



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



NFI Distribution Guidelines in Northwest Syria

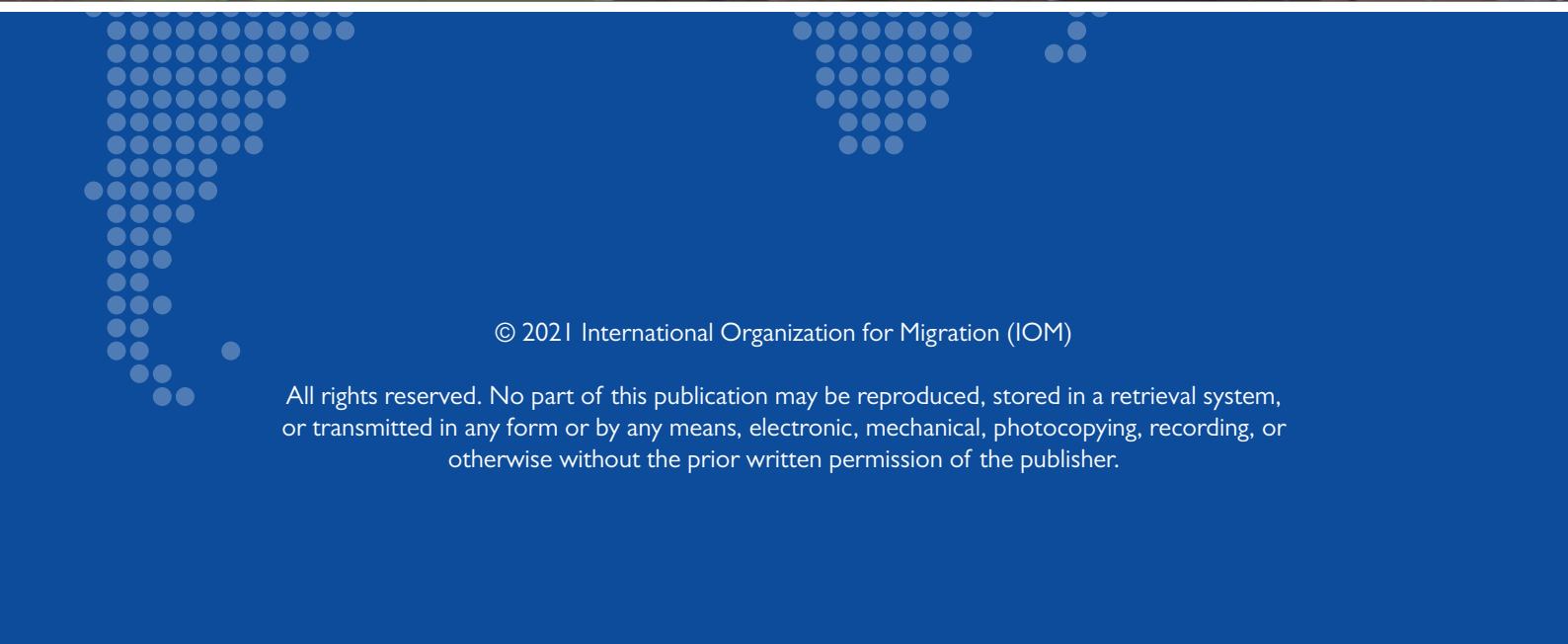


Shelter/NFI Cluster Cross-Border Operation – Turkey Hub
February 2021

Version I



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i. Purpose of this booklet

With the conflict entering into its tenth year, 6.1 million people remain internally displaced in Syria, and 11.1 million people are still in need of some form of humanitarian assistance with 4.7 million in acute need.

Syrians with the most severe needs include families living in hard-to-reach areas, people exposed to high intensity of hostilities, IDPs in last resort camps/sites, newly displaced populations, and host communities. To ensure the inclusion of these diverse populations and delivery of catered Shelter/NFI assistance to their needs, systematic procedures are required to promote an equitable and impartial response.

Humanitarian partners have been making great efforts to develop the capacity of distribution staff throughout the protracted crisis response for over a decade. However, there is an ongoing need to provide training to staff, drivers, and volunteers, including those who have recently joined humanitarian response programmes. Due to the nature of the cross-border operation, which is managed and (partially) implemented from Turkey hubs, one of the challenges is the effective knowledge transfer through remote training programmes.

This booklet aims to underpin the capacity development efforts by humanitarian partners working in cross-border S-NFI distributions for northwest Syria (NWS) and to directly provide guidelines and operational tools that are applicable in the northwest Syrian context.

For easy reference for the practitioners, this booklet is divided into three chapters: 1) **Before** the Distribution; 2) **During** the Distribution; 3) **After** the Distribution; and annexes.

ii. Risks of gender-based violence (GBV) and prevention of sexual exploitation and abuse (PSEA)

“Distributions are not provided free of charge but are paid for by some persons and things may even amount to sexual exploitation if the beneficiaries are women.”

- Woman from Jisr Ash Shugur sub district Idleb Governorate¹

Gender-based violence (GBV) is “an umbrella term for any harmful act that is perpetrated against a person’s will and that is based on socially ascribed (i.e. gender) differences between males and females. It 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

All stages of the Shelter NFI distribution must have strategies to prevent and mitigate GBV, and all distribution staff (including volunteers and drivers) should receive GBV training prior to engaging with beneficiaries and understand referral systems.

Referral systems in NW Syria

The Protection Cluster (GBV sub-cluster) has a system of ‘referral focal points’ (RFPs) at the district level (see Annex VII of “[Standard Operating Procedures for Gender-Based Violence Prevention and Response](#)”). As well, all humanitarian actors can access referral pathways for a certain location by submitting a request to the GBV SC coordination team using the online referral form (<https://form.jotform.com/81003717264955>) or by contacting the GBV SC service number (+90 – 537 267 7138). The GBV SC coordinators will send referral pathways within a maximum of 48 hours.³
<https://www.humanitarianresponse.info/en/operations/stima/document/whole-syriaturkey-hub-gbv-sc-sops-enar>

GBV constant companion

The GBV Constant Companion ([Annex 02](#)) explains what to do if a GBV incident is disclosed to you during your work. Read-it, print-it, cut-it out, and keep it in your pocket.

The versions in other languages are available at: <https://www.sheltercluster.org/gbv>

Distributions & sexual exploitation and abuse (SEA)

The Shelter/NFI distribution introduces valuable resources into the community that can potentially be misused and abused. Therefore, all distribution programmes should incorporate mechanisms to reduce dependence on harmful coping strategies and to ensure no beneficiaries are exposed to risks of GBV before, during, and after the distribution, with special attention to sexual and physical violence, denial of resources, and psychological abuse.

Checklist to reduce the risk of SEA perpetrated by the humanitarian staff

- Involve women and girl beneficiaries at each stage of the programme design.
- Make sure that the distribution is done by a gender-balanced team.
- Set up the distribution site to reduce GBV risks (e.g. select an open and safe space, separate lines for men and women).
- If problems and issues arose during distribution, they were handled by more than one person, and with the presence of a female employee if the beneficiary was a female.
- All distribution team members should understand and sign Code of Conduct and PSEA declarations (see an example: [Annex 01](#)). Specific orientations and awareness sessions on PSEA must be provided to all team members.
- Explain to beneficiaries that humanitarian assistance is free of charge and does not require any favour in return.
- Ensure that a monitoring system and hotlines are in place, and reachable by all affected populations.
- PSEA awareness materials (such as posters and pamphlets) and reporting hotline is visible to beneficiaries at the distribution site and/or are included in distribution kits.
- When using service providers, such as with cash or vouchers programmes**, ensure that they are well briefed about protection standards and that they also sign up to codes of conduct and the PSEA declaration as part of their contract.

Key messages for beneficiaries

Below messages should be clearly disseminated to beneficiaries before, during, and after the distribution.

- All assistance provided by humanitarian organizations is based on need and is free of charge for everyone, including women, men, girls, boys, the elderly, and persons with disabilities.
- If you feel you have been discriminated against or you have been asked by someone working in humanitarian response (distribution staff, volunteers, drivers, security staff, local authority staff, etc.) to do something inappropriate, demanded any kind of favour or sexual favour from you in return for assistance, please report them to the implementing organization, an authority you trust, or a hotline.

iii. How to communicate with beneficiaries

“For me, I feel that the worst kind of violence is the humiliation we receive when we receive aid. Those responsible for the distribution make us feel like beggars”
– adolescent girl, Idleb Governorate¹

Throughout the cycle of a distribution programme, implementing organizations’ staff interact with affected populations. Before engaging with them, all distribution staff should receive training on:

- PSEA (Protection from Sexual Exploitation and Abuse);
- COVID-19 risk mitigation (Refresher may be provided every 3 months).

