



Shelter Cluster Iraq
ShelterCluster.org
Coordinating Humanitarian Shelter

HRP 2021 GUIDANCE NOTE FOR SHELTER AND NFI ACTORS

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Abstract

Since April 2019 Activity-Based Costing (ABC) has been implemented in Iraq. Since the HRP 2021 will not require partners to submit project proposals in the Online Project System (OPS or HPC projects module), this note should serve to guide partners' operational planning and implementation.

Shelter Cluster Team | Iraq



AAF camp in Fallujah district (Anbar): Two plastic sheets per family to cover leaking roofs (@UNHCR)

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1. INTRODUCTION

The aim of this guidance note is to expand the Shelter Cluster chapter of the Humanitarian Response Plan 2021 into an operational strategy for all Shelter and NFI Partners in Iraq.

Since April 2019 Activity-Based Costing (ABC) has been implemented in Iraq. Since the HRP 2021 will not require partners to submit project proposals in the Online Project System (OPS or HPC projects module), this note should serve to guide partners' operational planning and implementation. For more support, please contact the Shelter Cluster Team in Iraq (Annex VI).

2. SHELTER AND NFI NEEDS – HNO 2021¹

Based on the MCNA VIII and ILA V assessments run in July – August 2020, nearly 2.6 million individuals remain in need of shelter and NFI support, seven per cent higher than in 2019. Among them, one million individuals are in acute need. Months of lockdowns and movement restrictions to curb the COVID 19 pandemic have prevented partners from implementing their plans, deepening the socio-economic vulnerability of the displaced population with heavy consequences on rent affordability and resulting in premature returns to damaged shelters.

All in-camp IDPs (208,000 individuals²) continue to depend on external support for regular tent replacement and replenishment of worn-out NFI, including fuel for cooking and heating.

Another 366,000 displaced individuals live in inadequate conditions in out-of-camp settings. A fifth of them experience severe shelter needs due to exposure to hazards (e.g. contamination from explosive hazards, floods, landslides, fire risks), shelter located in insecure areas or not solid enough to protect them from intruders; majority of those are concentrated in 10 districts. Among out-of-camp IDPs, 11 per cent (113,463 individuals) live in critical shelter³, with half of them in unfinished and abandoned buildings (UABs).

Similar shelter issues are faced by almost 2 million returnees. Of them, 31 percent are in acute shelter needs, with almost all (94 per cent) concentrated in 10 districts. Four percent of the overall returnee population lives in critical shelter (185,460 individuals), with half of them in UABs.

Across all population groups, female-headed households, person with disabilities and elderly are the ones bearing the worst consequences of substandard living conditions, especially in overcrowded settings with no privacy and limited mobility. Furthermore, lack of enough living space for those with chronic diseases may imply greater risks of contracting COVID-19 when physical distancing is not possible.

Almost 2.6 million people do not have acceptable living conditions. The most cited shelter improvement need across all population groups is the enhanced protection from climatic conditions insufficient insulation from cold and hot weather conditions including rain leakages (1.5 million individuals) followed by improved safety (748,000 individuals), protection from hazards (703,000 individuals), and improved privacy (544,000 individuals). Presence of debris is a problem for 409,000 out-of-camp individuals, hampering accessibility and mobility around the shelter. Overcrowding due to lack of enough housing options impacts 168,000 out-of-camp individuals.

Some 1.5 million people displaced face challenges renting a place, primarily due to prohibitive unaffordable costs but also due to limited housing market.

¹ Shelter Cluster Chapter in [HNO 2021](#)

² With the camp closures in last months of 2020, the split between IDPs in camp, out of camp and returnees has changed since the writing of the HNO 2021. More information and up-to-date figures to be found under each population group.

³ For more explanation on the definition of critical shelter please refer to the [Guidance Note: Defining Adequacy of Shelter](#) document prepared by the Shelter Cluster.

Essential household items, which are a prerequisite for a minimum standard of living, continue to be a reported gap. Despite regular large NFI distributions by humanitarian actors over the past years, an average of 15 percent of the overall affected population report missing at least one essential item. Largest gaps are mattresses, which are needed by 1,3 million individuals, followed by clothing (1,2 million individuals) and winter heater (1 million individuals). Missing such essential items is a reflection of their poverty status/socio-economic condition. This is confirmed by the fact that 2.1 million out-of-camp individuals identify NFI as too expensive.

While camps get prematurely closed and the pandemic is spreading, those who return face severe HLP challenges (inhabitable houses due to heavy damages, secondary occupation, missing ownership certificates or not owning a property to return to) and may end up in overcrowded hosting arrangement or in critical shelter as they do not have the means to sustain their lives, particularly the most socio-economically vulnerable, female-headed households and large families.

3. SHELTER CLUSTER RESPONSE IN THE 2021 HRP

The overarching strategic objectives of the HRP 2021 have been informed by the HNO 2021 and set by the Humanitarian Country Team (HCT).

Shelter Cluster response planning and targeting is placed under **Specific Objectives 2.2** and **3.1** and out collective response will contribute towards improved access to essential services and dignified and safe living conditions for people in need.

Strategic Objective	Specific Objective	Cluster Objective	Response Approach
SO 2: IDPs in camps, IDPs in out-of-camp locations and vulnerable returnees are supported to access essential services	2.2 # of vulnerable IDPs and # vulnerable returnees have access to appropriate health, sanitation, hygiene and related information, supplies and services related to COVID-19 prevention and treatment (COVID-19 specific)	Contribute to the multi-cluster response for the prevention and treatment of COVID-19 outbreak.	As part of the integrated response with Health and WASH, provide shelter and NFI assistance in COVID-19 quarantine and isolation (Q&I) areas, mainly in camp settings but also in support to overwhelmed health facilities that cannot cope any longer with the pandemic.
SO 3: Vulnerable IDPs and returnees are supported to establish lives in safety and dignity	3.1 # IDPs and Returnees are supported to achieve a secure and safe physical living environment to live in safety and dignity at both family and community level, where minimum standards for camp/settlement structures and services are attained or maintained	Most vulnerable conflict-affected people benefit from improvement of inadequate shelter through enhanced safety, dignity, privacy, shielding them from harsh weather conditions and tenure security, helping them overcome the additional vulnerability caused by substandard dwellings.	The Shelter Cluster targets the most vulnerable with critical shelter support and basic household items in prioritized districts, in collaboration and complementarity with other humanitarian programmes, especially those of Protection Clusters, the HLP Sub-Cluster, MPCA actors.

Table 1: Shelter and NFI logframe

Since 2019 the consensus among humanitarian actors is to implement a more targeted approach where people are served based on their identified critical needs rather than on their status.

