STRATEGY FOR SHELTER AND SETTLEMENT FOR THE REGIONAL RESPONSE TO THE VENEZUELA SITUATION
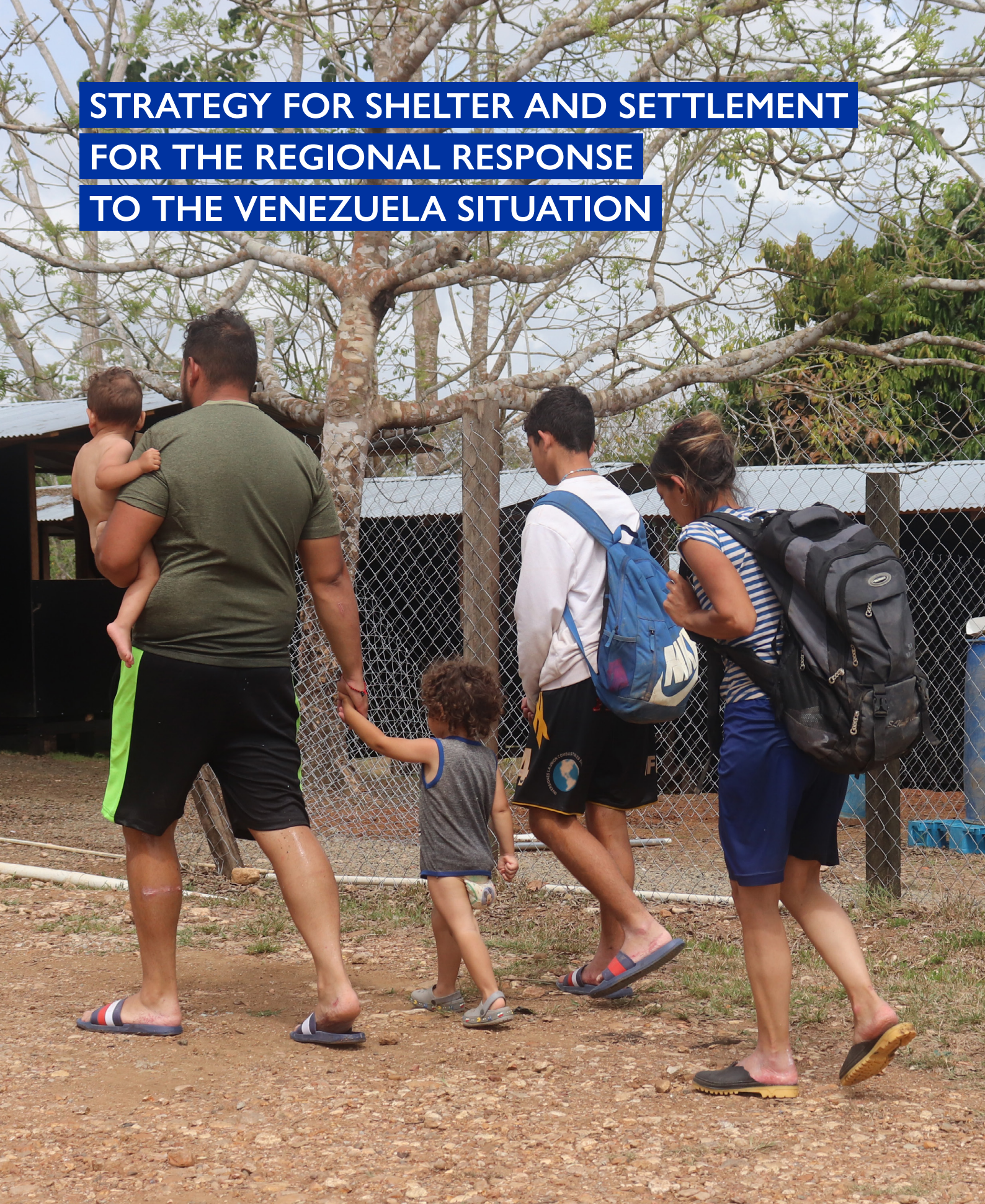

IOM UN MIGRATION | OFFICE OF THE SPECIAL ENVOY FOR THE REGIONAL RESPONSE TO THE VENEZUELA SITUATION

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IOM is committed to the principle that humane and orderly migration benefits migrants and society. As an intergovernmental organization, IOM acts with its partners in the international community to: assist in the meeting of operational challenges of migration; advance understanding of migration issues; encourage social and economic development through migration; and uphold the human dignity and well-being of migrants.

The technical terminology for shelter and settlement that will be used throughout the strategy is aligned with Venezuela's Regional Response Plan for Refugees and Migrants (R4V). More details at: Guidance Note for Shelter Sector Partners. Implementation of RMRP 2022 (only available in Spanish).

TO WHICH CONTEXT DOES THE IOM INTERNAL R4V SHELTER & SETTLEMENTS STRATEGY AIMS TO RESPOND?[1]

In recent years, countries of Latin America and the Caribbean have been facing one of the largest humanitarian crises ever experienced in the history of the region due to a mixed inflow of continental and extracontinental migrants and refugees. To date, from Venezuela alone, more than 6.8 million migrants and refugees from Venezuela are outside their home country, an estimated 5.7 million of which reside within the region.

The unprecedented movement of Venezuelan migrants and refugees, added to the preexisting mixed movements happening in the region with continental and extracontinental migrants and refugees, has impacted the region's demographic makeup and placed growing pressure on receiving States and hosting communities. Host countries in the region are contending with overstretched public services and budgets, social tensions arising from discrimination, xenophobia and stigma against migrants and refugees, and pressure to revise existing entry requirements or establish new ones.

The precarious conditions that migrants and refugees face while transiting across the region or after reaching their country of destination make them more vulnerable when accessing shelter and/or adequate housing which has become a challenge. Reducing homelessness and protection risks both of which have been exacerbated by the COVID-19 pandemic, is also a challenge.

On 12 April 2018, the UN Secretary-General, tasked United Nations High Commissioner for Refugees (UNHCR) and International Organization for Migration (IOM) to lead and coordinate a response to the migrants and refugees Venezuelan situation in the region. The two agencies have since established an inclusive, overarching Regional Inter-Agency Coordination Platform for Refugees and Migrants from Venezuela (R4V) to steer the response to the Venezuelan migrants and refugees situation. The R4V aims at developing a coherent and coordinated regional operational response, in support of government authorities and its mirrored R4V subregional/national platforms, covering 17 countries in Latin America and the Caribbean. Since 2022, the official inclusion of other nationalities in the response has been approved, becoming part of a mixed movement strategy.

