

# JORDAN REFUGEE RESPONSE INTER-SECTOR WORKING GROUP



## Terms of Reference

### Purpose, Scope and Principles

#### 1. Purpose

The Inter-Sector Working Group (ISWG) is the main bridge between the Sector Working Groups (SWGs) – Health, Food Security, Protection, Water and Sanitation, Shelter and Settlement, NFIs, Cash, Education. These SWGs form the backbone of the co-ordination of the refugee response in Jordan, primarily in relation to the Syrian refugee crisis.

The ISWG reports to the country director-level refugee co-ordination body – the Inter-Agency Task Force (IATF). See Annex 3 for the organogram. The IATF ensures effective consultation and communication with the Humanitarian Country Team (HCT) and the UN Country Team (UNCT), as well as with the complementary Host Community Support Platform (HCSP) and the National Resilience Plan (NRP). In addition, the ISWG and the SWGs will work to ensure proper liaison with the Task Forces under the HCSP/NRP, the secretariat, and other government-led entities.

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 SWGs, and other fora.
- Optimize complementarity between SWG activities, by building on a series of common processes.
- Promote consistency in co-ordination standards and capacity between SWGs.
- Ensure cross-cutting issues, including gender equality programming, are properly reflected in SWG activities.

#### 2. Scope

In line with overall direction of the refugee response in Jordan, the scope of the ISWG will follow the broad lines of the Refugee Response Plan (RRP) strategic objectives. For Jordan in 2014, these are:

1. Strengthen the protection of girls, boys, women and men<sup>1</sup> affected by the Syrian crisis in Jordan, including through advocating for international burden-sharing, ensuring access to territory and registration of Syrian refugees, preventing *refoulement*, and by preventing and responding to violations of protection norms, with a particular emphasis on child protection and SGBV.
2. Ensure the effective protection, reception of and assistance to Syrian refugees in camps, with an emphasis on maintaining humanitarian standards across all sectors while moving towards more efficient, participatory and sustainable methods of delivering assistance.
3. Provide protection and humanitarian assistance to vulnerable refugees in urban areas in a targeted and equitable manner across all sectors.

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<sup>1</sup> This disaggregation is applicable across all subsequent mention of the terms ‘refugees’ or ‘communities’.

4. Reinforce the resilience of host communities, through support to basic services benefiting both host populations and refugees in urban and rural areas in the immediate term, increasing awareness of, equitable access to, and the quality of such services.
5. Strengthen linkages between RRP6 activities and medium and longer term development initiatives being undertaken by the Government of Jordan and international development actors, including through the collection, analysis and sharing of information on refugee and host communities, available to the humanitarian community.

The ISWG will also consider other refugee-related issues, including for non-Syrian refugee population groups such as Iraqis and other nationalities and building linkages between Syrian refugees and the Jordanian host community, when required.

Should other humanitarian emergencies occur in Jordan beyond the scope of the RRP6 – such as a natural disaster affecting primarily Jordanians – the scope of the ISWG and sectors could be adapted, based on agreement between the IATF and the HCT.

### 3. Principles

- The ISWG should bring ‘added-value’ to the SWGs. It will focus on activities or processes that affect all or several sectors. It will also be careful not to duplicate the work of SWGs nor of location-based co-ordination fora.
- The ISWG will promote ‘Sector-based’ approaches in planning, implementation and reporting. That being said, the ISWG will be careful to ensure that common processes do not ‘subsume’ the identity or independence of participating organizations.
- The ISWG will encourage consistency in terms of style of SWGs products (e.g. minutes, 4Ws, Sector monthly reports, use of the portal etc).
- In all cases where decisions have to be taken by the ISWG, consensus will be sought. Where there is disagreement on the way forward, an issue can be referred up to the IATF for a decision, or a simple vote could be taken.
- The ISWG will promote the coordination of sectoral activities based on evidence and collective analysis, seeking feedback from the affected population and reviewing strategies accordingly. This reflective practice will improve the ability of sectors to adjust to the changing demands within the humanitarian crisis.
- The ISWG will promote strengthened coordination between refugee-related activities (RRP6) and development interventions (UNDAF/National Resilience Plan, etc.). The ISWG will promote initiatives enabling a transition from humanitarian to development interventions.

## Membership, Attendance and Secretariat

Core membership of the ISWG includes:

- Chairs of the Eight Sector Working Groups (SWGs) and Sub-Sector Working Groups (sub-SWGs) of the refugee response structure. See Annex 3 for the organogram.
- (1) Representative from the INGO forum.
- The IASC Gender Advisor
- UNHCR Inter-Sector Co-ordinator, who chairs the meeting.

Most SWG and sub-SWG have two chairs from different organizations. At a minimum, one chair from each SWG (representing both SWG and sub-SWGs) will attend the ISWG.

