



Turkey Inter-Agency Coordination Briefing Note

Turkey hosts close to 3 million Syrian refugees, an estimated 260,000 non-Syrian asylum seekers and refugees and is responding to the refugee and migrant crisis in Europe. Refugee coordination in Turkey works in support of the Government of Turkey to ensure that the response is effective, coherent and predictable.

Inter-agency coordination in Turkey is created around the Regional Refugee and Resilience Response Plan (3RP) and the Regional Refugee and Migration Response Plan (RMRP). The Government of Turkey leads the response and the UN serves as support to guide the coordination efforts among humanitarian and development partners. UNHCR and UNDP co-lead the 3RP and UNHCR and IOM co-lead the RMRP.

The coordination structure is built around the basic principles of the Refugee Coordination Model (RCM) which has been expanded to incorporate both the resilience and the mixed migration perspectives.

The Refugee Coordination Model (RCM) is a framework for leading and coordinating a refugee response. The RCM offers an inclusive platform for planning and coordinating operations to ensure that the response is predictable, effective and inclusive by promoting partnership, transparency and inclusivity. RCM leadership and coordination:

- Includes partners in the development of response plans and contingency plans, including protection and solution strategies;
- Builds on the needs of refugees and host communities as well as the availability and absorption capacity of local resources and capacities;
- Provides common services to support planning and service delivery, including information management and inter-agency fundraising platforms;
- Invite partners to coordinate sectors where expertise and capacity is available.

In line with this model inter-agency coordination structures have been established at the national and sub-national level across Turkey. The aim is to improve service delivery, maximise resources, avoid duplication and improve coherency, predictability and effectiveness across all areas of the response.

Turkey Inter-Agency Coordination Structures and Systems:

A structure of sector working groups that report to a higher level strategic body has been created based on the Refugee Coordination Model. The Syria Task Force (STF) meets on a monthly basis and provides oversight to the working groups with regards to 3RP implementation and the RMRP task force (meets on a monthly basis) provides oversight to the working groups with regard to RMRP implementation. The STF is co-chaired by UNDP and UNHCR. Its membership consists of inter-sector coordinators, sector leads, representatives from the NGO platform and donors. The RMRP Task Force is co-chaired by UNHCR and IOM. Its membership include UN appealing agencies under the RMRP, NGO representatives and donors.



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The STF and the RMRP task forces report to the Syria Response Group (SRG) which is chaired by the Resident Coordinator and co-led by UNHCR and UNDP. The SRG meets every 6 weeks with additional meetings taking place more frequently if needed. The membership of the SRG consists of UN agencies that have appealed under the two plans and other partners involved in the broader Syria response such as OCHA. Please refer to the revised ToRs for more details on the roles and responsibilities of the SRG and STF.

Syria Response Group (SRG): The Syria Response Group (SRG) is chaired by the Resident Coordinator and co-led by UNHCR and UNDP. It is the highest decision making body of the inter-agency response and membership consists of appealing UN agencies and other partners involved in the broader Syria response such as OCHA. The SRG provides a platform for strategy and policy setting throughout all phases of the response including follow up on resource mobilization. In addition to that, the SRG will hold regular meetings with relevant Government counterparts to coordinate and align with Government priorities and address critical bottlenecks/ challenges for the response.

Syria Task Force: The Syria Task Force (STF) is a strategic body with national coverage that provides oversight and guidance to the six sector working groups. The STF defines policy directions for endorsement by the SRG. UNHCR and UNDP co-chair the STF and membership consists of UN agencies, sector coordinators, donor representatives, NGO representatives and could be expanded to other key partners such as the WB as appropriate. The STF serves as both an inter-agency and an inter-sector forum. In addition to that, the STF will hold regular meetings with relevant technical Government counterparts in order to coordinate and align with Government priorities and coordination efforts. The STF will thereby prepare engagements of the SRG with higher level government officials as appropriate.

