

Acknowledgements

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United Nations Children's Emergency Fund.

United Nations High Commissioner for Refugees (UNHCR).

United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA).

United Nations Office for Project Services.

Abbreviations

CBPC	Community Based Protection Centre (Multi-Purpose)
CCCM	Camp Coordination Camp Management
CFW	Cash for Work
CSA	Camp and Settlement Assistant
CSM	Camp and Settlement Manager
CST	Camp and Settlement Technician
CWC	Communicating with Communities
DRR	Disaster Risk Reduction
DTM	Displacement Tracking Matrix
ERW	Explosive Remnants of War
FP	Focal Point (CCCM)
GFP	Government Focal Point (CCCM)
GOI	Government of Iraq
GBV	Gender Based Violence
HH	Household
HLP	Housing Land and Property
HRP	Humanitarian Response Plan
HSE	Health, Safety and Environment
IASC	Inter-Agency Standing Committee
IBC	International Building Codes
IDP	Internally Displaced Person
IM	Information Management
IOM	International Organisation for Migration
IQD	Iraqi Dinar
ISM	Informal Site Monitoring
ISRMP	Integrated Site Risk Management Plan
JCC	Joint Crisis Coordination Centre (KRG)
JCMC	Joint Crisis Management Centre (GOI)
KRG	Kurdistan Regional Government
MAG	Mines Advisory Group
M&E	Monitoring and Evaluation
MCNA	Multi-Cluster Needs Assessment (baseline survey)
MODM	Ministry of Displacement and Migration
MRT	Mobile Response Team (CCCM)
MSDS	Material Safety Data Sheets
NFI	Non-Food Items
ODK	Online Data Kit
PPE	Personal Protection Equipment
SADD	Sex and Age Disaggregated Data
SFP	Site Focal Point (CCCM)
SMT	Site Management Team
SOG	Standing Operating Guideline
SOK	Sealing Off Kit
SOP	Standing Operating Procedure
UDOC	Urban Displacement Out of Camp
UNHCR	United Nations High Commissioner for Refugees
UNOPS	United Nations Office for Project Services
UXO	Unexploded Ordinance
WASH	Water Sanitation and Hygiene

Contents

Introduction	5
CCCM Cluster Strategic Aims	5
CCCM Cluster Operational Objectives	6
CCCM Cluster Settlement Typology Definitions	6
Formal Managed Settlements – Definitions.	7
Informal (self-settled) Settlements – Definitions.....	8
When Does an Informal Settlement Become a Formal Collective Centre?	9
Protection and Assistance in Temporary Settlements.....	9
Basic Service Provision in Formal Managed Settlements	9
Basic Service Provision in Informal Self-Settled Sites	10
Standing Operating Guidelines	10
CCCM Site Monitoring and Referral System	11
Vulnerability Prioritisation	12
Information Management Strategy	12
Annexures A -- CCCM Cluster Standing Operating Guidelines	15
Annexures B -- CCCM Cluster Monitoring Evaluation and Planning Tools	26
Integrated Site Risk Management Plan – Template.....	27
Annexures C -- Joint Cluster Seasonal Preparedness	32
Winterisation Assistance	33
Summerisation Assistance	51
Annexures D -- CCCM Cluster -- Human Resources for CCCM Mobile Response Teams	57
CAMP and SETTLEMENT MANAGER – Mobile Response Teams	58
CAMP and SETTLEMENT TECHNICIAN (Engineer) – Mobile Response Teams.....	61

Introduction

The ongoing armed conflict in Iraq and Syria has resulted in more than 3.3 million people fleeing from their homes and seeking alternate protection in Iraq. Around one million internally displaced persons (IDPs) are living in more than 1600 temporary settlements across Iraq. This document is intended to guide partners of the Camp Coordination Camp Management (CCCM) Cluster when designing and implementing CCCM programming in Iraq. It is primarily a resource to support implementation of the 2016 Humanitarian Response Plan (HRP) but will also assist CCCM and integrated programming from any funding mechanism. It is a useful source of information for government agencies conducting camp management or administration services, as well as potential new cluster partners interested in providing CCCM services in Iraq. Importantly it is an open-source of information made available to the Government of Iraq (GOI) and the Kurdistan Regional Government (KRG) who have a critical role to play from the outset of programme implementation through to the exit strategy of the HRP.

Capacity of the CCCM Cluster in Iraq is expected to grow in early 2016 enabling greater reach in service provision. The CCCM strategy for 2016 has been developed based on humanitarian need and evidence from the field. This has resulted in the overall goal of the strategy to enable a liveable environment for IDPs in the most vulnerable temporary settlements. This goal highlights traditional CCCM responsibilities of ensuring equitable access to services and protection for displaced persons but with a greater emphasis on promoting the health, safety and environment of both managed camps and informal self-settled sites.

Supporting documents, manuals and operational guidelines for formal or planned and managed camps are readily available and as such, this document places primary focus on assisting CCCM service provision in the informal self-settled sites throughout Iraq. Through stronger integration with WASH, Shelter and Protection services, CCCM aims to give greater levels of sustainability to humanitarian interventions leading to improved cost efficiency. The promotion of gender equality and women's empowerment throughout CCCM programming is integral to achieving peace, security, social cohesion and a liveable environment for displaced communities.

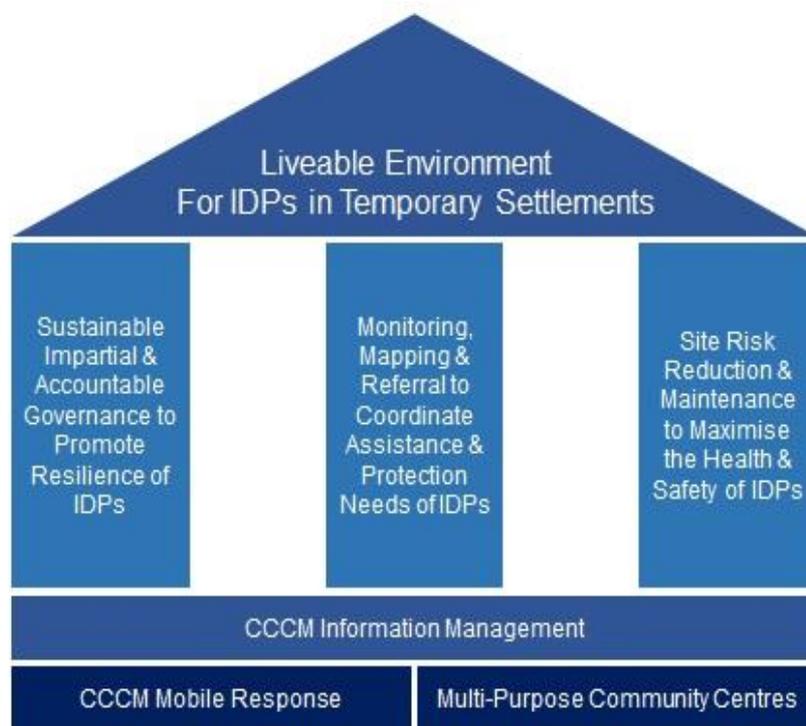
This document should be read in conjunction with the [2016 Iraq HRP](#). It is also highly recommended to refer to the Global CCCM Cluster's [Camp Management Toolkit 2015](#) and [Urban Displacement and Out of Camp Desk Review](#); the [Sphere Handbook on Minimum Humanitarian Standards](#); the [UNCHR Handbook for Emergencies](#) and the [IASC Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action](#).

CCCM Cluster Iraq invites ongoing feedback from all stakeholders to ensure that this guidance document remains current and acceptable to all. The contents of this document should be reviewed by CCCM Cluster whenever the need arises, such as changing dynamics in the humanitarian crisis or key lessons identified during the course of programming. Changes to this document should be shared in full with the CCCM Cluster's Senior Advisory Group (SAG) as well as the Government of Iraq (GOI) through the Joint Crisis Management Centre (JCMC) and Kurdistan Regional Government (KRG) via the Joint Crisis Coordination Centre (JCC) for their review and endorsement.

CCCM Cluster Strategic Aims

Under the 2016 Humanitarian Response Plan (HRP) for Iraq, the CCCM Cluster sets out three strategic aims, under three lines of response. The first line response is to provide essential life-saving assistance to displaced people living in all targeted temporary settlements. The second line response is to strengthen the provision of safe and dignified basic living conditions for people enduring protracted displacement. Finally the full Cluster response is to enable a safe and dignified liveable environment at minimum international standards for displaced people.

CCCM Cluster Operational Objectives



With strong information management (IM) at its foundation, supporting multi-cluster coordination, the CCCM response uses three life-saving operational objectives in order to achieve the three strategic aims in support of IDPs living in temporary settlements.

- 1) Conduct ongoing monitoring, mapping and referral to coordinate assistance and protection needs of IDPs;
- 2) Undertake site risk reduction and maintenance to maximise the health and safety of IDPs ;
- 3) Build sustainable impartial and accountable governance to promote resilience of IDPs.

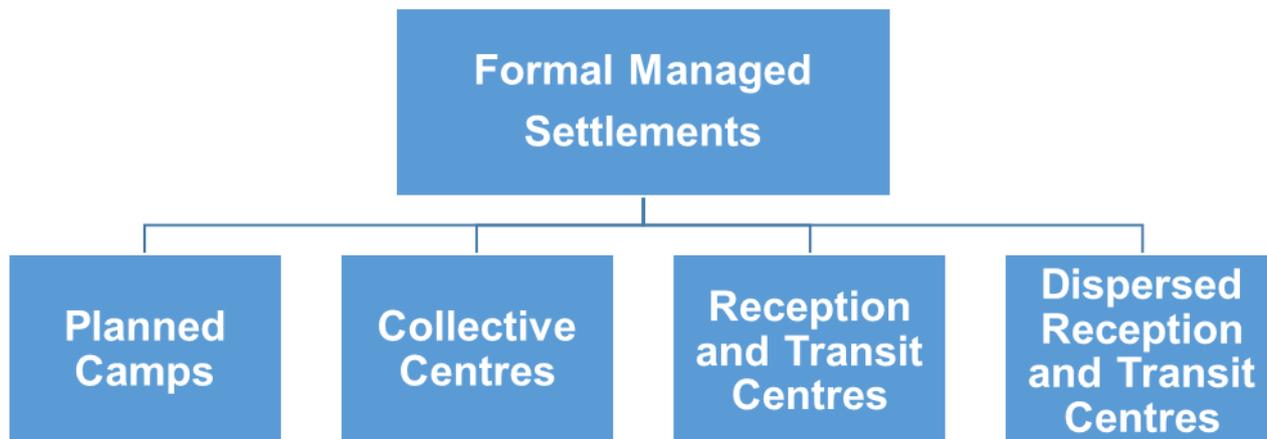
The CCCM Cluster addresses these humanitarian needs using two operational approaches.

- 1) Outreach through flexible CCCM mobile response teams;
- 2) Interaction with Multi-Purpose Community Based Protection Centres for IDPs.

CCCM Cluster Settlement Typology Definitions

Temporary settlements is a collective term used by the CCCM Cluster in Iraq to classify all types of both formal and informal settlements which exist on a given site. The displacement context in Iraq has made site typology challenging but definitions have been kept as close as possible to the CCCM Toolkit 2015.

Duties and responsibilities to the inhabitants may differ between formal and informal settlements but the overall aim of CCCM interventions remains the same across settlement types; to enable a livable environment for displaced persons.



Formal Managed Settlements – Definitions.

Formal settlements can be planned or originally self-settled but are all recognized by the host government which in turn provides administration and management. Formal settlements are never intended to be permanent for the population as seeking durable solutions away from such settlements is a core priority of CCCM. As such formal settlements are still considered temporary in nature and apart from reception and transit centres are expected to provide shelter and services over a longer period of time. Formal settlements fall under the traditional remit of the CCCM cluster to ensure equitable access to assistance and protection, with a focus on the health, safety and environment of such settlements, according to minimum international humanitarian standards.

Formal Managed Settlements:

1) Planned Camps

- Planned and built to accommodate refugees or IDPs on a site in an open field;
- Recognised, administered and usually managed by the host government;
- CCCM Cluster partners may provide management services;
- Government and partners provide basic services and infrastructure.

2) Collective Centers

- Not planned or built to accommodate the displaced but modified for that purpose;
- Recognised, administered and usually managed by the host government;
- CCCM Cluster partners may provide management services;
- Usually inside a community building such as a school, hall or religious buildings;
- Government and partners provide basic services as appropriate to the context.

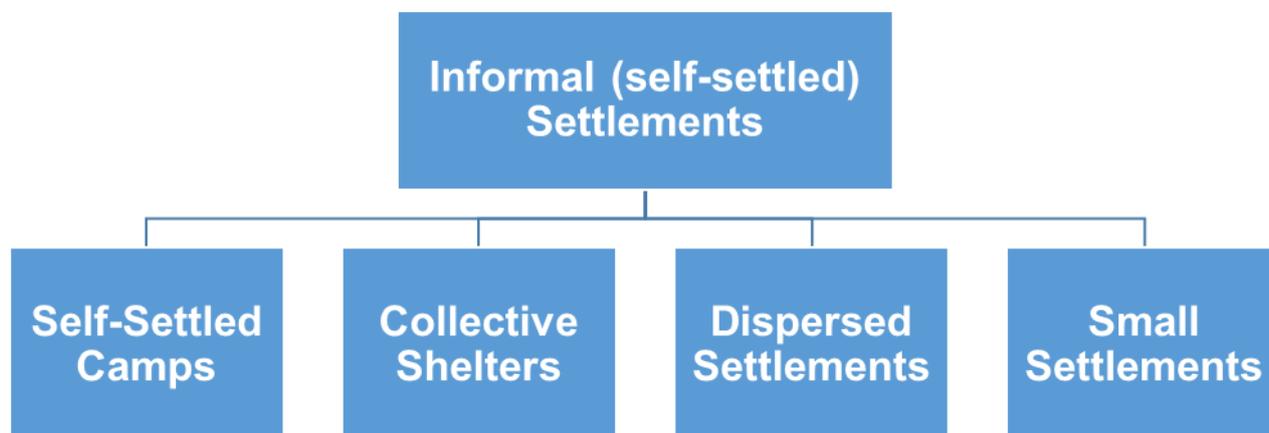
3) Reception and Transit Centers

- Recognised, administered and managed by the host government;
- Dedicated to accommodate the displaced for a short and usually set period;
- Provide temporary accommodation for those waiting for places in planned camps;
- Provide temporary accommodation for returnees;
- Government and partners provide basic services as appropriate.

4) Dispersed Reception and Transit Centers

- Recognised, administered and managed by the host government.
- Formerly buildings classified as dispersed settlement (informal settlement).

- Similar purpose and services as for reception and transit centres.



Informal (self-settled) Settlements – Definitions.

Informal settlements are self-settled on sites that are not built to accommodate the displaced but are serving that purpose and assistance may be available but is often not provided regularly. Informal settlements are not recognized, managed or significantly assisted by authorities of the host government and are far more complex or diverse compared to formal settlements. Informal settlements are generally considered the most vulnerable temporary settlements and should be considered as shorter-term places of accommodation. Assistance should reflect the needs of the population within the legal framework applicable to each settlement location.

Informal (self-settled) Settlements.

1) Self-Settled Camps

- Open air, spontaneous or self-settled camp in urban or rural areas;
- Consists of tents or improvised shelters;
- At least five families sharing common services and leadership.

2) Collective Shelters

- Differs from Collective Centers as they are self-settled; not recognized by authorities;
- Can have private but not necessarily structured management, e.g, religious, owner;
- Often categorized as critical shelter arrangements in unfinished/abandoned buildings, religious buildings, school buildings or other informal settlements;
- Buildings or structures are usually privately owned but some are public buildings;
- Structures may be unstable, unsound and unsafe for both IDPs and response teams;
- Structures not built to accommodate the displaced but can be modified to do so;
- At least five families sharing common services and leadership.

3) Dispersed Settlements

- Urban area consisting of several distinct buildings of a town, suburb or center of a city;
- Spontaneous self-settled;
- Accommodating at least five families sharing common services and leadership.

4) Small Settlements

- Fewer than five displaced families living in a single building or house;

- Spontaneous self-settled.

When Does an Informal Settlement Become a Formal Collective Centre?

The authorities should assume formal management and administration of an informal settlement, making it a formal collective center, reception and transit centre or dispersed reception or transit centre, when the following elements exist:

- Site not built on to accommodate the displaced but can be modified for that purpose.
- Government agrees to administer and manage the settlement.
- Government and partners can provide basic services and infrastructure.

Protection and Assistance in Temporary Settlements

The government is the primary duty bearer towards IDPs, who are citizens of the state. Where government support is not sufficient to provide the applicable minimum standards, the international community and NGOs may provide assistance to enable the government to effectively assume its responsibilities, to provide the necessary protection and look after the welfare of displaced communities.