Whenever possible, provide trainings on following topics:

- Humanitarian Principles;
- Codes of Conduct;
- AAP (Accountability to Affected Populations).

When approaching a community or an individual, communicate clearly:

- Who you are (present ID) and the purpose of the visit;
- Who the organization you work for is, and what they do;
- If relevant: why you are speaking to men and women separately or setting up focus groups discussions.

Consider the following points when conducting interviews or focus group discussions:

- People/groups are consulted separately based on their gender, ethnicity, and religion. Whenever possible, assign staff who can communicate in a way that they would feel comfortable, for example, include female staff for interviewing female groups;
- Seek out the perspectives of people with a range of different impairments;
- Make sure people from marginalized groups participate.

Whenever applicable, explain the distribution programme:

- Who will be receiving assistance and why, and what criteria will be used in the selection process;
- What assistance they will receive, and if there will be additional rounds of distribution(s);
- What they need to bring with them to the distribution.

Good practice

An NGO was working in a community where people (especially elder beneficiaries) had difficulties communicating in Arabic. The NGO assigned a staff member who spoke their local language in the distribution team to effectively communicate with all beneficiary groups.

iv. Distribution in the context of the COVID-19 outbreak

(This section is an extract from the Shelter/NFI Cluster's document. Please see: [Updated Recommendations for Shelter and NFI activities in the context of the COVID-19 outbreak](#)⁴ for full recommendations and check for further updates.)

a) Recommended actions for the SNFI Cluster members:

- Consider hygiene and sanitation measures. This involves avoiding physical contact among the staff and beneficiaries when delivering aid and promoting personnel hygiene. It is mandatory that all staff at the distribution site ensure frequent hand sanitation and follow general hygiene practices. Information, Education and Communication (IEC) materials are available at the below links:

<https://www.humanitarianresponse.info/en/operations/stima/document/nws-covid-19-iec-materials>
<http://www.emro.who.int/ar/health-topics/corona-virus/information-resources.html>

- Beneficiaries are advised to leave the distribution location the moment they receive assistance to mitigate congestion in the distribution site.
- Beneficiaries with a high temperature, the most vulnerable groups of elderly people, and patients with chronic diseases (hypertension and diabetes) are advised to stay at home and receive the aid at their door to avoid direct contact with other groups of beneficiaries and staff.
- When applicable, prioritize delivering door to door/tent to tent services to avoid people gathering and overcrowding in queues. Make sure physical distancing and frequent hand hygiene are followed during house-to-house visits.
- Create a clean environment at the allocated distribution points and centres following WASH specific recommendation on How to Make Mild (0.05%) Chlorine Solution. Paying special attention to sanitize all frequently touched surfaces. Furthermore, all in-kind materials must be cleaned before packaging and delivering.
- Organize and clearly mark the allocated spaces at the distribution site, this will facilitate the flow of people. (Personal space of at least one meter between people when queuing or communicating).
- When applicable, it is recommended to allocate hand washing facilities with soap and water or alcohol-based hand sanitizers at the distribution point to minimize the risk of infection.

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- Beneficiaries should not pass through the distribution point more than once.
- Avoid direct contact and crowding around the distribution point.
- Oversee and assist with offloading and organizing items before distributions are scheduled to start.
- Once the distribution is complete, ensure that the distribution point (centre/room/area) is swept clean and sprayed with disinfectant if possible. Remove all tapes, ropes and signage, clear the hand wash station and remove or store the hand washing solution.
- When possible, the distribution process should be divided into batches/smaller groups to avoid queuing and overcrowding, which may mean the distribution will take longer than usual.
- If distribution lists need to be signed, make sure beneficiaries sanitize their hands before signing or pens are sanitized after each use.
- Consider avoiding crowded staff transportation in vehicles; it is recommended to have no more than four staff members per vehicle.
- Regarding CASH & Voucher assistance, if a recipient household is self-isolating, they may not be able to reach markets and/or cash points. The member is recommended to think about how to enhance communication strategies to understand if and how a household is self-isolating and contact them to identify if they have nominated a proxy. Coordinate with stakeholders and review the process for households to nominate a proxy to receive the transfer and use it on their behalf.
- The cluster encourages members to reach out and advocate with the relevant donor counterparts to avoid collecting fingerprints or signatures from household members receiving assistance. If that is not possible, mitigate the risk as far as possible by sanitizing the touchable surfaces, pens and papers used.
- Consider more mitigation measures in all phases of the project design, not only the distribution phase but also in the selection of beneficiaries, the assessment, verification, monitoring and evaluation. It is recommended to design the programme through cash/voucher modalities or in-kind items distributions that procure hygiene items from local markets since cross-border procurement may be restricted.
- To avoid gathering people for trainings, explore virtual options and follow WHO and relevant health advisories. If it's not possible to conduct capacity building initiatives virtually, then it is advised to suspend or postpone the training rather than risk gathering and possibly endangering participants.
- SNFI recommends including cloth-masks in NFI kits to mitigate the risk of COVID-19 transmission. Detailed specifications on types of masks, who are advised to use them and in what situations, are detailed in the WHO guidance linked below. As the average family size is five, it is recommended to include five cloth-masks in the NFI kit or provide these masks when distributing with the single NFIs.
- Local manufacture of face masks within Syria is a further good practice, having the added benefit of creating income generative activities at a time when the devaluation of the Syrian Pound has led to severe economic problems and hardship in accessing basic goods and services.
- To avoid absorbing medical masks and other PPEs from the Syrian markets, procurement and supply from Turkey might be also a good option.

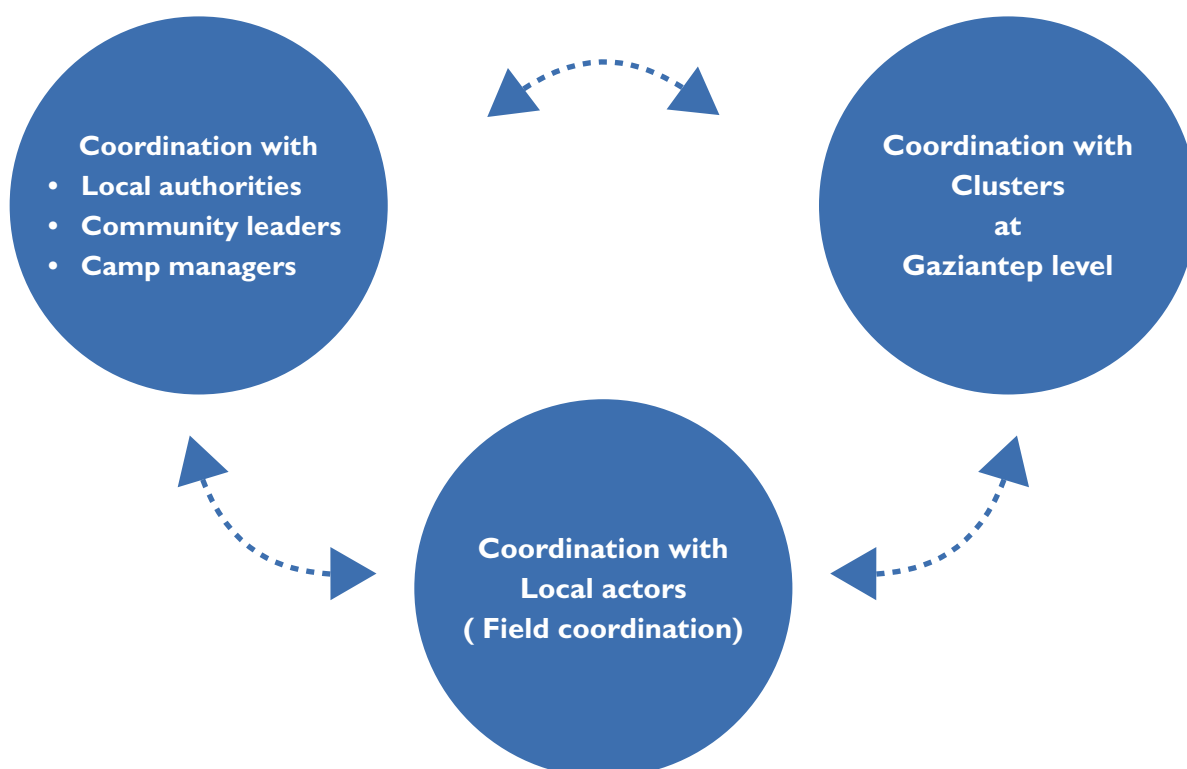
b) Recommendation for activities to be done in collaboration with Health and WASH actors