RMRP Task-Force: Based in Ankara, the RMRP task force brings together UN agencies, NGO and donor representatives taking part in the RMRP and involved in the Mediterranean Sea response. The task force is co-led by UNHCR and IOM and provides oversight and guidance to the three sectors active in Izmir under the RMRP. The RMRP Task Force aims to provide strategic guidance to the working groups in relevant geographical areas, as well as to support advocacy and resource-mobilization.

South-East Inter Agency Task Force (SEIATF): Based in Gaziantep, the South-East Inter-Agency Task Force is the regional leadership group for the South-East of Turkey. The group provides a forum for partners to discuss and agree on regional strategy and policy settings for all phases of the response. They also supporting emergency preparedness efforts related to refugee influx.

The IATF works in support of the local government structures. The UNHCR Head of Sub-Office leads the group. Membership include heads of UN offices and representative from the NGO forum and the donor community as well as the UNDP and UNHCR inter-agency/ inter-sector coordinators.

Istanbul Inter-Agency Task Force: Based in Istanbul, this Task Force is the regional inter-agency leadership group for Istanbul city and province. The group provides a forum for regional strategy and policy settings for all phases of the response in support of the



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Government and provincial authorities. Given the existing Government-led coordination structures in Istanbul, this task force ensures regular dialogue and exchange of information with the relevant Government counterparts. The UNHCR head of office leads this group. Membership include UN Agencies, NGOs, donors. Participating agencies should be based and operational in Istanbul.

Inter-Sector Working Group (ISWG) in Gaziantep: The ISWG is composed of the sector leads and the UNDP/ UNHCR inter- agency /inter-sector coordinators and works to ensure coherence and consistency across all sectors and areas of intervention. The ISWG:

- Provides technical oversight and guidance to sector working groups;
- Guides and facilitates information management to support decision-making;
- Promotes consistency in standards, processes, and capacities among sectors;
- Ensures cross-cutting issues are properly reflected in sector activities;
- Ensures technical-level emergency preparedness across sectors;
- Identifies and elevated issues to the STF for action or guidance.

The Gaziantep Inter-Agency Coordinator leads the ISWG. Members are sector and technical working group coordinators, co-coordinator and technical advisors.

The ISWG is currently only active in the South East of Turkey. In Ankara the STF serves as both an inter-agency and an inter-sector forum. Dedicated coordinators meetings are organised on a needs basis.

Sector/Working Groups: Sector working groups are established to:

- Set strategic directions and priorities for the sector as well as inter-sectoral linkages with relevant other sectors
- Develop and manage sector response plans;
- Develop, apply, and promote sector specific standards, guidelines, and good practices;
- Manage sector specific data and information to support decision making;
- Ensure sector emergency preparedness, including contingency planning if necessary;
- Advocate on behalf of affected populations and sector participants;
- Ensure accountability to affected populations including Communication with Communities.
- Sustain efforts to increase resilience based activities and objectives for the sector, as required

In Turkey, the interventions of the humanitarian community are coordinated and harmonized through six sectoral working groups – Protection including SGBV and Child Protection sub-sectors (led by UNHCR and co-led by UNFPA and UNICEF respectively), Basic Needs (co-led by UNHCR and WFP), Education (co- led by UNICEF and UNHCR), Health (led by WHO), Food Security (co-led by WFP and FAO) and Livelihoods (led by UNDP). These working groups are replicated at sub-national level in Gaziantep, Istanbul and Izmir.

In Izmir and Istanbul activation of working groups has been prioritized based on the number of partners and types of interventions implemented. As of April 2017, Izmir coordinates activities of three sectors through an area based inter-agency/inter-sector mechanism - Basic Needs (co-led by UNHCR and IOM), Health (co-led by WHO and UNFPA) and Protection (led



by UNHCR). In Istanbul two working groups are active – Protection (UNHCR led) and Basic Needs (co-led by UNHCR and WFP).

