# SHELTER REPAIR AND REHABILITATION GUIDELINES

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

## SHELTER OPERATIONS SYRIA CROSS-BORDER

# ACKNOWLEDGEMENTS

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## SHELTER OPERATIONS
## SYRIA CROSS-BORDER

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SYRIA CROSS-BORDER SHELTER OPERATION

## CYCLE OVERVIEW

## 8 PROGRAMME EVALUATION

1. Satisfaction Survey
2. Undertake the Programme Evaluation

Satisfaction survey + Donor evaluation + Evaluation report

## 7 COMPLETION OF WORKS

1. Issue a Certificate of Completion
2. Payments

Certificate of completion + Schedule of payments

## 6 QUALITY ASSURANCE

1. Quality Assurance throughout the Programme

Quality assurance checklist / material and workmanship + Quality assurance checklist / implementation

## 5 AGREEMENT WITH BENEFICIARY / OWNER

1. Bill of Quantity verification
2. Signature of Shelter Repair Agreement

Housing Agreement

# 1 PROGRAMME DESIGN

1. **Shelter Rehabilitation Programme Cycle**
2. **Contract/Agreement modality**
   2.a. Contractor (type A)
   2.b. Cash-for-work (type B)
   2.c. Self-help (type C)
3. **Technical standards**

| Type A contract (contractor) | Type B contract (cash-for-work) | Type C contract (self-help) | **+** | Minimum standards checklist |

# 2 COMMUNITY SELECTION

1. **Prioritise communities for assistance**
2. **Verify communities prioritised for assistance with the Cluster**

Desk review **+** Transparent and objective scoring system **+** Cluster review

# 3 COMMUNITY ENGAGEMENT

1. **Identify local representatives**
2. **Agree the scope of the Programme with the local authority and the community**
3. **Conduct community outreach activities**

Shelter committee **+** Outreach & feedback

# 4 BENEFICIARY SELECTION

1. **Create a preliminary beneficiary list**
2. **Household security and identification of ERW threats**
3. **Shelter damage level assessment**
4. **Housing, Land and Property Verification**
5. **Conduct household vulnerability assessment**
6. **Shelter technical assessment (BoQ & SoW)**
7. **Verification and inclusion on the beneficiary list**

Shelter Repair Registration & Assessment Form **+** Engineering assessment **+** Final beneficiary list

SoW Scope of Work **+** BoQ Bill of Quantities **+** Preliminary registration

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# INTRODUCTION

## CONTEXT

**4.2M** people in need of shelter assistance

**3.7M** people cannot carry out necessary repairs to their homes, principally because they cannot afford the materials and/or professional assistance required to carry out the rehabilitation.

The Syrian Humanitarian Needs Overview 2018 (HNO) estimates that 4.2 million people are in need of Shelter assistance. The Cluster approach is to mitigate the lack of adequate shelter through rehabilitation and repair of damaged or unfinished buildings and conversion of use.

Shelter Actors have already been engaging in repair and rehabilitation across Syria, providing a solid base of experience and lessons learnt from both Northern and Southern Syria. Interventions to date, however, have been ad hoc, with wide variations in quality and methodology.

These Guidelines provide a comprehensive technical standard operating procedure for shelter repair and rehabilitation programmes in Syria. These guidelines are

derived from and reviewed by the operational Shelter Actors in North West Syria, to support the further development of this type of programming towards an accountable, equitable and consistent approach.

In a challenging context, the protection of beneficiaries has been central to the guidance developed, taking into account international standards and due diligence guidelines, including on Gender Based Violence (GBV) and Housing Land and Property (HLP). Wherever possible, practical mitigation measures developed in discussion with protection and sector specialists have been integrated, each contributing to accountability towards both affected populations and Programme donors.

## AUDIENCE

**Shelter actors operating in Syria**

**Donor community**

**Other sectors**
such as WASH, Protection and Health for the purpose of achieving a multisectoral response

## IMPACT

**1** **To build the capacity of shelter actors in Syria** on shelter rehabilitation, repair and conversion of use

**2** **To provide a consistent and unified shelter response** as well as a standardized procedure on the implementation of shelter rehabilitation projects

**3** **To provide minimum technical standards** on the implementation of shelter rehabilitation projects

**4** **To build the confidence of the donor community** to fund shelter rehabilitation projects in Syria

**5** **To enable shelter actors to increase the shelter capacity** of conflict affected areas in Syria

# OBJECTIVES

Achieving these objectives will enable shelter actors to:

- Build their capacity for shelter activities and their standardized implementation
- Access donor funding for shelter activities
- Deliver the maximum number of shelters in conflict affected areas for the most vulnerable
- Return shelters to habitation by repairing and rehabilitating moderately damaged shelters or repairing/ rehabilitating and converting collective shelters, garages and or commercial units
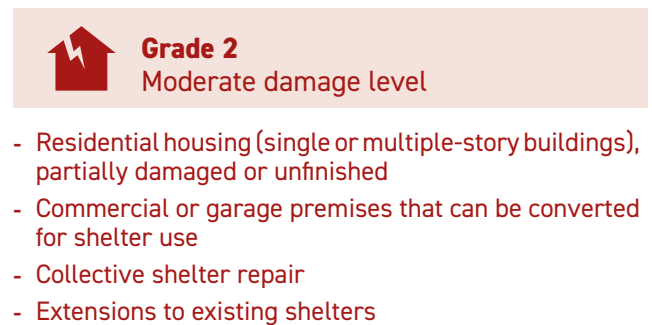- Improve the living conditions of IDPs, Returnees and Host communities in areas affected by conflict.

It is imperative that all repair and rehabilitation projects share the same objective in order to provide consistency in equity, accountability, donor engagement and implemented works, as well as to avoid diversion and duplication of aid.

# PROGRAMME TARGET

## BENEFICIARIES

**1 2 3 Most in need**
Identified based on strict criteria

IDPs

Returnees

Host communities

- Vulnerabilities
- Needs
- Damage levels

## SHELTER TYPE

**Grade 2**
Moderate damage level

- Residential housing (single or multiple-story buildings), partially damaged or unfinished
- Commercial or garage premises that can be converted for shelter use
- Collective shelter repair
- Extensions to existing shelters

Because of limited funding levels, IDPs, returnees and host communities should be prioritized according to vulnerabilities, needs and damage levels, with particular care for female headed households, the elderly and the disabled. The programme should only support IDPs and returnees that are hosted for free and are not paying rent, as rent payers are not among the most vulnerable.

The focus should be on structures with moderate damage levels, instead of either superficial damage or structural damage. Structural repairs are excluded since they require specific expertise and a considerably longer timeframe as well as more funding from donors: A focus on moderate damage (Grade 2) allows a maximisation of impact, in order to assist as many beneficiaries as possible. Households with superficial damage can be provided with a Shelter Kit or a small cash-grant if necessary.

For collective shelters the same repair and rehabilitation standards as for individual shelters apply. However, additional attention needs to be paid to communal spaces, like sanitation facilities, common living spaces etc.

The completion of unfinished buildings, the extension of existing shelters and the conversion of garages and or commercial units to habitable shelters will help increase the shelter hosting capacity in conflict affected areas.

These Guidelines cover:

- Residential housing (single or multiple-story buildings), partially damaged or unfinished
- Commercial or garage premises that can be converted for shelter use
- Collective shelter repair
- Extensions to existing shelters

# PROTECTION IN THE SHELTER CONTEXT

*"Protection is a core part of humanitarian action and the Protection Principles point to the responsibility of all humanitarian agencies to ensure that their activities are concerned with the more severe threats that affected people commonly face in times of conflict or disaster."*

The most important reason to achieve standards in any humanitarian aid programme is to ensure the protection of the beneficiaries while guaranteeing the safety of humanitarian staff.

The do no harm principle should be adhered to throughout any shelter programme; the most vulnerable should be protected from violence and other human rights abuses; and affected people should be assisted in their recovery.

**Protection principles include:**

- **Prioritising safety, dignity and not causing harm** - intervention should not increase community or beneficiary vulnerability
- **Meaningful access** - everyone should be able to access assistance;
- **Accountability** - communities can feedback any concerns about the Programme; and
- **Participation and empowerment** - self-protection mechanisms and development should be supported.[1]

Repair and Rehabilitation Programmes should target those who are most vulnerable and therefore people who are most likely to need protection support. Protection should be mainstreamed throughout the Programme. As there is no standardized list that prioritises one population group or set of risks over another, Shelter programs must analyse population groups and vulnerability risks and considerations for each project at the planning stage before the response is initiated. Determining "vulnerability" and "vulnerable groups" usually requires analysis of multiple dimensions based on age, gender, diversity, specific needs (which can be location specific), displacement status, and other characteristics[2].

People with disabilities, who can be particularly vulnerable to additional risks should be protected and assisted throughout the programme. Beneficiaries with disabilities may require more assistance and therefore more funding to help overcome physical barriers, such as equipping the shelters with accessible doorways, wide enough for wheelchairs and ramps and handrails to ease access. The Programme should ensure accessibility for all.

In order to ensure accountability to the populations they serve, Programmes should ensure they establish a clear feedback and complaint mechanism[3], which should be well-known and understood in the community, and accessible, taking into consideration confidentiality and safety.

ACCOUNTABILITY

**Feedback and complaint mechanisms**
*In order to ensure accountability to the populations they serve, Programmes should ensure they establish a clear feedback and complaint mechanism[3], which should be well-known and understood in the community, and accessible, taking into consideration confidentiality and safety.*

# PROTECTION RISKS

According to the 2018 Whole of Syria Protection Needs Overview[4], the most commonly reported protection risks in Syria to mitigate and monitor are:

1. **Lack or loss of civil documentation** (reported in 83% of assessed communities) – people without documents may face reduced access to assistance; denial of their basic rights, including freedom of movement and access to services and employment; and jeopardized rights to property, inheritance and child custody.