- Available latrines at the distribution points are cleaned and disinfected regularly, including door hangers, valves, sprayers, and taps. Safety plumbing should also be checked (leakages, drains, etc.). Cleaning teams and distribution teams to be well equipped and trained to use masks, gloves, and sanitizers.
- If possible, involve Health actors to check the temperature of beneficiaries and staff involved in the distribution before queuing at the distribution point. Ensure the safety of the staff and field teams by providing Personal Protective Equipment (PPE) kits. Whilst checking temperatures, health staff can advise the beneficiaries on whether to proceed with distribution, to stay at home or visit a health facility. It is recommended that health staff have the technical experience and required medical equipment to verify and conduct checks in the field.
- Awareness campaigns are recommended through delivering audio messages in Arabic through WhatsApp, community volunteers using social media, banners/posters in public places, animated videos, using TV and internet platforms, NGOs, and community health workers on the ground. Roving cars with amplifiers could be used to share and announce awareness messages to people in camps, IDP settlements, and communities remotely while avoiding gathering people. Most of the camps and Collective Centres have WhatsApp groups, so messages could be shared with them through the site managers. (Check beforehand the available and trusted media for information dissemination. Also, some online media including WhatsApp messages may not be encouraged by your implementing organization or the donor due to its data sharing policy.)

A. Before distribution

A.1. Coordination

Coordination is a critical component of humanitarian response. Implementing organizations should contact and coordinate with the relevant stakeholders to ensure a harmonized and needs-based shelter/ NFI distribution.



In the context of cross-border operation in NWS, multiple layers of coordination are required, namely:

A.1.1. Coordination with local authorities/community leaders/camp managers

Coordination with local authorities and community leaders is critical to identify needs, ensure the proper selection of vulnerable families, and conduct and monitor the distribution activities in an appropriate manner. On the other hand, keep in mind that the coordination should be done on the basis of humanitarian principles and ensure that the assistance will not promote any political gain of stakeholders.

When preparing distributions in camp settings, it is recommended to obtain consent (by signing a consent form) from the camp management agency to allow unhindered access to the camp and the beneficiaries for assessment and provision of assistance.

Checklist - Key topics to coordinate

- Schedule of needs assessment, beneficiary selection, distribution, and monitoring.
- Possible types of assistance and mode of distribution.
- Target beneficiaries and selection criteria.
- Location/space of distribution site.
- The number of staff required, including support from local authority/community.
- Arrangement of security and crowd control.
- Clear delineation of responsibilities between implementing organization and local authority.

A.1.2. Coordination with Clusters at Gaziantep level

Gaziantep level coordination with relevant Clusters is critical to avoid duplication and for effective delivery of aid in Syria, as well as triggering referrals to other sectors of assistance.

Share your distribution plans and NFI stock capacity on monthly basis with the Shelter/NFI Cluster IM team to provide accurate information for cluster coordination. Update the plans with the Cluster if they have been revised according to the actual needs, especially in case of emergencies and massive displacements that require reallocation.

When cash or vouchers are selected as a response modality (even partially), coordinate with the Cash Working Group to determine the value of the cash/voucher and market monitoring.

A.1.3. Coordination with local actors at the area of NFI intervention (field coordination)

In addition to Gaziantep level coordination, it is critical to coordinate with other actors working on the ground. It is the responsibility of each implementing organization to recognize who is working in the same area and to coordinate bi-laterally. Forming a coordination group or a committee may help to facilitate field coordination.

Good practice

When an NGO identified that the needs of a target location were too large for them to cover alone, they coordinated through the Shelter/NFI Cluster to find other organizations active in the same geographical area. As a result, more needs were covered and the risk of tensions in the beneficiary community was lowered.

A.2. Assessments

Accurate needs assessments allow organizations to plan an effective distribution programme, as well as mitigate the risks of aid diversion and the improper use of cash assistance. At the onset of massive displacements and emergencies, it might be difficult to conduct full needs assessments. Instead, conduct a rapid needs assessment to deliver timely and effective life-saving assistance.

After years of prolonged conflict in Syria, the profile of affected populations has diversified; some have been displaced for a long period, some have been displaced multiple times, and some are host communities that have been impacted by the influx of displaced peoples. As such, tensions can arise between various population groups, especially during humanitarian interventions. In these contexts, poorly planned NFI distributions can create additional tensions between communities.

To mitigate tensions in the targeted area, the scope of assessments should be extended to include broader population groups whenever possible, namely:

- IDPs and host communities;
- New and old IDPs.

Be aware that the needs, situation, and markets are often rapidly changing, so it is vital to refer to the most updated needs assessment while continually monitoring and reflecting those needs into ongoing programmes.

Checklist - Considerations for assessment

- Combine household interviews, focus group discussions (FGD), key informant interviews (KII), and direct observation. Engagement with beneficiary households is essential.
- Involve representatives from local authorities, community leaders, IDP representatives, and camp managers.
- Make sure people from the different marginalized groups are represented in the assessment.
- Assessment teams are representative and gender-balanced, as well as sensitive to the different cultural, religious and ethnic backgrounds.
- Ensure that assessment teams know and understand the existing referral pathways for protection cases including GBV.
- Include protection staff in the assessment team or at least coordinate with trained colleagues.
- Conduct direct field observations to verify and cross-check inputs from beneficiaries, local authorities, and community representatives.

Interviewing persons with disabilities⁵

Persons with disabilities face greater protection risks than the general populations, especially when they are affected by conflicts or natural disasters. It is vital to include them in the assessment to provide protection and catered assistance.

When interviewing persons with disabilities:

- Use “people first” language – for example, don’t say disabled person, but person with disabilities;
- Treat persons with disabilities with the same respect as any other respondent;
- Speak directly to the person with disabilities, not to a third person (caregiver, parents), even if there is a translator or an interpreter present;
- Do not make assumptions about a person’s capabilities;
- Be close to the person but keep an appropriate distance.

The Washington Group Questions are a set of questions designed to identify people with a disability. (see more details at: <http://www.washingtongroup-disability.com>) The guidance and key messages on how to ask the Washington Group Questions help to ensure the quality of assessments in humanitarian response. For more details and considerations, see “How to ask the Washington Group Questions for enumerators”.

An online training is also available for free, in both Arabic and English:

- [Summary of Collecting Data for the Inclusion of Persons with Disabilities in Humanitarian Action \(https://kayaconnect.org/course/info.php?id=1221\)](https://kayaconnect.org/course/info.php?id=1221)
- [ملخص لدورة جمع البيانات من أجل دمج الأشخاص ذوي الإعاقة في مجال العمل الإنساني \(https://kayaconnect.org/course/info.php?id=1282&lang=en\)](https://kayaconnect.org/course/info.php?id=1282&lang=en)

A.2.1. Shelter/NFI needs:

By conducting an assessment, the implementing organization should identify the shelter NFI needs (i.e. types of NFIs required, the scale of needs) as well as the suitable mode of distribution. Specific needs such as additional items for people with chronic disease or transportation support for the elderly or people with disabilities should be identified in the needs assessment.

A.2.2. Potential risks:

Identify the risks that could cause a negative impact and create additional vulnerabilities. For instance, distributions could attract people to dangerous locations (if the distribution site is not properly assessed), intensify tensions between various groups of the affected population, or influence the power dynamics in the household leading to domestic violence by engaging with a particular member of the household. It is important to take time to identify these risks and take mitigation measures.

A.2.3. Market:

Coordinate with the Cash Working Group to find out available information, such as the monthly market monitoring snapshot and updated guidance on market monitoring activities.

In order to identify the most suitable modality of distribution, conduct market monitoring and assessment on target locations. Points to assess should include the following:

- Potential positive and negative impacts on the local economy;
- Availability/diversity of essential items and their market prices;
- Restocking capacity of the shopkeepers – if possible, at both retail and wholesale levels;
- If access to the market filters to certain population/gender;
- If basic precautions are taken at public marketplaces related to COVID-19.

For more detailed guidance on the monetization of NFI assistance, refer to the [“Guidance Note on the Shelter and NFI Response in North West Syria”](#)⁶ on “Module 6: Monetization of SNFI activities.” Also, see the section [“A-4. Identify distribution modality.”](#)

Lessons learnt - “Flash-inflation of opportunity”

It has been observed that local vendors raising commodity prices immediately after a cash distribution. Whenever possible, conduct market assessments on monthly basis to monitor prices and act as a deterrent against flash inflation of opportunities.

