



**Inter-Agency  
Coordination**  
Lebanon

**INTER-AGENCY SHELTER SECTOR COORDINATION  
WORKING GROUP**

**This document was developed by  
the Temporary Technical Committee  
chaired by Save the Children (SCI), co-chaired by UNHCR with  
contributions from  
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## Table of contents

1	Introduction.....	3
2	Scope of these guidelines .....	4
3	Terminology.....	4
4	Principles.....	5
5	Objectives.....	6
6	First step: Desktop Study .....	7
7	Preparatory actions for the identification of Informal Settlements for Site Improvement.....	11
8	Site Improvement Activities.....	13
9	Implementation Modalities .....	15
10	Safety .....	17
11	Monitoring & Evaluation .....	18

### Annexes (external files)

Annex A: Bekaa Site Improvement Matrix

Annex B: Rapid Site Vulnerability Assessment

Annex C: Save the Children Specification of Works and Quality Workmanship

Annex D: Save the Children Post Distribution Monitoring Site Improvement Assessment

Annex E: Landlord Agreement

## 1 Introduction

The Syrian Crisis is now well into its 5th year with no confirmed signs yet of a likely end to the infighting. UNHCR reported in end February 2016 the number of registered Syrian refugees into Lebanon to be 1,055,984 persons<sup>1</sup>. Approximately 18%<sup>2</sup> of the registered refugee population is currently living in Informal Settlements. This population is spread across hundreds of different sites. There are particularly high numbers of Informal Settlements in parts of Bekaa and North Lebanon<sup>3</sup>. There are also partial numbers in other parts of Lebanon.

<b>Number of active IS (IAMP 23. March 2016)</b>	<b># above 4 tents</b>	<b>Less than 4 tents</b>
Beqaa	<b>1290</b>	<b>1177</b>
North	<b>569</b>	<b>464</b>
South	<b>43</b>	<b>76</b>
Nabatiye	<b>37</b>	<b>15</b>
Mount Lebanon	<b>17</b>	<b>70</b>
total	<b>1956</b>	<b>1802</b>

The large influx of refugees into Lebanon created tremendous pressures on the Lebanese economy, infrastructure and services. The Lebanese government policy decision against the establishment of formal refugee settlements for Syrian refugees<sup>4</sup> resulted in the substantial growth of informal settlements, usually consisting of tents and makeshift structures, which are now home to an estimated 199,0241refugees.<sup>5</sup>

These informal settlements are characterized by extremely poor living conditions, limited access to water. They are often overcrowded, making them home to some of the most vulnerable families in Lebanon. The majority of Informal Settlements are situated on private land. Families typically form a verbal agreement with the landowner via a middleman. In this case, settlements can be considered “informal” rather than “illegal”. Informal Settlements are usually located adjacent to agricultural land. Historically, occupants worked on the agricultural land as fruit or vegetable pickers. The vast majority of occupants in Informal settlements pay some form of rent, either directly in cash or through ‘work for rent’ agreements with the landlords. Therefore rents are highly variable, As of late 2015, many families pay a monthly rent per plot of \$40 to \$200 USD per month or a one off annual fee<sup>6</sup>. This is dependent upon location, tent size, number of occupants etc. In some cases this includes the supply

<sup>1</sup> <http://data.unhcr.org/syrianrefugees/country.php?id=122>

<sup>2</sup> UNHCR Shelter Survey March 2015

<sup>3</sup> Inter-Agency Mapping Platform IAMP23

<sup>4</sup> Housing, Land and Property issues in Lebanon, UNHCR-UN-Habitat; August 2014

<sup>5</sup> IAMP23 total number of individuals, 2016-03-31

<sup>6</sup> VaSyr 2015

of water, electricity and/or refuse-collection. However, access to these and other services is often poor.

The creativity and adaptability of agencies working in different social and economic contexts in Lebanon is a sectoral strength. However the harmonisation of principles and minimum standards is required to ensure a standardised quality service to beneficiaries. These guidelines form the main reference document for shelter agencies intending to implement Site Improvements within Informal settlements in accordance with the inter-agency Shelter Sector Strategy.

