

## IRAQ CCCM CLUSTER TERMS OF REFERENCE

JULY 2015

### Background

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The Camp Coordination and Camp Management (CCCM) Cluster in Iraq, led by UNHCR, was activated by the Emergency Directors Group in September 2014, in accordance with the L3 declaration. The CCCM Cluster is part of the eleven-cluster coordination system for Iraq led by the Humanitarian Coordinator (HC) and activated to support the Government of Iraq in its humanitarian response effort.

In 2012, UNHCR established coordination arrangements with the Kurdish regional authorities to respond to the Syrian refugee crisis. There has been a “mixed situation” refugee/IDP response in northern Iraq since early in 2014. The April 2014 *Joint UNHCR-OCHA Note on Mixed Situations: Coordination in Practice* informs leadership and coordination of the IDP and refugee responses in the KRI. The KRI mixed situation, merging refugee sectors into IDP clusters, helps to ensure that coordination is streamlined, complementary, mutually reinforcing, and effective. The CCCM Cluster continues to move in this direction noting that the UNHCR Representative has the mandate to prepare for, lead, and coordinate the refugee response.

### Objectives

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The objective of the CCCM Cluster in Iraq is to ensure protection and assistance to IDPs living in formal settlements including making all efforts to find durable solutions to their displacement, and to monitor informal settlements and advocate on behalf of their residents to ensure assistance.

CCCM recognizes that displacement sites are a last resort for people forced to flee the safety of their homes. The CCCM Cluster will work the displaced community to support the identification and implementation of durable solutions for IDPs, jointly with the protection and shelter clusters.

The main CCCM objectives may be outlined as follows:

- **Identification of viable settlement options** -- Working with national and local authorities, and other key clusters, to identify sites and/or consolidate viable solutions to house IDPs unable to return to their homes to live in secure and dignified conditions, with access to services essential for their well-being.
- **Effective management and coordination of formal displacement settlements** -- The efficient and effective coordination and management of formal displacement settlements (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 meets fundamental international standards.
- **Support to IDP populations living in informal communal settlements** -- While advocating for a more durable solution, information on the population in the informal sites and their priority needs is shared with assistance and service providers for appropriate follow-up and intervention.

CCCM distinguishes between “formal” and “informal” settlements. **Formal Settlements** include camps, collective centers, and reception/transit centers:

- Camps:
  - Places built to accommodate the displaced;
  - Authorities responsible for management and administration; and,
  - Authorities and partners provide basic services infrastructure.

- **Collective Centers:**
  - Places not built to accommodate the displaced but modified for that purpose;
  - Authorities responsible for management and administration; and,
  - Authorities and partners provide basic services as appropriate to the context.
- **Transit/Reception Centers**
  - Places established to accommodate the displaced for a short and set period;
  - Authorities responsible for management and administration; and,
  - Authorities and partners provide basic services as appropriate to the context.

**Informal Settlements** include a wide range of sites but adhere to the following criteria:

- Places not built to accommodate the displaced but serving that purpose;
- Authorities are not responsible for management and administration;
- Services and assistance may be available but are not provided regularly; and,
- There are at least ten displaced households or 60 individuals living in the site.

### **Leadership**

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Under the leadership of the UNHCR Representative, the CCCM Cluster is managed by the National Cluster Coordinator working with an INGO CCCM Co-facilitator.

Responsibilities of the National CCCM Cluster Coordinator include the following:

- Lead and oversee the coordination and management of CCCM response operations;
- Approve reporting and information products on CCCM operations; and
- Enforce field compliance with CCCM policies, standards, and procedures.

Working with the National Cluster Coordinator, responsibilities of the INGO CCCM Co-facilitator include the following:

- Strengthen effective management of the cluster to ensure it functions to the highest standards;
- Improve the representation of NGOs and civil society within the cluster; and
- Reinforce the accountability of the humanitarian response towards the cluster's people of concern.

Detailed information regarding the responsibilities of the National CCCM Cluster Coordinator and the INGO Co-Coordinator can be found in their respective Terms of Reference.

### **Responsibilities/ Scope of work**

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Settlements for the displaced, whether formal or informal, are a last resort for people forced to flee the safety of their homes. Formal settlements, which in Iraq are government managed and administered camps, collective centers, and reception or transit centers, contribute to a broader protection strategy for vulnerable populations. CCCM does not promote the establishment of formal settlements but, together with the Protection Cluster, CCCM is responsible for ensuring formal settlements meet global humanitarian protection and assistance standards.