Through CCCM Cluster coordination support the government agencies and international community work together to ensure equitable access to services and protection for people living in both formal and informal settlements. Aid and service packages should consistently be delivered to ensure minimum standards are achieved which enable a livable environment for displaced persons. Supporting opportunities for durable solutions is also a core feature of CCCM service provision; where IDPs gain sustainable reintegration at the place of origin (return); sustainable local integration in the host community; sustainable integration in another part of the country. Depending on settlement type and identified needs, the levels of humanitarian assistance may vary but encouraging appropriate levels of self-autonomy within targeted communities is a key objective.

CCCM Cluster strongly advocates for government agencies and CCCM partners to adhere to the following legal protection framework and publications when addressing the needs of internally displaced communities living in either formal or informal settlements. These documents also compliment the CCCM Cluster Iraq's Standing Operating Guidelines, which are detailed below.

- Laws, policies and standards of Iraq and the Kurdistan Region of Iraq.
- International Humanitarian Law and International Human Rights Law.
- [The UN Guiding Principles on Internal Displacement](#)
- [2015 Camp Management Toolkit](#)
- [CCCM Cluster Urban Displacement and Out of Camp Review](#)
- [The Sphere Handbook – Humanitarian Charter and Minimum Standards in Humanitarian Response](#)
- [UNHCR Handbook for Emergencies](#)
- [Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action.](#)

Basic Service Provision in Formal Managed Settlements

- Settlement Management and Coordination -- uphold the rights of displaced persons by coordinating, managing and monitoring the equitable access to minimum standards of multi-sector services and protection;
- Health, Safety and Environment – Ensure that threats to the health, safety and environment of displaced persons are fully assessed and mitigated through systematic and ongoing site risk management and maintenance of all facilities;

- Site selection and site layout design that ensures all facilities and service comply with sphere shelter and settlement standards and minimises the opportunity for GBV and other crimes;
- Protection - ensure physical security (protection against physical harm), legal security (including access to justice, a legal status and respect of the right to self-defense) and material security, identifying the most vulnerable and ensuring equal access to basic goods and services and special needs are met for people with disabilities;
- Food Security and Non-Food Items -- ensure that the displaced have enough food to eat, sufficient supplies and items for personal hygiene, well-being and household activities;
- Water, Sanitation and Hygiene (WASH) – provide safe drinking water and appropriate sanitation and hygiene facilities to promote good health and avoid diseases and epidemics;
- Shelter – ensure people’s physical protection against the weather but also provide a space of privacy and dignity;
- Health and Nutrition – raise awareness of the most crucial risks to the physical and mental health of settlement residents as well as appropriate measures to avoid or treat the most common illnesses;
- Education – highlight the importance of providing education and training particularly to children and youth in order to facilitate their personal development and make (re-) integration upon return or re-settlement easier;
- Livelihoods and Social Cohesion – outline the possibilities for implementing and promoting livelihoods and income-generating activities to increase the camp population’s self-esteem, food security, economic independence and positive interaction with host communities.

Basic Service Provision in Informal Self-Settled Sites

In principle, the international humanitarian community has a monitoring and advocacy role with regards to the residents living in informal settlements. International agencies must ensure that the rights of the displaced are respected. Close monitoring and advocacy is crucial, especially when national legislation or applied policies differ from international practices or standards.

In Iraq, where legally possible, according to relevant housing, land and property (HLP) conditions, CCCM Cluster aims to provide equitable access to assistance and protection, including the multi-sector services usually associated with formal settlements, such as those outlined above. The varying condition and scale of informal settlements, together with potential HLP restrictions mean that each targeted settlement will have varying degrees of need, service provision and programming cost. CCCM services may include repairs, refurbishment, risk reduction, maintenance and empowering the local population to safely self-manage their settlements within the aim of enabling a livable environment.

Standing Operating Guidelines

CCCM Cluster in Iraq has developed ten Standing Operating Guidelines (SOGs) that provide concise practical advice for CCCM partners engaging in the full cluster response of the 2016 HRP in Iraq. The SOGs (see annexes) must be read in conjunction with other technical standards as outlined above to assist cluster partners safely respond to and provide life-saving services for displaced communities living in informal settlements. However, the SOGs can also assist routine operations within formal settlements such as managed camps and collective centres. CCCM mobile response teams (MRTs) are strongly encouraged to maintain a flexible approach and support formal settlements on a needs basis, especially emerging planned camps.

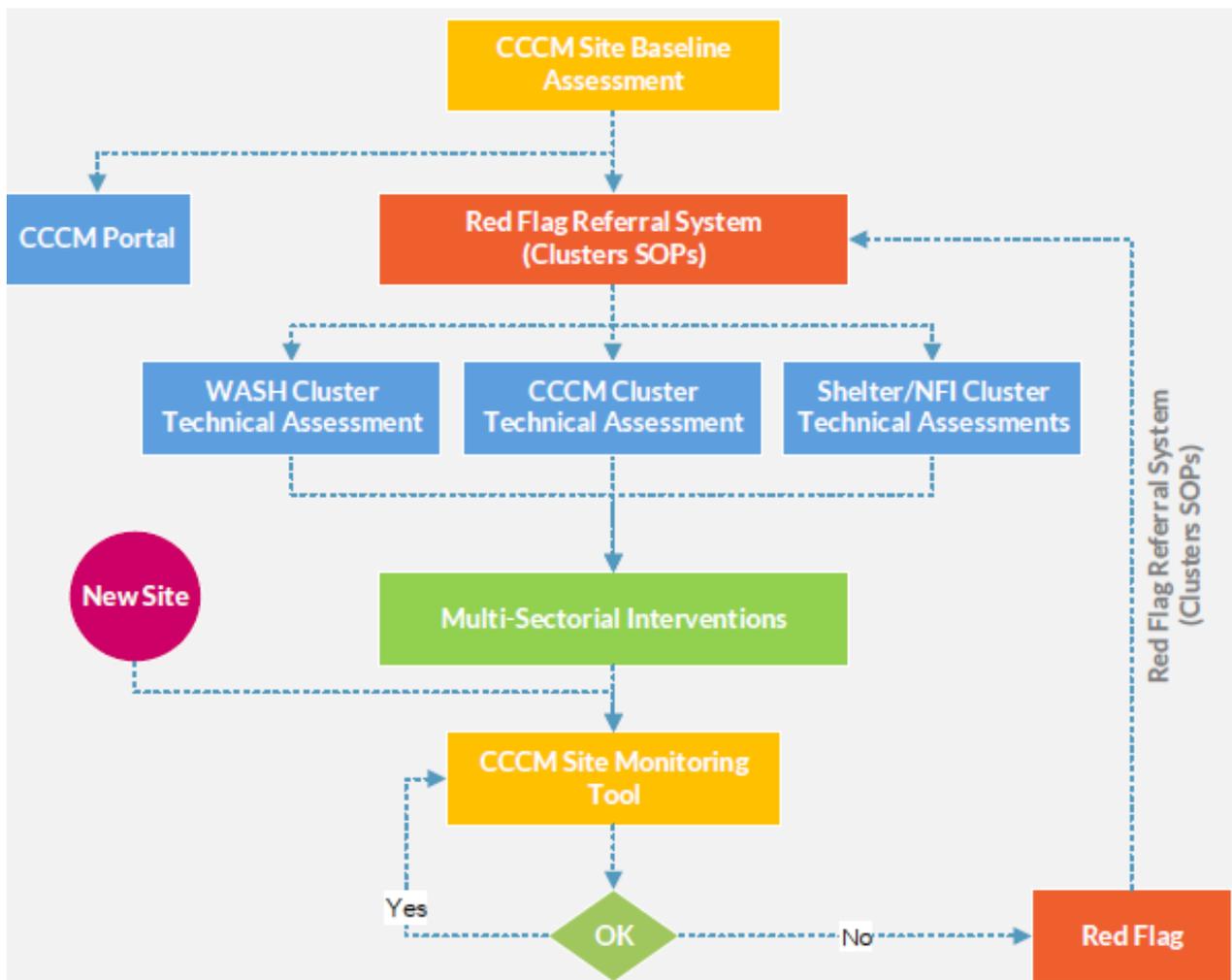
It is important to note that references in SOGs to maintenance of both Shelter and WASH facilities by CCCM MRTs is only possible in the areas agreed upon by service providers. In those areas, which can include both formal and informal (self-settled) settlements, Shelter and WASH teams will be able to concentrate on their technical construction roles and save critical time and costs by being less burdened

with routine maintenance. Naturally, the more technically difficult maintenance needs will be referred to the relevant specialists.

CCCM Site Monitoring and Referral System

The Standing Operating Guidelines (SOGs) make reference to three specialised monitoring, evaluation and planning tools which are a key element of the site monitoring and referral system and the information management strategy. The tools are currently being harmonized and will be available as annexes to this document.

- 1) **Risk Assessment Site Priority (RASP) Tool** – The CCCM technical assessment tool designed to assess threats to health, safety and environment (HSE) as well as identify multi-sector humanitarian needs. This tool assists planning for site risk mitigation, repairs, ongoing site maintenance and referral to the full range of humanitarian responses.
- 2) **Informal Site Monitoring (ISM) Tool** – The CCCM site monitoring tool directly linked via online data kit (ODK) into the CCCM baseline assessment red flag referral system. Designed to measure the impact of multi-sector humanitarian interventions, with the aim of removing “red flags” from the baseline data and registering a liveable environment.
- 3) **Integrated Site Risk Management Plan (ISRMP)** – The CCCM template to guide cluster partners to draft integrated multi-sector interventions and referral plans.



Produced by IOM - DTM

Vulnerability Prioritisation

Recorded by the CCCM Baseline Assessment (see below), the red flag system provides early warning to acute issues that require urgent humanitarian responses. This enables responding agencies to approach their work safely and to prioritise beneficiary vulnerability and selection. The more red flags a settlement has, the greater the level of vulnerability. However, red flags vary in terms of severity and sound judgement is required to ensure that appropriate lifesaving services are delivered promptly.

Information Management Strategy

Information Management (IM) is the foundation of CCCM Cluster's 2016 HRP strategy and is essential for coherent cost effective coordination as well as planning, designing, implementing and evaluating CCCM and multi-sector humanitarian interventions. CCCM's IM system maximizes the quality of information related to both informal and formal settlements. All public documents are published on [Humanitarian Response](#) and on [Relief Web](#). In order to increase its audience CCCM Cluster is also sharing the public documents on CCCM Cluster's social media accounts, [Twitter](#) and [Facebook](#). In addition CCCM Cluster provides content management for activities, partners and beneficiaries [on Flickr](#).

The key IM services provided by CCCM Cluster and its partners are information gathering related to all settlement locations, storage of information in organized databases and analysis of and access to accurate, updated information. CCCM Cluster's IM services also support the cluster's internal and external communication. This includes IM support to cluster meetings including inter-cluster coordination meetings and by maintaining functional communication tools such as the CCCM mailing list on [Mailchimp](#) and the CCCM IM Skype group. In addition, CCCM IM publishes reports, analysis, maps, dashboards, infographics, video on the humanitarian portals and provides updates from the field on websites and social media.

Information Management Process line:



IM Assessments and Monitoring

- CCCM Camp Assessment is a camp profiling assessment conducted by the REACH initiative in coordination with CCCM Cluster on a quarterly basis. Targeting household level in formal settlements, this assessment provides regularly updated information from the IDP residents about the multi-cluster/sector services in their settlements as well as their specific needs.
- CCCM Baseline Assessment collects data from informal settlements and provides location specific information about the population, their living conditions and humanitarian needs. The baseline identifies key or acute issues that require specific humanitarian responses and are recorded with a "red flag" marking. This is the nucleus of the integrated CCCM Site Monitoring and Referral System (see above). The assessment teams are made up of CCCM partners IOM DTM and REACH. The frequency of this assessment is on a quarterly basis.

IM Reporting Requirements by Partners on a Monthly Basis

- [Camp Population Tracking \(CPT\) tool](#) is mainly a quantitative tool enabling collection of population data at camp and collective center level. This includes population totals discriminated by gender and age. The CPT also collects vulnerability data, population movement in and out as well as the origin of IDPs. Partners access this tool online from a CCCM Google sheet.

- Camp Priority Situation (CPS) tool enables essential qualitative information on the priority needs in a settlement. Camp managers or CCCM focal points use ODK (online data kit) to collect information which is stored on a Kobo database. Data relates to the situation in each sector which is ranked and the focal point is required to explain the ranking. The limit of this tool is its subjectivity, depending on the interpretation of the person filling the information.
- Camp Service Mapping (CSM) tool is mainly a qualitative tool to collect information about partners' presence in formal settlements. All sectors and sub-sectors are requested. Camp managers or partner focal points access this tool online from a CCCM Google sheet.
- Settlement Indicator Matrix (SIM) was deployed in March 2016 to respond to gaps in information from formal settlements. Gathering quantitative data at camps and collective centres, the SIM measures humanitarian indicators of every sector. For some indicators, the basis is the Sphere standards and others relate to the context in Iraq. Camp managers and CCCM focal points access this tool online from a CCCM Google sheet. Information Management Officers from other clusters can provide additional information.
- Activity Info is the Humanitarian Response Plan's (HRP) system to track and report humanitarian response activities compared to the HRP strategic aims and operational objectives. The system is available online and CCCM partners are required to update the information no later than the fifth day of the following month.

IM Reporting Requirements by Partners on a Bi-Monthly Basis

- Informal Site Monitoring (ISM) tool is a CCCM data collection application using ODK. The ISM is directly linked to the data captured during the quarterly Baseline Assessment. When the ISM is completed and uploaded, acute conditions at site level which had been marked "red flag" are updated. New red flags can also be recorded which will initiate the appropriate cluster response. (See above CCCM Site Monitoring and Referral System).

IM Reporting Requirements by Partners on a Quarterly Basis

- Camp Management Assessment (CMA) tool enables data collection using ODK (Kobo database) to get an overview or assessment of the situation to assist the camp management agency. Data includes the facilities in place at camp level and volunteer participation in camp management services. Data is useful for the CCCM Cluster to identify camp management gaps to provide support and/or capacity building training or to better harmonize the response.

Outputs of the Information Management System

The data provided by partners feeds into the CCCM systems for content management and data management storage. The data is maintained in databases (Access, Activity Info, Kobo) and in dataset (excel files). The analysis is provided on a regular basis and on demand, based on request to the CCCM Information Management Officer.

IM Products Produced on a Monthly Basis

- CCCM Settlement Status Report provides basic information on the number of IDPs living in formal settlements, settlement capacity and the camp management agency, by governorate and districts across Iraq;
- CCCM Settlement Status Map is a visualization of the location of formal settlements in Iraq with information about trends, capacity and type of settlement;
- CCCM IDP Distribution Map provides district level information of all the IDPs under the area of coverage by the CCCM Cluster according to the CCCM strategy;
- CCCM Google Map is an online resource providing a basic geographical 3W of the formal and informal settlements. It is produced using data from the CCCM IM System, including the Baseline Assessment and the latest DTM information on settlements with above 20 IDPs;

- CCCM Priority Situation Report provides visual general information on needs according to information provided by camp managers and focal points. The full report provides information on every formal settlement and the first page is supporting the cluster in the prioritization of follow up due to needs;
- CCCM 3W of Settlements provides details of who is doing what and where in every sector of a managed camp. 3W also provides quantitative information or analysis of the settlement such as numbers of IDPs, camp capacity and ratio of IDPs per Camp Management Team;
- CCCM 3W Matrix provides a one page A3 overview of the partners present in a managed camp. The matrix also provides a ranking of presence in formal settlements to support CCCM partners with inter-cluster coordination;
- CCCM IDP Dashboard combines information from different tools to provide the CCCM Cluster with a single A4 page overview of the IDP situation in Iraq;
- CCCM Master List of Sites is an excel dataset updated from the different tools and shared among the clusters (IM) and OCHA for coordination or preparedness purposes.

IM Products Produced on a Quarterly Basis

- Quarterly Camp Profile is created by REACH from the information gathered from the REACH Camp Assessment. This document is mainly focused on IDP information;
- CCCM Camp Profile (under development) is an operational product to complement the Quarterly Camp Profile. This document uses all the different data collection tools and presents the overall situation at camp level. The audience of this document is the camp managers, CCCM Coordinators and also the external audience (donors, visitors etc.)

IM Products On demand

Other documents or products can be created by placing an online IM request which will be completed depending on cluster priorities.