People living in critical shelter, including in camps, lacking self-reliant strategies and thus in need of external support to meet minimum durable living standards, remain the focus of the 2021 response.

While most camps meet minimum requirements to mitigate flood risks, the Shelter Cluster will continue to monitor and replace tents in support of local partners, including government, upon their request.

In out of camps, critical shelters will be upgraded to meet minimum standards for both IDPs and returnees. **War Damaged Shelter Repairs for returnee house owners, due to their cost and longer-term impact, are no longer part of the humanitarian response in 2021 – coordination of those activities will be under the remit of development/stabilization actors.**

Unless new large-scale emergencies occur, **provision of non-food-items will be maintained for those in critical need** and be run primarily through cash-based interventions to best meet household-level needs and reinforce markets. **Referral mechanisms of vulnerable cases for multi-purpose cash assistance** will be strengthened.

Winter support will no longer be a self-standing activity under the HRP in 2021. The HNO revealed high needs for basic household items including those needed to endure winter. Based on this needs' analysis, and following consultation with its SAG members, the **Shelter Cluster recommends the distribution of a customized selection of Non-Food Items and winter items (heating stove and kerosene jerry can) as part of one extended kit⁴.**

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

4. TARGET POPULATION

In 2021, Shelter Cluster and its partners will target the following population groups:

- **Camp population:** very vulnerable people remaining in camps in need of NFI replenishment and shelter replacement. Additionally, continued camp maintenance activities will serve the camp population as a whole in the remaining camps.
- **Out of camp population:** highly vulnerable people living in critical shelter and those in secondary displacement due to premature camp closure. Identification should be conducted using primarily the Socio-Economic Vulnerability Assessment Tool (SEVAT) developed by the Cash Working Group (CWG), and if not possible, through applying the Vulnerability Criteria for COVID-19 Situation developed by the Shelter Cluster to ensure alignment of beneficiary selection methods across partners⁵ (Annex V). As such, Shelter Cluster partners should be familiar with the tool and ensure staff are informed on its use. The Cluster will consider capacity building in close collaboration with the CWG, to enable partners to confidently use the SEVAT. This will also facilitate the strengthening of referral mechanisms, when the number of people found in need of SNFI support exceeds the capacity of a certain partner to respond. Or, when CWG actors have identified people in need of SNFI support⁶. Shelter Cluster encourages the sharing of data, where possible, between Shelter and MPCA partners, and other actors using the tool to avoid duplication of efforts and assessment fatigue.

⁴ More details could be found in the [Non-Food Items \(NFI\) Technical Guidance – v14](#)

⁵ The adoption of such tool was endorsed by the SAG of the Shelter Cluster in October 2018 and reviewed in December 2020 due to COVID-19 situation. For more information, please refer to the [2021 Vulnerability Criteria of the Shelter Cluster](#)

⁶ To note that the tool is not restricted to the provision of MPCA. By using the tool, SNFI Partners are not required to also engage in MPCA activities.

Based on the HNO 2021 analysis, achievements of SNFI programmes in 2020 and financial considerations, the target population for shelter and NFI interventions for 2021 is as per below tables.

Target (individuals)				
Population group	Acute PIN (ind.)	Shelter (ind.)	NFI (ind.)	Total (ind.)
IDP CAMP	256,861	24,000	50,000	74,000
IDP Out of CAMP	75,330	50,878	40,009	90,887
RETURNEES	601,945	117,200	91,291	208,491
Total	934,136	192,078	181,300	373,378

Table 2: Shelter and NFI targets overall

Population group	Target Shelter (ind.)	Remarks
IDP CAMP	24,000	- Tent replacement / shelter maintenance - regular camp maintenance - Provision/replacement of tents in Q&I areas
IDP Out of CAMP	50,878	- 25,317 ind. to be assisted through SOK and - 23,169 ind. To be assisted through critical shelter upgrades - 2,392 ind. to be served through cash for rent programmes - Additional 17,500 ind. to be assisted through the 2019 IHF Allocation Cost Extension for shelter projects.
RETURNEES	117,200	- 98,013 ind. to be assisted through Sealing Off Kits (SOK) or critical shelter upgrades - 12,000 ind. to be served through transitional shelter solutions (e.g. Refugee Housing Unit) - 7,187 ind. to be served through cash for rent programmes - Additional 2,000 ind. to be assisted through the 2019 IHF Allocation Cost Extension for shelter projects.
Total	192,078	

Table 3: Shelter Target per activity. Note that IHF Funding has already been mobilized for some of these targets at the end of 2020.

Population group	Target NFI (ind.)	Comments
IDP CAMP	50,000	- NFI Kit distribution (replenishment) - Provision of NFI in Q&I areas
IDP Out of CAMP	40,009	- NFI Kit distribution
RETURNEES	91,291	- NFI Kit distribution
Total	181,300	

Table 4: NFI target. Note that IHF Funding has already been mobilised for some of these targets at the end of 2020

IDPs in camps

Due to premature camp closure initiated by the GoI, the majority of IDP camps in Anbar, Baghdad, Diyala, Kirkuk and Ninewa have been closed or reclassified since mid-October. Shelter Cluster partners will continue to provide shelter and NFI support to the remaining camps – as of November data, 26,321 individuals remain

in Federal Iraq camps, while camps under KRI administration, continue to host 182,172 individuals⁷). Further camp closure in December 2020 has led to further decrease in camp population and increased movements towards secondary displacement.

IDPs remain in precarious shelter conditions, strongly reliant on external support to maintain a minimum level of living standard. **On average one third of camp residents needs regular shelter and NFI support. As in previous years, in 2021 the in-camp response will continue to focus on providing minimum shelter standards for nearly 74,000 people, including regular replacement of damaged tents (24,000 individuals), and replenishment of missing or worn-out Non-Food Items (50,000 individuals).** Nonetheless, the standard of shelter quality in camps remains less than ideal. Humanitarian partners remain on stand-by to provide support to Government authorities to address pending needs for shelter maintenance (including tent replacement) and infrastructure (roads, drainage channels, electricity networks, etc).

IDPs out of camps

The shelter needs of the most socio-economically vulnerable IDPs (50,878 ind.) in substandard living conditions will be covered in 33 prioritized districts (Annex I) through the **provision of Sealing-Off Kits (SOK), critical shelter upgrades and rental support**. To complement, NFI support will be provided to 40,009 of the most vulnerable IDPs. Following the consolidation and closure of several camps, also expected to continue throughout 2021, people that have recently moved but not returned to their areas of origin will be prioritized due to their heightened needs to find a proper shelter. Challenges in responding in out-of-camp settings are several: tenure insecurity is often associated with people living in critical shelter, a factor that discourages investments to provide more durable solutions. Moreover, people may be on the move to find cheaper shelter options or to seek better job opportunities. Nonetheless, the target set by the Shelter Cluster is well-calibrated to the capacity of partners to respond, also based on 2020 achievements.