The UNHCR Co-ordination Team provides Secretariat and Information Management support to the ISWG by. UNHCR Information Management (IM) staff will work closely with IM staff in the organizations of sector chairs and members, in relation to the portal (data.unhcr.org) and other common platforms, with an inter-agency branding/identity.

Other persons may be invited to the ISWG, including technical experts and donor representatives, when appropriate to the agenda of the meeting.

## Core Activities

### 1. *Facilitating information flow (internal sector co-ordination)*

The ISWG will be a key conduit for sharing information between sectors and to and from the Inter-Agency Task Force (IATF).

The ISWG provides a forum where sector chairs can discuss common themes and best practices that could be applied in their sectors.

Information flow will be supported by:

- The ISWG Update. Produced on a monthly basis by the UNHCR Co-ordination Team, the ISWG Update:
  - Lists key points from the minutes from each SWG and sub-SWG. The points are focused on 'processes', rather than facts and figures that are otherwise covered in the regular Inter-Agency Sitrep. This depends on prompt sharing of accurate minutes by the Sector Chairs, and uploading to the portal.
  - Summarizes common processes at the ISWG or location-based co-ordination meetings (e.g. cross-sectoral meetings in Irbid, Mafraq, Azraq and Zaatari)
  - Highlights policy questions or 'asks' from the ISWG to the IATF for feedback.
- The UNHCR coordination secretariat attending as many SWG meetings as possible to ensure dissemination of information, build coherent and coordinated approaches etc
- Sharing of minutes from the IATF with the ISWG for follow-up.
- Sharing of stock reports and existing 4Ws, for contingency planning purposes.
- Presentations by Sector chairs of new findings/assessments, with cross-sectoral implications.
- Common data platforms: the Refugee Response Portal, including Sector pages; the Syrianrefugeeresponse.org for 4Ws, gaps analysis, budgeting and planning.
- Other mechanisms as agreed by ISWG members.

The ISWG will liaise with location-based fora<sup>2</sup> to ensure their policies and approaches are properly considered and taken into account by the SWGs. It is incumbent on Sector Chairs to liaise directly with their equivalent sectors at camp or urban levels. The UNHCR Co-ordination team will also work with such location-based fora to facilitate the flow of information up to the ISWG.

### 2. *Facilitating information flow (external to sector co-ordination)*

The ISWG will develop key products reflecting the work and achievements of the sectors on a regular basis, accessible to the Government of Jordan, foreign governments, donors, and other elements of the aid co-ordination architecture, including the HC/RC's offices, HCSP and broader development processes.

Key products and responses will include:

- Monthly Sector Achievement Reports, facilitated by sector members updating activities in the Syrianrefugeeresponse.org, generating 4W reports and maps.
- Summaries on total funding received by agency under the RRP6 – the exact mechanism for which needs to be agreed - and communicating financial gaps by sector to external parties.
- Responses to ad hoc requests from external actors, which would otherwise create additional work for sector chairs.
- Organizing opportunities for sector chairs to interact with external actors – where this is not being dealt with at the sector level or by other fora - including discussions with the Ministry of Planning and International Co-operation, inclusive donor briefings, and briefings with visiting researchers.

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<sup>2</sup> For instance, Zaatari and Azraq camp co-ordination, and urban-based fora in Amman, Mafraq and Irbid.

### 3. *Facilitating Common Processes*

Examples of common processes that are or could be addressed or validated through the ISWG, sometimes with the lead of one or several SWGs, include:

- The Regional Response Plan (RRP) strategy and appeal process.
- Contingency Planning – which will now be regularly updated as an annex to the RRP6.
- Development of multi-sectoral referral systems.
- Development of common vulnerability analysis systems.<sup>3</sup>
- Multi-sector Needs Assessments, both in terms of review of existing data and development of new assessments.
- Common monitoring and evaluation processes.
- Multi-sector gender analysis and monitoring mechanism.

### 4. *Promote consistency of sector capacity and standards*

Building on lessons learnt from the August 2013 Sector Co-ordination Survey, the ISWG will discuss and endorse minimum standards of co-ordination at the sector level. While exact application may vary from sector to sector, these may include:

- Ensure Sector Chairs have a Terms of Reference.
- Encourage nomination of International or national NGO co-chairs, where appropriate to the sector or where other co-chairs do not already exist, with defined Terms of Reference based on equal status.
- Set a minimum time-frame for production of agendas in an inclusive manner, for minutes, and uploading on to the portal.
- Ensure the portal pages by sector are properly up to date, with latest minutes, assessments and other documents, and that the meeting calendars are accurate.

## Reporting Lines

The ISWG reports to the IATF at the Jordan country level, which in turn reports to the Regional Refugee Coordinator and associated regional co-ordination fora. The UNHCR Representative sits on the Humanitarian Country Team (HCT), and will keep the HCT informed of developments in the refugee response.