Technical Working Groups: Specialised technical bodies that provide direction and guidance in a specific area of expertise that is cross-cutting/ inter sectoral, i.e. relevant to multiple sectors. The focus is on modalities for assistance and provision of technical services for improved service delivery. In the Turkey coordination context, currently the technical working groups are:

- **Cash-Based Interventions Technical Working Group (CBI-TWG):** Fulfilling a technical advisory function the CBI-TWG:
 - Provides technical support and guidance on cash-based interventions including sector and multi-sector guidance, capacity development and harmonisation in cash-programming;
 - Enhances accountability, quality assurance and oversight in CBI related interventions;
 - Promotes knowledge management, learning and best practices amongst CBI actors.

- **Information Management Working Group (IM-WG):** Serving in support of the ISWG, the IM-WG (led by UNHCR) supports evidence-based decision making and predictable response by:
 - Sharing information products including reports, statistics, maps, and assessments;
 - Coordinating the development and management of information systems;
 - Providing a forum to discuss data quality and collection methodologies;
 - Analysing inter-sector data with the participation of relevant sector actors;
 - Promoting the harmonization of codes and standards to facilitate comparison across data sets;
 - Sharing technical expertise with response members.

Technical working groups can be established on a needs basis with approval from the STF.

National and Sub-National Coordination:

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 sub-national coordination structures.

In Turkey, national-level coordination structures are based in Ankara and work to provide country-wide strategic direction and guidance. The aim is to achieve consistency, efficiency and the application of common standards across all areas of interventions in all geographical areas.

Sub-National structures are established in the South-East of Turkey (located in Gaziantep), Ankara, Istanbul and Izmir to ensure the effective operationalization and implementation of the strategic priorities.



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In addition to the established structures, municipal and provincial level structures may be explored in some locations depending on needs. The key is to ensure that assistance and service delivery is coordinated in all locations across all sectors and that standards and approaches are aligned with those at the national level, while allowing the necessary degree of autonomy and flexibility. There is no one size fits all solution.

Additional Bodies:

Turkey NGO Coordination Platform: The Turkey NGO Coordination Platform is an independent, NGO-led coordinating body composed of national and international NGOs delivering humanitarian programming in Turkey. The forum provides a venue where NGOs operating in Turkey have a space to address common priorities and challenges and to ensure appropriate NGO representation and participation in key response and leadership fora.

Informal Donor coordination/ working group: The Turkey Donor Working group brings together the donors who fund the 3RP and RMRP. The forum provides a venue where donors have a space to address common priorities and challenges.



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PART II: Who is who? Roles and Responsibilities, and Minimum Commitments:

a. Roles and Responsibilities

Refugee Coordinator: Responsible for leading and coordinating the inter-agency refugee response by providing a harmonized strategic approach to the response that is effective, predictable, partner inclusive and accountable. The UNHCR Representative acts as in-country Refugee Coordinator. Main roles and responsibilities:

- Develop, monitor and update refugee strategies and plans. The plan should:
 - Provide an overarching strategic direction for all responding partners ;
 - Ensure strategic and operational response plans by sector;
 - Include a monitoring framework with clear indicators from activity to impact level;
 - Be developed in an inclusive manner looking at all relevant stakeholders (UN, NGO, donors and Government) including development actors.
- Lead advocacy on all international protection matters with the host Government.
- Provides guidance to ensure sufficient resource mobilization towards the response as defined in the joint plan
- Establish coordination structures:
 - An inclusive, consultative forum at national level to set strategic direction of the response, co-chaired by UNDP for the resilience response and the Government (if possible). This forum in Turkey is the Syria Response Group and the Syria Task Force which at this stage does not include the government;
 - Sector working groups that collectively assess and address needs in a coordinated, harmonized way. Create a UNHCR-led Refugee Protection Working Group responsible for the coordination of protection services and for mainstreaming protection throughout other operational sectors;
 - Establish a platform for inter-sector collaboration. All sector coordinators participate in this forum to ensure a cross cutting, multi-sectoral response;
 - Sectors should, if possible, connect to Government-led mechanisms;
 - Delineate functions and ensure roles and responsibilities at all level are clear;
 - Ensure information management systems are in place and effective and that information management is coordinated through an information management working group.
- Lead inter-agency contingency planning and preparedness with relevant Government entities, UN and NGO partners (including development actors).
- Agree modalities with other coordination actors (i.e. Resident coordinator and the UNCT).