Annexures A -- CCCM Cluster Standing Operating Guidelines

- i) Mobile Response Team (MRT) – Settlement Response
- ii) MRT – Site Risk Reduction Works
- iii) MRT – Maintenance of Shelter and WASH Facilities
- iv) Minimum Recommended Staffing and Training Requirements
- v) MRT – Minimum Recommended Equipment (vehicles)
- vi) Recommended Minimum NFI Distribution in Targeted Settlements
- vii) CCCM and Multi-Purpose Community Based Protection Centres
- viii) Volunteerism, Local Employment or Livelihoods Support
- ix) Strengthening Capacity of Government CCCM Focal Points
- x) Strengthening Capacity of Community Based CCCM Focal Points

STANDING OPERATING GUIDELINES

i. CCCM Mobile Response Teams (MRT) – Settlement Response.		
Initial Action or Need		Follow Up Actions or Comments
Request for CCCM services from: existing Baseline data, UNOPs Call Centre, Community Based Protection Centre, humanitarian partner, other informant. New site is located by MRT when in the field.	1	Gather all background information, address, GPS coordinates and key focal point details.
	2	Check for “Red-Flags” on existing CCCM Informal Site Assessment baseline data.
	3	Confirm site area has safety and security approval.
	4	MRT to respond as soon as practicable but aim to arrive on site within 48 hours.
	5	Follow all agency field movement procedures.
MRT arrival at the site. Risk Assessment Site Priority. Safety & Welfare of Staff & IDPs. Market Access & Social Cohesion. Gender & Age Balance in Data. Housing, Land, Property (HLP) legal status of the site. Communicating with Communities.	1	Identify key site Focal Points (FP) or representatives.
	2	Use at least 2 x FPs for accurate data capture.
	3	Inquire about social cohesion & local conflict risk.
	4	Undertake Risk Assessment Site Priority (RASP) for any threats to health, safety, environment (HSE) and basic humanitarian needs.
	5	If HLP issues identified during site assessment, complete RASP. Seek specialist HLP advice.
Detection of immediate life threatening risks to the health, safety & Environment (HSE) of IDPs and humanitarian responders. Safety & Welfare of Staff & IDPs.	1	If possible and safe to do so, CCCM Technicians will undertake repairs to render safe any threats to HSE.
	2	If not possible or safe to do so, CCCM Technicians will ensure the threat to HSE is isolated and prevent access by a physical barrier and sign.
	3	CCCM refers any outstanding problem to appropriate and qualified service providers as per the Integrated Site Risk Management Plan (ISRMP).
RASP detection of threats affecting the health, safety and environment (HSE) of the site. Integrated Site Risk Management Plan (ISRMP).	1	CCCM designs an Integrated Site Risk Management Plan (ISRMP) using CCCM Clusters ISRMP Template. Include photos and liaise closely with Shelter, WASH and IDPs to finalise the ISRMP.
	2	ISRMP outlines all risk reduction and maintenance activities and all humanitarian needs and referrals.
	3	Share ISRMPs with Protection partners for review.
	4	Seek approval of ISRMP via Government FPs.
Sustainability. Self-autonomy. Women’s Empowerment. Communicating with Communities. Community Mobilisation. See all remaining SOGs and IM Strategy.	1	CCCM undertakes or refers routine site repairs, maintenance and risk reduction works according to the (Cluster agreed) criteria set down in SOGs (ii and iii) to ensure acceptable standards of health, safety and environment of IDPs is maintained.
	2	CCCM mobilises the community (ISRMP) to maintain technical and routine maintenance, provide tools, kits, information and links to government.
Information Management System.	1	Input and share data on IM system, Activity Info.
Coordinate referrals and follow up.	1	Advise Shelter, WASH, Protection, Food, Health, Livelihoods, Education & others of site needs/gaps.
Monitoring and Evaluation. Ongoing bi-monthly monitoring on ODK per settlement – linked to Baseline “Red Flag” System.	1	Conduct future site visits and CCCM Informal Site Monitoring (ISM) as required per agency areas to monitor quality/impact of multi-sector interventions.
	2	UNOPs Call Centre follow up calls to site FPs & liaise with CCCM following any initial site referrals.

STANDING OPERATING GUIDELINES

ii. CCCM MRT – Site Risk Reduction Works.		
Initial Action or Need	Follow Up Actions or Comments	
<p>Safe Drainage System for Storm & Internal Perimeter (grey water).</p> <p>Disaster Risk Reduction (DRR) – Flood Prevention.</p> <p>Prevent still contaminated water and vector borne disease.</p> <p>Work (voluntary or CFW) by IDPs with guidance of CST or WASH.</p> <p>Gender Equality. See SOG vii.</p>	1	Remove debris (HH rubbish and built up soil) from open drains, trenches, collection ponds.
	2	Clear blocked storm drains outside facilities, around shelters & beside roads and walkways.
	3	Widen emergency open storm drain trenches to discharge water runoff - 0.2m deep x 0.3m wide.
	4	Construct all water runoff to fully discharge away from the site or natural infiltration into the ground.
	5	Fill low lying pool or potential pool areas with suitable fill material, shaped for water run-off.
	6	Notify WASH for testing of coloured or apparently contaminated water pools or collection ponds.
<p>Safe Stable Access Roads.</p> <p>Prompt Emergency Response.</p> <p>DRR – Flood Prevention.</p> <p>Prevent still contaminated water and vector borne disease.</p> <p>4 & 5</p> <p>See GOI Road Construction Regulations and Standards. See</p>	1	Remove muddy or dry top soil on all access roads.
	2	Excavate ground and install sub-base materials; crushed stone or aggregates (basics to ensure immediate access) to prevent high water table.
	3	Raise road level, ensure surface compaction by heavy roller, sloped for water runoff to side drains.
	4	Engineers to install culverts under roadway to discharge water to the nearest stream or valley.
	5	Regularly inspect culverts for erosion or other signs of damage and clear blockages.
<p>Waste Management.</p> <p>Health, Safety, Environment (HSE).</p> <p>Risk Reduction - Fire Prevention and insect and pest control.</p> <p>Community Mobilisation.</p> <p>See GOI/KRI Waste Management Regulations and check local rubbish removal services.</p> <p>See SPHERE Standards on Solid Waste Management. See SOG vii.</p>	1	Involve the population in designing the waste management system and regular clean-up.
	2	Encourage composting of biodegradable materials E.g. food scraps, for fertilizer or re-usable energy.
	3	Collect all solid waste/rubbish from surrounding environment; sort, re-use & recycle if possible.
	4	Install sufficient waste deposit facilities to enable regular removal, twice per week. If possible. .
	5	If waste removal services are not possible, consider construction of a landfill site or pit for burial or controlled burning well area away from water sources and shelters.
<p>Safe Disposal of Chemicals.</p> <p>Health, Safety, Environment (HSE).</p> <p>Refer to Material Safety Data Sheets (MSDS).</p> <p>Use correct PPE.</p> <p>Refer to UNHCR Handbook for Emergencies.</p> <p>Include detail in the ISRMP.</p>	1	Do Not Smoke. Do not open chemical containers.
	2	Do not approach any spilled or off-gassing chemical agent. Stay upwind & call Fire Brigade.
	3	During RASP record all possible details of located chemicals including size of containers & quantity.
	4	Attempt to identify chemicals by UN number, name, manufacturer and any warning symbol.
	5	Download MSDS, available via many websites in multiple languages for correct handling procedure.
	6	Prevent access to unknown chemicals.
	7	Arrange safe collection and disposal if possible.
	8	Best option may be to leave the chemical agent and container undisturbed.

STANDING OPERATING GUIDELINES

iii. CCCM MRT – Maintenance of Shelter and WASH Facilities.		
Initial Action or Need	Follow Up Actions or Comments	
<p>Safe HH Electricity Network.</p> <p>Work performed by qualified Camp and Settlement Technician (CST) or hired qualified electrical contractor.</p> <p>Self-Autonomy of IDPs – Supply Toolkits and training. See SOG vi.</p> <p>Include in ISRMP. See IBC.</p>	1	Conduct full electrical safety hazard inspection.
	2	If possible, remove unsafe, unused wiring.
	3	Replace exposed wiring inside concealed conduit.
	4	Provide min. 4-6 amps circuit breakers per HH.
	5	Provide min. 5 ohms earth grounding from main distribution board.
	6	Install min. 40W capacity lighting system per HH.
	7	Install junction boxes, switches, outlets.
	8	Test all circuits for safety and function.
	9	Consider solar panels or portable standby generators as an alternative to mains power.
<p>Shelter Maintenance.</p> <p>Health and Safety.</p> <p>Protection, privacy and dignity.</p> <p>Prioritize disability & special needs.</p> <p>Winterization.</p> <p>Disaster (storm) preparedness.</p> <p>Close cooperation with Shelter.</p> <p>Include in ISRMP. See IBC.</p>	1	Repair/replace/install internal wall partitions using ¾” solid core plywood with wooden, aluminium or steel metal frames.
	2	Wall partition as above in communal & family large floor areas (m2) occupied by multiple families. Prioritise vulnerable population (women, children, disabled or special needs) as required.
	3	Repair/replace/install windows and doors including insect screens.
	4	Repair/replace/install suitable locks for doors and windows to ensure privacy, safety and security.
	5	Use relevant SOK items to prevent leaking in-between cracks/joints.
<p>Fire Protection.</p> <p>Safety and security.</p> <p>Self-Autonomy of IDPs – Supply Toolkits and training. See SOG vi.</p> <p>Quantities on a needs basis.</p> <p>Early Warning.</p>	1	Supply/install portable fire extinguishers (4kg powder or Co2 – ABC type).
	2	Install fire buckets (with sand/water), fire axe and fire hose (10 m) in each location.
	3	Distribute fire blankets. One per HH.
	4	Demonstrate fire hazard and safety mitigation practices – specifically in kitchen and living room.
	5	Install a warning system (for fire, flood, riot, other emergency) in larger scale settlements. A loud speaker connected to mains electricity positioned at building corners is recommended. Community representatives are responsible.
<p>WASH Maintenance</p> <p>Health and Safety.</p> <p>Protection, Privacy and Dignity.</p> <p>Prioritize disability & special needs.</p> <p>Community Mobilisation.</p> <p>Gender Balance.</p> <p>Women’s Empowerment.</p> <p>Include in ISRMP.</p>	1	Monitor/repair plumbing systems to ensure discharge of grey and black water to nearest septic tank or communal utilities.
	2	Repair/replace latrine doors, handwashing and other basic WASH facilities.
	3	If required mobilise community for routine cleaning of latrines & bathroom facilities etc.
	4	Ensure clothes washing facilities drain to nearest pit, not causing pools of standing water.
	5	Support hygiene promotion – handwashing etc.

STANDING OPERATING GUIDELINES

iv. CCCM MRT - Minimum Staffing & Training Requirements.		
Initial Action or Need	Follow Up Actions or Comments	
<p>Skills to match humanitarian needs; maintenance, risk reduction, monitoring, training, capacity building, policy development, camp management, design/planning.</p> <p>Local knowledge, culture, language.</p> <p>Gender Equality. Work opportunities for both women and men.</p> <p>Recommend 3 qualified staff per MRT. Minimum 2 staff per MRT.</p>	1	Camp & Settlement Manager (CSM).
	2	Camp & Settlement Technician (CST) Technical Coordinator, e.g. Civil Engineer.
	3	Camp & Settlement Assistants (CSA) e.g. Community Mobiliser (non-technical) OR trade skilled electrician, carpenter, locksmith, plumber; complimentary to or unique from Shelter/Wash.
	4	Information Management Officer.
	5	Protection Officer if agency has no protection unit.
	6	CCCM Emergency Camp Site Planners and Construction Engineers re new site safe design and construction (often IOM and UNHCR).
	7	See below Job Descriptions for CSM and CST.
<p>Minimum CCCM Training for CSM. Recommended for all CCCM staff.</p>	1	CCCM Cluster Camp Managers Course.
	2	Settlement Typologies.
<p>Minimum Accountability Training by hiring agency/CCCM Partner.</p> <p>ALL CCCM Staff.</p>	1	Code of conduct.
	2	Humanitarian principles and Do No Harm.
	3	Prevention of sexual exploitation and abuse.
	4	Gender Equality and Cultural Sensitivity.
	5	Protection mainstreaming, awareness of CBPCs.
<p>Minimum Health, Safety and Environment (HSE) Awareness by CCCM Cluster. ALL CCCM Staff.</p> <p>Safety and Welfare of Staff</p> <p>Consider Government HSE (or similar) Regulations.</p>	1	First Aid Training (if not already qualified).
	2	Hygiene and Health in the Field.
	3	Unidentified Chemicals.
	4	ERW and UXO (Consider MAG).
	5	Waste Management.
	6	Fire Prevention & Basic Fire Response.
	7	Use of ladders (extension), electric generators.
	8	Emergency lighting, submersible pumps.
	9	Working at heights, near an edge or depth.
	10	Awareness of confined spaces (pipes, cavities).
	11	Awareness of overhead hazards (loose materials).
	12	Awareness of electric wiring standards.
	13	Use of personal protection equipment (PPE - helmets, eye, hearing & hand protection etc.
<p>Other Recommended Training.</p> <p>4 & 5</p> <p>Also see SOG ii & iii as a guide on Technical Staff training needs.</p>	1	Housing, Land and Property (HLP) awareness.
	2	Cash programming to support site maintenance.
	3	NFI Distributions and Community Mobilisation (e.g. online "Building a Better Response.")
	4	Site, Shelter and WASH maintenance training.
	5	Sealing Off Kit (SOK) training by Shelter.
<p>Skills and Training Register by CCCM Partner and CCCM Cluster.</p>	1	Maintain a register of all skills and qualifications held by all CCCM staff.
	2	Maintain a record of all training.

STANDING OPERATING GUIDELINES

v. CCCM Mobile Response Teams (MRT) – Minimum Equipment.			
Initial Action or Need	Follow Up Actions or Comments		
Monitoring and Evaluation Tools. Recommend use of ODK.	1	Risk Assessment Site Priority (RASP) Tool.	#
	2	Informal Site Monitoring Tool.	#
Communications Equipment. Depending upon need and government regulations. Consider culture/protection	1	Hand held GPS unit/Smart phone with GPS	1
	2	Laptop, tablet or phone for ODK inputs.	1
	3	Hand held radio or Satphone.	1
	4	Charging devices for all electronic tools.	#
	5	Camera to document threats to HSE & site works as per ISRMPs.	1
General Safety Equipment on all MRT vehicles.	1	Fire Extinguisher (Powder)	1
	2	Fire Blanket	1
	3	First Aid Kit and Trauma Kit	1
Safety & Welfare of Staff & IDPs.	4	Rechargeable Flashlights	2
	5	Reflective triangles, witches hats for vehicle breakdown, traffic diversion or other warning such as a site hazard when working.	#
	6	Lockable flatbed storage box.	1
	7	First Aid Kit and Trauma Kit	1
Tools and Equipment for CCCM Technicians on MRT Vehicles. CCCM Technicians may require some or all of the following in order to do their job safely and efficiently. Professional Response. Site Maintenance. Disaster Risk Reduction (DRR). Measured Emergency Response. Safety & Welfare of Staff & IDPs.	1	Extension Ladder and or step ladder (non-conductive fiberglass).	1
	2	Electric generator and extension leads.	1
	3	500-1000W lights and stands for dark areas.	2
	4	Submersible pump & min. 20 metres tubing to relieve flooding.	2
	5	Hand tools for drainage and maintenance tasks, similar to tools listed in SOG vi.	2
	6	Power tools - drill, saws, angle grinder etc.	1
	7	Screws, bolts, tie-down straps, wire, rope etc.	#
	8	Sealing tape for emergency repairs to tents, shelter, doors, windows, safety railings.	#
	9	Tarpaulins and or plastic sheeting.	#
	10	Personal protection equipment (PPE) e.g., helmets, eye & hearing protection, electrical safety gloves, other PPE as needed.	3
	11	Rain suits and gumboots.	3
	12	Sandbags for flooding diversion.	#
Maintaining MRT Preparedness.	1	Ensure that any tools or items that are left at the site are replaced and maintained on vehicles.	
Additional Specialist Equipment for CCCM Technicians.	1	Extra support may be provided on a needs basis by Shelter heavy units re materials or supplies such as delivery of extra sandbags, sheets, etc.	

