

Guidance Note for CCCM actors

Humanitarian Programme Cycle (HPC) 2020



Figure 1: From HNO 2020. NINEWA, IRAQ. Family setting up belongings in Jad'ah 5 IDP camp after relocating from the closed Hajj Ali camp in Ninewa, September 2019, © Y. Crafti, OCHA

INTRODUCTION	3
HRP STRATEGIC OBJECTIVES. CCCM CLUSTER Objectives, indicators and target.....	4
CCCM TARGET POPULATION by activities and geographical areas	5
IDPs in formal camps.....	5
IDPs in informal settlements.....	6
IDPs and Returnees in CRC.....	6
HRP response approaches	6
In formal camps and informal settlements.....	6
CRC.....	6
ACTIVITY BASED-COSTING (ABC).....	7
CRITERIA OF THE CCCM CLUSTER TO PRIORITIZE PARTNERS AND THEIR PROGRAMS.....	8
IASC: Cluster members minimum commitments.....	8
CCCM Cluster: Minimum requirements.....	8
Monitoring of hrp activities and funding	9
Activities tracking.....	9
Funding tracking.....	9
Annex 1: List of Geographical Priorities per district	10
ANNEX 2: OTHER REFERENCE DOCUMENTS	10



Figure 2: DOHUK, IRAQ. Chamishku camp. © BHRA

INTRODUCTION

The aim of the present document is to present CCCM partners the HPC process for 2020, in particular the HRP, including the major change from previous years: OCHA and the Humanitarian Country Team (HCT) had approved a process that **does not include the submission of projects on the HPC Tools Projects Module (former Online Project System-OPS)**, basing the strategy on the activities decided by the SAG on the CCCM Cluster Strategy for 2020. All these activities for formal camps, out-of-camps and Community Resources Centers (CRC) have been costed based on the IHF projects of 2018 and 2019, and by the analysis of CCCM partners implementation budget, resulting on the Activity-base costing (ABC) process.

Based on the [OCHA Activity-Based Costing Coordination Approach in Iraq 2020, Guidance note for the ICCG of the 12 December 2019](#): *“Development and funding of projects will be between partners and current or potential donors, while clusters, the ICCG and the HCT will be concentrating on providing coordination, technical and strategic guidance and support (including through reporting, monitoring and assessing) to the overall activities in order to meet the strategic priorities outlined in the HRP.”*

Through this new approach on the HPC for 2020, the focus will be on the strategy and will provide flexibility along the year instead of fixing a project list since January 2020, as years before. CCCM Cluster will provide technical and strategic guidance to CCCM partners and donors on the projects to be implemented in Iraq on 2020; and partners will provide constant information and updates on the context to better adapt CCCM response in country; and closely monitor all the activities in the field to be able to measure its impact. One of the main reason for this change is, not only flexibility and localization, also to response more efficiently to the needs and requests of the Iraq population, centering the response on Accountability to Affected Population (AAP) and Communication with Communities (CwC), mainstreamed along the 2020 HRP, with the new AAP/CwC Working Group, starting in January 2020.