Resident Coordinator/UNDP Resident Representative: Leads the United Nations Country Team (UNCT). Provides overall leadership to UN development interventions and ensured alignment of UN assistance with national development plans. Main roles and responsibilities include:

- Coordinates all UN organizations implementing programs for development.
- Ensure coordination of UN activities to improve efficiency and effectiveness:
 - Creates a platform of coordinated delivery;



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- Promotes the development of national capacities.
- Within the context of national development plans, supports the Government in its coordination of international development assistance;
- Provides guidance to ensure sufficient resource mobilization towards the response as defined in the joint plan
- Advocates for human rights with the Government on behalf of the UNCT;
- Encourages and supports national efforts in Disaster Risk Reduction;
- Ensures that the UN collectively works toward achieving the 2030 Sustainable Development Agenda

UNHCR and UNDP Inter-Agency/Inter-Sector Coordinators: The Inter-Agency coordinators, in his/her role as Inter-Sector Coordinator are responsible for cross sectoral coordination (the Syria Task Force and/or inter-sector working group) to ensure a coherent, multi-sectoral response approach across all areas of intervention. Main roles and responsibilities include the following:

- Establish and maintain inter-sector coordination mechanisms that allow sector coordinators and other technical actors to maximise the use of resources, address strategic objectives and avoid duplication;
- Define strategic objectives across all sectors and strengthen the overall resilience response for each sector;
- Ensure that policy discussions and strategic recommendations made in the STF are communicated to the SRG for decision making and to sectors for further technical action and follow-up;
- Work with the STF to advice the SRG on strategic priorities, directions and flag challenges
- Operational and technical challenges from sectors are communicated to the STF with recommended actions to address them;
- Advise the STF on how gaps in coordination capacities at the sector should be addressed;
- Support coordination capacity building initiatives;
- Support the integration of cross-cutting issues in all phases of the response;
- Facilitate inter-sector needs assessments and analysis;
- Ensure that standard information management tools are in place to enable inter-sector analysis;
- Assist coordinators to identify needs and gaps and promote joint actions to address them;
- Support technical level emergency preparedness efforts, including contingency planning for possible refugee influx;
- Ensure accountability to affected population is integrated across all sectors and throughout all phases of the response.

UN Sector Working Group Coordinators: Leads, coordinates and guides a specific working group to ensure the sector response is effective, coherent and predictable. The coordinator's core responsibility is to ensure sector working group members fill gaps in assistance without duplicating efforts. The sector coordinator is responsible to government leadership of sectors where possible. Main roles and responsibilities include:



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- Develop sector strategies, plans and monitoring frameworks (i.e. sector plans, objectives and indicators);
- Identify key challenges and bottleneck of a strategic nature that need to be addressed at the STF or SRG levels
- Ensure a resilience-oriented approach across all sectors
- Lead and/or ensure completion and sharing of needs assessments, situation analysis, prioritisation and resource mobilization;
- Harmonize interventions and develop, apply and promote standards, guidelines and best practices (i.e. agree on common standards for activity implementation and tools for monitoring)
- Manage sector information in support of decision-making:
 - Ensure effective tools, systems and products are in place and used to support gap analysis, reporting, monitoring and evaluation;
- Ensure sector specific emergency preparedness, conducting preparedness activities including contingency planning;
- Identify capacity gaps of partners and work to address training needs of sector partners;
- Advocate on behalf of affected populations and sector participants;
- Ensure accountability to affected populations.
- Represent the sector at the inter-sector and other inter-agency coordination forum.

