

# 2014

## Two-months Joint Operational Plans for the Whole of Syria

Syrian Arab Republic



Mid-September 2014  
Mid-November 2014

Prepared by OCHA for the HC/RC Syria and the D/RHC,  
on behalf of humanitarian partners operating in Syria

## HIGHLIGHTS

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The two-months Joint Operational Plans for the Whole of Syria has led to:

- Improved information sharing and operational coordination between all actors, paving the way for a more coherent response in 2015.
- Reduction in overlap, identification of areas of complementarity between cross-border, cross-line and regular operations, leading to immediate efficiency gains and better coverage of affected people.
- Understanding that the collective response across the four target provinces falls short of meeting needs, with critical gaps remaining in many areas at sub-district and town levels.
- Identification of areas requiring further work and coordination, providing a roadmap for addressing outstanding challenges going forward.

## BACKGROUND

Syria remains the largest and most complex emergency world-wide with almost 11 million people in need of assistance, of which 5 million are children. Almost 10 million people have become displaced internally or have become refugees. An estimated 6.45 million people remain displaced inside Syria. Over the last four years, humanitarian actors providing relief response activities inside Syria from Damascus or across the Turkish and Jordanian borders have run parallel operations, with limited or no interaction and coordination.

As the scale of needs continues to grow, and following the adoption of resolutions 2139 and 2165, by the United Nations Security Council, humanitarian actors operating inside Syria from Damascus or across the Turkish and Jordanian borders met in Beirut on 3 September 2014 and decided to embark on a “Whole of Syria” (WOS) approach in an effort to improve the effectiveness and operational reach of their collective responses.

## RATIONALE AND SCOPE

The two-months joint operational plans were designed as a practical test to implement the WoS approach on a limited scale before the roll out of the 2015 Humanitarian Planning cycle. The plans cover the provinces of Idlib, Aleppo, Quneitra and Dara in the areas of WASH, Food security, Health and NFI/Shelter.

The cornerstone of the WOS approach is a commitment by all humanitarian partners to a coordinated response through the IASC sector / cluster approach to increase the efficiency and effectiveness of their response through (1) developing a principled, predictable and systematic operational planning process; (2) ensuring greater coherence across the different operational modalities (ie. cross-line, cross-border or regular programmes) through improved coordination; and (3) strengthening information-sharing.

The purpose of the two-months joint operational plans is to maximize the collective reach to affected populations, by capitalising on the comparative advantage of all actors and their partners. In addition it aims to reduce overlap and inefficiencies through agreeing and operationalizing a set of clear criteria to identify which actor is best placed to deliver in a particular location, either through cross-border, cross-line, or a combination of both when warranted.

## METHODOLOGY

The plans provide information on identified needs at the sectoral level and planned programming in the concerned governorates for the months of October and November 2014.

A suggested set of criteria was presented to sectors to inform their work, namely (1) identification of target areas based on needs; (2) development of the plans based on actual programming and possible scale up of actors; (3) planned activities should be commensurate with the capacity and reach of actors. In addition, two main criteria were proposed to support the sector’s efforts to eliminate overlap and identify areas of intervention as well as possible gaps: (1) geographical coverage of each actor (access, feasibility, most direct routes) and (2) type of response planned.

Each sector carried out a review of the gaps at governorate and sub-district levels, as well as a de-conflicting exercise at town level, indicating the type of response planned, capacity and partnership.

## CHALLENGES

The following are some of the challenges encountered during the process:

- It took nearly one and a half months for the four sectors and their partners to finalize the plans due to challenges related to the coordination of operations, as well as the time required to build trust among partners that were operating in silos over the last years.
- Difficulties between actors operating from within Syria and cross-border to reconcile key humanitarian baseline data took time to overcome. However, a sector did not reach agreement on 'People in Need' figures, aiming to address the issue within the framework of the upcoming WOS Humanitarian Needs Overview.
- Ongoing concerns surrounding information sharing/confidentiality (sub-district vs town level), particularly for key sectors such as Health, leading to a decision by some actors not to share information as part of this exercise. In particular, NGOs implementing food projects cross-border from Jordan did not share a complete overview of their planned activities in the two Southern provinces.
- Developing coordination mechanisms across hubs when none previously existed, while simultaneously preparing the plans.
- The delay in establishing operational coordination mechanisms dedicated to the response inside Syria for Jordan based actors operating cross-border until late in the process was a challenge. This has now been resolved, with four new sectors established in October (WASH, food security, health and NFI/shelter).

## HIGHLIGHTS BY SECTOR



### Food Security

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**Target food assistance:** (food baskets, wheat flour, other food items):

**Food Baskets:** The sector plans to reach **2,254,763** people in the four governorates through 9 sector partners during the month of October. Out of those, about 901,428 people will be reached from Turkey, 64,100 people will be reached from Jordan and 1,289,235 people will be reached from within Syria.

**Flour and other food items:** The sector plans to reach **927,978** people in two governorates (Aleppo and Idlib) with flour, bread and other food items through 8 sector partners from Syria.

The plan includes activities for the month of October only due to the extensive negotiations undertaken within the sector to de-conflict operations. Nonetheless, the sector anticipates that November activities will be largely similar to those planned in October.

### Target Agriculture

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**Cereal seeds:** the sector plans to reach **103,152** people in Aleppo and Idleb governorates from both within Syria and Southern Turkey for the 2014/15 season through cereal seed distributions through one partner.

Out of those, 57,750 people will be targeted by FAO from within Syria for the 2014/2015 season through cereal seed distribution in the “Northern Belt” governorates<sup>1</sup>. This assistance is part of a larger agricultural programme, aiming at targeting 148,750 individuals in 4 governorates (Aleppo, Idleb, Der Ez Zor and Hassakeh), in addition to the 4.485 families already assisted in Ar Raqqa.

## 1. OVERLAP

### Food Assistance (food baskets and flour/other items)

#### Aleppo and Idlib

9 partners (8 from South Turkey and 1 from Syria) provided their plans for 563 locations for the Joint Operational plan.

An operational meeting on 28-29 September between WFP and 3 partners working from Southern Turkey was guided by a set of parameters (such as access, local presence/representation, type of assistance, programme sustainability, monitoring etc) to determine how any overlap would be addressed.

For this exercise WFP provided their sub district level planned allocation for October and cross-border NGOs provided their location (village or Food Distribution Point) level planned allocation.

In many locations where both Southern Turkey and Damascus based organizations are present the overlap at sub district level is not necessarily leading to duplication. The current status of deconfliction between the cross-border and cross-line activities is summarized in the table below. Discussion on operational coordination is ongoing with other cross border partners based on the same parameters.

### Find summary table 1 below;

Category	No. of Sub-Districts	No. of Locations	No. of Beneficiaries (Damascus - Food Basket*)	No. of Beneficiaries (Turkey- Food Basket)	No. of Beneficiaries (Turkey- Flour and/or other Food items)	Total Beneficiaries
0	67	563	1,021,500	901,428**	927,978	2,850,907
1	19	204	475,000	410,645	524,576	1,410,221
2	11	78	104,500	65,610	83,066	253,176
3	13	21	117,000	96,564	13,500	227,064
4	24	260	325,000	328,609	306,836	960,445
<b>Category 0:</b> Locations Reviewed - Total number of locations reviewed in Joint Operational Plan						
<b>Category 1:</b> Operational Coordination Completed - indicating partners have agreed to either pull out or work together on geographical divisions/modality to complement each other						
<b>Category 2:</b> LOCAL COORDINATION REQUIRED - Operational Coordination completed however there is more than one partner in that location and further local level coordination is needed to complement partner programs.						

<sup>1</sup> The Northern Belt governorates represent the major cereal production area in Syria.

**Category 3: NOT ACCESSIBLE** - implies partners from both sides cannot access these areas and discussion should remain open

**Category 4: PENDING** - implies locations that need further discussion as some of the partners who are present in the location did not participate in the operation meeting

**Notes:**

\* WFP food basket includes wheat flour, rice, pasta, bulgur, lentils, canned beans, vegetable oil, salt and sugar for a family of five for one month. Other partners Food Basket harmonized.

\*\*Includes WFP XB 75000 (15K Food Baskets) with NGO partner as an emergency support

## Dara and Quenitra

Jordan based partners did not provide their planned figures and only 4 Jordan based organizations shared information where potential overlap with WFP cross-border or cross-line plans would be occur. WFP cross-border and cross-line plans will be taken forward based on the access situation. Discussions are ongoing with Jordan based organizations to replicate a similar exercise as was done with Southern Turkey based organizations with a view to identifying and addressing potential areas of overlap.

### Category 1: no overlap

9 districts with 36 locations. 250,185 people planned to be reached by either/both cross-line and cross-border by WFP and cooperating partners depending on access status.

### Category 2: Pending. Locations need further discussion between partners

8 districts with 22 locations. 88,165 individuals planned to be reached by either/both cross-line and cross-border by WFP and cooperating partners depending on access status.

## Agriculture

### Aleppo and Idlib

**FAO plans to assist 103,152 people in Aleppo and Idlib** from both within Syria and Southern Turkey for the 2014/15 season through cereal seed distributions. This is part of a larger assistance programme, under which FAO is planning to assist 21,250 farming families (148,750 individuals) in 4 Governorates (Aleppo, Idleb, Deir-ez-Zor and Al-Hazakeh). In Aleppo, FAO has managed to enlarge the pool of implementing partners, making possible for local NGOs to work with FAO (previously only SARC was authorized).

### Dara and Quentra

No activities planned at this stage given resource constraints and priority given to the major cereal producing areas of Syria in the Northern Belt.

## 2. Gaps

An agreement was reached between WFP and Turkey based organizations to use either cross-line or cross-border modalities to reach areas that are currently unaccessible if the opportunity arises. There are currently 13 sub districts that are not accessible by any food sector actor. Partners agreed to be in close communication with each other on accessing these areas or coordinate between each other should the access status changes.

There are 11 sub districts with 78 locations where local level coordination where partners have agreed to coordinate activities in a complementary fashion for food assistance and flour. The complementary approach

between Food Baskets and Flour will be further discussed in many of the locations where de-confliction has not yet occurred.

The sector is already working on a coverage and gap analysis based on participating partners' input. During the operational coordination meeting it was very clear that partners who have pulled out from a particular location as another partner is present will reallocate their planned assistance in a different area. This analysis is ongoing.

### 3. UN Cross Border Plans

As of 3 October, under UNSCR 2165, about 160,000 people have received food assistance.

WFP is planning to deliver 15,000 family rations with an NGO partner from Turkey as a one-off emergency support to Eastern Aleppo.

Approximately 10,000 monthly food rations are planned from Jordan. Family rations will be planned as cross-border delivery depending on access status and agreed area of intervention, still to be discussed with Jordan based partners.

FAO is planning to provide winter cereal seeds to 24,000 people in October and more in the later months from Turkey.

### 4. Monitoring

Apart from partners specific monitoring mechanisms, Food Security sector members have agreed on a harmonized monthly distribution plan for both food assistance and agriculture. The Food security sector at WOS level will compile the information on monthly deliveries on the basis of the data provided by the different hubs.

Monitoring has been agreed between partners in areas that have been de-conflicted, including process and post distributing monitoring.

In addition, operational partners also agreed to meet regularly to provide feedback on monitoring tools and findings for improving operational coordination.

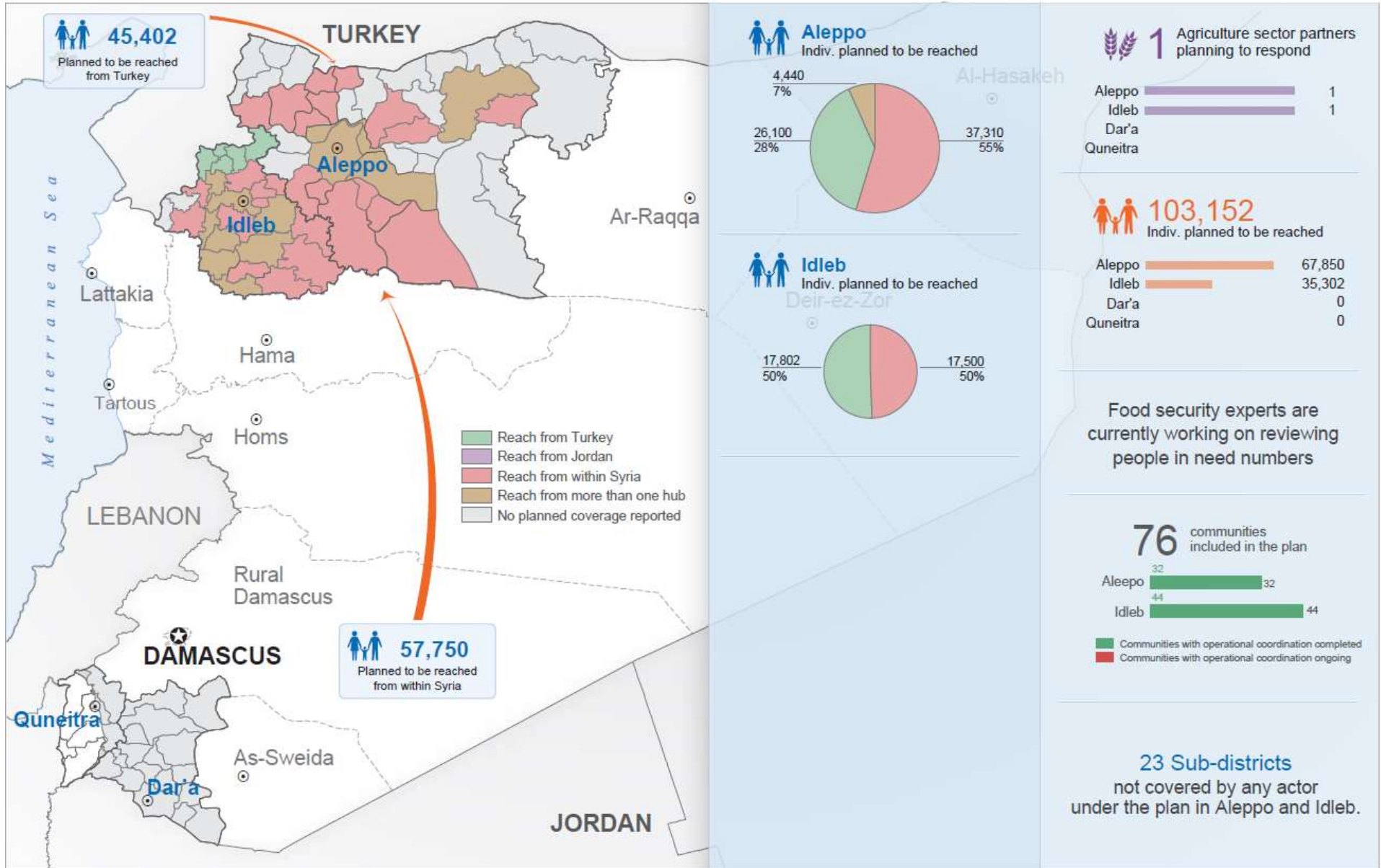
### 5. Key issues

Coordination: the sector has been actively engaged in strengthening coordination with concerned actors and several meetings at regional level took place prior and during the development of the plan which demonstrated the commitment by sector members to minimize overlap. The recent establishment of a Food Security sector in a Whole of Syria format has enabled improved information-sharing and trust building between partners operating in different hubs.

People in need: The sector has put together a small group of food security experts who will work on updating these figures through MSNA and other available data sources. The sector assessment experts are currently working on this and the team of food security experts expect to reach agreement on the figure of People in Need by 16 September.

