

R4V Interagency Coordination Platform

Collective Shelter

Management Toolkit

Shelter Sector



Inter-Agency Coordination
Platform for Refugees and
Migrants from Venezuela

Disclaimer:

The following guide has been developed in coordination and collaboration with partners and organizations of the R4V Interagency Platform. Because the platform consists of over 250 partners operating in 17 different countries, the guidance for operations in a particular country should be adapted to each context, working within the modalities and systems of the municipal authorities.

The maps used in this guidance toolkit are for illustrative purposes only. Neither the names nor the boundaries imply official endorsement from the R4V platform, partners or countries represented in the platform.

Author:

Anna Verbeke

Collaborators:

- Zahra Hdidou, Javier Parra Rodriguez and Rafael Mattar Neri
- Representatives from IOM Office of the D.G. Special Envoy for Venezuela Situation, Claudette Walls, Jennifer Kvernmo, Amàlia Torres, Luz Tantaruna
- Representatives from United Nations High Commissioner for Refugees, Ruxandra Bujor
- Representatives from Norwegian Refugee Council, Miriam Lopez-Villegas

Graphic Design:

Marco Luque Parigi

Published by:

Regional Coordination Platform for Refugees and Migrants from Venezuela
R4V Interagency Platform, June 2021.

R4V Interagency Coordination Platform

Collective Shelter

Management Toolkit

Shelter Sector

Acronyms

AAP	Accountability to Affected Population
CCCM	Camp Coordination and Camp Management
CHS	Core Humanitarian Standards
DTM	Displacement Tracking Matrix
GBV	Gender-Based Violence
HLP	Housing, Land and Property
IASC	Interagency Standing Committee
ICRC	International Committee of the Red Cross
IDP	Internally Displaced Person(s)
IFRC	International Federation of Red Cross
IOM	International Organization for Migration
LAC	Latin America and Caribbean
LGBTI+	Lesbians, gay, bisexual, transgender, queer, and intersex
MoU	Memorandum of Understanding
NGO	Non-governmental organization
NRC	Norwegian Refugee Council
RMRP	Refugee Migrant Response Plan
ToR	Terms of Reference
UASC	Unaccompanied asylum-seeking children
UNHCR	United Nations High Commissioner for Refugees
WASH	Water, Sanitation and Hygiene

Contents

Acronyms	4
1. Concept Note and Context.....	6
2. Roles and Responsibilities of Collective Shelter Management under R4V Platform	12
3. SOPs for Collective Shelter Management	16
4. Resources for Collective Shelter Personnel	63

1. Concept Note and Context

More than 5.4 million refugees and migrants from Venezuela are outside their home country, with approximately 4.6 million residing within the Latin American and Caribbean region.¹ The situation is characterized by people on the move, in transit, often with multiple displacement moving from one country to another within the region. In addition, the elements of xenophobia and the wide geographical spread of migration from remote communities to dense urban areas struggling with impoverished communities, limited public services and employment opportunities, only amplifies the challenges faced by refugees and migrants. The COVID-19 pandemic and necessary lockdown measures have further exacerbated the risks refugees and migrants face while on the move, increasing vulnerabilities due to closures of borders, lockdowns, curfews and travel restrictions linked to the health emergency. Accommodation and transit sites are particularly vulnerable to the spread of the COVID-19 pandemic with populations in transit at higher risk.

This situation, however, did not prevent the movements of refugees and migrants from Venezuela, who continue walking, transiting from one town to the next, and entering neighboring countries in vulnerable conditions.

In April 2018, the United Nations Secretary General tasked the International Organization for Migration (IOM) and the United Nations High Commissioner for Refugees (UNHCR), in accordance with their respective functions and mandates, with establishing a Regional Inter-Agency Platform for Refugees and Migrants from Venezuela (R4V) to lead and coordinate the response, including analysis, strategic planning and operational interventions and acting as an inclusive and accountable forum to monitor and steer the operational response for the Venezuelan crisis. The Regional Inter-Agency Platform is complemented by local coordination mechanisms (both national and

sub-regional platforms) that work in close collaboration with host governments. The national and sub-regional platforms as a part of the R4V response are Brazil, Chile, Colombia, Ecuador and Peru (at national levels) and in the Caribbean², Central America & Mexico³ and Southern Cone⁴ (at sub-regional levels).

The R4V is a collective effort of organizations that is working on a comprehensive regional response to the protection, assistance and integration needs of refugees and migrants. This coordination space aims at accompanying, complementing and strengthening national and regional responses of governments, international organizations and civil society consistent with the principles outlined in the New York Declaration for Refugees and Migrants, emphasizing that the protection of refugees and migrants is an internationally shared responsibility – to be borne equitably and predictably.⁵

R4V Regional Interagency Coordination Platform

The Regional R4V Platform reflects a sectoral structure coordinating interventions of the Venezuela situation with the intention of complementing efforts of national and local government authorities highlighted in the Refugee and Migrant Response Plan (RMRP) 2021. It is the regional sectoral structure for the R4V response to Venezuela humanitarian crisis, combining various sectors of humanitarian aid, one of which being Shelter, co-led by the International Organization for Migration (IOM), United Nations High Commissioner for Refugees (UNHCR) and Norwegian Refugee Council (NRC).⁶ The Shelter Sector under the R4V platform acts as a multisectoral group to ensure robust humanitarian, protection and

1 RMRP 2021 Regional Migrant Response Plan <https://rmp.r4v.info/>

2 Covers: Aruba, Curacao, the Dominican Republic, Guyana and Trinidad and Tobago

3 Covers: Panama, Costa Rica, and Mexico

4 Covers: Argentina, Uruguay, Bolivia and Paraguay

5 UN General Assembly, New York Declaration for Refugees and Migrants, 3 October 2016, A/RES/71/1, <http://www.refworld.org/docid/57ceb74a4.html>

6 R4V Shelter Sector Web Page: <https://prod.r4v-uat.info/en/shelter>

integrated responses around thematic areas to respond to the growing needs of both refugees and migrants from Venezuela and affected host communities. Quite unique in nature, the R4V Platform includes participation of 259 implementing partners⁷ across 17 different countries in the region.

National and Sub-Regional Platforms

Under the R4V Regional Interagency Coordination Platform, there are national and sub-regional coordination platforms at regional and country levels for coordinating efforts in specific countries and regions under the R4V framework. The National Platforms (consisting of Brazil, Chile, Colombia, Ecuador and Peru) and Sub-Regional Coordination platforms (consisting of the Caribbean, Central America & Mexico, and Southern Cone) are mechanisms that bring together various UN agencies and governmental, non-governmental, international organizations, as well as civil society organizations and other international cooperation bodies. Their objectives are to promote the coordination of the RMRP activities at country level, aiming to ensure the recognition and protection of refugees and migrants and jointly deliver an effective and efficient humanitarian response to their material needs in complementarity and reinforcing the country's government's response. Some of the responsibilities include⁸:

- Establish and facilitate coordination activities between operational actors to support service delivery
- Apply and promote standards, guidelines, good practices, and capacity building
- Undertake relevant and necessary emergency preparedness actions
- Act as focal point for communication and coordination with the Sub-Regional Coordination Platform⁹

Sectors and R4V partner organizations at Local and Field Level

The sectors and R4V partners at field level are primarily responsible for contextualization of the strategy, initiatives and tools on an operational level. There should be consistent linkage between the national and sub-regional platforms and the R4V partners to facilitate the implementation of activities, share tools and resources and support where possible.

The primary functions of the Shelter Sector under R4V include:

- Support the eight¹⁰ national and sub-regional platforms in the processes of identification of needs, planning, implementation and monitoring of programs regarding Shelter and Settlements in the region
- Incorporate multi-sector approaches between gender, protection, accountability to affected populations, community participation, and contingency planning into regional activities under the sector
- Ensure the development and implementation of advocacy strategy and mobilize resources to amplify the strategy
- Promote the use of good practices, ensuring harmonization of the response across the region and dissemination of lessons learned, best practices¹¹

The strategic priorities of the **Shelter Sector** are:

- 1 To support adequate housing solutions from temporary collective accommodation to individual shelter solutions, promoting access to housing as a universal right
- 2 Support in social integration and protection for long-term individual accommodation within durable solution framework
- 3 Strengthen settlements and reinforce infrastructure through area-based approaches, facilitating collaboration between within host communities, refugees and migrants

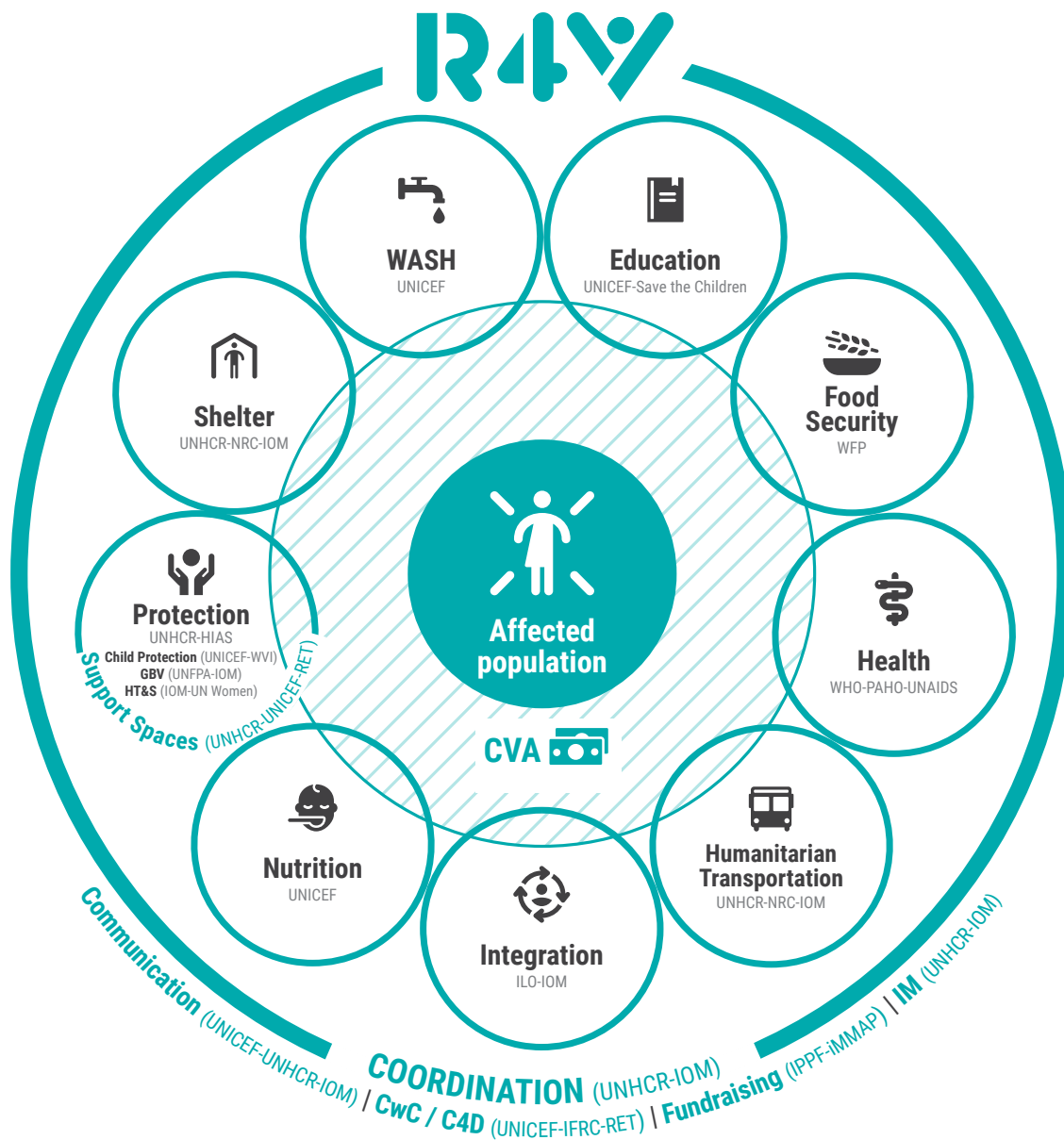
7 R4V Monitoring Activity Report 2021: <https://prod.r4v-uat.info/es/node/452>

8 For more info and reference: RMRP 2021 Regional Migrant Response Plan <https://rmp.r4v.info/>

9 R4V Coordination Platform Structure Document- Caribbean, 2021

10 Consisting of: Brazil, Chile, Colombia, Ecuador, Peru, Caribbean Sub-Regional Platform, Central America & Mexico Sub-Regional Platform, Southern Cone Sub-Regional Platform

11 Regional Platform Strategy overarching Sector Objectives, 2020. <https://r4v.info/es/documents/download/75608>



*These are all of the active sectors under the RMRP. Sector lead organizations only represent regional-level leadership.

Objective of the guide

The purpose of this guide is to serve as a tool to harmonize approaches on collective shelter management between over 50 operational partners representing 17 countries, coordinating and implementing Shelter activities under the RMRP, specifically catered to the unique context of Latin America and the Caribbean amidst both transitory and integration, which both play a pivotal part in defining the context.

The harmonization of minimum operational standards required to open collective shelters, maintain daily operations, and have exit strategies to eventually close these spaces (harmonized methodologies, services, and principles) are some of the key elements to complement overall humanitarian and protection services and guarantee coherence of principles of assistance operating in collective shelters under the R4V response.

What is a Temporary Collective Shelter Solution?

Temporary collective shelter solutions within the R4V context, encompass collective centers, transit centers and camp-like settlements. Collective centers are defined as pre-existing structures or facilities that host a large number of people and offer temporary accommodation for days, weeks, or months, while durable solutions are being pursued.¹² A variety of facilities may be used as collective centers (some of which not previously intended for use of accommodation): community centers, warehouses, hotels, schools, stadiums, gymnasiums, unfinished buildings or unused factories. They are structures that are normally used in urban centers or in cities.

Other temporary accommodations consist of different options over various periods of time. For example, transit centers are often used on a much shorter-term

basis, hosting people overnight or a few days. Temporary accommodation can also include the use of hotels to provide shelter support on a short-term basis.

In context of Latin America and Caribbean (LAC), collective shelters are a common shelter modality for refugees and migrants, heavily so for Venezuelan refugees and migrants on the move. On average, refugees and migrants will spend anywhere from one or two nights to up to six months in a collective center¹³. However, because of the COVID-19 pandemic and borders closed for extended periods of time, the length of time refugees and migrants are spending in these collective centers has been prolonged. The pandemic has not prevented refugees and migrants from continuing their journeys, the majority on foot. As the context of the response varies between several countries in the region, the collective shelters and reception facilities range from a variety of different modalities, which are adapted according to the context in every country.