UN Sector Co-Coordinator: The sector co-coordinator supports the sector coordinator in his/her efforts to lead, coordinate and guide a specific sector working group., The co-coordinator is also responsible for undertaking tasks and activities outlined in the sector working group terms of reference. Main roles and responsibilities of the co-coordinator:

- Support the sector coordinator in identifying new and existing sector actors and gauging sector participation and representation;
- Support the working group to ensure key sector concerns are reflected in sector specific and multi-sectoral assessments;
- Support the sector coordinator in developing, managing and monitoring the sector plan and strategies;
- Support the sector coordinator to ensure the sector working group fulfils emergency preparedness actions, including assessing response capacity and resource mobilization;
- Support the working group's data collection and analysis efforts to drive prioritization and support resource allocation;
- Collaborate with other sector working groups to ensure and promote integrated sector response and programming;
- Assist in developing/updating information management tools and products, including monthly sector dashboards;
- Support the sector in the regular monitoring and evaluation of sector specific activities, identifying response gaps and promoting actions to address them;
- Identify training needs and support the development and roll-out of sector specific inter-agency capacity building plans.
- Attend the Inter-sector and other inter-agency coordination forum.



NGO Technical Advisor: Promotes and ensures technical oversight and guidance to the sector, identifying training needs and facilitating capacity building efforts. Main roles and responsibilities:

- Provide technical support in the development, monitoring and implementation of sector strategies and plans (including emergency preparedness);
- Provide technical guidance in the design and roll-out of sector specific tools and standards (i.e. gaps and needs analysis, monitoring & evaluation – including feedback mechanisms and quality assurance, etc)
- Support task force groups by providing technical guidance and review of outputs;
- Support gathering, collection and analysis of technical sector specific information;
- Contribute to identify advocacy concerns and contribute to key advocacy messages and initiatives;
- Represent the sector at inter-agency coordination forum, including at the STF/ISWG.
- Supports the coordinator(s) in identifying key technical partners and liaises with other sectors/working group's technical advisors to ensure complementarity and cross-sectoral analysis of technical issues.

Sector/Working Group Members: Sector working group members are responsible for the followings:

- Regularly attend and participate in sector meetings and activities;
- Contribute to sector planning and deliverables, including through active participation and engagement in joint-initiatives, activities, action plans, assessments, training, etc;
- Follow-up on sector actions points, timelines etc as agreed by the working group;
- Provide regular inputs and share regular information on respective organization activities, challenges etc;
- Support sector activities as necessary and, as much as possible, align organization's activities with sector response plans and strategies
- Contribute to the monthly sector dashboards by providing regular updates of organizational achievements, gaps and challenges.
- Regularly provide inputs on IM and other products (4Ws, ActivityInfo reporting, contact list)

Information Management Working Group: coordinate information, data and knowledge management activities at the inter-sector level. The IMWG is chaired by UNHCR but supported through sector IM's from lead agencies. They are responsible for support to sectors to make evidence-based decisions and to utilize the information and data collected to the fullest extent possible. The IMWG's main objectives are to:

- Identify the needs and requirements for data, information and knowledge management;
- Systematically share information and collected data results on an inter-sectoral basis between organizations including reports, statistics, maps, assessments and other information products (3Ws, common tools, etc.);
- Coordinate from an inter-sectoral perspective, the establishment and management of monitoring systems, needs assessments and other information systems;
- Provide a forum for discussions of data quality, data collection methodologies and technical data issues;



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- Analyze inter-sectoral data. Relevant actors should be invited to participate around thematic analysis;
- Develop and promote the use of common data sets; create synergies between and better systems for common data, information and knowledge management.