STANDING OPERATING GUIDELINES

vi. Recommended Minimum NFI Distribution in Targeted Settlements.			
Initial Action or Need	Follow Up Actions or Comments		
<p>Formal and Informal Settlements.</p> <p>Liaise with Shelter/NFI and WASH to avoid duplication/gaps.</p> <p>Consider Stationery & Maintenance Tool Kits on a whole of settlement basis depending on need.</p> <p>Site Management & CWC.</p> <p>Community Mobilisation to maintain basic technical and routine works as per the Integrated Site Risk Management Plan (ISRMP).</p> <p>Self-Autonomy. Sustainable Programming.</p> <p>Risk Management Related to Humanitarian Needs.</p> <p>Risk Management Related to Health, Safety, Environment (HSE).</p> <p>Basic Disaster Preparedness.</p> <p>Hand and power tools have been deemed safe for NFI distribution.</p> <p>Seasonal preparedness for summer & winter may require additional NFI.</p> <p>Communicating with Communities.</p> <p>See SOG ii.</p> <p># Based on Site Scale/Need.</p> <p>Health & Safety (site and HH).</p> <p>Health and Safety (site and HH). Risk Management – GBV. Education (night study). Maintenance works.</p> <p># Based on Site Scale/Need. See SOG ii.</p>	Stationery Kit		
	1	Note Book (A4)	1
	2	Notice Board and or Whiteboard	1
	3	Pens, whiteboard markers, Eraser	10
	4	A4 Papers and A4 Envelopes	2
	5	Phone credit for IDP FP – IQD per month	5000
	Maintenance Tool Kit		
	1	Toolbox (metal or hard plastic)	1
	2	Small bolt keys (aka Allen Keys)	1
	3	Screwdriver examiner electricity	1
	4	Spanner/socket set	1
	5	Wrench – Pipe (small & large)	2
	6	Wrench - Adjustable	1
	7	Pliers (combination - medium)	1
	8	Pliers (long nose)	1
	9	Chisels set	1
	10	Hand Saw - Timber	1
	11	Hand Saw – Metal (aka Hacksaw)	1
	12	Hammers	1
	13	Cutters (diagonal or wire)	1
	14	Rivet Gun + rivets	1
	15	Nails - Concrete	1
	16	Cordless Drill/Screwdriver set	1
	17	Utility Knife	1
18	Electrical Tape	1	
19	Spirit Level	1	
20	Tape Measure (retractable 5-8m)	1	
21	Mattock – Pick Axe	2	
22	Shovels (long handle)	2	
23	Pick Mattock (digging axe)	2	
24	Sandbags (flooding risk)	#	
Fire Safety & First Aid Kit			
1	Fire Safety Posters & Brochures	#	
2	Fire Extinguishers (4kg powder or Co2)	#	
3	Fire Fighting Buckets	#	
4	Fire Blanket (HH)	1	
5	Smoke Detector & 9 volt battery (HH)	1	
6	First Aid Kit (small - HH)	1	
Electrical Safety & Lighting			
1	Solar Lamps (hand-held portable) (HH).	1	
2	Flashlight – rechargeable or battery (HH).	1	
3	Extension lead (HH).	1	
4	Extension power board (HH).	1	
5	Portable electric generator.	#	
6	Fuel and safe standard containers.	#	

STANDING OPERATING GUIDELINES

vii. Integration with Multi-Purpose Community Based Protection Centres.		
Initial Action or Need	Follow Up Actions or Comments	
<p>Multi-Purpose Community Based Protection Centres (CBPCs) are needed in areas of high numbers of IDPs and refugees. Protection Cluster update a list of CBPCs on a monthly basis.</p> <p>Refer to UDOC.</p>	1	CCCM Mobile Response Teams (MRTs) are to develop close working relationships with CBPC staff and service providers where CBPCs exist.
	2	CCCM share contact details of MRTs with service providers working in CBPCs.
	3	Ideally CCCM mobiliser works within CBPCs on a regular basis. Arrange with Protection Partner.
<p>CBPCs provide a range of protection related services including SGBV, Child Protection, awareness on mines/UXO, hygiene, training activities on life-skills and a place for people to meet.</p> <p>CBPCs enable support to CCCM monitoring, referral and coordination services.</p> <p>CBPCs are open to all people including host communities. Access and use by women, children and the disabled is strongly encouraged.</p> <p>A full ToR for CBPCs is available from Protection Cluster.</p> <p>See SOG i.</p> <p>Communicating with Communities. Gender Equality. Women's Empowerment.</p>	1	Under the direction of Protection partners, CCCM Supervisor and MRTs are to undertake basic familiarization training on the services provided by CBPCs and the sensitivities of those services.
	2	When in the field, CCCM Supervisors and MRTs will promote awareness of CBPC services and contact details (in Arabic and Kurdish).
	3	CCCM Supervisor and or MRTs provide basic training to CBPCs staff on CCCM monitoring tools and CCCM technical, coordination and capacity building services in the local area.
	4	If agreed with CBPC partners, CCCM monitoring tools can be made available to CBPC staff.
	5	If paper based monitoring tools are used they should be collected (daily) by CCCM MRTs and supplies of the tools are maintained.
	6	Ideally (ODK) Informal Site Monitoring (ISM) tool should be made available to CBPCs.
	7	CBPC & CCCM MRT maintain communication for coordination of timely (within 48 hours) referral of CCCM and multi-sector responses.
	8	CCCM staff can use space inside the CBPCs for sensitization of IDPs on CCCM issues.
<p>CWC - Life-Saving Information.</p> <p>Through close interaction with CBPC partners, CCCM supports coordination/dissemination of key messages and advisories.</p>	1	Seasonal preparedness for summer and winter.
	2	Assist government or task forces with early warning advice for any impending or ongoing natural disaster, violence or outbreak of disease.
	3	Routine maintenance, fire and risk reduction guidelines to promote the health, safety and environment (HSE) of IDP & refugee settlements.

viii. Settlement Volunteerism, Local Employment or Livelihoods Support.		
Initial Action or Need		Follow Up Actions or Comments
<p>Promote volunteerism and local ownership within a displaced community but some larger scale or technically difficult community projects may need paid employment. E.g. Maintenance, risk reduction, micro-mitigation for disaster preparedness.</p> <p>Included in Integrated Site Risk Management Plans (ISRMP).</p> <p>Social Cohesion and CWC.</p>	1	For unskilled and supervised daily labour, ad-hoc or on site arrangements are appropriate.
	2	For unskilled labour, target the most vulnerable.
	3	For skilled labour, seek suitably qualified people from both the displaced and host community; electricians, plumbers, welders, locksmiths etc.
	4	Skills should support needs related to site maintenance and risk reduction activities.
	5	Verify skills by inspection of qualifications and if necessary, tasks under supervision of CCCM, Shelter or WASH Technicians.
	6	Establish a register for skilled workers for the local area; both IDPs and Host Community.
<p>Gender equality must be maintained for both opportunity and payment.</p>	1	Consider local customs. Where culturally challenging women can be targeted for important roles such as catering during large scale works.
<p>Child Protection.</p> <p>Health and safety of all volunteers and workers.</p> <p>See RASP Tool analysis.</p> <p>Include in ISRMP.</p>	1	Never employ children – Under 18 years of age but young people can learn valuable skills under supervision.
	2	Never expose volunteers or employed workers to unnecessary risks to their health and safety.
	3	Properly induct all volunteers and employed workers to potential site hazards.
	4	Unskilled workers may require close supervision depending on the type of job performed.
	5	CCCM Technicians to inspect all technical works for quality assurance and safety.
<p>Transparency and Accountability.</p> <p>Anti-Corruption.</p> <p>Social Cohesion.</p> <p>Women’s Empowerment.</p> <p>Gender Equality.</p>	1	Use a rotating call out system to ensure opportunity fairness for registered workers.
	2	Attempt to link unemployed IDPs with skilled workers, even for short term assistance on site.
	3	Consider using an independent monitoring and evaluation team to maintain accountability.
<p>Cash for Work – Unskilled Labour.</p> <p>Gender Equality.</p> <p>Target Female Headed HH.</p>	1	Cash payments to unskilled labourers should be lower than market rates for similar work.
	2	Always make equal payments for men and women no matter what role is undertaken.
	3	Liaise with Livelihoods, Cash Working Group.
<p>Contracts for Skilled Labour.</p>	1	Use contracts and invoices for skilled labour paid at market rates.

STANDING OPERATING GUIDELINES

ix. Strengthening Capacity of Government CCCM Focal Points.		
Initial Action or Need		Follow Up Actions or Comments
Identify Government CCCM Focal Points (FP) in each governorate and district level if possible.	1	CCCM agencies determine a CCCM Liaison to engage with government representatives and establish networks and partnership.
Government understands and supports the CCCM strategy and programming. Refer to CCCM HRP Exit Strategy.	1	Through liaison and partnership with CCCM Focal Points (FP), ensure that government officials fully understand and support the CCCM strategy and your agency's programming.
	2	Relay any issue of government concern to the CCCM Cluster for follow up.
Sustainable Outcomes. CCCM Focal Points develop a strong awareness of and capability to perform CCCM related roles and responsibilities. Ideally, government establishes its own CCCM MRT capability. Capacity Building.	1	Conduct a training needs analysis based on existing FP capacity, commitment to participate.
	2	Develop MoU if capacity building is to be undertaken. This could include both formal CCCM training and on-the-job training and mentoring at site level.
	3	Identify expectations of both parties including outcomes and actions to be taken by the FP following the capacity building component.
	4	Capacity building: Set agenda per sector, record action points, follow up on action points, share minutes, and provide refreshments and stationery.
Policy Development – CCCM. New formal planned camps. Protection Principles.	1	Support CCCM FP to develop relevant local government policy or SOP related to temporary settlements, camp administration, CCCM.
	2	If requested by government, support authorities in appropriate site selection & design for new formal planned camps.
	3	Consider Fundamental Humanitarian Principles.
	4	Seek support of Protection partners prior to making any commitment on policy support.
Information Management tools and data are shared with CCCM FPs in line with Protection guidelines and CCCM 2016 HRP Exit Strategy. Ensure Sex and Age Disaggregated Data (SADD) is captured.	1	Map all relevant government stakeholders including local councils, committees and ministries in the area of operation.
	2	Share all service mapping, 3Ws, contact lists and referral pathways.
	3	Share RASP data to ensure CCCM FP is aware of what is being monitored and actions taken by CCCM Mobile Response Team.
Transparency in CCCM roles, responsibilities and programming. Housing, Land and Property. Community Self-Autonomy. Gender Equality.	1	Ensure government CCCM FP is informed of or included in selection of site representatives, including gender balance.
	2	Gain official authority for site upgrade works if required and have the Integrated Site Risk Management Plans endorsed if required.
	3	Facilitate familiarization visits of local authorities (e.g., MODM) to informal settlements.
	4	Support regular coordination (i.e., with sub-district councils) and periodic monitoring.

x. Strengthening Capacity of Community Based CCCM Focal Points.

Initial Action or Need		Follow Up Actions or Comments
Identify key representatives in each informal IDP settlement, to act as a CCCM Focal Point (FP). Gender Balance.	1	CCCM Mobile Response Teams (MRTs) establish networks and partnership with IDP key representatives/informants or CCCM FPs.
	2	Identify both men and women who have clear leadership skills.
Site Management. Communicating with Communities. Community Self-Autonomy. Gender Equality. Women's Empowerment.	1	If appropriate (e.g. site scale) encourage site committees similar to a formal settlement.
	2	Provide minimal CCCM training as may be required to IDP FPs or committees but tailored to the specific site needs and critical areas such as health, safety and environment.
	3	Provide working tools such as community notice boards, stationery and phone credit to enable contact with the CCCM agency, IDP Call Centre and government authorities.
	4	Link the IDP FPs with Government CCCM FPs and Community Based Protection Centres. Include CCCM FP in coordination meetings if possible (consider a transportation allowance).
Integrated Site Risk Management Plan (ISRMP). See SOG i, vii and viii. Site Management. Communicating with Communities. Health, Safety, Environment (HSE). Disaster Risk Reduction (DRR). Community Self-Autonomy. Gender Equality. Women's Empowerment.	1	CCCM FPs act as key informants and must be present when CCCM staff are collecting data during RASP assessments.
	2	CCCM FPs should be fully aware of all M&E assessments and play a central role when CCCM MRT members design the ISRMP.
	3	A plan of action to install, repair and maintain the site in a livable condition should be recorded in the ISRMP, with inputs from Shelter and WASH.
	4	The ISRMP clearly states activities required by IDPs to maintain shelter, WASH, other facilities and utilities (e.g. drainage, waste management, electrical, lighting etc.) in keeping with the themes of Health, Safety and Environment.
	5	The Plan should clearly state who is responsible for each activity including IDP follow up actions and timeframe/frequency.
Impact Monitoring and Evaluation. Site Management. Health, Safety, Environment. Community Self-Autonomy. Gender Equality.	1	MRT undertakes minimum bi-monthly site visits to monitor the impact of the intervention and complete a new ISM entry on ODK – linked to Baseline Red Flag system.
	2	FP participates with the M&E activity together with MRT bi-monthly visit.

Annexures B -- CCCM Cluster Monitoring Evaluation and Planning Tools

- i) *Risk Assessment Site Priority Tool* (under review to be inserted)
- ii) *Informal Settlement Monitoring Tool* (under review to be inserted)
- iii) *Integrated Site Risk Management Plan Template*

Integrated Site Risk Management Plan – Template

Humanitarian Needs, Health, Safety and Environmental Protection.

i. Settlement Location		
Camp/Settlement Name	Village/Town/Suburb Name	GPS - Latitude N Longitude E
		N E
Governorate	District	Sub-District
ii. Settlement Contacts		
Site Focal Point Name	Site Focal Point Telephone #	Site Focal Point Email
1)	1)	1)
2)	2)	2)
Site/Land Owner Name	Owner Contact Telephone #	Owner Contact Email
iii. Settlement Land and Property Upgrade Legal Status		
Full Upgrade Approved	Partial Upgrade Approved	Other Comments
Approval by:	Approved By:	
Date of Approval:	Date of Approval:	
iv. Key Threats to HEALTH Identified in RASP Tool – HIGH and MEDIUM SEVERITY RISK		
<p>Reference line item No. from RASP</p> <p>Insert Photo of every threat to HEALTH if possible</p>		

Basic Description of the Threats to HEALTH			
Risk Reduction, Mitigation or Maintenance Actions to Control the Threats to HEALTH (By Agency and or IDPs, or Contracted)			
What	When	Who	
Follow Up Maintenance Actions by IDP Representatives			
What	When or How Often	Who	Gender
v. Key Threats to SAFETY Identified in RASP Tool – HIGH and MEDIUM SEVERITY RISK			
<p>Reference line item No. from RASP</p> <p>Insert Photo of every threat to SAFETY if possible</p>			

Basic Description of the Threats to SAFETY			
Risk Reduction, Mitigation or Maintenance Actions to Control the Threats to SAFETY (By Agency and or IDPs, or Contracted)			
What	When	Who	
Follow Up Maintenance Actions by IDP Representatives			
What	When or How Often	Who	Gender
vi. Key Threats to or from the ENVIRONMENT Identified in RASP Tool – HIGH and MEDIUM SEVERITY RISK			
<p>Reference line item No. from RASP</p> <p>Insert Photo of every threat to or from the ENVIRONMENT if possible</p>			

Basic Description of the Threats to or from the ENVIRONMENT
--

Risk Reduction, Mitigation or Maintenance Actions to Control the Threats to or from the ENVIRONMENT (By Agency and or IDPs or Contracted)
--

What	When	Who

Follow Up Maintenance Actions by IDP Representatives			
What	When or How Often	Who	Gender

Food and Nutrition			
Needs	Action	Agency	Timeline

Non-Food Items (NFI) Basic Needs			
Needs	Action	Agency	Timeline
Protection			
Needs	Action	Agency	Timeline
Livelihoods			
Needs	Action	Agency	Timeline
Education			
Needs	Action	Agency	Timeline

Annexures C -- Joint Cluster Seasonal Preparedness

- i) *Shelter, WASH, CCCM Winterisation Guidance*
- ii) *Shelter, WASH, CCCM Summerisation Guidance*

Winterisation Assistance

Introduction

These recommendations have been agreed nationally in Iraq between the Shelter/NFI, WASH and CCCM clusters, with the participation of the Protection Cluster, Child Protection Working Group, Cash Working Group and the SGVB and ICLA programmes of NRC. The Winterisation Technical Working Group (TWiG) provides here advice to agencies providing supplementary shelter and NFI assistance to both internally displaced populations and refugees in response to their additional needs over the winter period 2015-16. The document is based upon lessons learned from: winterisation efforts in 2014; from feedback from post distribution monitoring of winterisation assistance in late 2014 and early 2015; and global guidance documents on selection of NFIs and shelter for winterisation.

1. **Prioritisation and Vulnerability**

These recommendations should be read in conjunction with the agreed [Prioritisation Tool](#) (TBC). In the highly restricted funding environment in Iraq, the Shelter/NFI Cluster recommends that agencies move towards vulnerability-based assistance, rather than ‘blanket’ or total coverage of a given population.