SWG chairs will keep their sector members and their own organizations' informed of ISWG activities in a transparent manner, especially where ISWG activities imply resource or time commitments from these organizations.

#### **Annexes:**

- **Terms of Reference of Inter-Sector Co-ordinator**
- **Terms of Reference of Associate Co-ordination Officers**
- **Organogram**

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<sup>3</sup> Such as those currently developed by the Cash and Health Sectors.

**ANNEX 1: TERMS OF REFERENCE**  
**INTER-SECTOR CO-ORDINATOR**  
*Version approved by ISWG and IATF in July 2013*  
*Position currently held by Alex Tyler, UNHCR Snr Inter-Agency Co-ordinator*

Under the supervision of the Assistant Representative (Operations) of UNHCR, the incumbent will perform the following duties:

1. Chair the Inter-Sector working group, within the co-ordination of the refugee response in Jordan.

The Inter-Sector working group is the main bridge between the sector working groups (Health and Nutrition, Food Security, Protection, Water and Sanitation, Shelter and Settlement, NFIs, Cash, Education), at both country and field (e.g. camp) levels. The Inter-Sector working group will aim to

- promote consistency in co-ordination standards between sectors
- optimize complementarity between sector activities
- ensure cross-cutting issues are reflected in sector work

2. Provide secretariat support to the Inter-Sector working group, including preparation of agenda – in consultation with the sector chairs – and minutes.
3. Evaluate and promote good co-ordination practices.
4. Regularly participate in sector working groups, in particular where there are cross-cutting issues.
5. Support the Assistant Representative (Operations) and sector chairs in the Regional Response Plan (RRP) process, including prioritization, compilation of budgets, outputs and achievements and impact.
6. Support the Assistant Representative (Operations) in the formulation and dissemination of standards for RRP updates/revisions
7. Promote concerns of the sectors at the main Refugee Co-ordination body (Inter-Agency Task Force) and at the Humanitarian Country Team, raising queries from the sectors for policy decisions and guidance at the heads of agency level.
8. Participate along with sector chairs in other inter-agency fora, including where linkages can be made with development actors and the UN Country Team's development initiatives.
9. In support of the UNHCR Representative, and in collaboration with sector chairs, maintain a close dialogue with the government and provide accurate information to donors by organizing regular briefings, bilateral meetings and donor missions. Prepare reports as appropriate.
10. Provide and facilitate information management support linking different sectoral working groups, e.g. 3W/4W and updating of the refugee response portal co-ordination pages.

**ANNEX 2: TERMS OF REFERENCE**  
**UNV Associate Co-ordination Officers**  
***Draft under Review by Sector Chairs in October 2013***

4 International UNV Associate Co-ordination Officers are being recruited by UNHCR. Their terms of reference will be the same, except for the two sectors that they are covering. Sectors are grouped as follows:

- 1) Protection and Education sectors
- 2) Health and Food Security sectors
- 3) Shelter & Settlement and WASH sectors
- 4) NFIs and Cash sectors

Reporting to the concerned Sector chairs, each Associate Co-ordination Officer will:

- Provide secretariat support to [Sector 1; Sector 2] in terms of preparing agenda and minutes in an accurate and timely manner, attending sector meetings at Amman and field levels.
- Supports on information management for these two sectors, with responsibilities to facilitate 5W, analyze and present information on the sector activities in a concise manner, and support the sector chairs in the writing of sector specific reports as narratives and info-graphics.
- For these two sectors, update and maintain the relevant pages of the Refugee Response information sharing portal – data.unhcr.org – including the calendar of meetings; uploading of documents; updating of sector chair and member information.
- Support the Sector chairs in preparation of sector strategies, work plans, contingency plans, budgets and other planning documents in line with the Regional Response Plan for the Syrian refugee situation.
- Support the sector chairs in the organizing of presentations, events, workshops, trainings in line with sector work-plans and strategies.
- Act as back-up for the other UNV Co-ordination officers for limited functions during absences, for instance, taking minutes.

Under the overall supervision of the UNHCR Snr Inter-Agency Co-ordinator, each Associate Co-ordination Officer will:

- Attend weekly meetings Co-ordination meetings at UNHCR to plan out attendance at sector and other co-ordination fora, as well as a travel plans for that week.
- Attend skills trainings and workshops relevant on the refugee response
- Develop common processes tools and formats that are appropriate and applicable across the sectors, in discussion with the other Associate Co-ordination Officers.
- Facilitate sharing of innovative ideas or best practices between sectors. For instance, sharing information with the other sectors regarding application of vulnerability criteria or referral mechanisms, in view of creating synergies between the sectors.
- Perform other functions as required.