Types of Temporary Collective Shelter Solutions¹⁴:



URBAN



RURAL



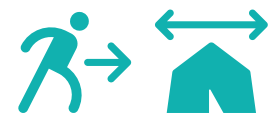
Planned reception facilities



Self-settled sites



Collective centers







Emergency / First line Transit sites

¹² UNHCR Emergency Handbook "Collective Centre Rehabilitation" <https://emergency.unhcr.org/entry/89574/collective-centre-rehabilitation>

¹³ Data gathered from various conversations and consultations with field practitioners and platform representatives

¹⁴ NORCAP Dignified Reception Guidelines, 2016

Type of Temporary Collective Shelter Solution in R4V Context ¹⁵	Characteristics	Examples ¹⁶
 <p>Planned Reception Facility</p>	<p>A purpose-built reception facility with full provision of assistance and protection as well as considerations to durable solutions, usually more long-term in nature. Specific facilities are also established dedicated to the hosting of specific vulnerable populations, including unaccompanied minors</p>	<p>Formal settlements managed by government, UN, NGOs or civil society. Can include reception centers or evacuation sites</p>
 <p>Spontaneous or self-settled sites</p>	<p>A site emerging spontaneously and sometimes with or without assistance from authorities often situated on state-owned, private or communal land (usually with limited pre-authorization)</p>	<p>Empty houses, empty apartments, vacant land, informal sites or road-side</p> <p>Example from the region: Boa Vista, Roraima state, Brazil</p>
 <p>Collective centers/shelters</p>	<p>Pre-existing public buildings (schools, factories, gyms, community centers) used for temporary accommodation and provision of assistance and protection, usually more common in urban contexts</p>	<p>Public buildings, evacuation, reception centers, abandoned buildings, company compounds, unfinished buildings</p> <p>Example from the region: La Don Juana, Colombia collective shelter operated by: Samaritan's Purse</p>
 <p>Transitory/Temporary Accommodation Centers</p>	<p>Facilities created under exceptional basis usually due to overwhelming or contextual needs. Sites provide temporary accommodation pending registration and/or admission of an asylum application, awaiting transfer to suitable safe longer-term reception, or as a transit solution</p>	<p>Formal settlements managed by government, UN, NGOs or civil society. Commonly used for people in transit, or temporarily displaced.</p> <p>Example from the region: CAR - Center of Residential Emergency Care (Virgin Immaculate Conception) in Tumbes, Peru.</p> <p><i>Services provided by: Ministry of Women and Vulnerable Populations (MIMP)¹⁷</i></p>

15 Manual para la Gestión y Coordinación de Albergues en el Perú. <https://peru.iom.int/sites/default/files/Documentos/ManualAlbergues2018.pdf>

16 Sphere Standards Handbook: Description of settlement scenarios: <https://spherestandards.org/wp-content/uploads/Sphere-Handbook-2018-EN.pdf>

17 R4V Mapeo de Servicios: <https://espacios.r4v.info/es/map>

Humanitarian Charter, Humanitarian Principles and Protection Principles

Temporary accommodation and collective shelter management aims to improve the quality of life and dignity of people residing in temporary accommodation, facilitating safe and equitable access to services, humanitarian assistance and protection. Throughout the entire sector, decisions taken and resources developed are governed by the principles and standards and underpin humanitarian action and apply to all crises.

The **Humanitarian Charter, Protection Principles and Core Humanitarian Standards (CHS)** are widely accepted as the

ethical foundation to technical humanitarian standards, including the newly released Minimum Standards for Camp Management.¹⁸ The Humanitarian Charter extends an invitation to all humanitarian actors to adopt and abide by the same principles.

Regardless of whether it is a national, international non-governmental organization, or national authority who manages and takes responsibility for collective shelter management or temporary accommodation management, the humanitarian principles of humanity, neutrality, impartiality and operational independence represent the ethical foundation for stakeholders carrying out humanitarian work. The four **humanitarian principles** can be defined as follows:

Humanitarian principles			
Humanity	Neutrality	Impartiality	Operational independence
Human suffering must be addressed wherever it is found. The purpose of humanitarian action is to protect life and health and ensure respect for human beings	Humanitarian actors must not take sides in hostilities or engage in controversies of a political, racial, religious or ideological nature	Humanitarian action must. Be carried out on the basis of need alone, giving priority to the most urgent cases of distress and making no distinction on the basis of nationality, race, gender, religious belief, class or political opinions	Humanitarian action must be autonomous from the political, economic, military or other objectives that any actor may hold with regard to areas where humanitarian action is being implemented

The **Protection Principles**, which apply to all humanitarian actors and to all stages of humanitarian assistance, follow from the summary of rights set out in the Humanitarian Charter: the right to life with dignity, right to humanitarian assistance and the right to protection and security, all based upon the principle to do no harm. Protection as defined by the Inter-Agency Standing Committee (IASC) is concerned with the safety, dignity and rights of the people affected by disaster or armed conflict. The principles articulate that the roles of humanitarian actors are separate from those of the state, which holds legal responsibility for the welfare of people within its territory or control.

Centrality of Protection in Humanitarian Action

Fundamentally, protection encompasses efforts pursued by humanitarian actors in all sectors to ensure that the rights of affected persons and the obligations of duty

bearers under international law are understood, respected, protected and fulfilled without discrimination. In practice, in order for a response to be protection-oriented, it is essential to understand and seek to prevent, mitigate or end actual and potential risks which violate humanitarian and human rights law. This requires continuous analysis of risks people face, threats, vulnerabilities and capacities of affected persons as well as the identification of measures to reduce those risks.¹⁹

Protection demands meaningful engagement with affected persons during all phases of collective shelter management including planning for, maintaining operations of, and closing collective shelters. Making protection central to humanitarian action demands consistent complementary, coordinated and collaborative actions by organizations and authorities.

¹⁸ Minimum Standards for Camp Management: <https://ccmcluster.org/resources/minimum-standards-camp-management>

¹⁹ IASC Guidance Policy on Protection in Humanitarian Action: https://www.globalprotectioncluster.org/_assets/files/tools_and_guidance/IASC%20Guidance%20and%20Tools/iasc-policy-on-protection-in-humanitarian-action.pdf

2. Roles and Responsibilities of Collective Shelter Management under R4V Platform

Temporary accommodations and collective shelters are used in times of emergency to provide affected populations with a safe and protected environment which can meet their basic needs. Often times, these are the only options for refugees and migrants to access basic services and protection (including protection from further harm of physical safety and protection from further deterioration of mental health). Although considered as a last resort and not a long-term or sustainable solution, often times they exist for much longer than anticipated, a fact that is important to take into consideration during planning and discussions with relevant stakeholders. While durable solutions are being pursued, affected populations can find refuge in collective shelters and when properly managed, they provide not only accommodation but also a can serve as a place where people can access other services, needed supplies, or information about other services in the area.

Involvement in collective shelter management in both refugee or migrant response involves a variety of different stakeholders from national authorities, humanitarian agencies, civil society organizations, faith-based organizations, private sector stakeholders, volunteers, host community members and the beneficiaries themselves. According to the UNHCR Emergency Handbook, '*Camp coordination and camp management*' (CCCM) is the name given to the standardized coordination mechanisms that refugee operations apply through either the refugee coordination model and Internally Displaced Person, IDP (migrant) operations apply through the CCCM Cluster or Sector.²⁰ CCCM mechanisms ensure that services are delivered efficiently and that displaced people are protected in all types of communal displacement settings in rural or urban environments, whether living in spontaneous self-

settled informal sites, collective centers, reception centers or transit centers. Camp management coordinates assistance and protection in all kinds of communal displacement settings, both refugee and migrant contexts, meeting needs and protecting the rights of refugees and migrants.

In the context of the R4V Platform, where traditional 'camps' are not as common, the duties and responsibilities required through the management of collective shelters cover the main roles and functions of this framework. This is to ensure the needs of the population are met and that there are no gaps or overlaps in responsibility or response. For these reasons, it is essential to clarify roles and responsibilities of different actors in order to streamline processes, improve coordination of services, share best practices and work closely together to successfully deliver day to day services.

Responsibilities for Overseeing the Establishment of a Collective Shelter

Under the Regional R4V Platform, collective shelters are jointly implemented by national, or local governmental institutions, both national and international NGOs, and other stakeholders. Each agency plays a complimentary role aimed at responding to the protection and accommodation needs of refugees and migrants from Venezuela. At country level, most collective shelters are coordinated by national and sub-regional platforms.²¹ The engagement and commitment from the local and national authorities is vital in all phases of a collective shelter cycle: from set up, care and maintenance including day-to-day operations, until the eventual foreseen closure of these facilities.

²⁰ UNHCR Emergency Handbook Camp Coordination and Camp Management: <https://emergency.unhcr.org/entry/42974/camp-coordination-and-camp-management-cccm>

²¹ Important to acknowledge the existence of collective shelters created organically and managed independently (i.e. by churches or charities) with a range of standards, but often reaching people who otherwise would not have found accommodation

Global Definitions

According to the definitions from both the Refugee coordination model and IDP (migrant) Cluster or Sector approaches, the overall responsibility of collective shelters corresponds to the **administration role**, exercised by the national, regional or municipal governments or authorities. *This role refers to the functions carried out by State authorities responsible for providing protection and assistance to displaced persons on their territories. It relates to the oversight and supervision of activities, including security. State responsibilities are non-transferable.*

The **coordination** in complex situations is typically assisted by UNHCR. The primary objective of coordination function is *designing strategy, setting standards, contingency planning and information management, while creating necessary humanitarian space for effective delivery of protection and assistance.* To develop exit strategies and more durable solutions, it liaises closely with local actors, including civil society organizations.

The **management** of collective shelters is a direct function. An NGO partner or a national or local authority usually fills this function and their responsibilities are *to coordinate and monitor the delivery of, and access to, services and protection to displaced people, and ensure maintenance of infrastructure.* They are also responsible for community participation by setting up representative committees and/or ways to engage the community residing in the collective shelter. These enable the displaced communities to exercise their right to participate in decision-making and to influence the design and delivery of humanitarian programmes at all stages. Prevention and response to GBV is crosscutting through all phases of collective shelter management.²²

For purpose of the R4V context, the coordination functions normally fall under the direct responsibility of national and sub-regional platforms and the management functions generally fall under the responsibility of R4V shelter implementation partners.

Role	Functions	Examples of Actors under R4V Context
<p>Administration (Supervision)</p> <p>Responsibility of the state authorities and exercised by municipal governmental institutions</p>	<ul style="list-style-type: none"> • Handle shelters opening, closing to ensure compliance with local laws • Secure land rights for a temporary settlement • Resolves disputes resulting from land appropriation issues • Offer security, maintains order and guarantees civil character of collective shelters • Issue documentation, permits and licenses (birth certificates, ID cards, travel permits) to the displaced population • Protect citizens and prevents evictions, relocations or further displacement before they can return to their homes in safe and dignified conditions, or before being offered another place of residence complying with international standards and regulations • Facilitate access of humanitarian agencies to collective shelters • Provision of public services including electricity, garbage collection, and drainage/water supply where possible 	<ul style="list-style-type: none"> • Ministry of Housing • La Unidad de Gestión del Riesgo de Desastres (<i>Colombia</i>) • Ecuadorian Secretaría Nacional de Gestión de Riesgos (<i>Ecuador</i>) • Ministry of Transportation and Communication • Ministry of Housing Construction and Sanitation

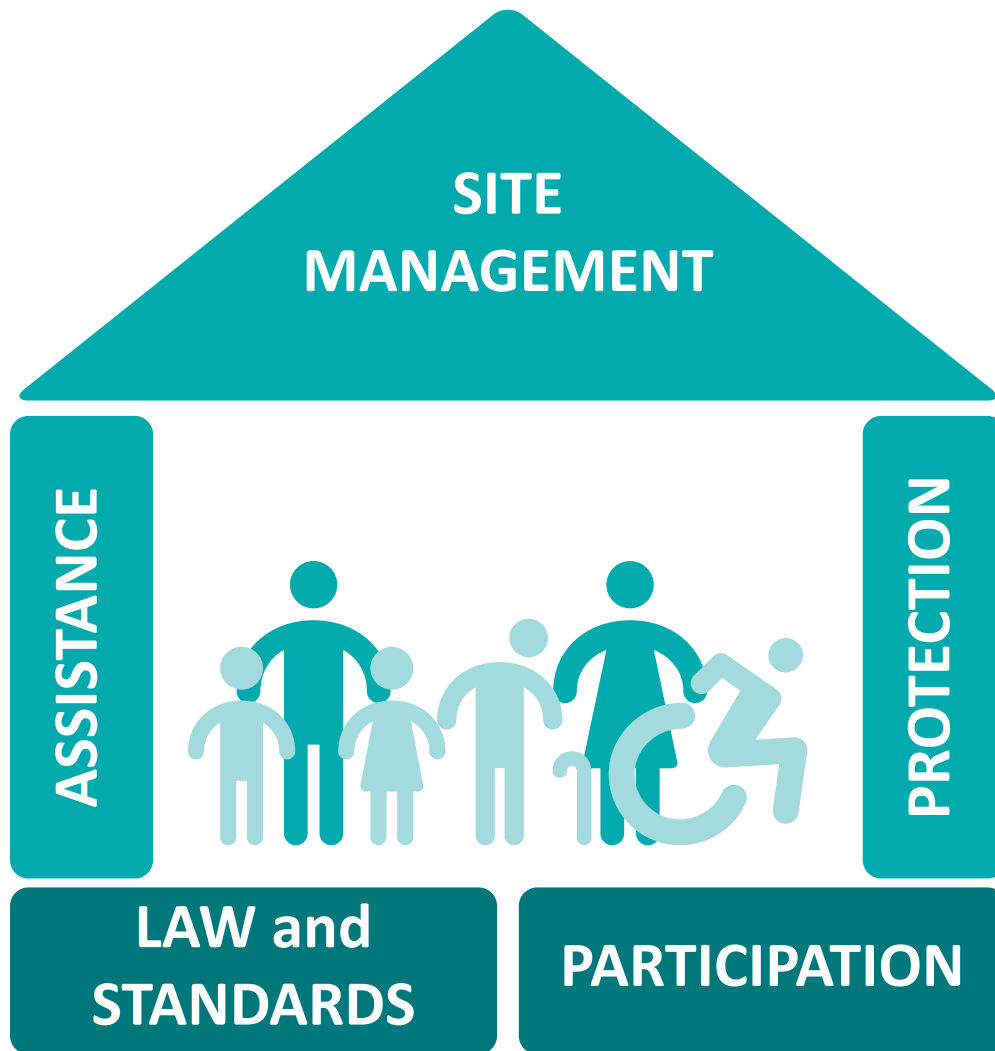
²² UNHCR Emergency Handbook: <https://emergency.unhcr.org/entry/42974/camp-coordination-and-camp-management-cccm>

