TERMS OF REFERENCE

COMMUNITY RESOURCE CENTERS (CRC)

BACKGROUND

As of 10 December 2017, when the Iraqi Prime Minister Haider al-Abadi officially announced the military defeat of ISIL, more than 2.8 million IDPs had already returned to their locations of origin. The final retaking of all previously ISIL controlled territories and the consequent efforts for their stabilization and recovery will certainly prompt large numbers of IDPs to return over 2018 as well. According to the Humanitarian Response Plan (HRP 2018), more than 1.7 million people are expected to return over the next year, while the government of Iraq foresees this could be as high as 2.5 million by 2018.

While continuing to address the needs of IDPs remaining in displacement, many humanitarian and recovery/stabilization actors are currently shifting focus towards supporting safe, voluntary, non-discriminatory and sustainable returns and recovery through an area-based multi-sectorial approaches.

OBJECTIVES

The Community Resource Centers (CRCs) will support the Iraqi people through establishing and reinforcing the coordination of service delivery mechanisms to facilitate safe, voluntary, non-discriminatory and sustainable returns and socio-economic reintegration of affected communities in most affected regions of Iraq.

The CRCs will act as a platform for assistance and interaction between communities and public institutions supporting local populations through an area-based multi-sectorial approach. The CRCs will operate in line with the Strategic Guidance for the Establishment and Coordination of Community Resource Centers (CRC), a document developed by the CCCM Cluster and Protection Clusters in collaboration with key actors, which structures the core objectives, functions and expected overall vision for this CRCs across Iraq.

SCOPE OF WORK

Under the aegis of JCMC, the CRCs are established through networks and serve as hubs for centralized assistance by government, humanitarian, stabilization and recovery/resilience actors for affected populations.

The CRCs will coordinate government services both at the municipal and neighborhood level. The CRCs will also participate in existing Cluster coordination forums at the governorate level to ensure that humanitarian and recovery/stabilization partners target the CRCs with agreed activities, and beneficiaries are able to access mobile and/or specialized services delivered by Cluster partners in the community. Overall coordination of CRCs' operations is ensured at the national level through a JCMC Focal Point and the Steering Committee (SC) acting as the direct interlocutor of the government through JCMC, the CRC Implementing Partners, in line with the Returns Working Group (RWG), CCCM Cluster UDRC strategy, Protection Cluster and other relevant clusters.

The Chair and the Co-chair of the Steering Committee will liaise and participate at the national Inter-Cluster Coordination Group (ICCG)[1].

The CRCs will conduct regular mapping of needs and services at the neighborhood and municipal level (sub-district) based on needs, and enhances coordination between various actors, among which some will be enabled to use CRCs as a platform for service delivery, through information provision and referral to service providers, and community engagement.

Outline underlying humanitarian and recovery/stabilization principles of 'do no harm' and Centrality of Protection as key to the functions and role of the CRCs, including respect for Confidentiality of individual cases.

STAKEHOLDERS' ROLES AND RESPONSIBILITIES

1. JCMC

JCMC is the leading government agency related to the CRCs. JCMC is to coordinate with SC Chair and Co-chair on all matters related to the CRCs.[2] Engages with and mobilizes line ministries at the CRC/neighborhood level, through their designated focal points, to support the restoration of government services at the local level.

2. CRC Steering Committee

Oversees and coordinates all CRCs' activities in support of, and in partnership with, JCMC. Advises centers and ensures quality control. Reports and advocates on identified needs and gaps to JCMC.

3. CRC Implementing Partners

Operationalization of the CRC's activities. Liaise with partners and coordinate services through information provision and referral to service providers at the local level through JCMC Focal Points. Report activities and gaps to the Steering Committee. A capacity building plan to be presented by the CRC Implementing Partner at the SC within the first 6-months of the CRC implementation.

4. CRC partners (Government, UN agencies, NGOs, communities and donors)

Assure coordination with service providers and outreach services within the communities. Responds to referral request from CRCs. Coordinates activities to CRC's Implementing Partner and JCMC Focal Point, and feeds into already existing reporting mechanisms.

5. Local stakeholders (Muktars, Mayors, community structures, JCMC focal points)

Identify, inform and refer cases to the CRC Implementing Partners about specific needs and gaps in the communities. Participate in local coordination meetings and mechanisms. Support the community engagement strategy developed by the CRCs.

An official exchange of letters (with CRC Core Documents attached - ToR of the Steering Committee, ToR of the CRCs and Concept of Operation) will be established between the CRC Steering Committee, signed by the Chairs and JCMC, to ensure transparency and the modalities of engagement of the CRCs (coordination, implementation, information sharing, timeline, etc.).
CRCs should comply with the Iraqi laws and constitution.

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[1] To inquire and inform the ICCG on the possibility of the Chair and Co- Chair of the CRC SC to participate in ICCG meetings on a needs basis or when relevant.
[2] A letter of notification by JCMC to the Chairs of the SC indicating that the partner needs to be notified in case duties are not being fullfed as agreed. The same also applies for the JCMC.

BENEFICIARIES

The CRCs will operate on an area-based multi-sectorial approach in close coordination with the various Clusters to ensure equal access among affected communities and the application of 'do no harm' principles.