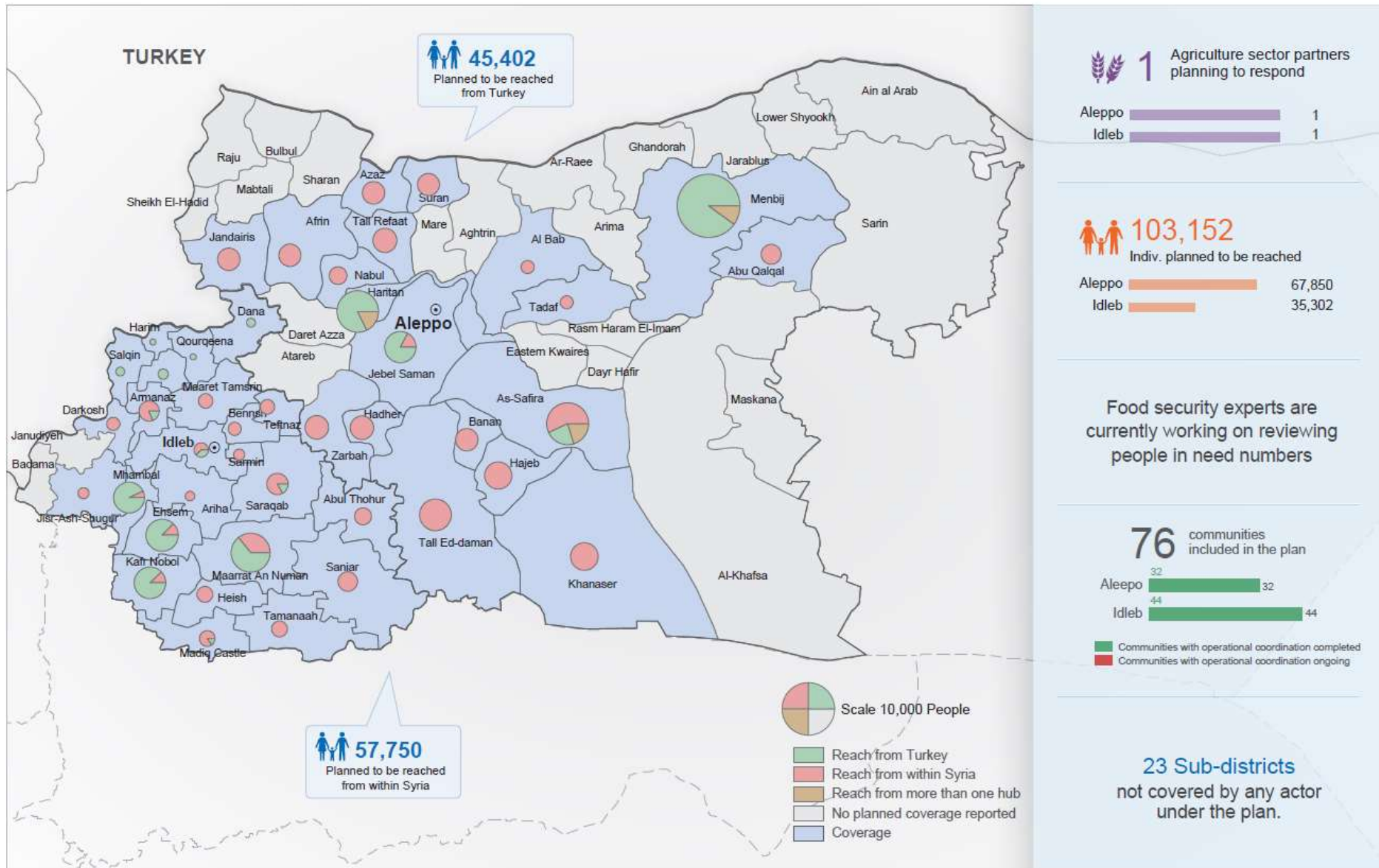
# Syrian Arab Republic: 2-month joint operational plan for the Agriculture sector

## Agriculture sector



# North of Syria: 2-month joint operational plan for the Agriculture sector

## Agriculture sector



 **1** Agriculture sector partners planning to respond

Aleppo	1
Idleb	1

 **103,152**  
Indiv. planned to be reached

Aleppo	67,850
Idleb	35,302

Food security experts are currently working on reviewing people in need numbers

**76** communities included in the plan

Aleppo	32
Idleb	44

 Communities with operational coordination completed  
 Communities with operational coordination ongoing

**23 Sub-districts**  
not covered by any actor under the plan.

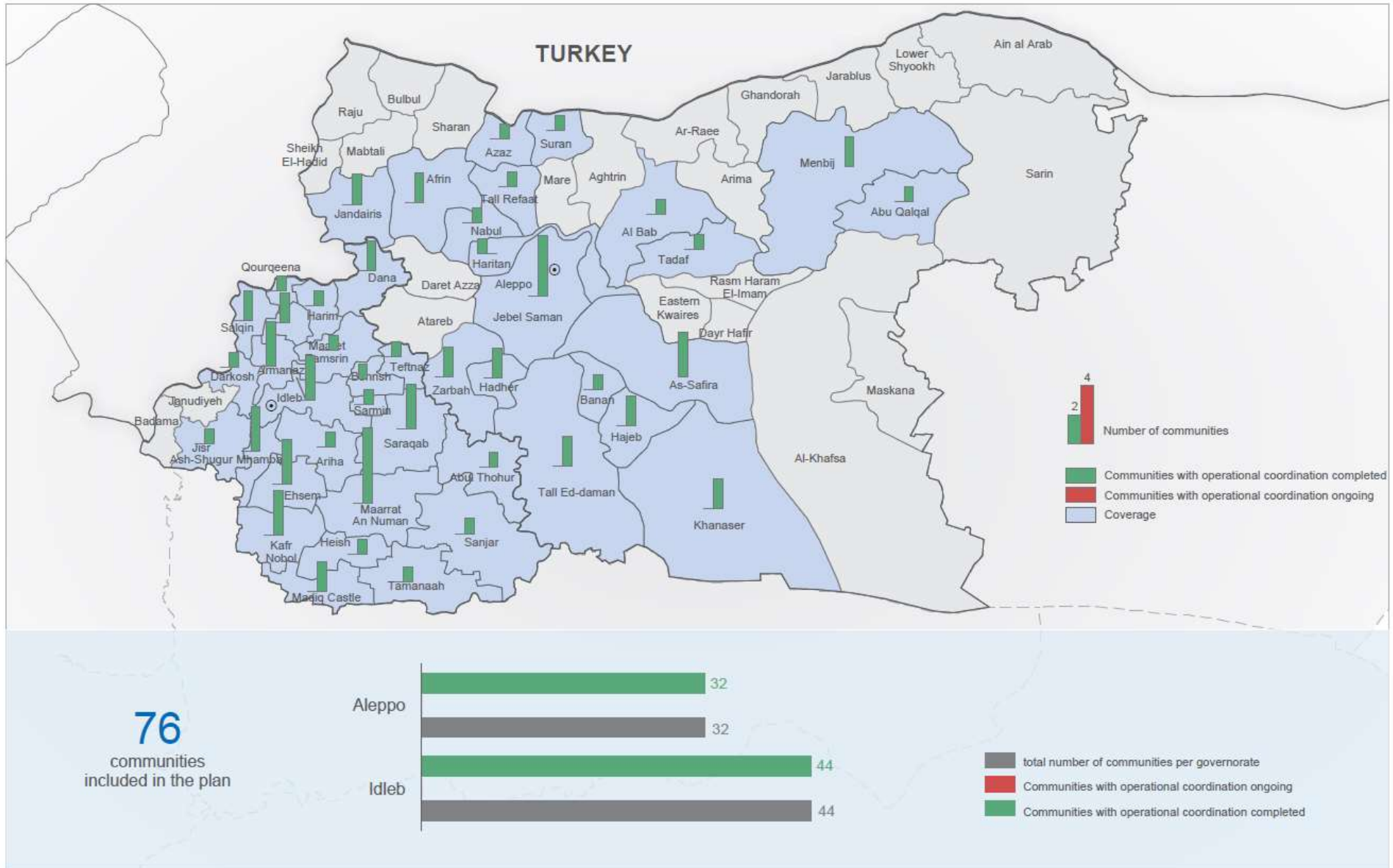
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Creation date: 14 October 2014 Sources: Agriculture sector



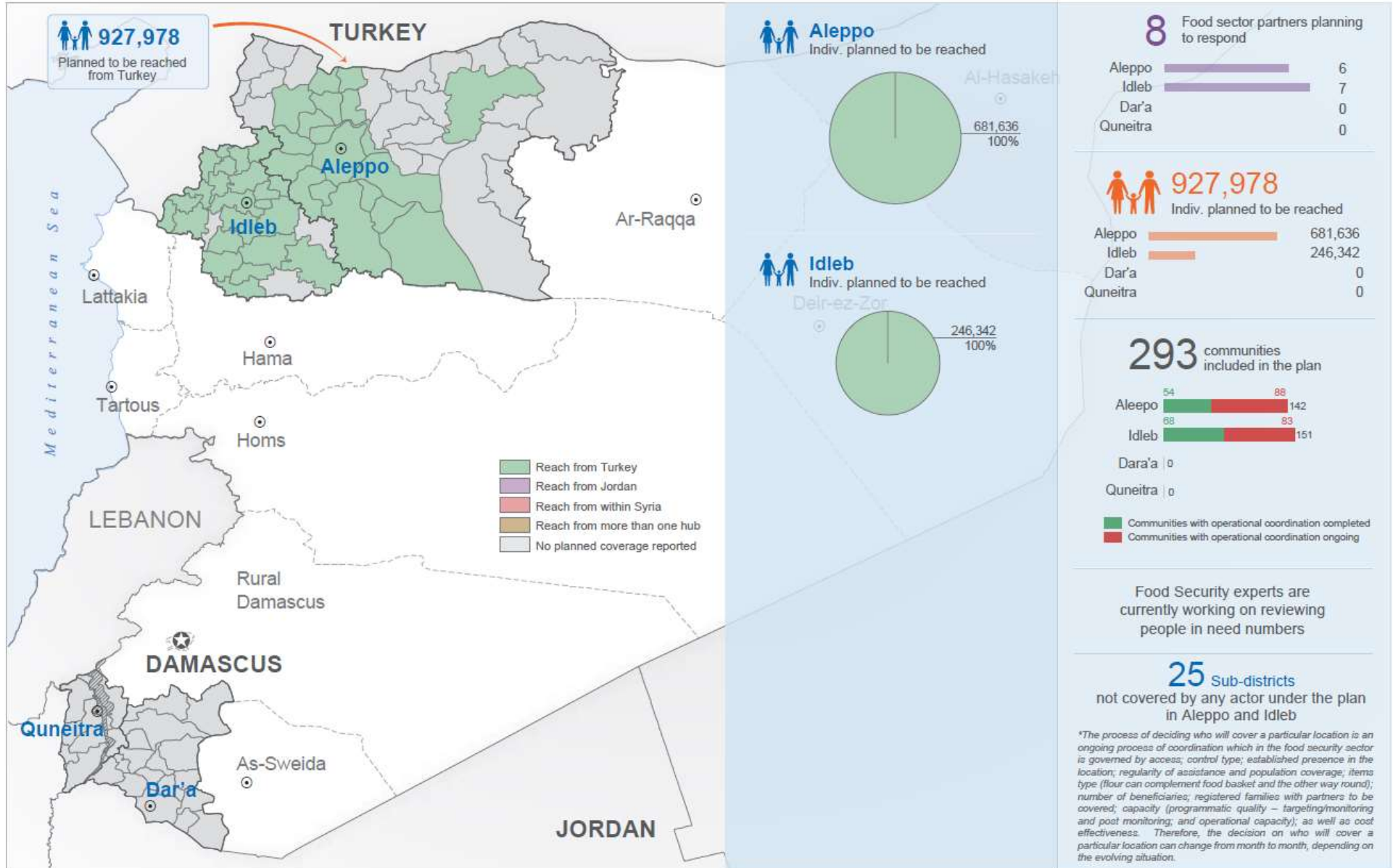
North of Syria: 2-month joint operational plan for the Agriculture sector

Agriculture sector 



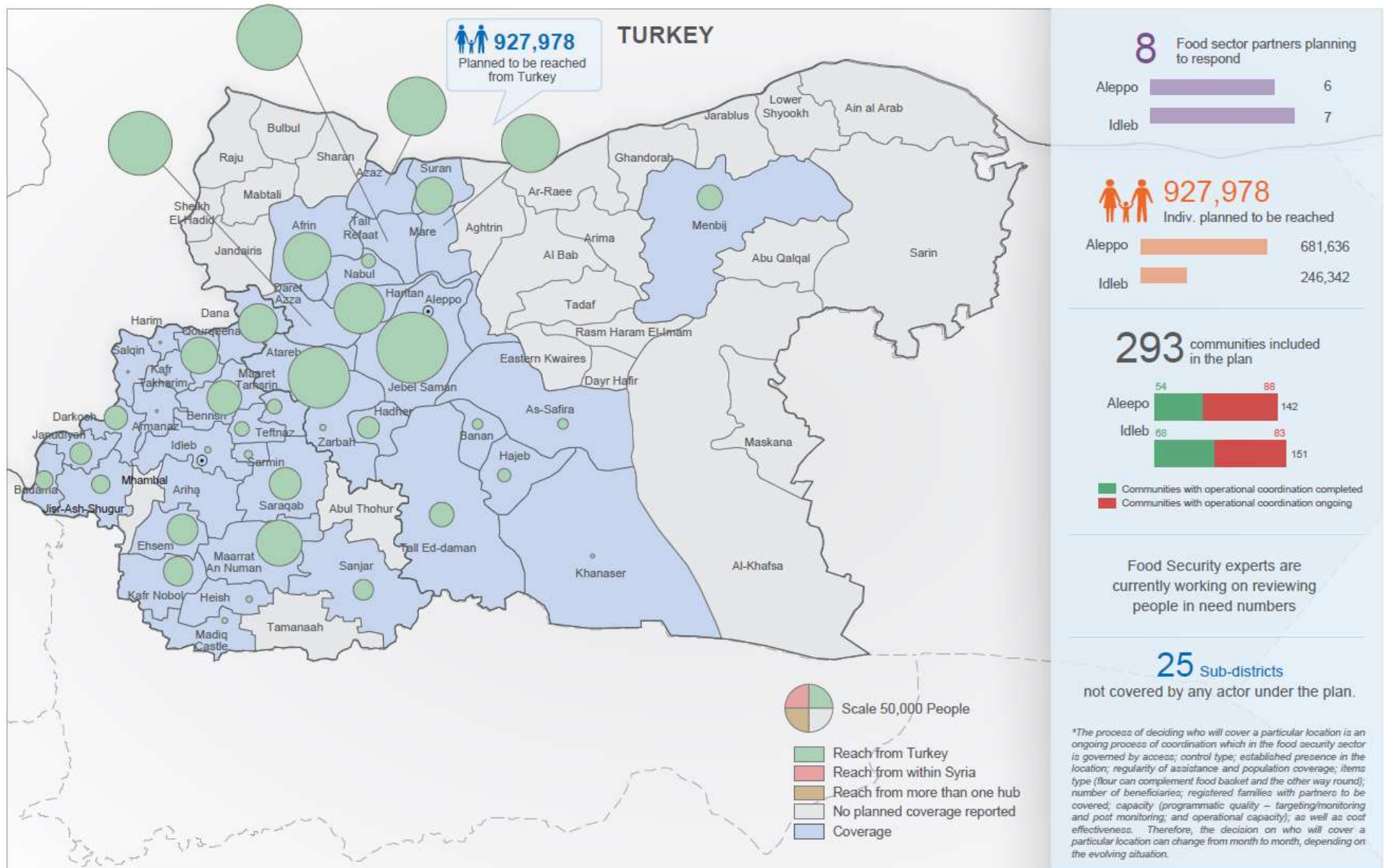
# Syrian Arab Republic: 2-month joint operational plan for the Food Security sector