## 1.1 Introduction to this revision

This document is a revision of the original guidelines developed by the Shelter working group led by a committee chaired by SCI published in March 2014 . The revision of this guideline was initiated by a Temporary Technical Committee (TTC) on 12<sup>th</sup> January 2016.

## 2 Scope of these guidelines

This guideline outlines the agreed inter-agency approach for Site improvement in Informal Settlements. It concerns the following activity included within the 2016 Lebanon Crisis Response Plan (LCRP):

### 2.1.1 – “Site or infrastructure improvement of Informal Settlements (IS)”

This document was prepared by a TTC led by SCI and co-chaired by UNHCR for the Syrian refugee response and is intended to complement UNHCR’s Global Shelter and Settlement Strategy, 2014 – 2018. Site Improvement in Informal Settlements is considered a priority activity under the Lebanon Crisis Response Plan (LCRP) and the Shelter Working Group sector strategy.

The following guidelines have been drafted to guide partners from the Shelter and E+W sectors with the aim of intervening at community level in Informal Settlements in Lebanon. The main goal is to establish harmonized minimum standards for Site Improvement activity.

## 3 Terminology

*Note: definitions are taken from the Shelter Working Group 2015 Shelter Strategy and are denoted with a footnote. Others have been drafted for the purpose of these guidelines.*

### 3.1 Rural settlement vs Urban settlement

A rural settlement is where displaced populations settle on land outside of cities and towns. The population is often dependent on agricultural and pastoral practices, and has fewer community infrastructure systems than in urban settlements. Rural contexts are defined by population thresholds that differ internationally.

An urban settlement is where displaced populations settle within an urban agglomeration such as a town or city. A master plan usually divides towns or cities into zones regulated by norms based on specific sectors such as housing, hygiene, habitat, and environment. Zones are inclusive of residential areas, services and infrastructures, and spaces for administrative, commercial and industrial activities.

### 3.2 Formal settlements vs Informal settlements

Within urban and rural settings, settlements can be either formal or informal:

- a) **Formal settlements** refer to land that has been classified by relevant government or council authorities and is occupied by formal housing.
- b) **Informal settlements** are unplanned and where housing, shelter and services have been constructed on land to which the occupants have no legal claim.

#### **Active / Unactive IS**

IS become inactive when there are no more people living on the site, but they are kept recorded and mapped. They may become active again, when refugees return or new arrived refugees use the sites.

## 4 Principles

**Respond to context:** Each stage of the site improvements should be informed by assessment of the physical conditions of the settlement, technical design solutions and back-ground information to assist decision making. There are many steps in the process elaborated within these guidelines. Settlement interventions need to be planned and implemented to mitigate, to the extent possible, the impact on the natural environment and to prevent hazard risks such as landslides, floods, fire risk reduction, among others.

**Semi-permanent works:** As the informal settlements are supposed to be of only limited duration, the site works should avoid permanent changes of the morphology of the sites. To the extent possible, the type, design and materials of site improvements should allow to remove or replace the works when the site will not be used anymore as an informal settlement.

**Standard Operating Procedure:** Activities undertaken in selecting sites for intervention, and the implementation of Site Improvements should follow a systematic process. This will ensure the response to communities is equal and fair, based on needs that appropriate design has been applied and that the quality of the project is in line with the program objectives.

**Community Participation:** Refugees and the affected population at large should be empowered and capacitated at all stages to participate in site improvement activities, planning, needs assessment, implementation ,and monitoring and evaluation; in order to design acceptable, appropriate, sustainable and culturally-sensitive programmes. They should also be involved as much as possible in the design, construction, and maintenance of any shelter, settlement, and core relief item support. This participatory process should feed into developing settlement and shelter policy so that it will take

into consideration refugees' needs, requirements and diverse profiles within the framework of international standards

**Inter-sector coordination:** Stakeholder engagement is critical throughout the project, namely the landlord, Municipality, the community on the land and other partners. Site Improvements activities should not be looked at in isolation. Closer linkages with other sectors will decrease protection & health risks among refugees and improve their access to basic services. It is advisable to coordinate with all other actors working on the site prior to any site improvement intervention. This will reduce duplication of works and establish the clear split of responsibilities where there is more than one agency implementing in an Informal Settlement.