2. **Child labour** preventing school attendance (reported in 82% of assessed communities) – child labour interferes with children's schooling by depriving them of the opportunity to attend school, obliging them to leave school prematurely, or requiring them to attempt to combine school attendance with excessively long and heavy work, and may be practiced by families as a harmful coping mechanism due to poverty or economic hardship.[5]

3. **Early marriage** (reported in 69% of assessed communities) – largely impacts girls, with severe immediate and long-term consequences, especially related to health and education and may be practiced by families as a harmful coping mechanism.

4. **Housing, land and property issues** (reported in 57% of assessed communities) – common HLP issues in emergencies include: tenure discrimination leading to inequitable assistance; loss of HLP documentation; access to land for shelter and livelihoods; access to natural resources, such as water; land and property crisis; forced eviction; secondary occupation; land grabbing; restitution; and disinheritance, particularly of women and children.[6]

5. **Family separation** (reported in 52% of assessed communities) - children may be separated for both accidental and deliberate reasons, including due to: death of caregivers, divorce of caregivers and economic reasons. Most separated children live in kinship care arrangements in the community, however deteriorating economic situation and breakdown of family and community safety nets may be adversely impacting community-oriented custody patterns.[7]

Further, updated information on protection risks and trends analysis is available through the Protection Cluster's Protection Monitoring dashboard[8], updated on a weekly basis.

There are additional risks that are frequently under-reported and groups that may be less visible that nonetheless require mitigation approaches, inclusion and monitoring:

1. **Gender-based violence (GBV)** - any harmful act that is based on social differences between men and women[9]; which includes acts that inflict physical, sexual or mental harm or suffering, threats of such acts, coercion, and other deprivations of liberty. These acts can occur in public or in private.

2. **Social exclusion** - all people with different cultures, attitudes, values and backgrounds should be recognised and included; they risk isolation and discrimination by the host communities or parties to the conflict and may lack social support networks.

3. **Age** - the stage in the life cycle which can change a persons' capacities and needs over time[10]; elderly persons may have specific in regards to security, shelter, access to services, health, NFIs, WASH facilities, etc.

4. **Disabilities** - people with physical and mental disabilities should not be excluded and may require additional assistance and higher percentage of funding to help overcome physical barriers, such as equipping the shelters with accessible doorways, wide enough for wheelchairs and ramps and handrails to ease access. The Programme should ensure accessibility for all and focus on integration, as opposed to creating parallel programs.

5. **IDPs** – often have educed support networks due to their displacement and could be subject to discrimination, including based on where they live. Returnees and displaced are exposed to conflict and disputes due to potential housing, land and property issues.

The above risks are examples, but as mentioned above, Shelter programs need to conduct their own analysis to understand the specific risks and groups most impacted in their communities.

## REFERRALS

If a beneficiary reports GBV, CP or protection concerns to a member of the shelter team, the staff member should provide the contact information of GBV, CP or protection service providers or refer the case through the existing referral mechanisms[11]. In case of doubt contact the Protection Cluster, GBV Sub Cluster (SC), CP SC and/or the Shelter Cluster – technical shelter staff should not attempt to manage the case themselves.

## GENDER CONSIDERATIONS IN PROGRAM IMPLEMENTATION

In every team there should be at least one female member. Ensure mixed demographics (old, young, male, female) during community visits. This will ensure access and communication with female headed households and other

vulnerable female groups.

If your organisation has joint programming with protection activities, the first household visit should be with a member from your protection staff.

## GENDER-BASED VIOLENCE

Strategies to prevent and mitigate Gender-Based Violence should be included in all stages of the programme. The shelter rehabilitation interventions should aim at reducing dependence on harmful coping strategies (such as sexual exploitation) and ensuring no women and girls are exposed to risk of GBV during or after the intervention, with special attention to sexual and physical violence, denial of resources and psychological abuse. Involving women and girls beneficiaries at each stage of the design and implementation

will support safe interventions more targeted to the needs of these at risk groups.

## MINE ACTION

Explosive hazard contamination can affect decisions on areas selected for the construction or reconstruction of shelters, therefore, it is necessary to get historical knowledge of the area of work. When selecting sites; liaise with Humanitarian Mine Action Sub-Cluster members to get safety advices and information about risk areas in or around potential sites. Ensure workers, labourers, drivers, local builders and others involved in the work receive risk education on mines and ERW prior to and during projects. Risk education should also be provided to IDPs who are among the most at risk due to their lack of knowledge of the areas where they move/go back.

# STEP 1
# PROGRAMME DESIGN

✓ **Identify the most suitable contract modality**

✓ **Use cluster-approved common standards**

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**In order to design an adequate shelter programme, your organisation must take into account the following:**

- Technical background on shelter programming and past experience
- Technical capacity of your shelter staff
- Financial and logistical capacity of your organisation to undertake shelter programming
- Context
  - Needs based (assessments and other information sources)
  - Safety and security concerns on shelter programming
  - Access

- Community and beneficiary consultation and participation
- Meet donor requirements and their technical specifications
- Protection and gender mainstreaming throughout the programme cycle
- Complementarity with other humanitarian sectors including WASH and Health among others.

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**ACTIVITY 1.1**    **SHELTER REHABILITATION PROGRAMME CYCLE**

Your shelter programme should be designed according to the following steps provided within these guidelines:

**8** PROGRAMME EVALUATION

**1** PROGRAMME DESIGN

**7** COMPLETION OF WORKS

**2** COMMUNITY SELECTION

**6** QUALITY ASSURANCE

**3** COMMUNITY ENGAGEMENT

**5** AGREEMENT WITH BENEFICIARY/OWNER

**4** BENEFICIARY SELECTION
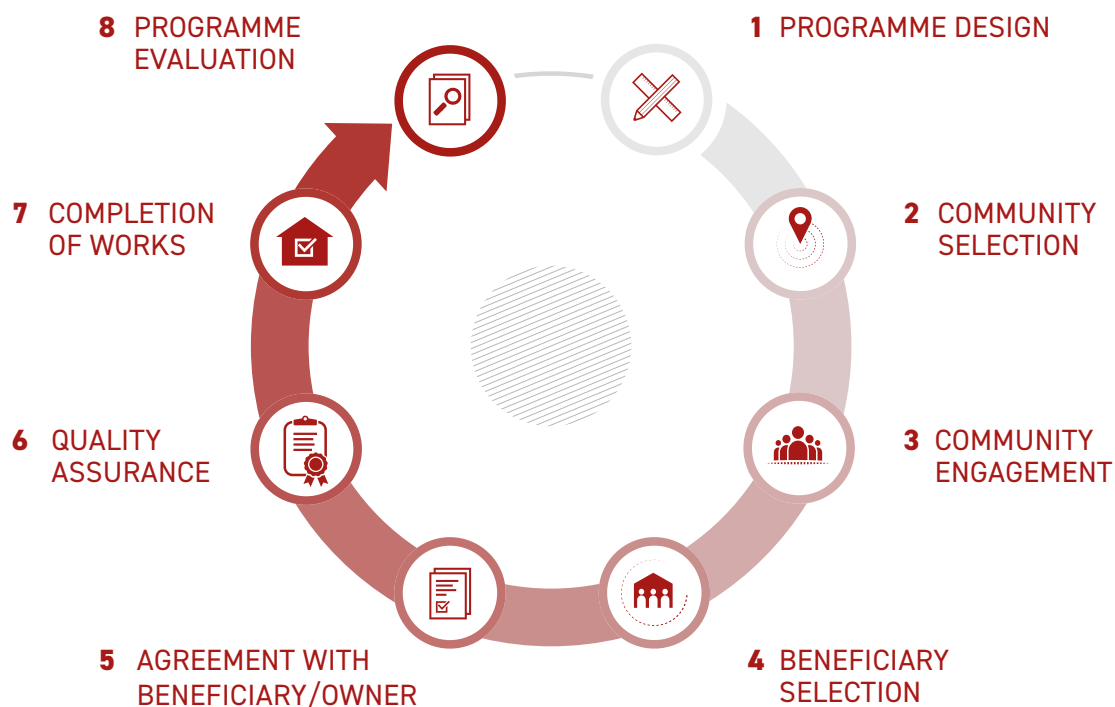
**ACTIVITY 1.2**

## CONTRACT/AGREEMENT MODALITY

The contract/agreement is with a contractor or individuals who will undertake the work, or both owner and beneficiary in case of self-help. The Contract establishes the conditions under which work is undertaken. Its main purpose is to support an accountable, timely and efficient use of resources and ensure completion of works to time, cost and standard, as outlined in the Programme Objective, whilst guaranteeing the rights of the beneficiaries to safety, protection and a shelter that meets the Programme Standards.

There are three different types of contract/agreement:

- **Contractor (Type A)**

|  | Large volume of work |  | Complex tasks |  | Contractors are available and have access to the sites |

Your organisation signs the Contract with a contractor on behalf of the beneficiary, based on a tendering process.

- **Cash-for-work (Type B)**

|  | Medium to small volume of work |  | Reasonably simple tasks |  | Local skilled capacity available |

Funds are disbursed by your organisation to workers.

- **Self-help (Type C)**

|  | Small volume of work |  | Simple tasks |  | Beneficiary has the capacity to do it him/herself |

Funds are given directly to the beneficiaries/owners to do the work themselves, with the help of the relatives and friends or by hiring a contractor or workers themselves.

Your organisation should select the contracting method that best suits the scale of your project and the capacity of the targeted community.

Contractors and other labourers require experience and knowledge of building, local standards and construction practices. All contracts should include the quantities allocated to each beneficiary, as seen in the Bill of Quantities (BoQ).

*The contract supports an accountable, timely and efficient use of resources, whilst protecting the rights of the beneficiaries*

**ACTIVITY 1.2.A**

## CONTRACTOR / TYPE (A)

In this type of contracting, the cost may be reduced due to economy of scale, the contractor has more technical capacity, and so the risk of future problems is reduced. A framework agreement format is recommended in order to implement while still identifying beneficiaries and without the need to wait for a final BoQ of all selected shelters. Materials' standards and prices must have been pre-agreed during the tendering process.

