

HRP 2020

Guidance note for Shelter and NFI actors

February 4th, 2020



INTRODUCTION

The aim of this guidance note is to present to Shelter and NFI partners the HRP 2020 strategy as prepared by the Shelter Cluster and approved by its SAG members. **In April 2019 the HCT has decided to move to activity-based costing. Therefore, unlike previous years the HRP 2020 will not require partners to submit project proposals in the Online Project System (OPS or HPC projects module). The guidance note prepared by OCHA to explain more in details what such shift entails can be found in Annex V.** In any case, partners will have to adhere to the strategy developed by the Shelter Cluster and illustrated in this document. For any questions please reach out to us for assistance.

STRATEGIC OBJECTIVES

For the HRP 2020, the overarching strategic objectives have been set based on the Humanitarian Consequences that were the basis of the analysis run in the HNO 2020¹. Under these strategic objectives, more specific objectives were identified². Moreover, the targets set in the HRP refer to the Acute People in Need (PIN) as calculated in the HNO 2020.

1. Safeguard **physical and mental well-being** of 1.65 million conflict-affected people with acute needs by providing services to meet basic needs.
2. Address critical problems related to **living standards** by expanding access to basic services for 1.54 million conflict-affected people with acute needs.
3. Support 689,000 conflict-affected people in acute need who remain displaced to move toward economic independence and **durable solutions** by strengthening their resilience.
4. Respond to **key protection needs** of affected communities in support of the transition to durable solutions in accordance with all applicable legal and policy frameworks.

¹ <https://www.sheltercluster.org/iraq/documents/2020-iraq-humanitarian-needs-overview-november-2019>

² For more details please refer to Annex III

SHELTER CLUSTER OBJECTIVES

Each Cluster had to cascade their sectorial objectives under the overarching strategic and specific objectives. In line with the type of shelter and NFI programs performed by partners, the Shelter Cluster objectives will relate to the strategic objectives number 1 and 2. For the HRP 2020 the Shelter Cluster objectives, built with and approved by the SAG, are presented in the following table.

Strategic Objective	Specific Objective	Shelter and NFI Cluster Objective	Response Approach
1. Safeguard physical and mental well-being of 1.65 million conflict-affected people with acute needs by providing services to meet basic needs	1. 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	119,530 vulnerable IDPs in camps have access to safe, secure and dignified shelter	To attain or maintain minimum shelter standards in IDP camps, complementing Government activities
	1. 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	109,830 vulnerable IDPs in out-of-camp locations have access to safe, secure and dignified shelter	To assist extremely vulnerable people in critical shelter through both in kind and cash-based interventions, in coordination with the HLP Sub-cluster
	1. 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	104,390 vulnerable returnees have access to safe, secure and dignified shelter	To assist extremely vulnerable people in critical shelter through both in kind and cash-based interventions, in coordination with the HLP Sub-cluster
	2. Assist 370,025 in-camp IDPs, 351,026 out-of-camp IDPs and 926,170 returnees to meet basic needs and minimize reliance on negative coping strategies	45,000 vulnerable IDPs in camps have access to basic household items	To meet replenishment needs through both in kind and cash-based interventions
	2. Assist 370,025 in-camp IDPs, 351,026 out-of-camp IDPs and 926,170 returnees to meet basic needs and minimize reliance on negative coping strategies	92,000 vulnerable IDPs in out-of-camp locations have access to basic household items	To respond to urgent needs for extremely vulnerable people through both in kind and cash-based interventions
	2. Assist 370,025 in-camp IDPs, 351,026 out-of-camp IDPs and 926,170 returnees to meet basic needs and minimize reliance on negative coping strategies	33,000 vulnerable returnees have access to basic household items	To respond to urgent needs for extremely vulnerable people through both in kind and cash-based interventions
2. Address critical problems related to living standards by expanding access to basic services for 1.54 million conflict-affected people with acute needs	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	21,000 vulnerable returnees in war-damaged shelter have enhanced living standards	To assist extremely vulnerable people in critical houses damaged by the conflict through both in kind and cash-based interventions, in close coordination with the HLP Sub-cluster

Table 1: Shelter and NFI logframe

TARGET POPULATION

As the response has moved from an emergency to a post-emergency phase, throughout 2019 the general consensus among humanitarian actors is to implement a more targeted approach. People should be served based on their identified critical needs rather than on their status. **People living in critical shelter, including in camps, lacking self-reliant strategies and thus are in need of external support to meet minimum durable living standards, remain the focus of the response.** While most camps meet minimum requirements to mitigate flood risks, the Shelter Cluster will continue to monitor and replace tents in support of local partners, including government, upon their request. Unless new large-scale emergencies occur, **provision of non-food-items will scale down** and be run primarily through cash-based interventions to best meet household-level needs and reinforce markets. **Referral mechanisms of vulnerable cases for multi-purpose cash assistance** will be strengthened. **Winter support will no longer be a priority activity under the Humanitarian Response Plan in 2020.**

A stronger involvement of the Government to support vulnerable people is advocated for, through Ministry of Migration and Displacement (MoMD) humanitarian assistance, but also social safety systems such as those managed by the Ministry of Labor and Social Affairs (MOLSA), the return package, and payment of compensation claims, etc.

As such, the Shelter Cluster will target the following population:

- Camp population: new arrivals and vulnerable people (with the exception of camp maintenance activities that will serve the camp population as a whole).
- Out of camp population: highly vulnerable people living in critical shelter³. Identification should be conducted using the Socio-Economic Vulnerability Assessment Tool (SEVAT) developed by the Cash Working Group (CWG), to ensure alignment of beneficiary selection across partners⁴. As such, Shelter and NFI partners should be familiar with the tool and ensure staff are trained on its use. The Cluster will continue rolling out trainings across the country, in close collaboration with the CWG, to enable partners to confidently use the tool. This will also facilitate the strengthening of referral mechanisms, when the number of people found in need of SNFI support exceeds the capacity of a certain partner to respond. Or, when CWG actors have identified people in need of SNFI support⁵.

