

**Shelter/NFI Cluster**  
**X-Border Operation - Turkey Hub**  
ShelterCluster.org  
Coordinating Humanitarian Shelter



# Dignified and Safer Living Conditions Guidance

## **NORTH WEST SYRIA**

March 2022

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## 1. Introduction

As of January 2022, close to 1.7 million people are living across 1,401 IDP sites in NW Syria<sup>1</sup>. For ten years, shelter programming has predominantly focused on emergency life-saving responses, especially the distribution of tents. This was vital as an emergency response measure. However, as this is a protracted crisis, the humanitarian context has evolved and there is a need provide more dignified, transitional shelter and living conditions to IDPs living in these sites.

The massive displacements during escalations in the conflict combined with the inadequacy of IDP sites and extreme living conditions, especially during winter, has become a major humanitarian concern. IDP sites have critical levels of overcrowding where 86% of IDPs are living in critical density situations<sup>2</sup>. Overcrowding, lack of privacy and being forced to share shelters with non-family members increases GBV risks for women and girls. Young children and older people are particularly vulnerable to extreme weather conditions. Sites lack essential services such as drainage and sewage infrastructure and electricity. Every year, sites have flooded, leading to the destruction of homes and access roads, also as a result of a lack of adequate planning. IDPs living in sites need access to livelihoods opportunities, education and health services.

A new participatory approach for Dignified and Safer Living Conditions is needed, one that adapts to the more complex, inter-sectoral challenges of protracted displacement, ensures that affected communities are central to planning, while remaining within the parameters of humanitarian action. This document offers guidance to pursue the following:

- Upgrading of IDP sites to transition IDPs living in tents and other inadequate living conditions to dignified shelters.
- Promoting integrated multi-sector site planning including drainage, sewage, water, roads, lighting, electricity, early recovery and livelihoods, education and health.
- Ensuring that affected people are central to all planning and advocacy efforts.

### **Type of sites in NWS:**

2.7 million IDPs are living in NWS. There are 1.7 million IDPs living in IDP sites. CCCM's IDP Site Monitoring Tools state that 87% of the sites are informal/unplanned. Tents represent 63% of shelter types in the IDP sites.

The new participatory approach will: 1. Deliver better value for money by reducing the need to regularly replace tents every six to twelve months and provide continued short-term emergency services by investing in dignified shelters and improved site living conditions; 2. Listen carefully to the diverse voices of affected people to understand and reflect their needs and concerns, 3. Strengthen services delivery capacity through enhanced coordination, and;

4. Reduce the risk of GBV and increase safety for females and residents. The approach may also reduce the likelihood of secondary displacement.

The guidance outlined in this document is advisory only, it is not mandatory. Organisations must be able to retain some flexibility in adapting projects according to the specific context, needs identified, as well as their capacity and resources.

<sup>1</sup> CCCM Cluster, ISIMM tool, January 2022

<sup>2</sup> CCCM Cluster, [ISIMM Plus tool](#), January 2022







*Figure 1: IDP site in NW Syria, Idlib province, Syria, on September 11, 2018.*

*Photo by Khalil Ashawi/Reuters*

The guidance in this document is to promote dignified and safer living conditions for those in need of temporary support.

#### **NW Syria Humanitarian Leadership Group Statement on Dignified Shelter & Living Conditions:**

The HLG supports emergency, temporary shelter for IDPs in NW Syria. This includes a range of different activities aimed at ensuring safe and dignified living conditions for displaced people. All shelter support is provided in accordance with humanitarian principles, the Guiding Principles on Internal Displacement, and following due diligence on housing, land and property rights. All temporary shelter support for IDPs is provided while recognizing the right of people to seek and enjoy asylum, and the right of displaced people to return to their places of origin when the situation is conducive for safe, voluntary and dignified returns. While tents are suitable for the initial period of displacement (6-12 months), where possible the HLG supports improved temporary shelters for people facing protracted displacement that have longer life-spans and provide greater levels of protection. All humanitarian shelter should be coordinated through the Shelter Cluster and follow agreed cluster guidelines. At this stage, while the conflict in Syria continues, the HLG is not supporting any construction of permanent housing for displaced people in NW Syria.



## 2. Context and Reason for the Dignified and Safer Living Conditions Approach

58% of people living in IDP sites in NW Syria are children and 22% are women<sup>1</sup>, many of whom have care responsibilities for children and family members. Large numbers of people are living with disabilities and conditions are extremely harsh for those who are elderly or otherwise vulnerable. Overcrowding, a lack of privacy and being forced to share shelters with non-family members increases GBV risks for women and girls. A lack of public lighting coupled with limited privacy results in women and girls expressing particular fear of harassment.

Those living in tents require replacement tents every six to twelve months and are particularly vulnerable to flooding and extreme weather temperatures. Sites without adequate drainage systems and roads become inaccessible and flooded during the winter season. The lack of water and sanitation infrastructure means IDPs are highly dependent on continuous emergency water trucking and desludging services. Communal sanitation facilities have become harder to maintain. They require continued maintenance and cleaning, otherwise they fall into disrepair and become unusable.

According to the January 2022 [CCCM ISIMM report](#), out of 1,322 camps, there are only 433 primary schools and 38 secondary schools. In Aleppo and Idlib alone, at least 115 IDP camps host more than 1,000 children each. The 569 IDP camps that host 100 or more school-aged children — more than 43% of all camps — have no school, endangering the education of approximately 225,000 IDP children. There are more than two dozen camps without schools hosting between 900 and 1,000 school-aged children. Nearly 60% of the 115 camps with more than 1000 children have no education actors present, and thus no education available.