HRP STRATEGIC OBJECTIVES. CCCM CLUSTER OBJECTIVES, INDICATORS AND TARGET

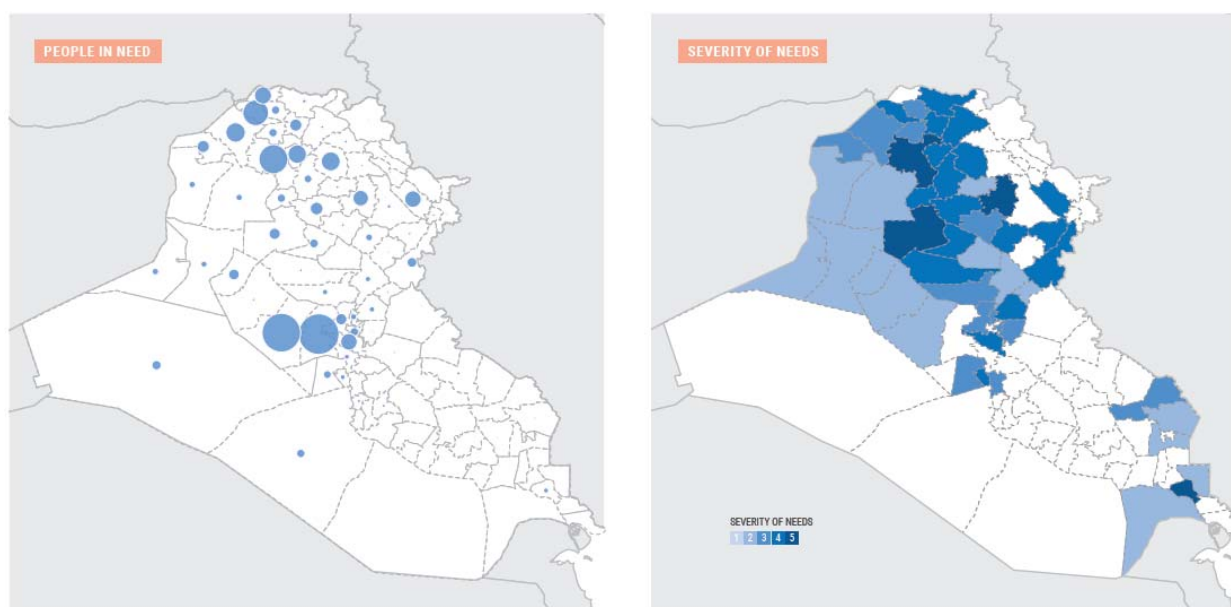
OBJECTIVE	INDICATOR	IN NEED	TARGETED
Strategic Objective 1: Safeguard physical and mental well-being of 1.65 million conflict-affected people with acute needs by providing services to meet basic needs.			
Specific Objective 1.1: To provide safe and secure living environments and access to livelihoods for 370,025 in-camp IDPs, 351,026 out-of-camp IDPs and 926,170 returnees			
Cluster Objective 1.1.1: Facilitate and coordinate the provision of multi-sectoral interventions, data collection and conduct site risk reduction activities to ensure safe and dignified environment for 250,000 in-camp IDPs.	# IDPs living in formal camps benefitted by camp coordination activities and provided with life-saving humanitarian assistance	377,395 ¹	250,000
	# Number of formal camps with improved/maintained infrastructure and services	91	71
	# Number of multisectoral assessments in camps	-	9
Cluster Objective 1.1.2: Facilitate and coordinate the provision of multi-sectoral interventions, data collection and conduct site risk reduction activities to ensure safe and dignified environment for 127,938 IDPs living in informal settlements	# IDPs living in informal settlements reached by CCCM mobile teams	127,938	127,938
	# Number of multisectoral assessments in informal settlements	-	14
Specific Objective 1.3: To ensure equal and inclusive access to services for 370,025 in-camp IDPs, 351,026 out-of-camp IDPs and 926,170 returnees, irrespective of age, gender and disability status.			
Cluster Objective 1.3.1: Promote community participation of 250,000 in-camp IDPs and local actors to ensure local ownership of CCCM activities and transition towards self-reliance.	# formal camps where government counterparts have direct participation in camp coordination and management.	91	43
	# formal camps that have ongoing capacity development projects.	91	71
	# formal camps with community governance structures that participate meaningfully in camp coordination and management.	91	71
	# Number of formal camps with CCCM activities that promote self-reliance	91	71
Cluster Objective 1.3.2: Strengthen household and communal coping mechanisms of 127,938 IDPs living in informal settlements	# informal settlements with community governance structures that participate meaningfully in camp coordination and management.	131	91
Strategic Objective 2: Address critical problems related to living standards by expanding access to basic services for 1.54 million conflict-affected people with acute needs.			
Specific Objective 2.3: Enable 370,025 in-camp IDPs and 343,467 out-of-camp IDPs and 979,218 returnees (or XX most vulnerable, with figures from cluster response) to achieve self-reliance and minimize negative coping mechanisms			
Cluster Objective 2.3.1 Facilitate, coordinate and collect data for the provision of multisectoral interventions to improve self-reliance of 161,946 returnees and secondary displaced people out-of-camps.	# of returnees referred to the establishments of Community Resource Centres (CRC)	215,286	161,946
	# Number of area multisectoral assessments conducted	-	1