## Flour and other food items

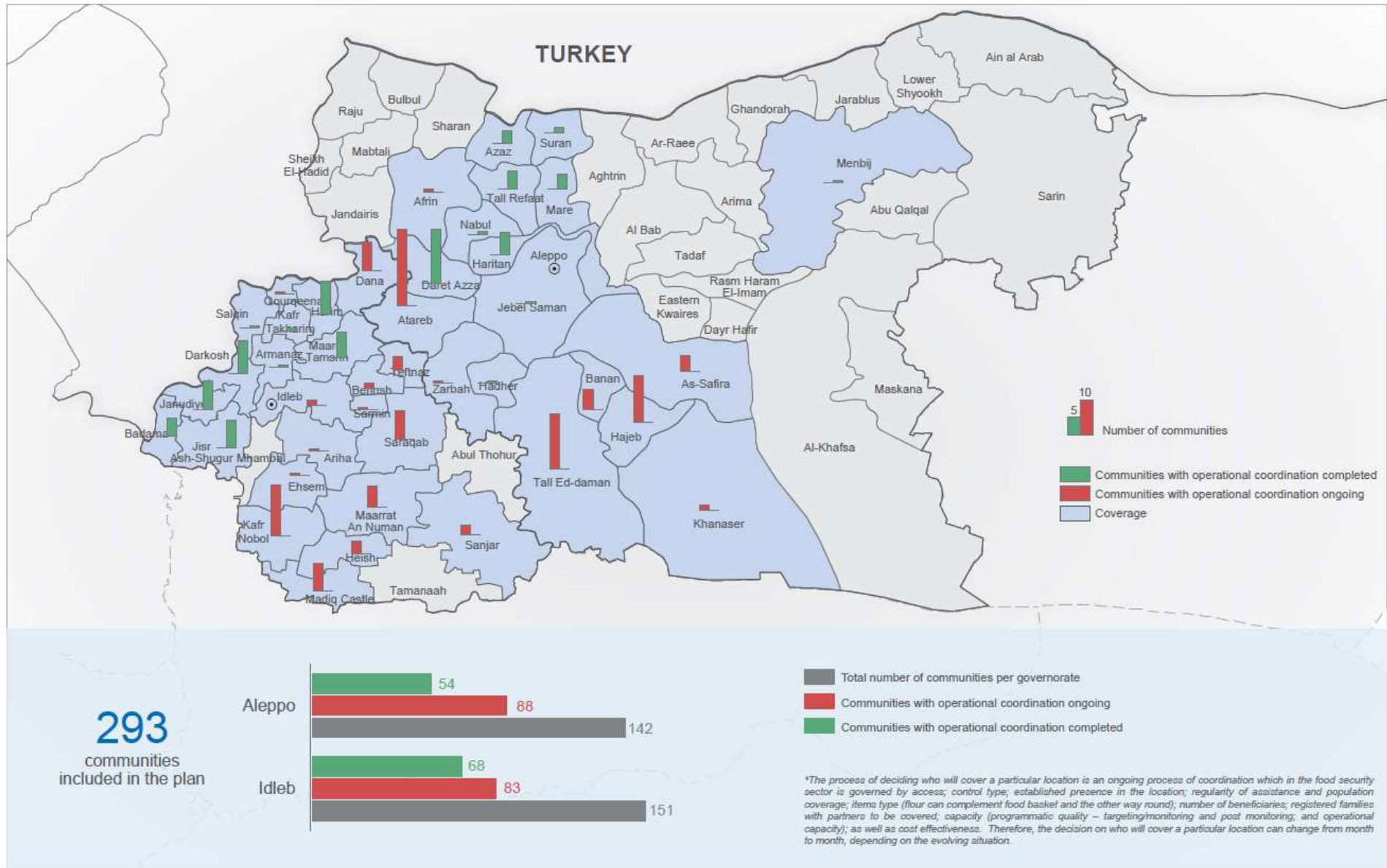


# North of Syria: 2-month joint operational plan for the Food Security sector

## Flour and other food items

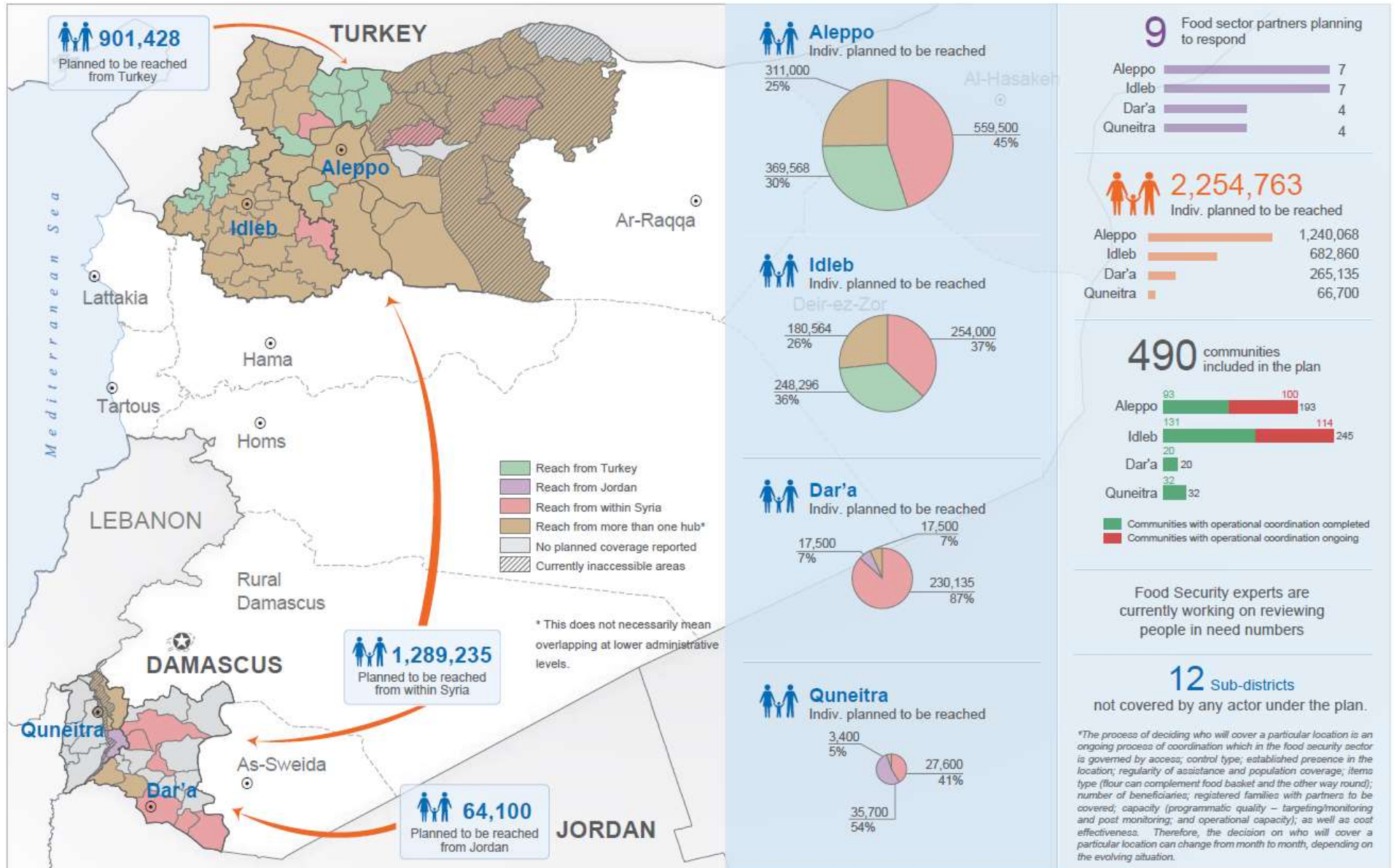


**North of Syria: 2-month joint operational plan for the Food Security sector** **Flour and other food items**



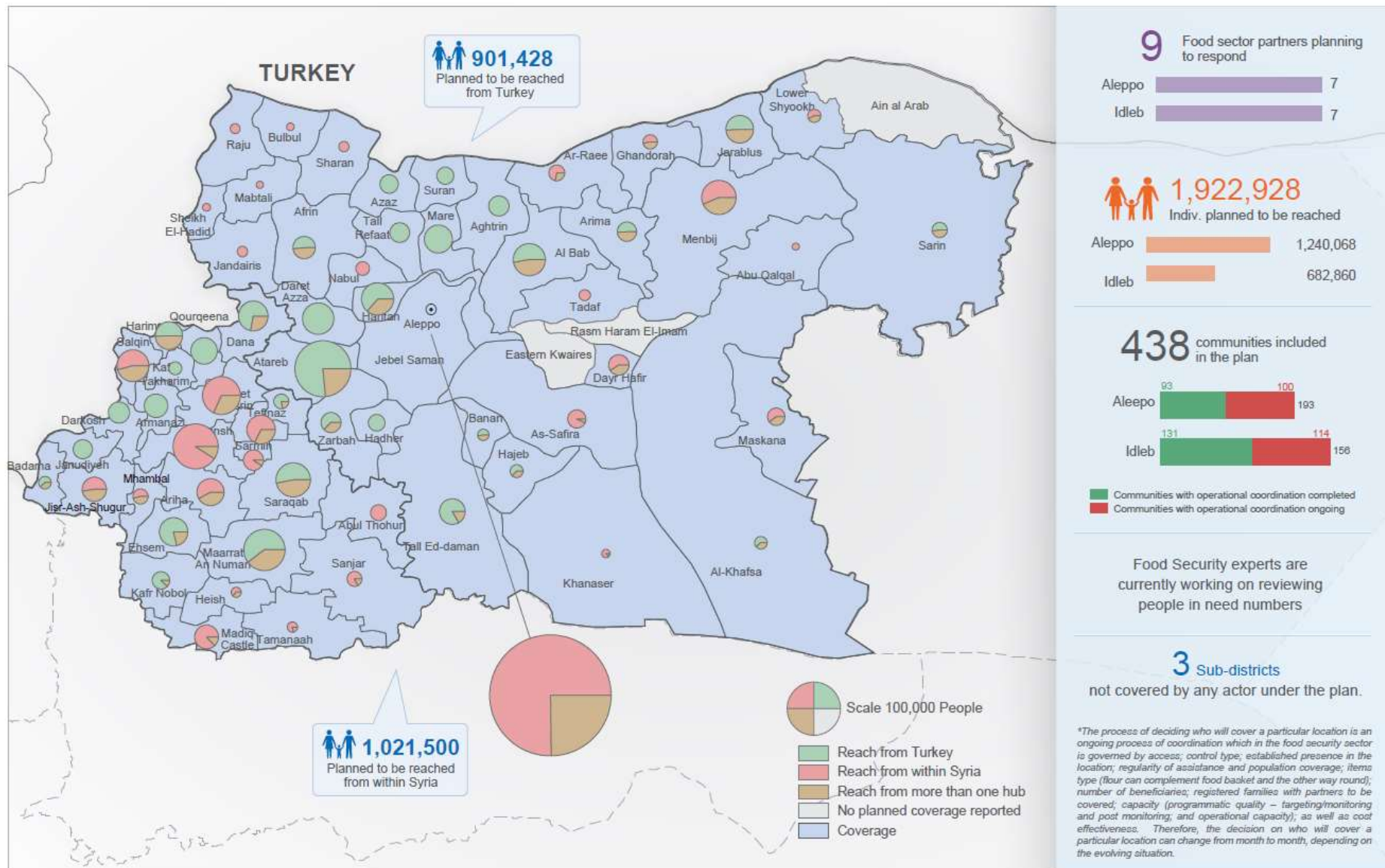
# Syrian Arab Republic: 2-month joint operational plan for the Food Security sector

## Food Baskets



# North of Syria: 2-month joint operational plan for the Food Security sector

## Food Baskets



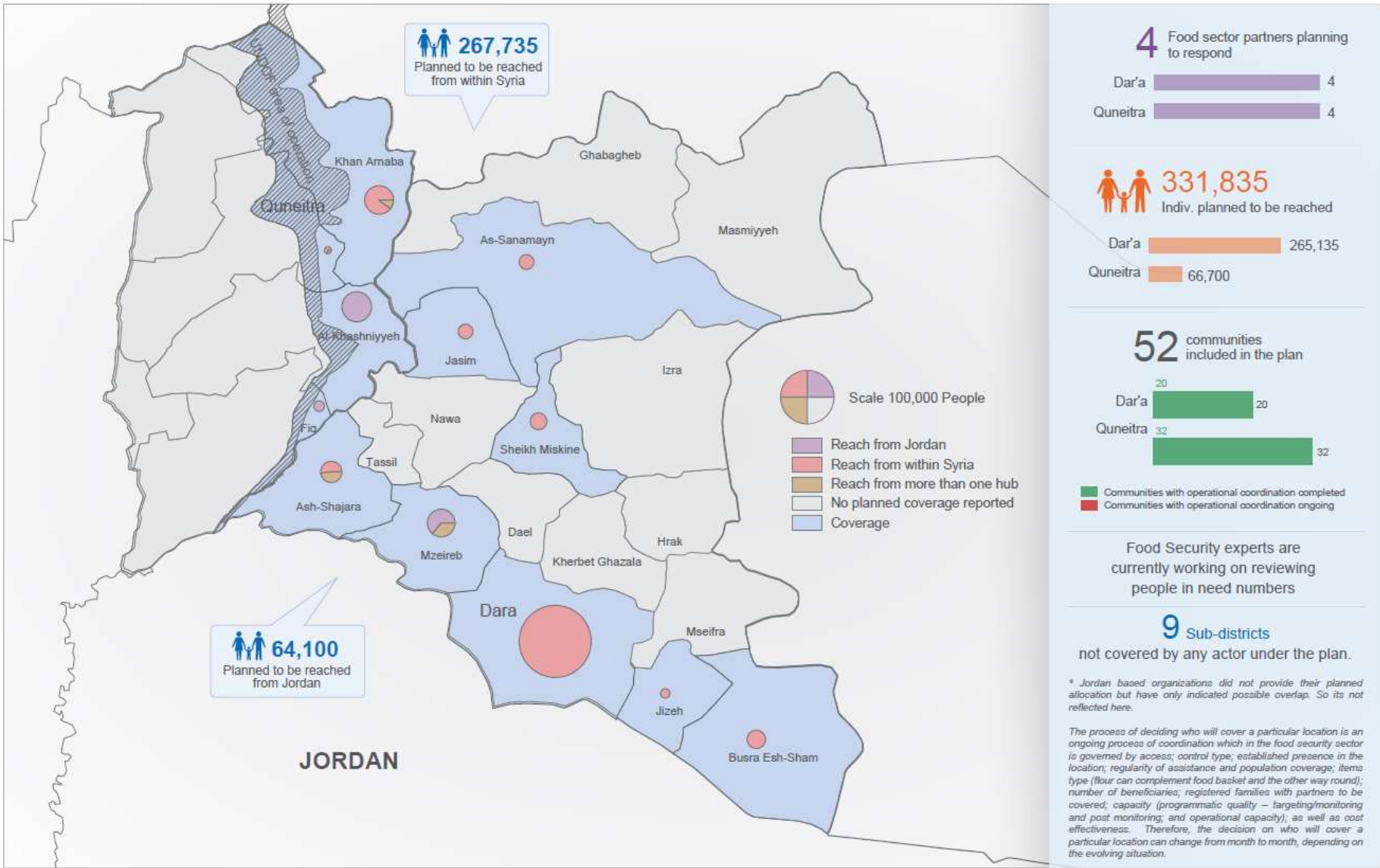
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Creation date: 14 October 2014