## **5 Objectives**

The overall objective of implementing site improvements in the Informal Settlements is to improve the basic quality of life and to reduce the health risks. Depending on the individual site, the specific objectives are:

- a. Improving/ensuring proper access to and within the settlement
- b. Mitigating flooding/inundation risks
- c. Mitigating risks resulting from grey/black water stagnation/inundation
- d. Mitigating fire and physical risk
- e. Mitigate negative impact on the environment (e.g. contamination of water resources)
- f. Increased capacity of the occupants to maintain their site conditions

## 6 First step: Desktop Study

### 6.1 Shelter Partners 3W Matrix Area of Intervention

- Does the site fall within the implementing agency area of responsibility (geographic Cadastral allocation agreed at working group) or has this been agreed with other agencies to support where they are lacking capacity to undertake the work based on referral?

### 6.2 Inter-Agency Mapping (IAMP)

- Check the latest Inter Agency Mapping Platform (IAMP) to determine if the site is active, when it was established and the size of the site.
- Download the latest IAMP files from <http://data.unhcr.org/lebanon/index.html>

### 6.3 Security

- Is the site within 1km radius of LAF checkpoint, or 500/700m of a main road (check with UNHCR Evictions team for latest regulations)

### 6.4 UNHCR Eviction Matrix

- Check UNHCR eviction matrix. Ideally, no site under known eviction risk should be eligible for selection. Some small interventions might be considered based on vulnerability of the site, but this should only be determined on a case-by-case basis at agency discretion, with Donor approval.

<http://tinyurl.com/pj6rxee>

### 6.5 Flood Risk Matrix

- Check the flood risk mapping to ensure that the site is not in the known flood plain (sites in the known flood plain will not benefit from site interventions, as the impact of the works will not solve the inherent problems of the site).
- [http://unhcr.cartodb.com/viz/fa7ee63a-7fbe-11e4-bdda-0e018d66dc29/embed\\_map](http://unhcr.cartodb.com/viz/fa7ee63a-7fbe-11e4-bdda-0e018d66dc29/embed_map)

<b>CATEGORY</b>	<b>PREVIOUS FLOOD LEVEL</b>	<b>NOTE</b>	<b>Site Improvements</b>
<b>Negligible</b>	0 or no flooding recorded	Regular Shelter intervention applies	Yes
<b>Low</b>	0 to 15cm	Regular Shelter intervention applies with some modifications to mitigate flood risk	Yes – with focus on flood risk mitigation
<b>Moderate</b>	15 to 30cm	Shelter intervention modified to mitigate flood risk	Yes – with focus on flood risk mitigation
<b>High</b>	30cm plus	Site considered unsustainable Relocation to be encouraged	No

## 6.6 Site Improvement Matrix

The Site Improvement Matrix permits identification of remaining needs and gaps, it also includes information pertaining to all IS's assisted previously via partners, assessed and not found eligible for various criteria, such as threat of eviction, not meeting vulnerability criteria, etc.

UNHCR Bekaa maintains a site improvements matrix, for the identification-targeting of informal settlements (IS) for site improvement activity. The same matrix is being developed for the North in a view to harmonize the approach. Other areas are encouraged to follow the same.

See “Bekaa Site Improvement Matrix” in **Appendix A**

## 6.7 Collective Site Management Coordination (CSMC)

- CSMC aims to improve the assistance and protection of refugees living in collective sites by enhancing coordination of services within sites, and empowering residents of collective sites to participate in site management and service coordination, design, and delivery. CSMC agencies have established and trained site management groups in over 400 of the largest informal settlements in Lebanon. These groups, consisting of both males and females, are responsible for liaising with service providers, community mobilization, information management, and overseeing safety and security in the site.
- Agencies seeking to implement site improvement works in a site where a CSMC agency is present are required to coordinate with the CSMC agency focal point, who will link them to the trained site management group.<sup>7</sup> Working through site management groups is essential to ensure participation, which is a fundamental right of all refugees, and also ensures a more appropriate response and ownership by refugees.
- CSMC agencies also engage in Site Improvements activities, therefore coordination is also essential to prevent duplication. CSMC agencies are recommended to use these guidelines, and to contribute their data for the Site Improvement Matrix

