# IRAQ CCCM CLUSTER RESPONSE STRATEGY

| KEY INFORMATION | | |
|---|---|---|
| COUNTRY | Iraq | |
| REGION | North, Centre and South | |
| OPERATION NAME | IDPs displaced throughout Iraq | |
| CLUSTER/SECTOR  LEAD AGENCY | UNHCR | |
| STRATEGIC ADVISORY GROUP (SAG) - AGENCIES | ACTED, DRC, IOM, UNHCR | |
| TECHNICAL WORKING GROUPS (TWIG) – AGENCIES | Information Management – IOM, REACH, UNHCR | |
| **STRATEGY STATUS** | | |
| **Endorsed by cluster SAG** | **Effective date** | **Next revision** |
| Yes | 29.09.2014 | 30.01.2015 |

## Background of the Emergency

- Prior to 2014, approximately 900,000 persons were internally displaced almost exclusively within the Centre & South regions.
- Since January 2014, over 1.8 million people have been displaced throughout Iraq in three successive waves as a result of the advance of IS, on-going fighting and sectarian violence. Over 800,000 of them were displaced since the beginning of June because of intense clashes with armed opposition groups in Anbar province and in the Ninewa Valley.
- Of those displaced in 2014, the Kurdistan Region of Iraq (KR-I); Duhok, Erbil, and Sulaymaniyah governorates, host some 850,000 IDPs. Anbar, Bagdad, Kirkuk, and Ninewa governorates host nearly 650,000 IDPs, with the rest distributed throughout other Governorates in the Centre and South.
- In Centre and South regions, the large number of sites, combined with historical waves and scattered nature of displacement, is making it difficult for humanitarian actors to meet assistance needs or achieve effective protection monitoring in displacement sites.
- Some of the most at-risk IDP populations throughout Iraq include ethnic minorities with little or no established links with the host communities, people living in unfinished and abandoned building, in the open and those living in overcrowded conditions. . Displaced populations living in schools and religious buildings urgently requires other alternative shelter so that classes of children and religious activities of various communities can return to normalcy.
- Exhaustion of the host community's capacity to host relatives and friends and risk of growing tensions between host communities and IDPs may also result in further displacement towards informal communal sites.
- Despite recent gains made by national and international forces against Islamist militants, security and logistical issues have prevented much aide from reaching those in need – especially those IDPs in the Centre and South region.

## CCCM Context

Sectarian violence has resulted in a complex pattern of internal displacement throughout Iraq. Prior to January 2014, the main areas of concentration of IDPs were from Salah Al-Din and sought safety in Bagdhad, Diyala, Duhok, and Ninewa governorates with an estimated population of over 990,000 (UNHCR IDP Fact Sheet – December 2013). Most of the IDPs settled in rented accommodation or were hosted by families and relatives, but the remainder settled either in spontaneous sites, on empty land plots or around abandoned buildings, or in communal centres, often organized around public facilities (mosques, schools, and other public buildings). The local authorities, with the support of international NGOs, organized assistance to IDPs although this support had been steadily decreasing over the last couple of years.

Renewed violence since January 2014 has resulted in new waves of displacement, provoking secondary displacement of existing IDPs but also uprooting whole communities from their homes and forcing them into flight. The "new" IDP – populations have settled in a variety of accommodation types, which differ across Governorates. With two successive waves of displacement in June and August 2014, communities that have been receiving and hosting IDPs since January, are now saturated, leaving new IDP arrivals to search for alternative, less viable shelter solutions. For example, while IDPs from Anbar have mostly settled within the host population and in rented accommodation, IDPs uprooted from Sinjar and Talafar who moved into the Kurdish Region of Iraq (KR-I) have had to find refuge in public facilities, with many also squatting in abandoned buildings and parks.

Given this complex and diverse displacement picture, the comprehensive response strategy to assist the Government and regional authorities will necessarily need to provide a varied and multi-faceted range of support interventions tailored to the accessibility to the different populations and the viability and sustainability of their current settlement arrangements.

## Aim and Objectives

The CCCM Cluster works to ensure equitable access to services and protection for people living in displacement sites, and supports opportunities for durable solutions. The Cluster will offer a range of support to the government, focused on partnerships with (I)NGOs, local officials, and displaced populations, to establish solid coordination mechanisms that ensure an open dialogue, 'do-no-harm' principles, and humanitarian principles and standards are promoted and applied. The cluster will also seek to provide support to IDPs living in informal communal settlements with a view to strengthening their self-management and coping mechanisms and ensure they are known to and connected with assistance and service providers, including public services available to them.