The R4V works as a humanitarian sectorial structure. It is composed of 9 different thematic sectors and 3 sub-sectors and, several working groups and thematic focal points. The shelter sector aims at strengthening the shelter, settlements, management, and coordination of temporary collective shelters[2] and essential household items[3] response in a coordinated and coherent manner by, for example, supporting partners through capacity building, coordination meetings, and defining the (bi-)annual strategy at the Regional Refugees and Migrants Response Plan (RMRP).[4]

While the strategy is focused on IOM's operational and interagency role under R4V for Shelter & Settlements, it is possible to expand its implementation to the general context of mixed flows in the Americas region, including Central American countries that are not part of R4V due to their humanitarian country structure.

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1   Please refer to the **Regional Inter-Agency Coordination Platform for Refugees and Migrants from Venezuela** website for updated information. Link
2   Traditionally named Camp Coordination and Camp Management (CCCM) in the LAC region the term used is Temporary Collective Shelters.
3   Following the regional terminology Non-food items (NFI) is not the recommended term, Essential Household items will be used instead.
4   The Background section has been adapted from the IOM R4V Regional Protection Strategy

WHAT IS THE OBJECTIVE BEHIND THE IOM R4V SHELTER & SETTLEMENTS STRATEGY?

As of 2023, IOM R4V country missions are implementing Shelter & Settlements (S&S) activities in 16 out of 17 countries where R4V is recognized[5]. In all the countries the response is based on the contextualized needs of migrants and refugees based on country legislation as well as norms and regulations, mission priorities and capacity, etc.; which means there is a wide variety of S&S activities and modalities of interventions. The present strategy does not aim to capture all the approaches and activities of each of IOM country missions, rather than providing an overview and a framework to continue developing their programs following the international minimum standards and guidelines to achieve the organization's programmatic priorities under the R4V. As well as to make sure the response is aligned with IOM's Strategic Vision: Resilience, Mobility and Governance[6] and the Migration Crisis Operational Framework (MCOF)[7], and mainstreaming other IOM's cross-cutting strategies and operational frameworks[8].

The IOM R4V Shelter and Settlements strategy is based on bilateral country mission meetings in July 2021, and follow-up calls in 2021 and 2022, the analysis of IOM appeals against the RMRP from 2020 to 2023-24, and information gathered through the inter-agency shelter sector coordination meetings. The strategy has been consulted and reviewed by regional IOM experts and S&S program managers, as well as commented on by regional offices and headquarters. *In case of contradictions or unresolved elements, the prevailing strategy is the global IOM Shelter & Settlements Strategy* (to be published, estimated for 2023).

THE STRATEGY AIMS TO SERVE AS

A tool for IOM R4V country missions to plan and design their S&S programs based on common programmatic priorities	A guideline to provide direction to IOM R4V S&S teams for activity implementation, including cross-cutting issues	A guide for IOM R4V Communication and Project Support Units to reach out to donors and media with a unique message	A monitoring framework to evaluate IOM R4V performance on achieving our objectives with the expected quality

AND HAS BEEN DESIGNED FOR

Programme Managers to support the design and planning of the S&S Programs	Field Officers to implement and monitor the response following IOM S&S standards/ principles	Knowledge Management Officers to gather lessons learned and case studies in line with the priorities and work streamlines of R4V IOM S&S response	Programme Support Units to develop concept notes and proposals in line within the R4V IOM response, and is a key element to support donors relationships	Monitoring and Evaluation Officers to have a harmonized and guided monitoring framework

5   Argentina, Aruba, Bolivia, Brazil, Chile, Colombia, Costa Rica, Curaçao, Dominican Republic, Ecuador, Guyana, México, Panama, Paraguay, Peru, Trinidad and Tobago, and Uruguay. (Aruba is the only country not implementing S&S activities due to its norms and regulations)
6   IOM's Strategic Vision: Resilience, Mobility, Governance. Link
7   Migration Crisis Operational Framework (MCOF). Link
8   It is recommended to have basic knowledge of the following IOM cross-cutting strategies, operational frameworks, and approaches. Here there is a list of the main identified ones for the development of this document: IOM Gender-based violence in crises. Link; IOM AAP Framework. Link; Protection from Sexual Exploitation and Abuse: IOM awareness-raising and reporting procedures. Link; MECCC – Institutional Strategy on Migration, Environment, and Climate Change 2021-2030 Link; CBI Manual (Field Edition – December 2021) Link; IOM strategy for Humanitarian Cash-based Interventions 2019-2021 (new strategy to be published in January 2023) Link; Right-based Approach to Programming. Link

HOW IS THE STRATEGY STRUCTURED?

IOM R4V SHELTER AND SETTLEMENTS OBJECTIVE (page 6)

AREAS OF INTERVENTION (page 6)	TYPES OF ACTIONS (page 7)
Following minimum standards and taking into account intersectoral approaches and different contexts. Provision of access to adequate:	The strategy is implemented through the following key actions, adapted to each response phase, geographical location, and IOM capacity:
1. TEMPORARY COLLECTIVE SHELTER	1. DIRECT ASSISTANCE
2. INDIVIDUAL SHELTER/HOUSING SOLUTIONS	2. INFRASTRUCTURE INTERVENTIONS
3. SETTLEMENTS	3. CAPACITY BUILDING
4. ESSENTIAL HOUSEHOLD ITEMS	4. COMPLEMENTARY ACTION

CROSS-CUTTING ELEMENTS (page 12)
Core transversal issues to ensure that provision of shelter and settlement assistance is effective and dignified.

1. MULTISECTORAL APPROACH	5. MARKET-BASED APPROACH
2. INCLUSIVE APPROACH	6. CLIMATE CHANGE – GREENING THE RESPONSE
3. ACCOUNTABILITY	7. INTER-AGENCY COORDINATION
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KEY COMPONENTS (page 20)
For consideration when implementing S&S assistance.

1. DURABLE SHELTER SOLUTIONS AND LONG-TERM SUSTAINABILITY	6. EXIT STRATEGIES
2. CULTURAL APPROPRIATENESS	7. DATA-DRIVEN RESPONSE – DTM
3. SECURITY OF TENURE - HOUSING LAND AND PROPERTY (HLP)	8. LOCALIZATION
4. CASH-BASED INTERVENTIONS	9. LOCAL INTEGRATION AND INCLUSION IN NATIONAL PROGRAMMES – NATIONAL HOUSING POLICIES
5. MARKET-BASED PROGRAMMING	

ANNEXES (Page 24)

- IOM ACTIVITY RECOMMENDATIONS	- COMMON MISTAKES WHEN DESIGNING PROPOSALS
- IMPACT AND LINKAGES WITH OTHER SECTORS	- BUDGET DESIGN RECOMMENDATIONS

It is important to agree on the definition of Shelter and Settlements. This strategy will be guided by the Sphere Handbook (2018 Ed.), taking the definition from the "Essential Concepts in Shelter and Settlements" section, in the "Shelter and Settlement" Chapter.

- **"Shelter"** is the household living space, including the items necessary to support daily activities.
- **"Settlement"** is the wider location where people and community live.