### RESPONSIBILITIES

The contractor is responsible for procurement and transportation of materials, coordination of works, including hiring of staff, health and safety practices as well as a commitment that the work is completed on time. The contractor can hire subcontractors at their own discretion to assist with the work, however, they should be monitored and coordinated by the contractor to ensure the work is done correctly, efficiently and to the required standards.

## CLAUSES

The following clauses should be included in the contract:

- legal liability and remedies for injury to staff, third-parties, and damage to materials or property resulting from neglect or misconduct;
- legal responsibilities of all parties involved
- working plan, including completion period;
- schedule of payments and how to manage variation orders, incentive and penalty clauses;
- retention clause, stating how much of the total contract amount is paid after the satisfactory completion of the works and the final handover should be included in the contract;
- an adequate mechanism for Dispute Resolution Procedure (DRP), especially in the context of a non-existent jurisdiction.
- include what jurisdiction and governing law is the contract likely to be subject to; and
- a code of conduct, including clear child safeguarding and PSEA responsibilities.

## TENDERING PROCESS

The process to choose the contractor must be transparent, accountable and fair.

The framework tendering process must take place before assessing the BoQs for the individual shelters for repair and rehabilitation. Framework tendering does not require to agree on a specific amount, but to specify the envisioned works and put a ceiling of costs based on the expected amount of repair and rehabilitation works. In this way, repair and rehabilitation works can start immediately after the BoQ assessment.

Tendering is a process by which multiple contractors compete for a contract based on best value for money, material standards and demonstrated quality of work. Tendering provides a transparent and accountable selection process and limits accusations for favourable selection. Information on contractors regarding their performance and behaviour towards beneficiaries as well as previous feedback or information on incidents will help choose accountable contractors and thus ensure the protection of beneficiaries.

The tendering process can be public or by invitation.

- Public Tendering is generally employed for large-scale projects, and has to be carried out according to the legislation of the country where the agency is working.
- Invited Tendering is when you select and invite specific local contractors for the bidding process. The selection of contractors invited has to be justified.

**Information shared** (in either of the processes) / should include:

- the required work and material (quantity and quality) based on the BoQ;
- the scope of work; and
- the preferred deadline for finishing the work.

**Information collected** / includes:

- the proposed timetable and work plan;
- the cost estimation for material and labour;
- details on implementation;
- the contractor's capacity; and
- details of previous feedback.

**Selection of the contractor** / must include evaluations on the following:

- technical offer;
- financial offer;
- qualifications of proposed personnel;

- capacity on implementation;
- relevant experience;

It is the responsibility of your organisation to draft a comprehensive contract with the winner of the tendering process as per your organisation's procurement policies.

## ACTIVITY 1.2.B

## CASH-FOR-WORK / TYPE (B)

In the cash-for-work modality, work does not require complex technical expertise. Workers are hired by your organisation to implement the works.

Cash for work modalities should be inclusive and include age and gender related considerations, ensuring that women, men, and people with disabilities, are included in Cash for Work, matching their expertise with the required functions.

### RESPONSIBILITIES

Your organisation is responsible for the coordination of works, including hiring of staff and assurance that the work is completed on time. You are also responsible for the procurement of materials, equipment and water; Personal Protective Equipment (PPE) and emergency first aid supplies[12] . Your organisation is responsible for transportation of material to site, including responsibility for losses in transit and storage. In a scenario when a high volume of material is to be procured, your organisation should organise the storage and manage the delivery of materials to the beneficiaries and contractors, according to their needs[13] . The security of the storage building should be taken in consideration in this case. Your organisation is also responsible for Quality Assurance of materials and tools.

For some of the materials, sub-contractors can be hired (such as aluminium works, carpentry, etc).

PROTECTION

**Inclusive approach**

*Cash for work modalities should be inclusive of age and gender related considerations as well as vulnerabilities.*

### HIRING OF CASH-FOR-WORK STAFF

Daily or seasonal workers must be selected based on the necessary skills for the work

**Contract /** all workers must be provided with a contract that includes:
- a working plan, including completion period (preliminary handover and final handover);
- a code of conduct, including clear child safeguarding and PSEA responsibilities;
- legal responsibilities of all parties involved; and
- a schedule of payments.

Your organisation must do daily follow up of the works with the staff, provide guidance and ensure that their attendance is recorded. You organisation must also take into account the duty of care towards your cash for work staff.

## ACTIVITY 1.2.C

## SELF-HELP / TYPE (C)

Beneficiaries with simple repair requirements and enough skill to do the work themselves, can be approached to be engaged in self-help contracting.

### RESPONSIBILITIES

In self-help, the funds necessary for the work can go directly to the beneficiary who procures the necessary material. In this case, possible changes in market values should be considered.

Your organisation must have the time and resources to support the beneficiary. The

support may come in the form of technical advice, according to the Scope of Work (SoW) and Bill of Quantities (BoQ).

To guarantee consistency in your approach choose the same payment modality for the entirety of your programme.

ACCOUNTABILITY

**Cash payments**

*The payments provided for the purpose of self-help rehabilitation are for exclusive use to conduct the necessary works. Take careful consideration on who is the recipient of the cash to prevent misuse or diversion of funds.*

The payments provided for the purpose of self-help rehabilitation are for exclusive use to conduct the necessary works. Your organisation should take careful consideration on who is the recipient of the cash to prevent misuse or diversion of funds. Your organisation should also ensure any protection concerns arising from providing cash payments.

## CLAUSES

Clauses included in the contract should contain the following:

- a work plan, involving an SoW and BoQ, including completion period (preliminary handover and final handover);
- the legal responsibilities of all parties involved; and
- the schedule of payments.

## PREPARE THE SELF-HELP AGREEMENT

In this case there is no contract but a shelter repair agreement that includes information from the BoQ and the SoW.

The agreement should lay out the standards as to which the beneficiary's shelter is repaired and rehabilitated according to Programme Standards. The specifications and quantities of materials cannot be changed without the consent of both the beneficiary and your organisation.

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**ACTIVITY 1.3**   **TECHNICAL STANDARDS**

These minimum standards are derived from Sphere Project standards and indicators, agreed by operational Shelter Actors specifically for the programmatic context in NW Syria, so that beneficiaries may live in safety with dignity. Using common standards between agencies will enable each Shelter Actor to achieve the agreed Programme Objective consistently, accountably and equitably and helps to avoid diversion and duplication of aid.

ACCOUNTABILITY

**Harmonized standards**

*Using common standards between agencies will enable each Shelter Actor to achieve the agreed Programme Objective consistently, accountably and equitably and helps to avoid diversion and duplication of aid.*

> **The Sphere Project standard agreed as of primary concern for this Programme is Standard 3, "Covered Living space":**
>
> **"People have sufficient covered living space providing thermal comfort, fresh air and protection from the climate ensuring their privacy, safety and health and essential household and livelihood activities to be undertaken."**

| AVERAGE COST FOR MATERIALS + LABOUR | ADDITIONAL COST TO THE CONTRACT | for households where members have mobility challenges requiring further works |
|---|---|---|
| **$ 400** to **1000** | **+10-20%** | |

| MAXIMUM TO BE PROVIDED PER HOUSEHOLD | **2** bedrooms / living spaces | + | **1** kitchen | + | **1** bathroom |
|---|---|---|---|---|---|

During the shelter technical assessments and the repair and rehabilitation works it is likely that your organisation will also detect NFI needs (for example need for heater, stove etc.). When necessary, complementary NFI support should be provided directly through your organisation or through referral to NFI partners. NFI provisions should meet the Shelter/NFI standards.

# MINIMUM STANDARDS

## 4. Shelter Insulation and Protection

### 4.1. Safety
- Lighting should be provided internally and externally, if possible, to increase safety in the housing and the surrounding area and reduce risks of GBV.
- Emergency lighting (such as LED) should also be installed.
- Flammable construction equipment should be stored safely during the rehabilitation process. Ensure that rehabilitation of the shelter does not create any fire hazards. Particular care should be provided at the location of stoves.

### 4.2. Health
- Construction should avoid the use of hazardous materials, such as asbestos.
- Adequate ventilation reduces health risks, such as Acute Respiratory Infection (ARI).
- Where necessary, adequate protection from vectors should be provided (for example through nets).

### 4.3. Protection from Humidity
- Where dampness and moisture is discovered, their origin should be detected and repaired.

### 4.4. Thermal comfort
- Houses should be sealed from infiltration and draughts, to reduce loss of heat in winter and prevent passage of heat from outside to inside in summer.
- Construction resilience should be consistent with known climate conditions and natural hazards and should consider adaptations to address the local geographic climatic variations and impacts of climate change.

### 4.5. Ventilation
- Weather-protected openings should be used to ensure adequate ventilation and to minimise the risk of respiratory issues, especially in rooms with cookers and heaters where exhaust gases may be present.

### 4.6. Water Proofing to prevent leakages inside the shelter
- The roofing should be fully sealed, with no holes or cracks which could allow adverse weather conditions, such as rain, to enter the house

### 4.7. Rainwater ingress (capturing water for use)
- Drainage should be present on the outside of the house, on the roof and floor, to collect runoff water and direct it away from the building.
- Rainwater harvesting can be conducted by installing drainage holes to drain rain and water into pipes and these pipes can lead to a tank, to preserve water.

### 4.8. Privacy
- Locks should be secured on external and entrance doors, as well as internal doors, such as bathroom doors, to increase privacy and security throughout the shelter.

## 5. Kitchen

### 5.1. Safety
- Where a mains electricity supply exists, electrical appliances should be earthed and away from water.
- Particular care should be provided with the location of stoves and cooking equipment to prevent fire hazards.

### 5.2. Health
- Adequate and appropriate water collection and storage facilities should be provided, to reduce health risks.

### 5.3. Ventilation
- Adequate ventilation should be provided to minimise health risks, such as carbon monoxide poisoning and Acute Respiratory Infection (ARI).

### 5.4. Water supply
- A sink should be available or otherwise provided, including a tiled backsplash behind the sink to ensure hygiene.

### 5.5. Food preparation area
- A tiled backsplash behind food preparation areas should be present or installed, to ensure hygiene.