## 6.8 Coordination with Energy and Water actors

When implementing Site Improvements, more integrated approaches are required to anchor refugees within the existing networks of services available in country. Refer to the ‘WASH in IS 3W Matrix’ in your area to identify and communicate with the Energy & Water (E&W) actor covering the specific Informal Settlements. This will allow both agencies to highlight current and future infrastructure plans, and map out water and sanitation services delivered or connected.

It is to be noted that partners (Shelter and Energy & Water) agreed that the new Shelter Sector Site Improvement guidelines do not include Energy & Water led interventions that are specific to Energy &

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<sup>7</sup> Details of sites where CSMC is present and contact details of agency focal points are included in the IAMP.

Water indicators; in a view to align the site improvement as a core shelter activity; the following activities. which were part of the previous guidelines, are excluded in this document:

- General electrical improvement (E.g. add of switches, circuit breakers, solar lighting, raising electrical cables\*, awareness raising, fire suppression equipment, electrical insulation tape) (Energy & Water)
- Drainage kit distribution activity. (Energy & Water)
- Facilitating solid waste collection (Energy & Water)
- Creating composting areas (Energy & Water)
- Set up on-site solid waste disposal (Energy & Water)
- Decommissioning of old latrines (Energy & Water)
- Vector control / pest management (Energy & Water)

Partners requiring more details and information on the above listed activities are encouraged to liaise with Energy & Water sector.

\* **Raising of electrical cables** can be considered as part of the site improvement activities if it is not undertaken by the E&W partners in the site. Consult with E&W partners before undertaking activities.

#### 6.9 Proximity to Natural Water Sources

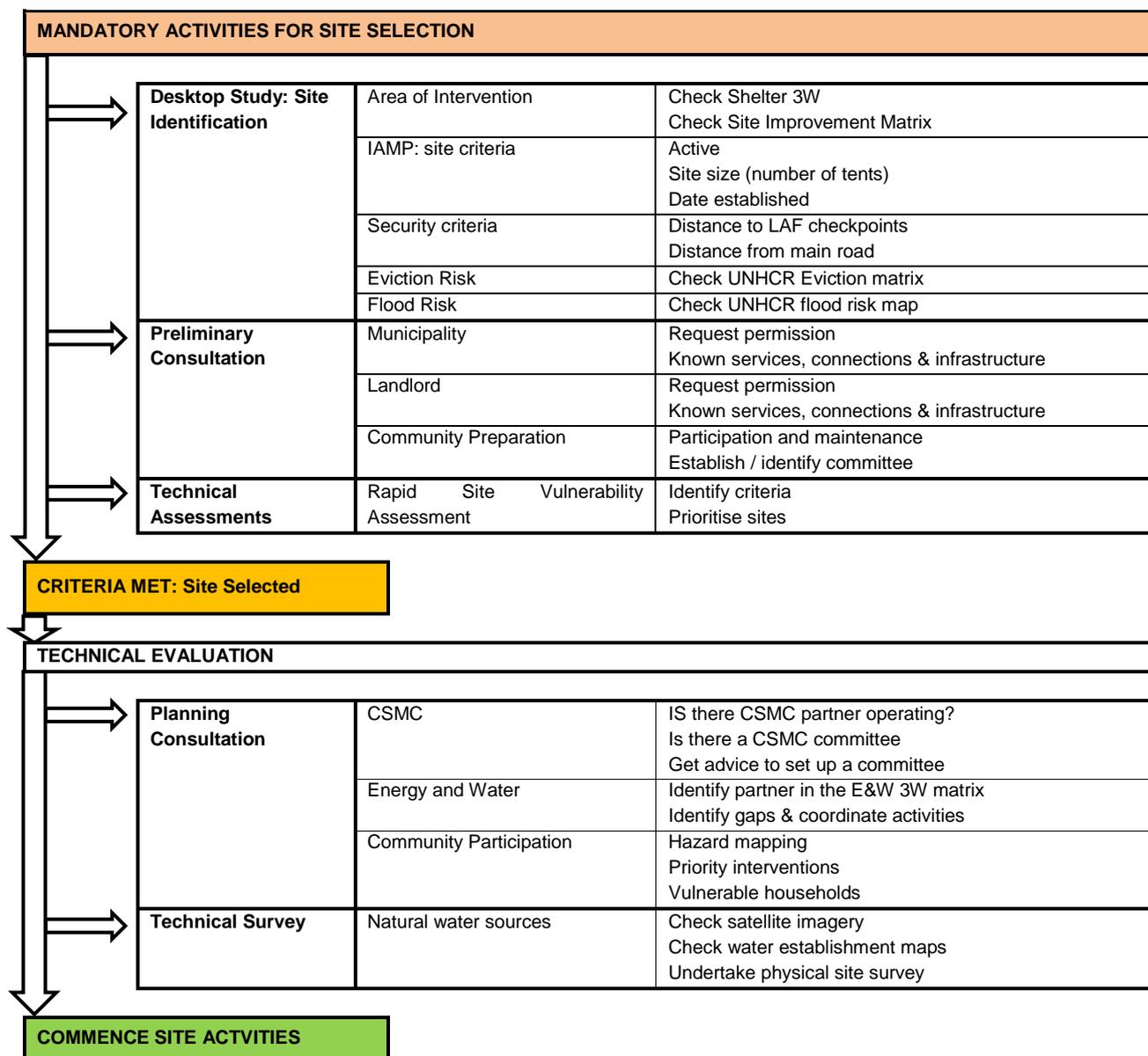
Survey the site to verify proximity to natural water sources. Testing by Energy & Water Sector is recommended to verify baseline levels of contamination. Further contamination of natural water sources should be avoided if possible. Standing water should be drained away from natural surface water and ground water sources. Soak away pits should be provided with filters to catch household contaminants and should be regularly checked to see if they need to be dislodged and cleaned. (Section 8,3)