IDPs move in and out of displacement sites as required by their needs, therefore a close collaboration between humanitarian actors working in the sites and in the host community is needed to implement a comprehensive, effective protection approach. The CCCM cluster will establish and maintain clear links with the Protection cluster on population profiling and data collection issues, and coordinate on addressing the dynamics between populations within sites and the surrounding communities and environments.

CCCM recognizes that displacement sites are a last resort for people forced to flee the safety of their homes. While the CCCM Cluster **does not** advocate for the set-up of sites, it is responsible for working with the displaced community to support the identification and implementation of durable solutions for IDPs, jointly with the protection and early recovery clusters.

1. **Identification of viable settlement options**
   Working with national and local authorities, and other key clusters, to identify sites and/or consolidate viable alternatives in support of IDP populations unable to return to their homes to live in secure and dignified conditions.

2. **Effective management and coordination of formal displacement sites**
   The efficient and effective coordination and management of formal displacement sites (camps and collective centres), in the North, Centre, and South of Iraq, so that humanitarian assistance and protection offered by service providers to affected populations, prioritized according to vulnerability, responds to life-saving needs and aims towards international standards. A representative and functioning communication and leadership structure is in place to ensure that IDPs are fully involved in camp decisions and have access to information to make decisions affecting their family's needs.

3. **Support to IDP populations living in informal communal settlements**
   The IDP populations living in informal communal settlements are provided with support for their self-organization and information on how to access assistance and services. Information on the population in the informal settlement and their priority needs – as well as existence of particularly vulnerable groups among them – is shared with assistance and service providers for appropriate follow-up and intervention. Ensure that IDPs have access to information to make decisions affecting their family's needs.

## Response Strategy and Operational Priorities

Currently, the assessment undertaken by IOM (DTM) indicates that the typology of current accommodations for the IDP populations can broadly be divided into six different groups: 1) in the "open" without access to facilities, 2) squatting in schools, 3) in improvised spontaneous sites, 4) in organized spontaneous sites, 5) in rented accommodation, and 6) in hosting arrangements. CCCM will work closely with relevant stakeholders to improve living conditions in displacement sites, and link IDPs with improved living alternatives.

- Operational priorities for the response strategy will be broken into three distinct phases:
  Emergency and Stabilization (E)/ Monitoring and Post-Emergency (M)/ Solutions (S)
- Administratively, the Cluster is ultimately responsible to local governments within each governorate. CCCM interlocutors within local government structures will co-lead CCCM working groups and will be kept informed of all cluster activities at the national and regional (sub-national) levels.

The main operational priorities and activities are set out in Annex 1. They include:

1. Identification of viable settlement options

   - Identify improved living solutions for IDPs, in support of Shelter and Protection Clusters, and Government, where protection, safety, and dignity can be ensured
   - Viable displacement sites that do not meet humanitarian standards (SPHERE) will undergo remedial measures

2. Effective management and coordination of formal displacement sites

   - Support local authorities with the coordination and management of displacement sites either through dedicated camp management personnel or mobile teams
   - Building camp management skills and knowledge of relevant stakeholders
   - Enhance existing or put in place a monitoring/reporting system for displacement sites

- Clear standards and harmonization on site selection, criteria, typology, and thresholds across the country
- Efficient vulnerability and gap-filling focused collaboration with service providers and respective clusters
- All affected populations are informed and actively involved in all phases of the establishment and management of displacement sites
- CCCM coordination throughout Iraq will be harmonized and ensure appropriate advocacy for protection and humanitarian principles and common standards in camp management
- Camp strategies which foster, humanitarian accountability, self-reliance, protection and early solutions to displacement,.
- The most vulnerable will be assisted in appropriate ways to meet their needs and special attention will be given to older persons, persons with disability, female headed households and those with psycho-social needs.

3. Support to IDP populations living in informal communal settlements

- Identify and map informal displacement sites in order to link the displaced population living there to assistance and service providers
- Support provided to displaced population in order to establish self-management structures, communication, and conflict resolution mechanisms

## Management, Coordination and Stakeholders

**National**:
- Currently, national humanitarian coordination mechanisms for the overall humanitarian response are concentrated in Erbil due to the relocation of most UN agencies out of Baghdad.

**KR-I**:
- The Government, supported by local and international NGOs, has been actively engaged in managing refugee camps. With the massive arrivals of IDPs, authorities will manage several IDP camps but Government capacity for camp management in KR-I has been strained to the limit. Support from UN Agencies and INGOs is required to ensure the successful coordination of protection and services in the displacement sites.
- CCCM trainings have been conducted for existing camp management personnel in Erbil, Sulaymania and Dohuk, but with the possible establishment of over 20 additional camps, more training will be required, not only for government personnel but all actors involved in supporting camp management.