Returnees

The Shelter Cluster aims to support 208,491 socio-economically vulnerable returnees in 29 prioritized districts (Annex I). Of these, 117,200 individuals living in critical shelter will benefit from similar activities implemented for the out-of-camp IDP caseload⁸. During the previous years, humanitarian partners have targeted and supported 86,484 war-damaged houses for returning families with most of those “repairable” houses now complete. In 2021 those returnees still living in substandard shelter are in need of more material and labour-intense assistance and better tailored support which is in the remit of humanitarian assistance – **customised SOKs, critical shelter upgrades or rental support**, to provide medium-term relief while development/stabilization actors move in more consistently and government schemes gain speed and coverage. To complement shelter interventions, NFI support will be also provided to 91,291 of the most vulnerable returnees.

Based on current realities, foreseen operational challenges are mainly related to the post-conflict scenario: areas with high access constraints due to a still volatile and insecure situation in specific areas, presence of Explosive Hazards (EH), as well as Housing Land and Property (HLP) issues related to secondary occupation, tribal issues and stigmatization. These factors may negatively impact all phases of the humanitarian programme cycle, such as assessment, implementation, and monitoring. The Shelter Cluster will continue to work closely with the Humanitarian Access Working Group, Mine Action and HLP Sub-clusters to help

⁷ CCCM Cluster Camp Population Masterlist, November 2020. Due to further camp closure in December 2020, those numbers have changed. Please, always refer to the latest official camp data.

⁸ This activity will target war damaged houses that fall under the category 3 (i.e. those heavily damaged and structurally unsafe), and category 4 (i.e. destroyed). Solutions successfully implemented by Partners are the installation of Refugee Housing Units (RHU), or the construction of dried mud-bricks houses.

partners overcome these challenges and develop joint programmes to maximize the impact of everyone’s interventions.

5. VULNERABILITY CRITERIA OF THE SHELTER CLUSTER IN COVID-19 SITUATION

For 2021, the Shelter Cluster still recommends the use of SEVAT to the extent possible. Nonetheless, based on the “Do No Harm” principle related to the risk of further spreading COVID-19 and the need to practice social distancing, Shelter Cluster partners can prioritize beneficiaries based on the following criteria, coupled with the specific shelter and NFI needs (not in order of priority):

Criteria
Families living in sub-standard shelters
Families in overcrowded settings
Large families
Female-headed households
Families with persons with disabilities
Families with persons at greater risk of COVID-19 (older persons, those with chronic, cardiovascular and lung diseases, cancer, etc.)
Vulnerable families who cannot return to their property due to secondary occupation
Families who cannot afford a rent
Families at risk of evictions
Marginalized groups ⁹

Table 5: Criteria to be considered during beneficiary prioritization

Highly vulnerable people who have prematurely and/or involuntarily left camps due to sudden closures and without a house to return to, will also be prioritized for shelter and NFI assistance at their arrival location. The needs of the host community shall also be taken into consideration, not to generate any tension by assisting only a certain group of beneficiaries. When families are in precarious hosting arrangements, in critical shelter and/or in need of NFI, assisting the hosting family is highly recommended to mitigate the risk of rejection. Full text of Shelter Cluster Vulnerability Criteria in COVID-19 Situations could be found Annex V.

6. GEOGRAPHICAL PRIORITIES

The Shelter Cluster has analysed both MCNA VIII and ILA V data¹⁰ and prioritized the geographical areas with highest needs as well as taken into consideration population movements due to late 2020 camp closure.

Indicators used in our analysis were:

- % HHs reporting at least 2 shelter improvements, and
- % of people living in critical shelter

⁹ Marginalized groups are those who cannot return to their area of origin and/or to their residential property due to tribal, ethnic, sectarian, political reasons and affiliations; LGBTI persons; victims of GBV: etc. To identify such groups, Shelter Cluster Partners will coordinate with protection, including GBV and HLP, actors in order to implement complementary approaches to identification and selection of beneficiaries.

¹⁰ Partners’ assessment data, MCNA VIII, DTM, ILA V, Intention CCCM FSMT, CCCM RASP, Shelter Cluster and UN-HABITAT reporting tool for war-damaged shelter repair activities, World Bank Damage and Needs Assessment report, etc.

Based on the above, some specific priority districts have been identified and will therefore be the focus of HRP 2021. Please refer to Annex I for the detailed list.

Continuing population movement due to camp closure or simply families returning voluntarily for livelihoods reasons, are all trends that are likely increase the caseload in some districts. Therefore, partners shall remain flexible in their geographical focus with agile programming fit to cover new locations, as the situation evolves.

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

7. ACTIVITY-BASED COSTING (ABC)

The Shelter Cluster, following a review of its partners' HRP 2018-2019 submissions and IHF funding requests, has moved towards Activity-Based Costing methodology since HRP 2020. **The ABC model contains average unit costs for all prioritized HRP activities, including considerations of indirect and support costs.**

The Shelter Cluster costing accounts for partners responding in areas with different access constraints, as well as across modalities including both in-kind and Cash and Voucher Assistance (CVA). Primary cost drivers beyond the costs of the interventions themselves include the costs for skilled engineers, technical and vulnerability assessments, warehousing, transport, and transfer costs for cash-based programmes. For more details, please refer to Annex III.

No.	Activity	Targeted population	Min Unit Cost	Max Unit Cost	Most commonly found Unit Cost	Total Cost	Remarks
1	Non-Food Item (NFI) Kit Distribution	IDPs in Camps IDPs Out of Camps Returnees	\$250	\$517	\$310	\$403	The unit cost includes the cost of the NFI + winter kit. The value of the NFI kit is 250 US\$, the value of the winter kit ranges from 63 US\$ to 200 US\$, plus children winter clothing at 67\$. The total cost includes the cost of the items as well for the staff required to assess needs and distribute the kits, plus the relevant support costs. This can include both in-kind and cash-based modalities.
2	Sealing-Off Kit (SOK) Distribution	IDPs Out of Camps Returnees	\$210	\$500	\$500	\$650	The total cost includes the cost of the kit as well as the staff required to assess needs and distribute the kits, plus the relevant support costs. This can include both in-kind and cash-based modalities.