### 5.6. Fittings for stoves and Water tanks
- The repair and rehabilitation works in the kitchen should provide the necessary fittings for stoves and water tanks.

## 6. Bathroom

### 6.1. Safety
- To ensure safety and privacy, inside locks for the bathroom and WC need to be present or installed.
- Prevent slipping on wet surfaces
- Adequate light sources must be installed, especially regarding outside WCs.

### 6.2. Health
- Adequate ventilation should be installed in the bathroom, to reduce moisture build up, which can lead to ARIs.
- Mosquito nets should be present or provided to cover windows and ventilation only when required

### 6.3. Ventilation
- An external window or ventilation flue should be present or provided, to ventilate moisture from the bathroom.

### 6.4. WC
- WCs should be present or provided with a working water trap, a water flush and water provisions for cleansing and hand washing.
- One WC should serve a maximum of 20 people.

### 6.5. Wash hand basin
- A clean and functioning wash basin, including taps and connecting pipes, should be present or installed.
- Working water sealed traps should be present or installed for all wash hand basins.

### 6.6. Shower or bath
- A shower or bath must be present or installed, to enable personal hygiene.
- To ensure safety and privacy, internal locks for the bathroom should be present or installed.

### 6.7. Tiling
- Ceramic tiles should be present or laid across the entire bathroom floor
- Ceramic tiles should be present or laid on all walls up to 1.5m from the finished floor level (for showers a higher level might be necessary) which is easy to clean, to increase hygiene.

### 6.8. Accessibility
- Following assessment, special WCs and/or fittings should be present or installed for beneficiaries with limited mobility, including older people and persons with disabilities. This includes handrails, ramps and accessible lighting in the bathroom/toilet should be installed

## 7. Living and bedroom(s) space

### 7.1. Fitting for Heater and Ventilator
- Prepare fittings for heating and ventilation equipment
- The heater must be safe to use and away from water sources.
- Adequate flues and ventilation must be present or installed, to reduce health risks such as Acute Respiratory Infection (ARI).

### 7.2. Sufficient floor area and space to sleep
- The household must have sufficient floor area and space to sleep, agreed based upon the Sphere Project standards in this context as 3.5m2 covered living space per person, in addition to kitchen, bathroom and circulation space.

## 8. Outside features

### 8.1. Safety
- Adequate light sources must be present or installed outside near entrances, especially for WCs accessed from the outside.
- To ensure safety and privacy, locks usable from both the inside and outside should be present or installed for all external doors.
- Safety of children should be guaranteed, for example by providing handrails on exposed staircases and balcony railings.

### 8.2. Health
- External areas should have adequate surface water drainage, or it should be provided, to minimise vector breeding.

### 8.3. Accessibility to the Shelter for the disabled and elderly (for example through ramps)

# STEP 2
# COMMUNITY SELECTION

✓ **Prioritise communities for assistance through desk review and field assessments**

✓ **Verify these communities with the cluster**

To identify suitable communities for the Programme, an accountable and transparent community selection process is required. It is important to be able to reach the most vulnerable communities, local populations as well as IDPs, and to maximise the use of available capacities and resources. Coordination with donors and the Cluster ensures compliance with donor requirements and prevents any duplication of work within any one community and hence prevents communities from missing out on Shelter Response.

As a first step, sub-districts should be preselected based on secondary data such as highest needs, severity scales, gap analysis etc.  In addition, the security context must be considered. To complete the community selection process, a team is required to visit its different communities to conduct the initial assessment.

PROTECTION / **Protection mainstreaming**
*During community assessments, at least one member of the team should be female to ensure needs and voices of women and girls are reflected. The team should be trained to be transparent in dealing with beneficiaries and give equal opportunity to all groups in the community (women, children, people with disabilities and other minority groups).*

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**ACTIVITY 2.1**　　　　**PRIORITISE COMMUNITIES FOR ASSISTANCE**

The purpose of this activity is to select communities for assistance ensuring that the capacity and resources of your organisation can be maximised efficiently.

### 2.1.1　SELECT SUB-DISTRICTS FOR IMPLEMENTATION

To select sub-districts for implementation, a series of information sources must be analysed, including:

**DESK REVIEW**

- the Humanitarian Needs Overview (HNO)[14] , and SNFI Sector Assessments[15] , and other assessment documents at sub-district level. These documents inform project proposals, therefore, review them as part of the sub-district level assessment.
- Humanitarian Response Plan (HRP), to ensure that proposed sub-districts fit with the wider humanitarian objectives
- donor requirements, which may impose a geographical selection criteria for shelter interventions in specific governorates and districts
- the ratio of IDPs to non-IDPs in each sub-district, based on data from UN/OCHA
- the severity scale of each affected sub-district, based on data from the HNO
- further resources are available through the Protection Cluster, these should be used to check for additional and/or new information.
- Security, situation and access reports as well as information directly sourced from the field staff.

2.1.2   **UNDERTAKE COMMUNITY ASSESSMENTS**

- Shortlist a number of sub-districts based on their overall community vulnerability as per the baseline information listed above.
- Conduct community assessments through the following methods:
  - Observation visits,
  - Key informant interviews,
  - Community representative interviews (Including local authorities),
  - Focus group discussions (inclusive of women, children, etc).

**1**
**2**
**3**

In order to select communities in a fair and accountable way and according to vulnerability, **a scoring mechanism** should be developed based on the following criteria:

# CRITERIA LIST

**1. Security and risk assessment**
An assessment of security issues helps reduce the level of risk your organisation's staff and the community are exposed to. The risk assessment results in a 'go/no go' decision and should take into account ongoing conflicts, the movement of front lines, the likelihood that a community will be targeted again and the presence of Explosive Remnants of War (ERW).

Other security factors include the geographic location of a particular community and its accessibility, including remoteness and conditions of roads for transport.

**2. Other Shelter Actors**
It is important to determine whether other Shelter Actors are already present within the community to avoid duplication of works and to ensure an optimal allocation of resources and capacities. This allows Programmes to reach as many communities as possible.

**3. HLP context**
Throughout the shelter program cycle, it has to be ensured that Housing, Land and Property (HLP) rights of both shelter beneficiaries and land/property owners are protected.

If different authorities claim authority over HLP, current dispute resolution mechanisms are largely deemed ineffective and/or it is clear that local demographics have considerably changed since the beginning of the conflict - such as the displacement of entire population groups, do not engage in shelter activities beyond the distribution of emergency shelter kits and basic minimum repairs in this specific locality. Otherwise, the risk of unintentionally violating HLP rights of displaced populations is very high.

Land and housing disputes may arise at any point during the project. Therefore, your organisation must

identify de facto authorities (including local councils, Shari'a or local courts) in charge of land and property administration and dispute resolution, and understand how they relate to each other.

**4. Climate**
Communities affected by geographical climatic conditions such as low temperatures and in high elevations, should be prioritised. Climate has to be especially considered within winterisation activities.

**5. Community Vulnerability**
The vulnerability assessment includes, the percentage of the population considered to be vulnerable, their needs, and their types of vulnerabilities, such as female-headed household or the elderly. The HNO, provides a severity scale of each district that reflects the overall level of vulnerability as well as the breakdown in types of vulnerability.

**6. Ratio of Internally Displaced People (IDPs)**
Communities with a high proportion of IDPs to hosts should be prioritized.

**7. Ratio of returnees**
A returnee is a person who was forcibly displaced, and has recently come back to their original point of departure, either from abroad or from another part of the country. In order to reduce the number of IDPs (and or refugees) returnees must also be prioritized.

**8. Market prices**
Local market prices should be taken into account, communities where materials are not affordable and or available should be prioritized.

**9. Capacities and willingness of community**
Local capacities include the potential for self-help

modalities, reducing the need for contractors to ensure optimal allocation of resources and capacities.

The willingness of the Community, especially of its local authorities and representatives, to support the Programme needs to be assessed. This includes support in verifying ownership arrangements in the community as well as mediating if HLP disputes arise[16] . Priority should be given to communities that can be fully covered within the budget, in order to minimise any discontent within the community.

**10. Scale of damage**

As these guidelines focus on non-structural moderate damage, the properties should be assessed for damage in terms of the:

- overall number of damaged properties, regardless of the Grade of damage; and
- number of houses damaged at Grade 2.
- local availability of unfinished shelters, garages and / or commercial units for shelter conversion.

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| ACTIVITY 2.2 | VERIFY PRIOTISED COMMUNITIES WITH THE CLUSTER |

Final selection of a community must be verified with the Cluster to monitor where work is being undertaken to avoid duplication.

# STEP 3
# COMMUNITY ENGAGEMENT

✓  **Identify community representatives**

✓  **Share information and receive feedback**

**Community engagement and outreach activities establish a collaborative and participatory approach throughout the project cycle.**

To successfully communicate with communities, start by contacting the local authorities, and local representatives to inform about your shelter programme. This outreach establishes a collaborative and participatory approach from the onset of the Programme. Note that in order to prevent interference from authorities and or armed groups the local authorities must be assessed regarding their affiliations prior to engaging.

After agreeing the selection of this community with the local authorities, your organisation must inform the local community about your programme and engage them through community participation. Communicate clearly to the community that being assessed for this project does not mean automatic qualification for the repair and rehabilitation works, as the beneficiaries will be selected based on needs and vulnerability.

Your organisation should include the local community during the implementation of the project by conducting outreach activities such as focus groups discussions.

## ACTIVITY 3.1          IDENTIFY LOCAL REPRESENTATIVES

The identified local authorities may change over time, and your organisation should take steps to confirm these groups are viewed as legitimate and credible amongst the community. You should take into consideration the potential affiliations of the local representatives in order to prevent any future unwanted interference. These representatives are likely to include groups such as:

- Local Councils or local courts;
- local leaders such as the Mukhtar, Imam, and community elders;
- leaders of community groups; and
- leaders of different social groups such as Internally Displaced Persons (IDPs), women, the elderly and the disabled.

### 3.1.1    ACHIEVE A BALANCE OF REPRESENTATION

Your organisation should ensure that your contact list of local authorities and community representatives is balanced in a way that all the community including minorities are presented.