Based on the HNO 2020 analysis, achievements of SNFI programs in 2019 and financial considerations, the target people for shelter and NFI is as per below tables.

	Acute PIN (ind.)	Target (individuals)		
		Shelter (ind.)	NFI (ind.)	Total (ind.)
IDP CAMP	171,859	119,530	45,000	164,530
IDP Out of CAMP	231,252	109,830	92,000	201,830
RETURNEES	1,046,903	125,390	33,000	158,390
Total	1,450,014	354,750	170,000	524,750

Table 2: Shelter and NFI targets overall

³ For more explanation on the definition of critical shelter please refer to the Adequacy of Shelter document prepared by the Shelter Cluster <https://www.sheltercluster.org/iraq/documents/guidance-note-defining-adequacy-shelter>

⁴ The adoption of such tool was adopted by the SAG of the Shelter and NFI Cluster in October, 2018. For more information please refer to the document prepared by the Shelter and NFI Cluster <https://www.sheltercluster.org/iraq/documents/2019-vulnerability-criteria-shelter-and-nfi-cluster>

⁵ To note that the tool is not restricted to the provision of MPCA. By using the tool, SNFI Partners are not required to also engage in MPCA activities

	Target Shelter (ind.)	Remarks
IDP CAMP	119,530	For tent replacement/regular camp maintenance
IDP Out of CAMP	109,830	<ul style="list-style-type: none"> - A small target (6,000 ind.) is planned to be served through cash for rent programs - 36,000 individuals are the target of the 2019 second IHF allocation (*) - The remaining target (67,830 ind.) is meant to be assisted through SOK or critical shelter upgrades
RETURNEES	125,390	<ul style="list-style-type: none"> - 15,000 ind. are planned to be served through war-damaged shelter repairs - 6,000 ind. are planned to be served through low cost transitional shelter solutions - 4,000 ind. are the target of the 2019 second IHF allocation (*) - The remaining target (100,390 Ind.) is meant to be assisted through SOK or critical shelter upgrades
Total	354,750	

Table 3: Remarks on Shelter targets

(*) For this target funding has not been appealed for under the HRP 2020, as the partners received the funds in 2019

	Target NFI (ind.)	Comments
IDP CAMP	45,000	Only for replenishment and new comers, considering 18% of an overall average camp population of 250,000 individuals
IDP Out of CAMP	92,000	- 29,000 individuals are the target of the 2019 second IHF allocation (*)
RETURNEES	33,000	<ul style="list-style-type: none"> - To cover new returnees which could not transport their belongings - 3,000 individuals are the target of the 2019 second IHF allocation (*)
Total	170,000	

Table 4: Remarks on NFI targets

(*) For this target funding has not been appealed for under the HRP 2020, as the partners received the funds in 2019

IDP in camps

IDPs in camps not intending to return (88.6% of the total camp population⁶) remain in precarious shelter conditions, strongly reliant on external support to maintain a minimum level of living standard. The procurement of more than 23,000 tents in 2019 in response to GoI requests was unable to be fully used as in-camp populations decreased sharply and the Government announced a sudden capacity to replace tents in camps with critical needs. Nonetheless, the standard of shelter quality in camps remains less than ideal. Humanitarian partners remain on stand-by to provide support to Government authorities to address pending needs for shelter maintenance (including tent replacement and concrete slab reinforcement) and infrastructure (roads, drainage channels, electricity networks, etc.) for 119,530 individuals. Replenishment of basic NFI will continue throughout 2020, for a total target of 45,000 people⁷.

⁶ CCCM data based on intention survey, July 2019

⁷ Based on a replenishment rate of 18% of an estimated average total camp population of 250,000 individuals for 2020

IDP out of camps

The shelter needs of 109,830 socio-economically vulnerable IDPs in substandard living conditions and not intending to move from their current residence⁸ will be covered in 28 prioritized districts⁹ through the provision of and support for installation of Sealing-Off Kits (SOK); upgrades of unfinished, abandoned or other substandard buildings; and rental subsidies. NFI support will be provided to 92,000 most vulnerable IDPs. Following the consolidation and closure of several camps, also expected to continue throughout 2020, people that have recently moved but not returned to their areas of origin will be prioritized due to their heightened needs to find a proper shelter. Challenges in responding in out-of-camp settings are several: tenure insecurity is often associated with people living in critical shelter, a factor that discourages investments to provide more durable solutions. Moreover, people may be on the move to find cheaper shelter options or to seek better job opportunities. Nonetheless, the target set by the Shelter Cluster is well-calibrated to the capacity of partners to respond, also based on 2019 achievements.

Returnees

The Shelter Cluster aims to support 125,390 socio-economically vulnerable returnees in 26 prioritized districts¹⁰. Of these, 104,390 individuals in critical shelter will benefit from similar activities implemented for the out-of-camp IDP caseload. Additionally, 21,000 returnees whose houses have been damaged during the war will be assisted through basic repairs¹¹ or provision of low-cost transitional shelter¹², through either in-kind or cash-based modalities. To complement shelter interventions, NFI support will be also provided to 33,000 most vulnerable returnees. Based on current realities, foreseen operational challenges are mainly related to the post-conflict scenario: areas with high access constraints due to a still volatile and insecure situation in specific areas; presence of EH; as well as HLP issues related to secondary occupation, tribal issues and stigmatization. These factors may negatively impact all the humanitarian program cycle phases, such as assessment, implementation, and monitoring. The Shelter Cluster will work closely with the Access Working Group, Mine Action and HLP Sub-clusters to help partners overcome these challenges and develop joint programs to maximize the impact of everyone's interventions.