¹ As of September 2019. The population in camp by the end of 2019 is estimated on 288,000 individuals, due to the massive camp closure/consolidations in Ninewa and Anbar.

CCCM TARGET POPULATION BY ACTIVITIES AND GEOGRAPHICAL AREAS

Following the new context of the country, more focused on the transition into resilient and development rather than continue on a humanitarian context, the post-emergency situation requires a new approach to target the population and on the type of activities to implement. The 2020 focused is on the needs and vulnerabilities rather than the status of the population, highlighting the importance and needs of the IDPs out-of-camps, where the most vulnerable population that do not have permanent humanitarian assistance is and is estimated to grow due to the expected consolidation/closure of formal camps, and during transition thanks to the Community Resource Centres (CRC), as the first and one stop for returnees and secondary displaced population at areas of origin/return.

CCCM Cluster in country had proceed with a severity mapping analysis for the definition of the priority geographical areas of intervention, the list is not exclusive, keeping the option to introduce new areas based on partners field analysis and potential changes on the context.² The CCCM Cluster will review the target and geographical areas during the Periodic Monitoring Report (PMR) in June 2020.



	PIN June 2020 # individuals	PIN Dec 2020 # individuals	TARGET 2020 # individuals
IDPs in formal camp	232,160	180,640	250,000
IDPs in informal settlements	180,940 ³	149,060	127,938
Returnees and secondary IDPs out-of-camps	215,290	215,290	161,946

IDPs in formal camps

By November 2019, the in-camp population is a bit over 288,000 individuals in the 68 camps, that remain open. The average population estimated for 2020 in camps is 250,000 individuals. More than 90% of the population do not intent to return within the next 3 months to their Area of Origin (AoO). Camp

² Find the list of districts and target population on Annex 1.

³ There is an error on the HNO projectization were the number was kept constant as 149,060 IDPs in informal settlements. It does not affect the overall PiN (149,060 individuals) or Target (127,938 individuals) for 2020.

consolidation and camp closure will continue during 2020, mainly after winter and once the academic year will be ending. While the camps remain open there is a constant need to keep supporting the camps through: capacity building, dissemination of information, improvement of infrastructures, coordinating access to basic services and the reduction of gaps; among others. The support to the Government continues as a priority on the camps managed by them.

[IDPs in informal settlements](#)

Around 128,000 vulnerable IDPs living in informal settlements will be the focus of the CCCM activities to reinforce their capacity through CCCM mobile teams. During 2020 premature departures from camps will continue, having as an expected result an increase on the population living on substandard condition on informal settlements, mainly in suburban areas, following the data from intention of return, where 97% of the IDPs in informal sites intends to remain on it. Support to better communicate with the local authorities, creation of governance structures and coordinate the access to service, are critical actions for to achieve minimum living standards, coordinating also with other clusters, mainly Shelter/NFI, WASH and Protection, as in camp settings.

[IDPs and Returnees in CRC](#)

For those individuals leaving the camps prematurely and ending as secondary internal displaced people, and the individuals returning to their AoO, aprox. 162,000 individuals; the humanitarian needs at the first stage upon return remain; and as a transition after the dependency created during the years living in camps. The CRC have become a basic service linking the most vulnerable population with service providers in the areas of return, which will in turn contribute to community stabilization and reintegration programmes; and through referral mechanisms.