For more information on terminology, consult the: Guidance Note for Shelter Sector Partners. Implementation of RMRP 2022 (only available in Spanish)

IOM R4V SHELTER & SETTLEMENTS OBJECTIVE

Provide effective and dignified shelter and settlement support at scale to in-need refugees, migrants, and host communities in LAC using context-appropriate methods, with the upmost focus on timely life-saving interventions in the framework of the R4V interagency response; with the ultimate goal of ensuring the right to access adequate housing.

AREAS OF INTERVENTION

Adaptation of the objective through the types of interventions, geographical location, population groups, and phase of the response is key to achieving IOM R4V shelter and settlements commitment.

AREA OF INTERVENTION 1

TEMPORARY COLLECTIVE SHELTERS[9]

Migrants and refugees have access to adequate and properly managed temporary collective shelter solutions meeting minimum standards, where a multisectoral protection response and basic service provision are guaranteed thanks to the close coordination of all responsible stakeholders and active participation of the sheltered population.

- It refers to communal solutions for accommodations. Collective shelters are pre-existing or new buildings and structures in which a large group of migrants and refugees are hosted for a short period of time while durable solutions are sought. Various pre-existing facilities can be used as collective centers: community centers, town halls, entire hotel buildings, gymnasiums, warehouses, unfinished buildings or disused factories. Planned collective shelters (camp setting) are included, as well as other camp-like settings like collective, reception, and transit sites, etc.

AREA OF INTERVENTION 2

INDIVIDUAL SHELTER/HOUSING SOLUTIONS

The most vulnerable migrants and refugees without access to housing or living in non-adequate/substandard dwellings benefit from temporary and/or durable individual shelter solutions through enhancing safety, dignity, privacy, resilience, security of tenure, building retrofitting, and/or support to any additional vulnerability caused by the shelter condition.

- It refers to dispersed individual solutions in a defined area that ensure the right to access adequate housing. Practically meaning any type of shelter/housing assistance that enables a household to live independently in a shelter/house that protects them. Including actions of construction/repairing of existing or new buildings, rental, and hosted arrangements, etc.

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9   Under the R4V the Camp Management and Camp Coordination (CCCM) activities are part of the Shelter & Settlements mandate, however, at IOM both are part of the Preparedness and Response Division under Department of Emergency but part of different units: CCCM and Shelter and Settlements. For Temporary Collective Shelter Global consults refer to: CCCM Support globalcccm@iom.int, while for the following 3 areas of intervention to: Shelter Support ShelterSupport@iom.int.

AREA OF INTERVENTION 3

SETTLEMENTS RESPONSE

Multisectoral and multistakeholder response in unplanned or deteriorated areas (formal or informal settlements) where migrants and refugees live without adequate access to basic services. Paying particular attention to the improvement of physical living conditions through safe and dignified temporary and/or long-term site infrastructures, promoting social cohesion, resilience, and access to livelihoods and essential services, such as health and education, in a safe environment.

- It refers to the interventions in a defined location where people and communities live to support/increase social cohesion and integration through urban and shelter strategies. Divided into soft interventions focused on information gathering and sharing, communication with communities or strengthening peoples' governance

abilities and structures, and hard components to ensure access to basic infrastructures such as water and sanitation, energy, or public facilities/spaces.

AREA OF INTERVENTION 4

ESSENTIAL HOUSEHOLD ITEMS

Provision of essential lifesaving and life-sustaining household items to the most vulnerable migrants and refugees to support restoring and maintaining health, dignity, and safety, and undertaking daily domestic activities in and around the home.

- Refers to a group of context-appropriate items used for sleeping, food preparation and storage, eating and drinking, thermal comfort, lighting, and personal clothing. For example, cooking utensils, flashlights, blankets, warm clothing, etc.

IMPLEMENTATION OPTIONS

The way assistance is delivered influences the quality, timing, scale, and cost of the response. The implementation option must be decided based on a good understanding of local markets, organizational capacity (including skills and resources), preferred options by the targeted people (participation in the process). The final impact of the response will be highly affected by the implementation option selected during the design and planning phases, impacting at the end on participation and sense of ownership, gender dynamics, social cohesion and livelihood opportunities of those migrants and refugees participating in the S&S program.

There should be no difference in the use of this strategy whether the total or partial achievement of the objectives is done by IOM or by an implementing partner (IP). Internal instructions on IP Memorandum of Understanding (MoU)/ agreements must be followed[10] including the IOM Code of Conduct and PSEA instructions. ***The IP becomes the face and representation of IOM for the implementation, so it is critical that the country's mission makes*** the IP aware of this strategy before signing a contract.

IMPLEMENTATION OPTION 1

DIRECT ASSISTANCE

Provision of assistance directly to migrants and refugees through shelter and settlements interventions. It includes both modalities: any in-kind (direct distribution of items/ materials) or in-cash (financial support for accessing goods, services, or meeting S&S needs)[11] assistance that directly impacts the life of migrants and refugees and generally, it is complemented/supported with other actions (secondary

interventions, see point 4 in this section). And in-kind and in-cash assistance can be complementary within the same intervention; the decision should be taken based on local market conditions.

E.g.: distribution of essential household items kits, provision of cash for rent payments, equipment of Temporary Collective shelters with furniture…

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10   Find all relevant information at the IOM Implementing Partner Selection Toolkit Link
11   Refer to the Sectoral Cash Section for Shelter on the CBI Manual (Field Edition – December 2021) Link

IMPLEMENTATION OPTION 2

INFRASTRUCTURE INTERVENTION

Direct interventions on both private and public infrastructures for improvements in quality construction, building expansions or remodeling, or works for service provision, among others. This type of intervention generally requires the availability of IOM technical staff[12] (otherwise, a technical consultancy may be considered) and/or the contracting of a construction company. Interventions can go from small (e.g. wall painting or housing minor repairing works) to large scale (e.g. public street lighting or building construction); for the small-scale interventions a link with cash-for-work[13] modalities can be explored, always keeping in mind the country norms and regulations.

IMPLEMENTATION OPTION 3

CAPACITY BUILDING

Interventions focused on strengthening the knowledge or provision of new skillsets to IOM staff, partners, authorities, and/or migrants and refugees, among others, participating in response to improve the quality of it. In the case of migrants and refugees built up their abilities to have more opportunities to participate in the response, as well as access to livelihood opportunities.

E.g.: CCCM training...

These actions require a strong monitoring component after the provision of the training, as a way of accompanying during implementation to consolidate the knowledge acquired by participants.

IMPLEMENTATION OPTION 4

COMPLEMENTARY ACTIONS

It is worth mentioning that most of the interventions do not achieve the programmatic objective/s by themselves, they require complementary actions to achieve optimal maximum and sustainable impact. Actions such as technical/legal assistance and quality assurance or commissioning/contracting labor are part of this implementation option.

E.g.: awareness-raising campaigns, studies, data collection and assessments, legal support in the framework of HLP, and a long etc.