⁸ Based on intention surveys run in September 2019 by the CCCM Cluster in informal sites indicate that 80% of people do not intend to move

⁹ Al-Anbar (Al-Kaim, Heet, Al-Ramadi, Al-Falluja), Al-Sulaymaniyah (Al-Sulaymaniyah), Baghdad (Al-Kadhmiyah, Al-Mahmoudiya), Diyala (Khanaqin, Al-Khalis, Baquba), Duhok (Duhok, Zakho, Sumail), Erbil (Erbil), Kirkuk (Kirkuk, Daquq), Ninewa (Al-Shikhan, Sinjar, Tilkaef, Al-Hamdaniya, Telafar, Al-Mosul), Salah Al-Din (Tooz Khurmato, Balad, Al-Shirqat, Beygee, Tikrit, Samarra)

¹⁰ Al-Anbar (Ana, Al-Rutba, Al-Kaim, Heet, Al-Ramadi, Al-Falluja, Al-Kadhmiyah), Baghdad (Al-Kadhmiyah, Al-Mahmoudiya), Diyala (Al-Muqdadaya, Khanaqin, Al-Khalis), Erbil (Makhmour), Kirkuk (Al-Hawiga, Kirkuk, Daquq), Ninewa (Al-Shikhan, Sinjar, Tilkaef, Al-Hamdaniya, Telafar, Al-Mosul), Salah Al-Din (Tooz Khurmato, Balad, Al-Shirqat, Beygee, Tikrit)

¹¹ This activity will target war damaged houses that fall under the category 2 (i.e. those heavily damaged but still structurally safe), and category 3 (i.e. those heavily damaged and structurally unsafe) if the cost of repairs will not exceed a reasonable amount, based on availability of humanitarian funds

¹² This activity will target war damaged houses that fall under the category 3 (i.e. those heavily damaged and structurally unsafe), and category 4 (i.e. destroyed). Solutions successfully implemented by Partners are the installation of Refugee Housing Units (RHU), or the construction of dried mud-bricks houses

Above should be taken into account when developing partners' strategies for 2020 programs. The objectives will however need to be approved at the HC level and may therefore be subject to changes. The Cluster Coordination Team will inform its partners accordingly.

GEOGRAPHICAL PRIORITIES

The Shelter Cluster has analysed data¹³ and prioritized the following geographical areas with highest needs, based on two criteria:

- Percentage of people in need (based on MCNA VII data)
- Concentration of people in need of shelter and NFI

Based on the above, some specific priority districts have been identified and will therefore be the focus of the next HRP 2020. Please refer to [Annex I](#) for the detailed list.

Important note! Districts with large urban centres such as Mosul and Ramadi have high needs but have also been attracting a lot of actors with various funding sources, especially non-humanitarian ones (e.g. recovery/stabilization). Moreover, needs in these areas are far larger than the capacity and impact of our collective humanitarian response. As such, **HRP programs should prioritise smaller, peri-urban or rural areas, where shelter and NFI interventions would trigger community mobilisation mechanisms, and the targeted approach in beneficiaries' selection would not exacerbate tensions among the population excluded from humanitarian assistance. Multi-sectoral projects addressing the needs of other clusters (such as WASH, Health, Education, Emergency Livelihood) are highly encouraged.**

ACTIVITY-BASED COSTING (ABC)

For the HRP 2020, Clusters were requested to clearly indicate activities and their unit costs. The Shelter Cluster has reviewed all submissions in HRP and IHF of 2018 and 2019, and in close consultation with its SAG members has established average unit costs for main shelter and NFI activities. Indirect and support costs have been taken into consideration as well. The Shelter Cluster budget accounts for partners responding in areas with different access constraints, as well as across modalities including both in-kind and Cash and Voucher Assistance (CVA). Primary cost drivers beyond the costs of the interventions themselves include the costs for skilled engineers, technical and vulnerability assessments, warehousing, transport, and transfer costs for cash-based programs. While CVA may cost less ultimately due to the cost savings from the need for less logistics support, this is also accounted for in the costing. For the detailed list of activities and related costs please refer to [Annex II](#).

¹³ Partners' assessment data, MCNA VII, DTM, ILA IV, Intention surveys, CCCM FSMT, CCCM RASP, Shelter Cluster and UN-HABITAT reporting tool for war-damaged shelter repair activities, World Bank Damage and Needs Assessment report, etc.

CRITERIA OF THE SHELTER CLUSTER TO PRIORITIZE PARTNERS AND THEIR PROGRAMS

1. Partners profile:

- Partner should be an active participant of the Shelter Cluster at the national, sub-national or governorate level.
- Partner should have proven record of consistent reporting in the dedicated platforms (ActivityInfo, the UN-OCHA Financial Tracking Service, and the Shelter Cluster and UN-HABITAT war-damaged shelter reporting tool).
- Access to the proposed geographical areas, or the possibility to expand presence with minimum investment, are a requirement.

2. Programs' requirements: the feasibility of interventions will be assessed using a number of criteria including target, budget, time and resources required. Programs should be within the capacity of the partner to implement during 2020.

- Programs should have a clear approach and methodology used to select beneficiaries, including **the socio-economic vulnerability criteria (SEVAT) prepared by the Cash Working Group**, geographical areas (in line with the list in [Annex I](#)), and activities (in line with the list in [Annex II](#)).
- Programs need to be in line with the recommendations set in the technical guidelines and policies developed by the global and national Shelter Cluster.