A.2.4. Access/safety and security risks:

Security assessments help reduce the level of risk your organization and the community you work in are exposed to. The risk assessment should consider ongoing conflicts, the movement of front lines, the likelihood that a community will be targeted by violence, 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 road conditions for transport.⁷ Some example points to assess include:

Access

- Lack of community acceptance/protests;
- Restriction of staff movements (checkpoints, bureaucratic impediments);
- Local authorities not granting approval to implement activities and/or bureaucratic impediments;
- Demands to share project details (such as budget, staff lists, personal details, etc.) by local authorities/stakeholders;
- Reduced access due to environmental conditions (weather and/or poor infrastructure);
- Possible temporary lockdown due to COVID-19 outbreak.

Safety/security

- Distance from the front line or contested areas in active conflict;
- Security incidents in last three months;
- Recent/current community tensions and protests;
- Likelihood of existence of IEDs, UXOs, mines, shelling, armed groups presence and hostilities;
- Likelihood of violence against staff, assets, and/or facilities;
- Likelihood of theft or looting of goods.

Interference and aid diversion

It is the first and last responsibility of the implementing organization to deliver humanitarian aid to the target beneficiaries and to ensure it is utilized. To do this, assess the likelihood of the following points and prepare relevant mitigation measures:

- Interference in project implementation by local authorities and/or armed groups (in procurement, beneficiary selection, during, and after distribution, etc.);
- Occupation/confiscation of the humanitarian site and/or goods;
- Aid diversion (taxation, fees, percentage of humanitarian assistance);
- Diverting assistance to a certain community or geographic area.

A.3. Define items to be distributed

The decision of what items to distribute should be based on the result of the assessment, beneficiaries' expectations, and available resources – such as post-distribution assessments from previous distributions in the same area.

Based on the specific needs assessed, consider allocating additional items. For example, in the NWS cross-border response, a standard NFI kit is designed for households with five family members. For beneficiaries with more than seven family members, 2 x NFI kits or 2 x tents can be distributed. To avoid inequalities and tensions, these variations should be explained to **ALL** beneficiaries before the distribution. On the other hand, **DO NOT exclude** families with less than five family members.

There is an increasing need to replenish NFIs that have been distributed in past responses as beneficiaries require additional consumable items (hygiene items, blankets, etc.). Although a flexible response to these needs can be considered, assessing parts of NFIs for replenishment may be time-consuming as the needs of NFI replenishment may vary from one family to another. Consider defining an essential NFI kit that contains mainly consumable items that beneficiaries need more often versus a full NFI kit. Multi-round NFI assistance is another solution to replenishing NFIs, which can be done through in-kind and cash/voucher modalities.

A.4. Identify distribution modality – in-kind and/or cash/vouchers

Cash and vouchers represent an alternative to in-kind assistance (which is the supply of items). Cash and vouchers can offer more choice to affected people and can support local traders and market systems.⁸ To cover the diverse needs in NWS, including the replenishment of certain items, a shift to cash and voucher modality from in-kind distribution is imperative to the ongoing NFI response, in particular for clothing and fuel distribution.

⇒ Refer to the [“Guidance Note on the Shelter and NFI Response in North West Syria”⁶](#) on “Module 6: Monetization of SNFI activities.”

In-kind NFIs can still offer critical life-saving assistance in instances when the market is not functional or not accessible by beneficiaries. This is especially important when immediate emergency assistance is required.

To decide on the mode of distribution (in-kind, cash/voucher modalities, or a mix of both), conduct a market assessment to assess:

- If the market is functioning in target location(s);
- The possible impact to the local market, keeping in mind the Do No Harm principle;
- Availability of the items in need.

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For more details, see [A.2.3. Market Assessment](#).

Modality	Possible positive aspect	Possible negative aspect
In-kind items	<ul style="list-style-type: none"> • Can provide immediate lifesaving NFI assistance. • Can provide critical NFIs where the market is not functioning or is not accessible by beneficiaries. 	<ul style="list-style-type: none"> • Often neglects local markets. • Could harm the local business by dumping large quantities of items into the community. • Possible risk of aid diversion. • Often sold or exchanged to meet individual needs. • High costs in procurement, warehousing, transportation, and distribution.
Cash/voucher	<ul style="list-style-type: none"> • Can offer more choices to affected people. • Can provide immediate lifesaving assistance. • Can empower/help maintain the dignity of recipients by allowing them to prioritize their own specific needs. • Can support local traders and market systems. • Cost-efficient (eliminates the costs of procurement, warehousing, logistics, and distribution). 	<ul style="list-style-type: none"> • If markets are not functioning, the NFI intervention could fail to deliver necessary items to beneficiaries. • Possible improper use of cash by beneficiaries, such as using the money for buying non-life-saving items including cigarettes or alcohol. • If implementing organization needs to set up an entire system for cash or voucher distribution, or the scale of the needs is relatively small, it may not be cost-efficient.

When a distribution includes cash or voucher modalities, additional monitoring activities must take place to mitigate cash-related risks and ensure that service providers are committed to their signed agreement when redeeming cash/vouchers.

Cash distributions targeting women⁸

In order to avoid tension and potential violence in the household, consult men and women separately to identify appropriate delivery mechanism of cash/voucher to mitigate GBV risks. Inappropriate cash/voucher distribution could challenge traditional power relationships and decision-making structures. Traditional heads of household (i.e. men) hold the power in the family and may react to a female family member receiving a cash payment through physical and/ or emotional abuse because her position of power is increasing.

A.5. Beneficiary selection and verification

“Distributions are rarely given to those who deserve them”
- adolescent girl, Idlib Governorate¹

“Many Organizations ask for official documentations although there have not been any official departments in our community for 6 years”
– men, Aleppo Governorate¹

A system to select beneficiaries will enhance implementing organizations’ capacity to **implement shelter NFI programmes based on needs, target the most vulnerable groups, and promote an equitable and impartial response.**

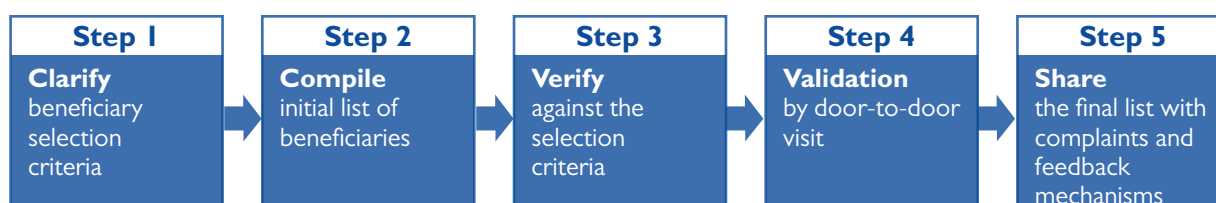
The selection of beneficiaries requires close coordination with local authorities and should reflect the guidance and recommendations provided by relevant clusters, namely the Shelter/NFI, CCCM, and Protection Clusters. When the distribution modality includes CASH/vouchers, coordination is required with the Cash Working Group.

Avoid receiving already prepared beneficiary lists from the local authorities unless field staff will verify 100% of households. It is recommended to have an open registration mechanism to allow people who are in need to apply.

Data protection

Be aware that any individually identifiable data collected can be sensitive. If it falls into the wrong hands, it can threaten the safety of those that you aim to assist. Training on data protection for staff and data protection clauses should be in the contracts of any service provider and there should be measures in place to limit the access to data.⁸

Agency field staff working on beneficiary selection and verification should have strong communication skills, as well as a clear understanding of the humanitarian principles to enable a dialogue with communities and avoid potential tensions and conflicts within communities. These staff should receive PSEA training and work closely with the Protection team to identify possible protection concerns within the community.



Standard procedure for beneficiary selection and verification

Step 1. Clarify beneficiary selection criteria

- Hold **focus group discussions** with the target community to communicate the beneficiary selection criteria and the type of assistance to be distributed.
- The selection criteria may vary in each community. Refer to the recommended criteria below and modify them based on the type of vulnerabilities in the target community.
- When distributing in camp settings, eligibility criteria can be used instead of selection criteria. Eligibility criteria can include status criteria such as whether the family is new arrival, if received NFI assistance previously or not, and their shelter conditions.
- Use different media (posters, radios, etc.) to communicate the criteria to the target community, ensuring that all community members have the information, including people with disabilities and people from other marginalized groups.
- Provide information on where beneficiaries can report if they have any complaints or feedback on the selection criteria and process.