To, first, better inform the response IOM should design, plan, and implement being able to adapt it to the context; second to learn and improve our work, and third for accountability with the affected population (AAP); all interventions must consider:

- Context analysis to ensure do no harm, promote sustainability, etc
- Data collection (e.g.; assessments, registrations…)
- Monitoring & Evaluation[14]

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12   With qualified technical staff, the strategy refers directly to have engineers and/or architects on the team.
13   Refer to the Sectoral Cash Section for Shelter on the CBI Manual (Field Edition – December 2021) Link
14   For more on Monitoring and Evaluation, refer to the IOM M&E Guidelines. Link

Summary Matrix of (Potential) IOM R4V Activities by Objectives and Implementation option

Areas of intervention from 1 to 3 can be achieved by a combination of the 4 implementation options that are summarized above, however, intervention 4 on Household Items can only combine with implementation options 1,3, and 4. However, not all programs/activities can be carried out through the 4 modalities, given their characteristics, each activity can be carried out through 1 or 2 types of action.

On the following graphic only the most representative interventions and main activities have been listed, becoming an example for reference of what IOM R4V country missions could develop in the S&S response. It does not reflect complementary activities. Different activities can be implemented if the context requires it. Any activity must be contextualized, responding to the needs identified by IOM or other partners' assessments.

|		
1. TEMPORARY COLLECTIVE SHELTERS	**Management of TCS**	Main implementation option 1 Secondary implementation option 4
	Infrastructure intervention	Main implementation option 2 Secondary implementation options 3, 4
	Provision of equipment	Main implementation option 1 Secondary types of action 3, 4
	Training of managers and TCS staff	Main implementation option 3 Secondary implementation option 4
2. INDIVIDUAL SHELTER SOLUTIONS	**Hotel/Hostel rooms accommodation**	Main implementation option 1 Secondary implementation option 4
	Rental Assistance Programs	Main implementation option 1 Secondary implementation options 2, 4
	Shelter Repairing / Retrofitting	Main implementation option 3 Secondary implementation option 4
	Shelter Construction, including tool kits and materials distribution	Main implementation option 1 Secondary implementation options 2, 3, 4
3. SETTLEMENTS RESPONSE	**Settlement community coordination support**	Main implementation option 1 Secondary implementation options 3,4
	Public infrastructure intervention	Main implementation option 2 Secondary implementation options 3, 4
	Community Resource Centers*	Main implementation option 1 Secondary implementation option 4

4. ESSENTIAL HOUSEHOLD ITEMS	**Distribution of emergency household items (in transit)**	Main implementation option 1 Secondary implementation options 3, 4
	Distribution of essential household items (at destination/transit)	Main implementation option 1 Secondary implementation options 3, 4
	Distribution of furniture or other essential household items to equip a house (at destination)	Main implementation option 1 Secondary implementation options 3, 4

IMPORTANT: Consult Annex 1 on IOM R4V ACTIVITY RECOMMENDATIONS to better understand how to implement the strategy in practice.

* In the R4V the **Community Resource Centers** (e.g.: Orientation and Information Points, Referral Centers, Support Spaces, Integr-Habitat Centers, etc) are generally part of the Protection or Integration Sectors or Support Spaces Working Group, depending on the curricula of the center. However, the community and settlement-based approach for its implementation, makes them overlap with the Shelter and Settlements response. To keep this strategy in line with the R4V structure and RMRP, Community Resource Centers will be left under the mandate of the other sectors or WG, however it does not mean that it is exclusive to them for its implementation.

Documents of interest to consult for objectives achievement and clarification

STANDARDS AND GUIDELINES
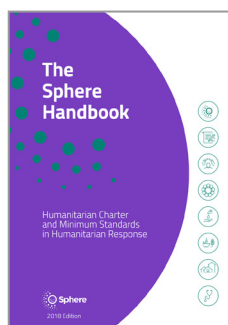
The Sphere Handbook

Minimum Standards for Camp Management
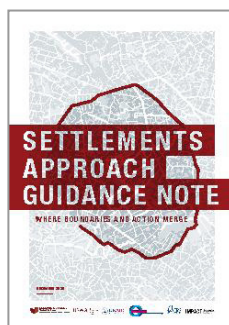
Settlements Approach Guidance Note
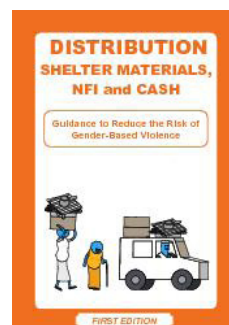
Distribution, Shelter materials, NFI, and Cash - Guidance to reduce the risk of GBV

R4V REFERENCE DOCUMENTS
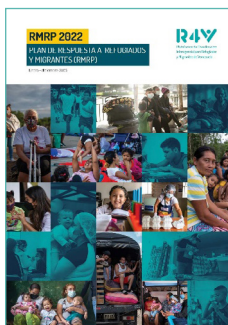
Refugee and Migrants Response Plan (RMRP) 2022

Guidance Note for Shelter Sector Partners. Implementation of RMRP 2022 (only available in Spanish)

Collective Shelter Management Toolkit
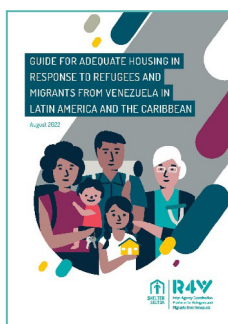
Guide for Adequate Housing in Response to migrants and refugees from Venezuela in LAC
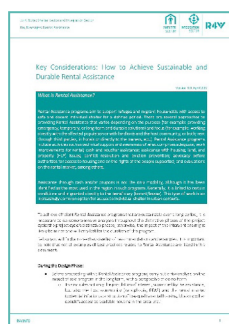
Key considerations: How to achieve sustainable and durable Rental Assistance
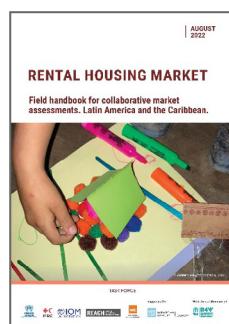
Field handbook for rental housing market assessment. Latin America and the Caribbean.

National Guidelines: Harmonization of Non-Food Items (Ecuador version, only available in Spanish)

CROSS-CUTTING ELEMENTS

CROSS-CUTTING ELEMENT 1

MULTISECTORAL APPROACH[15]

In seeking to improve IOM emergency, transition, and integration response on shelter and settlements in the context of migrants and refugees in LAC, it is important to understand the wider impacts of emergency shelter and settlements interventions from an inter-sectorial perspective.

Basic shelter and settlements assistance meet some of the most essential and life-saving needs, and can contribute to improving health and hygiene conditions, and provides physical protection, privacy, and security; after COVID-19 it has been made clear that also it is a key element for health. However, maybe less obvious, there are other outcomes that are directly linked and improved thanks to the provision of shelter and settlement assistance. .For example, basic shelter assistance can contribute to improve access to legal protection (HLP), an improved psychological state and conditions through a sense of normality, serving as a platform to access to basic services and supports socio-economic integration, among other things; and, at the end, support achieving the right to access adequate housing.