3	Critical Shelter Upgrades	IDPs Out of Camps Returnees	\$1,000	\$1,500	\$1,200	\$1,560	This cost is variable, with a Cluster-set average of \$1,200. However, the exact cost is dependent on the status of the structure to be upgraded/repared, the size of the HH, proximity to specialized markets, availability of skilled labour and what is necessary to reach minimum standards . The total cost includes the staffing necessary to conduct detailed technical assessments and Bills of Quantity preparation, as well as the relevant support costs for the program.
4	Cash for Rent	IDPs Out of Camps	\$300	\$1,200	\$1,200	\$1,560	This cost is based on a Cluster-set average of \$200 per month for 6 months, also in line with the most recent assessment of the SMEB run by the Cash WG. Rental cost covers as well utility costs (water, electricity). However, this should be understood to be an average, as exact prices will depend on the area, the HH size, the quality of the structure, and the length of the program. Total costs include the staff necessary to conduct detailed vulnerability assessments and provide support to HHs and landowners, as well as the necessary support costs.
5	In-camp Shelter Maintenance	IDPs in Camps	\$120	\$200	\$140	\$182	This cost is based on a Cluster-set guideline and the total cost includes the costs for transport, installation and necessary support costs. It does NOT include the cost of tent procurement (both for tent covers &/or metal frames) or slab replacement, which would require additional costs.
	Indirect and Support Cost		25%	35%	30%	30%	To be added on top of the unit cost for each activity.

Table 6: Activity Based Costing of the Shelter Cluster.

8. CRITERIA OF THE SHELTER CLUSTER TO PRIORITIZE PARTNERS AND THEIR PROGRAMS

1. Partners profile:

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

2. Programmes' requirements: the feasibility of interventions will be assessed using a number of criteria including target, budget, time and resources required. Programmes should be within the capacity of the partner to implement during 2021.

- Have a clear approach and methodology used to select beneficiaries, including **the socio-economic vulnerability criteria (SEVAT) prepared by the Cash Working Group or Shelter Cluster Vulnerability Criteria for COVID-19 Situation**, geographical areas (in line with the list in Annex I), and activities (in line with the list in Annex II).
- Be in line with the recommendations set in the technical guidelines and policies developed by the global and national Shelter Cluster.
- Respect all measures included in the **Construction Site Safety Protocol (CSSP) for COVID 19 situation** developed by the Shelter Cluster¹¹

3. Humanitarian scope of works: Partners appealing through HRP are reminded to keep their focus on strictly humanitarian interventions, supporting highly vulnerable people of the above-mentioned targeted population groups and locations.

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

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

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

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

¹¹ [Shelter Cluster COVID-19 Response Index](#) contains all related to COVID-19 situation documents.

9. EXIT STRATEGY

International humanitarian actors have supported the Government of Iraq to assist and protect its citizens since the onset of the conflict in 2014 and continued to do so over the past 6 years. As the situation normalizes, the main responsibility to address the needs of vulnerable Iraqis should be gradually shifted back onto Government¹². Thus, the following steps can be encouraged during Cluster Transitioning phase:

- Identification of a well-resourced line ministry or stabilization actors that could take over key Shelter Cluster functions (coordination, funding plans, strategy formulation, response capacity, etc.) while adhering to humanitarian principles.
- Agreement with the Government of Iraq over a detailed plan for gradually handing over certain functions, with a guarantee that government support will be based on needs and vulnerabilities.
- Due to more stabilization programmes being launched in Iraq, a slimmer funding landscape and durable solutions best channelled through longer-term plans, the Shelter Cluster will step down from its prominent coordination role around war-damaged shelter repairs started in 2017. In-depth consultation initiated in 2020 with development partners and concerned government body will continue in 2021, to ensure information sharing and to advocate on behalf of returnees in acute need and at risk of secondary displacement, if not timely assisted.

¹² "Each State has the responsibility first and foremost to take care of the victims of natural disasters and other emergencies occurring on its territory", UN General Assembly resolution 46/182, 1991