Refer to the Energy & Water Sector Guidelines (WASH Working Group, 2013) on Sanitation and Water for more information.

#### 6.10 Shelter Enhancements

Please note this document does not concern weather-proofing activities or any other shelter enhancement activities. The inter-agency guidance for weatherproofing activities is provided separately.

## SUMMARY OF RECOMMENDED PROCEDURE



## 7 Preparatory actions for the identification of Informal Settlements for Site Improvement

### 7.1 Municipality

Consult Municipality to request permission to undertake site improvement activities in the nominated location. This must be done prior to any physical site investigations. Explain the work of the agency and the temporary nature of the work to be implemented. Ask if they are aware of any buried service connections (eg. Water, sewers, electrical cables etc).

### 7.2 Landlord

Undertake an initial advocacy visit to Landlord to explain the intention to assess site for intervention and check if he permit improvement activities. Ask if the Landlord is aware of any buried service connections (eg. Water, sewers, electrical cables etc).

It is recommended that the Landlord signs the Landlord agreement on commencing the works. This has proved to be beneficial for improving the refugee tenure opportunities and also to ensure that the Landlord has understood the scope of works planned.

Refer to **Appendix E** for an example template, which includes talking points for the consultation.

### 7.3 Rapid Site Vulnerability Assessment

The Rapid Site Vulnerability Assessment has been developed using tested agency examples. This allows the partner to identify the priority needs on the site, as well as to determine which of the sites are the most vulnerable, using the technical questions and scoring. i.e. Any site which rates 'yes' under the vulnerability criteria should be shortlisted for consideration.

See the 'Rapid Site Vulnerability Assessment **in Appendix B**.

### 7.4 Informal Settlement Size Limits

Interventions are to prioritize medium or larger sites depending on agency geographical split coverage and gaps in the area. The 2014 Site Improvement guidance restricted activities to sites with more than 20 tents. The recent trend has seen a growing number of informal settlements breaking up, ie one large site splits into two or three which has new PCode and Shawish. The analysis for Bekaa\* below highlights that the greatest needs lie in the Medium IS 11 – 19 tents (April 2016).