In Annex 2. Linkages with other sectors. There is a non-exhaustive list of examples of the positive impacts of access to shelter/housing and settlements.

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15   The Wider Impacts of Humanitarian Shelter and Settlements. Key Findings report. Link and Link

CROSS-CUTTING ELEMENT 2

INCLUSIVE APPROACH

Gender and disability groups' norms, and the lack of generational and intercultural approaches continue to pose a risk to people, making them particularly vulnerable in contexts of mobility and emergencies. Migrants and refugees report discrimination and xenophobia, and other forms of marginalization and inequality, related to access to S&S. Here is a non-exhaustive list of points to consider when implementing S&S programs:

GENDER-BASED VIOLENCE IN CRISES[16]	DISABILITY INCLUSION[17]
• Gender is a risk not just for women and girls. • People including men, women, boys, and girls who are non-conforming with gender norms and have diverse SOGIESC[18] can experience be target of violence and abuse or exploitation. • Gender norms can affect/obstruct access to shelter. • IOM as an R4V partner is committed to promoting gender-responsive programming. Examples of gender-inclusive approach programming are: design S&S projects targeting women/girls in all their diversity, integrating LGBTIQ+ organizations in Temporary Collective Shelter activities…	• Persons with disabilities are estimated to represent 15 percent of the world's population. In humanitarian contexts, they may form a much higher percentage. • IOM is committed to the inclusion of persons with disabilities in its humanitarian response, including shelter and settlements programs. Examples of disability-inclusive approach programming are: design S&S activities to reduce physical barriers to access temporary collective shelters/dwellings, use and advocate for accessible communication …
GENERATIONAL / LIFE CYCLE PERSPECTIVE[19]	INTERCULTURALITY
• Individuals according to their age are affected by different risks and protective factors. • S&S interventions can impact on the well-being of all people during their lives and also future generations, if age is taken into account. • **IMPORTANT:** Child protection minimum standards must also be considered.[20] Examples of a generational-inclusive approach programming are infrastructure interventions considering age needs (e.g.; railings, slope % of ramps, lighting…), activities scheduled at temporary collective shelters time-friendly for all ages…	• Minority populations are often more exposed to the damaging effects of crises. The R4V considers specific needs of afro-descendant and indigenous groups. • Lack of cultural adequacy on shelter and settlements responses and policies affect way of living of minority groups, impacting, for example, their identity, participation in the community where migrants and refugees settle, or access to basic services. • Ethnic minorities, by being located in at-risk areas and living in inaccessible or remote areas, are at a higher risk of being marginalized. Examples of ethnic minorities-inclusive approach programming are through participatory process includes ethnic minorities in the design of shelters, Specific needs assessments targeting minority groups to design the response…

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16   IOM Gender-based violence in crises. Link
17   IASC Guidelines, Inclusion of Persons with Disabilities in Humanitarian Action, 2019. Link
18   SOGIESC: Sexual Orientation, Gender Identity, Expression or Sex Characteristics.
19   Based on the World Health Organization (WHO) recommendations.
20   Consult the Minimum Standards for Child Protection in Emergencies (2019 Ed.), Pillar 4: standards to work across sectors. Standard 27: Shelter and settlements and child protection, and Standard 28: Camp management and child protection. Link

CROSS-CUTTING ELEMENT 3

ACCOUNTABILITY[21]

The needs and rights of individuals and communities affected by crises should be at the core of every humanitarian response (protection mainstreaming). Accountability promotes that humanitarian actors give power back to affected populations to build trust and ensure responses are appropriate and effective for their needs. As part of this strategy, accountability is achieved through:

ACCOUNTABILITY TO AFFECTED POPULATIONS (AAP)	**IOM AAP FRAMEWORK[22]**
• AAP ensures that operations respond to the current context and needs of migrants, refugees, and host communities, being able to respond with the most appropriate shelter and settlements intervention. • Accountability goes beyond reporting to donors, and it is more about listening and responding than doing. • Community Participation, information sharing/outreach, feedback mechanisms, and leadership & coordination are at the core of accountability. • It is an active commitment to use power responsibly by taking account of, giving account to, and being held to account by the people affected in a crisis. • A rights-based approach and aid effectiveness are two operational principles.	

Some general examples of AAP actions are local leadership committees, participatory assessments, hotlines, focus group discussions, mailboxes, Communication with Communities (CwC)…[23] The clearest example of it is the Settlements-Based Approach implementation, where community participation in a specific location is the core action of the whole intervention.

PROTECTION FROM SEXUAL EXPLOITATION AND ABUSE (PSEA)[24]

- Sexual exploitation and abuse (SEA) is a form of GBV and an egregious breach of AAP.

- Preventing and addressing SEA by IOM staff and its implementing partners in all operations, including shelters and settlements, is key to promoting protection outcomes.

The R4V has set up a PSEA Regional Community of Practice (IOM, UNHCR, UNICEF)[25], as part of the work of this community, please consult the PSEA Risk Assessment Toolbox[26].

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21   From IOM R4V Regional Protection Strategy
22   IOM AAP Framework. Link
23   Most of these examples are part of "Type of interventions: D. Complementary Actions"
24   IOM Protection from Sexual Exploitation and Abuse: IOM awareness-raising and reporting procedures. Link
25   The R4V Regional Community of Practice has established at the 2023-2024 Regional Refugees and Migrants Needs Assessment 6 priorities that can be mainstreamed or support by the S&S interventions, these are: a) establish a network or regional focal points, in order to offer technical support in PEAS to sub-regional and national platforms, b) offer technical training in the interagency principles of PEA, c) training materials and TOT, d) develop tools for inter-agency risk assessment, e) support the establishment and strengthening mechanisms to receive SEA reports/complaints, and f) support, together with the Child Protection and GBV subsectors, access to response services for SEA survivors)
26   Available from January 2023

SEA CORE PRINCIPLES

1. SEA is a ground for terminantion of employment	2. Sexual activity with children is prohibited
3. Exchange of money, employment, goods or services for sex is prohibited	4. Any sexual relationship that involvesimproper use of rank or position is prohibited
5. Humanitarian workers are obligated to report any concerns of SEA	6. Humanitarian workers must create and mantian an enviroment which prevents SEA

Some examples of PSEA actions: CCCM training to Temporary Collective Managers include PSEA sessions on the curricula, during a kit distribution mitigation measure for PSEA are in place and staff trained…

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CROSS-CUTTING ELEMENT 4

DO NO HARM[27]

The Do No Harm principles is an ethical position that recognizes and measures the power of aid and humanitarian interventions on the lives of vulnerable populations. It means visualizing the effects of interventions in the short-, medium- and long-term on the life of communities and individuals. It implies monitoring and critically reviewing the impact of the actions that are developed and accepting that the interventions that work in one context are not necessarily the most appropriate ones in other locations.