CCCM is not responsible for coordinating multi-sector assistance for informal settlements. Under OCHA's leadership and coordination, the cluster conducts regular monitoring including mapping locations and identifying assistance gaps. CCCM uses this and other information to advocate on behalf of residents to ensure support to meet their needs, and the identification of viable alternative accommodation as appropriate.

Together with the Early Recovery actors, other clusters, and local authorities, CCCM also supports the identification and implementation of durable solutions for IDPs.

## Geographic Scope and Coordination Structure

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### National

- National humanitarian coordination mechanisms for the overall response are concentrated in Erbil due to the relocation from Baghdad of most UN agencies. Until security conditions are conducive to return to Baghdad, CCCM national coordination will be based in Erbil.
- The national cluster provides overall guidance and strategic orientation. Below the national level sit two sub-national levels, KRI and Center/South.
- Within the Sub-National coordination structures is the mixed-situation, IDP/refugee response. The National CCCM Coordinator will ensure effective coordination under the mixed-situation coordination system in the KRI noting that the UNHCR Representative leads and coordinates the refugee response.

### KRI

- KRI sub-national coordination takes place under the supervision of the national cluster. The KRI Sub-National CCCM Coordinator supports governorate-level coordinators to ensure consistent, coherent, and effective responses in Erbil, Sulaymaniya, and Dohuk.
- The UN agrees to merge refugee sectors and IDP clusters at a pace appropriate to the response. The Sub-National Coordinator for the KRI assumes coordination responsibilities for the mixed situation accordingly

### Center and South Regions

- Center/South sub-national coordination takes place under the supervision of the national cluster. The Sub-National CCCM Coordinator supports governorate-level coordinators to ensure consistent, coherent, and effective responses.
- Given access constraints, and that the coordination structures remain concentrated in Erbil, the South and Central region will be primarily coordinated remotely from Erbil.

### Governorates

- Where needed, CCCM coordination groups are established at the governorate levels to ensure the operational implementation of CCCM cluster strategic objectives.
- Governorate-level coordinators ensure consistent, coherent, and effective responses in formal settlements and contribute to CCCM monitoring and advocacy efforts for informal settlements.
- Governorate-level coordinators ensure appropriate liaison with the respective local administration, and provide support to the sub-national and national cluster levels.

## Specific Cluster Responsibilities

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Recognizing that the GoI is responsible for managing and administering formal settlements, in support of the government the CCCM Cluster assumes the following responsibilities:

### Program Capacity

- **Planning and strategy development**

For both *formal* and informal settlements, CCCM Cluster undertakes to:

- Conduct contingency planning based on worst-case and most likely scenarios in terms of population movements;
- Identify gaps – assess, verify, and map emerging assistance needs and protection issues; conduct regular “gap analyses” based on verified needs;
- Where possible, support the national government/authorities in implementing their activities and upholding them to their obligations that meet the identified priority needs; and,
- Identify and map out settlements of five families (35 people) or more.

For formal settlements, CCCM Cluster Iraq undertakes to:

- Involve all relevant partners in site identification, needs assessment and analysis;
- Map and track “who is doing what, where, when”;

- Provide maps and matrices showing distribution densities and coverage by item, number and geographic area;
- Develop and update agreed response strategies, including “exit”/transition strategy for site closures and action plans for the cluster and ensure that these are adequately reflected in overall country strategies, such as the Consolidated Appeal Process (CAP) and Humanitarian Response Plans;
- Collaborate with the relevant actors in the (participatory) planning, development of sites; Ensuring that site designs support protection and assistance of men, women, boys and girls;
- Collaborate with relevant actors to mitigate negative impacts on environmental protection and ecological habitat;
- Ensure integration of agreed priority cross-cutting issues in sector needs assessment, analysis, planning, monitoring and response (e.g. age, diversity, environment, gender, HIV/AIDS and human rights); contribute to the development of appropriate strategies to address these issues; ensure gender sensitive programming and promote gender equality; ensure that the needs, contributions and capacities of women and girls as well as men and boys are addressed and encourage a community-based approach;
- Map operational requirements for the response within formal settlement, and identify and establish (where necessary) standards and guidelines that facilitate interoperability to ensure that activities are carried out; and,
- Ensure maintenance of site infrastructure (road, distribution points, drainage, etc.) in coordination with relevant clusters and/or service providers;

#### *Application of standards*

CCCM Cluster undertakes to:

- Advocate for relevant policies, guidelines, and technical standards appropriate to the context of the crisis;
- Ensure cluster members are aware of relevant policy guidelines and technical standards, including gender markers; and,
- Ensure that the responses are in line with existing policy guidance, technical standards and relevant government human rights legal obligations.