MINIMUM COMMITMENTS, ACCOUNTABILITIES AND GUIDING PRINCIPLES for Inter-Agency and Sector Coordinators, Co-coordinators and Technical Advisors:

- Achieve and fulfil clear sector deliverables – results orientated;
- Regularly travel to the field and support decentralized coordination efforts;
- Actively participate in broader inter-agency and inter-sector efforts;
- Represent the interests of the sector rather than agency interests (neutral);
- Add value to the sectors through leadership, coordination and provision of technical guidance and oversight;
- Upholds principles of partnerships and principles of coordination;
- Accountable to sector members and affected populations (persons of concern).

PART III: SECTOR CHECKLIST: Minimum Requirements for Sector/Working Groups:

- Terms of Reference (ToR): ToRs define the purpose, structure and objective of the group. ToRs provide a documented basis for making future decisions and confirming/developing a common understanding among working group members and key stakeholders. As much as possible sub-national/ field level ToR should be aligned with those at the national level, while being more detailed and operationally oriented. At a minimum, ToRs should specify and include the following sessions:
 - Background;
 - Group Objective(s);
 - Principles and definitions;
 - Geographical Coverage;
 - Sector tasks and responsibilities;
 - Membership & member responsibilities;
 - Coordinator, co-coordinator and technical advisor arrangements & responsibilities;
 - Sector Working Group Coordination Structure (organigram);
 - Reporting lines & accountabilities;
 - Terms of Revision.

- Work Plan: A work plan is a detailed account on how sector working group proposes to meet its objective through a breakdown of specific tasks. A work-plan should be task-orientated and specific. It should include a timeline for completion and should specify responsible actors for leading a specific task.

- Minimum standards and basic sector guidance: this could include basic SOPs, referrals, guiding documents etc. National sectors are responsible for developing and setting nation-wide sector specific guidance's and standards; Sub-national and field-level working groups are responsible for contextualising national guidance to reflect operational and context specific realities.

- Sector Specific Capacity Building Plan: This should be based on identified and assessed capacity needs of sector members and service providers. Sector specific capacity building plans should be including inter-agency trainings, workshop and other activities aimed at strengthening the capacity of sector actors, particularly front-line workers.

- Sector Strategy: Both national, sub-national and field level working groups should have their sector specific strategies in place and contextualised to their operational, context specific realities. At a minimum, this should be specific and clearly define sector objectives, activities, targets and indicators.