### 3.1.2    CONTACT LOCAL REPRESENTATIVES

Once the local authority and other local community representatives have been identified, introduce your organisation and provide them with information about your project, including what the local authority and community representatives' role will be and who will be accountable for each task.

### 3.1.3    FORM A SHELTER COMMITTEE

The Shelter Committee's purpose is to represent all individuals living in the community and ensure that all social groups within the community (women, elderly, youth, children, the disabled, etc), are considered and benefit from the Programme.

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*The role of the shelter committee is only advisory.*

It is important that the Shelter Committee understands both its responsibilities and limitations in relation to the Programme. While the Shelter Committee is responsible for assisting with the tasks below, its members must be made aware that final decisions about the Programme lie with your organisation and that their role is only advisory.

**Responsibilities** / include the following:

- relaying information about the Programme to the community;
- providing information about the vulnerabilities of the community;
- communicating any concerns and/or comments that the community may have about the Programme;
- assisting with the selection of potential beneficiaries; and,
- assisting with specific shelter needs of the community, including female headed households, the disabled and the aged.

## ACTIVITY 3.2

## AGREE PROGRAMME SCOPE WITH LOCAL ACTORS

The purpose of this activity is to ensure that representatives understand and agree to the scope and nature of the repair and rehabilitation Programme.

Community expectations must be managed throughout the process by explaining the Programme and ensuring that no commitments are made, or implied. The community must be aware of the concept of vulnerability and that only the most vulnerable can be included in the programme.

In addition, it is extremely important that the community/committee understands that its role is advisory only and that it cannot interfere in the selection process of the beneficiaries.

### 3.2.1  SIGN A MEMORANDUM OF UNDERSTANDING (MOU) WITH THE LOCAL AUTHORITY

The Memorandum of Understanding (MoU) clarifies what the scope of the programme and the roles and responsibilities of your organisation and the local authority will be, in full respect of the humanitarian principles[17].

ACCOUNTABILITY

*The MoU should be made public to the affected community.*

If local representatives have concerns about the scope and/or nature of the Programme, identify possible solutions to ensure conflicts are resolved and an agreement is reached. In case of considerable disagreement, the Programme manager may recommend pulling out, to avoid a complex and problematic implementation.

For transparency purposes the MoU should be made public to the affected community.

## ACTIVITY 3.3

## CONDUCT COMMUNITY OUTREACH ACTIVITIES

The purpose of conducting community outreach activities is to:

- ensure that information about the Programme is provided to community members
- allow relationships with the community to be established and developed;
- ensure that community and household assessments can be conducted;
- provide feedback opportunities on the Programme.

A series of community outreach methods should be combined to ensure that all community members are aware of the Programme, even if they are unable to participate in some methods, for example if disabled members are unable to attend a public meeting.

*Combine different community outreach methods to ensure that all community members are aware of the Programme, even if they are unable to participate in some methods.*

### 3.3.1   CREATE AND IMPLEMENT COMMUNITY OUTREACH METHODS

Community outreach must reach the entire community, especially its most vulnerable members, and therefore should include a diverse set of methods including the following:

- **Holding community outreach meetings**
Community outreach meetings should be held in public buildings, safely accessible by women, girls, men, boys and the disabled, in order to provide detailed information about the scope and nature of the Programme and to answer any open questions by community members.

- **Creating and displaying information literature**
Create and distribute information brochures or leaflets which provides the wider community information about the Programme. This can also include putting up posters on public buildings and handing out information leaflets to members of the community at markets or community events.

- **Announcing information at public events**
Announce details about the Programme at public gatherings, such as during Friday Prayer and market places.

- **Announcing information via electronic methods/WhatsApp**
Announce information about the Programme through popular social media. Make sure to prevent messaging about the programme through armed and political groups. A WhatsApp number should also be advertised to directly contact the team members, if community members have any questions or would like more information.

### 3.3.2   PROVIDE OPPORTUNITIES FOR COMMUNITY FEEDBACK

Your organisation should allow opportunities for individuals to provide feedback, general comments and complaints about the Programme in a confidential manner.

To protect and safeguard community members' information, all data collected through the feedback mechanism must be handled with full confidentiality and shared only with the donor. All feedback will be recorded and analysed to assist with improvements to the project and future programmes.

# STEP 4
# BENEFICIARY SELECTION

✓  **Create a preliminary beneficiary list**

✓  **Verify the preliminary list through a comprehensive assessment**

✓  **Develop the Bill of Quantities and the Scope of Works**

The purpose of beneficiary selection is to arrive to a list of verified beneficiaries who meet the Programme criteria, so repair and rehabilitation works may begin. It involves visiting each shelter, door to door, and ensuring that the selection criteria are met.

The Shelter Repair Registration and Assessment Form includes the following items:

- household security assessment
- damage level assessment
- housing land and property assessment
- vulnerabilities assessment
- shelter technical assessment

To complete the identification, verification and assessments, small teams including technical staff, are required to assess the land and housing ownership as well as undertake technical and vulnerability assessments.

The teams will complete door to door visits with all pre-identified beneficiaries on the preliminary list. All assessments should be completed within the first shelter visit and the teams should optimise efficiency by completing tasks in parallel.

Before starting the assessment your organisation should clearly communicate to the potential beneficiaries that they may not meet the criteria, in which case they will not benefit from the shelter programme.

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PROTECTION

**Gender mainstreaming**
*At least one member of each team should be female to ensure access to female beneficiaries.*

**Referrals**
*Should any beneficiaries report any protection concerns, the shelter team should provide the contact of protection service providers or directly refer through the protection referral mechanism.*

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| ACTIVITY 4.1 | **CREATE A PRELIMINARY BENEFICIARY LIST** |

Use the Shelter Repair Registration and Assessment Form to create a preliminary beneficiary list. Ensure that the community understands that a significant proportion of the preliminary beneficiaries listed will not end up receiving assistance, and only the ones most vulnerable who have justified shelter technical needs will be assisted as part of the Programme.

### 4.1.1  CONFIRM BENEFICIARY IDENTIFICATION AND OWNERSHIP STATUS

Confirm the identity of the preliminary beneficiaries and their ownership status, as seen in the non-exhaustive lists below.

Some of the possible documents for verification of identity are:

- passport;
- birth certificate
- national identity Card;
- Family book; and/or
- civil registration record.

Some of the possible documents for verification of ownership are:

- property Title or Deed (Tabou);
- land registry record statement;
- court document/decision; and
- power of attorney.

*A variety of registration opportunities should be made available to ensure the programme is accessible to all the community including women, the aged and those with disabilities.*

PROTECTION

**House visits**

*Having gender and age mixed teams ensures that the information can be collected from different groups within the household.*

### 4.1.2    PROVIDE REGISTRATION OPPORTUNITIES

A variety of opportunities should be made available to ensure the programme is accessible to all the community including women, the aged and those with disabilities, such as:

▪ a representative of the NGO should be present at the Local Council or a designated location for a specific advertised time period;
▪ a referral mechanism for disabled headed households for face to face visit;
▪ providing an information and a registration WhatsApp 'hotline' to which individuals can call; and
▪ where possible, providing opportunities to register for the Programme online.

This gives everybody equal opportunity to register for the Programme and guarantees the transparency and accountability of the registration process.

### 4.1.3    CONDUCT HOUSE-TO-HOUSE REGISTRATION VISITS

If your shelter programme targets a smaller community (less than 5000 inhabitants), conduct house-to-house registration visits to reach all social groups.

House-to-house visits should be conducted in full respect of cultural norms and using a do no harm approach. Having gender and age mixed teams ensures that the information can be collected from different groups within the household.

### 4.1.4    CONSIDER BENEFICIARIES SUGGESTED BY THE LOCAL AUTHORITIES

The local authority might provide a tentative beneficiary list according to their registration records. Your organisation can use this list to pre-identify beneficiaries. However, all beneficiaries provided by the local authority must be verified prior to inclusion.

This should only be in addition to your own identification through the different methods mentioned above.

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| **ACTIVITY 4.2** | **HOUSEHOLD SECURITY / ERW THREATS IDENTIFICATION** |

**As the first stage of beneficiary verification, household security should determine if there is any threat to safety from Explosive Remnants of War (ERW).**

Identification of ERW should be completed before any works on a shelter, to ensure a safe working environment and determine if a shelter is safe to live in. The team undertaking the household security should receive training on ERW identification.

First, contact mine action organisations (such as UNMAS) who may have information on contaminated areas, to raise awareness to the team when entering an area.

During assessment visits, ask community members about any possible unexploded objects or mines in their households or the surrounding areas.

If there is no safety and security threat, then assessments can continue. If there is a threat to safety and security in the shelter then all assessments should stop and work should not be implemented. If your team finds an ERW or a community member suggests there is one in their shelter, advise them to leave the building and contact the Local Council so that they can keep a community record of all ERWs.

| **ACTIVITY 4.3** | **SHELTER DAMAGE LEVEL ASSESSMENT** |
|---|---|

During the beneficiary identification the technical staff will carry out the preliminary technical damage level assessment to verify if the shelter qualifies for the Programme, meaning the shelter does not exceed Grade 2 on the damage scale. Alternatively, the shelter may not be damaged but in need of completion or conversion. If the shelter does not qualify for the program, there is no need to continue with the assessment.

### 4.3.1  CONDUCT SHELTER TECHNICAL ASSESSMENT

**The damage level assessment establishes whether a shelter fits the Programme criteria of Grade 2 damage described in the table below.**

As Grade 2 damage is non-structural, there is no risk of imminent damage, and it allows for efficient repairs, meaning more shelters can be repaired.

If shelter damaged is Grade 1, 3, 4 or 5, the inspection should stop. A shelter in such a condition will not receive assistance from this Programme. The information should be recorded and the householder informed. For Grade 1 damage, referrals can be made to the Cluster for the provision of a Shelter Kit, if the vulnerability justifies it. This may bring about tension with that household, their rights to full information should be respected and they should be made aware of the feedback mechanism.