Sources: Food sector

# South of Syria: 2-month joint operational plan for the Food Security sector

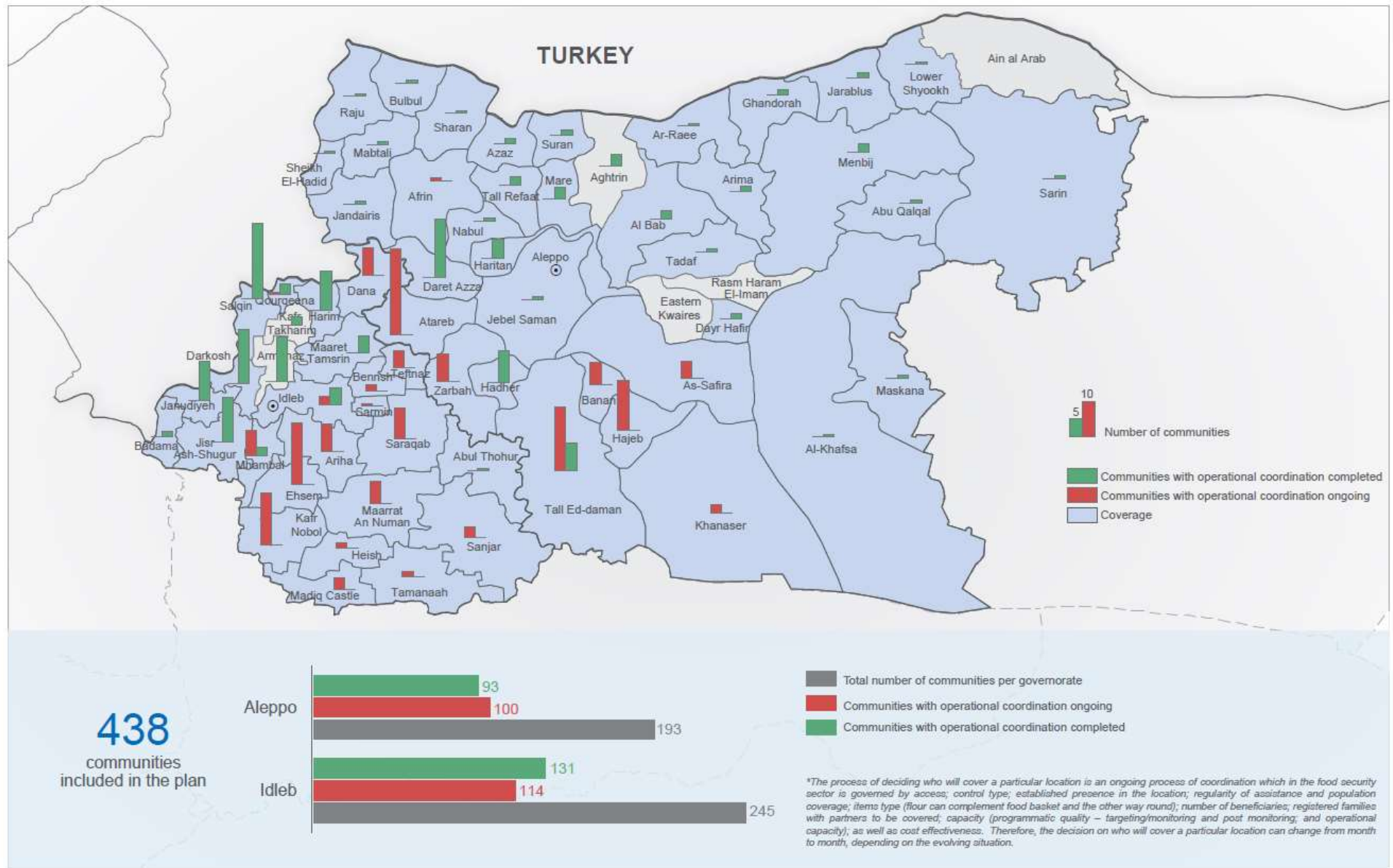
## Food Baskets



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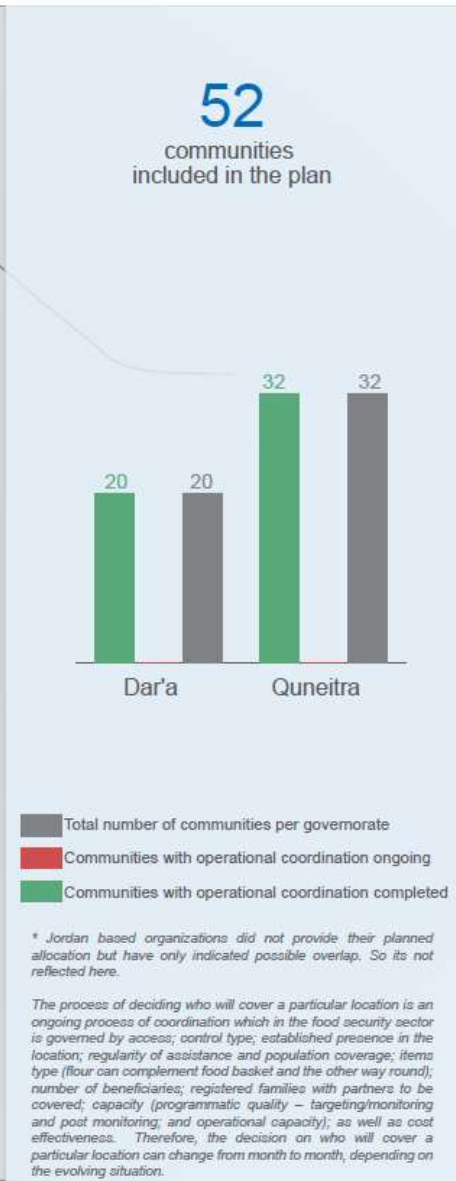
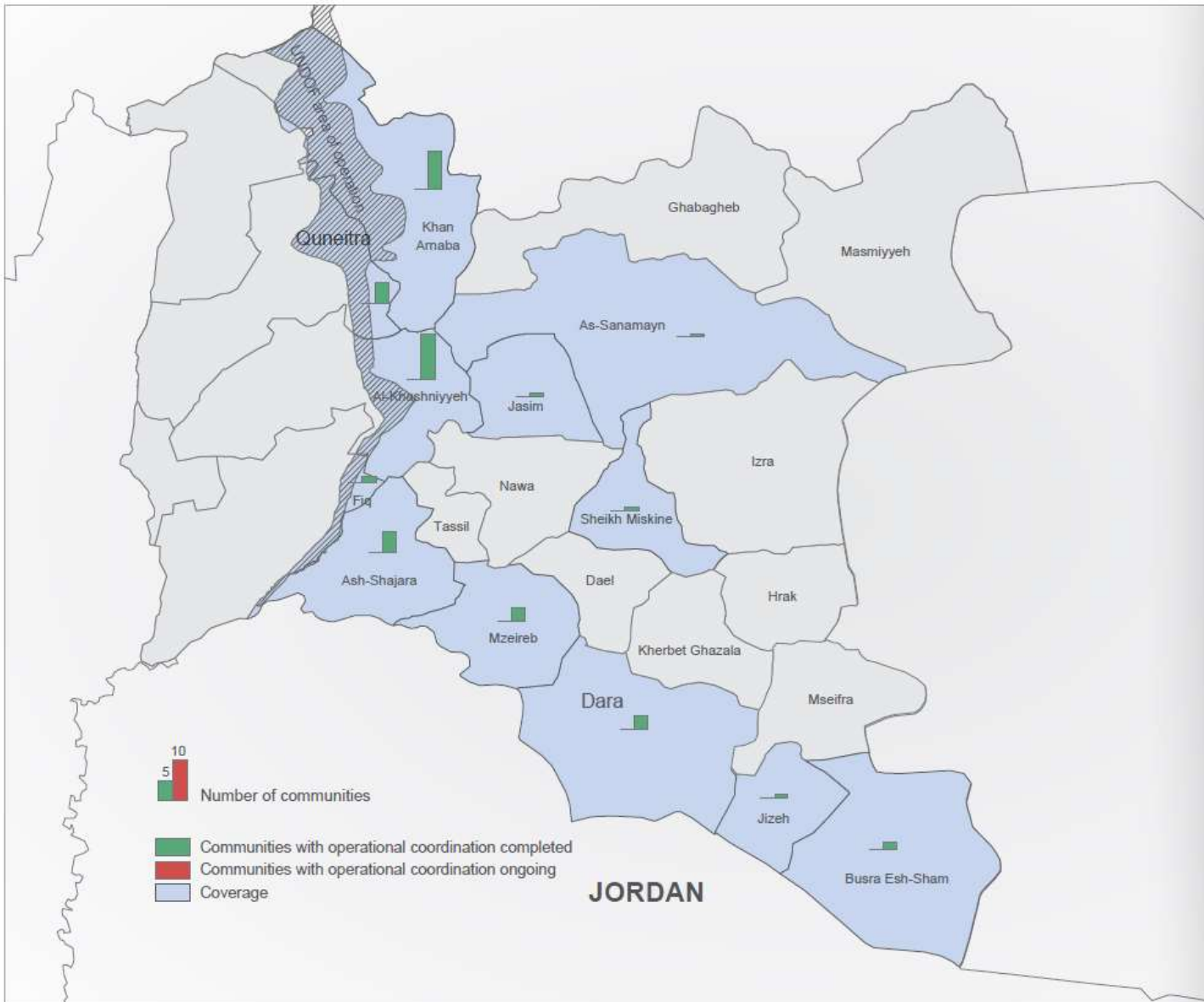
# North of Syria: 2-month joint operational plan for the Food Security sector

## Food Baskets





**South of Syria: 2-month joint operational plan for the Food Security sector** Food Baskets 





**Target: 1.8 million** people out of an estimated **3.5 million** people in need in the 4 governorates (51% of the needs)

Out of 1.8 million people, approximately 300,000 will be reached from Turkey, 60,000 from Jordan and 1.4 million from within Syria, the latter through 137 health facilities.

From within Syria, the core operational response focuses on addressing non-communicable disease, chronic disease, and the provision of psychotropic and reproductive health medicines and kits. In addition, multi-vitamins will be delivered to functioning health facilities with adequate medical staff, while surgical supplies will be delivered to operational hospitals. Cross border operations from Jordan and Turkey are mainly focused on general outpatient care, and the delivery of surgical and trauma kits.

The discrepancies in the total number of beneficiaries planned to be reached from each hub is due to the type of intervention. For instance: a surgical kit serves up to 100 patients for 10 days; a basic Inter-agency emergency kit (IEH kit) serves up to 1,000 patients for 3 months, and a non-communicable disease medicines (e.g. Lasix) serves 160 patients for 30 days.

### 1. OVERLAP

Although 24 sub-districts are covered by both modalities (cross-border and cross-line), in light of the different health response activities planned, there appears to be almost no duplication of response in those sub-districts. Out of the 373 locations included in the plan, 23 locations have been identified for further de-confliction by the sector (2 in the Southern governorates and 21 in the northern ones) are yet to be de-conflicted.

### 2. GAPS IN COVERAGE

24 sub-districts (18 in Idleb and Aleppo, 6 in Qunetra and Der'a) are not covered in the plan due to: a) physical accessibility; b) functionality of health facilities; c) availability of adequate health staff; and d) funding shortages.

### 3. UN Cross Border Plans

As of 3 October, under SCR 2165, an estimated 470,000 people have been reached with health and medical assistance.

From Jordan: deliveries remain limited and consist of the provision of 1 surgical kit and 1 reproductive health kit per convoy upon availability of health providers.

From Turkey: only one UN Agency (UNICEF) has reported plans to deliver assistance consisting of medical supplies to approximately 30,000 in three locations in Aleppo and Idleb governorates.

### 4. MONITORING

Sector partners have already agreed on a monitoring framework relying on the monthly 4W reporting system. The three hubs (Syria, Jordan, Turkey) have undertaken preliminary arrangements to establish an alert system to integrate response activities by strengthening information sharing and coordination at strategic and operational level between partners..

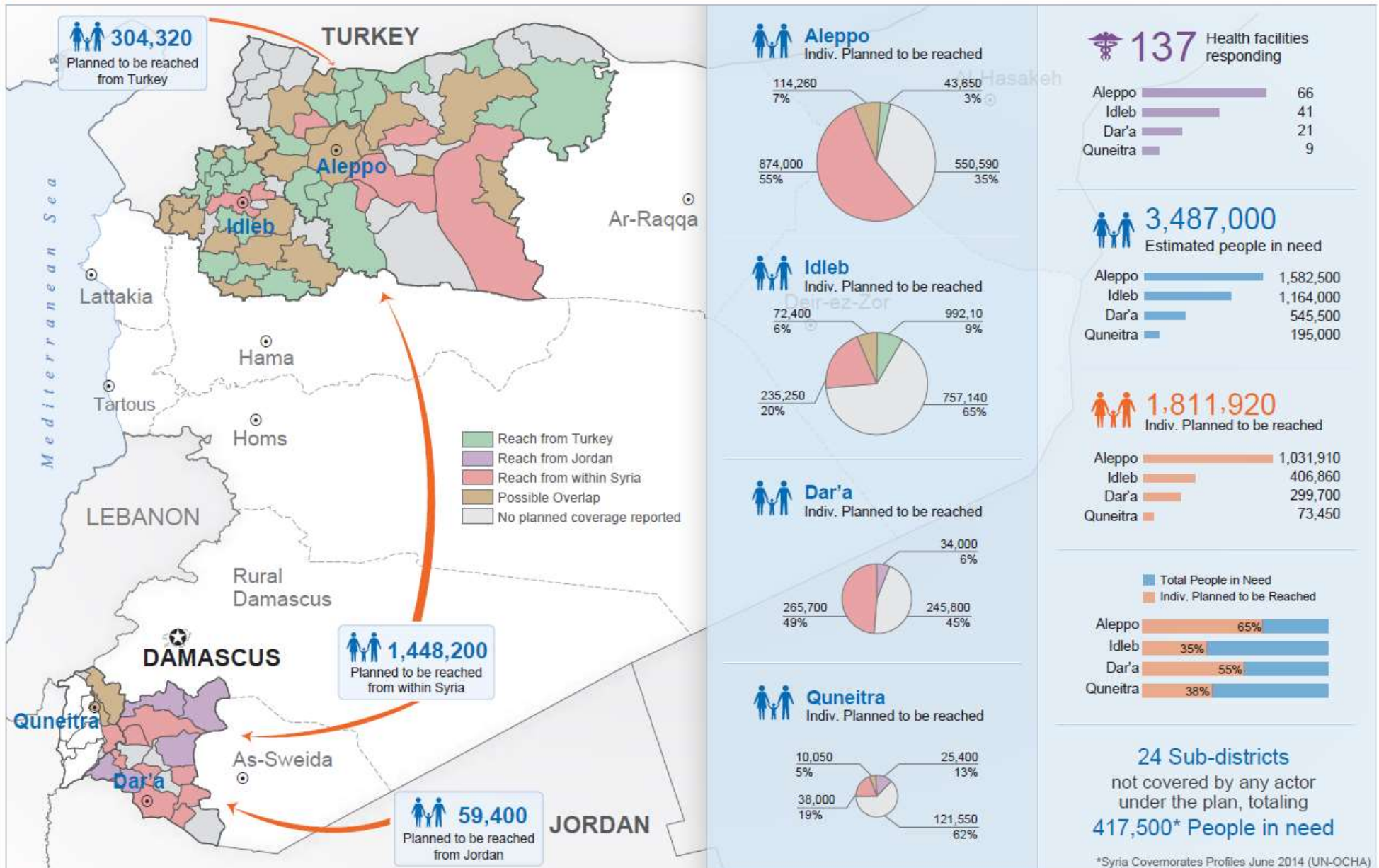
### 5. KEY ISSUES

*Confidentiality:* Some of the cross-border information was provided only at sub-district level due to confidentiality concerns and fear that information at town-level could jeopardise ongoing health response in specific locations

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# Syrian Arab Republic: 2-month joint operational plan for the Health sector