The Technical Working Group for promoting a more dignified and safer living conditions in NW Syria was established in September 2021 led by the Shelter/Non-Food Items (SNFI) Cluster with the Camp Coordination and Camp Management (CCCM), Early Recovery and Livelihood (ERL) and Water Sanitation Hygiene (WASH) Clusters. Building on inputs from the TWiG and other guidance documents that have been produced by the SNFI cluster such as the Dignified and Safer Living Conditions Annex and the [SNFI Cluster Flood Risk Reduction Technical guidance](#), this document aims to provide a general guidance for establishing a Dignified and Safer Living Conditions approach in IDP sites in NW Syria.

Rather than starting with the shelter itself as the unit of analysis and intervention, the approach considers the wider area. Starting with topographical analysis to ensure sites are appropriately organized and are more adaptable to withstand against flooding, this approach underpins wider shelter and associated infrastructure needs. Where appropriate Housing, Land, and Property conditions are met, the approach links shelter with the provision of facilities including WASH, access to livelihoods, utilities, roads (within and between sites), camp management structures, and access to health, education and economic opportunities. The intention is to re-define humanitarian action in NW Syria and respond to more complex, integrated needs. Underpinning the response to these complex needs is a participatory AAP approach that recognises that (i) information is aid, (ii) two-way communication can improve humanitarian planning and (iii) this approach enables communities to help themselves and

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1 CCCM Cluster, ISIMM tool, January 2022



make informed decisions. The approach acknowledges that sheltering is a process and it will support early recovery and invest in Disaster Risk Reduction, especially in vulnerable and flood-prone IDP sites.

By focusing humanitarian response activities at the settlement level with better planned IDP sites, the Dignified and Safer Living Conditions approach will enable the provision of safe, adequate and secure shelters, greater levels of physical access, and linkages with key sectors including CCCM, WASH, Livelihoods and other services. This will contribute significantly to better living conditions for vulnerable people in NW Syria.



*IOM Establishment of a new IDP camp.*





### 3. IDP Sites Overview

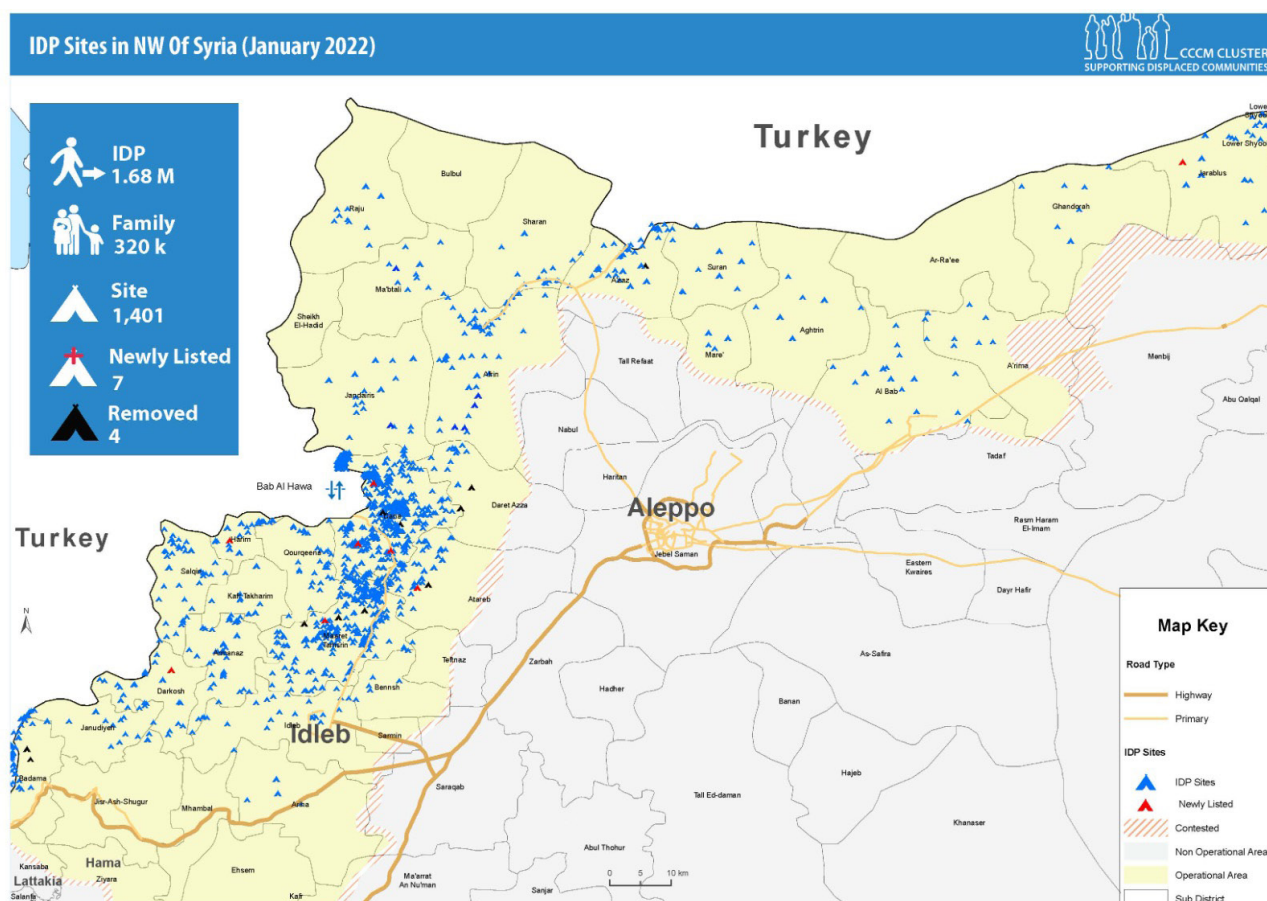
As of January 2022, there were close to 1.7 million IDPs living in almost 1,401 sites in NW Syria.