Role	Functions	Examples of Actors under R4V Context
<p>Coordination</p> <p>Responsibility of coordinating the humanitarian response in shelters (usually two or more) in order to provide protection and assistance to the sheltered population</p>	<ul style="list-style-type: none"> • Define roles and responsibilities of the actors who work and services provided in the collective shelters • Coordinate the “flow” of information effectively between the local and national governments • Coordinate the flow of information between the relevant sectors and institutions • Develop standardized tools for management of collective shelters (forms of registration, international standards) • Distribute and apply the tools and standards in the management of collective shelters 	<ul style="list-style-type: none"> • Regional, national and sub-regional platforms consisting of: UNHCR, IOM, NRC, Red Cross Movement²³ and other organizations at national level jointly coordinate at national or sub-regional level under R4V structure • International or national NGOs
<p>Management</p> <p>Day-to-day management of collective shelter, coordination of services within a specific collective shelter and maintenance of infrastructure. Those who manage collective shelters collaborate closely with the governmental authorities (the administration) and act as a focal point between them, humanitarian actors and service providers</p>	<ul style="list-style-type: none"> • Gather information and maintain updated registration of the population in the collective shelter, including people with special needs • Distribution of direct humanitarian assistance and provision of services within a collective shelter • First responders for incidents in shelter (e.g. security incidents, adherence to codes of conduct, PSEA) • Coordinate with various actors regarding planning and management of shelter activities • Share information and reporting gaps of services and protection incidents to relevant actors, at national and local levels, including with the government and other service providers • Monitor the maintenance of the infrastructure and facilities in the collective shelter (bathrooms, showers, kitchens, common spaces) • Establish a participative structure in the collective shelter to guarantee inclusion of the displaced population²⁴ 	<ul style="list-style-type: none"> • Local NGO • Local or national government • International NGO • Religious or faith-based organization • Civil society organizations • Church • Hotels²⁵

²³ The “Red Cross Movement” includes national Red Cross societies, the International Federation of Red Cross (IFRC) and the International Committee of the Red Cross (ICRC)

²⁴ The fluid and transitory short-term nature of the Venezuela crisis makes traditional complaints and feedback mechanisms difficult to implement, however suggestions and resources are given in Section 3.2 on community participation and representation

²⁵ Data results from initial survey conducted with partners of R4V Shelter Sector, 2021



3. SOPs for Collective Shelter Management

Collective Shelter Reception and Management (Planning, Set Up, Capacities)	17
STEP 1 Introduce need of opening a collective shelter facility to relevant counterparts, potential NGOs in area already responding to affected population	19
STEP 2 Selection of land or structure for the establishment of a collective shelter	20
STEP 3 Agreements or leases with the owners of the land or buildings used as collective shelters	26
STEP 4 Assistance Model, Reception Process and Reception Lists	27
STEP 5 Basic Services Planning and Set Up	31
STEP 6 Identifying actors and establishing coordination	35
STEP 7 Human Resource Needs, Personnel, Staffing	36
STEP 8 Capacity Building	38
STEP 9 Financial resources forecast	39
Community Participation and Representation	40
Skills, Capacities, and Barriers to Participation	41
Promoting Participation in R4V Context	43
Steps and Actions for Integrating Participation in Collective Shelters	43
Coordination, Service Monitoring, Information Management, Maintenance and Rehabilitation	49
Coordination and Service Monitoring	49
Information Management	51
Maintenance and Rehabilitation	55
Strategic Exit Planning	58
STEP 1 Take active participation in national strategy for closure of the site (avoiding evictions and how to support in case)	59
STEP 2 Identify motivations for departure and provide up to date information to the population	60
STEP 3 De-register, transfer or destroy personal data of the displaced population	61
STEP 4 Identify and address or refer people and groups with specific needs	61
STEP 5 Notify all service providers and relevant stakeholders	61
STEP 6 Terminate/modify building and service agreements	61
STEP 7 Organize logistics of the closing (infrastructure, transportation, waste disposal)	61
Transitional and Durable Solutions	62

COLLECTIVE SHELTER RECEPTION AND MANAGEMENT (PLANNING, SET UP, CAPACITIES)



The location and planning of collective shelters and temporary accommodation can have major impacts on health, well-being and protection of migrants and refugees, including the capacity of personnel and resources to manage the daily activities. The daily living conditions during displacement affect the persons' mental health as much as the extreme events that triggered displacement. There is a need to broaden the focus when establishing connections between aid agencies and displaced populations to better understand the supportive, but distressing and potentially harmful dynamics within communities affected by displacement. Within a collective shelter, tensions can occur, natural disasters such as floods can occur, and there is a higher risk of sexual assault.

Normally, temporary accommodations and collective shelters are established for the short-term but should always address longer-term needs, expansion and unintended eventualities, while taking into consideration the host community. In the context of Latin America and the Caribbean, many collective shelters are located in urban contexts, amidst cities and mixed within host community populations. Because of the potential sharing of resources and services, it is vital to engage host community members in relevant stages of collective shelter establishments and maintenance.

It is essential to plan and have contingency measures for the services and activities²⁶, identify necessary personnel and both financial and material resources to be required.²⁷

Due to the fluid nature of the crisis and prolonged stays of refugees and migrants in collective shelters as a result

of the COVID-19 pandemic restrictions and lockdowns, there has been the need to set up or establish additional solutions to accommodate the population at risk and avoid homelessness, or additional vulnerabilities.

In the initial set up and establishment of collective shelter facilities, it is pivotal to integrate protection into all facets of programming and daily activities. Protection tools and strategies can support these processes, as well as cohesive engagement with protection coordination groups, integration of protection colleagues into functions of reception and set up, capacity building for government counterparts focusing on protection mainstreaming, and establishing protocols to ensure risks are minimized for the most vulnerable populations, including people with disabilities.

²⁶ IOM, NORCAP and Programa Mesoamérica: Fortaleciendo las Capacidades para una Migración Segura, Ordenada y Regular

²⁷ Manual de Gestión de Alojamientos Temporales en Panamá. https://rosanjose.iom.int/SITE/sites/default/files/manual_-_panama.pdf

Key Steps in Setting Up a Collective Shelter

Steps	Activity	Technical Tools
STEP 1	Introduce need for opening a collective shelter facility to relevant counterparts, potential NGOs in area already responding to affected population	<ul style="list-style-type: none"> • Using data from needs assessments
STEP 2	Selection of land or structure for the establishment of a collective shelter	<ul style="list-style-type: none"> • Considerations for selecting a suitable facility • Selection of Plot Checklist
STEP 3	Agreements or leases with the owners of the land or buildings used as collective shelters	<ul style="list-style-type: none"> • Protocols and Documentation checklist • HLP Model Decree/Edict/Executive Order for protection of housing rights during COVID-19
STEP 4	Assistance model, Reception Process and Reception Lists	<ul style="list-style-type: none"> • Example of registration form
STEP 5	Basic Services Planning and Set Up	<ul style="list-style-type: none"> • Planning and design of site • Protection considerations in Practice • Considerations for GBV Mainstreaming • Maintenance and Rehabilitation Works (<i>see guidance in Section "Coordination, Service Monitoring, Information Management and Maintenance and Rehabilitation"</i>)
STEP 6	Identify the actors and establish coordination	<ul style="list-style-type: none"> • Memorandum of Understanding (MoU)
STEP 7	Define human resource needs and capacities	<ul style="list-style-type: none"> • Key Staff Proficiencies
STEP 8	Capacity building of personnel	<ul style="list-style-type: none"> • Global and regional training opportunities and offers • Staff supervision • Resources for Collective Shelter Personnel (<i>see last section of guide</i>)
STEP 9	Financial resource forecast	

INTRODUCE NEED OF OPENING A COLLECTIVE SHELTER FACILITY TO RELEVANT COUNTERPARTS, POTENTIAL NGOS IN AREA ALREADY RESPONDING TO AFFECTED POPULATION

As the administration, usually governmental municipalities, decide when and where a collective shelter facility will be opened, it is important for humanitarian organizations to be a part of this process to support the government as well as organize services for the vulnerable population. Generally, the idea to open a site to host a displaced population, including refugees, returnees or migrants, will be in a place where there is a large diaspora and some organizations may already be operating or offering services. However, it varies on the context and it is important to connect with relevant organizations in the area and include all the relevant stakeholders in the process to ease coordination processes, make decisions together and set up a facility or site combining available resources and capacities.

In the initial discussions introducing the need to open a collective shelter or temporary accommodation, the following actions should take place providing clear direction and path forward:

- Hazard or risk mapping of area including the site and region (see next step on *Considerations for suitable facility*)
- Consider plans to accommodate at least 10% more of the population than currently estimated
- Formation of teams with delegated staff responsible for maintaining the lists of sites identified within different municipalities or regions considered as potential options
- Develop a logistics plan for all necessary agencies involved with an operational timeline
- Communication strategy discussed, specifically why this is taking place and being deemed as a solution now
- Establish temporary accommodation commissions in collaboration with municipal governments (i.e. in Colombia with Unidad Nacional para la Gestión de Riesgo de Desastres)²⁸ to discuss whether public services are prepared and have capacity to handle extra caseloads (including hospitals, water services, law enforcement, police or safety personnel, public transport)

²⁸ Estandarización de ayuda humanitaria de Colombia:
https://repositorio.gestiondelriesgo.gov.co/bitstream/handle/20.500.11762/18424/Estandarizaci%c3%b3n_ayuda_h_edi_2.pdf?sequence=3&isAllowed=y

SELECTION OF LAND OR STRUCTURE FOR THE ESTABLISHMENT OF A COLLECTIVE SHELTER

The selection of location of a collective shelter or temporary accommodation refers to the environment both physically and culturally (meaning the community that lives nearby or within same proximity) as well as the priority needs of the affected population²⁹. The selection should consider humanitarian and protection criteria including minimum Sphere Standards, EASO Guidance on reception conditions – operational standards and indicators³⁰, property rights due diligence³¹ and basic criteria specifications for living.³²

Considerations for Selecting a Suitable Facility

Criteria	Specifications
Security	<ul style="list-style-type: none"> • Location in safe and protected area, away from zones affected by guerilla or drug trafficking zones • Avoidance of places prone to flooding, strong winds, or other environmental risks • Minimization of risks to potential residents • Consultations conducted with local host community population (location)
Accessibility	<ul style="list-style-type: none"> • Easily accessible for additional humanitarian assistance provisions • Cannot be located in isolated areas or areas with difficult access or mobility (including access to health services, markets, administrative centers) • Considerations weather and climate issues (e.g. muddy roads during rainy seasons) • Consideration accessibility for persons with disabilities for example (ramp for entry, common services on ground floor, bathroom facilities accessible) • Entry/exit one-way systems to maximize social distancing and ease traffic flows

²⁹ The Sphere Handbook Global Humanitarian Standards, 2018

³⁰ EASO Guidance on reception conditions: operational standards and indicators

³¹ Global Shelter Cluster: Land Rights and Shelter The Due Diligence Standard: https://www.sheltercluster.org/sites/default/files/docs/shelter_hlp_and_due_diligence.pdf

³² Manual de Gestión de Alojamientos Temporales en Panamá https://rosanjose.iom.int/SITE/sites/default/files/manual_-_panama.pdf

Criteria	Specifications
<p>Property of the land or building</p>	<ul style="list-style-type: none"> • Clarification of land ownership and use the rights with structures that could exist on the land as well as ensure the property is not in a conflict dispute • Inclusion of local community participation in discussions with local or national authorities • Memorandum of Understanding (MoU) or some other formal document should be established and signed clarifying roles and responsibilities of the parties in the temporary accommodation <p>Private Property</p> <ul style="list-style-type: none"> • Acknowledge the higher risk of eviction and displacement of population to another site • Ensure there is a clear agreement the lessor (property owner or property manager) to provide quick an effective solution <p>State or Social Property</p> <ul style="list-style-type: none"> • Consider that state agreements can take long periods of time for approvals, and necessary required administrative processes
<p>Privacy</p>	<ul style="list-style-type: none"> • Include walls or partitions separating different households for improved privacy in shared spaces • Design allows for consideration of social, cultural, religious or traditional aspects • Enclosed spaces (rooms) should have appropriate dimensions of use
<p>Environmental</p>	<ul style="list-style-type: none"> • General and local contamination threats should be considered particularly in terms of cooking energy, recycling and waste disposal
<p>Infrastructure³³</p>	<ul style="list-style-type: none"> • Connected to or realistic opportunity to connect to water supply (ensuring applicants have access to potable water 24/7)³⁴, sewage system, solid waste disposal • Hydraulic connections, water reserve tanks • At least one functioning and lockable toilet per 10 applicants is accessible 24/7 • Access or opportunity to access electricity with close proximity to transformers, meters, electrical panels • Alternative means provided in case of power outages (generators, gasoline, maintenance) • Particular attention given to installing sufficient electrical outlets and solar chargers for mobile phones

³³ Estandarización de ayuda humanitaria de Colombia

³⁴ EASO Guidance on reception conditions: operational standards and indicators

Criteria	Specifications
Livelihoods	<ul style="list-style-type: none"> • Accessibility to local markets • Availability of means of transport or relatively close proximity, walking distance to major areas of commerce and services
Access to basic services	<ul style="list-style-type: none"> • Accessibility to necessary health care, at least level of emergency care and essential treatment of illnesses and serious mental disorders • Accessibility to education services is within reach by public transport and duration of journey is reasonable³⁵
Cultural and Social Aspects	<ul style="list-style-type: none"> • Shelter meets family needs so they can remain together • Include and consult the local community on the location and selection of land or structure • Integrate considerations to ensure inclusion of gender (LGBTI+) sensitive approaches and diverse options • Uphold right of beneficiaries to adhere to cultural, social, religious traditions and practices to be granted
Integration	<ul style="list-style-type: none"> • Potential for durable solutions for collective shelter residents should be considered such as access to education, employment and additional services to integrate into society • Risk analysis at each location (at the collective shelter level) and define actions to address discrimination and xenophobia (which could include a mix of consultation, community messaging, and perhaps increased or reduced visibility as necessary)

³⁵ Assessment of whether the duration of journey is reasonable would be made in relation to type of service to be accessed and the regularity with which the service needs to be accessed by the applicant

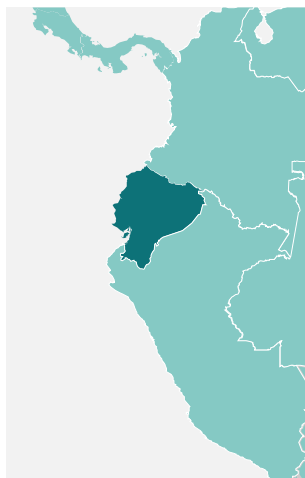
Selection of Plot Checklist

It is important to note that in many cases it would be practically impossible to find or afford an “ideal location” for a collective shelter. This table includes several questions that could be used as a checklist to reassure different aspects are being considered. If no better alternative is available in a community or location with great need or demand for services, a mitigation strategy must be in place.