ANNEX I - PRIORITY GEOGRAPHICAL AREAS

Governorate	District	People in Need			Overall Target			Shelter Target			NFI Target		
		Name	Overall	IDPs OoC	Returnees	Overall	IDPs OoC	Returnees	Overall (Shelter)	IDPs OoC	Returnees	Overall (NFI)	IDPs OoC
Al-Anbar	Al-Falluja	257,009	8,970	248,039	74,304	14,689	59,615	43,095	9,680	33,415	31,209	5,009	26,200
Al-Anbar	Al-Kaim	31,555	-	31,555	12,218	81	12,137	6,477	37	6,440	5,741	44	5,697
Al-Anbar	Al-Ramadi	369,806	3,734	366,072	31,667	2,142	29,525	17,485	974	16,511	14,182	1,168	13,014
Al-Anbar	Al-Rutba	14,340	1,276	13,064	4,035	1,192	2,843	2,051	542	1,509	1,984	650	1,334
Al-Anbar	Ana	11,748	-	11,748	1,811	-	1,811	961	-	961	850	-	850
Al-Anbar	Haditha	14,096	-	14,096	4,698	-	4,698	2,493	-	2,493	2,205	-	2,205
Al-Anbar	Heet	94,324	749	93,575	4,693	512	4,180	2,452	233	2,218	2,241	279	1,962
Al-Basrah	Al-Basrah	814	814	-	-	-	-	-	-	-	-	-	-
Al-Najaf	Al-Kufa	794	794	-	-	-	-	-	-	-	-	-	-
Al-Najaf	Al-Manathera	54	54	-	-	-	-	-	-	-	-	-	-
Al-Najaf	Al-Najaf	3,861	3,861	-	-	-	-	-	-	-	-	-	-
Al-Qadissiya	Al-Diwaniya	588	588	-	-	-	-	-	-	-	-	-	-
Al-Sulaymaniyah	Al-Sulaymaniyah	8,043	8,043	-	3,575	3,575	-	1,626	1,626	-	1,949	1,949	-
Al-Sulaymaniyah	Chamchamal	680	680	-	-	-	-	-	-	-	-	-	-
Al-Sulaymaniyah	Derbendikhan	523	523	-	-	-	-	-	-	-	-	-	-
Al-Sulaymaniyah	Dokan	236	236	-	-	-	-	-	-	-	-	-	-
Al-Sulaymaniyah	Halabcha	384	384	-	-	-	-	-	-	-	-	-	-
Al-Sulaymaniyah	Kalar	1,154	1,154	-	-	-	-	-	-	-	-	-	-
Al-Sulaymaniyah	Rania	130	130	-	-	-	-	-	-	-	-	-	-
Babil	Al-Mussyab	7,067	7,067	-	1,950	1,950	-	887	887	-	1,063	1,063	-
Baghdad	Al-Adhamiya	1,246	1,246	-	505	505	-	230	230	-	275	275	-
Baghdad	Al-Kadhmiyah	12,791	2,877	9,914	3,587	1,752	1,835	1,771	797	974	1,816	955	861
Baghdad	Al-Karkh	3,329	3,329	-	1,617	1,617	-	735	735	-	881	881	-
Baghdad	Al-Mada'in	132	132	-	185	185	-	84	84	-	101	101	-
Baghdad	Al-Mahmoudiya	18,560	2,413	16,147	3,580	1,612	1,968	2,012	733	1,279	1,568	879	689
Baghdad	Al-Thawra	-	-	-	19	19	-	9	9	-	10	10	-
Duhok	Al-Amadiya	2,143	2,143	-	-	-	-	-	-	-	-	-	-
Duhok	Duhok	18,847	18,847	-	2,692	2,692	-	1,225	1,225	-	1,468	1,468	-
Duhok	Sumail	23,160	23,160	-	20,160	20,160	-	10,805	10,805	-	9,355	9,355	-
Duhok	Zakho	34,688	34,688	-	5,569	5,569	-	4,169	4,169	-	1,401	1,401	-
Diyala	Al-Khalis	53,000	2,648	50,352	1,265	44	1,221	1,231	20	1,211	34	24	10
Diyala	Al-Muqdadia	15,613	-	15,613	13,971	-	13,971	7,413	-	7,413	6,558	-	6,558
Diyala	Baquba	11,879	11,879	-	486	486	-	221	221	-	265	265	-
Diyala	Khanaqin	60,911	6,436	54,474	3,693	603	3,090	1,915	275	1,640	1,779	329	1,450
Diyala	Kifri	2,978	2,978	-	2,343	2,343	-	1,066	1,066	-	1,277	1,277	-
Erbil	Erbil	71,984	71,984	-	-	-	-	-	-	-	-	-	-
Erbil	Koysinjaq	56	56	-	-	-	-	-	-	-	-	-	-
Erbil	Makhmour	-	-	-	113	-	113	60	-	60	53	-	53
Erbil	Rawanduz	1,320	1,320	-	-	-	-	-	-	-	-	-	-
Erbil	Shaqlaw	2,235	2,235	-	-	-	-	-	-	-	-	-	-
Kerbala	Kerbala	8,012	8,012	-	-	-	-	-	-	-	-	-	-

Governorate	District	People in Need			Overall Target			Shelter Target			NFI Target			
		Name	Overall	IDPs OoC	Returnees	Overall	IDPs OoC	Returnees	Overall (Shelter)	IDPs OoC	Returnees	Overall (NFI)	IDPs OoC	Returnees
Kirkuk	Al-Hawiga		35,700	-	35,700	4,868	-	4,868	2,583	-	2,583	2,285	-	2,285
Kirkuk	Daquq		3,752	1,835	1,917	-	-	-	-	-	-	-	-	-
Kirkuk	Dibis		2,172	523	1,650	112	-	112	60	-	60	52	-	52
Kirkuk	Kirkuk		37,988	19,214	18,774	9,002	9,002	-	7,366	7,366	-	1,637	1,637	-
Ninewa	Aqra		8,981	8,981	-	-	-	-	-	-	-	-	-	-
Ninewa	Al-Baaj		26,035	750	25,285	3,469	180	3,290	1,828	82	1,746	1,642	98	1,544
Ninewa	Al-Hamdaniya		50,338	12,640	37,698	42	23	19	16	9	7	26	14	12
Ninewa	Al-Hatra		25,082	636	24,446	937	35	902	494	15	479	443	20	423
Ninewa	Al-Mosul		282,574	33,342	249,232	2,988	1,633	1,355	1,462	743	719	1,526	890	636
Ninewa	Al-Shikhan		4,415	3,388	1,026	689	689	-	313	313	-	375	375	-
Ninewa	Sinjar		40,010	3,357	36,652	18,164	3,248	14,916	10,801	1,478	9,323	7,364	1,771	5,593
Ninewa	Telafar		127,324	4,176	123,148	5,272	354	4,918	4,179	161	4,018	1,093	193	900
Ninewa	Tilkaef		49,387	7,573	41,814	113	23	90	57	9	48	56	14	42
Salah Al-Din	Al-Daur		39,147	-	39,147	2,642	-	2,642	1,402	-	1,402	1,240	-	1,240
Salah Al-Din	Al-Shirqat		86,410	126	86,284	8,408	88	8,320	4,455	40	4,415	3,953	48	3,905
Salah Al-Din	Beygee		97,760	-	97,760	12,329	-	12,329	6,542	-	6,542	5,787	-	5,787
Salah Al-Din	Balad		42,088	4,430	37,658	4,984	1,271	3,713	2,877	578	2,299	2,107	693	1,414
Salah Al-Din	Samarra		38,142	8,178	29,964	8,960	8,178	782	4,135	3,720	415	4,825	4,458	367
Salah Al-Din	Tikrit		98,600	5,244	93,356	9,530	-	9,530	5,057	-	5,057	4,473	-	4,473
Salah Al-Din	Tooz Khurmato		48,099	14,368	33,731	8,131	4,435	3,697	3,979	2,017	1,962	4,152	2,417	1,735
Thi Qar	Al-Nasiriya		1,078	1,078	-	-	-	-	-	-	-	-	-	-
Thi Qar	Suq Al-Shoyokh		60	60	-	-	-	-	-	-	-	-	-	-
Wassit	Al-Kut		402	402	-	-	-	-	-	-	-	-	-	-
			2,305,634	365,741	1,939,893	299,377	90,887	208,491	168,078	50,878	117,200	131,300	40,009	91,291