The main types of shelters in the self-settled sites (1,213 sites, hosting 1,445,569 IDPs) are<sup>1</sup>:

- 66% tents (173,688)
- 15% concrete (41,243)
- 17% makeshift shelters (44,295)

The main types of shelters in the planned camps (152 sites, hosting 225,837) are:

- 48% tents (28,343)
- 31% concrete block (18,221)
- 9% makeshift tents (5,305)
- 12% caravans (6,810)



The Dignified and Safer Living Conditions approach defines sites with high needs and considers the whole population within those sites. This guidance document builds on the existing [Global Shelter Cluster Settlements Approach Guidance](#) and the NW Syria [SNFI Cluster Dignified and Safer Living Conditions Technical Annex](#), offering a framework and best practices for NW Syria. This approach promotes more multi-sectoral response planning, implementation and monitoring; longer-term investments in more dignified camp infrastructure; wider stakeholder engagement and reduced reliance on continued repeat emergency services.

1 CCCM ISIMM data



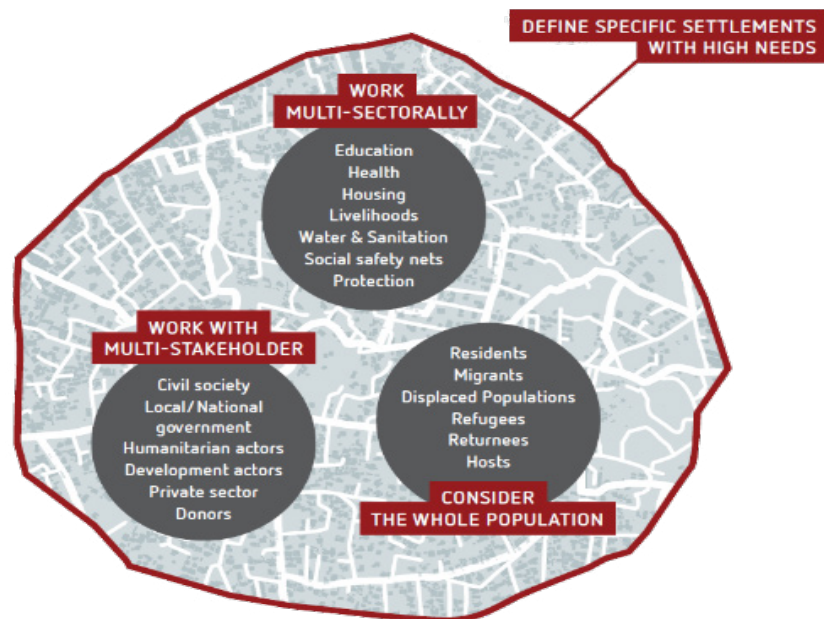


Figure 1: Global Shelter Cluster Settlements Approach<sup>1</sup>



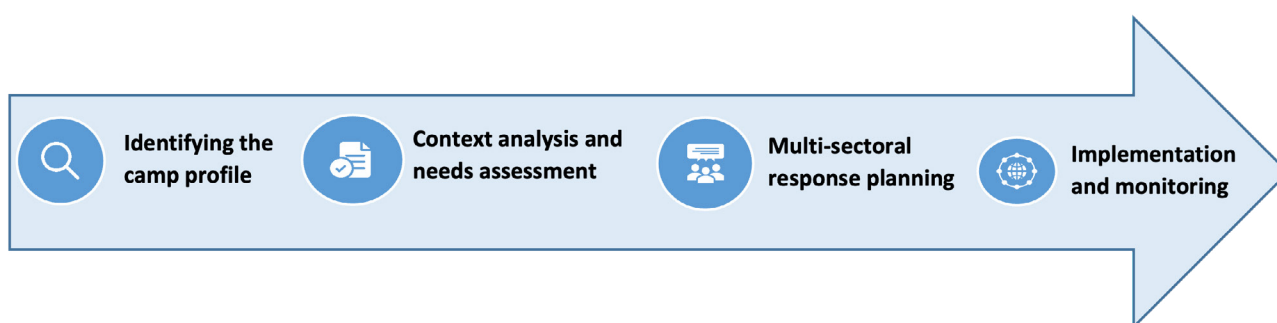
IYD Infrastructure Improvements in IDP sites.

1 Global Shelter Cluster Urban Settlement Working Group. Settlements approach guidance note. 2020. [www.sheltercluster.org/sites/default/files/docs/guidance-settlements-hd.pdf](http://www.sheltercluster.org/sites/default/files/docs/guidance-settlements-hd.pdf). (08-10-2021)





## 4. Operationalizing the Dignified and Safer Living Conditions Multi-sectoral Approach



### 4.1. Identifying the Site Profiles

Locate the most affected IDP sites (through selection criteria and prioritization) and create combined mapping of relevant boundaries. This may include more than one camp or a peri-rural/urban area.

#### Selection criteria and Prioritization

Selection criteria and prioritization can be further defined by undertaking focus group discussions with IDPs, Local Councils and other governance bodies to decide on specific selection criteria and prioritization for particular locations. Suggested selection criteria should include:

- Sites with **households living in tents**.
- Sites that have **experienced flooding**.
- Included **assessment of vulnerabilities of IDPs** including People living with Disabilities (PWD), Female-headed households and Child-headed households.
- **HLP**: Identify what HLP issues are at the site and how this may impact any proposed activities (see section 4.2 below).
- IDP sites located in areas disconnected from **access to livelihoods opportunities** with little opportunity to enhance socio-economic resilience.
- **Cost efficiency**: Cost of continuing multisector emergency short term services versus cost of implementing Dignified and Safer Living Conditions approach. A cost benefit analysis should be applied to consider the provision of continued emergency services (including the cost of unmet emergency gaps) compared to the costs and benefits of applying Dignified and Safer Living Conditions approach.
- Assess if **selection criteria may lead to conflict** among IDPs, or IDPs and nearby communities and identify ways this could be addressed through engagement with the population.
- It may be more appropriate to **facilitate IDPs to move to a safer site location** if the existing site is located in a flood-prone area or close to frontlines with high security risks. To avoid any risk of flooding, the land should not be selected if it is on a riverbank, in a valley, or on a steep slope (to avoid soil erosion and drifting). Thus, the slope of the land should ideally be between 2% and 6%. The land selected should also take into consideration the distance from the frontlines and other security and safety risks.
- Assess **willingness of IDPs to be relocated** to better shelter or improved site **or to be supported in the same site with an upgrade** to their existing shelter.