## Health sector

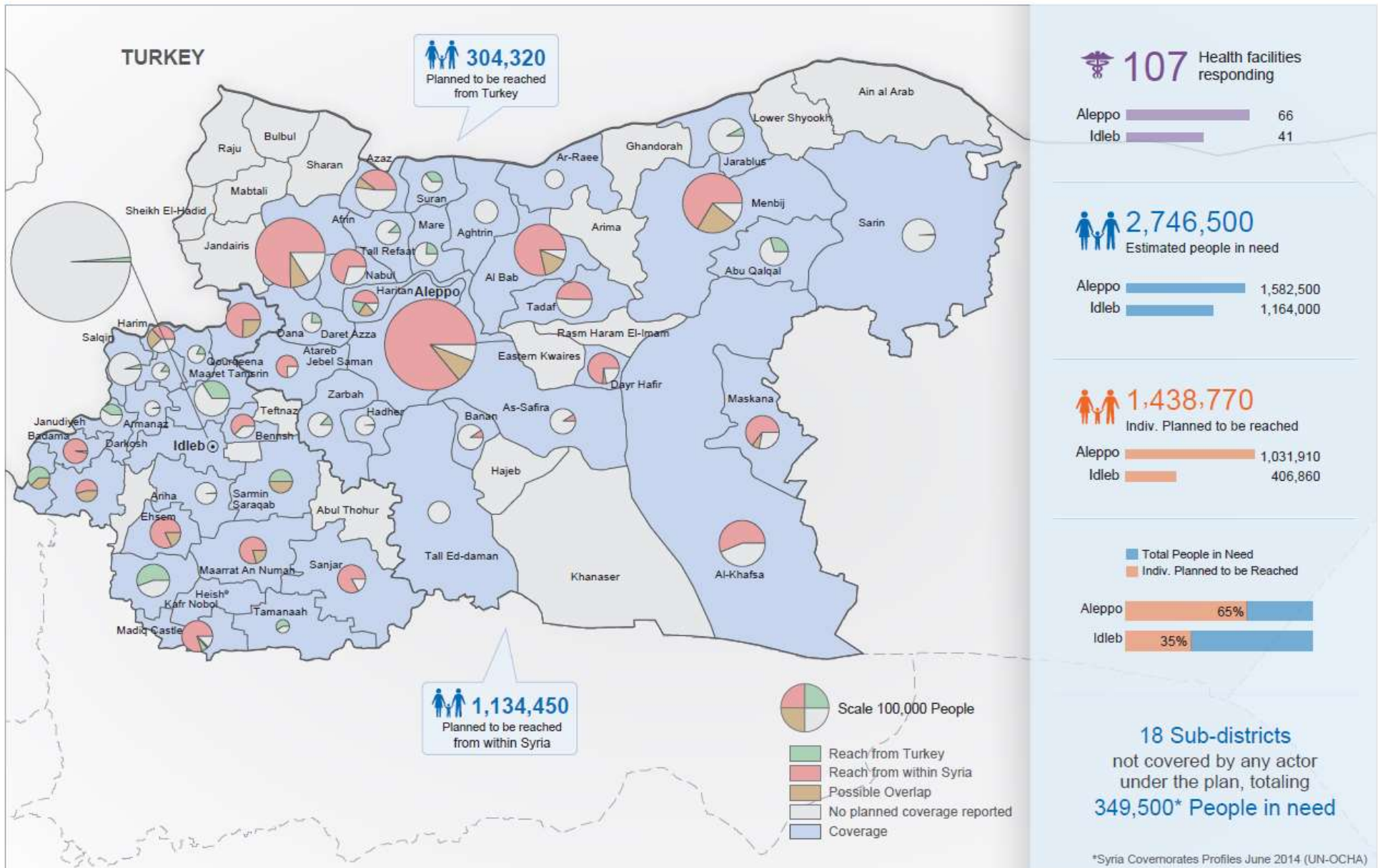


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Creation date: 29 September 2014 Sources: Health sector

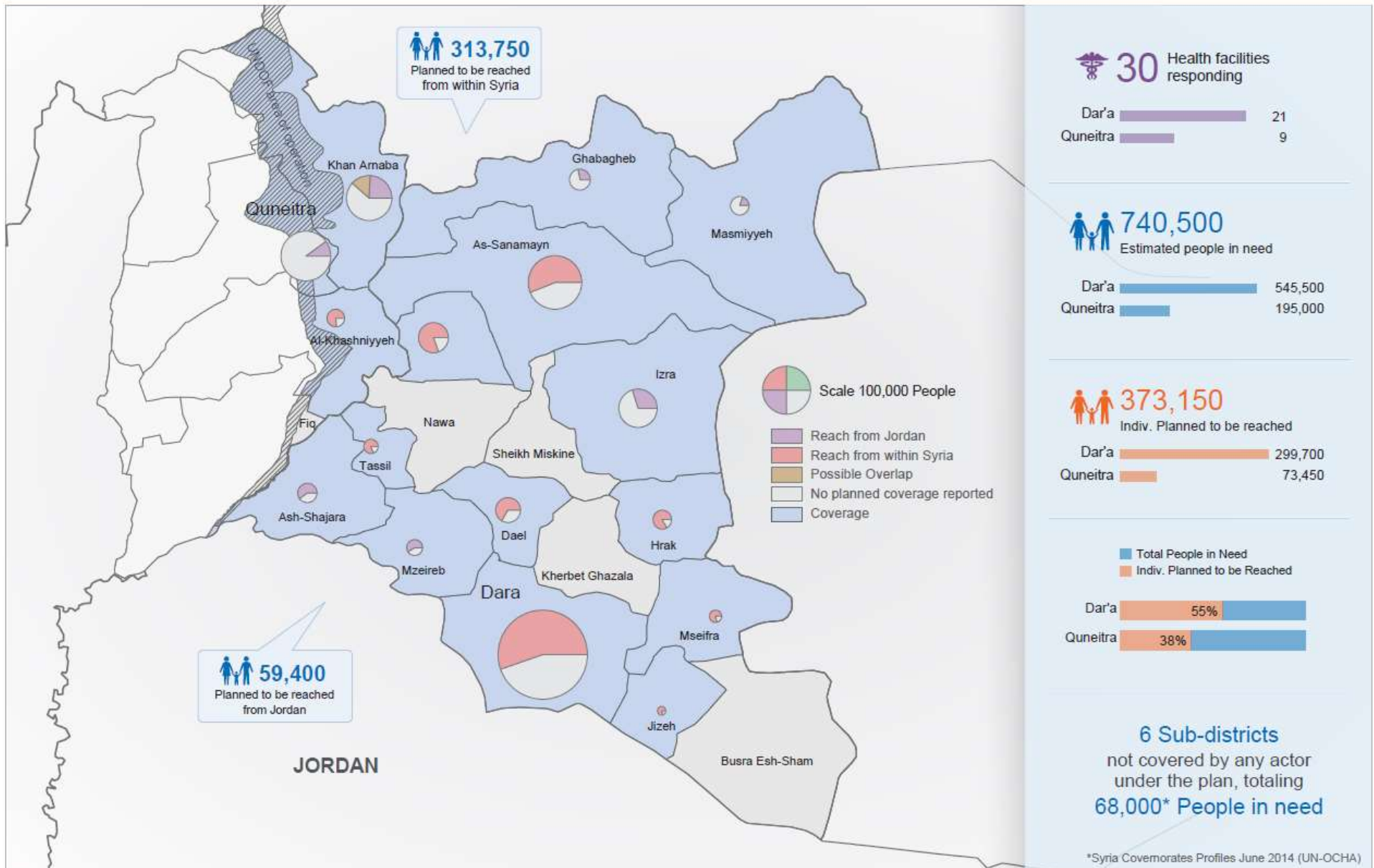
# North of Syria: 2-month joint operational plan for the Health sector

## Health sector



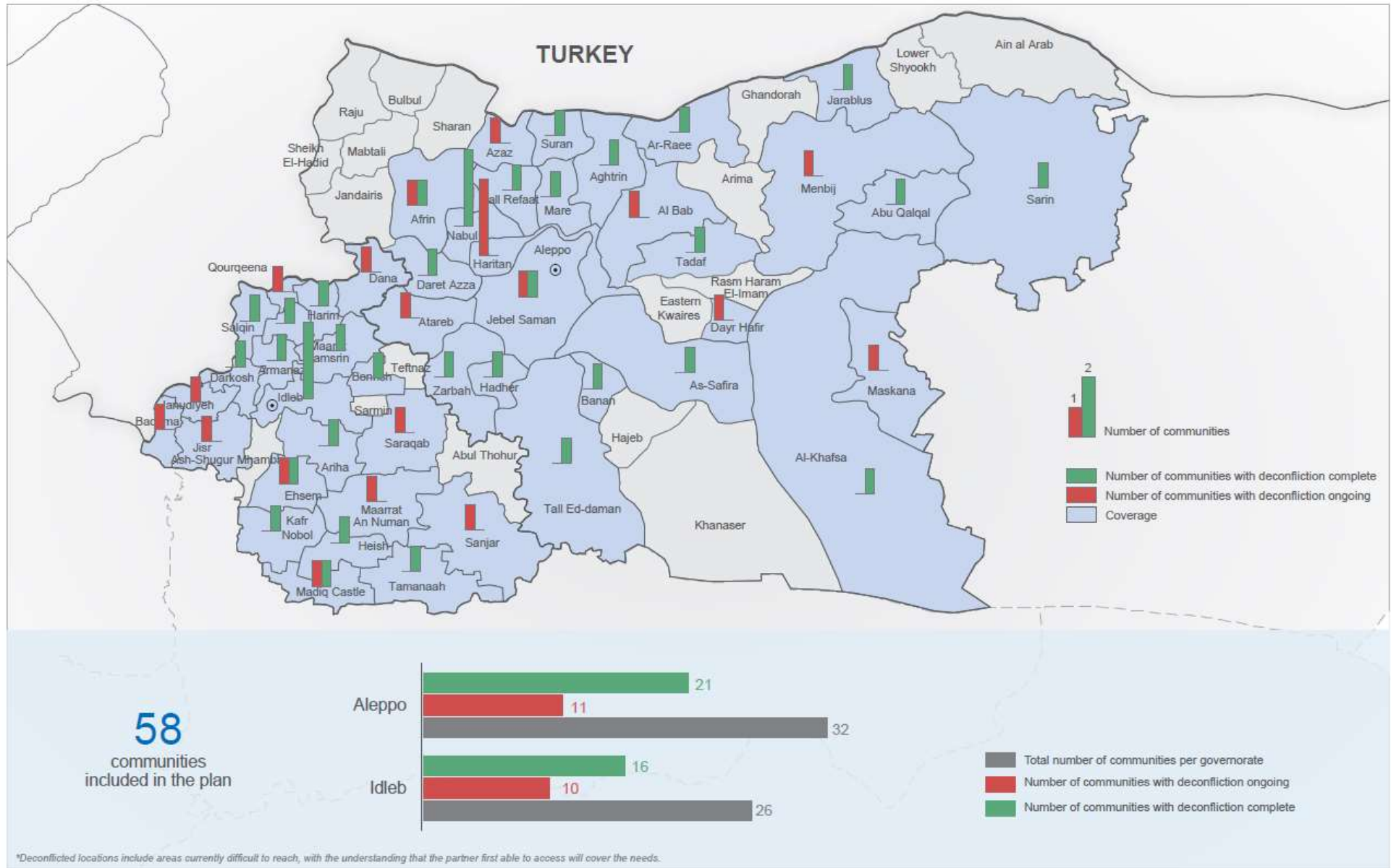
# South of Syria: 2-month joint operational plan for the Health sector

## Health sector



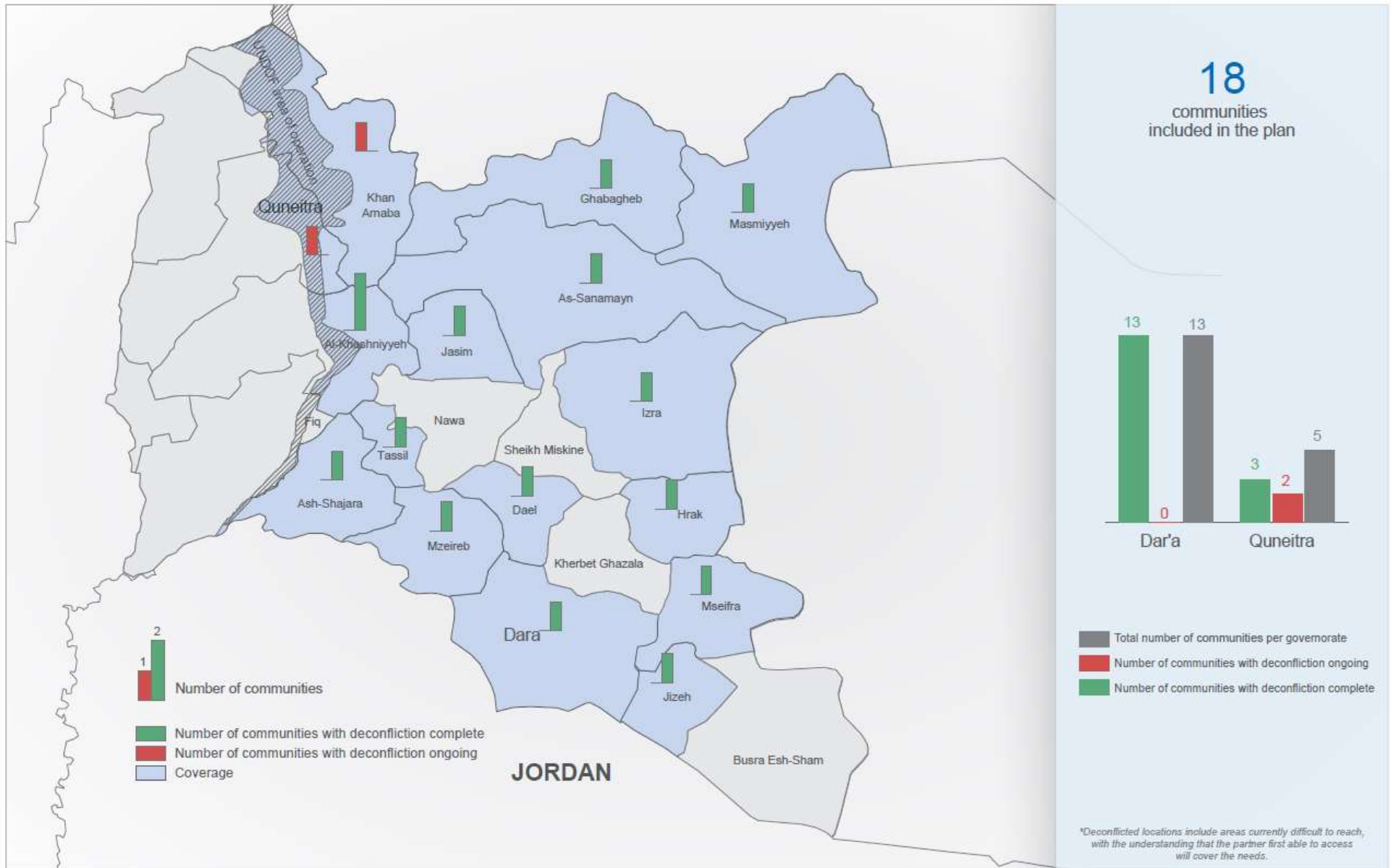
# North of Syria: 2-month joint operational plan for the Health sector

Health sector 



South of Syria: 2-month joint operational plan for the Health sector

Health sector 



**Target: 2.2 million** people out of an estimated **3.8 million** people in need in the 4 governorates.  
(58% of the needs)

Out of the 2.2 million people, about 1 million will be reached from Turkey, 65,000 from Jordan and 1.1 million from within Syria.