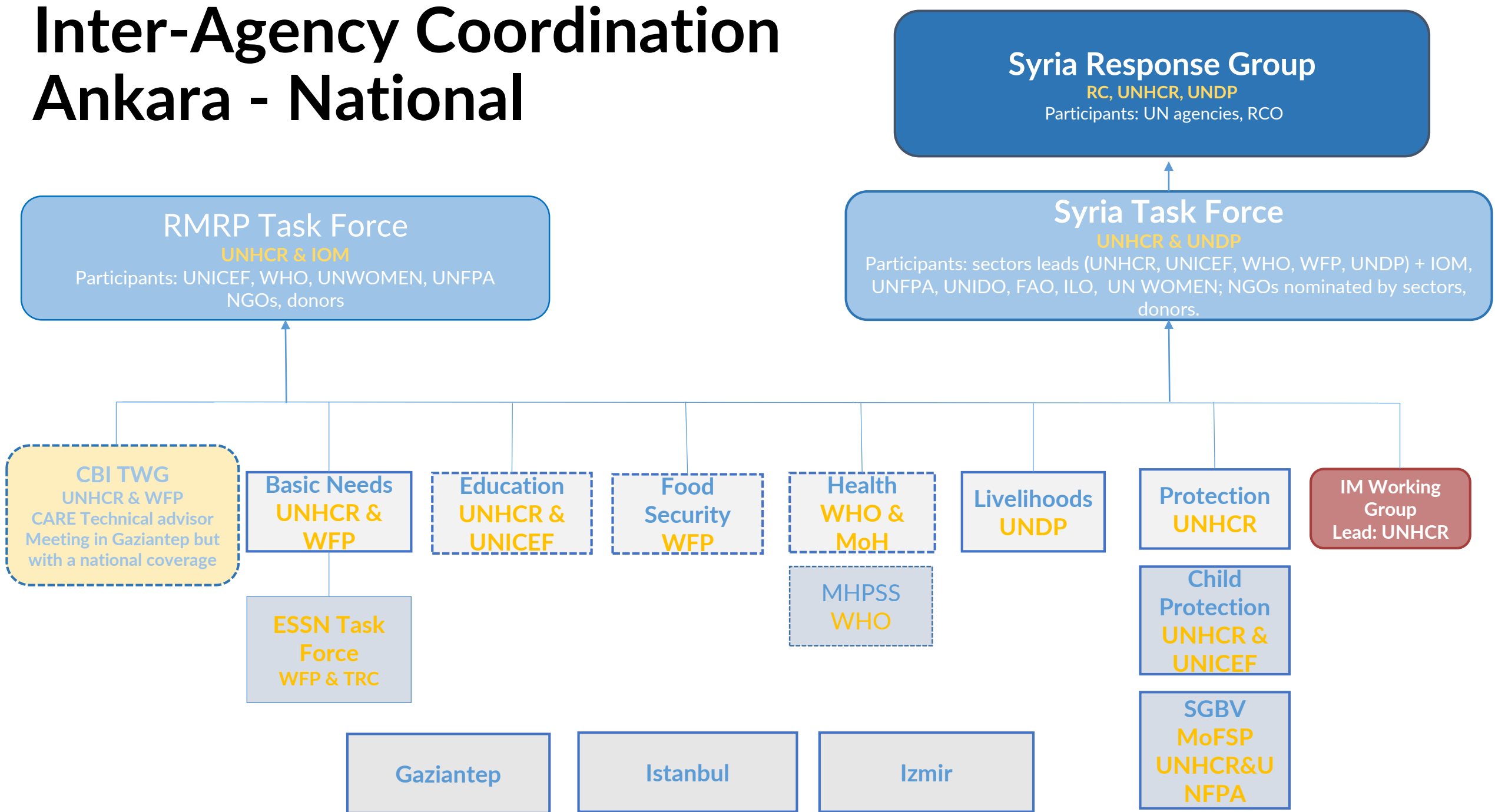
- Basic Information Management Systems: at a minimum, this should include:
 - Sector specific 4Ws;
 - Contact list;
 - Assessment Registry and/or Secondary Desk Review databases;
 - Drop-Box and other basic information-sharing platforms;