#### *Monitoring and reporting*

CCCM Cluster undertakes to:

- Monitor coordination effectiveness through the Cluster Performance Monitoring Tool;
- Establish adequate monitoring mechanisms to review the impact of the cluster and the progress against implementation plans; and,
- Report and share effective information including disaggregated age and sex data amongst all partners including site managers, other sector leads and OCHA as appropriate.

- **National/local authorities, State institutions, local civil society and other relevant actors**

CCCM Cluster undertakes to:

- Ensure that humanitarian responses build on local capacities;
- Establish appropriate links with national and local authorities, state institutions, local civil society, and other relevant actors to maintain appropriate coordination and information exchange with them; and,
- Promote the capacity-building of relevant authorities, where deemed necessary.

- **Advocacy and Resource Mobilization**

CCCM Cluster undertakes to:

- Advocate for the mobilization of resources with the assistance of the Humanitarian Coordinator;
- Promote strategies to build up and strengthen confidence within formal settlements and between formal settlement residents and surrounding communities;
- Identify core advocacy concerns and contribute key messages to broader, multi-sector advocacy initiatives;
- Advocate with authorities to ensure that humanitarian partners are able to conduct their work independently and in an environment that allows for confidentiality of sensitive information;

- Represent the interests of the cluster in discussions with the Humanitarian Coordinator on prioritization, resource mobilization and advocacy;
  - Assist the Humanitarian Coordinator in the establishment of a resource mobilization strategy; and,
  - Maintain donor relations and facilitate donor missions.
- **Preparedness and Training Capacity**  
CCCM Cluster undertakes to:
    - Promote and support efforts to strengthen capacities in camp management and other related activities for local government officials, NGOs, UN agencies, and members of displaced and host communities; and,
    - In coordination with government, other clusters, host, and affected communities, ensure appropriate preparedness measures to mitigate the impact of weather in formal settlements, and advocate for the needs of those of those living in informal settlements.
- **Phase-out and Rehabilitation Capacity**  
CCCM Cluster undertakes to:
    - Consolidate and down-size formal settlements as needed;
    - Ensure settlement closure and rehabilitation of areas;
    - Support the development of appropriate formal settlement closure guidance and policies addressing relevant issues including questions of compensation to private landowners and disposal of assets such as water pumps, shelter materials, etc.; and,
    - Integrate CCCM response elements into transition and early recovery frameworks.
- **Coordination**  
CCCM Cluster undertakes to:
    - Establish and maintain appropriate coordination with all humanitarian partners (including national and international NGOs, the Red Cross/Red Crescent Movement, IOM and other international organizations), as well as with national authorities and local structures;
    - Establish/maintain appropriate coordination mechanisms at all levels (national, sub-national, etc.);
    - Identify the nature and extent of overlap and ensure adequate coordination between site management and other clusters particularly shelter, protection and WASH; and,
    - Ensure dedicated information-management capacities, and cluster partners will contribute relevant cluster-related information to support those efforts including using ActivityInfo.

## **Membership**

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The Cluster is open to any organization or entity that is active in the CCCM-related activities expressing willingness and demonstrating a commitment to carry out their accepted responsibilities within the cluster. Membership is as inclusive as possible, on a voluntary and self-nominated basis.

## **Cluster meetings**

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National meetings will be held as needed to address strategic- and policy-related issues relevant to the CCCM Cluster as a whole. The National CCCM Cluster Coordinator shall serve as the Chair, and the INGO CCCM Co-coordinator as the co-Chair of all cluster meetings. The Strategic Advisory Group meets regularly but without a fixed schedule.

Sub-national and governorate-level meetings should take place on a bi-weekly basis or as needed. Coordinators or focal points serve as chairs.

The National CCCM Cluster Coordinator may call for emergency meetings as necessary. Meetings should be held in a language favorable to the group or with a translator.

### **Relationship with Inter-Cluster Working Group (ICWG) and Reporting**

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The Cluster is to provide Situation Reports (Sitrep) and other reports to OCHA, head of the Inter-Cluster Working Group (ICWG), and the Global CCCM Cluster as per the agreed schedules through the National CCCM Cluster Coordinator. The National Cluster Coordinator is the principal representative of the CCCM Cluster in ICWG Meetings. .

### **Amendments to the Terms of Reference**

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The Terms of Reference will be reviewed annually or earlier in the event that there is a change in the situation that necessitates their modification.