[HRP RESPONSE APPROACHES](#)

[In formal camps and informal settlements](#)

- Work in close coordination with other clusters present in the camps and informal settlements, in particular Shelter/NFI and WASH for the provision of a safe and dignified environment and the Protection Cluster on humanitarian access issues, and prevention of GBV and reduction of negative coping mechanisms.
- Develop joint approaches with the government mechanisms, particularly with the GRCs and MoMD for a principled and coordinated camp closure and/or consolidation process.
- Promote the dissemination of information and other people-centered actions in coordination with other protection and AAP/CwC mechanisms, including IIC, CRC Working Group and other clusters.
- Implement capacity building activities in an inclusive way in coordination with local and camp authorities, as well as affected populations.
- Prioritize cross-cutting issues to include issues such as hygiene promotion or communication skills (CwC) in trainings on governance structures.

[CRC](#)

- Support returnees and IDPs in areas of origin and secondary displacement areas and ensure that they are closely linked to the Returns Working Group and JCMC.
- Contribute to the community stabilization and reintegration programmes.

ACTIVITY BASED-COSTING (ABC)

For the HRP 2020, Clusters were requested to define activities and their unit costs, in the case of the CCCM cluster per individuals in formal camps and informal settlements, and per CRC, in both cases on monthly basis. The CCCM Cluster has reviewed all submissions in HRP and IHF from 2018 and 2019, and in close consultation with its SAG members has established the average, indirect and support costs have been taken into consideration as well. The CCCM Cluster understands that due to different characteristics of each programme, mainly based on the services delivered, if the response is static or mobile and/or accessibility to the location, the unit cost can range from one organization to another. The unit cost it is an estimated amount for reference.

Iraq CCCM Cluster HRP Activities, Targets, and Activity Costs for 2020				
Activity	HRP Target	Unit Cost	Total 2020 HRP Cost	Remarks
CCCM intervention for Formal Camp settings	250,000	\$4.97 / Individual / Month	\$14,910,000	2020 target represents the projected in-camp population for 1 January 2020 based on governorate-level camp departure trends analyzed over the period October 2018 until September 2019. Total cost pro-rated assuming 1 January 2020 population for 6 months and projected June 2020 population for 6 months. Cost per individual ranges from \$4.02 to \$8.66 / individual / month depending on the size of the camp being provided CCCM services, as well as differences between UN and INGO/NGO partners. Given the nature of CCCM services as service and coordination-based, it is extremely challenging to assign one average cost to activities implemented in a range of environments. Therefore, this price average and range will be considered a guide for pricing but the CCCM Cluster will consider factors which may increase prices for certain interventions in the future. Interventions have 12-month duration.
Mobile CCCM intervention in informal settlements and host communities	127,938	\$6.21 / Individual / Month	\$7,150,455	2020 targets have been determined by narrowing down PiN to the populations in most severe need by taking the population that, according to the CCCM HNO Severity Indicator "Percentage of informal sites with identified critical service gaps." Cost per individual ranges from \$1.72 to \$10.70 / individual / month depending on the size of the settlement and the location and access challenges of responding to a site, as well differences between UN and INGO/NGO partners. Given the nature of CCCM services as service and coordination-based, it is extremely challenging to assign one average cost to activities implemented in a range of environments. Therefore, this price average and range will be considered a guide for pricing but the CCCM Cluster will consider factors which may increase prices for certain interventions in the future. Interventions have average 9-month duration.
CCCM Cluster Data Collection	na	\$78,279.78 / Month	\$939,357	Costs associated with completing Camp Profiling, Rapid Assessment Site Priority in informal settlements, Formal and Informal Intentions Surveys, and CRC Area Based Assessments.
Community Resource Centers	161,946	\$19,000.00 / Static CRC / Month	\$760,000	CRC operations range in costs from 11,000.00 to 27,000.00 USD per month of operation, depending on factors including location, target population, and level of service delivery. Existing CRC: 1 CRC fully underfunded, 4 CRCs are in need of 4-month funding, 6 CRC fully funded New CRC: 1 in need of 12 months funding, 2 in need of only 4 months, 1 fully funded Total: 17 CRC
		\$ 8,400 / Mobile CRC / Month	\$201,600	Mobile CRC, estimated cost 8,400 USD per month of operation. 2 CRC Mobile teams in 2020, support need it for 12 months
TOTAL CCCM HRP Proposed	539,884	\$51.82 / Individual / Year	\$23,961,412	