Agencies may consider joint interventions in an area with more than one site with combined number more than 20. This is to be determined on a case by case basis, with Donor approval. Priority is to be given to sites proving higher health risks, as identified through the Rapid Site Vulnerability Assessment.

It is recommended that the following definitions for Informal Settlements of different sizes are harmonized across areas:

LABEL	SIZE LIMITS	Bekaa Figures (IAM23)	Assisted in 2014-2015	Not Eligible for assistance	Not yet Assessed
<b>Scattered tents</b>	1 to 3 tents inclusive	1096	4	1092	0
<b>Small Informal Settlements</b>	4 to 10 tents inclusive	676	9	667	0
<b>Medium Informal Settlements</b>	11 to 19 tents	274	26	11	237
	20 to 40 tents	201	63	15	123
<b>Large Informal Settlements</b>	41 tents or more	128	58	6	64

\*Akkar data not available for v3

#### 7.5 Informal Settlement Community Engagement

It is important to involve the community in the process from the beginning. Prior to the approval of any intervention, a meeting should be arranged with the community to stress that the community's commitment in maintaining the site is a requirement and that a committee will be convened. The pre-existing CSMC site management group is the preferable platform, or, if not available, the WASH committee. If there is no pre-existing group, it is strongly recommended to establish a temporary community structure, consisting of men and women, and not just the shawish to support the design and implementation of any site improvement works. The CSMC Task Force can provide guidance on establishing community structures (See section 6.7).

A meeting should take place as early on as possible with the above mentioned group/committee to explain the process of the project, and the expected role of the community in maintaining the site. Throughout the project, the group/committee should be consulted on the process. Focus group discussions with men, women, and children should be held to undertake hazard mapping, inform design solutions and to ensure they have been able to contribute to the needs assessment and also identified vulnerable households within the community. Their understanding of how the drainage systems function and how to maintain them is imperative to ensure long term sustainability and effectiveness of the Site Improvement. It is also important to stress the role of the community in removal of standing surface water and snow.

## 8 Site Improvement Activities

Note: The technical solution will vary depending on the context site conditions and needs of the community. All activities listed below are optional, to be determined by a Technical Site Assessment by Engineer, and through the prioritization with beneficiaries. Shelter agencies have adopted different technical approaches, for the most part with small variation. In an effort to harmonise standards and quality, agencies are invited to use the technical specifications listed in **Annex C: Save the Children**, or may adopt a different approach as necessary.

### 8.1 Improving/ensuring proper access to and within the settlement

The objective is to clear obstructions and minimize the risk of flooding, standing water through the creation of natural drainage. Typical activities include:

- Earth-moving, levelling & land-fill
- Gravel lining of paths and communal areas

### 8.2 Mitigating flooding/inundation risks

#### 8.2.1 Site perimeter sand-bagging or building levees

In some areas, sand-bags will provide an effective and fast solution to water inundations. This is particularly useful as an informal interventions to stabilize unsafe embankments. This is can also be a last resort solution as a fast response to water inundation in a tent.

#### 8.2.2 Drainage ditches, cut-off drains and French drains

These activities must have the approval of the landlord, particularly if concrete is to be used. Drainage systems are installed to remove water from the site, in some cases, to connect to the existing trenches (where they exist) or to soak-aways / septic tanks. The conditions on site will vary, therefore the solutions should be determined by appropriate Engineer, in consultation with the community. Typical solutions include:

- **French Drain trenches** with perforated pipes laid to gradient, sometimes protected using geotextile membrane
- **Trench drains** are an alternative simple drainage of gravel-filled-trench.

#### 8.2.3 Ditch clearance (e.g. de-silting and clearance of drainage ditches)

Site Improvement activities by Shelter partners have sometimes included the clearance of ditches to facilitate drainage away from the site, based on the needs, and also in the absence of any E&W partner. Shelter partners are to coordinate with E&W partners when prioritizing activities.