If a shelter is not damaged but requires work for completion or conversion (such as garages and/or commercial units, etc) the shelter could be rehabilitated as long as it creates additional shelter capacity.

If a household fits the Grade 2 Programme criteria, repair and rehabilitation support can be provided.

Shelters are categorised based on their extent of damage. The assessment links each particular aspect of damage to a specific repair and rehabilitation activity. Categorisation of the assessed damages is done in-line with defined categories of EMS-98[18] below:

ACCOUNTABILITY

**Complaint/feedback mechanisms**

*If shelter damaged is Grade 1, 3, 4 or 5, the inspection should stop. This may bring about tension with that household, their rights to full information should be respected and they should be made aware of the feedback mechanism.*

| GRADE | DAMAGE DESCRIPTION | ACTION |
|---|---|---|
| Grade 1 | **Slight damage** (hairline cracks in walls)<br>Superficial damage: plaster deterioration, or broken doors and windows | **Not within Programme scope**, as damage too light for repair and rehabilitation or BoQ total cost below 400 USD. Provide household with a shelter kit to complete works themselves. |
| Grade 2 | **Moderate damage** (Fall of large pieces of plaster), holes in roofs or non-structural walls and damaged doors and windows | **Household fits Programme criteria for damage Grade**<br>**Implement repair and rehabilitation (of up to or around $1000 USD).** |
| Grade 3 | **Heavy damage** (large and extensive cracks in walls)<br>Structural damage: holes and cracks in beams, pillars, structural walls or foundations | **Not within Programme scope**, as damage too great for repair and rehabilitation. Record and report for own or inter-agency use |
| Grade 4 | **Very heavy damage** (serious failure of walls)<br>Serious structural damage: or imminent risk of collapsing | **Not within Programme scope**, as damage too great for repair and rehabilitation. Record and report for own or inter-agency use |
| Grade 5 | **Destruction** (total collapse) | **Not within Programme scope**, as damage too great for repair and rehabilitation. Record and report for own or inter-agency use |

Also evaluate the structural stability of the surrounding buildings which may compromise the security of the targeted shelter.

Document the damage during the process using photographs, reports and forms.

## ACTIVITY 4.4 — HOUSING, LAND AND PROPERTY VERIFICATION

### 4.4.1 PRELIMINARY VERIFICATION OF LAND AND HOUSING OWNERSHIP DURING THE FIRST HOUSEHOLD VISIT

**During the first household visit, the preliminary beneficiary should provide their available HLP documentation and disclose their rights over the shelter in question.**

In cases where the beneficiary is a tenant, the owner should be present.

Verify the documents and obtain the following information from the beneficiary:
- who owns the land/property in question? Which documents are available to prove ownership?
- if the beneficiary is a tenant, what is the current hosting arrangement? Can it be extended?
- is the owner present in person? Does s/he consent to the repair works and continued tenancy to the beneficiary (12 months)?
- is the ownership/tenancy status of the property currently in dispute? Has it been disputed before?

The beneficiaries should be informed that a Housing Repair Agreement will have to be signed with the owner and a community witness, outlining respective roles and responsibilities, the scope of the intervention and dispute resolution mechanisms.

### 4.4.2 ENGAGE LOCAL LAND AND HOUSING ACTORS FOR COMMUNITY OWNERSHIP VERIFICATION

Based on the community level assessment, and based on the knowledge of local staff and other shelter and protection actors in the area, identify and map HLP actors in the target area.

HLP ownership must be verified by a minimum of 2 key community members knowledgeable about the local HLP context. This is because shelter actors cannot rely on available HLP documentation alone, which - if it is available - is often incomplete and can be easily falsified.

HLP actors should be asked the same HLP questions as the beneficiaries during the household visit (see 4.4.1). A witness should be drawn from the following profiles:

- community representative
- local elders or other influential community leaders;
- local religious leaders such as an Imam;
- local community leaders such as a Mukhtar;
- local judicial staff such as Court Clerks and/or Judges; and
- local council representatives.

All answers need to be documented in writing to ensure accountability, including details of who provided the information and the date it was provided. Do not proceed if the ownership of the alleged owner is generally contested during community verification. If ownership is generally confirmed, proceed to the household vulnerability assessment.

If the HLP status of the shelter is not confirmed and if the owner has not provided consent for the works, the shelter should not be included in your program.

| ACTIVITY 4.5 | CONDUCT HOUSEHOLD VULNERABILITY ASSESSMENT |

ACCOUNTABILITY

**Gender mainstreaming**

*if the preliminary beneficiary is female, the assessment should be conducted by a female member of the assessment team. Note that if the assessed household is led by a man, the female members of the household must also be included.*

> **Upon the completion of beneficiary verification, a vulnerability assessment as well as a shelter technical assessment should be undertaken to determine the most vulnerable households that meet the Programme criteria, including technical shelter needs.**

During the assessment, if the preliminary beneficiary is female, the assessment should be conducted by a female member of the assessment team. Note that if the assessed household is led by a man, the female members of the household must also be included.

If other humanitarian needs such as NFIs are identified, they should be referred to relevant service providers.

### 4.5.1  ASSESS VULNERABILITIES AMONG PRELIMINARY BENEFICIARIES

Assess the mandatory vulnerability criteria to qualify for the Programme and for the purpose of vulnerability prioritization. When conducting the vulnerability assessment, consider the exclusion criteria below. If a beneficiary falls under one of these criteria, your organisation will not provide assistance. Depending on area of intervention and its needs, the eligibility criteria can be adjusted.

An increase in the budget could be considered for additional necessary works to guarantee accessibility for beneficiaries who are of age or disabled.

## CRITERIA LIST

**Mandatory Vulnerability Criteria:**

- The beneficiary household has a low/no regular income and/or is not receiving any financial support.
- The beneficiary household is either an IDP, a tenant, a returnee or member of the host community.
- The affected household intends to live in the shelter for at least one year from completion of repairs.
- The targeted household currently lives in a substandard shelter such as:
- Any shelter that has been damaged due the conflict and is repairable (structurally safe);
- Any unfinished shelter in need of completion or any shelter in need of conversion for living purposes;
- any household that has due to the conflict moved to a shelter which is not matching the minimum Programme Standards, such as the Sphere standard indicator of 3.5 m² covered living area being available for each person[19].

**Additional prioritized vulnerability criteria:**

- female-headed households and child-headed households;
- households with pregnant or lactating women;
- household with a member with a chronic illness;
- households with children under 6 years;
- households with significant debts;
- households with elderly/disabled family members;
- families hosting IDPs in their homes;
- households with 8 family members and above;
- households living in overcrowded conditions

**Exclusion criteria:**

- The household is not affected by conflict, or the damage of the shelter is not conflict-related (except unfinished shelters or shelters available for conversion).
- The household lives in a structurally unsafe building (grade 3 to 5);
- The required shelter works are worth less than $400 USD.
- The household could not obtain approval of the owner/designated representative and/or the owner cannot be found.
- The household living in the damaged shelter is paying rent, as rent payers do not fulfil the most vulnerable criteria.
- Shelters that have been recently built to accommodate IDPs for the purpose of profiting from shelter upgrade.
- The household has received substantial shelter assistance and/or cash from another organisation.
- The household has received substantial shelter assistance and/or cash from another organisation.

| **ACTIVITY 4.6** | **SHELTER TECHNICAL ASSESSMENT (BOQ & SOW)** |

Based on the outcome of the damage level assessment, a trained and qualified technical staff member should conduct the shelter technical assessment which consists of; the BoQ and the Scope of Works.

This should be completed at the same time as the vulnerability assessment the BoQ and the SoW are prepared to bring all shelters and shelter works to the Programme Standards, quantify the materials required and to estimate material costs for the overall intervention.

### 4.6.1    DEVELOP THE BILL OF QUANTITIES FOR EACH BENEFICIARY SHELTER

**A BoQ should be created for all beneficiary shelters, regardless what type of contract/agreement is used for the repair and rehabilitation process (contractor, cash-for-work, or self-help).**

The Bill of Quantities (BoQ) should be developed to determine what materials and what labour are needed to fulfil the Programme Standards. The BoQ will form the basis for determining whether or not the intervention is required and is within the cost parameters of the Programme.

| AVERAGE COST FOR MATERIALS + LABOUR | ADDITIONAL COST TO THE CONTRACT | for households where members have mobility challenges requiring further works |
|---|---|---|
| **$ 400** to **1000** | **+10-20%** | |

All BoQ unit costs should be standardized before the project start. For all contract/agreement types prices should be inclusive of labour, transportation costs etc. within each item of the BoQ.

During the technical assessment consult with the beneficiaries, who may be able to help identify damages and if cracks, holes, leaks or other issues are static or continually growing.

### 4.6.2    DEVELOP A SCOPE OF WORKS

**A SoW should be created for all shelters, regardless what type of contract/agreement is used for the repair and rehabilitation process (contractor, cash-for-work, or self-help).**

Scope of Works defines which works are to be implemented and the Programme Standards to be achieved, allowing the maximisation of the required labour force. Although SoW is mainly being used for implementation purposes, it also is an attachment to the agreement you sign with beneficiaries to bring clarity to the intervention process.

Develop a written description, of all actions needed to complete the works of each shelter to a defined set of Programme Standards. This is to ensure the same quality of work is reached in all shelters and an approximate time frame of task completion. The main deliverables should be agreed with the beneficiaries as part of the agreement.

The following information should be included in the SoW:
- a description of the works;
- a work plan;
- the standards and quality to be achieved;
- general administrative information;
- work supervision;
- special sequencing or phased construction requirements;
- delivery dates.

**ACTIVITY 4.7**

## VERIFICATION AND INCLUSION ON THE BENEFICIARY LIST

The purpose of this activity is to achieve a list of the most vulnerable who will receive assistance among those assessed, so works may begin. The Cluster should be informed of the number of targeted shelters in the specific community to ensure that there is no duplication with any other Shelter Actors.

For efficient use of time and resources, shelter rehabilitation and upgrade can start before the final beneficiary list is complete. Beneficiary identification is a continuing process.