- Consult the **CCCM database** of IDP sites.
- Ensure that **boundaries consider vulnerable or marginalized populations** and engage camp management and Local Councils.
- Consider **merging IDP** sites in close proximity into one organized site.
- **Proximity to the nearest asphalt road** to ensure adequate service provision and access to the site.
- **Proximity to the nearest community**, which must have full and proper access to a drainage system and water network. Establishing this can include discussions with the local authorities, to probe the possibility of expanding the host/nearest community, which can help in identifying suitable land.

#### 4.2. Consider Housing, Land and Property (HLP)

- Agreements with land-owners or public authorities needs to be established when developing infrastructure and services in IDP sites. Without land-owner agreements, IDP households are at risk of eviction.
- HLP rights include the full spectrum of rights to housing, land and property held according to statutory or customary law or informally; both public and private housing, land and/or property assets. They include:
  - › **Right to adequate housing.**
  - › **Right to access to natural resources.**
  - › **Right to security of tenure and protection against forced eviction.**
  - › **Right to non-discrimination in accessing HLP rights.**

As noted by the HLP TWG, it is recommended to follow the main steps:

- › Identify and map key HLP actors.
- › Identify and map the law framework which applies to the specific target area.
- › Be aware of local conflict dynamics.
- › Identify heightened risk of HLP rights violations for vulnerable groups/individuals.
- › Clearly establish HLP eligibility criteria.
- › Integrate HLP rights verification and monitoring into all shelter activities.
- › Seek clear agreements in supporting beneficiaries' rights to shelter.
- › Sign beneficiary shelter agreements.
- › Carry out HLP ownership community verification.

Please see the [CCCM HLP Due Diligence Guidance for NW Syria](#). Please also refer to SNFI's HLP Due Diligence Guidance, available in [Arabic](#) and [English](#). Some of the key points include:

- › Ensuring that beneficiaries have a minimum of three to five years without paying any fees/rent.
- › Adhering to HLP due diligence to make sure that both the beneficiaries and the landowners' rights are protected.
- › Taking landowner's consent on all works in the shelter programme and integrated services.
- › Engaging the community leaders, signing a Memorandum of Understanding (MOU) stating the right of both landowners and beneficiaries. Local authorities could be part of the MOU to grant rights and responsibilities of the contracted parties.
- › The beneficiaries are residing in temporary shelters and importantly the





beneficiaries do not have ownership rights, meaning they cannot rent or sell the unit.

#### 4.3. Context Analysis and Needs Assessment

- Gain an understanding of the context of the site through participative needs assessments. Different sites are at varying degrees of development so the needs across IDP sites will be different.
- Gain an understanding of stakeholder dynamics through stakeholder mapping (includes Local Council, camp management, camp committees, IDPs and community members). Gain understanding of the risks of resource competition which could impact social cohesion between the IDPs and the host communities. This should include an assessment of any tensions between population groups and any issues that may arise as a result of interventions.
- Study any existing master plans and consider how upgrading IDP sites may impact the wider area outside the camp
- Engage other sectors and clusters including CCCM, Education, Health, Protection and WASH and ERL to understand services being provided at the site and in the wider area.
- Establish what interventions were provided previously and what services are currently available at the site (emergency provisions, infrastructure such as water and sewage networks, livelihoods opportunities, health, education and protection).
- Undertake analysis of the local market in the area, both goods/services and labour market to better identify potential for livelihood opportunities with available services. Some global market assessments can be found here:
  - › [CaLP](#)
  - › [Multi-sector Market Analysis Toolkit UNHCR](#)
  - › [EMMA Toolkits](#)
- Ensure Gender and Protection needs are adequately assessed. Overcrowding, lack of privacy and being forced to share shelters with non-family members increase GBV risks for women and girls. Living conditions coupled with women and girls' limited movements due to the COVID-19 lockdowns and stay-at-home orders further heighten their vulnerabilities and increase the risks of sexual violence including harassment, domestic violence, child abuse and economic coercion. These living conditions also increase the risk of child, early, or forced marriage as a negative coping mechanism for families to ensure their girls' safety.
- Participative needs assessments and planning: Any sustainable plans to upgrade IDP sites requires the inhabitants of those sites to identify their social needs. This process needs to be documented and based on inclusive forms of active participation such as Focus Group Discussions, household interviews or Key Informant Interviews and should include often marginalized groups such as women and girls and People Living with Disabilities (PWD). This should coincide with assessments and decisive inputs from qualified professionals, local authorities as well as adherence to Shelter Cluster technical guidance.
- Efforts should be made to consult different stakeholders using appropriate methodologies.
  - › For instance, children and adolescents – including unaccompanied and separated children – should be consulted to understand their concerns, fears and needs, with support from child protection specialists. Their needs assessment should be



designed in a child-friendly manner. One should note that not all children are the same; the design of the participative needs assessment should consider different needs based on gender, context and membership in a marginalized community.

- › For persons with disabilities, involve organizations of persons with disabilities in consultation and decision-making. Information should be in clear and simple language; it should be provided in accessible formats, such as braille and large print. It is important to provide tailored approach to meet individual needs, work with personal carers and other social support networks. Support on this can be found through the Inclusion technical working group.
- › For women and girls, ensure that community engagement teams are gender-balanced. Take into account provisions for childcare, transport and safety for any in-person community engagement activities.