3. Humanitarian scope of works: Partners appealing through HRP are reminded to keep their focus on strictly humanitarian interventions, supporting highly vulnerable people of the above-mentioned [targeted population](#). Possible activities related to the [shelter cluster objectives](#) have been listed under each objective.

4. War-damaged shelter programs: Programs that include emergency repair of war-damaged shelter, or the provision of transitional shelter, have a high financial implication. They are also covered by other funding mechanisms in 2020 (i.e. the stabilization, recovery/resilience and development programs, especially through bilateral funding mechanisms). As such, emergency repairs of war-damaged shelter under the humanitarian scope can only target extremely vulnerable people who are living in their war-damaged shelter and are at risk of secondary displacement unless assisted (21,000 people, or 3,500 houses repairs/transitional shelter).

5. Centrality of Protection: Protection-related topics including Gender-Based Violence, Communication with Communities and Accountability to Affected Populations, as well as cross-cutting themes, should be mainstreamed. Specific emphasis should be placed on House, Land and Property rights, and the needs of disadvantaged groups (such as women, children, elderly, persons with disabilities or life-threatening chronic conditions, and other vulnerable groups).

6. Synergy with other sectors and actors: In order to maximise the impact of shelter and NFI interventions, partners shall consider providing a package of services, thus looking into needs in other areas without which life is not feasible (e.g. WASH, CCCM, Livelihood, Protection, HLP, Health, etc.).

7. Use of cash-based programming: The use of cash-based programming for Shelter and NFI in areas where markets have been established is encouraged, if such modality provides clear benefits to programming. Close coordination with the CWG is required.

8. Localisation efforts: Partnerships with local actors (NGOs, CSOs etc.) and authorities are encouraged, including closer modalities of collaboration and enhanced capacity building.

EXIT STRATEGY

International humanitarian actors have supported the Government of Iraq to assist and protect its citizens since the onset of the conflict in 2014 and continued to do so over the past 5 years. As situation normalizes, main responsibilities on addressing the needs of vulnerable Iraqis should be gradually shifted back onto the Iraqi Government¹⁴. As persistent problems are often related to the pre-conflict context, related solutions may lie with governmental and development actors. Hence the Shelter Cluster will continue its advocacy, through the highest levels of humanitarian coordination (HC, HCT, and the donor community), for an **increased integration of humanitarian assistance into government support programs**. Engagement with relevant authorities, including MoMD, will advocate for the following to be provided with in-country resources: tent replacement, supply of air-water coolers in camps, provision of kerosene for cooking and heating, and most crucially, compensations for those affected by the war¹⁵ and the return grant prioritised for vulnerable families. Regular monitoring of humanitarian needs of the most vulnerable people remains nonetheless necessary, to prevent shelter and NFI needs from deteriorating further. Partners will maintain a certain level of responsiveness for urgent cases, while working towards a responsible disengagement. The Shelter Cluster will continue its cooperation with stabilisation actors to ensure housing options can accommodate the needs of both returnees and IDPs unable to return because of damage to, or lack of properties.

¹⁴ "Each State has the responsibility first and foremost to take care of the victims of natural disasters and other emergencies occurring on its territory", UN General Assembly resolution 46/182, 1991

¹⁵ Based on Iraqi Law No. 20 on Compensation for Victims of Military Operations, Military Mistakes and Terrorist Actions

ANNEX I - PRIORITY GEOGRAPHICAL AREAS

Activities for IDPs Out of camps and Returnees	Critical Shelter Upgrades		NFI Kits		Rental Assistance	Sealing Off Kits		Transitional Shelter Solutions	War- Damaged Shelter Repairs	Total	
	IDPs out Camp	Returnees	IDPs out Camp	Returnees	IDPs out Camp	IDPs out Camp	Returnees	Returnees	Returnees	IDPs out Camp	Returnees
Al-Anbar	1,296	13,360	3,747	9,945	244	2,932	21,169	900	2,220	8,220	47,594
Al-Falluja	1,032	3,958	2,922	3,876	191	2,287	6,271	300	900	6,431	15,305
Al-Kaim	50	941	205	595		161	1,491			415	3,027
Al-Ramadi	214	6,579	561	4,045	54	439	10,425	600	600	1,268	22,249
Al-Rutba		232		255			368		720	-	1,575
Ana		500		286			792			-	1,578
Heet		1,150	59	888		46	1,822			106	3,861
Al-Sulaymaniyah	2,490	-	7,198	-	469	5,633	-	-	-	15,790	-
Al-Sulaymaniyah	2,490		7,198		469	5,633				15,790	-
Baghdad	1,326	1,601	3,834	1,033	250	3,000	2,538	-	1,200	8,410	6,372
Al-Kadhmiyah	708	477	2,047	273	133	1,602	756			4,490	1,505
Al-Mahmoudiya	618	1,125	1,787	760	117	1,398	1,782		1,200	3,920	4,867
Diyala	2,303	1,979	6,655	2,862	434	5,208	3,136	1,200	3,000	14,600	12,177
Al-Khalis	284	1,619	820	1,635	54	642	2,566	600	600	1,800	7,020
Al-Muqdadia		212		121			335		1,200	-	1,868
Baquba	1,717		4,964		324	3,885				10,890	-
Khanaqin	301	148	871	1,107	57	681	234	600	1,200	1,910	3,289
Duhok	2,935	-	8,483	-	553	6,639	-	-	-	18,610	-
Duhok	666		1,924		125	1,505				4,220	-
Sumail	1,588		4,590		299	3,592				10,070	-
Zakho	681		1,969		128	1,541				4,320	-
Erbil	5,039	122	14,564	100	950	11,398	194	-	-	31,950	416
Erbil	5,039		14,564		950	11,398				31,950	-
Makhmour		122		100			194			-	416
Kirkuk	4,854	4,593	14,030	3,735	915	10,980	7,277	600	1,710	30,780	17,915
Al-Hawiga		3,307		1,892			5,241	300	1,050	-	11,790
Daquq	194	71	561	338	37	439	113		150	1,230	673
Kirkuk	4,660	1,214	13,470	1,505	878	10,542	1,923	300	510	29,550	5,452