The plan focuses on the NFI response, as the shelter component is currently not included in the operational plan. With winter approaching, the sector is looking to maximize capacity and outreach to respond to the winter related needs and a winterization response for the 4 governorates has been included as a key intervention in the plan. and

### 1. OVERLAP

Some villages/sub-districts are targeted by both cross-border and cross-line partners. Therefore, although the planned deliveries are far less than the actual needs in those areas, sector members have agreed to avoid overlap and improve coverage and complementarity through operational level coordination at the community / village level when distributions take place in these locations to avoid targeting the same beneficiaries.

Out of the 380 communities included in the plan, de-confliction is ongoing in 36 locations (11 in Aleppo, 10 in Idleb, 14 in Der'a and 1 in Qunetra).

### 2. GAPS IN COVERAGE

The plan has been inclusive and a great deal of information was contributed by INGOs operating cross-border. Overall, the plan acknowledges that the needs far exceed existing capacities of humanitarian actors, Due to access and capacity constraints, 13 sub-districts (10 in the Northern governorates and 3 in the Southern governorates) will not be covered by any actor.

### 3. UN Cross Border Plans

As of 3 October, under SCR 2165, an estimated 210,000 people have been reached with NFIs assistance.

From Jordan: UNHCR plans to distribute NFIs to 20,000 people in Der'a and Qunetra.

From Turkey: UNHCR and UNICEF have shared plans on distributing NFIs to approximately 250,000 people in Idleb and Aleppo.

### 1. MONITORING

The sector has agreed to undertake monthly monitoring, while sector members have already started reporting on deliveries planned.

### 2. KEY ISSUES/ WAY FORWARD

Coordination: The sector experienced some challenges in the preliminary phase of the exercise due to lack of a dedicated focal point/sector coordinator in Jordan. However, since the 15 September, regular information flow and exchanges have taken place, allowing the sector to finalise an inclusive operational plan.

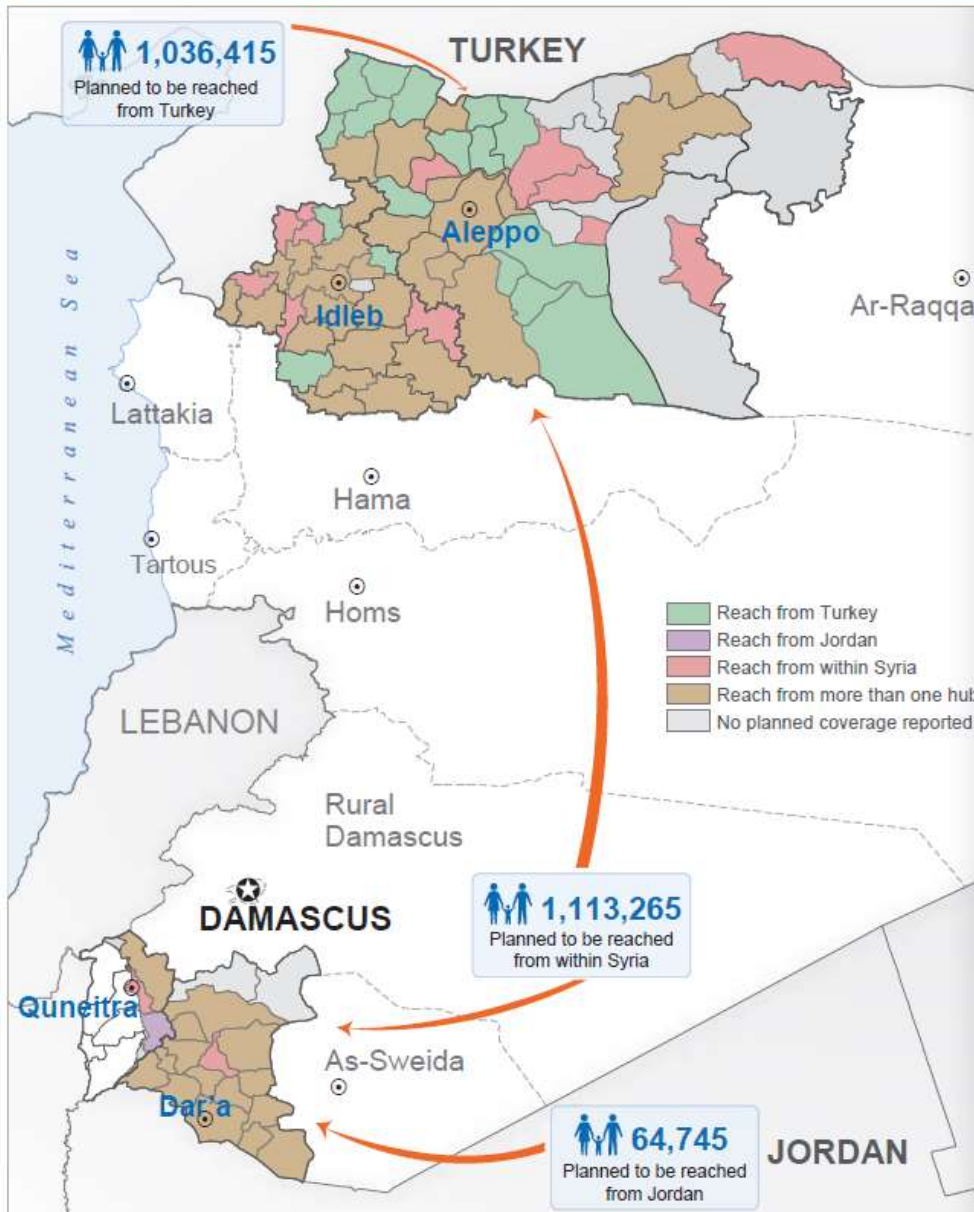
The key priorities identified by the sector are: 1) standardization of packages; 2) winterization response; 3) reporting on the implementation of the plan; and 4) local level coordination to prevent overlap.

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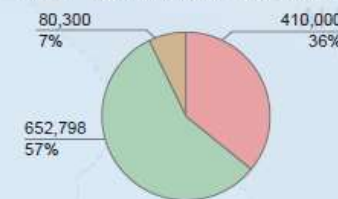
# Syrian Arab Republic: 2-month joint operational plan for the NFI sector

NFI sector



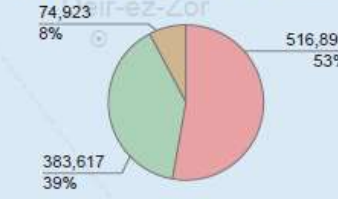
## Aleppo

Indiv. Planned to be reached



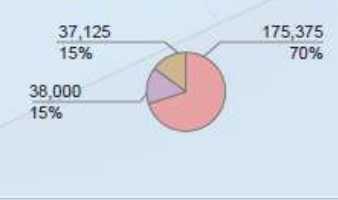
## Idleb

Indiv. Planned to be reached



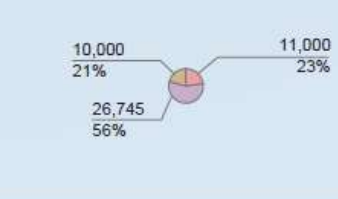
## Dar'a

Indiv. Planned to be reached



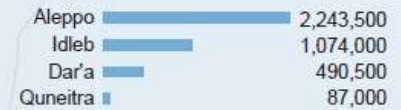
## Quneitra

Indiv. Planned to be reached



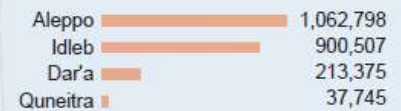
## 3,895,000

Estimated people in need



## 2,214,425

Indiv. planned to be reached



## 380

communities included in the plan



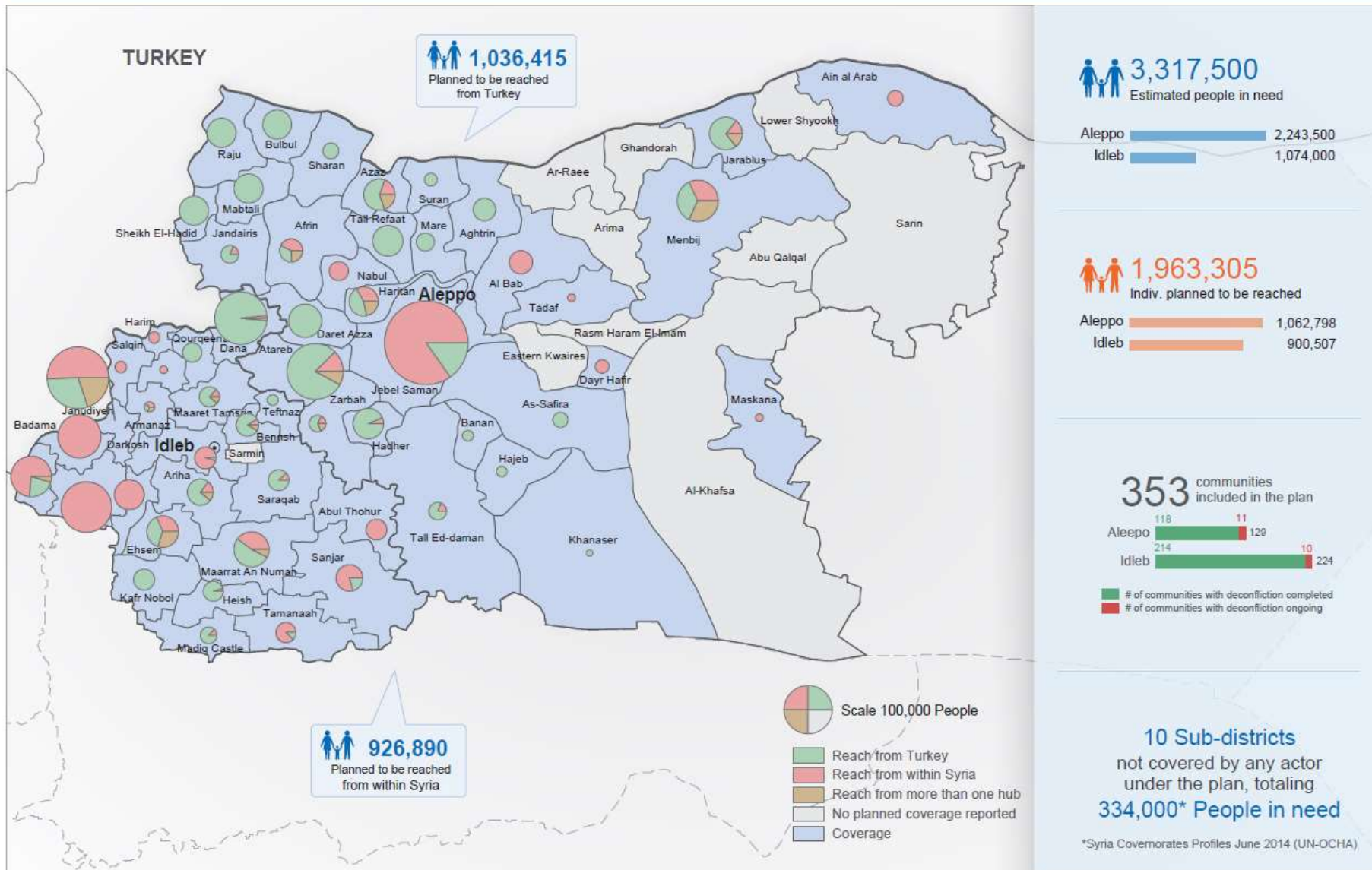
# of communities with deconfliction completed  
 # of communities with deconfliction ongoing

**13 Sub-districts**  
not covered by any actor under the plan, totaling  
**363,000\* People in need**

\*Syria Governorates Profiles June 2014 (UN-OCHA)

# North of Syria: 2-month joint operational plan for the NFI sector

NFI sector

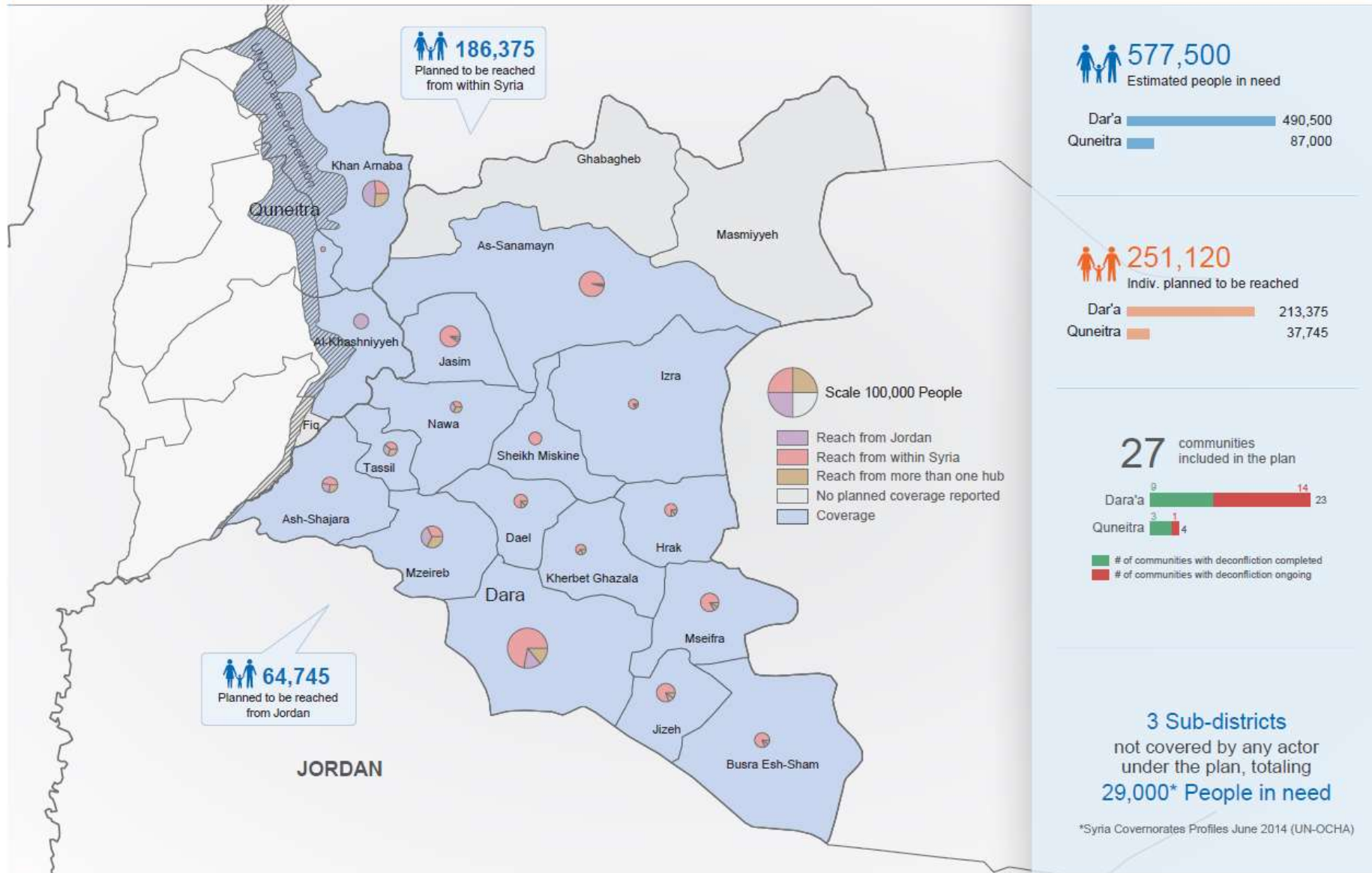


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Creation date: 11 October 2014 Sources: NFI Sector