Category	Key questions
1. Other Service Providers	<p>1.1 Are there any other stakeholders within the selected area with an interest and influence in supporting this or similar projects?</p> <p>1.2 Is there a minimum level of assistance available to facilitate referrals of the most vulnerable cases within the selected area?</p>
2. Location	<p>2.1 Have community consultations taken place regarding preferred/suitable locations within the target area (this could include FGDs, surveys, service mapping with residents to understand if there are areas where services are more concentrated/people might frequent more often/locations that are more accessible). If yes, please detail what consultations took place.</p> <p>2.2 Is the plot located in direct or close proximity to government or any other official buildings (to the extent seeking accommodation might be intimidating)?</p> <p>2.3 What is the estimated distance between the selected plot and the aforementioned buildings? Is any of these buildings located within one block of distance / around the corner?</p> <p>2.4 Is the plot located within the target area? If not, approximately how far is the plot of land from the target area?</p> <p>2.5 What transport options are available, from the target area, to reach the plot?</p> <p>2.6 Are there any other community shelters in the area? If yes, who runs them and what are the services do they provide?</p>
3. Dimensions	<p>3.1 How big is the plot? Indicate the length of each side of the perimeter / area.</p> <p>3.2 Is the plot large enough for the activities / number of people planned for the building?</p> <p>3.3 Is there room to grow? Could additional rooms (or services) be built or prefab installed within the same plot or would you find an additional plot or a space to rent within walking distance?</p> <p>3.4 Is there enough space for parking and security items (i.e. fences) that might be required? (including potential to park on the street)?</p> <p>3.5 Are the neighbouring plots available? If not, are there any plots within a block or so of walking distance that could host additional activities?</p>

Category	Key questions
4. Ownership of the land	<p>4.1 Who owns the property and has the land been registered in the cadastre (the official land registration of the ownership)?</p> <p>4.2 Is there any pending tax or fee for the land?</p> <p>4.3 What time of (formal or informal, verbal or written, specific template or practice, etc.) agreements are commonly use in this specific community that are considered to provide sufficient security of land tenure?</p> <p>4.4 How do you describe the value of the land considering our humanitarian purposes? Is there any risk that the land in this location is so valuable that the collective shelter might feel some pressure to relocate?</p>
5. Zoning restrictions	<p>5.1 Is the Municipality aware and supportive of setting up a collective shelter in the selected land?</p> <p>5.2 What other uses are in close vicinity?</p> <p>5.3 Have neighbours been aware that humanitarian organizations might have a Collective Shelter next door? (if not, it might be a good idea to prepare a message highlighting the benefits that providing basic assistance will bring)</p>
6. Access to infrastructure and services	<p>6.1 Does the plot have access to the electrical grid, water supply, drainage network and solid waste collection?</p> <p>6.2 If the plot is not connected to some of the services above, then, how has this been resolved? (e.g. solar panels, septic tank, etc.)</p>
7. Plot characteristics	<p>7.1. How do you describe the slope of land?</p> <p>7.2. Is the plot at risk of flooding?</p> <p>7.3. Are there any large trees? Describe the vegetation in the plot.</p>
8. Topography and soil composition	<p>8.1. If a new construction is being considered, has a lab conducted an analysis of soil composition? (moisture content test, liquid limits tests, specific gravity of soil, dry density of soil and compaction). The report recommendations should include regarding the type of excavation that would be expected, the overall capacity and quality of the soil.</p> <p>8.2. Is there any data on water table level and water quality?</p>

EXPERIENCE FROM THE REGION: FEATURING ECUADOR



Planning is a process that must be started **before** the response: developing scenarios and forecasting resources and capacities (plan) saves time and provides clarity about the roles and actors involved in the response. In Huaquillas, Ecuador, a Temporary Accommodation Center on the border with Peru, a database of land and infrastructure classified by its suitability was developed.

There were three categories considered: “**suitable**”, “**subject to recommendation**” or “**not suitable**” for use as temporary emergency accommodation. This classification corresponds to potential disaster scenarios to have some plans in place ahead of an emergency. Aligned with close attention to migratory flows, this information was useful to anticipate the need to establish temporary shelters, allowing responders to be prepared ahead of an influx and have the land ready and prepared.

The national government in Ecuador provided information to speed up actions and to manage legal issues for the lands’ formal use because of the previous suitability qualification of infrastructure. The qualification of an infrastructure or land space is agreed before any emergency, knowing that it may eventually be used while maintaining an understanding that the infrastructure will be returned in good condition if used.

AGREEMENTS OR LEASES WITH THE OWNERS OF THE LAND OR BUILDINGS USED AS COLLECTIVE SHELTERS

Necessary contracts for the land or building to be used as collective shelter facilities might need to be coordinated directly with the municipal government and engage their necessary protocols. A contract however, should include information on whether the structure or land is suitable given the necessary criteria and possibilities for extension under same contract. Agencies should advocate for a protection clause which can eliminate evictions in accordance with necessary governmental procedures.

Protocols and Documentation Checklist

Agreements about land, building use and/or lease contracts should ensure to cover the following as a minimal checklist to avoid preventable challenges and potential evictions:³⁶

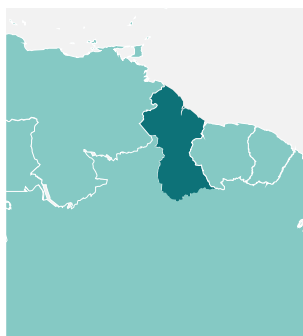
- Land tenure³⁷
 - ◊ Who has what right over land for tenure?
 - ◊ Gain overview of how land and property relations are managed (i.e. an overview of land tenure system currently in place)

- Name of the lessor and lessee (party who is granting lease and party who is under the lease agreement)
- Length of occupancy
- Local and national building codes
- How land/building will be used
- How land/building will be returned after
- Who has responsibility for damages
- Photocopies of identity cards of both landlords and tenants

HLP Model Decree/Edict/Executive Order Example for Protection of Housing Rights during COVID-19

According to the Global Protection Cluster resources and themes on Global Housing Land and Property (HLP), a [model decree/edict/executive order for the protection of housing rights during COVID-19³⁸](#) is available as a sample standard resource, which can be adapted to different country contexts.

EXPERIENCE FROM THE REGION: FEATURING GUYANA



In Guyana, a program for rent subsidies was established to offer temporary assistance during transition from collective shelter to a more sustainable option, for up to three months of rental support. This offers beneficiaries time for finding a more suitable option, looking for work or ways to generate income when the subsidy will expire. Beneficiaries can receive cash for rent for their first month of transition, up to a maximum of three months in case of eviction or once the person(s) is ready to leave the temporary accommodation. This is based upon case-by-case, consisting with set of criteria established in coordination with relevant partners involved to ensure harmonization.

³⁶ Estandarización de ayuda humanitaria de Colombia: <https://repositorio.gestiondelriesgo.gov.co/handle/20.500.11762/18424>

³⁷ Global Shelter Cluster: Land Rights and Shelter The Due Diligence Standard: https://www.sheltercluster.org/sites/default/files/docs/shelter_hlp_and_due_diligence.pdf

³⁸ Global HLP AoR—coordination documents: <https://www.globalprotectioncluster.org/themes/housing-land-and-property/hlp-area-of-responsibility/>

ASSISTANCE MODEL, RECEPTION PROCESS AND RECEPTION LISTS

Assistance Model

In the planning stage, the assistance model of the collective shelter should be defined. For example, whether the shelter will host single adults, families, survivors of GBV, unaccompanied asylum-seeking children (UASC), persons with psychiatric needs or a combination of these profiles. Not all collective shelters established receive the same profile so it is important to discuss this with partners and government authorities in the planning stages, as well as be able to refer refugees and migrants of a specific profile in case he/she does not feel safe staying in a collective shelter that does or does not specialize in a specific population profile.

Additional considerations of the assistance model entail:

- Parameters for length of stay
- Physical occupancy capacity in the collective shelter
- Policy of reception process: establishing which type of people the collective shelter would receive (persons with special needs, etc.—*See Step 5: Basic Services Planning*)

Reception Process and Reception Lists

Maintaining a database of the residents to be able to ensure the basic needs of the beneficiaries and referrals based upon vulnerabilities is required in any temporary site.

A single information management tool or database is a preferred option for ease of implementation at individual collective shelter or transit site-level. This will help ensure efficient and confidential management of individual data and facilitate improve analysis and reporting while also minimizing the need of refugees or migrants to provide their personal information and explain experiences to multiple staff or persons at a reception facility or point, which can induce stress. This can also facilitate referral mechanisms to additional locations such as transit centers and ease relocation processes for improved quality of life.

Collecting basic information makes it possible to plan the assistance and services based upon the needs of each group. It also serves to prioritize people who need special assistance or protection to relevant institutions respecting confidentiality and privacy.

All personal information collected from site populations must be appropriately gathered, stored and used. Understanding and applying data protection policies entails ensuring proper procedures are in place to secure data including electronic backups, passwords and access restrictions to sensitive data, coordinating a site-level agreed data sharing and protection protocol including defining consent and information sharing. Any information gathered from the affected population must have consent from the population to collect it.³⁹

Databases of storing the information should be developed and agreed with relevant partners, humanitarian and governmental actors adhering to data protection principles, considerations and protocols.⁴⁰

Registration of information allows the basic profile of information to be collected include normally:

- Date of Arrival
- Name
- Age
- Gender
- Family size
- Marital Status
- Ethnicity
- Country of origin
- Condition of Vulnerability
- Language
- Disability (if any)
- Level of education
- Duration of stay in present country (on the move or intention to stay)
- Contact information (Phone #, Email address)
- Urgent or emergency needs

³⁹ Minimum Standards in Camp Management

⁴⁰ ICRC Handbook on Data Protection in Humanitarian Action <https://shop.icrc.org/download/ebook?sku=4305.01/002-ebook%20>

EXPERIENCE FROM THE REGION: FEATURING BRAZIL⁴¹



As a part of Brazil's federal government's response to the influx of Venezuelan refugees and migrants to Brazil, *Operação Acolhida (Operation Welcome)* was launched to support relocation strategy and improve quality of life for Venezuelans.

The program aims to reduce the pressure on vulnerable border communities where Venezuelans arrive, and foster integration by helping refugees and migrants find new job opportunities in other cities and be referred and/or relocated voluntarily with their families.

The collection of relevant information from the first point of reception is crucial for coordination throughout the country under the program to support these voluntary relocation efforts.

From this process, more than 50,000 Venezuelans have been relocated from Brazil's isolated northern state of Roraima to 675 Brazilian cities for better opportunities. The voluntary relocation efforts are supported by the R4V platform, composed of 48 organizations from civil societies and under IOM and UNHCR leadership.

Since 2018, IOM and UNHCR have assisted with the verification of documentation, conducting pre-departure medical screenings, funding travel costs, finding adequate reception facilities for people with specific needs and securing job opportunities.

⁴¹ <http://www.unhcr.org/news/press/2021/4/607e8ebe4/relocations-brazil-offer-dignity-hope-thousands-venezuelans.html>

Operational Considerations for Reception Process

In the challenging context of COVID-19, an operational checklist⁴² below can support the set-up and referrals of reception:

Task	Action
Reduce traffic/pedestrian flows for 1-way systems during reception	Using caution tape, whatever resources available, minimize traffic and ensure social distancing through one-way traffic systems
Post relevant public information at about vital services including health in local language	Have information readily available at reception points, posted, hand-out, phone numbers
Manage settlement entry/exit points and have handwashing point or antibacterial gel available for beneficiaries	If mobile hand-washing units are available, coordinate with government counterparts and have them available during reception of beneficiaries, otherwise antibacterial hand gel
Ensure access to medical screening and health at early stage of reception process ⁴³	Coordinate with health service providers in area to ensure this service is available at reception to plan for necessary quarantine/isolation with health partners/service providers
Ensure screening process at reception to detect extremely vulnerable cases such as: GBV survivors, family violence, economic violence, armed conflict	Coordinate with protection service providers in area to ensure urgent cases can be prioritized and offered support
Ensure screening process for Identification of Persons with Special Needs ⁴⁴	Coordinate with protection service providers to ensure cases can be prioritized and offered relevant support

42 Interim Guidance on Shelter and Settlements Response to COVID-19

https://reliefweb.int/sites/reliefweb.int/files/resources/unhcr_interim_guidance_shelter_settlement_covid19_20200331.pdf

43 EASO Guidance on reception conditions for unaccompanied children: operational standards and indicators

44 UNHCR Guidance on the Use of Standardized Specific Need Codes Annex 2 IOM 030-FOM 030-2009 <https://cms.emergency.unhcr.org/documents/11982/43248/UNHCR%2C+Guidance+on+the+Use+of+-Standardized+Specific+Needs+Codes+Annex+2+IOM+030-FOM+030-2009/cf93c655-c996-4573-8681-23b3824d058d>

EXAMPLE OF REGISTRATION FORM

FORMATO DE REGISTRO			FECHA ____/____/____												
NOMBRE DEL ALOJAMIENTO TEMPORAL															
PROVINCIA						CIUDAD									
NOMBRE DE LA PERSONA RESPONSABLE									TELÉFONO:						
PERSONA REGISTRADA			NÚMERO DE PERSONAS DEPENDIENTES										NECESIDADES ESPECIALES Y VULNERABILIDADES*		
NOMBRE Y APELLIDO	GÉNERO		EDAD	BEBÉS (MENORES DE 1 AÑO)		NIÑOS Y NIÑAS (1-5 AÑOS)		JÓVENES (16-17 AÑOS)		ADULTOS (18-60 AÑOS)		ADULTO MAYOR (+60 AÑOS)		TOTAL	
	H	M													

*NECESIDADES ESPECIALES Y VULNERABILIDADES

HCH: Hombre de cabeza de familia solo	ME-18: Mujer embarazada menor de 18	DF: Discapacidad física
MCH Mujer de cabeza de familia sola:	ME: Mujer embarazada mayor de 18	DV: Dificultad visual
NCH: Niño/a cabeza de familia	ML: Madre lactante	DA: Dificultad auditiva
AMS: Persona adulta mayor sola	MS: Menor separado	DC: Dificultad para comunicarse
	MNA: Menor no acompañado	EC: Enfermedad crónica/Condición médica crítica

CABEZA DE FAMILIA: Es el hombre, la mujer o el niño/a que tiene la responsabilidad principal de administrar los asuntos del hogar y es reconocida por otros miembros de la familia.

DEPENDIENTES: Incluye a todos los familiares y no parientes que viven juntos en la misma vivienda, contribuyendo conjuntamente a la tarea del hogar.

Credit: Manual de Gestión de Alojamiento Temporales en Panamá, 2018.

BASIC SERVICES PLANNING AND SET UP

Planning and Design of Site

In the context of LAC, the majority of facilities used as collective shelters are pre-existing structures which had another purpose before the humanitarian crisis and will be expected to be returned to their original state afterwards. A site planner or contractor to support in the early stages of planning the design to be converted into a collective shelter space is crucially beneficial for maximizing space, guaranteeing differentiated spaces to accommodate the needs of beneficiaries and making necessary adjustments ahead of community temporarily residing in the facility. Without a site plan in the planning stages, the initiatives could be more harmful than useful as may result in vulnerabilities not being considered, protection risks such as mixing victims of trafficking with general population, leading to protection issues or safety concerns. Knowing limitations on capacities and funds, some operational and infrastructural measures can be taken to ensure space is maximized and protection considerations integrated.

Protection Considerations in Practice

Practical application of protection is key for dignified set up and maintenance of collective shelter management. As all humanitarian activities are guided by the humanitarian principles, this factors into the original establishment, reception of a collective shelter to uphold basic dignity and human rights, prioritizing those with vulnerabilities or special needs (including unaccompanied minors, pregnant or lactating women, GBV survivors, persons with disabilities, LGBTI+ and/or people with serious medical conditions who need additional assistance).

As mentioned in Step 1 of the opening process, a mapping of other existing shelters needs to be done to have understanding and clarity as to which persons the shelter will receive. Clarifying whether there are shelters that receive persons with special needs, for example UASC or victims of human trafficking is pivotal to upholding protection principles. In case these specialized shelters exist, referrals should be coordinated with authorities and protection actors, to define a space where the person should be sheltered, along with having eligibility of vulnerability for access.