### 4.7.1   VERIFICATION AND INCLUSION ON THE BENEFICIARY LIST

Confirm and record the eligible beneficiaries who meet all the criteria and record the level of urgency in order to prioritise households. Households with higher vulnerability should be prioritised for assistance. In addition, prioritise geographically according to climatological considerations (especially before and during the winter period).

The beneficiary list should include the following information on each beneficiary:

- name of head of beneficiary household;
- head of household's ID, document type and number;
- beneficiary type (IDP, Host Community, Returnee, etc.);
- beneficiary specific address with coordinates;
- beneficiary contact information (telephone, email, WhatsApp, etc);
- status - tenant or owner;
- number, age and gender of all household members;
- any physical or mental disabilities in the household; and
- name of shelter owner if not same as beneficiary

In case of an IDP influx emergency, newly arrived IDPs may be prioritized.

### 4.7.2   INFORM BENEFICIARIES AND CLUSTER

Through outreach methods beneficiaries should be informed that they have been selected, so they can prepare for signing agreements and the upcoming works.

To prevent duplication, the cluster should be informed of the numbers of shelters in the specific community that will be repaired.

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*For efficient use of time and resources, shelter rehabilitation and upgrade can start before the final beneficiary list is complete. Beneficiary identification is a continuing process.*

# STEP 5
# AGREEMENT WITH BENEFICIARY/OWNER

✓ **Develop and sign an agreement between your organisation and each owner and/or beneficiary**

Step 4 involves developing an Agreement between your organisation, as the Shelter Actor, and each owner and/or beneficiary included in the beneficiary list.

The Agreement provides an authorisation for the works and defines roles and responsibilities of the parties.

Presence of a female member in the team during the signing of the shelter agreement is required to ensure with the inclusion female beneficiaries. Rotation of team members is essential for the different household visits and assessments in order to establish a peer monitoring system and prevent corruption. Do not assign the same person/team to the same shelter throughout all its household visits.

PROTECTION / **Gender mainstreaming**

*Presence of a female member in the team during the signing of the shelter agreement is required to ensure the inclusion of female beneficiaries.*

ACCOUNTABILITY / **Peer monitoring system**

*Rotation of team members is essential for the different household visits and assessments in order to establish a peer monitoring system and prevent corruption. Do not assign the same person/team to the same shelter throughout all its household visits.*

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### ACTIVITY 5.1     BILL OF QUANTITY VERIFICATION

Prior to developing the agreement, a monitoring visit is required to verify the BoQ. This verification should be done by a different member of the technical team, to ensure transparency and prevent corruption.

### ACTIVITY 5.2     SIGNATURE OF SHELTER REPAIR AGREEMENT

**The Agreement is a document signed between your organisation, the owner, the tenant (when applicable) and the Community Witness (local council or community representative).**

The Shelter Repair Agreement should include the following:

- **Agreement of your organisation to the following:**
  - pay for the works;
  - provide direct oversight and support of contractors/ workers/beneficiaries (depending on contract/agreement modality); and
  - ensure completion of agreed upon repair works, as outlined in the attached BoQ and Scope of Works.
- **Agreement of the owner to the following:**
  - Verify to be the owner/designated representative of the property and assume all legal responsibilities related to the repair works described in the attached BoQ.
  - For the contractor modality, permit the building team to undertake works in the owner's house that was assessed by your organisation's engineers.
  - Accept that the tenant/IDP family continues living in the house for a minimum of 1 year from completion of repairs, and that the tenant is exempted from paying rent for this period. This is to prevent the owner evicting the tenant from the pro-

perty and replacing the beneficiary with a rent payer.

- Refund your organisation all payments in case of breach of agreement.

- **Agreement of the beneficiary to the following:**
    - Guarantee not to remove or otherwise take possession of any of the items provided through the Shelter Repair and Rehabilitation project.
    - Confirm that any repair work does not confer any ownership rights.
    - Take the responsibility for the safety of all non-construction affiliated individuals in the household, especially women and children and when necessary keep them from the site during repair works.
    - Facilitate access to the site for the NGO staff to monitor progress and quality of the repair works.
    - Complete the works at the quality specified in the BoQ and within the timeframe set in the agreement (for self-help).

- **Agreement of the Local Council or other community representative to:**
    - act as a witness and mediator between the parties.

To ratify the agreement, the owner and beneficiary should be present. The Shelter Repair Agreement should be read by all before signing and you should confirm the beneficiary understands all information written on it. The agreement should be read out and agreed by all parties before signature.

After the agreement has been ratified, sign it with the beneficiary.

**Signatures from the following are needed:**
- beneficiary;
- owner, if different from beneficiary;
- Shelter actor programme manager;
- Community witness (Local Council, etc).

# STEP 6
# QUALITY ASSURANCE

✓ **Ensure that work is undertaken in line with Programme standards**

✓ **Achieve accountable implementation of works**

Quality Assurance (QA) is required to ensure that work is undertaken according to the Programme Standards, while achieving the levels of equitable support, safety, durability and efficiency required by the Programme.[20] Your organisation is responsible for QA in all the three types of contracts or agreements. Detailed descriptions of quality assurance procedures for material and tools and the implementation of works can be found in the BoQ.

QA processes need to be undertaken by trained staff; specific training should be available to make sure the activities are undertaken correctly. Training should include

a First Aid Course for work injuries and treatment methods in the field.

The two actors responsible for QA processes need to be impartial, they are:

- Project Engineers working for your organisation (during project implementation). Ensure that never only one engineer is responsible for the entire follow up and quality assurance activities. Rotate the engineers of your teams for the various assessments.
- Third Party Monitors or engineers of your organisation not involved in the project (at the end of the project).

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| ACTIVITY 6.1 | QUALITY ASSURANCE THROUGHOUT THE PROGRAMME |
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### 6.1.1 QUALITY ASSURANCE OF MATERIAL AND WORKMANSHIP

Materials should be assessed by the person responsible for the procurement through a checking of samples, to avoid the loss of time and money for returning unacceptable items[21] . The quantity and quality of the procured materials and tools should be in accordance with the description in the BoQ. If the material and/or tool is not to the required standard, it should be replaced or a penalty deducted.

In Self-Help Programmes the beneficiaries themselves are procuring the material or contracting a contractor and checking its quality personally. Your organisation's responsibility is to support the quality assurance of materials through visiting the beneficiary a specific number of times, while considering capacity and efficiency of human resources.

### 6.1.2 QUALITY ASSURANCE AND SUPPORT DURING IMPLEMENTATION

Your organisation's technical staff should inspect the site during the implementation process to ensure accountable implementation of works and the quality of the works, as per the BoQ. Your organisation should conduct at least two monitoring visits, one in the middle and one at the end of the project.

Key practices should include:

- ensuring that materials are stored properly and that waste is minimal
- ensuring that health and safety practices are being implemented and maintained, for example a first-aid kit should be available on site.
- Ensuring that the works are being implemented and completed as per the agreed standards.
- Filling all necessary technical monitoring tools (completion certificates, casting permits, payment instalments, etc.)

If the work is not to the required standard your organisation's Project Engineer should

*Photographic evidence is required during, before and after the implementation. The photographs should be time and geocoded for monitoring purposes.*

decide if it needs to be repaired or redone. Alternatively, a penalty could be deducted.

Your organisation is responsible for planning, overseeing and checking QA. For all the works, photographic evidence is required during, before and after the implementation. The photographs should be time and geocoded for monitoring purposes and they should be shot from the same angle for comparative purposes.

Insert sample photographs, the pictures reflecting change through repair and rehabilitation.

### 6.1.3 QUALITY ASSURANCE ONCE THE WORK IS CONCLUDED

Once work has finished, an independent review of the work should be completed by a member of the staff not previously involved in the project or a Third Party Monitoring. To avoid bias and ensure a transparent process team members who were involved in working on the shelters cannot release the Certificate of Completion.

If the works are implemented according to the specified standards, the Certificate of Completion and final payments can be issued.

# STEP 7
# COMPLETION OF WORKS

✓ **Issue the certificate of completion**

✓ **Pay the contractor and/or the labourers/beneficiaries**

When rehabilitation works conclude and prior to making final payments, a Certificate of Completion (CoC) is issued. The CoC is a statement signed by your organisation confirming that construction work has been completed in accordance with the agreed Programme Standards, Scope of Works (SoW) and Bill of Quantities (BoQ). Upon issuing the CoC contractors/labourers and/or beneficiaries should be paid the amounts agreed. Should works not be completed to standards, a penalty or deduction of the final payment can be discounted.

## ACTIVITY 7.1 — ISSUE A CERTIFICATE OF COMPLETION

The Certificate of Completion is a document issued by your organisation that states that all the agreed works have been delivered successfully.

## ACTIVITY 7.2 — PAYMENTS

A payment schedule should be included in the contract and or agreement. Contractors, workers, and beneficiaries should be compensated on the basis of completed works.

### 7.2.1 1ST PAYMENT

Contractors and /or beneficiaries should receive a first payment before the start of construction to procure materials, tools, equipment and transportation. It is recommended that the 1st payment never exceeds 40% of the total amount.

### 7.2.2 SECOND PAYMENT (IF NECESSARY)

If the BoQ amount is above 900 dollars a second payment should be included to ensure quality and accountable implementation. The second Payment can only be issued upon completion of 50% of the agreed works as certified by your organisation's technical staff. It is recommended that the 2nd payment never exceeds 30% of the total amount.

### 7.2.3 FINAL PAYMENT

Final payment is installed upon issuing the completion certificate.

### 7.2.4 PENALTY CLAUSE

Should works not be completed up to the standards and quality specified in the contract or agreement, your organisation should reserve the right of introducing a penalty amount equivalent to the deficiencies in the finished works.

### 7.2.5 GUARANTEE CLAUSE (FOR CONTRACTORS)

Should deficiencies or malfunctions of equipment or material be identified after the completion of the works, contractors should agree on a guarantee to replace or redo the necessary works.