Assessment Focus	Methodology/source of information				
	Secondary data from LCs, camp management and Clusters	KII	Technical Assessment	Household Survey	Focus Group Discussion
Identify the selection and prioritization criteria for intervention					
Identify and map all services and infrastructure within the area					
Identify and map all complementary assistance being provided					
Identify primary needs of population and identify barriers to services					
Identify which areas or infrastructure are considered safe/unsafe, in need of intervention					
Identify how people express needs and ideas regarding services and how they receive information about services available					
Identify how people make their voices heard and how problems are dealt with by the population					
Identify how information spreads within the area and how people know and interact with their neighbours					





#### 4.4. Multi-sectoral Response Planning

- Identify the agency to lead the multi-sectoral response planning (preferably the agency which is leading camp management) for the target IDP site and agree on priority needs and identified gaps. This focal point should be in close liaison with each of the sector focal points at the site. See the [CCCM Cluster Induction Package](#) for further information on camp focal points.
- Response plan can include a phased approach. For example, the initial phase may include gravelling and basic drainage while a longer-term plan may include paving and drainage channels. Public infrastructure may be considered for multipurpose uses such as markets and schools depending on needs identified by the community.
- Prepare Risk Mitigation Plan aligned with the Response Plan (4.3.4) to address any safety and security issues identified.



*IYD Infrastructure Improvements in IDP sites.*



## 5. Develop a Response Plan

### i. Timeline

Plan should include a timeline for intervention and any handover processes in agreement with the target population. Validate the plan with the affected people to ensure that the needs are accurately captured and the proposed solutions are appropriate.

### ii. Roads and Access

Ensure **adequate road access to and within the site** for essential services which may include levelling, graveling and/or road construction. See the NW [SNFI Cluster Flood Risk Reduction Technical guidance](#) and [technical annex](#) and the Dignified and Safer Living Conditions Technical Annex for further information. Please also refer to UNDP Road rehabilitation guide for NW Syria<sup>1</sup> that provides guidance for roads within camps and out of camps.

- Road conditions should meet the minimum standards in term of slope, width, ruggedness, solidity etc. (Refer to the UNDP Road rehabilitation guide for NW Syria<sup>4</sup>)
- Roads should surround the communal facilities in the site.
- NWS standards require one-lane at approximately 3.6 meters in width. The hierarchy of the roads is important, noting the following:
  - › Main roads two-way width between 8 to 12 meters (out of camp).
  - › Two-way roads branching out of the main roads should be between 5 to 8 meters (usually out of camp).
  - › Secondary roads 3 to 5 meters (usually in camp).
  - › These figures can be discussed with the local councils and planning and developing departments in the community.
  - › Ensure in the site planning that there is one road around all shelter units, to provide equal access to shelters.
- All roads should be compacted well and in line with the main infrastructure works, (lighting poles, water network, sewage pipes, drain etc.).
- Roads crossing the drain channels should have appropriate culverts, with at least two rows of bricks or reinforced concrete as a fence for protection purposes.

### iii. Drainage and Sewage Systems

- All shelter units must be well connected to the communal sewage system in the location. If they do not exist, establish a sewage network system in the location and link it to the nearest existing sewage network or to a decentralized wastewater treatment system.
- If an organization is implementing open drainage, the open drainage channels should be covered by a drain grate, to ensure the pedestrian pathways are safe, and people have safe access to their properties. SNFI's Flood Risk Reduction guidance should be consulted. Available in [Arabic](#) and [English](#).
- Sewage pipes with different diameters can be installed underground with backfilling and compacting.
- Open channels can have different dimensions and shapes (U, V) based on the need.
- The hierarchy of the channels should be considered and designed based on elevations

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Currently in draft format and will be published by UNDP in March 2022





and slope and be linked to the nearest drainage, sewage or wastewater treatment systems accordingly.

#### iv. Dignified Shelter Upgrades

- Please refer to the latest version of the Dignified Shelter Technical Annex being published by the SNFI Cluster in March 2022.
- Conduct market research to determine locally available materials.
- The design should be culturally appropriate and meet the inhabitant's daily needs. A pre sessions with the targeted group including women and people with special needs to discuss the design is highly recommended.
- Consider installation of foundations and/or insulation shelter bases which shelters (of variable available materials) can be fixed over. [See Flood Risk Reduction Guidance](#). Include space for cooking and WASH facilities within or outside the shelter.
- The shelter level should be at least 20 cm high from the natural ground level to avoid flood risks and to provide more dignity, with full consideration of the needs of PWD.
- Lighting facilities (for instance solar) for all usable spaces in the shelter including WASH facilities, living rooms, kitchen and one light above the main external door, as well as the main roads, to ensure safe and easy access and to mitigate protection risks (especially related to GBV).
- Include safe cooking space and WASH facilities within or outside the shelters or shelter bases.
- Support upgrading of IDP self-built shelters by installing windows and doors or installing water and sanitation facilities and connections.
- Install accessible features such as ramps or railings for households with PWD.
- Provision of household lighting (preferably with solar power).
- 3.5 sqm. per person minimum. Minimum ceiling height of 2m.
- Connected shelter units can be helpful to save space, heating, and provide more stable connection between IDPs in the site (best practices can be discussed with all stakeholders), making sure that the number of shelter units linked together (shelter blocks) are in line with standards, and considering equal access to roads and feedback from beneficiaries.
- Water tank for each shelter units, with all needed equipment.
- Each room should have at least one window and one door with lock.
- Fire safety: 30 m firebreak every 300 m. Minimum 2 m between structures. If possible, 2 times the height of the structure is an appropriate distance. See [CCCM Guidance on Fire safety](#) in Formal and Informal Settlements.
- As part of the site selection and assessment stage, field engineers can technically assess existing shelters according to the categorisation in the table below and provide BoQs and work plans accordingly. If a shelter is considered to be of high risk and unsafe, organizations/ Cluster members are encouraged not to intervene with the structure and recommend relocation. In these cases organizations should provide support to IDP households for relocation where possible.