South of Syria: 2-month joint operational plan for the NFI sector

NFI sector



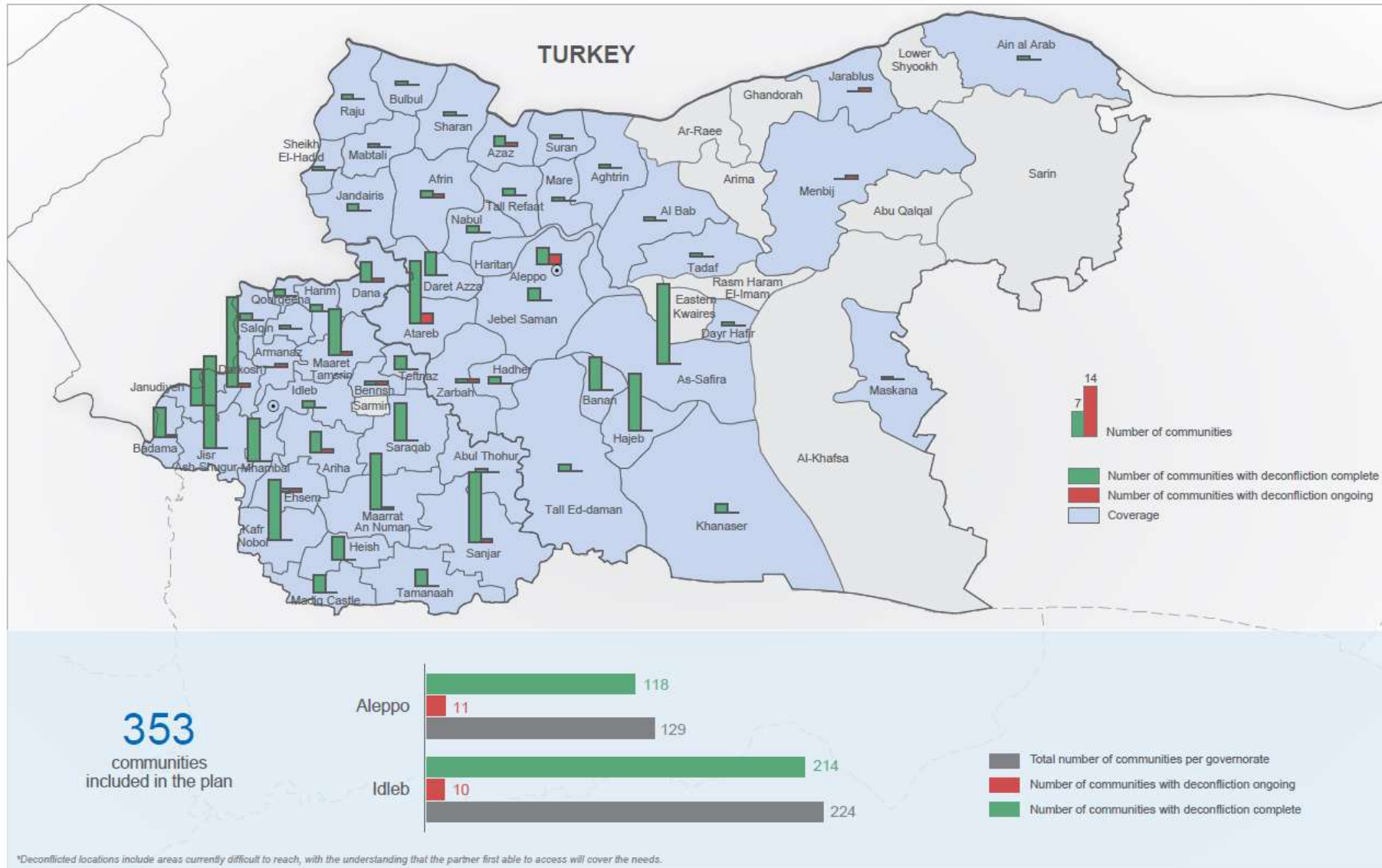
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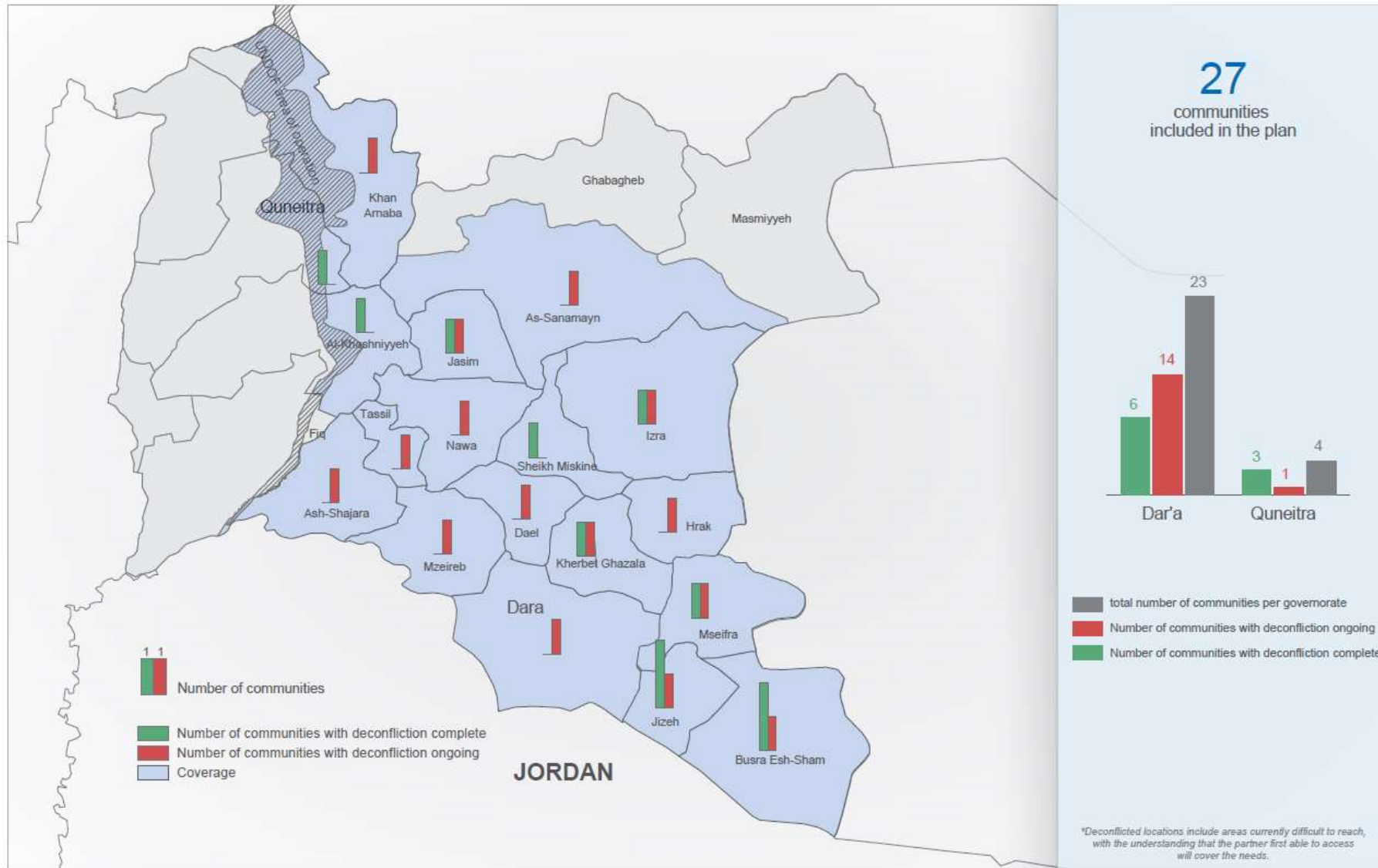
North of Syria: 2-month joint operational plan for the NFI sector

NFI sector



South of Syria: 2-month joint operational plan for the NFI sector

NFI sector



## **Target: 3.1 million people out of an estimated 4.3 million people in need in the 4 governorates, (72% of the needs)**

Out of those, about 1.4 million people will be reached from Turkey, 210,000 from Jordan and 1.5 million from within Syria.

The sector has adopted complementary approaches and interventions. Actors operating from within Syria have focused their interventions on large-scale repairs of water networks, rehabilitation of wells, distribution of hygiene kits and the provision of spare parts, while actors operating cross-border have prioritized hygiene kits, sanitation and emergency repairs.

The sector has identified large urban centers, such as Aleppo, Manbej, Idleb city, Al Bab, Jarablus and Ein Al Arab as key areas of focus under the plan.

### **1. OVERLAP**

Planned WASH activities are generally complementary, with minimum overlap identified. In addition, an alert system has been developed in order to pinpoint possible duplications. As a result, only 6 locations were identified to have potential overlaps with remedial action taken in all cases.

The WASH sector has established an effective system to avoid overlap between the operations UNICEF and NGOs operating cross-border.

### **2. GAPS IN COVERAGE**

The WASH sector has managed to produce town-level information, showing near full coverage of people in need in Idleb (92 per cent coverage) and Quneitra (100 per cent coverage) gaps in the response in two governorates in particular, as well as remaining gaps in Aleppo (62 per cent coverage) and De'ra (66 per cent coverage).

Due to access and capacity issues two sub-districts (1 in Aleppo and 1 in Der'a) will not be covered by any actor.

### **3. UN Cross Border**

As of 3 October, under UNSCR 2165, up to 150,000 people have been reached with WASH support under Security Council resolution 2165.

UNICEF is planning to scale-up the number of cross-border convoys until the end of the year, targeting 300,000 people in hard-to-reach and besieged areas that are not planned by any other actors as a priority.

Planned interventions are: a) distribution of hygiene kits and household water treatment materials; b) community mobilization of water conservation and management at the household level; and c) technical training support for partners.

UNICEF also plans on establishing a contingency stockpile to rapidly respond to the needs of up to 50,000 newly displaced people, with a focus on IDPs in camps.

### **4. MONITORING**

The WASH sector has established an alert system and consolidated comprehensive 4Ws. A monitoring system for the implementation of the plan has been established.

### **5. KEY ISSUES**

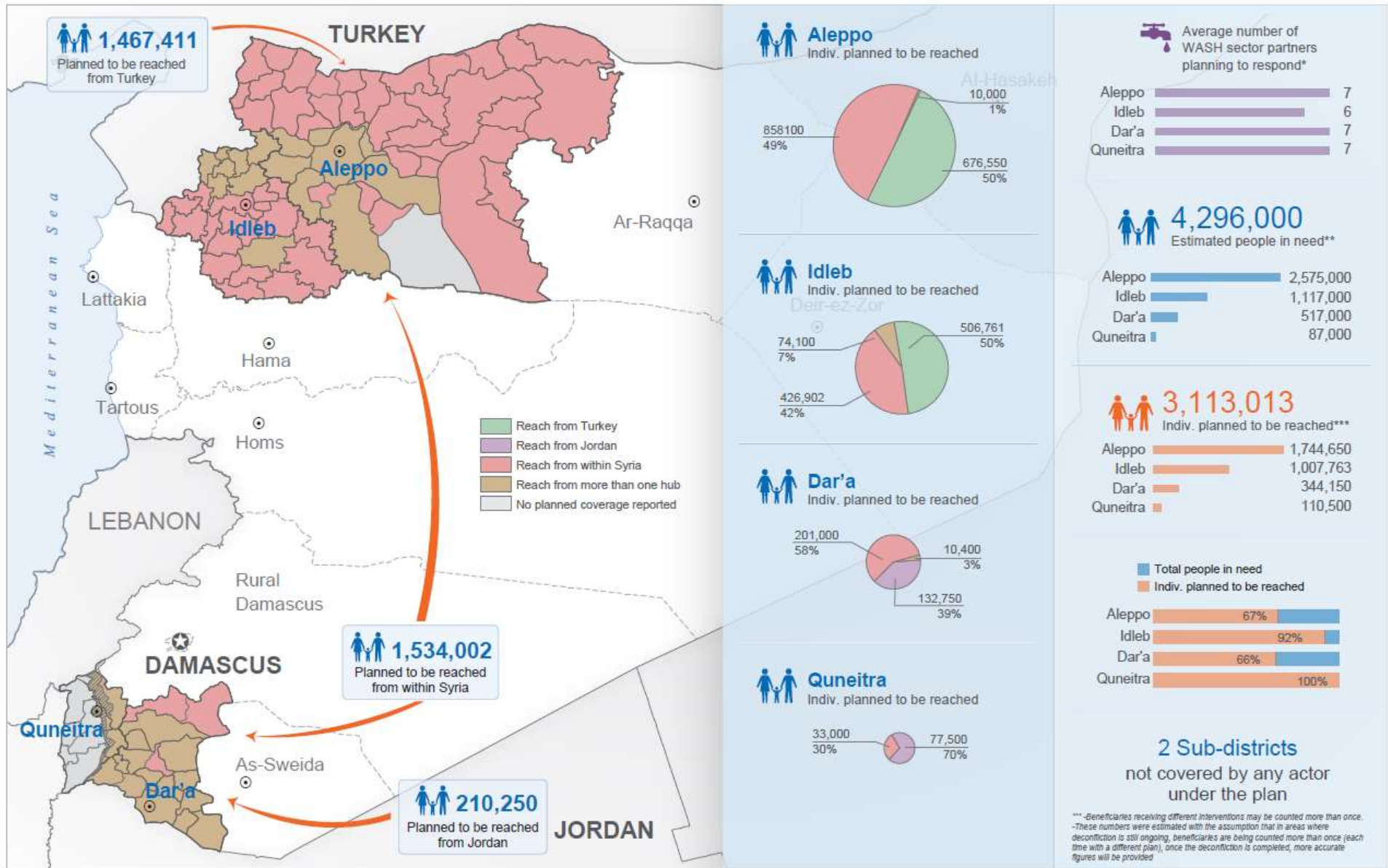
Coordination: The sector has agreed on the need to further harmonize information on the implementation at town level and is developing a more granular area-based gap analysis.

The development of the two-months plans for the WASH sector was greatly facilitated by coordination efforts between cross-border and Damascus-based actors since June 2014, leading to increased confidence between partners and agreed information sharing protocols.

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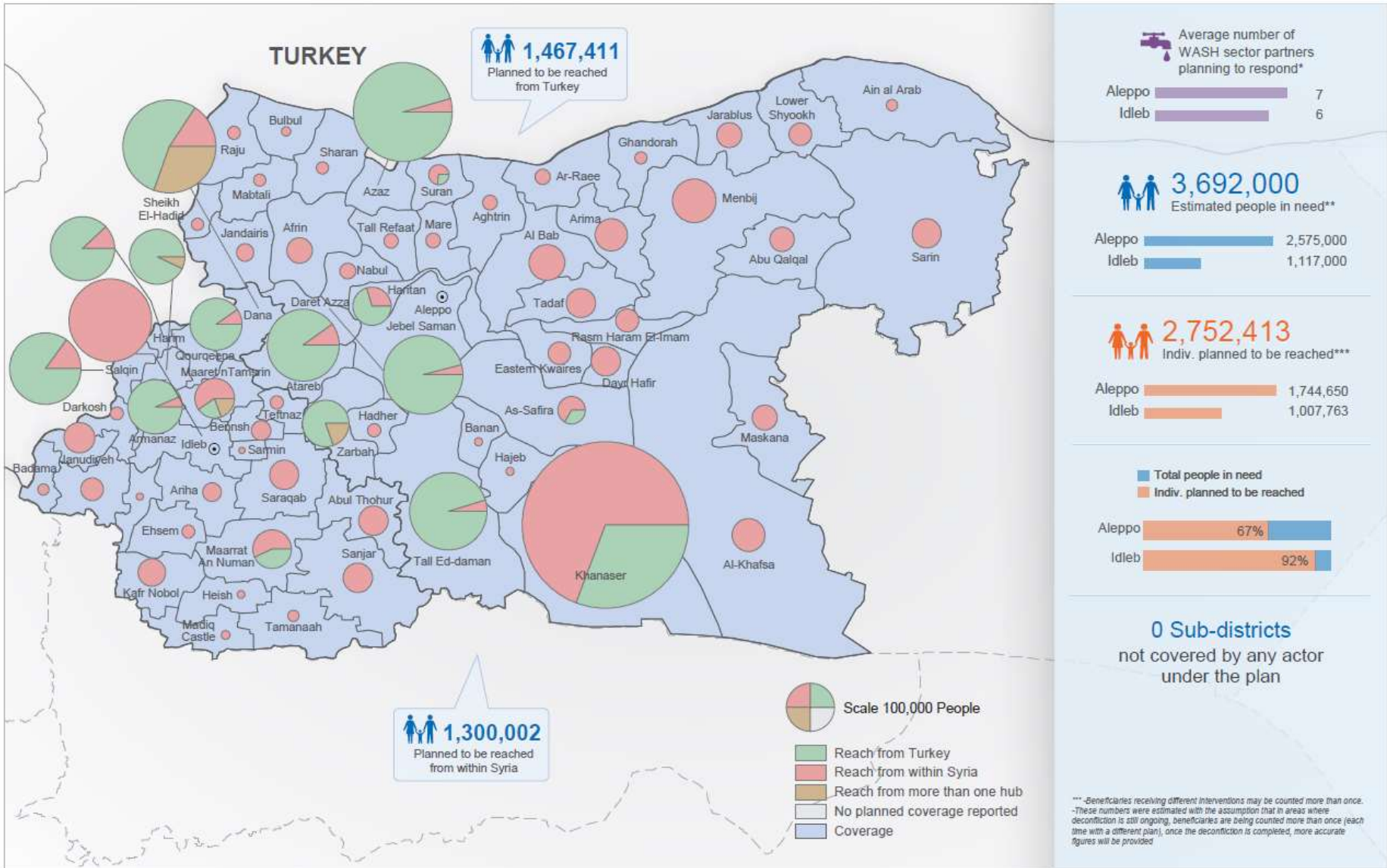
# Syrian Arab Republic: 2-month joint operational plan for the WASH sector

WASH sector 



Beneficiaries receiving different interventions may be counted more than once.