Recommended beneficiary selection criteria²

- Female/widow headed household(HH)s
- Child-headed HHs (head of HH must be less than 18 years old)
- HHs headed by someone with a disability (limitation to perform a specific task)
- HHs with two or more members with a disability (mental and/or physical)
- Elderly-headed HHs (over 60 years old)
- HHs with more than 5 children
- HHs without a breadwinner
- HHs with pregnant and lactating women

Step 2. Compile an initial list of beneficiaries

- **Introduce the programme**, including:
 - Objectives and activities;
 - Contents of items, type of assistance;
 - Number of target beneficiaries;
 - A detailed process of selecting beneficiaries.
- **Explain the beneficiary selection criteria**, clarify the roles and responsibilities of the implementing organization and the local authorities in the selection/verification process.
- **Register affected populations in the database** or receive an initial list of beneficiaries from community representatives or camp managers. If the latter, make sure to verify 100% of the HH and exclude those who don't meet the selection criteria.
- **A list received from the complaints and feedback mechanisms** can be reached, verified and added to the initial list, if appropriate.
- Based on field observations, supplemental lists can be collected from local organizations, societies, or charities that support the most vulnerable people such as orphans or widows.
- If there are more beneficiaries than the project allows, follow vulnerability scoring and severity scales to select beneficiaries.
- Combine all these lists and produce an initial beneficiary list.

Step 3. Verify the initial list against the selection criteria

- The beneficiaries list must be 100% verified before being finalized. It is recommended to form a beneficiary selection committee with members from local authorities, camp management, community leaders, and organizations' programme and MEAL staff.
- The implementing organization guides and monitors the process and 100% verifies the initial beneficiary list by applying the agreed selection criteria. Ensure that the assistance is free and will not promote political gain.
- Register verified families in the updated list.

Step 4. Field validation

- Field teams assess the households on the updated beneficiary list and validate if the vulnerabilities of the households fulfil the selection criteria. Field validation may not require assessing 100% of the list but rather only a certain percentage of the list (such as 30%).
- In a case where the verification exercise identified a certain percentage (such as 10%) of the households as invalid, the selection itself should be identified as invalid. The next step is to either verify all the HH in the list or the field team should re-select beneficiaries.
- When interviewing the households, respondents must sign a **household consent / confidentiality clause**.

Step 5. Finalize and share the beneficiary list with complaints and feedback mechanisms

- Draft the **final beneficiary list**, ensuring that the number of beneficiaries matches the total amount of kits that were agreed to distribute in each location, and share it with the local authorities and/or community leaders;
- In NWS, displacements are protracted and IDP movements are very frequent, leading to many cases where a verified HH is not present during a distribution. Prepare an additional "waiting list" of beneficiaries that could take their place.
- Hanging the beneficiary list in a public venue may make the beneficiaries feel humiliated. Consult with the community on whether the final list should be posted in public. If it is agreed that it should not be posted publicly, make sure that the complaints and feedback mechanisms are in place and shared as to keep accountability for the selection process;
- Discuss received **feedback** if it is relevant, and reflect on the final beneficiary list;
- Issue the final beneficiary list **signed by relevant stakeholders**, including the implementing organization staff who is accountable for validation.

Lack or loss of civil documentation

Lack of official documentation is one of the biggest protection issues in NWS. In these cases, beneficiary data collection and verification should be done with more careful attention. When necessary, work with the protection team of your organization and/or coordinate with the Protection Cluster to resolve the issues.

People without documents may face reduced access to assistance and denial of their basic rights, including receiving relief commodities, freedom of movement, and access to services and employment. Implementing organizations should not exclude beneficiaries due to a lack of civil documentation and must find other means to verify their identity.

In most locations in NWS, IDPs can receive a new ID at the local council of their current location. Other photo documentation may be used for beneficiary verification, including:

- Passport;
- Birth certificate;
- Military service ID.
- Family book;
- Driver's licence;

For new arrivals, it may take a few months to receive a new ID from local councils. In these cases, the distribution team should work with the local civil registration entity or local council to facilitate the issuance of IDs.

If none of the above documents are available, community verification can be used to verify a beneficiary's identity by speaking with witnesses, including neighbours, community leaders, and camp managers.

A.6. Form a distribution team

“Distribution sites are often perceived as unsafe places, which are dominated by men.”⁸

The distribution team should be composed of diverse members, be gender-balanced, and ensure the participation of the affected population where possible.

- Include female staff in the distribution team, and consider more gender-balanced team composition.
- All team members should receive training on PSEA and GBV. They must abide by the Code of Conduct and PSEA declarations they signed.
- Whenever possible, have a protection staff at distribution site to support fast tracking of protection cases.
- All staff must participate in COVID-19 awareness sessions and abide by COVID-19 mitigation measures.
- Team members must understand socially and culturally acceptable behaviours. They will visit and enter private spaces where vulnerable beneficiaries stay and must act appropriately.
- Always appoint a **distribution team leader** to oversee the distribution and coordinate with local authorities, community leaders, and camp managers before, during, and after the distribution.
- The team leader also performs the role of **safety/security focal point** if dedicated security personnel are not present at each distribution site.

Example - composition of a distribution team

- Team leader
- Security and crowd control staff
- Registration and verification staff
- Distribution staff (who physically handle the NFIs)
- Drivers
- Protection staff or at least staff trained with protection, GBV and PSEA
- Staff receiving feedback and complaints
- (Under COVID-19 outbreak) Staff implementing COVID-19 mitigation activities such as sanitizing the distribution site and mask distribution

Good practice

In Syria, recent widows cannot meet males from outside their family for a certain length of period after the husband's death. An NGO working in NWS found a woman who was a recent widow. Considering the vulnerability of the woman, a female staff member from the distribution team visited the woman in her home and provided support throughout the whole distribution process.

Note that this practice should not be limited to just widows; it is strongly recommended that female staff lead service deliveries to female and child-headed households.

A.6.1. Engaging volunteers and casual labourers⁸

- Engaging volunteers is a practical way of establishing an onsite team and can help build acceptance in the community while ensuring greater outreach, mobilization, and participation. As for staff, gender and diversity representation should be sought, but with adequate considerations of community perceptions.
- When using volunteers, be aware of the risk of volunteers abusing or exploiting their position or engaging in corruption. To mitigate these risks, in general, volunteers should not hold key responsibilities such as compiling beneficiary lists, distributing items, or leading post-distribution monitoring activities.
- Always clearly communicate your expectations with volunteers, and understand the expectations that they have of you. Check the approved payment rates with relevant clusters and/or local authorities to avoid creating tensions. Agree to terms of payment and compensation.
- When using volunteers, agencies should conduct regular checks to identify any possible situations of abuse or discrimination.

A.7. Select the distribution site

“There are some barriers to obtaining aid. The distribution places are not safe and they are very distant.”
(Man from Atareb Sub district, Aleppo Governorate)¹

A.7.1. Location

The distribution site should be selected in consultation with women and men of all ages and abilities, including those from marginalized groups within the affected population, and local authorities prior to the actual distribution.

Checklist for the location of distribution site

- The distribution site is appropriate to accommodate beneficiaries and the relief supplies.
- Avoid locations close to busy road or congested places.
- Select a neutral location, safely and easily accessible by all beneficiaries including people with disabilities and most vulnerable and at-risk groups.
- Accessible to large trucks. If not, alternative transport should be sought to bring goods from the last accessible point to the distribution point.
- In case one central distribution point is not viable, alternative or sub-distribution points should be established.
- Avoid distribution points that are close to the front lines and avoid long queues in order to not be targeted.
- Make sure pathways to and from distribution sites have no GBV risk like bushes/forests or a river where a perpetrator can hide easily.
- (Under COVID-19 outbreak) Whenever possible, select open areas for distribution. If it is necessary to be indoors, make sure the distribution site is well ventilated.

A.7.2. Other considerations at the distribution site

Make sure the distribution budget has lines for setting up distribution sites with key considerations, such as a shaded waiting area, water tanks and latrines, and cost for door-to-door distribution (for at least the most vulnerable beneficiaries). If not, discuss with the donor or the funding agency to support. Using the available resources and points would contribute to a cost-efficient approach.