Description	No intervention required	Intervention recommended. Light/medium repair/ rehabilitation to the shelter required	High risk and unsafe. Suggest relocation and/or reconstruction of the shelter
<b>Physical structural safety</b>	Adequate	Low-medium damage which can be repaired.  Cracks due to poor quality blocks or plastering which may be replaced  No risk of collapse	Horizontal and vertical cracks due to unstable soil or slab leading to lack of structural integrity.  Risk of collapse  Unit requires demolition and reconstruction  Any structure with a room span more than 5m  Any structure with 2 stories or more
<b>External boundary walls, doors, locks status</b>	Adequate	Low-medium damage which can be repaired.  Cracks due to poor quality blocks or plastering which may be replaced  Damaged lintels which can be replaced  Damaged or missing doors and windows  No risk of collapse	Horizontal and vertical cracks due to unstable soil or slab leading to lack of structural integrity.  Risk of collapse  Unit requires demolition and reconstruction
<b>Roof and ceiling</b>	Adequate	Low-medium damage which can be repaired  Plastic sheeting and frame missing or requiring repair or replacement	Damage to concrete roof requiring replacement
<b>Living space</b>	Adequate	Not meeting 3.5m <sup>2</sup> per person standards and available space on site to expand structure	No available space to expand the structure
<b>Internal protection, external and internal doors, and windows</b>	Adequate	Lockable doors and windows for latrine, bathing area, bedrooms and living rooms	
<b>Accessibility for people with disability</b>	Adequate	In homes with PWD, inadequate access due to lack of ramp, doorway size, handrails or accessible WASH facilities	





<b>Water supply, kitchen, hygiene situation, and toilets and showers</b>	Adequate	No water connection No sewage connection No cooking work station Damaged or missing water storage Damaged or missing handwashing facilities Damaged or missing latrine	
<b>Lighting</b>	Lighting available in the home and public lighting surrounding the area	No source of light in the home No lighting in nearby walkways and street to the shelter	
<b>Fire Risk</b>		Less than 2m between shelters  No firebreak every 300m  Need to provide guidance to camp management and HHs and provide fire extinguishers	
<b>Flood Risk</b>	No risk of flooding	Some pooling of water may occur during times of heavy rainfall  Doorway entrance or tent flood may be raised to protect against water pooling	Shelter located in a high risk flood prone area (shelters located in 3 <sup>rd</sup> level of flood classification)

## v. Public Spaces

- Public spaces support social cohesion and dignity in living conditions. Public spaces should be planned in consultation with IDPs, camp management and local councils with support of the protection cluster and/or taking into account guidelines by the cluster and AORs.
- Ensure inclusion of diverse voices (such as youth, children, women, elderly, LGBTI individuals and persons with disabilities).
- Public spaces that are safe and accessible for children to play; children and parents should be consulted on the design.
- Establish areas where markets can be situated with connection roads for transporting goods.
- In open areas, consider the need for shading to be provided.
- Ensure public facilities and spaces are accessible for PWD.
- Public lighting is needed on roads and paths within the sites and in all public spaces for safety and security of residents. Public lighting may be installed using solar powered LEDs on mounted lighting poles or connections to public electricity networks if available.
- Allocate space where residents can plant vegetation.
- Public spaces may include locations for prayer, community kitchens, child friendly spaces, health and education facilities.
- Maintenance costs of public spaces should be factored into site planning.



## vi. CCCM

- As site services and infrastructure are strengthened, the role of camp management is important to coordinate and monitor in the sites with the aim of making sure minimum standards are in place and gaps are identified and shared.
- Camp management will also help to facilitate the communication with beneficiaries in the sites and establish participatory structures such as committees. This will help to build transparency, raise awareness, and set-up feedback mechanisms so beneficiaries are well-informed and involved in decision making.
- Camp management will also facilitate engagement with other stakeholders like local authorities which is essential for access to implement dignified living condition activities.
- CCCM care and maintenance activities for basic infrastructure will complement the other cluster's infrastructure activities, to build local capacity and look after the infrastructure in a more sustainable way (for example cleaning drainage, reinforcing flood-prone areas, maintaining lighting in and around sites etc).
- Mobile CCCM teams can also help to deliver CCCM services in sites where full camp management systems are not feasible or cost-effective.
- The CCCM Cluster does not advocate for establishing camps, nor does it promote encampment. Rather, it takes a pragmatic approach, recognizing that camps are sometimes the only option and a last resort for hosting displaced persons. All other possible options must always be considered and advocated for before setting up a camp.
- Humanitarian actors should not start providing longer-term programs to camps and IDP settlements until the site has been verified by the CCCM Cluster.
- Each IDP site should have a general site focal point and relevant sector focal points who [report coverage and gaps to CCCM using Integrated Monitoring Matrix \(ISIMM\)](#).
- Key tools and further guidance:
  - › [Camp Management Toolbox](#)
  - › [SPHERE Handbook](#)
  - › [CCCM GBV Cluster guidelines](#)
  - › [IDP Guiding Principles](#)
  - › [CCCM Tents distribution Policy](#)
  - › [CCCM Camp Establishment Policy](#)

## vii. Site Management

- Enable IDPs to have IDP representatives' committee. IDP representatives should be trained and provided with skills and knowledge on the site management and an inclusion of an exit strategy, adhering to IDPs rights including the most vulnerable groups according to the humanitarian principles.
- The Site Management Agency must demonstrate accountability in its activities towards affected persons and communities, as well as towards all other stakeholders in a camp response, including service providers, the national authorities, donors and security providers.
- Promote the representation of women and diverse groups within camp communities; where possible promote gender balance and women's leadership.
- Provide trainings on protection and gender mainstreaming.
- Coordinate with CCCM and other relevant clusters, as well as community leaders, local authorities, and Local Councils to identify the key durable solutions.