2. **Gender and Protection**

Winterisation activities and non-food items should be designed based on gender, age and ethno-religiously segregated community consultations, involving all categories of affected persons, including children, persons with disabilities and older persons. Equitable treatment should be offered to those living in all settlement typologies, from host families to camps and non-camps settings, on the basis of need and not according to which solutions are easier to achieve. Vulnerable groups must have equal access to non-food items and ability to transport them, requiring proactive measures to reach the isolated, elderly, children and disabled. Both items for distribution and the process itself must take into account the age and gender of the beneficiaries. Referral and accountability mechanisms must be in place. Confidential complaints methods should be set up to receive and investigate allegations of sexual exploitation and abuse of women, girls, boys and men receiving goods or seeking registration. Formal and informal monitoring should be done through both winterisation and child protection activities.

Distribution and undertaking works should be accessible and safe for all, including those adults and children with physical disabilities and specific vulnerabilities. Considerations should be made for the timing of distributions taking into account household dynamics, gender roles, and daily activities of beneficiaries. Further, activities should be conducted at times and in locations that improve women and children’s ability to move safely and independently in public, particularly during night hours; avoiding mixed-gender distribution lines; providing gender-segregated WASH facilities during distribution. Staff should be trained to identify and refer vulnerable or at risk children at the distribution sites. Monetised cash programming involving paid work, including community support to vulnerable groups, should ensure that women’s and men’s pay is equal and minors are not involved in child labour in any aspect of the distribution pipeline. Apply standards on data management to secure referral data and confidentiality.

3. **Housing Land and Property**

Distribution and undertaking works must take into account HLP considerations. Where winterisation kits consist of items which could lead to invasive repairs or upgrades to buildings (e.g. sealing-off kits), beneficiaries should be assisted to obtain formal permission from building owners before installation of such items. Otherwise there is a risk that beneficiaries will inadvertently breach the terms of their oral or written lease agreement, wherein repairs or upgrades by the tenant without permission from the building owner are often not permitted, thereby putting themselves at risk of eviction. Even in the case of absentee or derelict



building owners, Iraqi civil law requires tenants to obtain a court order before undertaking repairs or upgrades themselves, particularly if they seek to secure compensation for the costs incurred in relation to such repairs or upgrades. Where installation of winterisation kits require labour input, beneficiaries should be contracted to undertake such works, thereby allowing them to generate income for rental or utility fees.

4. Cash-Based Assistance

Combined assistance between direct distribution and cash based assistance is recommended for this years' winterisation assistance, where possible and appropriate. This is in line with the principles of accountability to affected populations as it ensures and respects freedom of choice to address self-identified needs. Furthermore, it is in line with the broader move by the humanitarian community in Iraq to a greater use of direct cash in areas where markets are functioning and accessible to conflict-affected families. Given the current operational realities and challenges, a full monetisation of winterisation assistance is not recommended by the Shelter/NFI cluster and the CBRWG. The Shelter/NFI cluster hand-in-hand with the CBRWG will continue to tailor recommendations on winterisation assistance, based upon learnings gathered from post distribution monitoring of both direct distribution and cash based assistance.

The commitment is to address self-identified needs of conflict affected communities whilst ensuring that immediate needs such as food and rent do not mask important winterisation needs, not yet declared. This is important to note, as pre-planning for winterisation assistance takes place in the last months of summer. Direct distributions should include items described in the Settlement Typology Options Matrix that are not available in sufficient quantity or quality in the Iraq market. Direct distributions can be complemented with Cash Based Assistance in two ways.

Option One: Unconditional Cash Assistance

Multi-purpose cash assistance (MPCA) is provided as a rapid response to newly displaced (less than 2 months) conflict-affected households to meet critical basic needs. Extremely vulnerable households receive two additional months of MPCA based on an in-depth vulnerability assessment. Winterisation assistance not provided through direct distributions should be monetised. Referencing the prices provided within the Settlement Typology Option Matrix, a USD 240 one-off transfer would be the standardised unconditional cash assistance during the winter months. To ensure the effectiveness of this approach, the USD 240 should be considered a top-up of the MPCA. This will allow household to cover basic needs as well as winterisation needs with the topped up MPCA. Partners designing programmes with a top-up approach are encouraged to work closely with the CBRWG to receive formal referrals to households already receiving the MPCA. The ideal timing for a top-up approach would be a disbursement of the USD 240 during the months of November and December 2015 as well as January and February 2016.

Option Two: Mixed Approach of Conditional and Unconditional Cash Assistance

Whilst less favoured, partners can choose to complement direct distributions with vouchers restricted to a pre-selected list of winterisation items. This approach does limit the choice of conflict affected families but it does not eliminate it, if families choice of which items to purchase from the list is respected. The voucher approach will still require a transfer for unconditional cash to account for transport fees associated with the market visit. A successful voucher programme will depend upon a wide selection of vendors spread across multiple geographical areas, to facilitate access to conflict-affected facilities. Partners designing voucher programmes are encouraged to contact the CBRWG for lessons learned from similar programmes in Iraq, as well as to receive any technical assistance in the design and set up of voucher programmes, if required.

5. Location

Activities should take into account colder temperatures in Northern areas, in addition to higher rainfalls in Southern areas, often requiring flooding mitigation measures at both community and household levels, comprising surface water drainage, ballast to raise areas at risk and sandbags surrounding family shelters.

6. Shelter/NFI Cluster – see Annexes A and B for recommendations and Annex C for a listing of standard NFIs

In addition to the priorities and provisions set out in the Iraq National Shelter/NFI Strategy, the recommendations presented in Annexes A and B, the Settlement Typology Options Matrix in Annex C define the recommended combination of kits A-G for additional winterisation support to each typology. As explained above (4), vouchers may be used in combination with direct distributions, especially for items such as clothing. International procurement should be undertaken for plastic sheeting, however other items may be procured locally. Most space heaters and cooking stoves are kerosene-fuelled, however in some contexts, there is a preference for gas. The recommendations for both fuels are that: appliances should have a child safety switch; adequate provision is made for ventilation; fire extinguishers are provided; and in buildings, fire alarms are provided. Gas appliances are not recommended for use in tents without floors.

7. WASH items, Water-borne disease and hygiene health, safety, WASH Cluster – see Annex D for a listing of standard NFIs

Distribution of Water, Sanitation and Hygiene Items would continue as per established partner distribution schedules and plans (see full item lists in section below). The definition of a standardised, cluster agreed hygiene kit is being prioritised (and already initiated for Dahuk), including the exploration of a voucher mechanism where feasible. As a minimum, and in line with cluster minimum standards, distribution of a consumable hygiene kit, containing bathing soap, laundry soap and female sanitary napkins is recommended by the WASH cluster to ensure basic hygiene and dignity of affected populations. Most of the WASH related items and actions are needed along the year and are not specific to winter. However, a specialised WASH item that can be considered for distribution/installation for winterisation is a heater for bathing water. This is important from a health perspective – avoiding bathing due to cold weather could increase the risk of disease due to poor personal hygiene. Specifications are provided in the section below. Given the high safety risks, locally-made immersion water heaters, and kerosene heaters are **not recommended** for use. Solar or wall mounted electrical installations are recommended if deemed necessary (see items list in section below). Any installations must be undertaken in consultation with Shelter/CCCM and camp administration. In terms of health and hygiene, regular hygiene promotion activities would continue as per established partner distribution schedules and plans. Given the seasonality, and the risk of epidemics in endemic areas, cholera preparedness and planning would be recommended for high risk Governorates (Dahuk, Erbil, Sulaymaniyah, Kirkuk, Diyala, Anbar and Ninewa).. This would include routine preparedness activities (e.g. regular monitoring of the drinking water supply quality and sanitation facilities condition; specific Cholera awareness campaigns and training) as well as response activities, including distribution of WASH Cholera kits (see items list below). Awareness and training on scabies and lice prevention and care should also be considered.

The winter season brings rain, with the associated risk of flooding of settlement areas and of drainage and sanitary infrastructure (drains, cesspits etc.). Flooding can also reduce access to sanitation facilities, and can result in standing, stagnant water which will lead to unhygienic conditions and attract vectors. Preparedness and response activities would include digging, deepening and clearing drainage channels, to ensure rain water flow to either natural drains or municipal drains. There may also be need to increase desludging frequency over the rainy season, while in areas prone to flooding and water stagnation, increased vector control activities would also be recommended. To better assure access to WASH facilities, gravelling of roads leading to WASH facilities (for desludging and water trucks) or of pathways leading towards WASH facilities from tents (for individual users) could also be considered.

8. Communal services, settlements and buildings health and safety, CCCM Cluster – see Annex E for a listing of standard NFIs

Winterisation Assistance



Maintenance of camp/centre infrastructure: solid waste disposal in camps could cost block surface water drainage in winter and there is a need to work on campaigns to ensure residents are aware of the serious consequences for not keeping the camps clean. The Camp Management Team (CMT) could ask camp residents to participate actively with focal points, to make sure that camps are free of refuse on the ground. There is a need for evaluation of flooding risks in the sites and settlements: if risks are present, there is a need to identify alternative locations within the same sites/settlements, or elsewhere to be available at short notice. It is also important to strengthen the system to gather information on the maintenance of shelter so that timely action can be taken.

Accessibility issues, such as the deterioration of roads and flood risks from snow melt must be monitored and improved, in addition to the usual security situation. Alternatives must be in place for communicating with the communities and logistics for the delivery of assistance. Camp Managers (CMs) and communities should collaborate to ensure that sector-level winterization activities are sufficient for each site. If this is not the case, CMs should work with specific sector is needed to advocate for solutions. In this regard, partners should work closely with CMs to develop and monitor site specific winterisation plans for each camp. CMTs could identify how much space in the camps can be made available for people living in at-risk unfinished/abandoned buildings and in informal settlements. In parallel, the evaluation of the out-of-camp locations most at risk should be undertaken in advance, so as to ensure an orderly relocation towards the camp, in case of need.



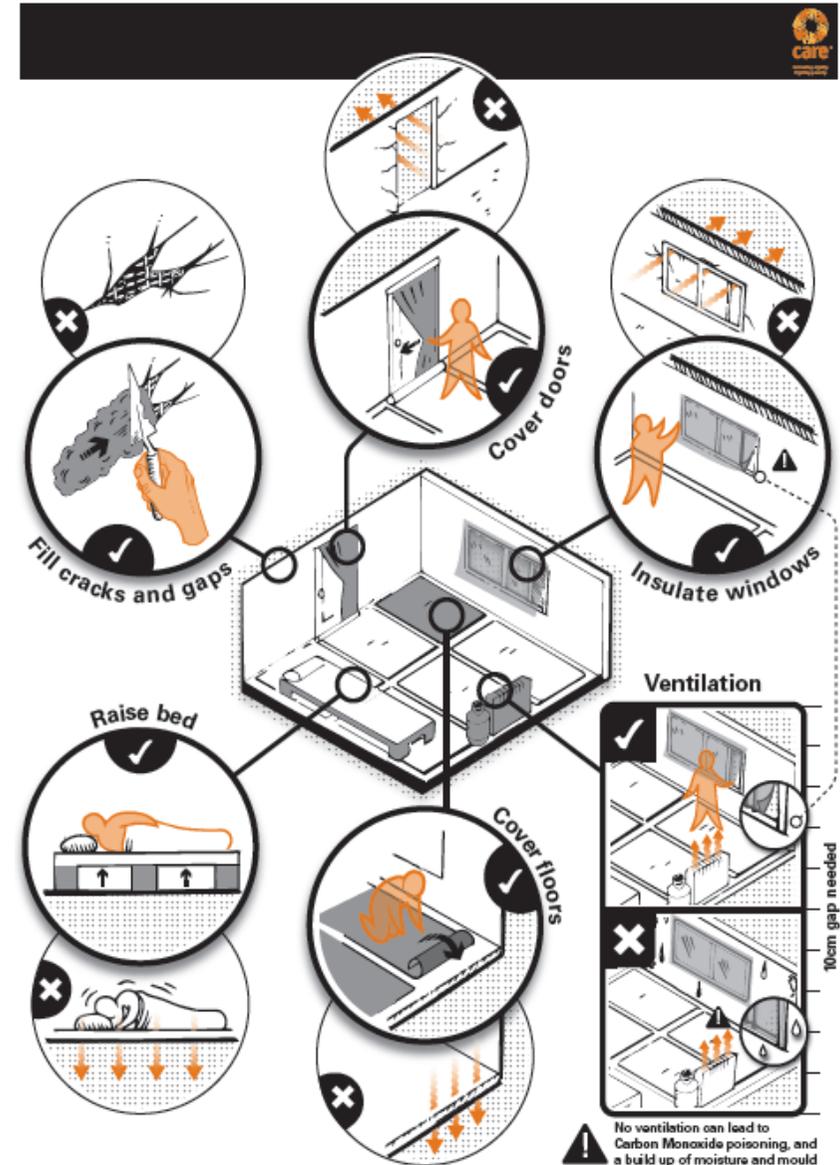
Annex A: Shelter/NFI guidance on how to keep warm in winter, presenting priorities and modalities References:
<http://humanitarianlibrary.org/channel/iraq-shelter-housing-nfis> Acknowledgement: CARE/TDL London.

How to **KEEP WARM** In Winter

PRIORITIES

- 1 Clothing**
 Purchase warm clothing for every member of your family. It's their best defence against the cold.
- 2 Cover**
 Find a suitable shelter to protect you from winter weather.
- 3 Beds & Bedding**
 Use mattresses and blankets to keep warm at night. Raise your bed off the floor to prevent heat loss into the ground.
- 4 Draftproofing**
 Keep out the cold by draft proofing occupied rooms in your shelter. Fill gaps and cracks in walls and around the windows and doors. Insulate windows by fixing a clear plastic sheet either inside or outside.
- 5 Heating**
 Heat occupied rooms with a suitable heater. If using gas and solid fuel heaters, protect your children: make sure there is a 10x10cm ventilation opening (in the shelter) to prevent carbon monoxide poisoning.
⚠️ REMEMBER TO KEEP ROOM VENTILATED
- 6 Insulated Floor**
 Use rugs, mats and blankets to insulate the floor to prevent rising cold and heat loss.
- 7 Insulated Roof & Walls**
 Consider insulating the walls and roof of your shelter to prevent heat loss.

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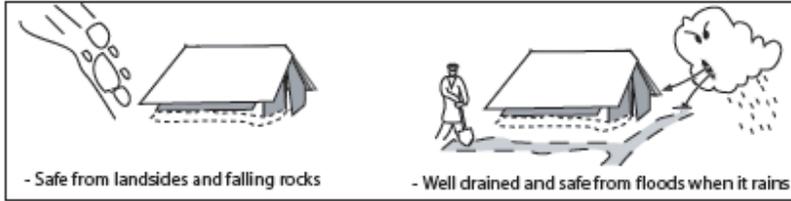


Annex B: Shelter/NFI guidance on how to winterise tents and support fire safety
References: <http://humanitarianlibrary.org/channel/iraq-shelter-housing-nfis>

WINTERISING TENTS

This guide contains some simple suggestions on how tents can be upgraded if families have the correct materials.

CHOOSE A SAFE SITE



IMPROVE TENT



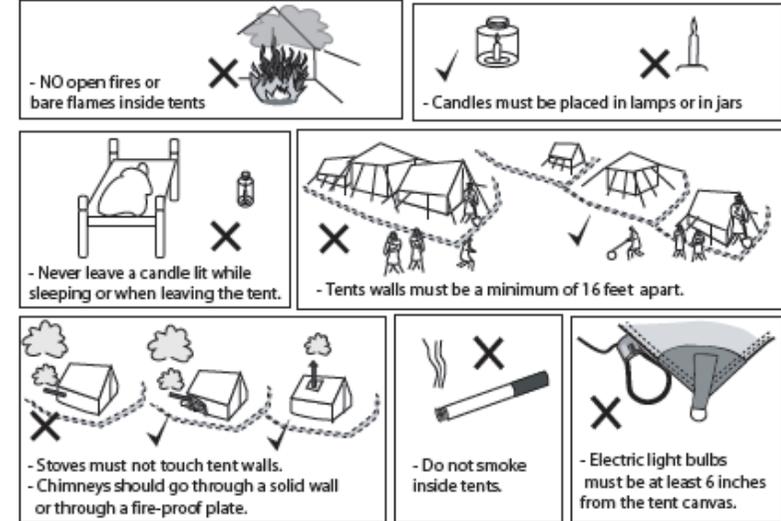
BE FIRE SAFE



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FIRE SAFETY

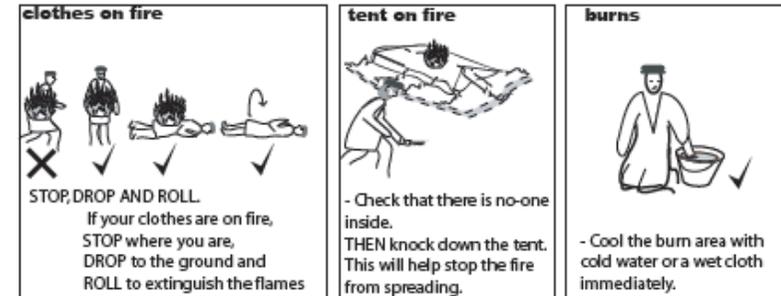
PREVENTION



PREPAREDNESS



IN CASE OF FIRE



EMERGENCY SHELTER CLUSTER TECHNICAL UNIT - 21/12/08

Annex C: Shelter & NFI Cluster References: <http://humanitarianlibrary.org/channel/iraq-shelter-housing-nfis>

In addition to the priorities and provisions set out in the Iraq National Shelter/NFI Strategy, the Settlement Typology Options Matrix below defined the recommended combination of kits A-G for additional winterisation support to each typology. Options distributed may differ from recommendations, based upon field assessment.