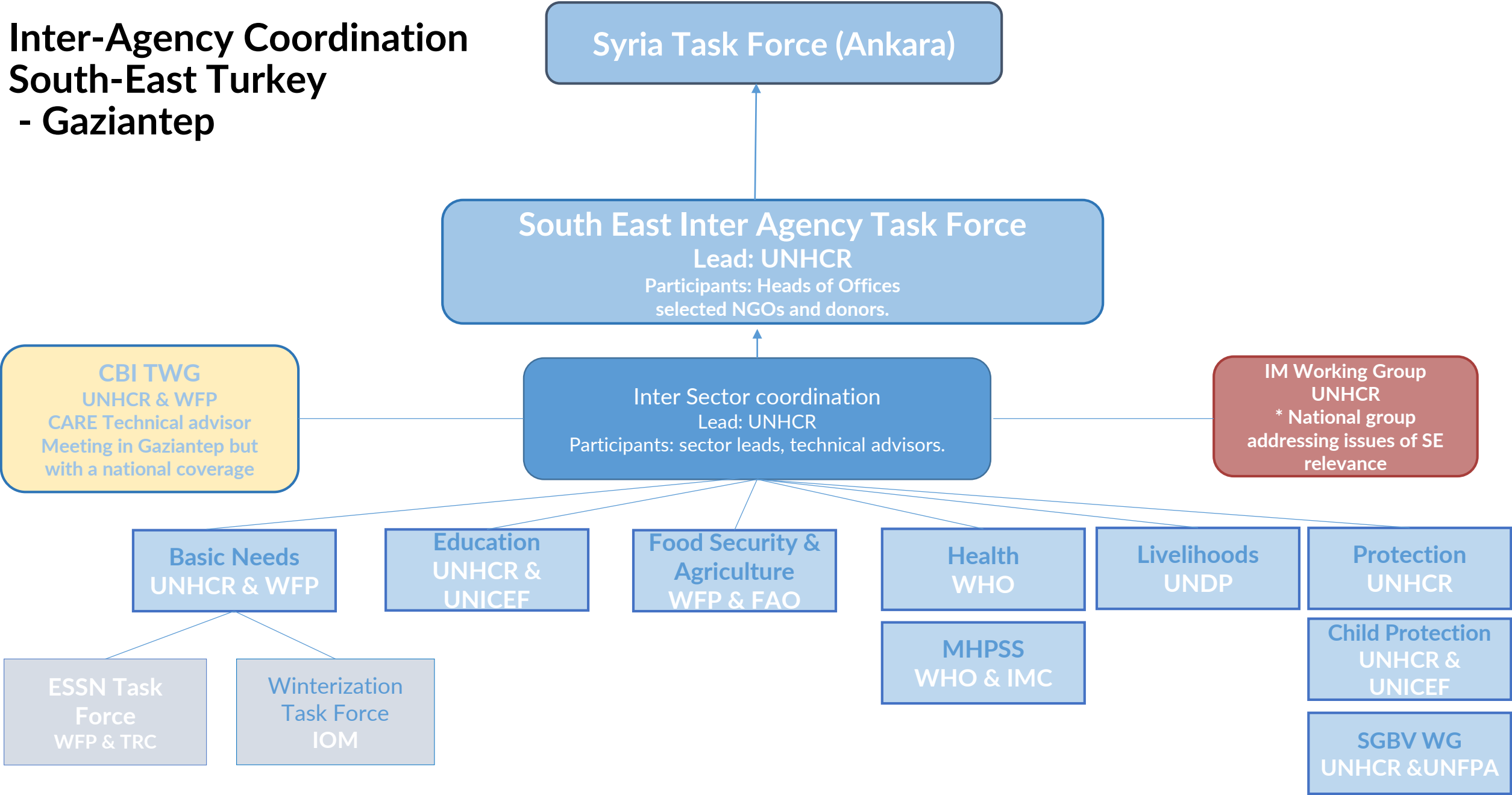
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- Accountability and Communication with Communities (two-way communication and information) Strategy: Every sector should have a strategy and implementation plan in place to ensure and promote accountability to affected populations and ensure two-way-communication. These should ensure regular feedback mechanisms, mass-information campaign and two ways-communication strategies. This is an integral part of any sector working group and strategy.
- Monitoring & Evaluation Framework: Every sector should develop, maintain and update a monitoring framework to report and monitor progress and against planned targets and agreed activities.
- Monthly provision of information (SitRep): Provide narrative information highlighting sector achievements, main highlights, gaps, challenges, recommended follow-up actions. Ideally sector SitReps should be submitted on a monthly basis, combining both quantitative and qualitative information.
- Monitoring Sector Coordination Performance: i.e. through regular sector coordination performance survey (ideally on a quarterly/six-months basis), seeking for regular feedback and gauging sector's participant satisfaction.
- Basic Minimum Emergency and Advance Emergency Actions: every sector should develop, maintain and update regular Minimum Emergency Preparedness and Advances Response actions, including assessing sector specific response and preparedness capacities.

Inter-Agency Coordination Ankara - National



Inter-Agency Coordination South-East Turkey - Gaziantep



Izmir