For effective protection, there are four types of primary securities which can be categorized as:

1. Physical Security (protection from exposure to the elements, from harm and violence)
2. Legal Security (justice and legal documentation)
3. Material Security (equal access to basic goods and services)
4. Psycho-social security (recovery from trauma, preventing further deterioration of mental health and strengthening psycho-social future resilience)⁴⁵

As a means for physical and material security, operational and infrastructure measures can be taken in the set-up and planning of services in a collective shelter. Operational measures are more temporary maintenance, easily adaptable and infrastructural measures refer to more fixed maintenance, or spatial changes in a facility. These measures should be established in consultations with beneficiaries and can be readapted depending on emerging needs to avoid causing harm or turning any of these measures into protection risks.

⁴⁵ NORCAP Norwegian Capacity Dignified Reception Guidelines, 2016 <https://www.nrc.no/globalassets/pdf/guidelines/dr-guidelines-2016.pdf>

Operational	Infrastructural
Sex-segregated sanitary facilities (bathrooms, showers) in addition to gender-neutral facilities	Separate sleeping areas to accommodate families, single adults, unaccompanied children whether by walls or partitions with clear signage (identifying different living areas, emergency exits)
Rooms with lockable option doors can respect privacy and ensure protection; consider installation of lockers for belongings if feasible and manageable	Communal services easily accessible to persons with disabilities (kitchen and laundry spaces on first floor, with clear signage)
Ensure that each door is lockable from inside with separate toilet and shower facilities for families/males/females to reduce GBV risks; ensure there is a hook for people to hang valuables (ID or backpack) while using facilities	Inside and outside of infrastructure are designed to accommodate applicants with reduced mobility ⁴⁶ with housing located on ground floor, or an elevator adapted for use by persons with reduced mobility exists
Isolation spaces for potential health emergencies (COVID-19), triage/quarantine space to mitigate risks to rest of population	Beneficiaries have sufficient space to have their meals, without needing to reside to eating where they sleep
Privacy, distance able to be maintained in times of COVID-19 with beds at least 2 meters apart	Beneficiaries have sufficient space for leisure and group activities including religious or faith-based activities, sports, which allow different groups to socialize (women, older youth, children, etc.)
Access to site manager or administration	Office or area within the collective shelter with shelter staff present and available for consultations on administrative processes or requests of assistance
Visible information on services in shelter and schedules for services (kitchen hours, recreational activities, shelter opening hours, emergency contacts, rules and regulations	Allowance for green space, considerations of use of color in facility is crucial for mental health and can be instrument to protect personal self-esteem and community integration, maintaining good relations within population
Regular distribution of assistance (e.g. non-food items, food assistance, hygiene kits for women and girls) based upon needs while being hosted in the shelter	
Referral mechanisms in place for other specialized assistance (e.g. legal/justice, documentation support, mental health support services, etc.)	

46 EASO Guidance on reception conditions: operational standards and indicators
<https://www.easo.europa.eu/sites/default/files/EASO%20Guidance%20on%20reception%20conditions%20-%20operational%20standards%20and%20indicators%5B3%5D.pdf>

Important Considerations for integrating GBV Prevention in Collective Shelters⁴⁷

Consideration Steps	Action
Consideration 1: Analysis of GBV situation	<ul style="list-style-type: none"> • Understand the GBV risks in context of operation • Coordinate with GBV actors, UN Women, persons LGBTI+
Consideration 2: Design of the collective shelter or collective site	<ul style="list-style-type: none"> • Use community consultations to ensure the plan meets needs of all groups in the site • Use materials, lights, access points to water, bathrooms, showers • Ensure toilets allow for disposal of menstrual hygiene materials • Separate rooms and zones reserved exclusively for women • Ensure laundry facilities are available with area for drying
Consideration 3: Accessibility	<ul style="list-style-type: none"> • Establish vulnerability indexes⁴⁸ and criteria of prioritization to determine access • Communicate criteria with the community in order to avoid generating discrimination against prioritized groups • Provide information of alternative services in area and/or along migration path if known and appropriate • Guarantee that GBV survivors have access to secure options of shelter (start with mapping of available services and ensure sharing of information with precaution not to unnecessarily reveal locations for protection) • Create construction/design plan of collective shelter with secure access for disabled persons/persons with mobility issues
Consideration 4: Distribution of kits and supplies	<ul style="list-style-type: none"> • Guarantee a distribution or delivery adapted to the needs of women and girls (weight of kits, schedule of pickup, needs transfer, transport, etc.) • Guarantee hygiene kits (if distributed) include menstrual hygiene management products⁴⁹

47 OIM Centro, Norte América y el Caribe: Webinar of the series of la Gestión de Albergues en el contexto del COVID-19: <https://www.youtube.com/watch?v=Wjc-dHJ1nZ8>

48 UNHCR Guidance on the Use of Standardized Specific Need Codes Annex 2 IOM 030-FOM 030-2009 <https://cms.emergency.unhcr.org/documents/11982/43248/UNHCR%2C+Guidance+on+the+Use+of+-Standardized+Specific+Needs+Codes+Annex+2+IOM+030-FOM+030-2009/cf93c655-c996-4573-8681-23b3824d058d>

49 Abordaje de las necesidades del Manejo de la Higiene Menstrual (MHM) Guía y Herramientas para las Sociedades de la Cruz Roja y de la Media Luna Roja: https://watsanmissionassistant.org/wp-content/uploads/2021/04/20210417_MHM-Guidelines_SP.pdf

Consideration Steps	Action
<p>Consideration 5: Personnel of the collective shelter and distribution personnel</p>	<ul style="list-style-type: none"> • Maintain gender and age balance in personnel, with basic capacity and knowledge of GBV • Ensure personnel have awareness of referral mechanisms for GBV in their relevant locations • Establish complaint mechanism which respects confidentiality
<p>Consideration 6: Awareness Raising and Information Sharing</p>	<ul style="list-style-type: none"> • Conduct awareness raising activities and information of GBV with all population groups • Ensure information on available services is regularly shared and reaches all population groups in the shelter • Ensure services of case management and psychological first aid are available and accessible (in person or remote, depending on context) • Provide child-friendly spaces, with color, which allow the parents or caregivers to access services
<p>Consideration 7: Access to essential sexual and reproductive health (SRH) services</p>	<ul style="list-style-type: none"> • Ensure safe and confidential referral mechanism to health center for rape survivors • Ensure safe and confidential access to SRH services (emergency contraception and STI treatment) • Conduct orientation about pregnancy risks and telephone numbers in case of emergency • Establish and support mechanism of safe transfer for women who are about to give birth
<p>Consideration 8: Coordination</p>	<ul style="list-style-type: none"> • Assign a GBV focal point who can assist for specific GBV concerns and support and represent in any coordination mechanisms at local level

IDENTIFYING ACTORS AND ESTABLISHING COORDINATION

Though a majority of people do not stay for extended periods of time in a collective shelter in the current context of Latin America and the Venezuelan situation, they are often used as central points of information about services in the area, security situation, and other important pieces of information in order to make their own, informed decisions of staying, continuing on their journey, and/or timing and directions of journeys based on information availability. In this way, it is important to engage with relevant stakeholders in the area, governmental authorities and service providers to ensure information is accurate and services can be coordinated in an efficient and smooth manner.

Organizations responsible for site management should identify and formalize roles and responsibilities among the actors who are providing services in temporary accommodations. This is crucial to facilitate coordination of services, timelines of agreements of aid support and contributions of material resources, so the community can be well informed.

This can be formalized through agreements of understanding, letters of cooperation that define responsibilities, contributions in resources, rights for services and time.

HUMAN RESOURCE NEEDS, PERSONNEL, STAFFING

The number of staff working to operate and maintain a collective shelter will vary based upon number of beneficiaries using the space, the size of the facility, resources available and general capacity. Each collective shelter or temporary accommodation site/facility will require a team or organizational structure as well as basic resources in order to provide services. Most importantly, staff should have the operational and technical capacity to manage the collective shelter or site.

In order to deliver a comprehensive program, a broader team at national or regional level is needed for additional support functions, advocacy against evictions, coordination with other agencies, external relationships with donor community, resource management, procurement of goods and logistics, etc. This section primarily focuses on staff and personnel at the collective shelter daily management level.

Personnel working in these sites will need to be represented from both sexes, male and female, possess emotional maturity and experience to work with a culturally diverse population and decision-making skills to handle complex situations. The team should be staffed in similar representation to the beneficiary population. This includes balancing proportions of female and male personnel as well as age-representative personnel to reflect the community and their needs and ensuring presence of staff from key minority groups.⁵⁰ Each position should have a clear Terms of Reference (ToR) with description of position and necessary responsibilities.

Each staff member must sign a code of conduct which establishes the rules that govern behavior in accordance with ethical standards and humanitarian principles. All personnel should be trained to ensure adequate understanding and application of necessary rules to respect beneficiaries and each other.

Some of the services and resources recommended include:

- Coordination and management of meetings
- Conflict mediation
- Code of conduct
- Interview and observation techniques
- Collection and management of information (analysis and writing from reports)
- Categories of vulnerability and people with specific needs and referral routes for care
- Protection, human rights, gender sensitivity
- Confidentiality and transparency of actions
- Community mobilization and participatory methods
- Principles of interculturality

Key staff proficiencies:

- Willingness and ability to assume responsibility
- Open and inclusive approach
- Ability to prioritize and plan
- Communication and coordination aptitudes
- Ability to manage conflict and reach building consensus
- Innovation, flexibility and solution-oriented approach
- Positive and proactive approach to community mobilization and participation
- Ability to adapt rapidly in unpredictable challenges and changing environments

⁵⁰ Minimum Standards in Camp Management

Technical proficiencies:

- Management experience
- Planning, organization, reporting and information management skills
- Civil Engineering/Architecture skills
- Expertise in construction systems, building repairs, maintenance and rehabilitation including plumbing
- Water and sanitation technicians
- Case Management
- Expertise in community and conflict management
- Logistics, procurement, administration for range of support functions needed in the operation (could also include range of staff or volunteers supporting with cooking, cleaning, security)
- Health, psychological support staff, social workers or case managers
- Interpreters at least in: English, Spanish, Portuguese who, during interpretation work should:
 - ◇ Find a suitable place and ensure privacy
 - ◇ Introduce him/herself and the interlocutors
 - ◇ Listen to the speaker and wait until the speaker finishes a part of his speech before he/she starts interpreting
 - ◇ Interpret into the target language
 - ◇ Tell or make a signal to the speaker to continue. The speaker then continues speaking until the next pause, to allow him/her to interpret. The speaker's pauses come at the end of a sentence or topic.⁵¹

Important Protection Consideration: Monitor if there are any security issues related to being identified as staff through PSEA awareness raising among the feedback and response systems. Be aware of cultural sensitivities and security-related issues that relate to employment and acceptance of staff. Ensure staff involved in the collective shelter management has been trained on basic GBV and knows what to do if approached by a GBV survivor.

51 Interpreters Handout, for IOM SMS Interpreters in the field (Module 10 of CCCM Global Cluster Resources)

CAPACITY BUILDING

The institution managing the collective shelter or temporary accommodation is ultimately responsible for evaluating and improving management skills by training staff based upon specific needs to perform specific job functions. Training should be an on-going process and can be undertaken both formally and informally. For example, agreements can be made with universities, language schools, international organizations including Red Cross, United Nations agencies, NGOs to conduct training for staff on issues related to protection and humanitarian assistance focused upon migrants and refugees, or cultural mediation. If needed, the organization or entity can seek support in training of staff from the sector platforms such as IOM, UNHCR, NRC and other leading agencies with resources to support.

Ensuring that staff involved in the collective shelter management have been trained on basic gender-based violence (GBV) and know what to do if approached by a GBV survivor is an essential first step for capacity building plans. This can be coordinated directly with protection partners who have the expertise and technical resources to support these efforts.

The last section of this guide, *Resources for Collective Shelter Personnel*, offers some training materials and practical resources in Spanish for collective shelter management as a starting point.

FINANCIAL RESOURCES FORECAST

Making a budget and securing financial resources is absolutely pertinent once there is knowledge that a facility will be needed to cater to migrants or refugees.

In order to administer collective shelters and sites upholding minimum humanitarian standards, economic resources and effective administrative mechanisms must be available to allow access to funds quickly.

There must be a system that allows organizations to unlock financial resources to have the ability to face migratory crises of massive flows, avoid people being stranded, and provide life-saving services to people in urgent need of humanitarian assistance.

As the administration of any collective center or temporary facility, relevant governmental municipalities and ministries should be in discussion in the budget planning (often in the region of Latin America, governmental municipalities take the decisions in this regard as they are the ones who decide to open or close a facility or site to be used for temporary accommodation).

As most refugee and migrant operations last longer than initially planned, it is important to secure the land, facility, and financial resources for a long period of time which can require a renewal clause in agreements.



COMMUNITY PARTICIPATION AND REPRESENTATION

Participation is formed by associations of culture, beliefs, norms, values, and power relationships. This relates to communities having a sense of belonging. Involvement and participation in planning and decision making can empower populations to contribute to solutions towards their own well-being. Further, participation and representation are a vital human right that promotes other rights and helps ensure that services and protection are maximized, equitable, adequate, coordinated and

effective. This process also develops attitudes, capacities and necessary skills for the recovery process after a crisis. Providing the opportunity for people to make choices for themselves, voice their needs and concerns can help restore a sense of normality, increase self-esteem and reduce the feeling of dependency, helping to increase self-reliance. Psycho-social benefits of participation is a critical element to uphold people's dignity during displacement crises.