Table 7: IDPs out of camp and returnees target at district level

ANNEX II – STRATEGIC AND SPECIFIC OBJECTIVES OF HRP 2021

<p><u>STRATEGIC OBJECTIVE 1</u> VULNERABLE IDPS IN CAMPS, IDPS IN OUT-OF-CAMP LOCATIONS AND RETURNEES IN LOCATIONS OF HIGH SEVERITY ARE ABLE TO MEET BASIC NEEDS</p>	<p><u>STRATEGIC OBJECTIVE 2</u> IDP IN CAMPS, IDPS IN OUT-OF-CAMP LOCATIONS AND VULNERABLE RETURNEES ARE SUPPORTED TO ACCESS ESSENTIAL SERVICES</p>	<p><u>STRATEGIC OBJECTIVE 3</u> VULNERABLE IDPS AND RETURNEES ARE SUPPORTED TO ESTABLISH LIVES IN SAFETY AND DIGNITY</p>	
<p>1.1 Improved access to food for # IDPs in camps and informal settlements facing acute food insecurity, with consideration to removing barriers that hamper full participation/access (food delivery)</p> <p>Contributing Clusters: Food Security, Emergency Livelihoods</p>	<p>2.1 # vulnerable IDPs and # vulnerable returnees are supported with essential services meeting minimum standards, (including primary health care, clean water and adequate sanitation and education service provision, assessment & service standards monitoring)</p> <p>Contributing Clusters: Health, WASH, Education, CCCM</p>	<p>3.1 # IDPs and Returnees are supported to achieve a secure and safe physical living environment to live in safety and dignity at both family and community level, where minimum standards for camp/settlement structures and services are attained or maintained</p> <p>Contributing Clusters: CCCM, SNFI, WASH (decommissioning)</p>	<p>3.4 # IDPs and Returnees are supported to manage stress, trauma and anxiety and to reduce the use of negative coping mechanisms to maintain their mental, psychosocial and physical well-being (MHPSS)</p> <p>Contributing Clusters: Protection (GP, GBV, CP), Health, Education</p>
<p>1.2 Livelihood sources are protected for # IDPs in-camp, # IDPs out-of-camp and # returnees through emergency agriculture and emergency livelihood support (livelihoods and agricultural support)</p> <p>Contributing Clusters: Food Security, Emergency Livelihoods</p>	<p>2.2 # of vulnerable IDPs and # vulnerable returnees have access to appropriate health, sanitation, hygiene and related information, supplies and services related to COVID-19 prevention and treatment (COVID-19 specific)</p> <p>Contributing Clusters: Health, WASH, SNFI</p>	<p>3.2 # IDPs and Returnees are supported to have access to legal assistance and documentation to enjoy their fundamental rights and to access services, remedies and entitlements and thus contribute to solving displacement and help re-establish lives (legal/documentation, can also include capacity building)</p> <p>Contributing Clusters: Protection (GP, HLP, CP)</p>	<p>3.5 # IDPs and Returnees have access to critical information and awareness-raising about rights, risks, options and services to enable them to make informed decisions, promote positive social change and raise concerns appropriate to their particular situation and characteristics, including age, gender and disability (information needs: CCCM committees, community representation, complaint mechanisms, mine risk awareness, awareness raising</p>

			<p>sessions, Iraq Information Center, AAP/CwC etc)</p> <p>Contributing Clusters: CCCM, Protection, MASC IIC, AAP/CwC WG</p>
<p>1.3 # vulnerable IDPs and # vulnerable returnees are supported to access income sources to meet basic needs and minimize reliance on negative coping strategies (MPCA, Other unrestricted cash)</p> <p>Contributing Clusters: Emergency Livelihoods, MPCA</p>	<p>2.3 # vulnerable IDPs and # vulnerable returnees in areas with limited public services have equitable access to quality and sustainable essential Healthcare, WASH and Education services, while the sustainability of those services is supported in partnership with relevant local actors and authorities (support for the facilities/limited rehabilitation/capacity-building, etc).</p> <p>Contributing Clusters: Health, WASH, Education</p>	<p>3.3 # IDPs and Returnees are supported in addressing risks to their physical safety, well-being and social integration through specialized protection services as well as community-based interventions to promote peaceful coexistence.</p> <p>Contributing Clusters: Protection (GB, GBV, CP, MASC)</p>	

Table 8: HRP 2021 inter-cluster strategic and specific objectives

ANNEX III – ACTIVITY-BASED COSTING COORDINATION APPROACH IN IRAQ 2021

PROCESS

Short overview of the consultation process leading to the establishment of the unit costs

Since the adoption of the Activity Based Costing (ABC) methodology at the end of 2019, the Shelter Cluster has developed, together with operational partners and the Cluster Strategic Advisory Group (SAG), clear unit costs for each activity. Ahead of the HRP 2021 preparation, but also based on very constructive feedback and suggestions from a range of operational partners, the Shelter Cluster has engaged with its SAG members and partners, to review the existing ABC document and determine most appropriate evidenced-based average unit costs for main shelter and NFI activities to be considered in the 2021 HRP.

DESCRIPTION OF COST DRIVERS

List of cost drivers (i.e. factors that contribute to the overall unit cost: salaries, procurement, transportation, warehousing, etc.) and how they impact the overall cost.

Due to the crucial drop in humanitarian funding in Iraq, partners are budgeting administration and operation cost into every single project. As such, their cost effectiveness depends on their limited capacity to co-fund that project.

Thus, the primary cost drivers beyond the costs of the interventions themselves include the costs for technical and vulnerability assessments, skilled staff/engineers, warehousing, transport and delivery costs, transfer costs for cash-based programs, monitoring & evaluation, and percentages (minor or average) of admin /office cost (equipment and communication).

The activity cost variations compared to last year are due to the recent developments in Iraq and across the world. First, due to the current pandemic, assistance modalities must take into consideration health and safety measures. Large gatherings must be avoided as much as possible, while use of Personal Protective Equipment (PPE), respect of physical distancing, hand and respiratory hygiene **must be strictly respected at all times** by everyone. Related movement restrictions also limit the capacity of partners to frequently and rapidly access areas and beneficiaries, reducing the time spent in the field for in-depth assessment (of beneficiaries, shelter conditions and markets), monitoring, and Communication with Communities (CwC). The current pandemic has also deepened socio-economic vulnerabilities, as reported by various independent assessments. Secondly, the current accelerated camp closure process is pushing people leaving camps into substandard shelter, if they cannot afford rent or return to their areas of origin.

ESTABLISHMENT OF COST RANGES AND AVERAGE UNIT COST

Description of which factors have determined the cost ranges (e.g. population group, geographic location, type of implementing partner, modality, timing of the response) and how these have played into the calculation of the average cost

The costs presented are an indicative average, while each household's needs shall be assessed, and the relevant level of assistance provided. The Shelter Cluster HRP funding ask accounts for partners responding in areas with different access constraints, as well as across modalities including both in-kind and Cash and Voucher Assistance (CVA).

For shelter-related assistance, exact costs are dependent on the status of the structure to be upgraded/repared, the size of the household (hence the minimum living space that they are in need of),

proximity to specialized markets, availability of skilled labour and what is necessary to attain minimum standards for adequate shelter¹³.