**Centre & South Regions:**
- Access to IDPs living in communal settings throughout the Centre and Southern Regions of Iraq ismuch more limited than for KR-I given the very limited presence of humanitarian partners or restrictions on access due to the prevailing security situation. Some basic assessment and monitoring capacity is in place through the DTM. While limited, there are also some CCCM partners present who can engage with national authorities and local NGOs to improve support and monitoring to those living in displacement sites.

## Advocacy and Communication

The CCCM cluster has a key role to play – in conjunction with primarily the Protection and Shelter clusters – in order to advocate with the authorities for identifying the most suitable and secure settlement options for the IDPs. The advocacy role must be grounded in agreed standards and principles. The advocacy must focus on exploring all possible settlement options and not just on the establishment of camps as a solution to respond to the displacement situation. The links and integration with existing services provided for the surrounding host population will of key importance.

Given the size and speed of the displacement, it is evident that a range of settlement options is likely to co-exist in the operation. The role of the cluster will therefore also be to advocate with assistance and service providers, including the authorities, of the importance of ensuring equitable access for all.

The cluster will also need to develop a strategy for ensuring strong and supportive communication with communities who are living in informal settlements and who may not be among the priority target group for transfer to a more established settlement types. The cluster will through its support and monitoring activities be an important link to provide the community with information on the assistance and services available to them. At the same time, the cluster will also through its monitoring activities ensure that populations living in informal settlements are linked up to and connected with the assistance and service providers in order to address any gaps.

## CCCM Monitoring and Evaluation

- REACH will be conducting regular household assessments to inform camp profiles. Camp profiles will also receive input from managers for updates to service providers and more static information. Profiles will be distributed once per month.
- An out-of-camp rapid assessment will be used to establish baseline data for IDPs living in informal communal settlements and collective centres. As a segment of the non-camp population, assistance and service providers will be monitoring and evaluating their coverage. CCCM will regularly liaise with populations in informal settlements to monitor that the community is appropriately linked up to the providers.
- Cluster partners have agreed to monitor the set of indicators included in the SRP. Partners engaged directly in camp management will monitor a more comprehensive set of indicators for the site level.

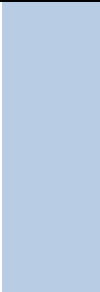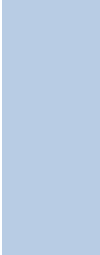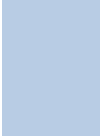## Annexes:

Annex 1.        CCCM Strategic Objectives and Operational Priorities Matrix
Annex 2.        Diagram: CCCM Strategic Points of Engagement

## Annex 1.   CCCM Strategic Objectives and Operational Priorities Matrix

| 1.   **Identification of viable settlement options** | | | | | | |
|---|---|---|---|---|---|---|
| Key Stakeholders:<br>• Government<br>• Shelter – WASH – Protection - CCCM | | | | | | |
| Key Reference Documents:<br>• SPHERE standards ; CM Toolkit ; CCCM Rapid Assessment for Out-of-Camp Communal Settlements | | | | | | |

| **Operational Priorities** | **Activity** | **Focal point** | **Phase** | | | **Status** |
|---|---|---|---|---|---|---|
| | | | E | M | S | |
| Identify improved living solutions for IDPs where their protection, safety, and dignity can be ensured | • Advocacy for the identification of alternative settlement options where populations currently living in non-viable sites can be accommodated and supported (with all humanitarian partners) | CCCM | | | | On-going |
| | • Rapid assessment of existing informal sites for viability and potential for improvement (with Shelter and Protection Clusters) | CCCM IMWG | | | | Planning |
| | • Advocacy with government and relevant actors that camps are an emergency measure and only a temporary alternative to a longer term shelter solution  (with Shelter and Protection Clusters) | CCCM | | | | On-going |
| Viable displacement sites that do not meet humanitarian standards (SPHERE) will undergo remedial measures | • Advocate for the acceptance of continued settlement in "viable" informal sites (with all humanitarian partners) | CCCM | | | | On-going |
| | • Assist in the development of a plan to improve viable and accepted informal sites to provide safe and protected shelter for winter period (with Shelter Cluster) | Shelter | | | | Planning |

| 2. Effective management and coordination of formal displacement sites | | | | | | |
|---|---|---|---|---|---|---|
| Key Stakeholders:<br>• Government ;CCCM/site managers; IDP community/leadership/focal points | | | | | | |
| Key Reference Documents:<br>• CM Toolkit ; REACH camp profiles ; Camp Manager ToRs | | | | | | |