Activities for IDPs Out of camps and Returnees	Critical Shelter Upgrades		NFI Kits		Rental Assistance	Sealing Off Kits		Transitional Shelter Solutions	War- Damaged Shelter Repairs	Total	
	IDPs out Camp	Returnees	IDPs out Camp	Returnees	IDPs out Camp	IDPs out Camp	Returnees	Returnees	Returnees	IDPs out Camp	Returnees
Ninewa	7,603	12,533	21,976	9,236	1,433	17,198	19,860	2,400	4,650	48,210	48,679
Al-Hamdaniya	804		2,325	442	152	1,819				5,100	442
Al-Mosul	3,403	4,167	9,837	3,756	642	7,698	6,602	1,200	900	21,580	16,625
Al-Shikhan	691		1,997		130	1,563				4,380	-
Sinjar	1,408	946	4,071	545	265	3,186	1,499		600	8,930	3,590
Telafar	625	5,602	1,805	3,204	118	1,413	8,877	1,200	1,950	3,960	20,834
Tilkaef	672	1,818	1,942	1,289	127	1,520	2,881		1,200	4,260	7,188
Salah Al-Din	3,984	6,202	11,514	6,088	751	9,011	9,827	900	2,220	25,260	25,237
Al-Shirqat	41	949	169	1,051		132	1,503		900	341	4,403
Balad	109	1,668	315	973		246	2,643	300	720	669	6,303
Beygee	81	1,754	182	1,336		143	2,780	300		406	6,170
Samarra	1,413		4,084		287	3,196				8,981	-
Tikrit	2,145	1,754	6,199	1,433	416	4,852	2,780			13,612	5,968
Tooz Khurmato	196	77	565	1,295	48	442	121	300	600	1,251	2,393

Table 5: Targets for IDPs out of camps and Returnees listed by District

<u>Activities for IDPs</u> <u>In camp</u>	NFI Kits	Tent replacement / regular camp maintenance	Total
Al-Anbar	1,400	2,670	4,070
Al-Falluja	1,400	2,670	4,070
Al-Sulaymaniyah	1,562	4,148	5,710
Al-Sulaymaniyah	1,327	3,523	4,850
Kalar	235	625	860
Baghdad	104	240	344
Al-Kadhmiyah	63	167	230
Al-Risafa	41	73	114
Diyala	626	1,700	2,326
Khanaqin	626	1,700	2,326
Duhok	12,989	35,551	48,540
Al-Amadiya	181	1,529	1,710
Sumail	7,839	20,821	28,660
Zakho	4,970	13,200	18,170
Erbil	924	2,456	3,380
Erbil	495	1,315	1,810
Makhmour	429	1,141	1,570
Kirkuk	1,677	4,453	6,130
Kirkuk	1,677	4,453	6,130
Ninewa	25,023	66,467	91,490
Al-Hamdaniya	6,162	16,368	22,530
Al-Mosul	16,558	43,982	60,540
Al-Shikhan	2,303	6,117	8,420
Salah Al-Din	695	1,845	2,540
Al-Shirqat	339	901	1,240
Tikrit	356	944	1,300

Table 6: Targets for IDPs in camps listed by District

Some more qualitative considerations for specific regions/districts are provided below.

KRI

- Dahuk, Sumel, Zakho, Erbil districts: close coordination with existing shelter actors is required, in order to cover underserved locations out of camps, where 6,500 HHs still reside in critical shelter.
- Sulaymaniyah: IDP out of camps are considered as underserved, mainly their NFI needs. Further SNFI assessment of specific locations is required.

Ninewa

- Akre and Sheikhan: While in-camp coverage is effectively managed by BRHA from Dohuk, there are relatively few actors targeting out-of-camp populations.
- Ba'aj and Hatra: Although returns to Ba'aj and Hatra have recently increased significantly, the number of people in need remains low compared to other areas with higher levels of need, and the levels of damage are across multiple sectors, prompting the mobilization of stabilization actors to address multiple sectors at once. As such, Ba'aj and Hatra are not prioritized in the 2020 HRP, although Shelter and NFI needs are present in the governorates.

- Hamdaniya: No target for returnees has been set, since the district has been extensively covered by multiple actors over the last years.
- Mosul: Despite sustained engagement by many humanitarian partners and recovery and stabilization actors, needs for critical shelter upgrades and war-damaged shelter repairs remain high in Mosul, as there is a high concentration of IDPs out of camps as well as returnees. Mosul district is one of the areas in Ninewa most likely to maintain a camp population in 2020. Given the significant presence of stabilization actors, partners wishing to work in Mosul are strongly encouraged to focus on peri-urban areas of Mosul where the impact that partners can have is magnified.
- Sinjar: IDP shelter needs cannot be considered without HLP and land tenure considerations. For returnees, there is a high level of need (including for transitional shelter), and specific attention should be paid to HLP.
- Telafar: While multiple partners are operational in Tel Afar district, there are considerable Shelter & NFI needs in Tel Afar, both in Tel Afar city and in the peri-urban and rural areas. Tel Afar has received significant returns from recent camp closures in Ninewa, and significant needs persist.
- Tilkaif: Although the concentration of populations in need are smaller and more scattered, there are relatively few partners working in Tilkaif, and gaps remain for both shelter and NFI needs.