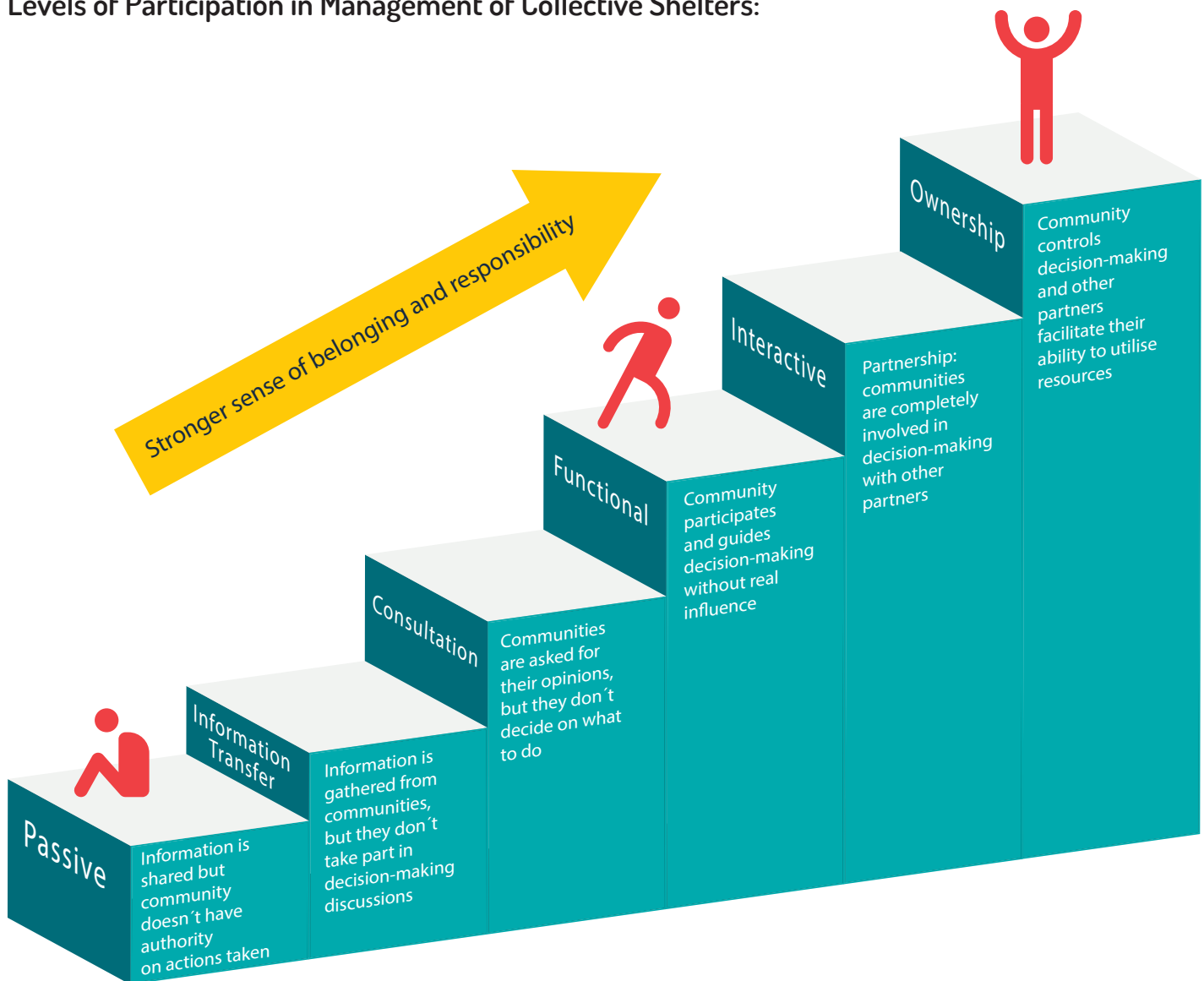


The work of the organizations providing services in collective shelters must consider participatory approaches so communities can reach their highest level of participation during displacement, represented in decision-making by the community that can grant power of influence to population without transferring the management and intervention of programs.

As a part of this participatory approach, common systems and accountability measures are often put into practice to instill measures of feedback, monitoring, and platforms to constantly be improving services based upon the needs of the population.

Information transfer methods, consultation processes, feedback mechanisms and governance structures, where applicable and possible, need to be established early on in the opening of collective sites.

Levels of Participation in Management of Collective Shelters:



SKILLS, CAPACITIES, AND BARRIERS TO PARTICIPATION

Making sure that all groups of the population participate meaningfully in the decision-making that affects their lives is an essential part of good site management. Participation is central to upholding the basic rights of displaced populations in all types of displacement settlements and contributes positively to health, psychosocial well-being and safety. This is linked directly with upholding protection and humanitarian principles as described in the beginning of this document, applying to all humanitarian actors delivering humanitarian assistance.

Barriers to participation depend on the context and will be different for distinct groups within the collective shelter population. There are different types of barriers to participation; they can be social, related to the physical environment or based on rules or policies that disadvantage certain population groups. They can also vary over time.

Below list some of the common barriers displaced populations living in a collective shelter might face participating in the activities in the shelter.

Barrier to Participation	Actions Contributing to Increased Participation
No physical meeting space or time provided to meet with beneficiaries	<p>Set up time to hold meeting and circulate invitation to discussion</p> <p>If resources allow, set up a physical space including shade, seating area, for people to meet and discuss issues</p>
Fear of voicing concerns	<p>Communicate the right to participate, information about spaces/facilities where individuals can raise concerns</p> <p>If appropriate, come to an agreement and/or use signage to ask participants to put phones away during consultation and ensure no recordings or photos are taken if consent is not given</p>
Feeling unsafe to move around collective site	<p>Provide information, including services for GBV survivors, taking measures to improve safety in and around the collective shelter</p> <p>Have diverse and representative personnel working within site, as previously mentioned</p>
Not being listened to by management or service providers	<p>Establish systems to communicate with management, providing recommendations or feedback</p> <p>Communicate (on a physical or electronic community board) what recommendations have been put into action.</p> <p>Include in grant proposals some funding and/or request flexibility to integrate recommendations</p>
Communication and language avenues	<p>Provide information in relevant language, or use pictures, videos, radio communications or other forms of communication to ensure information is received</p>
Needs of certain groups are not considered	<p>Ensure consultations with all groups of displaced population are held. For some particular groups, targeted consultations may need to be organized</p> <p>Include in grant proposals some funding and/or request flexibility to accommodate special needs</p>
No actions taken after feedback provided or following meeting	<p>Communicate (on a physical or electronic community board) what recommendations have been put into action after feedback provided</p> <p>Include in grant proposals some funding and/or request flexibility to integrate recommendations</p>

PROMOTING PARTICIPATION IN R4V CONTEXT

The transitory context of the collective shelters in Latin America and Caribbean, in which populations spend roughly one month in collective centers, and even less time in transit sites, does not allow the type of longer-term participation that occurs in other displacement or refugee contexts. Therefore, it is imperative to develop contextual mechanisms that allow affected in-transit populations to participate in leadership/governance/representation structures and decision-around the activities that occur in collective shelters.

The table below summarizes a variety of means and mechanisms to promote participation and representation in collective sites within a transitory context, especially operating within the R4V context.

STEPS AND ACTIONS FOR INTEGRATING PARTICIPATION IN COLLECTIVE SHELTERS⁵²

Step	Actions	Technical Tools
Integrating community participation	<ul style="list-style-type: none"> Establish basic rules and regulations for the site, in collaboration with affected population and host community; ensure this information is given during reception process and posted around the collective site and shared online as appropriate (e.g. on collective shelter social media webpage) Conduct focus group discussions with different groups and sit and listen to individuals to understand concerns (approach groups in private considering separate groups for women, LGBTI+, persons with special needs, etc.) Facilitate community and self-help/self-reliance and social support, supporting traditional coping mechanisms (rituals, sports activities, informal men's/women's groups) which helped community in the past to cope with situations Monitor participation: through understanding existing power dynamics, assessing role of host communities, advocating for existing structures to play a role in decision-making processes, monitor and manage potential abuse of participation and power⁵³ Encourage discussion forums on age, gender, and disabilities in a culturally sensitive manner and provide spaces and resources for it Encourage community owned initiatives and community support to the most vulnerable, considering local responsibilities and capacities 	<p>Collective Shelter Shared Living Space Regulations (<i>See example below</i>)</p> <p>Participatory assessments</p> <p>Leadership committees</p> <p>Peer-to-peer activities</p>

⁵² The table incorporates suggestions and ideas to integrate community participation based upon on consultations from partners, best practices from the region and feedback from CCCM-REDLAC consultations with field practitioners to apply these concepts in the region of LAC

⁵³ Minimum Standards in Camp Management

Step	Actions	Technical Tools
Providing Information to Beneficiaries	<ul style="list-style-type: none"> • When possible, use multiple communication channels (combining both written information with message dissemination through community mobilizers, radio messaging, use of social networks, relationships with community, person(s) of influence, religious leaders) • Post important information in local languages in entrances and around collective site (emergency contact numbers, important COVID-19 information, etc.) • Post map of local area posted somewhere in collective site, highlighting important locations where basic services can be accessed including: health centers, food services, support centers, etc. • Provide information and place GBV prevention and safety related messages (including where to access information/seek support) in visible and accessible locations (e.g. greeting/reception centers for new arrivals) • If approached by a GBV survivor requesting assistance, share information about where to seek support; if available on site, help them in accessing safe shelter where they can be provided with immediate protection and assistance • Inform the residents about how to confidentially report SEA threats and incidents, where/to whom they can report issues 	Informational Wall Posting Board
Creating mechanisms for listening back/acting upon feedback	<ul style="list-style-type: none"> • Set up meetings regularly (monthly, bi-monthly, adapted to context) to regularly hear feedback from population with specific agenda items integrating GBV considerations (i.e. security concerns) • Conduct basic survey when people exit shelter with questions about services, and gaps in the center and ensure this information is analyzed and used to improve services in the collective shelter • Create anonymous rating system where people can rate services (bathroom, showers, rooms, etc.) and provide opportunities for beneficiaries to share their suggestions, actively participating in solutions • Establish suggestion box where people can write in their feedback and inputs, interlink set rating system from above 	Suggestions Box

Step	Actions	Technical Tools
Creating mechanisms for listening back/acting upon feedback	<ul style="list-style-type: none"> • Develop a feedback mechanism that records needs and experiences at site which can be used for future populations in transit to help make informed-decisions about next steps • Develop activities for community and host population based on their interests and feedback and include in event calendar posted in the collective site (examples include cooking workshops, sports activities) and divided by groups based upon interest (women, children, LGBTI+, men) 	Suggestions Box

EXPERIENCE FROM THE REGION: FEATURING TRINIDAD & TOBAGO



In Trinidad and Tobago, social media networks are used to disseminate important information to beneficiaries. Primarily, this is done through WhatsApp Messaging service through creation of broadcast listings, according to the beneficiary's classification for protection purposes. For example, some broadcasts can only be sent to beneficiaries who have been identified as victims of trafficking and if needed, can be sent to refugees and migrants under other lists of vulnerability if it is a message which concerns him/her. Broadcast lists are also created if beneficiaries reside in a shared location or residence in order to expand the reach of information.

The beneficiaries are free to respond directly to the messages to ensure they have any issues clarified and frequent updates can be provided given changes that affect their situation.

Examples of information shared includes:

- Inform dates and times of monthly food and NFI distributions
- Invite to participate in focus group discussions
- Send information for upcoming vocational courses or English as a Second Language (ESL) courses
- Relay important messages from landlords to beneficiaries residing in the same residence

In places where there is low connectivity and network issues, posters are shared with partners and community based-organizations to ensure beneficiaries are reached with the same information, not only those with telecommunications access, to ensure nobody is left behind.

Currently underway are basic video productions to be circulated around the island highlighting important information about COVID-19 restrictions, and other information used in the broadcast messaging to expand information coverage.

Example of Collective Shelter Shared Living Space Regulations⁵⁴

Health	Co-Living Space	Bathroom Cleaning	Security
Do not dump trash in or near water sources	Respect the purpose and the use of the common areas, shared spaces, kitchen and dining spaces	Take care of personal hygiene	Do not allow unaccompanied boys or girls into kitchen common spaces
In case of infectious contagious diseases, follow treatment and medical indications to protect yourself and others	Do not consume drinks alcoholic, or drug substances	Dispose of trash in the proper waste facilities	Avoid leaving objects around, especially glass or metal
Medical items like medications and syringes must be safely and properly disposed	Actively participate in initiatives and activities of the shelter	Keep toilet, shower, and communal spaces clean. Ensure to clean after your use	Avoid violent and aggressive behavior or fight instigating
Recreation	Leave the room/unit in good condition when departing	Respect separate facilities for men and women	Entry of persons from outside the collective site is not allowed (or will need special permission)
Support and organize recreational activities	Treat everyone with respect residing in the collective site	Ensure hand-washing frequently, before eating and after using bathroom facilities	Notify relevant management personnel regarding situations of abuse, violence, or inappropriate conflict management

⁵⁴ Adapted from Manual para la Gestión y Coordinación de Albergues en el Perú

Key Messages COVID-19 prevention to post in Collective Shelters⁵⁵

1

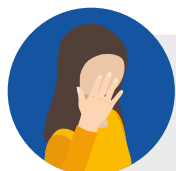
Prevención y control de infecciones (PCI)



Realice la higiene de manos con frecuencia con agua y jabón. Especialmente después de usar el baño y antes de comer.



Al toser, cúbrase la boca y la nariz con un pañuelo y deséchelo en una papelerita. Si no tiene un pañuelo, tosa o estornude en el codo.

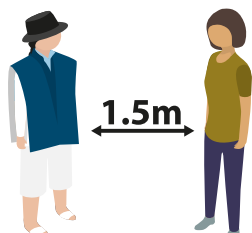


Evite tocarse los ojos, la nariz y la boca.



Use una máscara médica si tiene síntomas respiratorios.

Mantener la distancia social (un mínimo de 1.5 m)



2

Necesidades espaciales y de servicios para un entorno seguro



Todas las medidas deben ser para mantener un distanciamiento social y reducir el contacto entre las personas.

Mantener un entorno limpio e higiénico

- Limpiar los suelos y las superficies de trabajo cada día con agua y desinfectante.
- El personal que realiza la limpieza debe estar equipado como mínimo con guantes y mascarilla, siendo recomendable que cuenten con batas desechables y mono gafas de protección.



Baterías sanitarias y lavabos

- Reforzar puntos de lavado de manos. Idealmente utilizar grifos de pedal
- Limpiar los baños con detergente y desinfectar con cloro al 0.5% por lo menos una vez al día.



Espacios de descanso

- Espacio colectivo: mantener una separación mínima entre camas de 2 metros.
- Evitar hacinamiento (más de 3.5m² por personas y estancia).
- Asegurar ventilación natural de los espacios.



Espacios comunes

- Reducir concentraciones en áreas sociales.
- Colocar dispensadores de gel y alcohol.



Servicios externos

- Las personas externas deben pasar por un proceso de desinfección antes de ingresar.



Lavandería

- Se debe desinfectar la ropa de cama (cobijas, sábanas, etc.) con una solución de cloro al 0,05%.



Servicio de alimentación

- Reducir el número de personas servidas a la vez.
- Se debe mantener un correcto lavado de los utensilios de cocina y vajillas y desinfectar todas las superficies de la cocina.



Gestión de residuos

- Al momento de recoger las fundas de basura, asegurar con un nudo, desinfectar el exterior de las fundas y colocar dentro de otra funda adicional igualmente desinfectada.

55 COVID-19 pamphlet from Ecuador national platform, initiative collaboration between R4V Shelter and Health sectors

3 Medidas para el cuidado del personal



- Recibir capacitación sobre medidas de autoprotección.
- Se recomienda el cambio de ropa al entrar al alojamiento.
- Definir espacios de lavabos de manos para ponerse o quitarse los equipos de protección personal.

4 Recepción de nuevas personas



- Tener un espacio de recepción y control de acceso
- Toda persona nueva deberá pasar por un periodo mínimo de 14 días de estancia.
- Las personas recién ingresadas no podrán estar en contacto con aquellas que ya se encuentran en el alojamiento.

5 Consideraciones especiales para grupos vulnerables y en riesgo

- ▶ Personas LGBTIQ+
Garantizar servicios de asesoramiento y apoyo psicosocial
- ▶ Personas que viven con VIH/SIDA
Asegurar canales de comunicación confiables y confidenciales

- ▶ Personas con discapacidad
Mejorar las condiciones de accesibilidad limitadas identificadas.

- ▶ Personas adultas mayores
Estar pendiente de la salud mental y el bienestar de las personas mayores.



- ▶ Niñas, niños, adolescentes y familias
Proporcione actividades recreativas y de aprendizaje a los N NA

6 Investigación de casos y respuesta rápida a brotes

Cuando existe un caso de sospecha de COVID-19 dentro del alojamiento:

Garantizar un protocolo de salud.