A.8. Distribution date/time

The distribution schedule (date/time) may depend on logistic arrangements and access considerations. Nevertheless, whenever possible, consult with the beneficiary community on the following points:

- Consider the time that fits well with the daily schedules of beneficiaries;
- Ensure that the distribution does not clash with major community events like big market days, community holidays, or funerals where many people participate (these depend on each community);
- Consider a time that is convenient for female family members;
- Midday may be too hot a time for beneficiaries waiting in the distribution area (need to put shading at distribution point);
- Ensure all beneficiaries can return home before dark.

Lessons learnt

The humanitarian situation in NWS is very volatile and results in frequent population movements. NFI partners often experience the challenge of beneficiaries who were selected and verified are no longer staying in the target location and therefore do not show up at the distribution site. HH may have already returned to their place of origin, HH may have moved to another location, or HH may have changed their contact information. To deliver timely assistance to affected populations, the distribution date should be soon after the beneficiary selection process is complete.

A.9. Notify beneficiaries

Ensure that beneficiaries and other actors are properly notified of the date, time, and location of the distribution, the distribution procedures, and minimum requirements to receive assistance. Make use of different communication channels and platforms such as posters, radios, phone messages, and community leaders/mobilizers. It is critical that this information is received by most vulnerable beneficiaries including older persons, persons with disabilities, women- and child-headed households, and other at-risk groups.

Inform beneficiaries of what will be distributed and its approximate volume and weight. An NFI kit or even a tent may require several people to carry it. Wherever possible, package materials for easy transportation, but also inform people on what they will receive and whether they will need additional support to carry it home. Consider providing cash grants for transportation to assist the most vulnerable or mobilizing community members or volunteers to support them.⁸

Checklist for beneficiary notification

Notify beneficiaries with due and prior notice with the following information.

- Date and time.
- Location of the distribution site.
- What to bring on the day (e.g. ID card).
- What items will be distributed – volume and weight.

Good practice

Under the COVID-19 outbreak, it is challenging to maintain social distances throughout distribution sites. Whenever possible, the Shelter/NFI Cluster encourages organizations to conduct “door-to-door” distributions.

Another option, as implemented by an NGO working in NWS, is to apply a clear policy of a maximum of 20 people per hour. Clarify in the distribution voucher the time slot that a beneficiary can come to receive items. This has resulted in decongesting and maintaining appropriate distance at the distribution site.

A.10. Logistic arrangements

Logistics is a key part of the distribution process: the distribution team should closely coordinate with warehouse and logistic colleagues to ensure a smooth distribution.

For the transportation of materials to go smoothly, pre-assess the access to the distribution site. It has been previously reported that the presence of military checkpoints along the road resulted in significant delays in goods delivery.

Logistics checklist

- Prepare correct and sufficient NFIs for distribution.
- Ensure the right items and quantities are delivered to the right place at the right time.
- Assess the distance to the distribution area, type of terrain, and ease of access.
- Arrange support staff for handling items based on the number of beneficiaries.
- Arrange the transportation means for items to the distribution site.
- Arrange security of materials and equipment.
- Obtain the list of items and the number of items to be distributed in each distribution point.
- Pre-assemble the boxes and the items into the arranged kits.

Good practice - Commodity Tracking System (CTS)¹⁰

CTS is a remote verification and monitoring system for tracking and reporting the movement of humanitarian supplies to ensure that the intended beneficiaries received them. CTS helps to enhance an important aspect of humanitarian accountability.

Before loading the items at the warehouse in Gaziantep, QR codes are placed on every item. QR codes can be scanned by using smartphones or handheld devices to reveal detailed information about the items they are assigned to. The codes are scanned by warehouse workers when loaded onto the trucks.

At the destination, the QR codes are scanned once again by the implementing organizations' staff inside Syria. This will inform the logistics team at the Gaziantep warehouse that supplies have been unloaded and ready for distribution.

During the distribution, distribution staff identify the name of the recipient on the beneficiary list and scan the QR code on the item provided to that person. This provides a confirmation to the organization that relief items are handed to the intended beneficiary.

CTS can help to prevent aid diversion and strengthen accountability to donors, as well as to beneficiaries.

For more information see the video: https://youtu.be/Sn0GhIk_pLw

B. During the distribution

B.1. Arrange distribution

Distributions require careful logistics, site layout, and crowd control. Poorly managed distributions can result in violence and even fatalities. Careful planning and active communication are critical to ensure that they run smoothly.

- Plan the distribution for the correct number of beneficiaries and consider staggering distributions over several days, at different times during the day or in multiple distribution sites. This will help to reduce queues and avoid over-crowding.
- Consider how the most vulnerable beneficiaries will travel to the distribution site and transport materials to their place. Wherever possible, support those with limited mobility or who feel vulnerable to transport items to their home. For those people who are unable to get to the distribution site (the elderly, women with infants, caretakers of children with disabilities, etc.), consider providing door-to-door transportation, or have them nominate a friend to collect goods.
- If taking photos for public information purposes or social media, refer to the media guidelines available in the country and/or from your organization.

Checklist on the day of distribution

- Items to be distributed
- List of beneficiaries
- Brochures to distribute (such as posters with a hotline number, IEC materials for awareness-raising etc.)
- First aid kit
- Ropes and tapes (for arranging the distribution site)
- Tables and chairs
- Megaphones
- Drinking water (for staff and beneficiaries)
- Materials to make shading area
- Materials to mitigate COVID-19 risks (mask, hand sanitizer, thermometer, etc.)

Distribution of dignity kit¹¹

There could be a risk of increasing women's vulnerability when receiving a dignity kit. Some beneficiaries may be hesitant or embarrassed about collecting dignity kits, especially in conservative communities. Consider special arrangements for dignity kit distribution, such as:

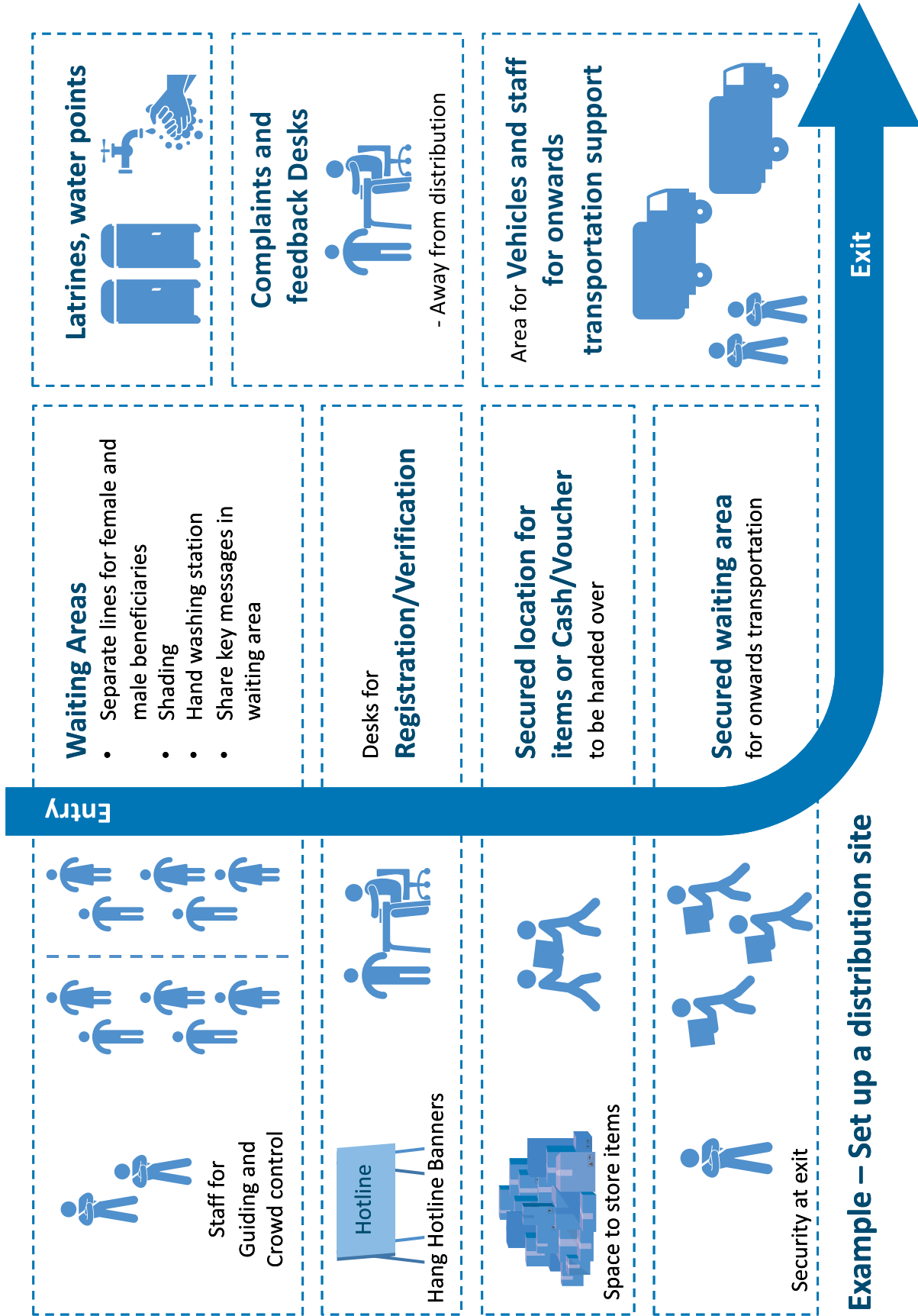
- Provide information (what, when, where, how) before the distribution so women and girls can plan to collect their dignity kit safely and discretely;
- Organize the distribution in a discrete place with female staff to distribute to women and girl beneficiaries. If other distributions are taking place at the same time (food, shelter, etc.) designate a separate space for dignity kits.