### 8.3 Mitigating risks resulting from grey/black water stagnation/inundation

Household drainage is traditionally undertaken by the E&W sector. However, it has been necessary to support E&W partner activities under the objective of site improvements. Coordination with the E&W partners working on the site is imperative before starting this work. Maintenance of the soak-way is the responsibility of the household and they should be engaged in this process with awareness of their role.

#### 8.3.1 Creating or upgrading soak away pits

The creation of soak away pits can be done to mitigate the impact of site surface water, which cannot be addressed through drainage, and in some cases to address domestic grey- and black- water. Soak away pits are installed per shelter or groups of shelters for domestic grey-water.

#### 8.3.2 Improvements to household drainage

Internal gully traps to grey water drains are installed to reduce the blockages and debris from entering the soak away.

### 8.4 Mitigating fire and physical risk

#### 8.4.1 Modification/improving of site layout when possible

Site planning in the informal settlements is currently very ad-hoc and not commonly undertaken by humanitarian actors. However, the risks of high-density settlements have led to many instances of fire which is currently in review. Where possible, site improvements can include recommendations to the community for planning measure that will improve the safety on the sites. Recommended activities include:

- Assessing fire risks to inform the site planning of Informal settlements and the grouping of individual household shelters.
- Mitigating actions should include the provision of a 30-metre firebreak between every 300 meters of built-up area, and a minimum of 2 meters (but preferably twice the overall height of any structure) between individual shelters to prevent collapsing structures from touching adjacent shelters.
- Raising of electrical cables can be considered as part of the site improvement activities if it is not undertaken by the E&W partners in the site. Consult with E&W partners before undertaking activities.

#### 8.4.2 Fencing

In certain areas, a physical barrier of a fence may be necessary to ensure physical protection from certain hazard (pit, water pond, etc). This is to be designed only for protection from the hazard, not to fence in the site nor to delineate refugee properties.

## 9 Implementation Modalities

Modalities for achieving the output can vary between agencies. Regardless of the modality, permission from the owner must be obtained prior to commencement of the works, written permission is preferable whenever applicable, yet many cases has shown that landlords are reluctant in signing agreements and favour verbal approval. There are a variety of implementation modalities undertaken by agencies implementing Site Improvement in Lebanon, including:

### **Approach A –Contracted Companies**

Local Contractor commits to completing defined tasks for an agreed price and to take responsibility for all aspects of construction against a set of Drawings, Specifications and a Bill of Quantities. This is the most common form of contracting and is most suitable for construction of durable improvement works.

### **Approach B – Direct Implementation.**

Agency directly employs a local workforce and procures the materials for construction. Suitable for projects that are labour intensive but low skilled. It is most appropriate for constructions of temporary nature such as semi-permanent improvement works.

### **Approach C – Community-led Construction.**

The community is provided with cash and/or materials and delivers the improvement while the agency assign a duty engineer to monitor the works executed. This option is best suited for constructions of a semi-permanent improvement works.

The most commonly used approach in Lebanon Program is Approach C: the community-led Construction. These guidelines shall therefore mainly focus on this mode of construction. It is strongly encouraged to use this form of implementation modality because of the following reasons:

- Promoting local community-based participation during project design and decision-making.
- Providing between 10 and 20 jobs for local people.
- The community led approach will educate people about maintenance and build their sense of ownership

### 9.1 Construction Documentation

The following documents will be produced by the Agency during planning and design step. These documents shall be prepared in collaboration with the community. These documents shall be reviewed with the Agency Logistics/Procurement team:

- **Technical drawings**
- **Construction schedule** with scope of works step-by-step sequence of works to be completed, preferably with indicative diagrams. Each step should be accompanied by a

simple explanation of the key activities. It shall define how much skilled and un-skilled labour is required at each stage of construction. The schedule includes contingency.

- **Bill of Quantities (BOQ)** This document sets out the anticipated quantities of materials and tools needed. There shall be a separate BOQ for the items provided by Save the Children and those provided by the community. The BOQ may be split into items required for each stage of works, as per the construction sequence.

## 9.2 Procurement of materials and tools

In the event that the Agency takes responsibility for supplying the materials and tools; when procuring materials, the cost of materials shall incorporate transportation costs and phased delivery will be within the supplier's responsibilities in order to limit the burden on the agency.