Similarly, for NFI-related assistance, exact costs are dependent on the size of the household, including the presence of persons with specific needs¹⁴, proximity to markets and availability of good quality items.

Indirect and support costs have been taken into consideration as well and fixed at an average of **30%** of the unit cost of each activity. Nonetheless, the Shelter Cluster acknowledges the need to adjust such value (+/- 5%) to take into consideration access challenges, safety precautions, specific market and beneficiaries situations/locations, complexity of shelter repairs (e.g. use of heavy machineries for rubble removal, specialised structural and/or topographic surveys), etc.

All activities and related unit costs are meant to cover one family with an average of 6 persons. Hence, the cost per person shall be calculated by dividing the unit cost by 6.

MONITORING AND ADAPTATION

Description of the cost elements and developments that the Shelter Cluster will regularly monitor to ensure cost estimates remain relevant and are based on the latest available evidence (e.g. prices, access, availability of goods on local market, currency fluctuations).

Following in-depth consultations with SAG members and partners, revision of IHF programmes and monitoring of SNFI programs throughout 2020 in a transparent manner, the Shelter Cluster has decided to review the following activities:

- 1) **Non-Food Item (NFI) kits:** until 2020, the recommended content of an NFI kit was based on 7 essential items¹⁵. Kerosene for cooking and heating is also an essential item, and in Iraq the humanitarian community has always been relying on Government' distribution to cover fuel needs. Winter items had been distributed in large number for the past years, ahead of the winter season. In light of the continuous need for winter items detected by MCNA VIII (September 2020) and considering cost-inefficiencies if beneficiaries have to be reached multiple times during the year, the Shelter Cluster now recommends **including winter items as part of an extended NFI kit**¹⁶. This change in the NFI kit content explains the increase of the average value from 250 US\$ used till 2020, to **310 US\$** that shall be considered as of 2021.
- 2) **Sealing Off Kits (SOK):** until 2020, the recommended cost for SOK was 210 US\$ to cover essential construction materials to repair those shelters in less critical conditions. As more and more buildings have been repaired, now those in need of critical repair are the ones more compromised/damaged. Hence, the cost for bringing them up to a minimum living standard are higher as the interventions needed are labour-intensive and require more materials. Furthermore, in light of the current pandemic, the creation of safe spaces within an accommodation¹⁷ and enhanced ventilation are crucial to reduce the risks of transmitting respiratory diseases and especially COVID-19 among family members. While the international standard for minimum living space has not changed¹⁸, it is strongly

¹³ For more details refer to our [Guidance Note: Defining Adequacy of Shelter](#)

¹⁴ Such as elderly, children, female-headed households, persons with disabilities, individuals at greater COVID19 risks due to health conditions.

¹⁵ For NFI items up to 2020: [NFI Technical Guidance v 13 2018](#)

¹⁶ For more details refer to our [NON-FOOD ITEMS \(NFI\) TECHNICAL GUIDANCE v14 – December 2020](#)

¹⁷ For instance, to allow a family member to self-quarantine/isolate in full safety while the rest of the family shares the same accommodation.

¹⁸ Sphere standards have not been revised, hence the minimum recommended stands at 3.5 sqm/person

recommended to provide more partitions within the same shelter to allow more physical distancing and especially for the ones at greater risk¹⁹. It is also strongly recommended to include more accessories that could improve air circulation and decrease suffering for those with limited mobility and/or disabled that might not be able to leave the home, especially during summer season. Hence, items such as ceiling fans and/or air-water coolers shall also be considered. The revised average unit cost for SOK for 2021 stands at **500 US\$**.

- 3) **Critical Shelter Upgrades²⁰ (CSU)** - for non-house owners: until 2020, the recommended cost for CSU was 1,000 US\$ to cover skilled labour and essential construction materials to repair those shelters in critical conditions. For the same reasons illustrated under the SOK above, more and more buildings have been repaired, hence those in need of critical repair are the ones more compromised/damaged, with higher costs for bringing them to a minimum living standard. Furthermore, in light of the current pandemic, the creation of safe spaces within an accommodation²¹ and enhanced ventilation are crucial to reduce the risks of transmitting respiratory diseases and especially COVID19 among family members. While the international standard for minimum living space has not changed²², it is strongly recommended to provide more partitions within the same shelter to allow more physical distancing and especially for the ones at greater risk²³. It is also strongly recommended to include more accessories that could improve air circulation, especially during summer season. Hence, items such as ceiling fans and/or air-water coolers shall also be considered. The revised average unit cost for CSU for 2021 stands at 1,200 US\$.
- 4) **Cash for Rent:** This cost is based on a Cluster-set average of \$200 per month for 6 months, also in line with the most recent assessment of the SMEB run by the Cash WG. Rental cost covers as well utility costs (water, electricity). However, this should be understood to be an upper value and likely to cost less per month especially in non-urban areas. For a rapid response, shorter rental periods can also be considered (e.g. 2 to 3 months).

¹⁹ Older persons, those with chronic, cardiovascular and lung diseases, cancer, etc.