For more detailed guidance on dignity kit distribution, see the Dignity Kits Guidance Note, available at <https://www.humanitarianlibrary.org/resource/dignity-kits-operational-guidelines>

B.2. Set up a distribution site

Establish a clear set up for distribution to avoid confusion and promote a good flow of people and goods during the distribution. Available locations that fulfil the above conditions may be limited, but at a minimum, the following points should be considered when establishing a distribution site.

- Entry and exit:** Identify clear entry, registration, and exit points for beneficiaries and transport of goods.
- Waiting area:** There should always be a separate line or claiming queue for males and females. Provide shade for all beneficiaries or at least for the most vulnerable groups. Try to use natural shade or construct secured shaded areas if the site will be used many times. Make sure people with disabilities and other groups like women with infants, lactating women, and the elderly are prioritized.
- Water points and latrines, hand washing stations (alcohol-based hand sanitizers):** Confirm availability near the distribution site. If latrines are not available, check with WASH actors for temporary solutions. Consider handwashing stations as well as solid waste disposal options at the distribution sites.
- Banners:** Including beneficiary feedback mechanisms, hotlines, and COVID-19 risk mitigation instructions.
- Complaints and beneficiary feedback:** Allocate a dedicated space in an area away from distribution queues and crowded areas where people can talk in confidence. Hang banners with hotline numbers and how to report complaints and feedback.
- Protection desk:** Whenever possible, set up a protection desk nearby the complaints and feedback desks.
- Guiding staff:** Assign staff for directing beneficiaries to the right point (to the verification desk, to the Complaints and Feedback desk, to drinking water, to latrines, etc).
- Space for vehicles used in the distribution:** consider safe area for project vehicles, including waiting area for onward transportation support
- COVID-19 mitigation measures:** Refer to the Shelter/NFI Cluster guidance on COVID-19,⁴ available at https://www.sheltercluster.org/sites/default/files/docs/snfi_x-border_guideline_covid19_2020-07-29_v3_english.pdf



Example – Set up a distribution site

B.3. Security/crowd control

Distribution sites can quickly become chaotic, crowded, and potentially dangerous places for field staff and beneficiaries; careful planning can prevent such situations and help address the associated risks.

Establish security mechanisms and crowd control during the distribution to ensure:

- Safety and security of staff;
- Safety and security of beneficiaries;
- Safety and security of distribution items;

and carry out duty of care strategies for the safety of the distribution team.

B.3.1. Prevention/mitigation

- To know potential safety/security risks in the target community, conduct a security assessment before the distribution (see [A.2.4. Assessment on Access/Safety and Security Risks](#)) and take mitigation measures.
- Engage with local authorities and the beneficiary community to support security and crowd control, as well as safeguard the materials during the distribution.
- Designate safety and security personnel to handle any issues (if possible, both male and female staff). If it is not possible to allocate dedicated staff, appoint the distribution team leader as the safety/security focal point.
- Train all distribution staff in safety/security protocols.
- Sensitize the beneficiaries with safety/security instructions, including the policy of no weapons, military, or police uniforms at the distribution site, and availability of complaints mechanisms and hotlines.
- Post signage at distribution site with safety security rules.
- When selecting/setting up the distribution site, consider evacuation route in case of an emergency, especially for people with disabilities, who should be able to exit safely and with dignity.
- In some locations, there are increasing tensions between displaced families and host communities. To mitigate the tension in the target community and reduce the likelihood of an insecure situation, consider extending the scope of assistance to broader categories of the affected population, namely: new and old IDPs, and host community families.

B.3.2. In case of disturbance or any insecure situation occurred

- Remember that the **safety of staff and beneficiaries has priority over the delivery of assistance.**
- Read the situation carefully, and report incidents to the field security focal person or distribution team leader, as well as the agency's security officer.
- Communicate that there is a complaints mechanism to make a claim.
- Calmly advise to bring the weapon back home (should it be the case) and come back again to receive the items.
- In case of violence or an unsafe situation, stop the distribution and discuss with local authorities and the beneficiary community to reschedule the distribution.

B.4. Complaints and feedback mechanisms

Establishing a formal complaints and feedback mechanism to provide an effective channel for beneficiaries to communicate with the implementing organization and provide feedback, including complaints about the distribution. It also allows the organization to respond and take appropriate action to address the beneficiaries' concerns and where needed and make adjustments in the programmes. An effective and well-documented feedback mechanism is also a tool to promote accountability to the affected populations (AAP).

Set up various channels to receive complaints and feedback so that beneficiaries can choose their preferred way of reporting. Channels may include, but are not limited to, the following:

- Hotline (phone, SMS etc.);
- Complaints and feedback box;
- Interview during the Post Distribution Monitoring (PDM);
- Direct inquiry to field staff;
- Community consultations.

Expectations from functioning feedback mechanisms

- Promote **transparency** throughout the distribution cycle.
- Render **effective and efficient assistance** by taking feedbacks and complaints from beneficiaries and the communities into consideration.
- Create **awareness and accountability in every staff**.
- Make the distribution project **responsive and accountable** to beneficiaries and all stakeholders.

Beneficiary feedback mechanisms should be in place throughout all stages of distribution activities. During the distribution, make sure the hotline number is clearly visible at the distribution site, along with beneficiary selection criteria and the contents of items to be distributed. Train all distribution staff on the feedback mechanisms, so affected populations should be informed of the means to access the mechanisms and its scope and limitations. Explain clearly to beneficiaries that **all feedback is confidential**.

B.5. On-site distribution monitoring

During the distribution, on-site distribution monitoring should be conducted by a monitoring team that is composed of both female and male staff members. This could be done through exit interviews with sample beneficiaries, as well as through observation by a monitoring team. The following areas can be evaluated through onsite distribution monitoring:

- The quality and quantity of NFI kits;
- Treatment of beneficiaries by the distribution team, and the distribution process in general;
- Observation of any protection issues and concerns related to the distribution or the items received.

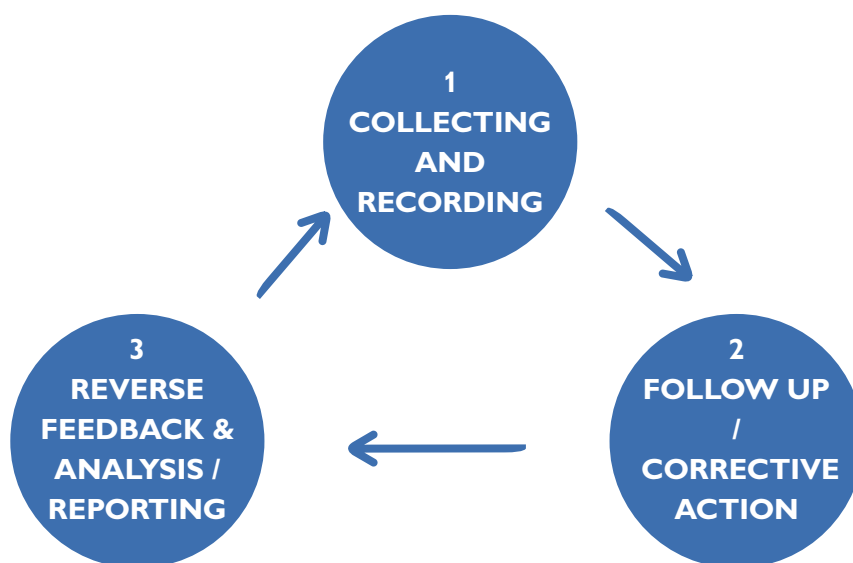
Good practice

During the NFI distribution in Aleppo governorate, an NGO noticed the presence of dealers who intended to buy the NFIs from beneficiaries near the distribution site. In response, the distribution team carried out awareness sessions with the beneficiaries onsite about the value of the NFIs and possible risks when dealing with these traders. Staff also communicated with the traders to stay away from the distribution site and discussed with the local authorities to prevent the same issue at future distributions.