In order that consistent support is offered to households, two winterisation packages are recommended, which may also be offered in combination: (1) the Winterisation Shelter NFI Kit costs USD (\$)300, of which material costs are \$240; and (2) the Sealing-Off Kit costs \$630, of which material costs are \$190. As examples: households in Informal Settlements and Open Air may be supported with kits A, B and D, with any selection of items from those listed to the value of \$240; whereas households in Informal Settlements and Open Air may be supported with kits A, C, E and F, with any selection of items from those listed to the value of \$240+\$630+\$870. Assistance may be through direct distribution of materials or monetised, through cash (see Section 4).

Settlement Typology Options Matrix								
Types	Settlement typologies	A Household NFIs	B Small Fuel Storage	C Large Fuel Storage	D Tent Insulation Kit	E Sealing-off Kit	F Toolkits	G Clothing
1 Camps	Camps (CM)							
2 Critical shelter arrangements	2.1 Religious buildings (RB)							
	2.2 Unfinished/abandoned buildings (UB)							
	2.3 School buildings (SB)							
	2.4 Other informal settlements (IS)							
3. Private settings	3.1 Host community (HC)							
	3.2 Rented houses (RH)							
	3.3 Hotels/motels (HM)							
4. Other or unknown	4.1 Other formal settlements (OT)							
	4.2 Unknown (UN)	Options distributed will differ and should be based upon field assessment.						

A	Household NFI Kit						
#	Item description	Unit	Number	Unit cost/\$	Cost/\$	Implementation modality	Specification description
1	Blanket/Quilt	piece	6	12	72		
2	Mattress	piece	6	16	96		
3	Space Heater/Stove	piece	1	38.4	38.4		
4	Water Can	piece	1	1.9	1.9		
5	Tarpaulin (4m x 5m)	piece	1	12.5	12.5		IFRC/UNHCR
B	Household NFI – Small Fuel Storage						



#	Item description	Unit	Number	Unit cost/\$	Cost/\$	Implementation modality	Specification description
1	Kerosene Can 20 Litre	piece	1	3.36	3.36		
C Household NFI – Large Fuel Storage							
#	Item description	Unit	Number	Unit cost/\$	Cost/\$	Implementation modality	Specification description
1	Kerosene Barrel 220 Litre	piece	1	28	28		
D Shelter NFI - Tent Insulation Kit							
#	Item description	Unit	Number	Unit cost/\$	Cost/\$	Implementation modality	Specification description
1	Inner Liner	piece		343.2	343.2		
2	XPS Boards	piece	3	57.6	172.8		
E Shelter NFI - Sealing-Off Kit							
#	Item description	Unit	Number	Unit cost/\$	Cost/\$	Implementation modality	Specification description
1	2cm x 6cm x 3m Square Cut Timber	piece	5	8	40	(15 lm) Square cut timbers for building doors (7lm), 2 windows @ 3.5 lm each	
2	12mm x 1.21m x 2.42m Exterior Grade Plywood	sheet	2	25	50	Panels for partitioning, providing cover for openings in exterior wall	
3	Steel Nails - Galvanized 8d	kg	1	5	5	Nails for fastening timber	
4	Clear 100% Silicone Caulking	tube	2	5	10	For sealing small gaps and cracks	
5	10m Rope – Polypropylene	length	1	4	4	General purpose rope	
6	Tarpaulin (4m x 5m)	piece	1	15	15	Roof/wall covering	IFRC/UNHCR
7	Clear Plastic Sheeting - 6mm (.006 inch), 4m x 3.5m	m2	14	1.5	21	Clear plastic sheet for sealing 2 windows + door + additional (market price is probably in kg rather than m2)	
8	Expanding Spray Foam	can	1	5.25	5.25	Sealing large gaps	
9	Nails With Washer Head	kg	0.5	3.2	1.6	For plastic sheeting/tarpaulins	
10	Small Nails (6d)	kg	0.5	4	2	General use, fastening timber	
11	5cm X 10cm Metal Plates With Screws	piece	12	0.99	11.9	For door construction	
12	Metal Handle For Door	piece	1	12	12	For door installation	
13	Hinges With Screws	piece	2	1.5	3	For door installation	
14	12 Gauge Braided Steel Cable	ml	30	1	30	General use	
15	Square Cut Timber 3.8cm x 9cm x 250 cm	piece	2	10	20	For door installation	



16	16 D Nails	kg	0.25	4.8	1.2	General use, fastening timber	
17	Construction Adhesive - Wood/Concrete/Metal	tube	1	4.5	4.5	Securing timber to concrete block, door construction, etc	
18	Sealing-Off Kit Manual	piece	1	1	1		
19	Duct tape	roll	1	4.5	4.5		
20	Smoke detector	piece	1	17	17	2 year warranty on batteries	VITA Brand
F	Shelter NFI - Toolkit						
#	Item description	Unit	Number	Unit cost/\$	Cost/\$	Implementation modality	Specification description
1	Hammer	piece	1	10	10		
2	Saw	piece	1	9	9		
3	Screw Driver (1 Philips Head)	piece	1	4	4		
4	Caulk Gun	piece	1	4.5	4.5		
5	Gloves	piece	1	6.5	6.5		
6	Safety Glasses	piece	1	5.9	5.9		
7	Shears	piece	1	10	10		
G	Clothing						
#	Item description	Unit	Number	Unit cost/\$	Cost/\$	Implementation modality	Specification description
Women's clothing							
1	Gloves women size	pair	1	2.31	3.31		
2	Scarf / hijab for women	piece	1	3.69	3.69		
3	Kit underwear shirt long sleeve + pant for women size M to XXXL	set	1	7.31	7.31		
4	Warm jacket with buttons for women – size M to XXXL	piece	1	7.69	7.69		
5	Warm socks-black 36-40	pair	3	0.83	2.49		
6	Jilab / dress for winter (thick) – size M to XXXL	piece	1	11.54	11.54		
7	Raincoat	piece	1	6.31	6.31		
8	Women's winter boots	pair	1	20	20		
Men's clothing							
1	Gloves men size	pair	1	2.31	3.31		
2	Scarf for men	piece	1	3.69	3.69		
3	Kit underwear shirt long sleeve + pant	set	1	6.54	6.54		



	for men size M to XXXL					
4	Warm jacket with zip or buttons for men – size M to XXXL	piece	1	98.62	9.62	
5	Warm socks-black 40-46	pair	3	0.83	2.49	
6	Warm cap for men	piece	1	1.73	1.73	
7	Raincoat	piece	1	6.31	6.31	
8	Men's winter boots	pair	1	20	20	
#	Children's clothing					
1	Warm Jacket Size XXS Boys (with zip or buttons)	piece	1	15	15	
2	Warm Jacket Size XS Boys (with zip or buttons)	piece	1	20	20	
3	Warm Jacket Size S Boys (with zip or buttons)	piece	1	20	20	
4	Warm Jacket Size M Boys (with zip or buttons)	piece	1	25	25	
5	Warm Jacket Size XXS Girls (with zip or buttons)	piece	1	15	15	
6	Warm Jacket Size XS Girls (with zip or buttons)	piece	1	20	20	
7	Warm Jacket Size S Girls (with zip or buttons)	piece	1	20	20	
8	Warm Jacket Size M Girls (with zip or buttons)	piece	1	25	25	
9	Warm Trousers Boys age 5-7	piece	1	7	7	
10	Warm Trousers Boys age 8-9	piece	1	7	7	
11	Warm Trousers Boys age 10-11	piece	1	10	10	
12	Warm Trousers Boys age 12-13	piece	1	15	15	
13	Warm Trousers Girls age 5-7	piece	1	7	7	
14	Warm Trousers Girls age 8-9	piece	1	7	7	
15	Warm Trousers Girls age10-11	piece	1	10	10	
16	Warm Trousers Girls age12-13	piece	1	15	15	
17	Warm Socks age 0-1 (boys and girls)	pair	2	0.5	0.5	
18	Warm Socks age 2-3 (boys and girls)	pair	2	0.5	0.5	

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19	Warm Socks age 4-5 (boys and girls)	pair	2	0.5	0.5	
20	Warm Socks age 6-7 boys	pair	2	0.8	0.8	
21	Warm Socks age 8-9 boys	pair	2	0.8	0.8	
22	Warm Socks age 10-11 boys	pair	2	1	1	
23	Warm Socks age 12-13 boys	pair	2	1	1	
24	Warm Socks age 5-6 girls	pair	2	0.8	0.8	
25	Warm Socks age 7-8 girls	pair	2	0.8	0.8	
26	Warm Socks age 9-10 girls	pair	2	1	1	
27	Warm Socks age 11-12 girls	pair	2	1	1	
28	Warm Socks age 13-14 girls	pair	2	1	1	
29	Baby soft blanket	piece	1	6	6	
30	Baby winter clothing 0-9 months	set	2	8	8	
31	Winter/warm clothes 1-2 Years Girl	set	2	10	10	
32	Winter/warm clothes 3-4 Years Girl (warm T-shirt long sleeve + pant)	set	2	10	10	
33	Winter/warm clothes 5-6 Years Girl (warm T-shirt long sleeve + pant)	set	1	12	12	
34	Winter/warm clothes 7-8 Years Girl (warm T-shirt long sleeve + pant)	set	1	15	15	
35	Winter/warm clothes 9-10 Years Girl (warm T-shirt long sleeve + pant)	set	1	15	15	
36	Winter/war clothes Kit 11-12 Years Girl (warm T-shirt long sleeve + pant)	set	1	15	15	
37	Winter/warm clothes 13-14 Years Girl (warm T-shirt long sleeve + pant)	set	1	18	18	
38	Winter/warm clothes 1-2 Years Boy(warm T-shirt long sleeve + pant)	set	1	10	10	
39	Winter/warm clothes 3-4 Years Boy (warm T-shirt long sleeve + pant)	set	1	10	10	
40	Winter/warm clothes 5-6 Years Boy (warm T-shirt long sleeve + pant)	set	1	12	12	
41	Winter/warm clothes 7-8 Years Boy (warm T-shirt long sleeve + pant)	set	1	15	15	
42	Winter/warm clothes 9-10 Years Boy	set	1	15	15	

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	(warm T-shirt long sleeve + pant)					
43	Winter/warm clothes 11-12 Years Boy (warm T-shirt long sleeve + pant)	set	1	15	15	
44	Winter/warm clothes 13-14Years Boy (warm T-shirt long sleeve + pant)	set	1	20	20	
45	Wool Hand Gloves 5-6 Years Boy	pair	1	1	1	
46	Wool Hand Gloves 7-10 Years Boy	pair	1	1.5	1.5	
47	Wool Hand Gloves 11-13 Years Boys	pair	1	1.5	1.5	
48	Warm Hat and warm scarf Girls 4-5 Years	set	1	4	4	
49	Warm Hat and warm scarf Girl 6-8 Years	set	1	6	6	
50	Warm Hat and warm scarf Girl 9-11 Years	set	1	6	6	
51	Warm Hat and warm scarf Girls 12-13 Years	set	1	8	8	
52	Warm Hat and warm scarf Boys 4-5 Years	set	1	4	4	
53	Warm Hat and warm scarf 6-8 Years	set	1	6	6	
54	Warm Hat and warm scarf Boys 9-11 Years	set	1	6	6	
55	Warm Hat and warm scarf Boys 12-13 Years	set	1	8	8	
56	Winter Boots 3-4 Years Girl	pair	1	8	8	
57	Winter Boots 5-6 Years Girl	pair	1	10	10	
58	Winter Boots 7-8 Years Girl	pair	1	12	12	
59	Winter Boots 9-10 Years Girl	pair	1	15	15	
60	Winter Boots 11-12 Years Girl	pair	1	18	18	
61	Winter Boots 13-14 Years Girl	pair	1	18	18	
62	Winter Boots 3-4 Years Boy	pair	1	8	8	
63	Winter Boots 5-6 Years Boy	pair	1	10	10	
64	Winter Boots 7-8 Years Boy	pair	1	12	12	
65	Winter Boots 9-10 Years Boy	pair	1	15	15	
66	Winter Boots 11-12 Years Boy	pair	1	18	18	
67	Winter Boots 13-14 Years Boy	pair	1	20	20	

Winterisation Assistance



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68	Kit underwear 4-5 years Girls (shirt without sleeve + Short)	kit	2	2	2	
69	Kit underwear 6-7 years Girls (shirt without sleeve + Short)	kit	2	4	4	
70	Kit underwear 8-9 years Girls (shirt without sleeve + Short)	kit	2	4	4	
71	Kit underwear 10-11 years Girls (shirt without sleeve + Short)	kit	2	5	5	
72	Kit underwear 12-13 years Girls (shirt without sleeve + Short)	kit	2	5	5	
72	Kit underwear 4-5 years Boys (shirt without sleeve + Short)	kit	2	2	2	
74	Kit underwear 6-7 years Boys (shirt without sleeve + Short)	kit	2	4	4	
75	Kit underwear 8-9 years Boys (shirt without sleeve + Short)	kit	2	4	4	
76	Kit underwear 10-11 Boys (shirt without sleeve + Short)	kit	2	5	5	
77	Kit underwear 12-13 Boys (shirt without sleeve + Short)	kit	2	5	5	
78	Raincoat (children ages 6-14)	piece	1	6	6	

Annex D: WASH Cluster References: <http://humanitarianlibrary.org/channel/iraq-wash-nfis>

The definition of a standardised, cluster agreed hygiene kit is being prioritised (and already initiated for Dahuk), including the exploration of a voucher mechanism where feasible. As a minimum, and in line with cluster minimum standards, distribution of a consumable hygiene kit, containing bathing soap, laundry soap and female sanitary napkins is recommended by the WASH cluster to ensure basic hygiene and dignity of affected populations. The below are suggested for guidance.