| Operational Priorities | Activity | Focal point | Phase | | | Status |
|---|---|---|---|---|---|---|
| | | | E | M | S | |
| Adherence to clear standards on site selection, criteria, typology, and thresholds across Iraq | • Endorse standards with government, clusters, and other relevant stakeholders<br>• Advocacy and information tools for the planning of camps and available services | CCCM<br><br>Shelter/ CCCM | | | | On-going<br><br>On-going |
| Support local authorities with the coordination and management of IDP camps | • Dedicated, fully operational, camp management team in each IDP camps to ensure effective, coordinated, and accountable response<br>• Support to government camp management teams by dedicated mentorship teams or mobile CCCM teams<br>• Capacity building of government camp management teams and service providers in camps<br>• Implement advanced enrolment for distribution and access | KR-G<br><br>CCCM Partners<br><br>CCCM<br><br>CMs | | | | On-going<br><br>Planning<br><br>Planning<br><br>Not started |
| Enhance existing or put in place a monitoring/reporting system for camps and other forms of displacement sites | • Monitoring and reporting of population data statistics and service provision in IDP sites<br>• Camp HH evaluations – services/communication/protection<br>• Disseminate camp profiles and area based profiles of IDP sites | CCCM/ partners<br>REACH<br>CCCM | | | | On-going<br><br>On-going<br>Planning |
| Close collaboration with relevant cluster actors to identify individuals with special needs in order to ensure their protection / assistance in sites as well as in areas of return | • Define vulnerability criteria<br>• Conduct a registration of special needs cases according to established vulnerability criteria | CCCM<br><br><br>CCCM/ Protection | | | | Complete<br><br><br>Not started |

| | | | | |
|---|---|---|---|---|
| All affected populations are informed about availability of assistance and services and actively involved in all phases of the establishment and management of displacement sites | • Development of a comprehensive communication strategy in order to relay key messages regarding access to assistance and services and receive feedback on gaps in displacement sites<br><br>• Develop mechanisms (i.e. committees, meetings with authorities, go & see visits) to provide clear and transparent information to displaced populations on sites regarding the situation in areas of return and/or alternative relocation possibilities<br><br>• Develop mass information mechanisms where required | CCCM/ Partners<br><br><br>CMs<br><br><br><br><br><br>CCCM/Partners | | Not started<br><br><br>TBC<br><br><br><br><br><br>Not started |
| Put in place / strengthen leadership structures in order to ensure the effective participation of all IDP groups, especially vulnerable populations | • Promote mechanisms to elect / designate legitimate IDP representatives (such as training delegates, site comities, heads of sections, etc.) and build their capacities.<br><br>• Put in place mechanisms to ensure the effective participation of population living in sites, particularly women, youth and other groups with special protection needs<br><br>• Capacity building of IDP leaders and focal points | CMs<br><br><br><br>CMs<br><br><br><br>CCCM | | TBC<br><br><br><br>TBC<br><br><br><br>Not started |
| CCCM coordination will ensure advocacy for protection, humanitarian principles and common standards | • Development of key messages document | CCCM/ Protection | | Not started |

| 3.  Support to IDP populations living in informal communal settlements | | | | | | |
|---|---|---|---|---|---|---|
| Key Stakeholders:<br>• IDP community, leaders, focal points<br>• CCCM/camp managers | | | | | | |
| Key Reference Documents:<br>Communication with Communities | | | | | | |
| **Operational Priorities** | **Activity** | **Focal point** | **Phase** | | | **Status** |
| | | | **E** | **M** | **P** | |
| Populations living in informal communal settings are able to establish proper self-management systems which effectively ensures links to assistance and services | • Information system is put in place to identify the main informal communal settlements which are self-managed<br>• Mobile teams provide support to assist the populations in informal settings establish viable self-management structure and establishment of conflict resolution mechanisms<br>• Populations in informal communal settings are linked up with assistance and service providers | CCCM IMWG<br><br>CCCM/ Partners<br><br><br>CCCM | | | | Planning<br><br>Not started<br><br><br>Planning |
| All affected populations are informed about availability of assistance and services | • Development of a comprehensive communication strategy in order to relay key messages regarding access to assistance and services and receive feedback on gaps in displacement sites<br>• Support the formation of mechanisms (i.e. committees, meetings with authorities, go & see visits) to provide clear and transparent information to displaced populations on sites regarding the situation in areas of return and/or alternative relocation possibilities<br>• Develop mass information mechanisms where required | CCCM/ Partners<br><br><br>Camp Managers<br><br><br><br>CCCM/Partners | | | | Not started<br><br><br>TBC<br><br><br><br>Not started |
| CCCM coordination will ensure advocacy for protection, humanitarian principles and common standards | • Development of key messages document | CCCM/ Protection | | | | Not started |

**Annex 2.   CCCM Strategic Points of Engagement**

# Strategic Points of Engagement