C. After the distribution

C.1. Respond to complaints and feedback

Set up complaint mechanisms before and during the distribution but be aware that this is not sufficient. Ensure that any complaints are acted on and people are informed of the outcome. Issues raised during the distribution should be dealt with immediately whenever possible.



C.2. Post distribution monitoring (PDM)

In order to ensure AAP as well as to improve ongoing and future programmes, PDM should be implemented after distribution.

PDM is an assessment of beneficiaries' perceptions of provided assistance, including appropriateness (if it met their needs, quantity and quality of items, and timeliness of the assistance) and beneficiaries' overall satisfaction.

PDM can also evaluate the vulnerability of the beneficiaries after the distribution to assess if additional or continual support is required.

PDM can be conducted through a combination of methodologies, including:

- Desk reviews;
- Sample household interviews;
- FGDs with beneficiaries (sex and age group segregated);
- FGDs with non-beneficiaries (sex and age group segregated);
- FGD with specific groups;
- Key informant interviews;
- Direct observations;
- Market analysis.

Consider the following points to carry out a PDM:

- Conduct in a protection-sensitive manner and with a monitoring team including both female and male staff. All monitoring staff should be aware of protection referral pathways.
- To allow enough time for beneficiaries to use distributed items and provide feedback on them, it may be better to wait at least two weeks after the distribution, but not too long that they forget the distribution process and feedback on the items.
- Ensure that the results of the PDM inform any required adjustments and future programming. Allocate time and funds to PDM to gain the greatest impact. Wherever possible, share the findings with the Cluster and other organizations.⁸
- Questions need to be tailored depending on the distribution modality. For cash-based interventions, a more in-depth market analysis will also be required.⁸
- Conduct ongoing market price monitoring to determine if the cash transfer value needs to be adjusted, the impact of material distributions, and to ensure that any cash transfers are not causing localized inflation.⁸
- PDM can enable you to ask about cross-cutting issues, including those related to gender and safety concerns. However, questions should not be directed to finding out about GBV incidents, as this may endanger survivors as well as staff.⁸
- Third-party monitors (TPM) could also independently conduct distribution and post-distribution monitoring, including ensuring accountability to affected populations through complaint and feedback mechanisms.

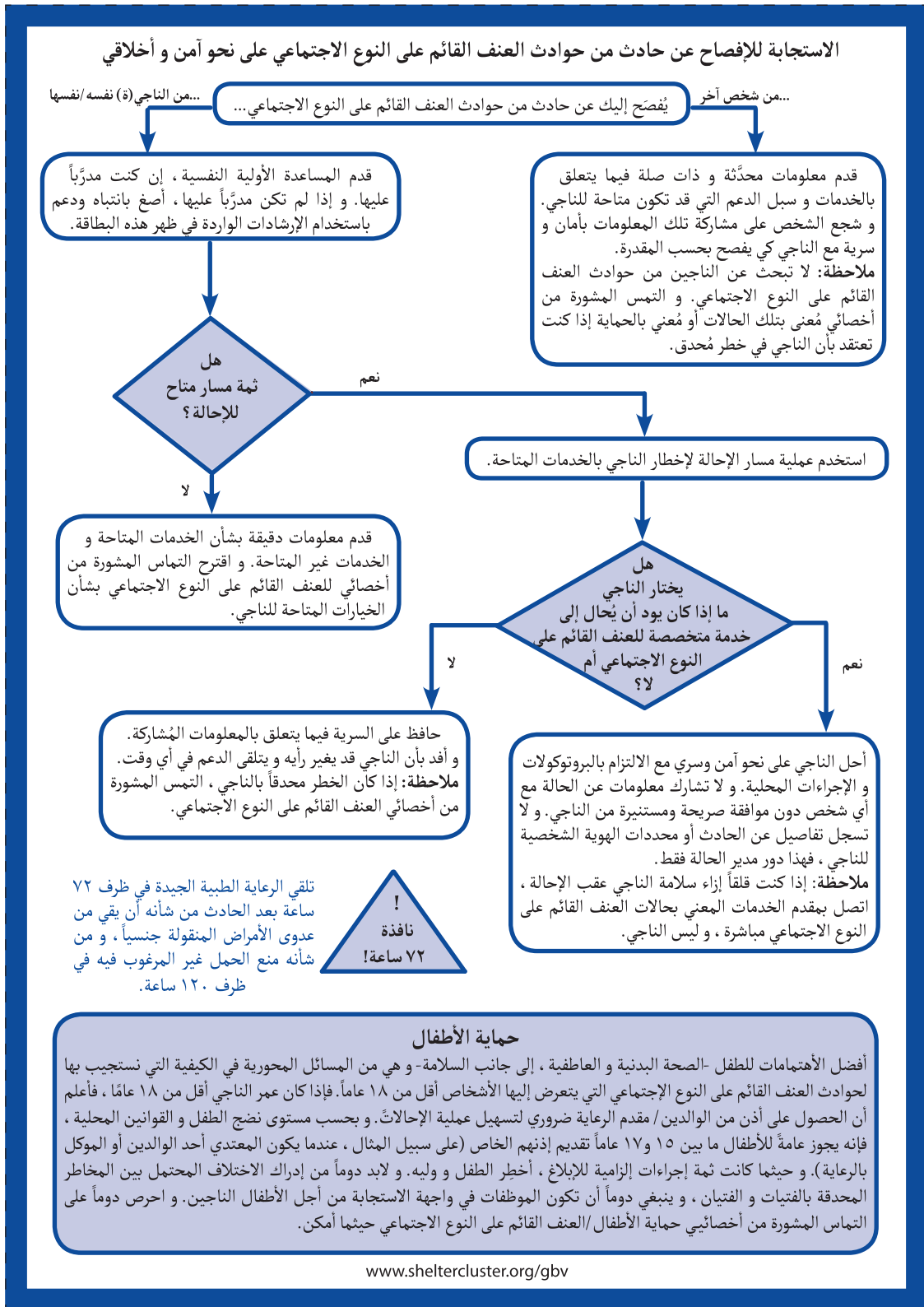
Annex 01: Example of PSEA declaration form

I (NAME) _____, staff/volunteer of (NAME OF THE ORGANIZATION) _____ understand that:

- Humanitarian assistance and services are to be provided in a manner that protects against and prevents sexual harassment, sexual exploitation and sexual abuse of staff members and beneficiaries. This includes unwanted verbal, non-verbal or physical conduct of a sexual nature, as well as actual or attempted sexual activity of a forced or coercive nature.
- Exploitative and abusive sexual activities by staff, volunteers, implementing partners, and community volunteers are absolutely prohibited, and perpetrators will be held accountable. Consequences may include immediate dismissal and referral to law enforcement.
- Any forced or coerced sexual activity, including those obtained by exchanging or threatening to withhold humanitarian assistance or services, is, by definition, exploitative and abusive, particularly in a camp environment when beneficiaries are at their most vulnerable.
- I am responsible to report any actual or suspected cases of sexual exploitation and abuse. A failure to report will be considered a violation on my part.

Signature

Date and place



ENDNOTES

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- 8 Care International UK, IOM, 2018, Distribution Shelter Materials, NFI and Cash, available at: <https://www.sheltercluster.org/x-border-operation-turkey-hub/documents/distribution-shelter-materials-nfi-and-cash-guidance-reduce> also see the video: Distribution of Non-Food Items for Shelter (Arabic Subtitles): <https://youtu.be/9kdOBNmdQnw>
- 9 Shelter/NFI Cluster X-Border Operation Turkey – Hub, 2020, Guidance Note on Winterization for Northwest Syria, available at: <https://www.sheltercluster.org/x-border-operation-turkey-hub/documents/guidance-note-winterization-northwest-syria>
- 10 IOM Turkey, 2020, Commodity Tracking System for Syria Cross-Border Operation, available at: https://youtu.be/Sn0GhIk_pLw
- 11 GBV Sub-Cluster Turkey (Syria), 2015, Dignity Kits Guidance Note, available at: <https://www.humanitarianlibrary.org/resource/dignity-kits-operational-guidelines>



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