Conformar un equipo de respuesta rápida.

Llamar al 171, seguir todas las recomendaciones que le den.

Zonas de aislamiento para personas sospechosas

En esta zona se ubica a la persona sospechosa o confirmada de tener el virus mientras el protocolo de respuesta de salud es activado y pueda ser reubicada para aislamiento o atención de salud.

Habitaciones: Las habitaciones deben ser individuales ventiladas con acceso a sanitarios independientes. De no poder ser espacios individuales mantener una separación mínima entre camas de 2 metros.



Mensajes claves para alojamientos temporales

COVID-19



COORDINATION, SERVICE MONITORING, INFORMATION MANAGEMENT, MAINTENANCE AND REHABILITATION



The day to day management of collective shelter facilities include coordination of services, information management, service monitoring and maintenance of the facility. Service provision should abide by international technical standards and as collective shelters and temporary accommodations are generally in operation longer than anticipated, coordination between different actors, information sharing, and monitoring, is crucial.

COORDINATION AND SERVICE MONITORING

Coordination is a process of sharing information and planning in pursuit of mutual and agreed upon goals. The aim of coordination in the realm of collective shelter management is to ensure efficiency and accountability in the provision of assistance and protection to the population residents. This also links to the requirements of the coordination structure of the R4V interagency platform. Basic standards of living must be maintained, as well as full and equal access to basic human rights for the affected population.

Coordination of actual services provided in the collective shelter falls under the responsibility of the organization managing the shelter. Many information management tools can help ease this process.

Coordination should include or allow opportunities to include municipal governments, NGOs operating in area, property owners, neighbors, host community, and refugee affected population to:

- Try to bridge support networks for refugees and migrants on journey to provide information so they can make better, more informed decisions
- Ensure safe and equitable access to services for men, women, boys, girls prioritizing vulnerable populations including with mental or physical impairments and mobility constraints
- Ensure commitment from national government and establish working groups to collaborate with local government, relevant stakeholders to exchange experiences, enrich knowledge and answer questions
- Support in the planning and strategy development
- Support in elaborating and delivering a preparedness and contingency plan
- Support agencies in service delivery by providing technical guidance and tools to set and meet minimum standards
- Support advocacy efforts to find durable housing solutions
- Support with the collection and sharing of evidence-based monitoring and learning

Some of the primary tasks of coordination within the site include:

Task	Information Management Tool
Acting as focal point for all activities taking place in the collective site	
Coordinating between different sectors and actors operating within the collective shelter which may include: distribution of materials, maintenance of facilities, hygiene services, kitchen areas, waste collection, new construction works, amongst others	Service Mapping 4W Tool (<i>See Information Management Section below</i>)
Collecting data and managing information on new arrivals and departures	Registration databases Contact lists for relevant actors and authorities
Mapping of stakeholders and service providers	Service Mapping 4W Tool
Maintaining open communication and coordination channels with relevant governmental authorities (the administration)	WhatsApp coordination groups to ease communication channels
Ensuring planning, implementation and monitoring of protection and assistance throughout duration of collective shelter operation	Protection Considerations in Practice (<i>See previous section on Collective Shelter Reception and Management, Planning, Set Up, Capacities</i>)

EXPERIENCE FROM THE REGION: FEATURING ARUBA



In Aruba, during COVID-19 pandemic, through support of coordination and information sharing, women beneficiaries organized amongst themselves to make and sell food on Facebook and WhatsApp groups among their friends and acquaintances as a method of income generation.

In one example, a group of women created a business-operating structure where one woman was cooking while five women were vendors selling the food she prepared. Through coordination with one another, word of mouth, use of social networks and using each other as a network to expand their clientele, this amplified their sales and income generation. The group of women discovered additional avenues to sell what they made, providing for themselves and their families.

Supporting coordination networks and information-sharing amongst beneficiaries can build upon existing resources, reducing dependency on civil society and humanitarian organizations, therefore promoting empowerment and community ownership and initiatives.

INFORMATION MANAGEMENT

Information management entails collecting data on the locations of collective shelters, their population and on the provision of assistance, services and protection. Information management also comprises systematizing information and its accessibility to all relevant stakeholders, including the beneficiary population.

The organization managing a site should use common and agreed upon country-specific coordination systems and tools, including well-planned meetings, contact lists and 4W matrices for ease of coordination.

Data and information management are important in refugee and migrant responses as it:

- Helps identify the needs of the population
- Supports evidence-based decision making for programming

- Provides beneficiaries with ability to make their own informed decisions
- Provides information for planning responses
- Supports fact-based advocacy
- Can connect beneficiaries with support services within the area
- Acts as the basis for appropriate intervention
- Supports coordination efforts

Data can be used to produce:

- Demographic and statistical information
- Information on needs and conditions
- Geographically referenced information
- Information regarding the protection and specific needs of the sector

What information is collected and how?

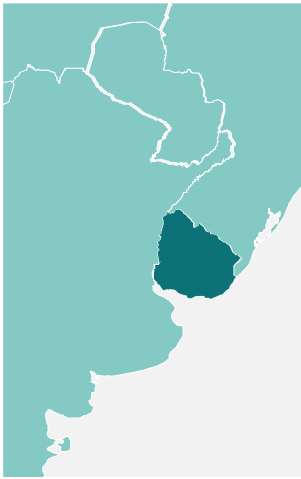
Population Information	Specific Needs Information	Gaps in Services Information	Distribution of Materials Information
<ul style="list-style-type: none"> • Registration intake upon arrival • Profile of population • Intension surveys 	<ul style="list-style-type: none"> • Needs assessments • Rapid emergency needs assessments • Violence, exploitation, and abuse rapid screenings 	<ul style="list-style-type: none"> • Monitoring forms • Referral Systems to other services • Infrastructure Rehabilitation Needs 	<ul style="list-style-type: none"> • List of contacts • 4W Service Mapping • Complaints/Suggestion Boxes for improvements of services

The organization managing a collective shelter has a continuous responsibility to collect, analyze and disseminate information to partners as well as beneficiaries, both as part of coordination initiatives, accountability to the affected populations and most importantly to ensure that the condition of people is adhering to minimum standards, ensuring dignity.

Information collected should reflect feedback of the needs of the displaced populations and gaps in services. Prior to launching new assessments of a population, an existing inventory of existing data and information should be conducted to avoid duplication and data fatigue of beneficiaries.

Whenever possible, ensure that data collection initiatives record disaggregated data by sex, age, and vulnerabilities in order to identify persons with specific needs (PWSN) in order to refer to necessary support systems and services.

EXPERIENCE FROM THE REGION: FEATURING URUGUAY



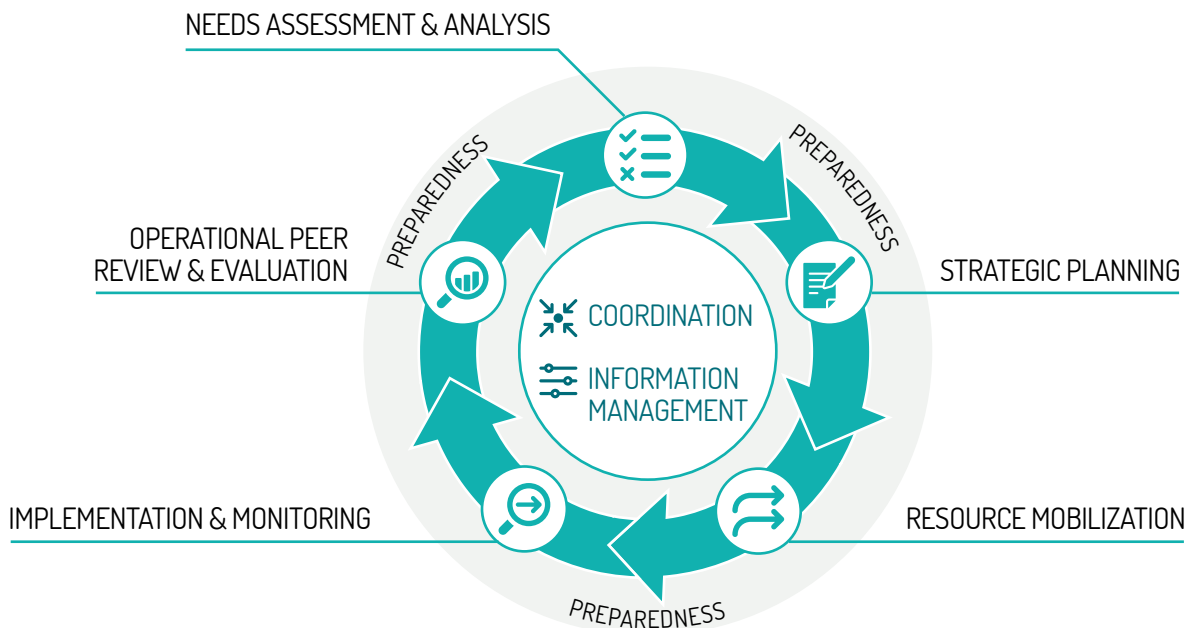
In the midst of an unprecedented pandemic, contact with the beneficiaries through social networks was essential to keep people informed of the latest information and it allowed for opportunities to survey and assess needs in real-time.

Through constant communication with beneficiaries and other community-based organizations, teams on the ground in Uruguay identified needs and narrowed them to the most urgent, based on evidence-based needs assessments, including: food, shelter, and large increases in unemployment leading to referrals to unemployment insurance. Through real-time communication, humanitarian response teams could understand profiles of the populations most at-risk of contracting COVID-19 and support referral mechanisms for appropriate services quickly.

Through these efforts of direct communications, surveys and needs assessments, more than 3,000 Venezuelans in Uruguay were identified and supported with their most urgent needs addressed.

Knowing the realities directly of the population itself allows for actions to support real needs, optimizing resources and response modalities.

THE INFORMATION MANAGEMENT CYCLE



Information Management Principles

- Standards and indicators must be clear
- Data sources and the collection methodology should be considered, before starting any type of data collection
- Staff need to be trained and have awareness of data protection principles
- Protect community from data collection fatigue
- Prevent duplication of similar data and reduce information overload
- Have clear agreements about who is collecting what information and why
- Ensure privacy and confidentiality

Data Collection and GBV

- In case of GBV cases or reports, refer immediately to relevant GBV experts or agency for follow up
- Only GBV specialists should collect specific incident information
- Never speak about a person's individual experiences, in group settings
- Consider cultural and religious sensitivities
- Ensure gender-balanced team is trained in necessary referral pathways (e.g. health, psychosocial, legal, etc.)

MAINTENANCE AND REHABILITATION

In urban displacement contexts, precarious land tenure agreements and lack of space make it difficult to undergo major improvements and maintenance works. However, agencies managing collective sites can and should advocate for site improvements, even if basic, coupled with housing, land and property due diligence processes and land advocacy with competent local authorities.

For rental agreements during shelter rehabilitation where the owner of the property is not actually living in the property itself, it is important to have a written agreement between stakeholders, such as owner, occupant, leaser-leasee/tenant outlining the beneficiaries' HLP rights, owners' rights on property, conditions and scope of all types of interventions for potential rehabilitation.⁵⁶

In certain urban contexts, organizations can advocate for various communal facilities such as schools, child-care spaces, recreational spaces, community centers, primary health care posts to be constructed in places that can be accessed by the populations during displacement as well as by host communities. Such rehabilitations or constructions should include a community engagement strategy to involve the local community in rehabilitation processes as the facilities will remain with the community afterwards.

The following rehabilitation and technical guidelines⁵⁷ are intended to help organizations meet minimum humanitarian and construction standards through their assessments and interventions. These general points may need to be adjusted to address context-specific issues identified through assessments, due diligence checks or stakeholder consultation.

1. Structural Soundness and Integrity

Before rehabilitation or any sort of small construction or earthworks⁵⁸, check the quality of the following:

Foundations	Visually inspect for any major shear cracks in the interior or exterior walls of the building. The assessor should differentiate between regular or superficial wall cracks and cracks caused from foundation settling or structural damage
Columns	Visually inspect for any cracks, holes or other damage as well as inspect whether there are exposed rebars (rods) in concrete or corrosion in steel structures
Beams	Visually inspect for any cracks, holes or other damage and inspect for any indication of movement between columns and beams
Slabs (floors)	The floor is often multiple layers or tiled surface over a base of hollow blocks therefore, look for damage at each layer, differentiating between cracked tiles or cracked blocks
Rooftop	Visually inspect for cracks or holes, including signs of water damage For roofs using blocks and beams, inspect that all blocks are secure and none are slipping or missing
Load-bearing walls	Structural walls must have vertical and horizontal ties Confirm walls are completed and ideally fully mortared with no vertical voids

⁵⁶ HLP Rights in Shelter Due Diligence Guidelines: https://www.humanitarianlibrary.org/sites/default/files/2018/12/hlp_rights_in_shelter_due_diligence_guidelines.pdf

⁵⁷ CARE, UNHCR Guidance Notes for Delivering and Managing Rehabilitation of Collective Shelters

⁵⁸ Earthworks refer to engineering projects related with construction involving the processing of large quantities of soil to create holes or level ground.

2. Rehabilitation Works for Building Enclosure and Openings

Every Collective Shelter project will be expected to conduct both rehabilitation works (particularly at the start of the use for accommodation) as well as regular maintenance (with a variable frequency depending on number of users). Project must include this within budgets, team structure (human resources) logistics and workplans:

In general terms, **maintenance** includes the fixing of plumbing, painting, flooring repair and upkeep, electrical repairs and heating and air conditioning system maintenance as well of fixing of mechanical equipment if any. *Maintenance* is supposed to be routine activities to prevent damage and further deterioration of the component and of the whole system (e.g. the paint protects the plaster that protects the bricks). *Maintenance* also includes some basic *repairs* done when a component of the building is not working properly (e.g. drainage is blocked).

On the other hand, **rehabilitation** goes beyond what maintenance does. For instance, *rehabilitation* would address components that are broken or have been worn out to the point that need to be replaced. *Rehabilitation* seeks to *restore the building to near original condition*. If the original building was substandard then, during *rehabilitation* there would be an opportunity to improve it up to minimum standards. For instance, if the original building did not have sufficient gender disaggregated toilets, or sufficient lighting, this is the time to add them to meet standards. *With additional technical expertise, rehabilitation* works could also include *retrofitting/strengthening*, for instance where roof components need stronger ties to the structure.