CRITERIA OF THE CCCM CLUSTER TO PRIORITIZE PARTNERS AND THEIR PROGRAMS

The HRP partners list for 2020 is not a close or exclusive list but reflects the previous partners per cluster and includes a map of 2019 geographical presence. Along 2020, new partners can be included on the list.

IASC: Cluster members minimum commitments

- A common commitment to humanitarian principles and the Principles of Partnership
- Commitment to mainstream protection in programme delivery
- Readiness to participate in actions that specifically improve accountability to affected populations
- Understand the duties and responsibilities associated with membership of a cluster and commit to consistently engage in the cluster's collective work as well as cluster's plan and activities
- Commitment to ensure optimal use of resources, and sharing information on organizational resources
- Commitment to mainstream key programmatic cross-cutting issues such as Gender and Age, AAP, Disability
- Willingness to take on leadership responsibilities as needed and as capacity and mandates allow
- Contribute to developing and disseminating advocacy and messaging for relevant audiences
- Ensure that the cluster provide interpretation so that all cluster partners are able to participate

CCCM Cluster: Minimum requirements

- **Partners profile**
 - Partner should be an active participant of the CCCM Cluster at the national, sub-national or governorate level, it's partners membership application must be registered by the SAG.
 - Partner should be register as a local, national or international organization in Iraq, and/or KRI.
 - Existing partner should have proven record of consistent reporting in the dedicated platforms (Activity Info, the UN-OCHA Financial Tracking Service (FTS), and Population Flow and Exit Surveys in case of in camps actors).
 - Partners with proven CCCM experience and within the mandate of the organization will be prioritized.
 - Access to the proposed geographical areas, or the possibility to expand presence with minimum investment, are a requirement. Partners with previous experience in the geographical area will be prioritized.
- **Programs' requirements**
 - The program needs to be in line with the CCCM cluster recommendations at global and country level: technical guidelines and policies; including the HRP 2020.
 - Activities proposed on the program must be in line with the Activity-based costing approach, and have coherence between budget, time, resources required vs activities and target.
 - The program should be within the partners capacity for 2020
 - The program must have a clear approach and methodology on beneficiary selection, based on vulnerabilities for out-of-camps settings, non on individuals' status; and prioritized geographical areas based on the severity mapping in the HNO 2020.
- **Humanitarian scope of works:** Partners appealing through HRP-marked funding are reminded to keep their focus on strictly humanitarian interventions, in line with the 2020 HRP. Following activities related to the CCCM cluster objectives, target and geographical priorities.
- **Mainstreaming of cross-cutting issues:** Cross-cutting themes should be mainstreamed on the programming, including: Protection, GAM, SGBV, needs of disadvantage groups, AAP...

- **Synergy with other sector and actors:** CCCM partners to ensure the good coordination of the activities, avoid duplications and give the best services in camps, and to maximize the impact of the interventions shall consider the synergies with other sectors as: Protection, WASH or Shelter/NFI.
- **Exit/Hand over strategy**
 - **Localization efforts:** Partnerships with local and national actor should be detailed in the proposal, including modalities of collaboration and capacity building, if required.
 - **Strengthening of governmental actors and structures:** Capacity building efforts with local authorities and other government structures are strongly recommended, partners should detail in the proposals, including modalities of collaboration. When possible, aligned approaches to the government plans, will be recommended.
 - **Link to Durable Solutions through resilience.** Partners are encouraged to proposed actions that leads to durable solutions and resilience, appropriated to the new post-humanitarian context of Iraq.

MONITORING OF HRP ACTIVITIES AND FUNDING

Activities tracking

Partners reporting protocols on Activity Info tools will continue in 2020 on monthly basis as in previous years, including also the Monthly Population Flow.