### **viii. Water, Sanitation and Hygiene (WASH)**

- Prioritize household-level WASH facilities within the household or next to the household over communal facilities where possible. If private WASH facilities are not possible, WASH facilities could be shared between 2-3 families. Communal facilities should be for emergency measures only and IDPs should be included in the process of selecting suitable locations.
- Households with PWD should be prioritized for HH-level bathing and latrine installations.
- Where possible, prioritize household-level water network connections or shared family communal water points over continued provision of water trucking.
- At least four water points should be provided inside each shelter unit, one for the toilet/bidet, one for the kitchen sink, one for the bathroom basin and one for the shower.
- Ensure adequate chlorine is in the water provided (0.2 – 0.5 mg/l).
- Water can be calculated as 25-40L/P/D which should be reflected in the size of each individual water tank and should be able to have the capacity to reach 40L/P/D. Shared water tanks between more than one household could create conflict if the families are not close relatives.
- Individual water tanks per shelter unit should be linked with the established water network in the site and connected to water points inside the shelter.
- Water trucking can be applicable if the water network will not be implemented during the site infrastructure work.
- Where possible, prioritize installation of sewage wastewater networks connected to either existing sewage line connections or decentralized wastewater treatment systems if no existing sewage network connections are available. Grey water treatment systems may be used for irrigation.
- Rehabilitation, installation or operation of any public WASH infrastructure should be combined with a maintenance and handover plan
- Ensure an adequate solid waste management collection and disposal system is in place including plan for plan for safely disposing of unused tents and accessories.
- See Dignified and Safer Living Conditions Technical Annex and the [NW Syria WASH Cluster Technical guidelines](#) for further details on WASH standards.

### **ix. Electricity**

- Electricity infrastructure can be taken in consideration for further development.
- If possible, link all lighting poles and shelter unit's internal electricity system to communal infrastructure.
- For initial interventions make sure to have at least one solar panel with Light Emitting Diode (LED) and battery.

### **x. Markets and Livelihoods**

- Analysis of the local markets in the area, including goods/services and labour market to better identify potential for livelihood opportunities/linkages with available/not available services, etc.
- Utilize existing capacities and strengths in IDP sites as part of any interventions. Recruit from IDP sites, offer vocational training and implement cash for work modalities. Examples include:





- › Cash For Work for shelter schemes.
- › Self-recovery-oriented trainings.
- › Basic training for Cash for Work.
- › Specialized/certifiable trainings on innovative, dignified, shelter solutions.
- › Support local business planning.
- › Support local production/procurement of SNFI.
- › Cash for families.
- › Ensure inclusion of women and girls and PWD in livelihoods opportunities.
- › Consider social cohesion interventions to prevent/defuse/reduce tensions among vulnerable groups, including IDPs, host communities' members, and returnees.
- › Engage diverse sections of the affected community directly to understand (i) the existing and preferred livelihood opportunities and (ii) how best to engage the community.

## **xi. Health**

- People in the site should have safe physical access to basic and referral health services.
- Support the mobile clinic activities if the location of the site is more than 30 min walking from the nearest hospital/clinic.
- Cluster Recommendations to help mitigate COVID-19 during SNFI interventions are available in [English](#) and [Arabic](#).
- Engage with relevant clusters, in particular the Health Cluster, to ensure an integrated approach.

## **xii. Education**

- Learning spaces at each site should be linked to the local Education Directorates. All efforts should be made to ensure education is recognized as formal so that students can have their credentials officially recognized for exam purposes when transitioning into public schools, to higher education, or into the workforce.
- Children should not have to walk long distances, especially to pre-primary and primary schools. More than 16% of camps without schools — nearly 100 in all — are 3km or more from a primary school. 315, which represents a majority of the camps without schools, are more than 3km from a secondary school. More than 35,000 IDP children and youth would have to travel at least 3km to reach a school. Safe and easy access to schools is needed. To facilitate access to education, projects should consider transportation as well as referring children to established local formal schools outside the camps.
- According to the Idleb ED report shared in November 2021, there are 76 schools being used as IDP shelters, affecting approximately 30,000 children. To keep children safe while allowing them to continue their education, [guidance](#) on the use of schools as shelters must be followed. The Shelter Cluster and Education Cluster should work together on ensuring these [guidelines](#) are implemented in NWS.
- Engage with relevant clusters, in particular the Education Cluster, to ensure an integrated approach.



### **xiii. Protection**

- It is a priority to ensure no-one is forced to move or settle in the selected site and shelters and all the beneficiaries are willing and have the right to decide.
- Regarding Accountability to the Affected Populations, carefully select and involve the IDP community in decision making, as well as design when possible. With the support of the protection cluster, include involvement of people with disabilities (PwD), children, vulnerable and other diverse groups, ensuring that their risks and concerns are addressed. Consider beneficiaries as part of the participatory approach.
- Ensure affected populations have received information and training on fire safety and evacuation procedures, including an emergency evacuation plan.
- Provide adequate lighting throughout the site.
- Monitor the implementation process to ensure no violations, including PSEA violations, occur by the contractors. Contractual teams are to be included.
- The selected site must consider safety and security principles and should be situated in safe zones to the extent possible.

### **Mental Health:**

- Raise awareness on the impact and relation on mental health.
- Support on psychosocial support.
- Review post-distribution monitoring (PDM) and indicators to reflect on the impact of any shelter solution.
- Ensure community participation.