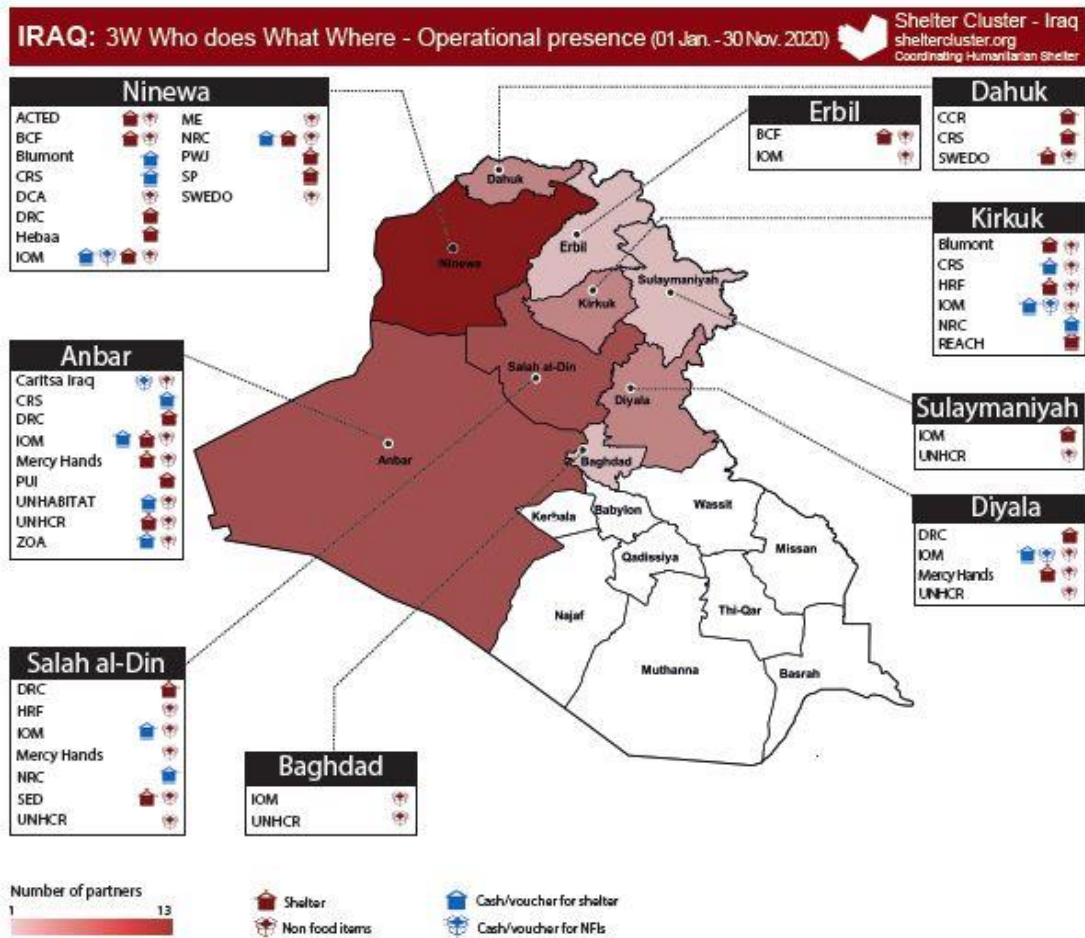
²⁰ Many buildings used by IDPs and returnees as temporary accommodation will require longer implementation period and higher costs by partners to bring them up to minimum standard. The scope of works for Critical Shelter Upgrade may be very similar to those for War-Damaged Shelter Cat 1 to 2, but the difference is the tenure security & ownership. Critical Shelter Upgrade is for non-house owners, while War-Damaged Shelter Cat 1 to 4 is meant for house owners.

²¹ For instance, to allow a family member to self-quarantine/isolate in full safety while the rest of the family shares the same accommodation

²² Sphere standards have not been revised, hence the minimum recommended stands at 3.5 sqm/person

²³ Older persons, those with chronic, cardiovascular and lung diseases, cancer, etc.

ANNEX IV – PARTNERS PRESENCE JANUARY – NOVEMBER 2020



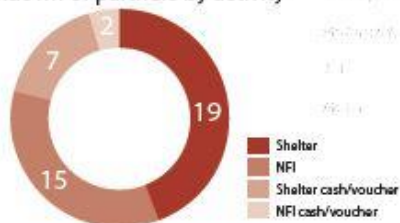
Partners reporting in Activity Info



Number of partners by governorate



Breakdown of partners by activity



The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.
 Creation date: 21 December 2020 Source: Activity Info, geodata from OCHA
 Feedback: im.iraq@sheltercluster.org ; im3.iraq@sheltercluster.org www.sheltercluster.org/response/iraq



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

ANNEX V – VULNERABILITY CRITERIA FOR SHELTER CLUSTER 2021

Since 2018, the Shelter Cluster in Iraq has adopted the Socio-Economic Vulnerability Assessment Tool (SEVAT) as the main assessment tool for shelter and NFI interventions for IDPs out of camp and returnees, while it also captures vulnerable host community households.

This assessment and scoring tool was developed by the Cash Working Group (CWG). It is a consumption-based survey which takes into consideration families' behaviours and characteristics, allows for vulnerability classification of the family unit according to the distance from the poverty marker and is aligned with the model used by the Government of Iraq and the World Bank to assess households for MoLSA's cash transfers. In effect, it aims to target interventions at the most vulnerable, using per capita consumption – as a proxy for vulnerability - as an indicator. Using consumption as a proxy also allows us to introduce an identified poverty marker as a cut-off for interventions eligibility (110,000 IQD per person per month²⁴).

SHELTER/NFI COMPONENT

There are a number of questions in the questionnaire that ask about the shelter type of the family, occupancy/ownership type and basic NFI needs. Combined with the overall vulnerability score of the family, this data can point Shelter Cluster partners to look into additional areas of intervention or just support more accurate targeting of out of camp populations and facilitate more in-depth technical assessment. The Shelter Cluster encourages its partners to use it in their initial assessment of areas of operation. Partners can customize and expand technical assessments, also in the form of Bill of Quantities²⁵ in order to determine in details the needs for critical shelter upgrades and their scope, Sealing-Off and NFI Kits.

SEVAT DURING COVID-19

Due to the COVID-19 pandemic and related safety measures to curb the spread of the disease, close social interactions shall be kept to minimum. That means, time spent on assessments shall also be weighed against the risk of causing harm to people that are interviewed and the enumerators. For this reason, for instance, the Multi Cluster Needs Assessment usually run in person has been performed mainly through remote modalities (e.g. phone interviews).

Considering that SEVAT is a household-level face-to-face assessment, in light of the risk of spreading COVID-19, sudden camp closures and the increased movement of people in need, CWG recommends that partners have in-built flexibility:

- Assessment can happen, as much as possible, remotely, via phone. Don't risk exposing staff members with direct contacts especially considering that conducting an assessment takes up to 30 minutes.
- Such modality will increase inclusion and exclusion error. That's understandable. In order to mitigate, enhance segregation of duties in your organization between assessment staff, Monitoring & Evaluation and data management.
- The CWG Standard Operating Procedures recommend executing a verification questionnaire (done as per normal CWG SOPs via phone) to the 20% of the caseload assessed. Considering increasing such percentage.

²⁴ The vulnerability threshold of the CWG has been increased from 92,000 IQD to 110,000 IQD per capita/per month, due to COVID-19-related increase in vulnerabilities (May 2020)

²⁵ A [standardized BoQ for shelter interventions](#) has been developed by the Shelter Cluster.

- Consider executing home visits verification (the verification questionnaire takes 10 minutes) on a sample in order to refine the inclusion and exclusion rate forecast.

Referral of cases from CWG partners is still very welcome, since beneficiaries would have been already assessed through SEVAT. Synergies in this sense are highly encouraged at area/location level.

CAPACITY BUILDING

As in previous years, the Shelter Cluster with the support of the CWG can provide further guidance to all partners interested in using SEVAT, either through bilateral trainings or Training of Trainers (ToTs).

ANNEX VI - CLUSTER TEAM

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