Humanitarian assistance, including Shelter and Settlements interventions, can have negative impacts on the communities and individuals with whom IOM and partners' work. The high value of aid resources (e.g., the cost of a multipurpose tent in a collective site or a household items kit for an individual) as well as the powerful position of humanitarian workers can lead to the exploitation and abuse[28], competition, conflict, and misuse or misappropriation of aid. Aid can undermine livelihoods and market systems, drive resource conflict and amplify unequal power relations between different groups. Anticipate these potential negative effects, monitor and take actions to prevent them if possible.

WHAT ARE THE ACTIONS THAT IOM CAN TAKE TO MITIGATE NEGATIVE EFFECTS OF HUMANITARIAN ASSISTANCE?

General examples, that apply to the S&S response

- Be aware of cultural practices. Examples include:
  o Biased targeting of girls, boys, or specific castes
  o Use of tools and items that individuals do not identify with or are not relevant/could affect the context (e.g.: axe or hatchet in context of (potential) violence, female hygiene items that girls and women do not recognize or are not culturally accepted…)
  o Any other forms of discrimination or preferential treatment
- Safe and responsive feedback and complaints (CFM) mechanisms can reduce abuse and misuse.
  o Staff should welcome and seek out suggestions and complaints.
  o Staff should be trained in how to exercise confidentiality and refer sensitive information, such as disclosures of exploitation and abuse.

Shelter and Settlements examples

- Use of safe construction materials, avoiding, for example, asbestos.
  o Take into account personal safety and order and cleanliness of construction areas
- Shelter construction in locations out of risk (e.g.: landslides, tsunamis, landfills/dumps, close to industrial or insecure areas…)
- Contextualized Security of Tenure interventions:
  o In some contexts, a humanitarian shelter intervention can lead to the eviction of vulnerable groups.
  o In others, highlighting security of tenure issues can increase the risk of eviction for vulnerable groups.
  o A due diligence approach will identify security of tenure risks facing different groups.
  o In some cases where the risks to security of tenure are too great, it may be best to do nothing at all.

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27   Specific reference to Do No Harm Principles from the "Core Humanitarian Standards" and the "Shelter and Settlements" Chapters at the Sphere Handbook (2018 Ed.) Link
28   More information on PSEA at the Cross-cutting issue 3 section above (page 14-15).

CROSS-CUTTING ELEMENT 5

MARKET-BASED APPROACH (MBA)

There are no market-neutral interventions, as humanitarian actors, including IOM, are market actors and have a (intentional or unintentional) significant impact on local markets. Markets are a central element of people's life and livelihoods; migrants and refugees rely on markets to cover at least a part of their needs (including shelter needs) and/or to generate incomes. S&S responses cannot ignore the market when designing, planning, implementing, and evaluating its sectoral response, as all S&S activities interact with the market regardless of the modality of the intervention (in-kind or cash) through which the support is provided to migrants and refugees.[29] MBA is a way to address development and humanitarian challenges more sustainably and/or at scale[30], as well as if S&S interventions are based on the market dynamics it means that our response is proactively taking measure to avoid causing any harm in our response (Do no harm principle).[31]

For the purpose of this strategy, it refers to a situation when migrants and refugees during transit and once at their destination are buying, selling, and exchanging goods and services, and markets are the system for it, a platform where buyers and sellers come together for the exchange. As part of this strategy and IOM R4V S&S position on localization, greening the response, cultural appropriateness, and other topics mentioned along the present document; implementation of S&S activities should meet the shelter needs in a way that does not undermine existing economic relationships and activities, so as to facilitate economic recovery and ensure lasting impact.[32]

What can IOM R4V S&S team do on MBA?

To ensure that IOM R4V S&S interventions do not undermine existing economic relationships and activities through all phases of the response and across all technical areas of expertise within the S&S programs, it is crucial to consider the existing markets at the intervention location (geographical scope based on the project intervention scale) by:

- Assessment
- Analysis
- Programming[33]

Consult the Key Components 4 and 5 (pages 21-22) related to market and cash to know more about the specific interventions that IOM S&S teams can take.

CROSS-CUTTING ELEMENT 6

CLIMATE CHANGE – GREENING THE RESPONSE

Migrants and refugees, and host communities, in LAC are directly affected by environmental degradation, climate change and disasters, while on the move and at areas of destination. S&S programming carries one of the highest risks of negative environmental impacts among humanitarian activities. However, it also represents an opportunity to minimize potential environmental impacts by thorough assessments/screenings and robust environmental management[34]. It is IOM's institutional commitment, reflected in the MECCC – Institutional Strategy on Migration, Environment and Climate Change 2021-2030[35], to mainstream environmental sustainability through its strategies.

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29   Based on the Global WASH Cluster "Guidance on Market-based programming for humanitarian WASH practitioners. Version 1. April 2019" Link
30   USAID definition on "Market-Based Approached" Link
31   Based on an Oxfam report. June 2022. "Market-based Programming (MBP), What's it all about?" Link
32   Shelter Cash and Markets Community of Practice at the Global Shelter Cluster. "Market-based programming (MBP) and Shelter Guidance Note" Link
33   Market-based Approach (MBA) is not a synonym of Market-based Programming (MBP), more details at the "Key Component 4 and 5: Cash-based interventions (CBI) and other market-based programming" section (pages 21 and 22)
34   Guidance on the operationalization of the minimum environmental requirements and recommendations for EU-funded humanitarian aid operations (pages from 46, and from 74) Link
35   MECCC – Institutional Strategy on Migration, Environment, and Climate Change 2021-2030 Link

For this strategy, on the operationalization of the MECCC, it is important to highlight that an environmentally friendly response on S&S at the country level does not mean that country missions must completely shift their strategy or give up on their current standards or performance. It is expected that IOM missions can adapt their S&S responses by identifying opportunities to take small actions that can have big impacts, considering mainstreaming along the project cycle the protection, restoration, and improvement of natural environments.

REDUCING THE ENVIRONMENTAL IMPACT OF S&S RESPONSE (examples)	IMPROVING THE ENVIRONMENT AS PART OF THE RESPONSE (examples)
1. Reduce the material (plastic in particular) consumption and CO_2 footprint when purchasing essential household items or building shelters, by: a. Market-based interventions. Prioritise purchases at the local level, as well as local labor b. Local solutions and materials, or use of recycled materials (e.g.: debris) c. Think about the life-cycle of the assistance from the planning phase of the project: Reducing, Reusing, Repurposing, and Recycling current shelter solutions (e.g.: RHU, tents, tarpaulins, jerrycans, plastic bags…) d. Maximize the usage of the material through correct and efficient use 2. Partner with local institutions for measuring CO_2 emissions levels and the impact on the S&S response 3. Protect, restore, and improve the ecological value of sites such as temporary collective shelters during and after use (including environmental restoration)	1. Increase Security of tenure to promote local long-term investment on land, promoting environmentally friendly uses 2. Disaster Risk Reduction (DRR) building approaches to prevent and mitigate future disasters and environmental deterioration 3. Settlements-based approach and Waste Management Resources at Temporary Collective Shelters 4. Provide and promote the use of eco-friendly energy sources at the household level for daily tasks (e.g.: low-/ efficient-consumption stoves, solar lighting…) 5. Capacity building of staff, stakeholders, local authorities, and communities on greener construction materials and methods, and DRR 6. Piloting innovative more environmentally sustainable shelter solutions

GENERAL RECOMMENDATIONS

- When selecting implementing partners include in the process environmental criterion/environment markers to evaluate the proposal.