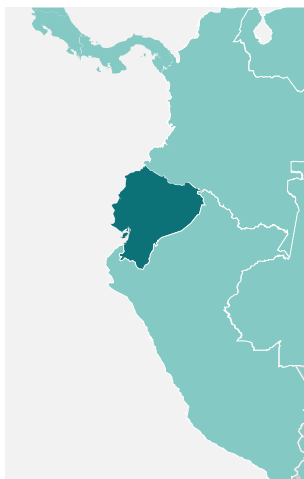
Rehabilitation Works:

External doors	Replace or maintain the external doors, ensuring that they are lockable from the inside for safety and security
Windows	Replace or maintain windows, ensuring they are properly openable, lockable from the inside and properly sealed
Building External walls	External walls should be repaired using at least 20cm thick hollow concrete blocks
Roofing	Repair any damage to the rooftop, filling holes, ensuring good drainage, and protecting the roof against rainwater
Internal Doors	Replace or maintain the internal doors, ensuring that they are opaque, and are lockable from both sides. Aluminum or wood are suggested materials, and wood has the advantage of reducing sound
Internal Partitions	Hollow blocks or board could be used to add partitions and create new shelter units or facilities (including kitchens or bathrooms), 10cm or 15cm hollow blocks are recommended for their durability and sound-proof qualities

3. Building Infrastructure

Drinking water sources	Identify the main source of drinking water and alternatives. Consider whether WASH conditions can be improved during the collective shelter rehabilitation.
Drinking water storage	Do not repair damaged water tanks, use new prefab. Water tanks should be placed on the roof (unless electricity for pumps is reliable in context) or if the roof is not strong enough for the weight
Water plumbing	Do not repair damaged water pipes, use new ones. As much as possible, drinking water pipes should be extended inside the shelter, and when they are outside the shelter, they should be buried underground at least 30cm below the surface. New pipelines should be tested for leaks when they are laid, and before their trench is filled in (external to the shelter) or they are encased (internal to the shelter).
Sewage plumbing	Do not repair damaged wastewater pipes, use new ones. Wastewater pipelines inside the building must be buried under the floor while external wastewater pipelines must be buried at least 60cm underground. In addition to avoid a health hazard, sewage pipes are installed underground, protected against extreme weather conditions, against children sitting or standing on top of them, and of critical importance with a slope between 2° and 4° degrees of incline.
Cooking Facilities	<p>In facilities where beneficiaries are asked to cook for themselves, there should be sufficient refrigerator shelf space per person/family and access to stove per person/family.⁵⁹ The appliances should be in functioning condition in order to meet minimum standards.</p> <p>Better services can be provided by simply adding larger stoves with more hot plates and pots/pans.</p> <p>Asking the community or cooks of community kitchens what they need to improve facilities is a simple way to incorporate improvements and participation into collective shelters.</p>
Laundry areas	In common laundry spaces, beneficiaries should have access to be able to do laundry at least once a week with functioning machines and/or space allocated to wash clothing and linens. ⁵⁹

EXPERIENCE FROM THE REGION: FEATURING ECUADOR



Support with maintenance tasks of a collective shelter should, where possible, involve those living within the space and the host community, according to capacities. As people residing in and around the collective shelters are usually well acquainted with how the collective shelter operates, this provides an asset to doing the job effectively and promotes community engagement, ownership, and pride for having input in the place one is living.

In Ecuador, some organizations managing collective shelters engaged beneficiaries residing in the space to work together to restore donated furniture to improve rooms and living conditions. Others hired host community populations to undertake more technical tasks including renovating and restoring donated computers for education use.

Not only did this reduce tensions between host community members and the refugee and migrant population, but it created an environment of co-responsibility. This promoted peaceful coexistence between community populations and instilled a sense of pride and ownership for the beneficiaries able to partake in small renovations of furniture and materials where they lived.

59 EASO Guidance on reception conditions – operational standards and indicators



STRATEGIC EXIT PLANNING

Collective shelters and temporary sites are not a long-term solution, rather a mechanism to provide protection and assistance to refugees and migrants as an immediate solution in emergency responses or protracted crises. The closure of a collective center is a process that occurs differently in every context. The duration and time the sites remain open often remains a concern for authorities and service providers, as they are normally operating for longer than anticipated in the opening phase. Therefore, the establishment of durable solutions to restore populations and strengthen their resilience capacity is crucial.

The closure of a collective shelter or temporary site is generally related to departure of a population to a third country or back to their country of destination.

There are two types of site closures:

- Abrupt sudden closure
- Planned closure

As the administration and country authorities usually dictate the closure of a collective site, it is important to have the conversations about strategic exit planning and some shared conditions and agreements early on, as a part of the opening phase in order to advocate for a planned closure of which tools and processes can support a smooth transition for both the beneficiaries, upholding dignity and human rights, as well as reducing stress and disarray on the part of service providers.

Action plans must consider the needs of the people *and* infrastructure. Components of action plans include defined objectives, roles and responsibilities, required resources, timelines and other sector considerations.

Key Steps in closing a Collective Shelter

Steps	Activity
STEP 1	Take active participation in national strategy for the closure of site (avoiding evictions and how to support in case)
STEP 2	Identify motivations for departure and provide up to date information to the population
STEP 3	De-register, transfer or destroy personal data of the displace population
STEP 4	Identify and address or refer people and groups with specific needs
STEP 5	Notify all service providers and relevant stakeholders
STEP 6	Terminate/modify building and service agreements
STEP 7	Organize logistics of the closing (infrastructure, transportation, waste disposal)

STEP 1 TAKE ACTIVE PARTICIPATION IN NATIONAL STRATEGY FOR CLOSURE OF THE SITE (AVOIDING EVICTIONS AND HOW TO SUPPORT IN CASE)

The coordinating bodies at the local level for collective shelters are responsible for the practical preparation of an action plan to close the site. This may be carried out through a committee including governmental municipalities, the administrating agency or institution to facilitate the closure process.

It is common that evictions can take place just before closing a site, and it is pertinent to include humanitarian participation in these processes to avoid evictions and in the case they are inevitable, to ensure rights are upheld to best protect those being evicted and develop processes maintain dignified departure in case of eviction.

Protection against evictions (or moratorium) is especially important during the context of COVID-19 and the R4V crisis in the region to avoid vulnerable populations living on the streets both perpetuating a larger humanitarian crisis, as well as health crisis with the risks of contracting and transmitting COVID-19. Oftentimes agencies offer rental assistance (cash-for-rent) based upon established criteria in order to support populations in transition and preventing evictions. The specific actions might depend on the context in which the moratorium is applied. In countries where the social safety net is weakened and rent might be the only source of resource for an individual or a family, advocacy of a moratorium should also consider the financial impact on low-income families which rely on this income. A solution might include extending the length of a rental market intervention (such as cash-for-rent) or seek for a subsidized rent cost support or reduced cost during a limited period of time, which would allow the local economy to keep functional despite the reduction.

Refugees and migrants can take measures to mitigate the impact of eviction in order to help them stay in their dwellings where they are currently residing. Some of these measures from previous experiences include requesting agreements, extensions and suspensions of contracts directly with landowners or owners.⁶⁰ While governments and authorities should adopt all administrative and legislative measures necessary to guarantee decent housing conditions for refugees and migrants from Venezuela, evictions are still common and oftentimes beneficiaries require legal assistance, rental assistance or other forms of assistance.

Moratoriums, although effective to reduce the threat of eviction, can be harmful where the social equilibrium is already fragile. In countries where law enforcement is weak, families can be threatened and evicted despite the moratorium, an extra factor of pressure in cases already sensitive. Multipurpose cash assistance can be scaled up by the humanitarian community as quite often the number one expenditure covered with cash assistance is rent or accommodation, which demonstrates that security of tenure has been a high priority for families during the pandemic.

Technical guidance on legal frameworks against forced evictions can be found in the Legal Guide for Protection of Refugees and Migrants from Venezuela against forced evictions in the last section of this guide on *Resources for Collective Shelter Personnel*.⁶¹

The following are some general Guidelines and Criteria for dignified departures following an eviction.⁶²

⁶⁰ Regional Survey on Evictions of Refugees and Migrants from Venezuela: <https://r4v.info/en/documents/details/86632>

⁶¹ Guía Legal para la protección de personas refugiadas y migrantes de Venezuela contra los desalojos forzados <https://data2.unhcr.org/es/documents/details/84669>

⁶² Global Protection Cluster, Guidelines for dignified departure following an eviction, 2020 <https://www.globalprotectioncluster.org/wp-content/uploads/Guidelines-for-Dignified-Departures-November-2020-1.pdf>

Guideline: Evictions and departures should not render households homeless⁶³

Criteria	Example of Support
Residents should be clearly informed of their eviction (e.g. in the event of the closure of a collective shelter) and are given a reasonable notice for departure to have time to plan an alternative solution	Provide unconditional cash assistance worth 150% of one month's average rent <i>before eviction takes place</i>
Appropriate measures should be taken to ensure adequate alternative housing options are made available	Provide coaching to beneficiaries on negotiating fair agreements to find adequate housing solutions, and refer towards legal assistance as appropriate

Guideline: Evictions and departures should not render individuals vulnerable to the violation of their human rights

Criteria	Example of Support
Process of departure from property maintains dignity and safety of all parties	Departures taking place in daytime, in good weather, avoid taking place religious holidays
After the change in residence, beneficiaries are assisted by protection actors	Changing civil documentation or connecting to resources to do so if linked to previous residence or address

STEP 2**IDENTIFY MOTIVATIONS FOR DEPARTURE AND PROVIDE UP TO DATE INFORMATION TO THE POPULATION**

This may highlight other issues including political motivations or tensions in the area between host community and other people residing close by in an urban context. Many times, conditions such as lack of resources or services in a specific place are a motivating factor for populations to continue their journeys as well as meeting up with different family members in another country (country of destination, where a refugee or migrant aims to reach).

The beneficiaries should have access to up-to-date information on the cause of the closure or transfer, when it will occur, departure procedures (transportation, schedules, destinations, etc.), what options exist in the future (possibilities of leaving the country, possibilities of staying in the country, etc.), security aspects, types of assistance (documentation that can be provided, kits for those people with special needs or with young children, etc.)

Whether the site is closing or beneficiaries are deciding to continue their journeys of transit, since the traveling routes via transport or walking are very similar, if personnel know organizations or service providers in locations in the next city or region on the journey, they should provide this information to beneficiaries to support them with accurate information to support their decision-making process along their journey.

⁶³ Additional Resources on evictions from R4V Protection Sector: Good Community Practices on Situations of Evictions of refugees and migrants from Venezuela <https://r4v.info/en/documents/details/84953>

STEP 3 DE-REGISTER, TRANSFER OR DESTROY PERSONAL DATA OF THE DISPLACED POPULATION

As part of the deregistration process, the personal data should be transferred if possible to the relevant protection agencies in the new location, or if not possible, destroyed. If they are transferred it is critical that this process respects the principles of confidentiality.

STEP 4 IDENTIFY AND ADDRESS OR REFER PEOPLE AND GROUPS WITH SPECIFIC NEEDS

This includes unaccompanied minors, elderly, people with mental or physical impairments, sick or with chronic medical conditions. Identify safe accommodation and or services in the next area if possible and necessary.

STEP 5 NOTIFY ALL SERVICE PROVIDERS AND RELEVANT STAKEHOLDERS

The government, service providers and managing organization or agency should be informed about relevant changes, the new situation and of any new needs the changes bring about.

STEP 6 TERMINATE/MODIFY BUILDING AND SERVICE AGREEMENTS

Planning for the departure and closure of temporary accommodation is part comprehensive of the installation or opening process. Therefore, there must be plans handover and agreements with local authorities or other service providers from the beginning, as well as agreements with the local community on the collective center infrastructure and other assets that must be managed and terminated.

STEP 7 ORGANIZE LOGISTICS OF THE CLOSING (INFRASTRUCTURE, TRANSPORTATION, WASTE DISPOSAL)

A lot of waste is left behind when people leave a collective shelter or transit site, carrying only their most important assets with them onwards. It is important for the people leaving and the host community to ensure the waste is disposed of properly.

If resources are available, refugees and migrants should have access to assisted transportation as part of their durable solutions.

The administration of the collective shelter is also responsible for the termination of the established service contracts, such as water distribution, other contractor services (e.g. garbage collection, or other services) and must plan how it will be managed with authorities to restore the infrastructure to its original state.



TRANSITIONAL AND DURABLE SOLUTIONS

The specific needs and human rights concerns of refugees and migrants do not automatically disappear when a conflict or disaster ends, nor when a collective shelter is shut down. Instead, refugees and migrants, whether they return to their homes, settle elsewhere in the country or try to integrate locally, usually face continuing problems, requiring support until they achieve durable solutions to their needs.









A **durable solution** is achieved when refugees and migrants no longer have specific assistance and protection needs linked to this displacement and can enjoy their human rights without discrimination on account of their displacement.⁶⁴

In the process of exit strategies and collective shelter closure, discussions should include processes and ways to form pathways to durable solutions based upon the criteria below.

According to the durable solutions framework, these can be achieved through three mechanisms:

Return	Local Integration	Local Resettlement
Sustainable reintegration at the place of origin	Sustainable local integration in host community, which will require activities to address discrimination and xenophobia in R4V context, as well as individual or household accompaniment (provided by same or partner agency)	Sustainable integration in another part of the host country

For solutions to be considered durable, criteria have been established to determine the extent of which a durable solution has been achieved.

 1 Long-term Safety and Security	 2 Enjoyment of an Adequate Standard of Living without Discrimination	 3 Access to Livelihoods and Employment	 4 Effective and Accessible Mechanisms to Restore Housing, Land and Property
 5 Access to Personal and Other Documentation without Discrimination	 6 Family Reunification	 7 Participation in Public Affairs without Discrimination	 8 Access to effective Remedies and Justice

The closure of a collective shelter encompasses and demands the coordination of multiple activities and actors regarding return planning of the affected population, the progressive reduction of services and assistance, the clearing of facilities and infrastructure, the general disposition of goods and environmental recovery, among other aspects. Having a clear division of roles and responsibilities is essential to ensure a process of proper and coordinated closure.

64 Joint Strategies to support Durable Solutions for Internally Displaced Persons and Refugees <https://www.refworld.org/pdfid/57441d774.pdf>

4. Resources for Collective Shelter Personnel

Objective

This component of the initiative and collective shelter management guide aims to strengthen response to refugees and migrants from Venezuela, returnees and host populations residing in temporary collective accommodation by providing additional resources and materials to staff working in these spaces. This is achieved by working as partners in coordination with the national and sub-regional platforms, using harmonized tools and resources, mainstreaming protection in approaches and principles for managing, administering, coordinating and providing services in collective shelters and temporary accommodations for Venezuelan refugees, migrants and host communities.

Additional global resources are available on the [CCCM Cluster Global Website](#) where curated packages are available for practitioners, trainers and sector or cluster coordinators. All materials provided intend to provide additional resources of support, contextualized appropriately.

The below summarizes additional resources for the region, multi-sectoral strategies, guides and resources which have been developed by R4V partners, platform initiatives, and regional practitioners under the Latin American and Caribbean context.

Informational Posters to put in Collective Shelters (in Spanish)

- Posters about COVID-19 Vaccines
- Information Maps of Main Routes in Region and Recommendations-Take Care of your Health, Nutrition and Hygiene along the route
- Protection and Security Messages along the route
- Contact Directories by Country in R4V

Protection Guides and Best Practices to Support Situations of Forced Evictions (in Spanish)

- Legal Guide for the Protection of Refugees and Migrants from Venezuela against forced evictions
- Community Best Practices to accompany situations of evictions of refugees and migrants from Venezuela ([Spanish Version](#)) ([English Version](#))

Complementary/Optional Resources (in Spanish)

- Regional Webinar on Management of Collective Shelters in Context of COVID-19
- Management of Collective Centers- Minimum Sphere Standards
- Dignity and GBV in Collective Centers



Inter-Agency Coordination
Platform for Refugees and
Migrants from Venezuela

[R4V.INFO](https://www.r4v.info)