Some form of local storage will be necessary during construction. This will be secured to prevent theft.

Community contributions of materials shall be encouraged, where practical. Community contributions are likely to improve the engagement of the community with the project. Suitable community materials are items that can be gathered locally with minimal transportation implications.

## 9.3 MOU for community-led construction

Any Community-Led Construction project should be documented using a Memorandum of Understanding (MOU). Sometimes called a "Community Construction Agreement" (refer to Appendix for an example template). The parties signatory to the MOU will include representatives of the Agency and the community. Depending on the context, it may be appropriate for the MOU to also include the local authorities, end-user, or partner NGO's as signatories or witnesses. It should be noted that the MOU outlined herein is separate from any agreement relating to ownership of the site, tenancy and usage. The MOU shall have the following information:

- Outline of works to be completed (i.e. the lifespan, materials and nature of construction).
- The division of roles and responsibilities between the different stakeholders
- Incentives

### Main Roles/Responsibilities

Outline of role	Agency	Community Committee
Select appropriate site	Lead	Advise
Develop concept design	Lead	Advise
Develop appropriate construction sequence	Lead	-
To produce the necessary Construction Documentation	Lead - Responsible for compiling documentation	Advise
Provide materials and tools required to complete the project (A.1)	Lead - Procure necessary materials and tools	Support - Supply locally available materials

Outline of role	Agency	Community Committee
Transport materials and tools to site	Lead - Provide necessary transportation Capacity	Transport locally available materials and tools
Incentives	Lead	Supervise
Monitoring	Lead	Support
Site Inspections	Lead	Support
Technical Assistance	Lead	-
Day-to-day construction management	-	-
Main on-site point of contact	-	-
Keep logs of labour, materials and tools	-	-
Nominate an appropriate community member to act as the Lead Craftsmen	-	Lead
To provide labour required to complete the	-	Lead
To provide secure storage for the materials, where necessary.	-	Lead

#### 9.4 Principles for Community-led Construction

The following is a list of construction-specific advice

- It may be more appropriate to incentivize labour to encourage voluntary work as a form of community contribution. This is the recommended practice, and advice can be sought from the CSMC partners.
- The MOU shall clearly define the stages at which incentives will be distributed. This shall link to the construction work plan. As stated above, the construction sequence should be developed in collaboration with the community leader and the community.
- The construction sequence shall quantify the amount of labour needed at each stage. This will be used as the basis of incentives.
- Incentives for providing secure storage, if applicable, shall also be defined in the MOU.

## 10 Safety

- All occupants of the settlement should be aware that the works will commence, where the activities are being undertaken and recommendations for their safety
- Day workers must be briefed on the activities that they will be undertaking and the health and safety risks associated with their work
- Contractors using heavy machinery to be given brief induction on the dangers of working the site with children and refugees on the site at the time of the work
- Protective equipment as provided must be worn and returned to the site foreman each day.



- Day labourers should not be made to lift more than 25kg on site at one time.
- Awareness session with all refugees that there will be site work, excavation and heavy machinery.
- Hazard mapping and risk evaluation should be done on the start of the project during site assessment for works (see Guidance on the participatory approaches). The hazards identified should be considered at all times during the construction process.
- Systematic review of site hazards as the conditions change
- Excavation that is left open or unattended must be covered and warning indicators installed (hazard tape, barrier etc)
- Sign on site to alert all stakeholders of site works.

*Example:*



- Warning signs need to be installed as part of the electrical installation and safety measures.
- Electricity Danger signs should be installed where any makeshift electrical panel board is found.

*Example:*



## 11 Monitoring & Evaluation

Site Improvement activities should be monitored at 6 months. Agencies are recommended to collate and analyse the data in order to evaluate the impact of their interventions. Key areas to monitor include the long term maintenance by the community, as well as the effectiveness of the site drainage. Health partners should be consulted also to correlate indicator data to determine improvements in overall health as a result of the interventions.

A sample monitoring form is provided as **Annex D: Save the Children**.