- Consider the recommerecommendations through UNEP Virtual Environmental and Humanitarian Adviser Tool (VEHA)[36], which includes, linked to S&S indicators, recommendations for a greener response,[37] or the Nexus Environmental Assessment Tool (NEAT+)[38].

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36   VEHA tool of UNEP Link
37   UNEP Training materials and tools from September 2021 session to R4V Shelter Sector co-leaders on VEHA are available here: Link
38   More information at the dedicated website: NEAT+ Link

CROSS-CUTTING ELEMENT 7

INTER-AGENCY COORDINATION

IOM as a member of the Inter-Agency Coordination Platform for Refugees and Migrants from Venezuela (R4V) is committed to following the RMRP strategy and the (bi-)annual response in member countries of the R4V, as well as, participating, feeding, monitoring, and evaluating it, and promoting it across its partners (strategic and implementing partners to be considered).

IOM is co-leading the Regional Shelter Sector, as well as at national and subregional levels:

Caribbean	Co-leading the subregional platform. There is no formal subregional Shelter Sector Active
Central America & Mexico	Co-leading the subregional platform. There is no formal subregional Shelter Sector Active
Southern Cone	Co-leading the subregional platform. There is no formal subregional Shelter Sector Active. IOM is the Shelter Adviser member of the Basic Needs Sector in Bolivia
Brazil	Co-leading the national platform. Co-leading the National and Local Shelter Sectors, including the Informal Settlements Working Group
Chile	Co-leading the national platform. Co-leading the National and Local Multisector, which includes shelter theme
Colombia	Co-leading the national platform. Co-leading the National and Local Multisector, which includes shelter theme
Ecuador	Co-leading the national platform. Co-leading the National Multisector, which includes shelter theme
Peru	Co-leading the national platform. Co-leading the National Multisector and under it the Shelter Working Group

IOM, when possible, will support inter-agency regional, subregional, national, or multi-country initiatives on S&S, e.g.: joint needs assessments, specific SOP, joint projects, etc. Successful examples of this include: "Ciudades Incluyentes-Comunidades Solidarias" an EU-DEVCO Regional project with UN-Habitat and UNHCR[39], the annual Joint Needs Assessment (JNA) for the Regional Refugees and Migrants Needs Assessment (RMNA)[40], and the IOM support to the R4V on the Temporary Collective Shelters Characterization through the DTM tool[41].

In continuation of CROSS-CUTTING ELEMENT 1: MULTISECTORAL APPROACH. At the coordination level, the response must also consider its direct and indirect synergies with other thematic sectors, paying special attention to Protection (including the sub-sectors: GVB and Child Protection), Integration, WASH, and Health, as well as Communication with Communities (CwC) and Cash and Vouchers Assistance (CVA) Working Groups.

IMPORTANT:

- IOM S&S response must be under the umbrella of the RMRP, and activities approved for implementation registered in the RMRP appeal. For new activities under R4V funding that are not reflected on the original RMRP appeal, it is important to consider contacting the Programmes Unit at IOM OSE in Panamá.

- IOM activities submitted under the RMRP shall be guided by this strategy in order to ensure quality submissions in like with IOM S&S standards.

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39   More information at the dedicated website: "*Ciudades Incluyentes- Comunidades Solidarias*" Link
40   Regional Refugees and Migrants Needs Assessment (RMNA) 2022. Link
41   GIFMM Colombia: Caracterización de Alojamientos Colectivos Temporales. Link and Evaluación de sitio – Alojamientos temporales Link

KEY COMPONENTS

In this section, pay special attention to footnotes and references, as main highlights of each topic are mentioned without developing all the details of each of the key components.

In the footnotes, the reader will find the links to the key documents for a better understanding of each of the key components. Referring to two types of documents:

1. IOM internal guidelines and position papers on the matter

2. Existing literature of reference, only the most relevant documents have been listed.

KEY COMPONENT 1

DURABLE SHELTER SOLUTIONS AND LONG-TERM SUSTAINABILITY

Durable shelter solutions refer to lasting settlement for migrants and refugees, meaning they no longer have specific assistance or protection needs or vulnerabilities directly linked to the displacement and can exercise their human rights without discrimination related to it[42]. It is key to plan, since the beginning, the response aiming to implement actions that help achieve long-term sustainability, meaning that migrants and refugees can settle in a place of their wish in a safe and dignified manner for a long period of time in adequate housing conditions following international minimum standards. Durable solutions support socio-economic integration and social cohesion of migrants and refugees by covering shelter needs allowing households to focus on other needs and preferences, increasing participation and representativeness at community level, and reinforcing the sense of belonging to the place and the community, among others. Examples of durable solution interventions do not focus only on the type of construction materials used or the permanency of buildings, it also looks to capacity building of construction workers to increase job placement opportunities or support local construction markets, security of land tenure, support to local authorities on developing national housing programmes, etc; some of the examples are expanded along other Key Components in this section.

KEY COMPONENT 2

CULTURAL APPROPRIATENESS

Migrants and refugees from different groups (e.g.: economic and educational backgrounds, rural vs urban communities, ethnic minorities, LGBTQI+…) are settling in a vast territory with different climates and norms from their country/area of origin. IOM R4V S&S response must ensure, in line with the Do no harm principle, that migrants and refugees' identities and diversities are respected not only through the space or items that are distributed/provided but also by ensuring that differences are not a barrier for migrants and refugees to integrate locally. IOM R4V S&S response should help to reduce this gap.

- In the R4V special attention must be dedicated to indigenous groups in transit, in particular, those in Brazil, Colombia, and Guyana border areas with Venezuela, in most of the cases stranded or in a pendular situation without receiving any particular response from authorities or humanitarian actors. IOM R4V S&S response must look at how to provide an appropriate response in the area, including exit strategies.

- Do not forget this is a mixed movement response, including extracontinental migrants and refugees that transit, generally from Brazil-Colombia, through the region with the intention to reach the United States of America (U.S.A), the IOM S&S response should take them into account when providing assistance.