### **Principles to manage split reporting lines**

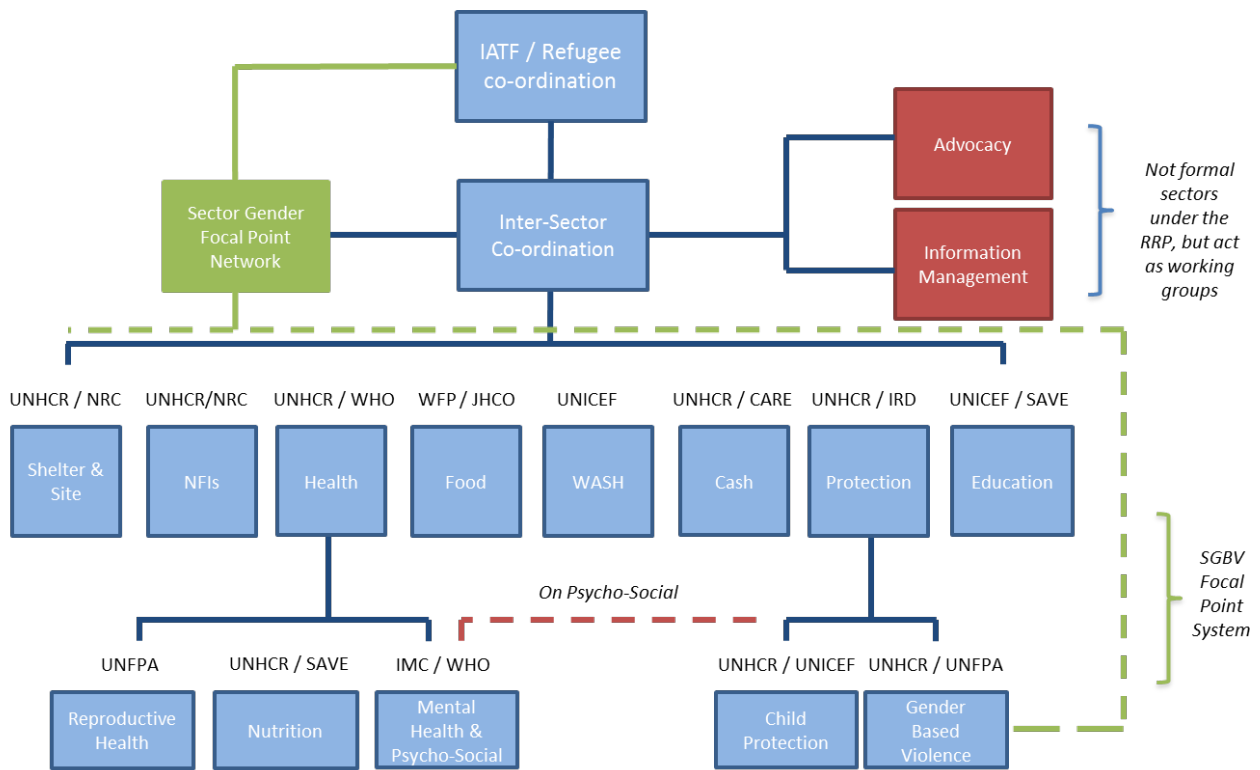
Dual reporting raises a number of challenges, from ensuring that adequate time available for each sector, that they receive sufficient logistics support, to respecting and not overstepping the authority of the sector chairs.

- Each UNV will be allocated a workspace in UNHCR Jordan. UNHCR will ensure they receive all administrative support as per UNHCR and UNV agreements and regulations.

- UNHCR will provide vehicle transport or alternatives to and from meetings, and to other UN and NGO chair offices. UNHCR will also provide access to a laptop to facilitate minute taking, or work these other offices, should temporary workspaces not be available.
- Each UNV will spend one day each week at UNHCR to attend Co-ordination unit meetings, work on common processes with the other UNV Associate Co-ordination Officers, and to deal with administrative issues etc.
- Otherwise their time will be split between their two sectors, based on mutual agreement between the sector chairs. This may mean the equivalent of two days per week on Sector 1 and two days on Sector 2, although sector chairs may agree to establish different arrangements. Each UNV will take the initiative to develop a work-plan to manage their time, for approval by the sector chairs.
- Each UNV will respect reporting lines to the respective sector chairs. For instance, they will make sure drafts of minutes and other documents are discussed and approved by the sector chair, before being shared with the UNHCR Co-ordination Team or uploaded on the portal.

The UNHCR Snr Inter-Agency Co-ordinator, as functional supervisor, will arbitrate in case of any disagreement between sector chairs related to the UNV Associate Co-ordination Officers.

### ANNEX 3: JORDAN REFUGEE RESPONSE Sector Coordination Structure (as of December 2013)



### Zaatari Camp Coordination