The Cluster will continue to produce dashboards, identified gaps, risk and challenges on regular basis, thanks to the data collected through the CCCM Cluster members and the CCCM Cluster implementing partner, REACH. Supporting with advocacy as per needs.

Clusters are not responsible for investigating fraud or misbehavior of partners – or for evaluating the quality of their projects – only whether their current and future project plans are aligned with the coordinated response plan. Partners remain the sole owners of the responsibility and accountability to deliver a timely, quality response to meet the needs of affected people.⁴

Funding tracking

Partners and donors will continue submitting reports on funding on Financial Tracking System (FTS) clearly indicating if the funding is HRP marked or non-marked. OCHA and the Clusters will work together to review the submissions on regular basis to ensure that the funding is correctly marked or if there is a need on re-“tagging” it. Vetting or retagging by the CCCM Cluster is envisioned to happen under cases of duplication of donor funding, population target or activities by same/different partners on the same geographical location; or for activities out of the humanitarian scope, the CCCM Cluster strategy or the HRP 2020.

The CCCM Cluster encourage the CCCM partners to be proactive on breaking down the budget per cluster and avoid global funding submission as “Multicomponent” project on the FTS online reporting system, for an easier monitoring of specific funding dedicated to CCCM activities.

⁴ ABC Guidance Note. OCHA

ANNEX 1: LIST OF GEOGRAPHICAL PRIORITIES PER DISTRICT

Governorate	HRP Inter-Cluster Priorities District	CCCM Cluster Priorities	IN CAMP	INFORMAL SITES	CRC
Ninewa		Aqra	996	-	-
Duhok		Al-Amadiya	3,197	-	-
Al-Anbar	Al-Falluja	Al-Falluja	5,000	8,856	-
Ninewa	Al-Hamdaniya	Al-Hamdaniya	19,644	-	-
Kirkuk	Al-Hawiga	Al-Hawiga	-	-	27,138
Babil		Al-Hilla	-	420	-
Kerbala		Al-Hindiya	664	-	-
Baghdad	Al-Kadhmiyah	Al-Kadhmiyah	467	894	-
Baghdad		Al-Mada'in	288	-	-
Baghdad	Al-Mahmoudiya	Al-Mahmoudiya	247	3,108	-
Ninewa	Al-Mosul	Al-Mosul	16,200	6,108	80,022
Baghdad		Al-Risafa	348	-	-
Ninewa	Al-Shikhan	Al-Shikhan	28,002	-	-
Al-Sulaymaniyah	Al-Sulaymaniyah	Al-Sulaymaniyah	11,673	450	-
Salah Al-Din	Balad	Balad	-	390	-
Diyala		Baquba	642	-	-
Salah Al-Din	Beygee	Beygee	-	-	30,840
Erbil	Erbil	Erbil	6,200	660	-
Al-Sulaymaniyah		Kalar	1,285	-	-
Diyala	Khanaqin	Khanaqin	4,480	-	-
Kirkuk	Kirkuk	Kirkuk	10,413	47,886	-
Erbil	Makhmour	Makhmour	9,305	-	-
Ninewa	Sinjar	Sinjar	-	3,990	-
Duhok	Sumail	Sumail	83,690	32,430	-
Ninewa	Telafar	Telafar	-	-	23,946
Salah Al-Din	Tikrit	Tikrit	844	3,654	-
Salah Al-Din	Tooz Khurmato	Tooz Khurmato	-	10,260	-
Duhok	Zakho	Zakho	46,415	8,832	-

ANNEX 2: OTHER REFERENCE DOCUMENTS

1. CCCM Iraq IDP Site Typologies & Duties and Responsibilities
2. Iraq CCCM Cluster Objectives and Activities 2020
3. Camp Management standards (Draft, Sept 2019)
4. Guidance for CCCM Cluster Partners to Successfully Implement CCCM Strategy 2016 and Beyond
5. OCHA ABC Guidance Note