A. Hygiene items (Long lasting items)

Kit for 6 months for 1 household of 6 members (3 male, 3 female - 3 adults, 3 children). Estimated prices for gross supply in Erbil, including transportation and conditioning

Item	Unit	Number	Unit cost/\$	Total cost (\$)	Specification Description
Adult Toothbrush	Piece	3	0.90	2.70	Adult size, medium hardness, individually wrapped.
Child Tooth Brush	Tube	3	0.70	2.10	Children size, soft, individually wrapped
Soap Box	Piece	1	1.00	1.00	In 2 pieces, boilable plastic.
Comb	Piece	3	0.20	0.60	Plastic
Towel	piece	3	3.00	9.00	100% cotton, 50 x 80 cm, (approx. surface 4000 cm ² +/- 5%), 340 gsm (a thick bath towel, with rough, loose, uncut pile, very absorbent).
Safety pins	pack	1	2.00	2.00	Safety pins, medium size, nickel-free, pack of 12.
Washing Line	Piece	1	1.00	1.00	10 m., polypropylene centre, PVC covered.
Total estimated cost for 1 kit (\$)				18.40	

B. Hygiene Items (Consumables)

Kit for 1 month for 1 household of 6 members (3 male, 3 female - 3 adults, 3 children). Estimated prices for gross supply in Erbil, including transportation and conditioning

Item	Unit	Number	Unit cost/\$	Total cost (\$)	Specification Description
Adult Toothpaste	Tube	2	1.50	3.00	Tube. 75 ml, peppermint flavour
Child Tooth Paste	Tube	4	1.50	6.00	Tube. 75 ml, child's flavoured
Body Soap (125g)	Bar	12	0.35	4.20	Toilet soap for personal hygiene. Suitable for both baby and adult. Wrapped bar. Non-perfumed, for normal skin. Hypoallergenic, wrapped bar. Not less than 100-110 g. Long durability.
Shampoo	Bottle	3	1.50	4.50	Hypoallergenic, PH factor 5.5, bottle 500 ml. NB: Where provisions are made for shampoo, this needs to be factored in while calculating body soap.
Laundry Soap	Bag	1	3.50	3.50	Laundry soap powder (Manual / hand wash). Recommended 200g/month
Sanitary Pads	Pack	3	1.00	3.00	Sanitary towels, disposable, pack of 10. Ultra-Thin Material: Cotton Shape: Winged Feature: Super Absorbent Style: Size: Large or 350mm
Antiseptic Disinfectant	Bottle	2	0.50	1.00	in PVC bottle of 500ml.
Total estimated cost for 1 kit (\$)				25.20	



B. Water Items (Full Items list)

Kit for 6 months for 1 household. Estimated prices for gross supply in Erbil, including transportation and conditioning

Item	Unit	Number	Unit cost/\$	Total cost (\$)	Specification Description
Plastic Bucket	Piece	1	2.00	2.00	10 litre capacity. With Lid and handle and tap.
Jerry Can	Piece	1	2.00	2.00	20 litre capacity
Total estimated cost for 1 kit (\$)				4.00	

C. Sanitation Items (Full Items list)

Kit for 6 months for 1 household. Estimated prices for gross supply in Erbil, including transportation and conditioning

Item	Unit	Number	Unit cost/\$	Total cost (\$)	Specification Description
Toilet Jug	Piece	2	0.60	1.20	PVC made, 2-3 liter capacity. For ablution use.
Rubber gloves	Pair	1	1.70	1.70	
Toilet brush	Piece	1	1.00	1.00	
Total estimated cost for 1 kit (\$)				3.90	

D. Cholera Kits

Kit for 1 time for 1 household at risk of cholera (covers 1 month). Estimated prices for gross supply in Erbil, including transportation and conditioning

Item	Unit	Number	Unit cost/\$	Total cost (\$)	Specification Description
Body Soap (125g)	Bar	12	0.35	4.20	Toilet soap for personal hygiene. Suitable for both baby and adult. Wrapped bar. Non-perfumed, for normal skin. Hypoallergenic, wrapped bar. Not less than 100-110 g. Long durability.
Laundry Soap	Box	1	3.50	3.50	Laundry soap powder (Manual / hand wash). Recommended 200 g/month
ORS and Zinc	Sachet	2	0.50	1.00	
NaDCC water purification tablets	Tablet	45	0.10	4.50	NaDCC 65mg tablet (1 tablet for 20l). For 5 l/p/day. Given potential for high residual Chlorine, there is risk of user refusal. Would be good to test before recommending.
Total estimated cost for 1 kit (\$)				13.20	

E. WATER Heaters

Item	Unit cost/\$	Suggested Specification Description
Solar Water Boilers	500	Energy boilers (Communal): Solar energy boilers*** (Heat Pipe Vacuum Tube Pressurized Solar Water Heater Solar Boiler Solar Thermal Calentador Solar capacity more than 300 ltr model type / Evacuated Tube Solar Water Heater, Compact Type, Bracket/ Galvanized Steel / Aluminum Alloy, interior material/Stainless Steel). NB: In camps experience has been varied with communal solar water heaters. They would also require water connection/space/a system in place to have equitable access. Household level systems may be more appropriate.
Electrical Water Heaters	100	Electrical water heaters (wall mounted), color white with capacity of 80 liters, 1200 Watt, 220 Volts with insulation material and thickness of 20 mm, temperature gauge, thermostat, Interior Material Enamel, Housing Material Metal. Choice would have to be in line with camp level connections (water heater may require 5.5 Amp however at least at camp level the connection at tent level is only 4 Amp). Any options need to be made in consultation with CCM/Shelter actors

Annex E: CCCM RECOMMENDATIONS

References: <http://humanitarianlibrary.org/channel/iraq-cccm-nfis>

Location	Monitoring and Evaluation	Implementation modality
Managed camps or collective shelters	Liaise with Shelter partners to ensure construction/repairs of shelters meet the needs of winter, considering protection from the cold and safe site design or layout of facilities accessible to disabled people or those with special needs.	<p>Hard Component <i>CCCM Mobile Response Teams (MRT) to under-served areas with dispersed population – Informal Settlements.</i></p> <ul style="list-style-type: none"> • CCCM MRT to use key monitoring and evaluation tools to ensure quality of service and infrastructure; e.g. Risk Assessment Site Priority (RASP) tool. • Focus is on addressing small infrastructural needs that cover basics, while having capacity to identify larger gaps and refer to specialised Shelter/WASH actors if necessary. • Most works will rely on conditional cash to site owners with provision of technical advice (preparations of BOQs, technical requirements) – owner to identify local contractor to implement activities and buy materials. • In-kind material support to site representatives when minor and relevant, e.g. lightbulbs, alarm batteries, light switch covers, etc. • Engineer or assistant assure quality control before final USD distribution <p>Soft Component</p> <ul style="list-style-type: none"> • Establish and maintain Information Management systems to include beneficiary details and distribution history to maximise service delivery/cost efficiency and minimise service gaps and duplication. • Provide appropriate support to national authorities where requested, including capacity building and promoting and encouraging government ownership of the protection- and assistance strategy for all settlements, engagement of women, men in the protection as a long term sustainable method, engagement of women, men in the protection as a long term sustainable method. • Establish open dialogue with the authorities in order to discuss any problems. • Ensure that all partners and service providers have access to and share, operational data at the camp/settlement and inter-camp levels to identify and address gaps and avoid duplication of effort. • Promote the application and the maintenance of international standards in camps and settlements. • Train and equip IDPs in fire prevention and response. • Promote the application and maintenance of international standards. • Ensure that families have sufficient plastic sheeting, blankets or other materials to block draughts and insulate living areas.
Abandoned public & unused buildings	Ensure distributions of NFIs or Cash are coordinated to maximise safety and security of staff and beneficiaries.	
Informal settlements (typically housed in large communal buildings / structures)	Ensure beneficiary registration systems are accurate and minimise duplication in annual seasonal distributions of NFI such as kerosene and electrical heaters	
	Monitor the distribution and storage of kerosene is safe and separated from flammable materials.	
	Monitor concerns and grievances of the population related to summer with a view to ensuring needs are met and keeping the population re-assured if need be.	
	Ensure distributions of NFIs or Cash are coordinated to maximise safety and security of staff and beneficiaries.	
	Communicating with Communities	
	Coordinate and promote key messages such as electrical and fire safety as well as from Health, WASH or other specific needs on community notice boards, through camp/site meetings and via Community Based Protection Centres.	
	Coordinate key message distribution via SMS by contacting UNOPS IDP Information Service. Call Centre's toll free number is 800 69999.	
	Ensure community feedback mechanisms are accessible, functioning and provide meaningful resolution of concerns and service gaps.	
	Risk Reduction and Maintenance	
	Fire alarm and fire blanket distribution/instalment.	
Fire extinguisher distribution/installation (powder type, 4kg)		
Basic fire mitigation – inspect/repair isolation wall around improvised kitchen and fire safety inspection.		
Storm water drains, roads and pathways are maintained ensuring water drainage is cleared.		
Electrical inspections and repairs with a focus on improvised connections and overloaded circuits caused by electric heaters.		

Summerisation Assistance

Purpose of Document

V3.Draft - 08 March 2016

This document provides advice to agencies providing Shelter & NFI, WASH and CCCM assistance to displaced households or conflict affected households living in underserved conditions of Iraq. Timeframe for provision of this assistance during summer 2016. Note that for many people last year summer

1. Targeting distributions

Targeting of beneficiaries for summerisation assistance must be undertaken following household level assistance, this is because of the following reasons:

- Summer 2015 seasonal support was relatively extensive in some areas so a number of households will have already received assistance and many of these items may still be functional;
- The highly restricted funding environment in Iraq makes targeting for this sort of assistance a necessity;
- Summerisation unlike winterisation is not considered life-saving for many households (however, it is important in the context of promoting life with dignity).

It is recognised that targeted assistance rather than blanket coverage may prove challenging in areas such as camps where IDPs may have become accustomed to 100% coverage distributions and humanitarian agencies should see summerisation as an opportunity for agencies to pilot strategies for better targeting limited assistance.

2. Vulnerability criteria

Vulnerability criteria for targeting this limited assistance should be agreed in conjunction with state actors, camp management (where applicable), beneficiaries and other stakeholders. This is good programming for targeted assistance to ensure that beneficiaries are involved in decisions on activities that affect them and to ensure targeting criteria is understood. Although this should be undertaken locally, ideally this should be coordinated at the governorate level in the governorate level working groups with all agencies involved in summerisation support in a governorate. Transparency is essential in minimising the risk of problems at times of or after assistance delivery.

The Health Cluster has recommended that summerisation assistance is focused on households who may include members who may be more vulnerable to the effects of extreme heat. This could include:

- Pregnant women and one or more children under the age of 5 years;
- Elderly persons;
- People with mobility challenges;
- People with chronic illnesses

3. Community Engagement

For summerisation agencies should undertake effective two way communication with the communities they aim to serve by involving them in the following as a minimum:

- Discussions on agencies limited funds for assistance and discussions on what are priorities for communities;
- Targetting and vulnerability criteria;

- Discussions on scarcity of water and electricity, and water saving measures;
- Discussions on in-kind or cash modalities;
- If in-kind then selection of the items that summerisation assistance will include;
- Keeping a record of items or assistance received (to promote household accountability for items);
- Monitoring;
- Evaluation

4. Gender and Protection

Construction of settlement and camp level shade structures should include gender and culturally segregated community consultations to ensure the needs of different groups are considered, such as the potential need for separate shade areas or privacy screens between shade areas for men, women, girls and boys. Siting and construction of shade structures should ensure access for the elderly and those living with a disability or illnesses, as they may be more vulnerable to the effects of extreme heat.

5. Cash based assistance

The preferred implementation modality for summerisation programs is through cash based assistance. This is in line with the broader move by the humanitarian community in Iraq to a greater use of direct cash where possible. This recognises that in many places where support was given in previous years, households may have already received a number of items, and may just need something specific which is better satisfied by a cash modality of assistance. In many areas the provision of cash assistance can be used to help create or encourage markets that may not have existed or have been damaged. Where partners are planning to use cash for summerisation, they should carefully time cash distributions to promote expenditure on summerisation. Partner may also consider conditional cash and vouchers and may, however, resort to NFI kit (i.e. in-kind) distribution in remote locations with limited access to the markets (including in some camps) or in case of special vulnerabilities. Recommended kits and their cash equivalent are proposed later in this guidance.

6. Host Community Support

Conflict affected households living in underserved conditions, includes the host community amongst others. It is necessary to support the host community to preserve access and not promote “dividers” but also because the current (spring 2016) financial environment of Iraq makes the host community increasingly vulnerable. This should be discussed early with governorates, however should be based on an agreed vulnerability criteria which is similar to that used for displaced communities. In some governorates, they have been asking agencies to consider budgeting 10% to 15% for assistance to the vulnerable in the host community, it is however, appreciated that this may be difficult to agree with donors.

7. Evaporative water coolers

There has been much discussion about the distribution of evaporative water coolers. Although these may be seen as an effective solution for summer cooling in the dry climate of Iraq, the restricted funding environment, and supply limitations of both water and electricity in many locations (expected to be particularly bad in 2016 summer), means they are not recommended for distribution. If non-cluster members intend to provide them, it is recommended that such organisations be encouraged to only do so in communal areas and take direct responsibility for the increased water and electricity requirements.

8. Mosquito nets

The Summerisation TWiG noted that while in many areas of Iraq summers are too hot and dry for mosquitoes, some areas particularly in the south face higher humidity and mosquito nets should be included in summerisation programs in these areas.

9. Water scarcity

Water demand in the summer months increases due to additional drinking, hygiene, cleaning and cooling needs, however this may be matched by decreasing supply due to ground and surface water resource depletion. In the 2016 summer season supply issues are likely to be exacerbated by fuel and electricity shortages caused by the ongoing financial crises. Water supply quantity in camp settings previously supported with fuel by DOSW is predicted to reduce by 50-60% from the end of February 2016. The conservation and prioritisation of water for critical (drinking and hygiene) needs will be vital to avoid health impacts. Specific actions needed to address water scarcity are:

- Communication with communities, to explain how and when water supplies will be reduced before they happen. If water rationing or supply rotations are planned it will be important to inform those affected and ensure pumping schedules are clearly displayed.
- Monitoring water supply to ensure that water quantity standards are maintained across the network. This is particularly important for vulnerable households who may not routinely access the same quantities of water as others.
- Ensure that the distribution network is working efficiently by identifying and repairing leaks, removing ad-hoc household connections and booster pumps, installing valves to balance pressure across the network.
- Provide household level storage appropriate for the pumping schedule, ensure that header tanks are fitted with float valves to prevent them overflowing.
- Provide consistent messaging to promote water conservation practices through WASH committees, camp councils and managers as well as existing community mobilisers / hygiene promotion staff.
- Closely monitor and refer increasing social tension related to water resource management, this will be especially important where surrounding communities are also experiencing limitations in water supply. Consider monitoring water supply in surrounding communities in order to identify and address scarcity issues.

Summerisation Assistance

Location	Shelter & NFI Items	Cost	Selection criteria	Implementation modality
Rental and hosting	External shading of windows	\$50	<ul style="list-style-type: none"> • Those presumably not covered through unconditional cash grants • Those in hot/crowded conditions • Location of house 	<ul style="list-style-type: none"> • External shading to include technical advice • Restricted/conditional cash • Vouchers are unlikely to be appropriate as the range of items may require a range of suppliers
	Fans where appropriate	\$45		
	Coolbox	\$25		
	Bed sheets x 6	\$60		
	Total	\$180		
Managed camps or collective shelters	Household level assistance		<ul style="list-style-type: none"> • Recommend to be based on household assessment to identify needed items • Blanket distribution if needed • Mosquito nets in areas with prolonged summer mosquito problems 	<ul style="list-style-type: none"> • Restricted/conditional cash • Unless in case of camps far from urban areas without good access to shops/markets and where in camp vendor markets using vouchers cannot be established in which case in kind • In kind assistance budget is likely to be lower, though will incur distribution costs
	Materials to make a shade area over or beside tents/prefab	\$100		
	Fans where appropriate	\$40		
	Coolbox	\$20		
	Bed sheets *6	\$50		
	Jerry can	\$7		
	Mosquito net	\$10		
	Total	\$227		
	Community level assistance		<ul style="list-style-type: none"> • To be located in insufficiently shaded spaces where people naturally convene 	<ul style="list-style-type: none"> • Through in camp livelihoods project • Focus on distribution points, child friendly spaces and other service areas
	Communal shade area (Approx. 25m ² per 50 families)	\$1000		
Abandoned public & unused buildings	External shading of windows	\$75	<ul style="list-style-type: none"> • Those in hot/crowded conditions • Location of building • External shading to include technical advice • Larger group buildings may require community level shaded areas as per managed camps 	<ul style="list-style-type: none"> • Cash and technical advice (where there is access to markets and buildings are safe) • In-kind and technical advice/labour (where there is no access to markets and or buildings are multi-storey and or potentially unsafe)
	Coolbox	\$25		
	Fans	\$45		
	Bed sheets	\$60		
	Jerry can	\$7		
	Mosquito net	\$10		
	Total	\$222		
Informal camps and settlements	Communal shade area	\$800	<ul style="list-style-type: none"> • Same guidance as for managed camp and collective shelters, for both household level and community level assistance, but without concrete slabs for communal shade areas 	
	Household assistance	\$227		

Nb. Items to be distributed or cash equivalent to be agreed only in consultation with stakeholders (including beneficiaries as main stakeholder)

Summerisation Assistance



Shelter Cluster Iraq
ShelterCluster.org
Coordinating Humanitarian Shelter

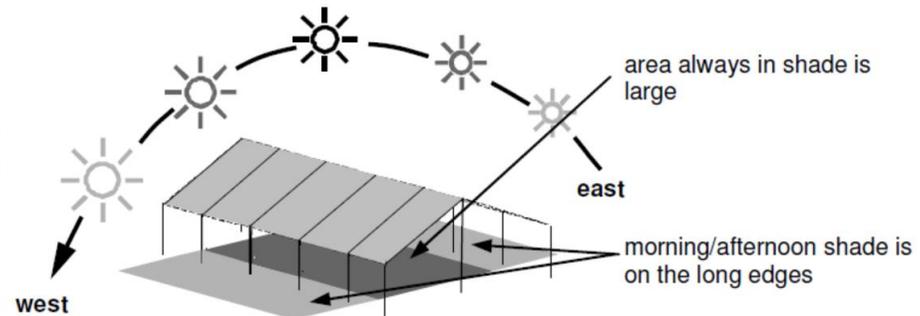


Example of household level shade structures

Example of communal shade structures for informal camps



Example of more permanent shade structures for formal camps



Reference documents

Shade nets: <http://www.sheltercentre.org/library/shade-nets-use-deployment-and-procurement-shade-netting-humanitarian-relief-environments>

Selecting NFIs: Page 20-21 <https://www.sheltercluster.org/sites/default/files/docs/Selecting%20NFIs%20for%20Shelter%202009.pdf>