# STEP 8
# PROGRAMME EVALUATION

✓ **Review the Programme's achievements against the Programme Objective, Programme Standards and indicators**

The programme evaluation is a review of the programme's achievements against the Programme Objectives, Standards and indicators set at the beginning to enable the maximum number of shelters for the most vulnerable, using the limited resources and capacities available

This step is divided into two sections: designing and undertaking a satisfaction survey, and Programme Evaluation and Evaluation Report.

The evaluation should also include an assessment of the long-term impact of the shelter project.

PROTECTION / **Gender mainstreaming**

*The team conducting the evaluation survey should include female members in order to capture gender feedback.*

ACCOUNTABILITY / **Transparent monitoring**

*Those conducting the evaluation survey can be from your organisation but should be independent from the implementation part.*

| ACTIVITY 8.1 | SATISFACTION SURVEY |
|---|---|

The following indicators can be used for the evaluation, to determine if Programmes meet the agreed Objective and Standards:

- Are beneficiaries still in the shelters after the rehabilitation?
- What is the rate of retention of beneficiaries in the same shelters?
- Have beneficiaries been displaced again?
- Have they been evicted in exchange of rent payers?
- Are beneficiaries being forced to pay rent?
- Have the shelters been damaged post rehabilitation by conflict?
- Are the shelters as per the standards set in the agreement?

**Lessons learnt + feedback**

An evaluation examines the level of satisfaction of beneficiaries, quality of labour, and the quality of contractors, materials and logistics/communications. It lays out positive and negative feedback, identifies successes and/or failures through lessons learned and highlights areas to be improved/changed on the next Programme.[22] Additionally, suggestions and complaints made through the opportunities provided for community feedback should also be taken into account.

The Report identifies trends and challenges useful to your organisation to inform improvements to subsequent programmes and it is useful for donors when deciding future funding arrangements.

| ACTIVITY 8.2 | UNDERTAKE THE PROGRAMME EVALUATION |
|---|---|

A Programme Evaluation is undertaken by your organisation through an independent staff member or an independent Third Party Monitoring (TPM) body. This is followed by an Evaluation Report.

Gather information from all documents and notes that are taken during the monitoring

of the activities throughout the Programme. During the evaluation the following questions should be considered:

**Step 1**   Community assessment: Was the Community selected according to selection criteria and objectives?

**Step 2**   Memorandum of Understanding: Was the communication between your organisation, beneficiaries and Community effective?
Community Outreach Activities forms: Were the most vulnerable communities reached?

**Step 3**   Damage Level Assessment: Were the right shelter types targeted?
HLP Assessment: Were the HLP requirements fulfilled?
Vulnerability Assessment: Were the most vulnerable beneficiaries reached?
Shelter Technical Assessment: Where the construction and material standards met during the programme?
Final Beneficiary list: Were all the beneficiaries verified prior to final selection? Were their needs met? And, are there still any gaps?

**Step 4**   Shelter Repair and Rehabilitation agreement: Did the owner and beneficiaries agreed on the shelter intervention?
Contracts documentation: Was the most effective contract or agreement form selected?

**Step 5**   Quality assurance logs and inspection report: Were the materials and the works done to specific quality standards?

**Step 6**   Certificate of Completion: Were all shelters repaired and rehabilitated within the agreed timeframe?

**Step 7**   Satisfaction Survey: Were beneficiaries satisfied with the assistance they have received?

Information gained through the community feedback mechanism should also be evaluated. Attention should specifically be focused on the mitigation of the gender bias and the age bias, to ensure that nobody is excluded in relation to their gender, their age or a disability.

A comprehensive Evaluation Report should be drafted providing an analysis about the above questions in order to identify success, effectiveness and quality of the programme. This report should provide lessons learned for any future shelter rehabilitation programme.

PROTECTION

**Protection mainstreaming**

*Attention should specifically be focused on the mitigation of the gender bias and the age bias, to ensure that nobody is excluded in relation to their gender, their age or a disability.*

# ENDNOTES

1   Global Protection Cluster, 2018, Protection Mainstreaming, http://www.globalprotectioncluster.org/en/areas-of-responsibility/protection-mainstreaming.html

2   Whole of Syria Protection, Vulnerability and Prioritising those Most in Need guidance document – more details available here: https://www.humanitarianresponse.info/en/operations/whole-of-syria/document/syria-response-2017-protection-vulnerability-and-prioritization

3   Inter-Agency Standing Committee Global Standard Operating Procedures on inter-agency cooperation in CBCMs,

    https://interagencystandingcommittee.org/node/17906

4   Whole of Syria 2018 Protection Needs Overview, available here: https://www.humanitarianresponse.info/en/operations/whole-of-syria/document/protection-needs-overview-pno-hno-2018

5   Whole of Syria Child Protection Needs Overview, https://reliefweb.int/report/syrian-arab-republic/overview-children-s-protection-needs-syria-2018-governorate-profiles

6   Norwegian Refugee Council Briefing Note: Housing Land And Property (HLP) In The Syrian Arab Republic, http://www.globalprotectioncluster.org/_assets/files/field_protection_clusters/syria/briefing-note-hlp-in-the-syrian-arab-republic-may-2016.pdf

7   Ibid.

8   Syria Protection Cluster (Turkey) Protection Monitoring Dashboard, available here: https://www.humanitarianresponse.info/en/operations/stima/protection-monitoring-interactive-dashboard

9   Global Protection Cluster, 2018, Gender based violence, http://www.globalprotectioncluster.org/en/areas-of-responsibility/gender-based-violence.html

10  Global Protection Cluster, 2018, Age, Gender, Diversity, http://www.globalprotectioncluster.org/en/areas-of-responsibility/age-gender-diversity.html

11  You can obtain GBV referral pathways by calling/WhatsApp the GBV SC public referral number (+90 537 267 7138) or filling in the on-line Referral Pathway Request Form, available at https://form.jotform.com/81003717264955. The GBV SC coordinators will be notified of your request and will be able to provide you with the referral pathway needed within maximum 48 hours.

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14  Humanitarian Needs Overview 2018, "Syrian Arab Republic", 2017, https://reliefweb.int/sites/reliefweb.int/files/resources/2018_syr_hno_english.pdf

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# GLOSSARY

**Bill of Quantities (BoQ)**: A document in which materials, labour and their costs are itemised.

**Cash-for-Work**: Provision of paid employment to the most vulnerable segments of a population.

**Certificate of Completion**: A document issued by an architect, engineer, or other qualified inspector attesting that the project has been completed in conformity with all plans and specifications; required before the final payment.

**Collective Shelters**: Existing buildings used as temporary living accommodations for hosting displaced populations, often requiring prior repairs and/or rehabilitation.

**Community Participation**: Involvement of people in a community in projects to address and solve their own problems.

**Contractor**: An individual or company hired to undertake building works.

**Dispute Resolution Procedure (DRP)**: A process for resolving differences between two or more parties or groups. It seeks to achieve fairness for all participants and is often moderated by a third party.

**Do no harm Principle**: The principle to avoid harm that may be inadvertently done through aid providers, simply by being present and providing assistance. Humanitarian intervention should never increase community or beneficiary vulnerability.

**Explosive remnants of war (ERW)**: Explosive munitions left behind after a conflict has ended. They include unexploded artillery shells, grenades, mortars, rockets, air-dropped bombs, and cluster munitions.

**Focus group discussion (FGD)**: Semi structured group discussions, which yield qualitative data on the community level by facilitating interaction between participants.

**Framework Agreement**: In the context of procurement, a framework agreement is an agreement to establish the terms governing contracts to be awarded during a given period, in particular with regard to price and the quantity envisaged.

**Gender Based Violence (GBV)**: Any harmful act that is based on social differences between men and women, which includes acts that inflict physical, sexual or mental harm or suffering, threats of such acts, coercion, and other deprivations of liberty.

**Gender Mainstreaming**: Taking the Gender dimension into account during the whole project cycle and designing activities accordingly, from project design to evaluation.

**Host Community**: A Community that hosts Internally Displaced Persons.

**Housing, Land and Property (HLP)**: 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; and right to non-discrimination in accessing HLP rights.

**Internally Displaced Person (IDP)**: Someone who is forced to flee his or her home, but who remains within his or her country's borders.

**Invited Tendering**: Selection and invitation of specific contractors for the bidding process. The selection of contractors has to be justified.

**Key informant interviews**: Qualitative in-depth interviews with people who know the community. The purpose of key informant interviews is to collect information from a wide range of people—including community leaders, professionals, or residents—who have first-hand knowledge about the community.

**Memorandum of Understanding (MOU)**: Nonbinding agreement between two or more parties outlining the terms and details of an understanding, including each parties' requirements and responsibilities.

**Moderate Damage**: Fall of large pieces of plaster, holes in roofs or non-structural walls and damaged doors and windows (Damage level 2).

**Protection**: All activities aimed at ensuring full respect for the rights of the individual in accordance with the law, i.e. human rights law, international humanitarian law, and refugee law.

**Protection from Sexual Exploitation and Abuse (PSEA)**: Protection from any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another and the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.

**Repair and Rehabilitation**: The restoration of a damaged or deteriorated shelter to render it fit for human habitation.

**Retention Clause**: Provision in a contract that allows to withhold a portion of the contract price until the determination that the project or goods meet the predetermined or standard specifications.

**Returnee**: A person who was forcibly displaced and has recently come back to their original point of departure, either from abroad or from another part of the country.

**Scope of Work (SOW)**: Part of an agreement where the work to be performed is described. The SOW should contain any milestones, reports, deliverables, and end products that are expected to be provided by the performing party. The SOW should also contain a time line for all deliverables.

**Satisfaction Survey**: Survey to measure the satisfaction of beneficiaries with the received humanitarian assistance.

**Shelter kits**: Kits to complement framing elements and other materials obtained by conflict/disaster affected households or existing structures, to provide the required safe and adequate enclosure.

**Slight damage**: Hairline cracks in walls, superficial damage: plaster deterioration, or broken doors and windows (Damage Level 1).

SHELTER REPAIR AND
REHABILITATION GUIDELINES

# SHELTER REPAIR
# AND REHABILITATION
# GUIDELINES

SYRIA CROSS-BORDER SHELTER OPERATIONS