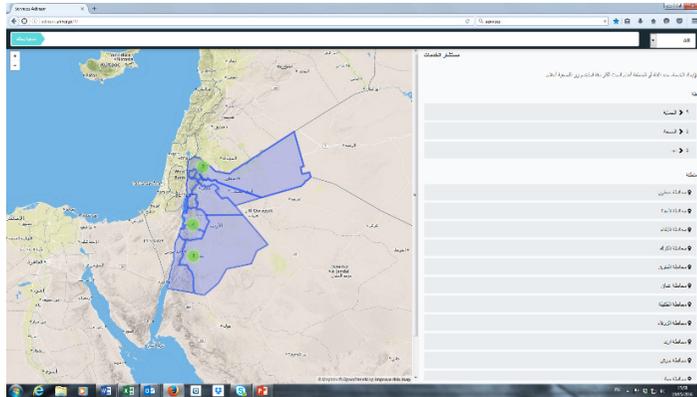
South-and-Amman Coordination is chaired by Mohammed Al-Ani, UNHCR (alani@unhcr.org), **co-chaired by** Carmen Issa, DRC (Carmen.Issa@drc-jordan.org).

See the urban coordination page: http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=72

In late 2016, upon request and in consultation with the Urban Coordination, a rotational pool of urban focal points from various sectors has been established to ensure linkages and information sharing between national coordination and area based (urban) coordination mechanisms. For more information please contact guseva@unhcr.org.

V. Useful Tools and Data Resources

The collection of useful information tools can be found at: www.scs.raisunhcr.org



Services Advisor is a web-based system enabling mapping of the services available for refugees: <http://jordan.servicesadvisor.org/>

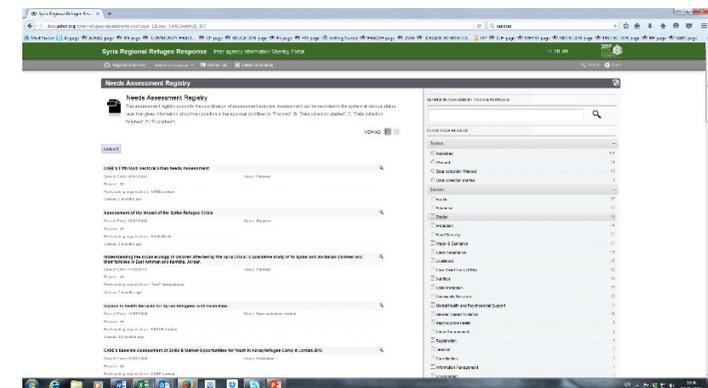
The Services Advisor allows users to view the services on the map and in the service directory, where they can filter by sector, area, names of the service provider and referral requirements. The tool is extremely useful particularly to identify gaps in services. The service providers are encouraged to update the tool regularly to ensure effective service mapping for relevant sectors.

The Coordinated Needs Assessment Registry

Any assessment related to the JRP/3RP objectives, should be subjected to the approval process. Partners are recommended to register their planned assessment online in the Needs Assessment Registry. The registered assessment will be reviewed by the relevant sector chairs, and either approved, modified or rejected. Standard Operating Procedures (SOPs) on the Coordinated Needs Assessments are now in place for the approval process, and donors have been requested to ensure that funding for new assessments is contingent on following these SOPs.

These SOPs apply to all data collection exercises (whether primary or secondary), involving any part of the refugee or host communities in Jordan, including:

- Knowledge, attitudes and practice (KAP) surveys;
- Needs assessments;



- Contextual analysis or research by individuals, organisations or institutions;
- Large project or programme evaluations.
- These SOPs do not apply to data collection activities, which are considered part of normal programming, including:
- Gathering of output-level data;
- Post-Distribution Monitoring (PDM) activities;
- Beneficiary selection activities for approved projects.

Through the portal, the Registry also acts as a repository of past assessments. Partners can filter by agency, location, population type, methodology, etc.

The Registry is available at: <http://data.unhcr.org/syrianrefugees/country.php?id=107>

The SOPs can be downloaded at: <http://data.unhcr.org/syrianrefugees/download.php?id=14508>

The SOPs do not replace government approval for assessments. Requesting authorisation from MoPIC is a separate and parallel process which agencies should go through. Additionally, agencies should seek approval of the appropriate line ministries. Lastly, approval by the Syrian Refugee Affairs Directorate (SRAD) is required in some geographical locations, such as in Zaatari and Azraq camps (see more in the Annexes to the Coordinated Needs Assessments SOPs).