Cash and Shelter: <http://www.sheltercentre.org/library/cash-shelter-how-cash-transfers-can-be-used-humanitarian-shelter-responses>

Gender: <http://sheltercluster.org/sites/default/files/docs/Emergency%20Shelter-%20Gender%20Mainstreaming%20Tip%20Sheet.pdf>

Gender and Cash <http://documents.wfp.org/stellent/groups/public/documents/communications/wfp260028.pdf>

NOTE: More detailed specifications for individual summerisation items is available from the Shelter & NFI cluster coordination team on request

CCCM RECOMMENDATIONS

Location	Monitoring & Evaluation	Implementation modality
Managed Camps or Collective Centres.	Liaise with Shelter partners to ensure construction of communal shelters meet the needs of the population in summer, in areas of natural meeting places, considering safe site design or layout of facilities and accessible to people with special needs or disabilities.	<p>Hard Component <i>CCCM Mobile Response Teams (MRT) to under-served areas with dispersed population – Informal Settlements.</i></p> <ul style="list-style-type: none"> • CCCM MRT will have an engineer and assistant integrated within. • CCCM MRT to utilise key monitoring and evaluation tools to ensure quality of service and infrastructure; e.g. Risk Assessment Site Priority (RASP) tool. • Focus is on addressing small infrastructural needs that cover basics, while having capacity to identify larger gaps and refer to specialised Shelter/WASH actors if necessary. • Ensure professional firefighting response is maintained in formal managed camps, through liaison with Camp Administration/local authorities. <p>Soft Component</p> <ul style="list-style-type: none"> • Establish and maintain Information Management systems to include beneficiary details and distribution history to maximise service delivery/cost efficiency and minimise service gaps and duplication. • Provide appropriate support to national authorities where requested, including capacity building and promoting and encouraging government ownership of the protection- and assistance strategy for camps, engagement of women, men in the protection as a long term sustainable method, engagement of women, men in the protection as a long term sustainable method. • Establish open dialogue with the authorities in order to discuss any problems. • Ensure that all partners and service providers have access to and share, operational data at the camp and inter-camp levels to identify and address gaps and avoid duplication of effort. • Promote the application and maintenance of international standards in camps and settlements. • Train and equip IDPs in fire prevention and response. • Ensure that families have sufficient water, shade, and methods to keep cool and remain fully aware of the dangers of dehydration.
	Ensure distributions of NFIs or Cash are coordinated to maximise safety and security of staff and beneficiaries.	
Self-Settled Unmanaged Collective Shelter or other Informal settlements (typically housed in large communal buildings / structures)	Ensure beneficiary registration systems are accurate and minimise duplication in annual seasonal distributions of NFI such as electrical fans, water and air coolers (air coolers only for communal areas and where electricity and water availability allows).	
	Monitor concerns and grievances of the population related to summer with a view to ensuring needs are met and keeping the population re-assured if need be.	
	Communicating with Communities	
	Coordinate and promote key messages (such as provided by Health, WASH or other specific needs) on community notice boards, through camp/site meetings and via Multi-Purpose Community Based Protection Centres.	
	Coordinate key message distribution via SMS by contacting UNOPS IDP Information Service. Call Centre's toll free number is 800 69999.	
	Key WASH messages MAY need to consider advice on reducing water consumption to life-saving needs; drinking, hygiene, cooking.	
	Ensure community feedback mechanisms are accessible, functioning and provide meaningful resolution of concerns and service gaps.	
	Risk Reduction & Maintenance	
	Maintain Community Notice Boards to ensure they are kept in good structural condition. Minimum monthly inspections.	
	Coordinate minimum weekly camp/site-wide inspections (with WASH partners/community committees) to check all water supply facilities for leaks and maintenance needs to minimise water loss.	
	Reduce fire and disease risk by ensuring solid waste, effluent (black and grey water) and vegetation is not allowed to build up in the camp/site, is collected and removed frequently.	
	First Aid Medical kits distribution/instalment.	
Distribution/support of summerisation kit – possibly only for communal areas (kit content based on TWiG decision) but check for households with vulnerable people (e.g. elderly, sick or disabled people who may remain in shelters).		

Annexures D -- CCCM Cluster -- Human Resources for CCCM Mobile Response Teams

- i) Suggested Job Description – Camp and Settlement Manager
- ii) Suggested Job Description – Camp and Settlement Technician

SUGGESTED JOB DESCRIPTION – Iraq 2016

CAMP and SETTLEMENT MANAGER – Mobile Response Teams

1. Brief Description of the Position

The Camp and Settlement Manager (CSM) is part of a mobile Site Management Team; the aim of which is to enable a livable environment for vulnerable populations in sites of displacement across Iraq.

The Site Management Team (SMT) plays a central role to ensure the provision of assistance and protection to displaced populations and to promote the health, safety and environment of sites (camps, collective centres and other temporary settlements) in accordance with agreed upon standards and guidelines. The SMT is responsible for ensuring its activities are in line with the overall response strategy of the Camp Coordination Camp Management (CCCM) Cluster of Iraq. This is to create consistent standards and activities among all camps and other temporary sites or settlements. It is the SMT's key responsibility to coordinate the joint response of various actors operating within a site (government, UN agencies, organizations, civil society, etc.). In addition, the SMT undertakes regular monitoring, evaluation and risk assessment of the condition of sites together with technical site maintenance and risk reduction services in support of Shelter, WASH, other site utilities (E.g. electrical, etc.) and the general environment.

2. Purpose of the Position

The Camp and Settlement Manager (CSM) facilitates meaningful access to humanitarian assistance and services to displaced people according to their needs and agreed standards. The CSM protects the interests of site populations towards the site stakeholders (government, UN agencies, organizations, civil society, etc.), advocates for quality services and contributes to strengthening the coordination of site activities including all responsibilities of the SMT.

3. Duties and Responsibilities for the Position

- Conduct camp/site **risk assessments and safety audits** to ensure the safety of the SMT and site population, ensuring staff are fully aware and equipped to conduct their work safely.
- **Monitor multi-sector needs and service provision** and the overall condition of a camp/site including shelter, WASH, environment and cross-cutting services such as prevention and response to sexual and gender-based violence (SGBV), health, psychosocial support and HIV among others in all sectors of the camp/site according to agreed upon guidelines, standards and indicators.
- Advise and assist in **developing joint site risk management plans** to promote the health, safety and environment of sites (camps, collective centres, other temporary settlements).
- **Support the technical implementation of site maintenance** by the SMT, covering safe site design or layout, repairs and risk reduction in camps/sites, the upkeep of shelter, WASH, electrical systems, other site facilities and utilities and the general environment.
- **Mobilize, train and equip displaced communities** to be self-autonomous in safely maintaining the camp/site environment according to the site risk management plan. Ensure clarification of roles and responsibilities amongst stakeholders with a focus on sustainability and community/local government ownership.

- **Account for and maintain** all equipment and supplies that are required for technical assistance as part of site risk management plans.
- **Monitor and document** all site maintenance and risk reduction works and regularly visit sites (minimum monthly basis) to ensure quality is maintained in accordance with site risk management plans, standard operating guidelines and indicators.
- **Liaise and interact** with government authorities, displaced and host communities to ensure social cohesion is strong and if possible, create opportunities for local employment using principles of gender equality and do-no-harm.
- **Support the development of effective referral mechanisms** in close collaboration with relevant stakeholders.
- Act as the field based focal point for the agencies interaction with Multi-Purpose Community Based Protections Centres to enable a mechanism for displaced populations to engage with SMT services.
- Apply a participatory approach to **identify, analyse and prioritise camp/site needs in order to avoid service duplication and gaps** in assistance and protection.
- Establish, strengthen and monitor an effective, transparent, representative site governance system including coordination of camp/site service provision and other defined activities.
- Ensure the **mobilization and participation of the camp/site and host populations** in the camp governance system with particular emphasis on meaningful inclusion of women, children, elderly and persons with specific needs into decision-making processes
- Promote and **facilitate accountability towards camp/site populations** through setting up of a complaints and feedback mechanism which promotes accountability.
- **Set up and maintain a camp/site information management system** in line with global CCCM Cluster guidelines including sex and age disaggregated data collection and transparent, yet appropriate, information sharing with all relevant stakeholders in a manner that upholds the principle of confidentiality.
- **Ensure that the displaced are aware of the assistance and services** available in the camp/site and how to access them; distribution points should be accessible and distribution mechanism should take into consideration groups with specific needs to minimize chances of violence, abuse and exploitation.
- **Act as the central focal point for all activities** and issues taking place at camp/site level.

4. Generic Duties

- Develop the weekly planning and write regular reports on progress of activities,
- Maintain constant contact with team members, direct and indirect beneficiaries (receive their requests, provide available information, etc.);
- Assist the Project Manager in developing strategy, planning and reporting of all activities, challenges, lessons learned and pending issues, preparing and updating action plans;
- Assist the Project Manager in the development of assessment (Social and Technical) and Focus Group Discussion Tools;
- Plan and supervise community meetings and other community mobilization activities;

- Represent the Project Manager during his/her absence;
- Represent and explain the project and its objectives correctly to his/her team;
- Respect the total confidentiality of the information collected and circulated;
- Adhere to the security management system;
- Participate in the daily briefing and debriefing sessions and to the organization of the weekly plan with the teams under supervision of the Project Manager;
- Commit to participation in any other task in order to achieve the overall project objective.

NOTE: *The Camp and Settlement Manager position is mobile field-based and foresees daily presence in the camps/sites assigned; he/she should visit the camps/sites whenever needed and/or requested by his/her line manager and according to standing operating guidelines.*

5. Essential Skills and Knowledge Required

- Bachelor Degree in any discipline related to the role (please explain in the application letter why you think your education and/or professional background is appropriate);
- Capability to establish good and respectful relationship with other actors;
- Able to train and manage a team (to listen, advise, support, solve conflicts, motivate, etc.);
- Experience with participatory fieldwork, methodologies, monitoring and reporting;
- Valid local driving license;
- Knowledge of humanitarian principles and code of conduct;
- Patience, good personal organisation, good communication and ability to work in teams, seriously, rigorously and personal accountability;
- Very good interpersonal and diplomatic skills in beneficiaries facing situations;
- Initiative, flexibility and willing to learn;
- Ability to work under time pressure, independently and with limited supervision;
- Computer literate (IT) and good level of numeracy.

6. Experience Required

Minimum 2 years experience in the field and in a related position. Preferably more than 3 years' experience in managing people, organising the job of subordinates and mentoring them.

7. Languages Required

Fluency in written and spoken English and local language is a must; Arabic and or Kurdish.

SUGGESTED JOB DESCRIPTION – Iraq 2016

CAMP and SETTLEMENT TECHNICIAN (Engineer) – Mobile Response Teams

1. Brief Description of the Position

The Camp and Settlement Technician (CST) is part of a mobile Site Management Team; the aim of which is to enable a livable environment for vulnerable populations in sites of displacement across Iraq.

The Site Management Team (SMT) plays a central role to ensure the provision of assistance and protection to displaced populations and to promote the health, safety and environment of sites (camps, collective centres and other temporary settlements) in accordance with agreed upon standards and guidelines. The SMT is responsible for ensuring its activities are in line with the overall response strategy of the Camp Coordination Camp Management (CCCM) Cluster of Iraq. This is to create consistent standards and activities among all camps and other temporary sites or settlements. It is the SMT's key responsibility to coordinate the joint response of various actors operating within a site (government, UN agencies, organizations, civil society, etc.). In addition, the SMT undertakes regular monitoring, evaluation and risk assessment of the condition of sites together with technical site maintenance and risk reduction services in support of Shelter, WASH, other site utilities (electrical, etc.) and the general environment.

2. Purpose of the Position

The Camp and Settlement Technician (CST) provides technical services for the SMT and assists to facilitate meaningful access to humanitarian assistance and services to displaced people according to their needs and agreed standards. The CST protects the interests of site populations towards the site stakeholders (government, UN agencies, organizations, civil society, etc.) and contributes to strengthening the coordination of site activities including all responsibilities of the SMT.

3. Duties and Responsibilities of the Position

- Conduct camp/site **risk assessments and safety audits** to ensure the safety of the SMT and site population, ensuring staff are fully aware and equipped to conduct their work safely.
- **Monitor multi-sector needs and service provision** and the overall condition of a camp/site including shelter, WASH, environment and cross-cutting services such as prevention and response to sexual and gender-based violence (SGBV), health, psychosocial support and HIV among others in all sectors of the camp/site according to agreed upon guidelines, standards and indicators.
- **Develop joint integrated site risk management plans** to promote the health, safety and environment of sites (camps, collective centres, other temporary settlements).
- **Conduct the technical implementation of site maintenance**, covering safe site design or layout, repairs and risk reduction in camps/sites, the upkeep of shelter, WASH, electrical systems, other site facilities and utilities and the general environment.
- **Mobilize, train and equip displaced communities** to be self-autonomous in safely maintaining the camp/site environment according to the integrated site risk management plan. Ensure clarification of roles and responsibilities amongst stakeholders with a focus on sustainability and community/local government ownership.

- **Account for and maintain** all equipment and supplies that are required for technical assistance as part of site risk management plans.
- **Monitor and document** all site maintenance and risk reduction works and regularly visit sites (minimum monthly basis) to ensure quality is maintained in accordance with site risk management plans, standing operating guidelines and indicators.
- **Liaise and interact** with government authorities, displaced and host communities to ensure social cohesion is strong and if possible, create opportunities for local employment using principles of gender equality.
- **Support the Camp and Settlement Manager (CSM) in the development of effective referral mechanisms** in close collaboration with relevant stakeholders.
- Support the CSM in the agencies interaction with Multi-Purpose Community Based Protections Centres to enable a mechanism for displaced populations to engage with SMT services.
- Apply a participatory approach to **identify, analyse and prioritise camp/site needs in order to avoid service duplication and gaps** in assistance and protection.
- Assist to strengthen and monitor an effective, transparent, representative site governance system including coordination of camp/site service provision and other defined activities.
- Support the **mobilization and participation of the camp/site and host populations** in the camp governance system with particular emphasis on meaningful inclusion of women, children, elderly and persons with specific needs into decision-making processes
- Support the CSM to **facilitate accountability towards camp/site populations** through setting up of a complaints and feedback mechanism which promotes accountability.
- Assist to **set up and maintain a camp/site information management system** in line with global CCCM Cluster guidelines including sex and age disaggregated data collection and transparent, yet appropriate, information sharing with all relevant stakeholders in a manner that upholds the principle of confidentiality.
- **Ensure that the displaced are aware of the assistance and services** available in the camp/site and how to access them; distribution points should be accessible and distribution mechanism should take into consideration groups with specific needs to minimize chances of violence, abuse and exploitation.

4. Generic Duties

- Develop the weekly planning and write regular reports on progress of activities;
- Maintain constant contact with team members, direct and indirect beneficiaries (receive their requests, provide available information, etc.);
- Assist the Project Manager in developing strategy, planning and reporting of all activities, challenges, lessons learned and pending issues, preparing and updating action plans;
- Assist the Project Manager in the development of assessment (Social and Technical) and Focus Group Discussion Tools;
- Plan and supervise community meetings and other community mobilization activities;
- Represent the Project Manager during his/her absence;
- Represent and explain the project and its objectives correctly to his/her team;

- Respect the total confidentiality of the information collected and circulated;
- Adhere to the security management system;
- Participate in the daily briefing and debriefing sessions and to the organization of the weekly plan with the teams under supervision of the Project Manager;
- Commit to participation in any other task in order to achieve the overall project objective.

NOTE: *The Camp and Settlement Technician position is mobile field-based and foresees daily presence in the camps/sites assigned; he/she should visit the camps/sites whenever needed and/or requested by his/her line manager and according to standing operating guidelines.*

6. Essential Skills and Knowledge Required

- Bachelor Degree in civil engineering, construction management or related to the role (please explain in the application letter why you think your education and/or professional background is appropriate);
- Capability to establish good and respectful relationship with other actors;
- Able to train and manage a team (to listen, advise, support, solve conflicts, motivate, etc.);
- Experience with participatory fieldwork, methodologies, monitoring and reporting;
- Valid local driving license;
- Knowledge of humanitarian principles and code of conduct;
- Patience, good personal organisation, good communication and ability to work in teams, seriously, rigorously and personal accountability;
- Very good interpersonal and diplomatic skills in beneficiaries facing situations;
- Initiative, flexibility and willing to learn;
- Ability to work under time pressure, independently and with limited supervision;
- Computer literate (IT) and good level of numeracy.

6. Experience Required

Minimum 2 years experience in the field and in a related position. Preferably more than 3 years experience in managing people, organising the job of subordinates and mentoring them.

7. Languages Required

Fluency in written and spoken English and local language is a must; Arabic and/or Kurdish.