Kirkuk

- Hawiga: there is a high number of returnees (around 22,000 HH), with close to 5,000 HHsin high need of at least 2 shelter improvements. Access to this area remains problematic.
- Dakuk: more than 5,000 IDPs live out of camps and have high need of Shelter and NFI.
- Kirkuk: NFI assistance inside the city is highly required, for a large number of IDPs out of camps (more than 82,000 individuals) and returnees (more than 163,000 individuals).

Center and South

- Falluja and Ramadi: the urban centres are very large, where challenge remains to identify the most vulnerable. UNDP is also operating in the cities. Nearby areas should be assessed more in depth.
- Samarra: despite the high needs reported, due to access challenges no Shelter Cluster partners are active in this area.
- Tikrit: it should remain a focus, despite an ongoing threat of evictions for IDP out of camp living in large informal settlements.
- The reclassified camps into Collective centre in Abu Ghraib (Baghdad), in Ramadi and Falluja (Anbar) should remain a focus as not much support has been provided in those areas.
- Need to reinforce the Shelter Cluster presence / Interventions in West Anbar (Ana, Al-Ka'im, Rutba, Heet) but also in Diyala governorate

ANNEX II – SHELTER AND NFI ACTIVITIES UNDER 2020 HRP AND THEIR AVERAGE UNIT COST

No.	Activity	Targeted population	Unit Cost (per family of 6)	Total Cost (*) (per family of 6)	Remarks
1	Non-Food Item (NFI) Kit Distribution	IDP in Camps IDP Out of Camps Returnees	\$250	\$340	The total cost includes the cost of the kit as well as the staff required to assess needs and distribute the kits, plus the relevant support costs. This can include both in-kind and cash-based modalities.
2	Sealing-Off Kit (SOK) Distribution	IDP Out of Camps Returnees	\$210	\$285	The total cost includes the cost of the kit as well as the staff required to assess needs and distribute the kits, plus the relevant support costs. This can include both in-kind and cash-based modalities.
3	Critical Shelter Upgrades	IDP Out of Camps Returnees	\$1,000	\$1,350	This cost is variable, with a Cluster-set <u>average</u> of \$1,000. However, the exact cost is <u>dependent on the status of the structure to be upgraded/repaired, the size of the HH, proximity to specialized markets, availability of skilled labor and what is necessary to reach minimum standards</u> . The total cost includes the staffing necessary to conduct detailed technical assessments and Bills of Quantity preparation, as well as the relevant support costs for the program.
4	Cash for Rent	IDP Out of Camps	\$1,200	\$1,620	This cost is based on a Cluster-set average of \$200 per month for 6 months, however, this should be understood to be an average, as exact prices will depend on the area, the HH size, the quality of the structure, and the length of the program. Total costs include the staff necessary to conduct detailed vulnerability assessments and provide support to HHs and landowners, as well as the necessary support costs.
5	War Damaged Shelter Repairs (Category 2)	Returnees	\$1,800 - \$3,000	\$2,430 - \$4,050	This cost is a range based on partner-reported <u>averages</u> . However, this cost should be understood to be <u>variable based on the individual structure, location in the country including proximity to specialized markets and availability of skilled labor, HH size, and nature and type of damage</u> . Total costs include engineering staff to conduct detailed technical assessments and prepare Bills of Quantity, staff to conduct vulnerability assessments for targeting, and the necessary support costs.