For more information please contact Elena Guseva (guseva@unhcr.org).

ActivityInfo

ActivityInfo, through: <https://www.syrianrefugeeresponse.org/> is the main online tool for recording activities and achievements for the refugee response. This site allows partners to record their own activities, check other agencies' activities and generate maps and analysis. There are several databases on line:

- 3RP Appeal database: built on the JRP log frame of Sectors, Objectives and Outputs, partners recorded their appeal on line.
- 3RP Monitoring database: using the same JRP log frame hierarchy, partners record their achievements against agreed indicators, which, after validation by sector chairs, form the basis for the monthly sector dashboards and 3Ws. Partners can conduct their own analysis of achievements or gaps, and can request support from the inter-sector coordination for additional analysis.

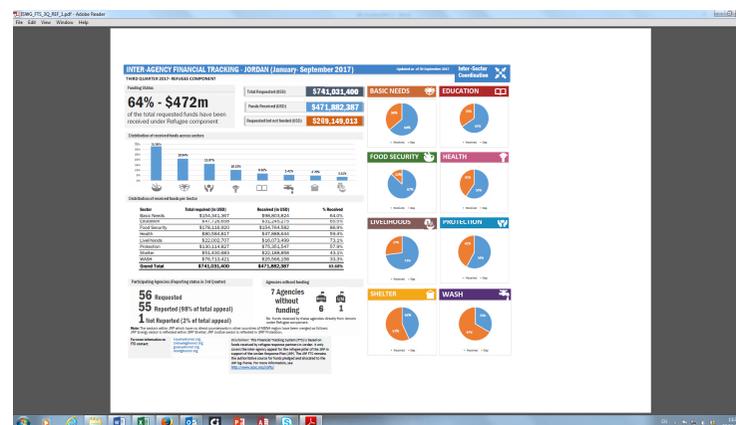
The Guidelines are available at: <http://data.unhcr.org/syrianrefugees/download.php?id=10412>

For more information, please contact Information Management Support, Gorgui Niokhor Diouf (dioufg@unhcr.org).

Financial Tracking System

Every quarter, financial tracking by partner and sector is conducted. Inter-Agency appealing partners will be contacted by UNHCR and requested to report on the funds received against their appeal by sector.

The Financial Tracking focal point is Elena Guseva (guseva@unhcr.org).



Vulnerability Assessment Framework (VAF)

An ongoing inter-agency process to facilitate both monitoring of vulnerability and targeting of assistance on the basis of vulnerability. The Vulnerability Assessment Framework (VAF) is managed by the Advisory Board with UN agencies, NGOs and donors. Common indicators of vulnerability have been agreed and validated through participatory focus groups with refugees and through econometric testing by the World Bank. Data on each refugee household is now being collected against these indicators and resulting in a hierarchy of vulnerability profiles (severely vulnerable, highly vulnerable, moderately vulnerable and low vulnerable) being accessible through the RAIS database. These profiles are available to partners to ensure that the most vulnerable refugees are being targeted. Regular assessments and updating mean that trends in vulnerability will be available to facilitate broader strategic decision-making.

The VAF documents are available on line at: http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=69

Refugee Assistance Information System (RAIS)

To facilitate the coordination of agency programming, RAIS is an online database that stores information about assistance provided to refugees by UNHCR and its partners. Organisations are also able to refer refugees to other partners for assistance when they are unable to provide it themselves. The information in RAIS is rich, including registration data, information acquired from home visit assessments as well as the vulnerability assessments. Organisations wishing to use data in RAIS must first contact joramdat@unhcr.org to complete a data request form.

The updated refugee registration numbers and trends are available on the main page of the portal, with a breakdown by age, gender and geographical location. Please visit: <http://data.unhcr.org/syrianrefugees/country.php?id=107>

A Situation Map, overlaying refugee and Jordanian populations, together with government services, is available at: <http://data.unhcr.org/jordan/situation-map/>. For more information, please contact Information Management Support, Gorgui Niokhor Diouf (dioufg@unhcr.org).