### **Gender Based Violence:**

- Strengthen safety and security for those at risk of GBV through the development of GBV-related policies, also ensure adequate monitoring and evaluation of GBV-related programming.
- Selecting the site location should not exacerbate GBV vulnerabilities (e.g. access to livelihoods opportunities; competition for natural resources).
- Improve safety and privacy of housing unit design and social areas through the provision of resistant materials, doors, and windows that lock.
- Ensure adequate lighting in all public and communal areas and in all areas deemed to be at high risk for GBV.
- Designate the use of women, adolescent and child-friendly spaces during compound planning and set-up. Engage women, youth and children in the design of the spaces.
- Consider separate, confidential, and non-stigmatizing spaces in registration areas for engaging with those who may have been exposed to or are at risk of GBV.
- Provide training for all project staff and camp management, and conduct focus group discussion (FGDs) on GBV Risk Mitigation.
- GBV field workers will accompany all field staff on consultations with women and girls throughout the project.
- Conduct Shelter WASH safety audits/checks, specifically to evaluate the safety and practices in the organization and during the implementation process.
- Monitor the selection process and transportation to the site and ensure autonomy in selection of beneficiaries.



## Privacy:

- Two lockable rooms to ensure gender-separated space ensuring family members privacy.
- Private toilet and bathing space, with lockable doors and ventilation.

## 5.1. Implementation and Monitoring

- Ensure feedback is received
- Establish roles and responsibilities for implementation and monitoring
- Use joint monitoring and analysis for implementation and coordination so progress can be monitored at a multi sector level
  - › Define which actor will lead joint monitoring at each site. The lead actor should facilitate site level multi-sector coordination and monitoring.
  - › CCCM IDP site services map/database and camp management systems can help with monitoring and identifying gaps.
- Promote sharing of information, success stories and learnings across actors

## 5.2. Accountability to Affected Populations

To ensure accountability all humanitarian responses (including first-phase emergency relief), humanitarian actors should put in place mechanisms for:

- **Community participation:** Ensure that affected communities are enabled and supported to participate and ensure ongoing continued consultation with the affected community throughout all the entire project cycle management (need assessments, planning, implementation, monitoring and evaluation and exit strategy).
- **Assessment:** Assess the languages affected people speak, their information and communication needs, their preferred communication channels and the barriers to communication. Gather evidence from community feedback, perceptions and participation into sectoral and inter-sectoral needs assessments. Disaggregate data by sex, age, disability and ethnicity. Share and validate evidence with affected communities.
- **Planning:** Engage community representatives or community-based organizations in response planning.
- **Information sharing:** Share information with the affected communities about what services that can be provided by whom, how and when. Share information about the plans with the community before, during and after a project. If there are delays or changes in procurement or delivery of services, the community should be informed.
- **Feedback:** Have a range of simple and appropriate feedback and complaints mechanisms in place. Humanitarian actors should respond to feedback in a systematic manner. Regularly analyse feedback from communities to understand what isn't working, who it isn't working for, and what improvements or alternatives are needed; Undertake perception surveys to understand how people think, feel and comprehend humanitarian assistance, or the lack of it, and the behaviour of humanitarian workers.
- It is recommended to make an effort that allows a collective complaints and feedback mechanism serving all the involved organizations that covers the selected site. If not possible, involved organisations working within the same site should develop a comprehensive referral system. **Programming:** Humanitarians must ensure there is





adaptive programming, i.e. that the programming responds and changes in relation to what the community asks for. **Positive staff attitudes and behaviour:** Encourage field staff to be open and transparent and to analyse the situation from the point of view of the affected community. Treat community members as partners and not as helpless victims.

- All humanitarian staff and volunteers should be trained to know their responsibilities related to protection and the behaviours expected as identified in the [UNHCR PSEA codes of conduct](#), including their duty to report suspected abuses.
- **Evaluation:** Document lessons learned and best practices to inform future action at all levels. Facilitate an independent and participatory process for evaluating and learning from the humanitarian response; AAP needs to be a central element of any evaluation of humanitarian action, whether internal or external.

In keeping with the Action Plan for Change, humanitarian actors in North West Syria should:

- Ensure use of local languages in their materials and all communication with affected persons.
- Support affected people's direct participation in humanitarian forums to express their needs and influence decision-making.
- Validate humanitarian plans (project submissions etc.) with affected people to ensure that the needs are accurately captured and the proposed solutions are appropriate.
- Implement systems to effectively facilitate two-way communication with affected people.
- Ensure inclusion of diverse voices (such as youth, women, elderly, LGBTIA individuals, persons with disabilities etc.).
- Promote gender equality among affected persons and institute gender balance within their own organization (at the very least in the outreach teams);
- Institute an effective, confidential feedback mechanism that is equipped to handle PSEA cases and can fit within the proposed common community-based feedback mechanism.

### 5.3. Collaboration Mechanisms

- Community representation and coordination among stakeholders is required for response planning, implementation and monitoring.
- Establish IDP camp committees if not already in place. These committees should be engaged with along with camp management, Local Councils and AFAD and SSG (based on geographic areas)
- Equal participation is required in order to ensure activities respond to the distinct needs of women, girls, boys & men. This includes the most vulnerable who often have less access to community discussions & decisions such as adolescent girls and women, old people and people with disabilities. Guidance for community participation:
  - › Affected communities should be informed about the organization supporting them, the program being implemented, how staff are expected to behave and how they can provide feedback.
  - › Do not only limit participation to community leaders or those who are immediately willing to talk to field staff
  - › Ensure that people who are less likely to speak can be heard. This includes women and girls, older people and people with disabilities
  - › Field staff should include males and females. Community engagement may require



door to door visits, small informal meetings where people gather or focus group discussions with specific groups of people. Women may be more comfortable talking to female field staff directly.



*IOM Establishment of a new IDP camp.*