**North of Syria: 2-month joint operational plan for the WASH sector** WASH sector 

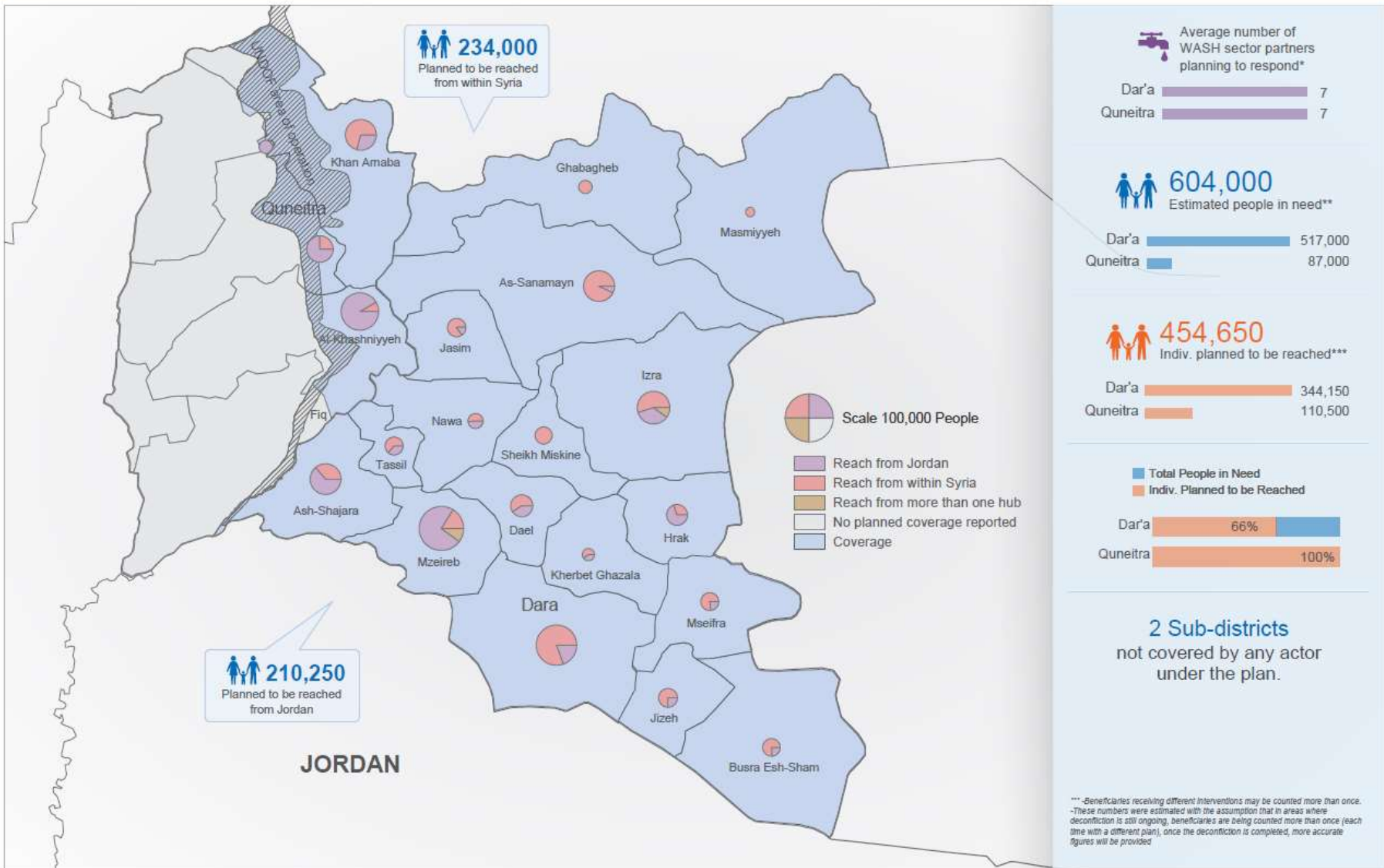


OCHA The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.

Creation date: 10 October 2014 Sources: WASH sector

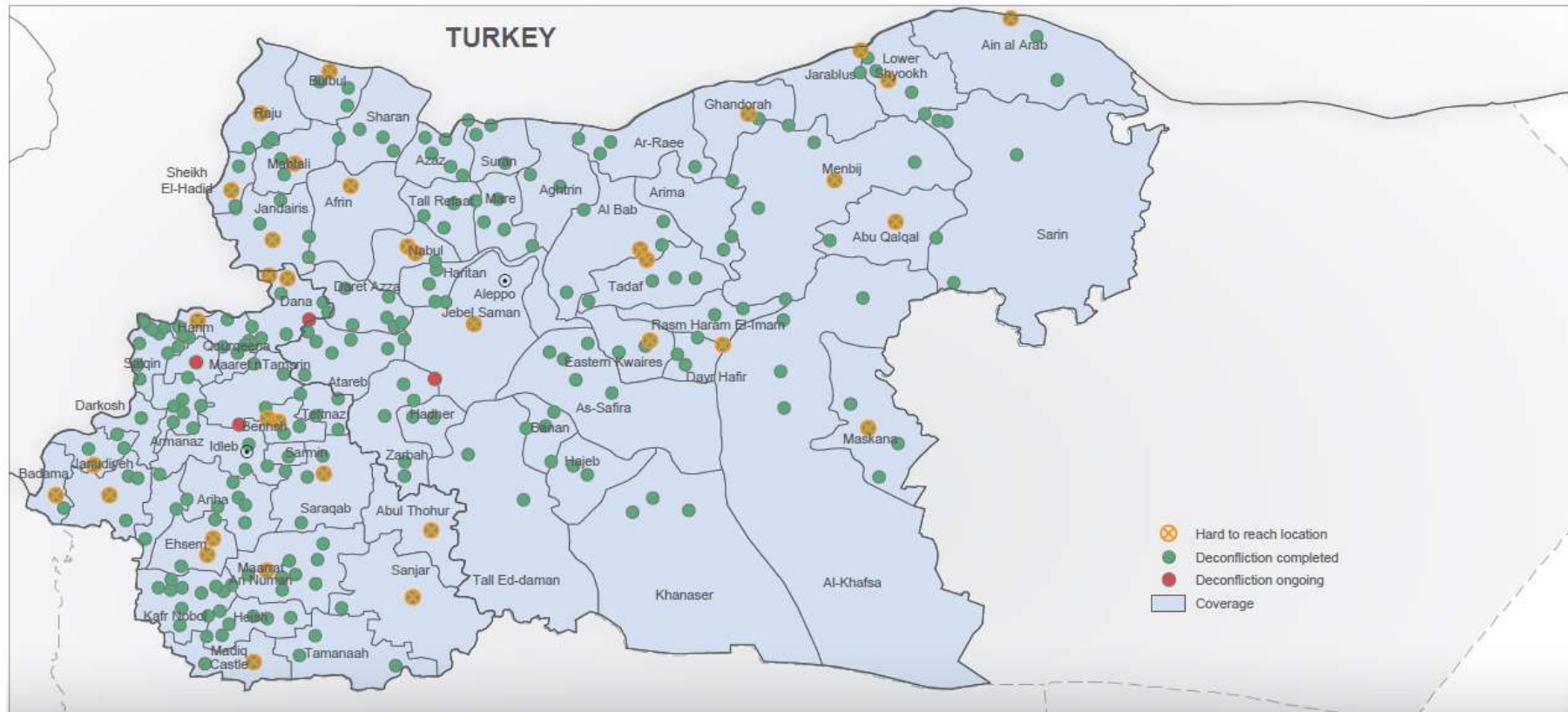


**South of Syria: 2-month joint operational plan for the WASH sector** WASH sector 



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**North of Syria: 2-month joint operational plan for the WASH sector** WASH sector 



-  Hard to reach location
-  Deconfliction completed
-  Deconfliction ongoing
-  Coverage

**266**  
communities  
included in the plan

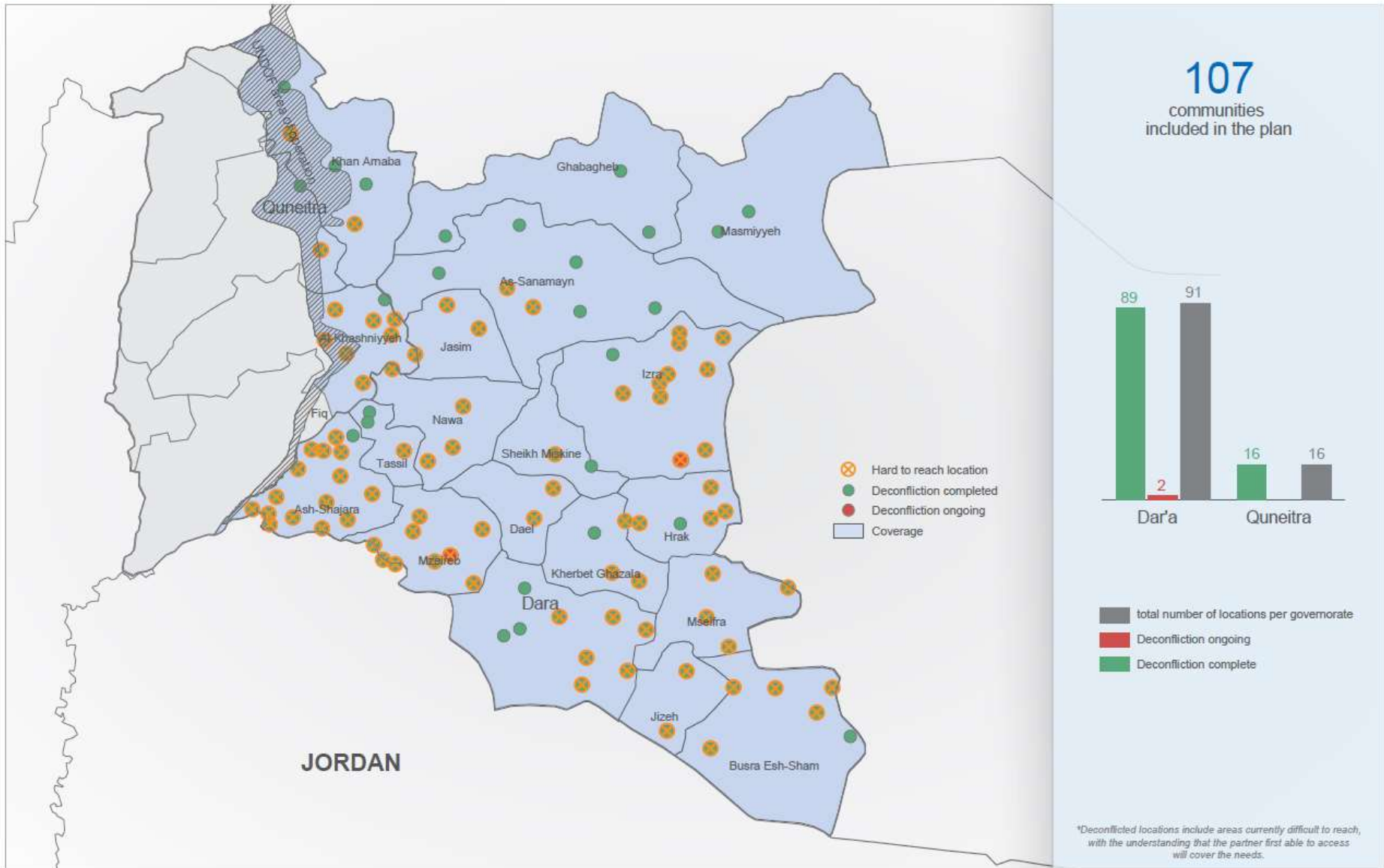


-  total number of locations per governorate
-  Deconfliction ongoing
-  Deconfliction complete

\*Deconflicted locations include areas currently difficult to reach, with the understanding that the partner first able to access will cover the needs.

South of Syria: 2-month joint operational plan for the WASH sector

WASH sector 



## WAY FORWARD

**Developing a ‘Whole of Syria’ needs assessment and operational response plan is essential to ensure that as many people in need are reached, through the most direct routes.** Until now, the operation from within Syria was based on the Syria Humanitarian Response Plan (SHARP), while partners operating from neighbouring countries undertook separate operational planning and needs assessments. In order to optimise operational impact and avoid duplication, efforts are now underway to develop:

1. A *‘Whole of Syria’ Humanitarian Needs Overview (HNO)*, which consolidates and builds upon existing needs assessments - including the Multi-Sectoral Needs Assessment (MSNA) currently underway in northern Syria, UNICEF’s vulnerability mapping in Syria and OCHA governorate profiles - to provide a comprehensive picture of humanitarian and early recovery needs throughout Syria and support prioritization of the response. The HNO process will also provide the opportunity for the IASC community to develop shared definitions of key operational concepts, such as “hard to reach” areas. The HNO is due to be completed by the end of October 2014.
2. A *‘Whole of Syria’ Humanitarian Response Plan*, informed by the HNO, will be developed by the end of November 2014. This will require excellent cooperation and information-sharing between all partners.

Lessons learned from the development of the pilot two-month plan will be taken into account in the development of the common Humanitarian Needs Overview and Response Plan for 2015 for the Whole of Syria.

**The success of the Whole of Syria response will also hinge upon the effective coordination of humanitarian actors operating from within Syria and neighbouring countries.** The inconsistency of coordination arrangements across the subregion has compounded challenges around information-sharing, needs assessment and response planning. Although some sectors have made progress over the past month in compiling Whole of Syria response information, there continues to be a need to bolster and standardize coordination structures in Syria, neighbouring countries, southern Turkey and other staging areas for cross-border operations, to ensure maximal interoperability. While some sectors/clusters have “Whole of Syria” mechanisms in place, others do not. There is an urgent need to align and strengthen coordination structures supporting the response inside Syria, to fill identified capacity gaps, including at sub-national level where relevant, and to strengthen timely and appropriate engagement with affected populations.

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