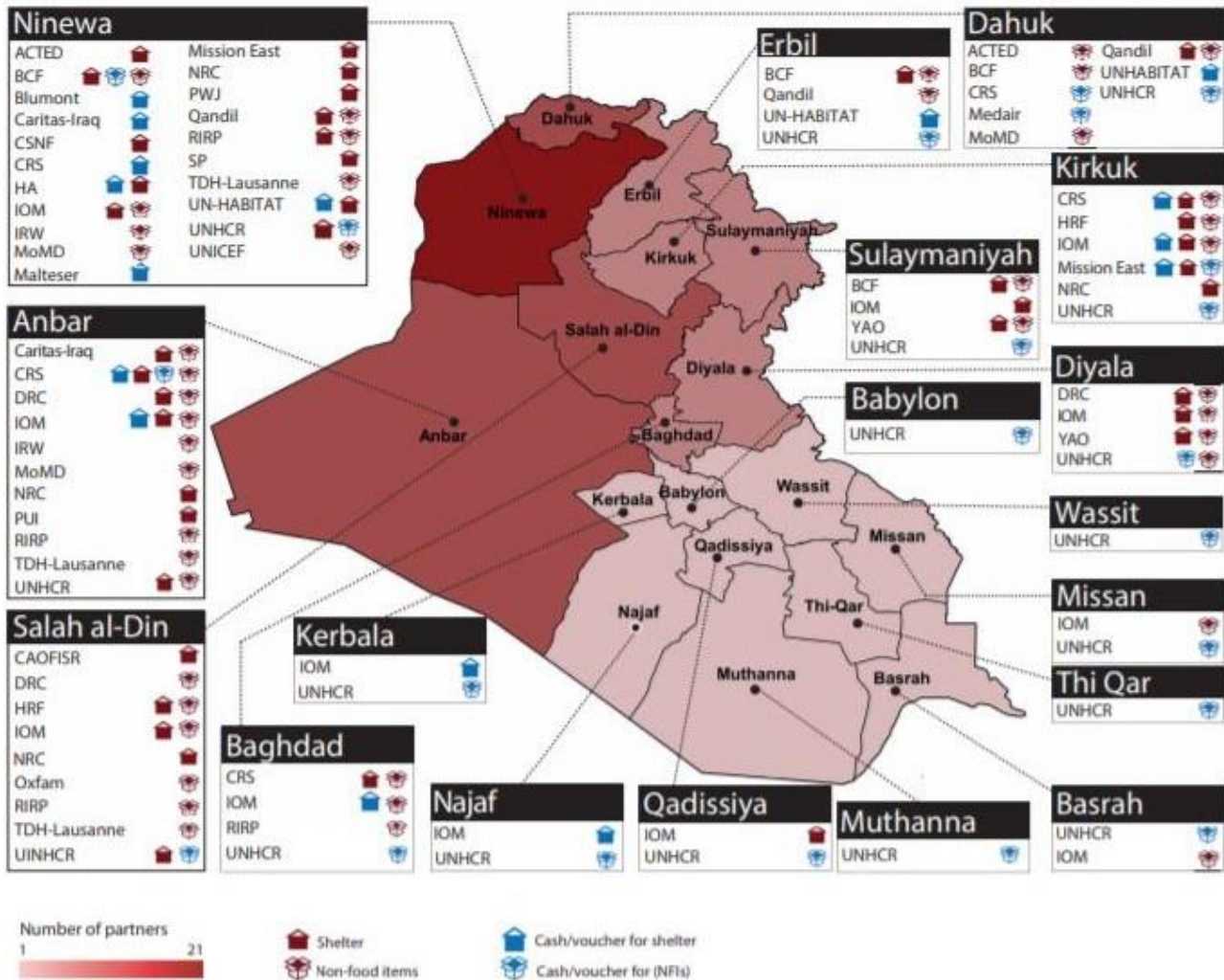
No.	Activity	Targeted population	Unit Cost (per family of 6)	Total Cost (*) (per family of 6)	Remarks
6	War Damaged Shelter Repairs (Category 3)	Returnees	\$3,000 - \$5,000	\$3,900 - \$6,500	This cost range is based on a Cluster-determined <u>average</u> based on past partner achievements. However, this cost should be understood to be <u>variable based on the individual structure, location in the country including proximity to specialized markets and availability of skilled labor, HH size, and nature and type of damage</u> . Total costs include engineering staff to conduct detailed technical assessments and prepare Bills of Quantity, staff to conduct vulnerability assessments for targeting, and the necessary support costs.
7	Low-Cost Transitional Shelter (Including RHUs, traditionally-constructed, etc.)	Returnees	\$1,500	\$2,040	This cost is variable, based upon an average from past partner interventions including RHUs and constructed interventions. However, these costs should be understood to be <u>variable based on the construction typology selected, the location of the intervention including proximity to specialized markets and availability of skilled labor, and the HH size</u> . The total costs include skilled staff to conduct detailed technical and vulnerability assessments, and transportation of materials as necessary, as well as the relevant support costs.
8	Tent Replacement	IDP in Camps	\$400	\$540	This cost is based on a Cluster-set guideline and the total cost includes the costs for transport, installation and necessary support costs. It does NOT include the cost of a replacement slab which would require additional costs.
9	In-Camp Site Upgrades	IDP in Camps	\$120	\$140	This cost is based on a Cluster-set average guideline and the total cost includes the costs for transport, installation, and necessary support costs. These activities can include electrical wiring, replacement slabs, and other related activities.

Table 6: Activity Based Costs

(*) Total cost is the sum of unit cost plus the indirect and support costs

STRATEGIC OBJECTIVE 1 Safeguard <u>physical and mental well-being</u> of 1.65 million conflict-affected people with acute needs by providing services to meet basic needs	STRATEGIC OBJECTIVE 2 Address critical problems related to <u>living standards</u> by expanding access to basic services for 1.54 million conflict-affected people with acute needs	STRATEGIC OBJECTIVE 3 Support <u>689,000 conflict-affected people in acute need</u> who remain displaced to move toward economic independence and <u>durable solutions</u> by strengthening their resilience	STRATEGIC OBJECTIVE 4 Respond to <u>key protection needs</u> of affected communities in support of the transition to durable solutions in accordance with all applicable legal and policy frameworks
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	Maintain and expand basic infrastructure for 370,025 in-camp IDPs, 343,467 out-of-camp IDPs and 979,218 returnees to ensure safe and dignified living conditions	Support restoration of livelihoods and productive assets for 151,400 in-camp IDPs, 537,148 out-of-camp IDPs	Protect the rights of, and promote solutions for, people with perceived affiliation to extremist groups
Assist 370,025 in-camp IDPs, 351,026 out-of-camp IDPs and 926,170 returnees to meet basic needs and minimize reliance on negative coping strategies	Ensure quality and up to standards WASH, health and education services for 370,025 in-camp IDPs, 343,467 out-of-camp IDPs and 979,218 returnees	Enable resumption of income-generating activities, for 151,400 in-camp IDPs and 537,148 out-of-camp IDPs	Strengthen accountability to affected populations through streamlined and revitalized coordination, and collective ownership across all sectors
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	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	Enhance government and local authorities' ability to cope with emergencies to benefit at least 1.7 million people in conflict-affected areas	Support the integration of Centrality of Protection in the post-conflict transition towards durable solutions

ANNEX IV – PARTNERS PRESENCE JANUARY – DECEMBER, 2019



Source: Activity Info, based on partners reporting HRP and non-HRP activities

ANNEX V – ACTIVITY-BASED COSTING COORDINATION APPROACH IN IRAQ 2020

Following the Humanitarian Country Team (HCT) decision (14 April 2019) to move to activity-based costing (ABC) for the 2020 Humanitarian Response Plan (HRP), implementation of the coordinated humanitarian response in Iraq will no longer be based on projects submitted through the HPC Tools Projects Module (former OPS). 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.