CRC STAFF*[3]

CRC Administrator:	Manages and oversees the CRC's work, liaises with NGOs, government actors and partners at the local level. Ensures the operationalization of the CRC. Participates in existing Clusters' coordination forums at the governorate level.
Information Management Officer (IMO)	Captures information gathered at the CRCs which includes assessments, mapping of services applies methodology and analyzes the results from mapping exercises. Participates in existing Assessment Working Group (AWG) and Cluster coordination forums at the governorate level.
Referral Focal Point	Develops referral pathways, oversees orientation sessions and consultation for beneficiaries, maintains contact with service providers and facilitates with the CRC Administrator regular meetings with humanitarian and recovery/stabilization partners. Participates in existing Cluster coordination forums at the governorate level.
Mobile team members	Engages with the communities, conduct FDGs, implement direct multi-sectorial activities at the local level, including working closely with the referral focal points and the IMO assessment and mapping coordinator in order to plan and implement outreach in neighboring communities. Mobile teams will receive trainings pertaining to activities that will be run in the centers (for instance CWC among others). Additionally, engages with Cluster coordination forums to avoid duplication with existing static and mobile services.

P.S.: Additional technical and support staff will operate in the CRCs. Their number and specific roles will be determined by the CRC Implementing Partner.

All CRC core staff will respond to unified job descriptions agreed upon by the Steering Committee members. Each CRC has the flexibility of staffing based on needs and funding capacities. The titles of the actual staff will be in line with agency human resource categories.

Activities
The activities provided by partners in the CRC will be conducted through an area-based multi-sectorial approach, and will be based on a **Basic Activities Set (BAS)** agreed upon by the Steering Committee members corresponding needs in a given area.

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[3] All staff hired should follow the following:
- Each organization should do its due diligence in the recruitment of staff;
- International staff should have an official valid Iraqi stamp on their passports, and should not enter Iraq/KRG through Ibrahim Khalil, but through Baghdad.

Other activities that shall be provided by partners in the CRC will be discussed and shared in the Steering Committee and to JCMC to ensure efficient coordination and avoid overlap. All additional activities will be added as annex to the BAS.

A particular focus must be brought to the cross-cutting capacity-building of government actors to facilitate the eventual handover[4] of CRC Implementing Partners. The BAS (direct modality) will be handed[5] over to JCMC or other relevant Government partner where appropriate, while the indirect service of the implementing agencies (UN agencies and non-governmental) will continue to deliver and complement the CRC activities after phase-out.

CRC activities are provided under two modalities:
1) Direct (includes the BAS),
2) Indirect (includes all other services identified by the CRC Implementing Partners based on needs and gaps in the communities), in coordination with existing Cluster coordination forums at the governorate level.

Basic Activities Set (BAS)
The BAS will respond to 4 specific objectives as per the following:

A. Support communities to identify, and access activities delivered at the CRCs or in the communities
1. Identify locations for priority interventions in conjunction with the local authorities and community leaders
2. Provide information, consultations and referral to beneficiaries
3. Support community engagement in access to information and service provision

B. Provide two-way information access and dissemination to affected communities
1. Develop and implement a CwC (Communication with Communities) strategy for the CRCs, solicit information from affected communities, in collaboration with the implementing agencies, with the CwC Taskforce, community structures and IDP Call Center;
2. Facilitate delivery of information/outreach campaigns and awareness raising on availability of humanitarian and recovery/stabilization assistance, government services, basic needs of the affected communities at the individual and community level, in collaboration with the implementing agencies, with the CwC Taskforce, community structures and IDP Call Center;
3. Implement complaint and feedback mechanisms in collaboration with the implementing agencies, with the CwC Taskforce, community structures and IDP Call Center. The feedback mechanism is interconnected between CRCs and operated on a common methodology.

C. Support multi-sectoral coordination among humanitarian and recovery/stabilization actors and liaison with government
1. Conduct community forums and FGDs on needs and gaps, and facilitate inter-community meetings;
2. Liaise with government and recovery actors to address needs of CRCs users;
3. Identify sectorial focal points.

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[4] The Steering Committee is the entity responsible for developing the CRCs' to facilitate effective handover to the government. Its members work actively with the government to design the most effective and inclusive handover strategy.
[5] The Implementing Partner and the Steering Committee will develop a road map within a year for the handover for each CRC.

D. Promote an area-based approach to displacement management
1. Map assistance and services provided by humanitarian, government, resilience, recovery and stabilization actors in catchment areas of the CRCs;
2. Contribute to the assessment of needs of the community at large;
3. Monitor assistance provision and living conditions.

The provision of activities in the CRC will be implemented in line with the strategy outlined in the CCCM Cluster UDRC strategy.
The capacity building of the government will be cross-cutting throughout the CRCs implementation (including direct – BAS and indirect activities).

WORK SCHEDULE

The CRCs will be open from Sunday to Thursday, and the working hours will be decided by CRC Implementing Partners. Staff will need time to open/close activities prior to beneficiary arrival, etc. Service delivery schedule will be posted and updated in a visible place outside the CRCs as well as inside.