Sector Performance

Sector performance surveys are conducted online. The last were conducted in 2013, 2014, 2015, 2016 and 2017. This is a key way for partners to provide feedback on sector performance. The received comments are used to guide re-design of the sectors and capacity building of sector chairs. The survey results are available at:

<http://data.unhcr.org/syrianrefugees/download.php?id=14594>

<http://data.unhcr.org/syrianrefugees/download.php?id=11979>

<http://data.unhcr.org/syrianrefugees/download.php?id=9624>

<http://data.unhcr.org/syrianrefugees/download.php?id=11996>

<http://data.unhcr.org/syrianrefugees/download.php?id=3914>

VI. Partners

There are more than 60 organizations appealing in the JPR/3RP, and many more implementing activities across the country. Partners' own websites and complemented by a series of information management tools that allow donors to find out more about the activities, achievements and appeals of the different UN agencies, international and national NGOs who participate in coordination.

Key sources of information include:

Partners' websites, for instance, see: <http://www.unicef.org/>; <http://www.caritasjordan.org.jo/>

Partner pages on the refugee response portal: <http://data.unhcr.org/syrianrefugees/partnerlist.php?Country=107>

- Inter-active infographics for each partners' 3RP appeal 2017 are being updated, the link will be available shortly
- **ActivityInfo**: the partners' appeals and achievements are recorded on: syrianrefugeeresponse.org. For access please contact Sector Coordinators or Coordination Associates.
- **Services Advisor**: the partners' services available for refugees are recorded at: <http://jordan.servicesadvisor.org/>. Users can see the partners' activities on the map and in the service directory.

VII. Important Contacts

Need More Information? Contact the Inter-Sector Coordination Team:

- Yukiko Koyama, Senior Inter-Sector Coordinator (koyama@unhcr.org) for overall inter-sector coordination
- Elena Guseva, Associate Inter-Sector Coordination Officer (guseva@unhcr.org) for inter-sector coordination

Coordination Associates⁶:

- Ghassan Shehadeh (shehadeg@unhcr.org) for Protection sector
- Ruba Saleh (salehru@unhcr.org) for Basic Needs and Food Security sectors, for Common Cash Facility and for Winterization coordination
- Maysa Saeidi (saeidi@unhcr.org) for WASH and Shelter sectors
- Rema'a Alawi (alawi@unhcr.org) for Livelihoods sector, for urban coordination in Irbid and South-and-Amman, and for camps
- Nidal Almasadh (almasadh@unhcr.org) for Health sector
- Rasha Al-Awamleh (alawamle@unhcr.org) for Education sector and for Mafraq urban coordination

Need Information Management Support? Contact the Information Management Team:

- Gorgui Niokhor Diouf (dioufg@unhcr.org) for overall Information Management
- Firas Alsagban (alsagban@unhcr.org) for GIS mapping
- Murad Alsamhouri (alsamhou@unhcr.org) for Services Advisor and ActivityInfo

⁶ Coordination Associates' role is to provide coordination support to the respective Sector Coordinators, such as to contribute to the planning process within Jordan Refugee Response and Inter-Agency Appeal; collect and compile, analyse and present data on the sector activities and monitor sector partners' reporting; contribute to development of sector work plans and strategies; update and maintain relevant pages of the UNHCR information sharing portal; provide secretariat support to the sector.

VIII. List of Acronyms

3RP	Regional Refugee and Resilience Plan
CBO	Community Based Organization
CCF	Common Cash Facility
CMC / CCM	Camp Management and Coordination
CP	Child Protection
FTS	Financial Tracking System
GoJ	Government of Jordan
HCT	Humanitarian Country Team
HPF	Humanitarian Partners' Forum
INGO	International Non-Governmental Organization
ISWG	Inter-Sector Working Group
JRP	Jordan Response Plan
JRPSC	Jordan Response Platform for the Syria Crisis
MHPSS	Mental Health and Psycho-Social Support
Mol	Ministry of Interior
MoPIC	Ministry of Planning and International Cooperation
NFI	Non-Food Item
NGO	Non-Governmental Organization
RAIS	Refugee Assistance Information System
RH	Reproductive Health
SGBV	Sexual and Gender Based Violence
SGFPN	Sector Gender Focal Point Network
SRAD	Syrian Refugee Affairs Directorate
UNCT	United Nations Country Team
VAF	Vulnerability Assessment Framework

<http://data.unhcr.org/syrianrefugees/country.php?id=107>