In this approach, clusters identify humanitarian activities required to improve humanitarian outcomes and estimate a budget for their implementation. The cluster budgets derived from humanitarian needs form the total HRP budget request. There will be no central project repository used to vet or “register” projects in an exclusive finite list for the HRP. While this entails an increased burden on cluster leads and on OCHA to proactively seek information from partners on funding and activities with a view to match reported financial contributions to cluster funding requests, it is expected to lead to a more strategic focus and a more diverse set of actors participating in implementation.

The ABC approach gives greater shared responsibility to all involved: cluster members, cluster coordinators, co-coordinators and Information Management Officers (IMOs), the HCT, OCHA and donors to work together towards meeting the strategic and specific objectives to reach the most vulnerable targeted beneficiaries in the most severely affected locations. It also mobilizes the same stakeholders to pro-actively consult, coordinate and inform each other resulting in enhanced efficiency and timeliness for the response and associated components such as AAP, common services and rapid response (through enhanced partner identification thematically and geographically).

This note outlines some of the main tenets of the ABC approach, providing suggested guidance to clusters, the ICCG, the HCT and donors.

Which organizations can be part of the HRP?

As the HRP activities are reflective of joint cluster agreements and commitment – and represent a collective cluster strategy for response, all cluster members are in principle eligible to participate in the HRP. Therefore, all cluster members will be listed in the HRP document. However, the list is not inclusive and new members can be included in the clusters – or leave the cluster system throughout the year.

The requirement to review membership and eligibility to contribute to the cluster (and thereby the HRP) will result in increased coordination among partners and eventually to a more effective response. According to [IASC guidance](#), cluster members should adhere to the minimum commitments that set out what all local, national or international organizations undertake to contribute. They include:

- ✓ 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

To help guide the response planning and inform donors, the HRP document will also include the latest map of operational presence, showing partners recent track record in presence and implementation. That does not mean that the 2020 presence and activities will not change from 2019, but it gives a snapshot of current presence and capacities for use by partners, clusters and donors as they plan new interventions departing from the beginning of the response year. Overall, it will be the activities themselves, and their prioritization and coherence within the HRP planning and budgeting, rather than organizational concerns about projects and funding requirements, which will be considered.

How are HRP activities and funding tracked?

Given the move to activity-based costing, OCHA will not be managing a project repository (OPS/Projects Module). Clusters are encouraged to ensure that cluster coordination takes place at the more strategic activity-based level, as per the HCT decision to move to ABC.

Partners and donors submit reports on funding provided to partners on FTS clearly indicating if funding was provided towards the HRP or not. OCHA and clusters will work closely together to review the submissions regularly to ensure that they are clearly identified as within or outside the HRP and are marked under the correct cluster. This will require a more pro-active effort by all to review and decide on the right “tagging” of projects in FTS.

During cluster SAG meetings, partner submissions should be reviewed for alignment to cluster strategies and HRP priorities. Activities must fit within the HRP frame (agreed cluster activities in line with agreed unit costs, targets by priority geographical areas and by population groups) and should endeavour to meet other criteria laid out in the HRP, including cross-cutting issues such as AAP, GAM, the HCT Protection Strategy, inclusive programming to meet needs of people living with disability etc.

Reporting protocols in ActivityInfo will not change, and clusters will have to remind partners to correctly tag activities as HRP or non-HRP. As per usual practice, cluster verification will be required through ActivityInfo and ahead of the production of monthly dashboards.

How to ensure that HRP and cluster priorities and targets are met?

During cluster meetings, the cluster should closely review the response towards targets set out in the HRP. Using the reports on ActivityInfo, monthly response dashboards, AAP feedback and surveillance and the regular funding dashboards produced by OCHA, the clusters should be reviewing whether the response is on track, identify gaps and work together to ensure that the gaps are covered. Through a consultative process, clusters should maintain flexibility towards redirecting response to underserved populations or locations and provide the necessary data and advocacy through their agencies or the ICCG/HCT to donors to provide new funding for them.

OCHA will be supporting the monitoring of implementation through the production of monthly humanitarian dashboards, which will be shared and discussed with the ICCG and HCT to ensure that the response is in line with the HRP, and to identify challenges, risks and gaps. The outcome of the monitoring will be regularly discussed with country-level principals and with donors, as well as form the basis for advocacy efforts with global donors and other stakeholders.

Given the strong evidence base of the 2020 Iraq Humanitarian Needs Overview and the clear targets and priorities outlined in the HRP, a major responsibility will fall on donors to ensure that they are funding projects that are aligned with the HRP and live up to humanitarian standards and best practices.

With quality assurance tools such as the gender marker not being a pre-requisite when designing the response activity, there is a risk for a weaker quality control in the project planning phase. Mitigation measures include strong cluster-level coordination to ensure implementing organizations align with cluster

strategy and regular reminders that organizations remain accountable first and foremost to the people they serve, in addition to the entities funding them (with specific requirements/compliance).

Clusters are not responsible for investigating fraud or misbehaviour 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.

Other resources:

[HRP Costing Methodologies Options – Global “tip sheet”](#)

[IASC Reference Module for Cluster Coordination at Country Level](#)

Materials shared: <https://ochairaq.egnyte.com/fl/0Ll00P4trA>

Ad Hoc ICCG HRP Costing Methodologies (PPT) - 24 July 2019

Ad Hoc ICCG Minutes (draft) – 24 July 2019

Webinar on Costing for Syria – 9 May 2019

Please do not hesitate to contact the Shelter Cluster Team would you require any clarification

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