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42   IASC Framework on Durable Solutions for Internally Displaced Persons. Link

KEY COMPONENT 3

SECURITY OF TENURE - HOUSING LAND AND PROPERTY (HLP)43

Security of tenure means that people can live in their homes without fear of forced eviction, whether in communal settlement situations, informal settlements, host communities or after return (meaning at all phases of the response). It is the foundation of the right to adequate housing[44] and many other human rights. In the humanitarian context, an incremental – or step-by-step – approach may be the most appropriate.[45] Related not only to the provision of a safe shelter but also to access to and secure livelihoods in the long-term, as well as to protect land from further deterioration and the impact of climate change.

In the framework for the R4V IOM response, Housing Land and Property (HLP) is mainly focused on private housing, however it can also look at land and/or property assets. Despite the idea that HLP is just about ownership rights, for migrants and refugees, the importance of focusing on the rights of tenants (renters) and informal sector dwellers without secure tenure is key to achieving the long-term sustainability of the response[46].

- IOM S&S unit can develop HLP thematic intervention on tenure security and/or crosscut the activities through existing S&S Programmes to improve their quality and reinforce the impact of the response, e.g.: confirm the tenure of the houses for rent by owner, and if not secure, proceed to support with register, for example, secure tenants tenure on Rental Assistance Programs with verbal/written contracts based on national norms and regulations, awareness campaigns on tenants' rights, prevention of eviction campaigns to owners and local and national authorities[47].

KEY COMPONENT 4

CASH-BASED INTERVENTIONS (CBI)[48]

IOM is increasing its response through CBI[49] modalities in its humanitarian response, as well as supporting longer-term outcomes that go beyond just the emergency response (Double Nexus). When properly implemented, CBI can have many advantages over in-kind distributions, such as reduced response time, lower cost, enhanced self-reliance and resilience as recipients take their own decisions on how to use cash to cover their needs and preferences. It can also have a multiplier effect, which can lead to increased employment and expanded markets, therefore supporting the community as a whole.

- For this strategy, CBI sectoral cash on shelter (and essential household items) provides an opportunity for meeting migrants and refugees' needs on the matter and can be a tool for programming to enable access to products and services that migrants and refugees cannot afford during their transit and/or in destination. The assistance can be delivered through cash or vouchers (physically or electronically), based on previous assessments conducted.

- It is key to making sure that markets can respond appropriately to changes in demand and supply (e.g.: there are houses available for purchase or rent, there is a stock of essential household items such as kitchen sets or clothes and shops are open). Therefore, market assessments are essential to inform the design and planning phases of a shelter sectoral response, determining if cash and/or voucher modalities is the appropriated type of response required for the situation, as well as to increase the impact on the response. One of the key issues that market assessment helps to address is affordability, critical in the case of access adequate housing through rent, for example.

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43   Guidance Note: Integrating Housing, Land and Property Issues into Key Humanitarian, Transitional and Development Planning Process. Link
44   Fact Sheet No. 21 (Rev. 1): The Human Right to Adequate Housing- OHCHR and UN-Habitat 2010. Link
45   Sphere Handbook. 2018 Edition Link
46   More information on: Norwegian Refugee Council (NRC) and International Federation of Red Cross and Red Crescent Societies (IFRC), The Importance of Addressing Housing, Land and Property (HLP): Challenges in Humanitarian Response (2016). Link
47   Housing Land and Property Standard Operational Procedure Template for the IOM R4V missions, under development. Publication estimated for 2023
48   CBI Manual (Field Edition – December 2021) Link and the IOM CBI Strategy (2022-2026), under development. Publication estimated for January 2023
49   Under the R4V, CBI remains as the organizational term, while the official terminology by the community of practice is Cash and Voucher Assistance (CVA). For more details on the definition: Calp Network Glossary. Link

KEY COMPONENT 5

MARKET-BASED PROGRAMMING (MBP)[50]

MBP, also known as market-based interventions, is generally understood to be projects that work with, through or support local markets. The term covers all types of engagement with market systems, ranging from actions that deliver immediate relief to those that proactively strengthen and catalyze local market systems or market hubs[51]. Simplifying, it refers to any humanitarian, transition or development program that uses, supports, or develops local markets.[52]

- By using markets this document refers to the action of buying and/or selling goods/services using existing markets, that are still functioning, to assist migrants, refugees and host communities.

- By supporting markets to the actions taken to re-establish supply chains/essential services and help existing market actors recover from the impact of a shock, if the market has been disrupted by a shock, or to remain them functional after the shock.

- By developing markets to the long-term engagement to bring a (positive) change into the market system.

- For the IOM R4V S&S response, the key types of shelter and settlements markets are, in order of relevance: housing and land (e.g. rental properties), commodities and materials (e.g. essential household items), utilities (e.g. energy or water), labor (e.g. skilled or unskilled labor for construction repairs) and legal and financial services (e.g. related to the security of tenure or to informal or formal credit mechanisms).

  o Examples of market-based interventions are: use of markets for assistance delivery procuring locally, like providing a voucher to be spent in local shops for purchase of essential household items, or support markets to recover from shock through reinforcing the supply chain, for example supporting traders to increase their stock capacity on essential household items).

KEY COMPONENT 6

EXIT STRATEGIES[53]

Exit Strategies refers to the process of moving from emergency to transition and integration, and how to address the role of IOM R4V S&S response and the participation of migrants and refugees on it to (re)gain self-reliance. In practice this means:

- Migrants and refugees have the right to plan and develop their future without the need to rely on humanitarian aid, maintaining their pre-shock independence (mainly financial). Activities that promote self-reliance and resilience, especially access to income generating opportunities, is fundamental to this in the R4V framework, so the response in Temporary Collective Shelter or the provision of hotel/hostel rooms and the distribution of essential household items should not be perpetuated over time. The IOM R4V S&S programs should be designed from the outset with a socio-economic integration perspective, so the population on the move can settle in the destination areas of their wish or, when/where possible, be supported to continue the migratory route. E.g.: Include Financial Saving Planning as a Temporary Collective Shelter activity, coordinate the S&S response with Humanitarian Transportation actors…

- When the context allows for a shift away from the emergency response in favor of transition and integration, IOM R4V S&S emergency activities should be adapted accordingly. Meaning a shift in strategy from ad hoc to longer-term support. E.g., linking emergency shelter response with settlement-based programs or long-term Rental Assistance. During this phase of the response, it is critical to understand the limitations of S&S work and be able to identify the correct time to ensure coordination and/or the programs hand over to integration units within the organization if they exist, or to other humanitarian actors, if more appropriate.

50 Shelter Cash and Markets Community of Practice at the Global Shelter Cluster. "Market-based programming (MBP) and Shelter Guidance Note" Link
51 Definition of MBP from the Calp Network Glossary. Link
52 Based on an Oxfam report. June 2022. "Market-based Programming (MBP), What's it all about?" Link
53 IASC. Guideline exit strategy for humanitarian actors in the context of complex emergencies 2003. Link

KEY COMPONENT 7

DATA-DRIVEN RESPONSE - DTM

IOM thanks to the Displacement Tracking Matrix (DTM)[54], has positioned itself as a key humanitarian actor in gathering and analyzing data to disseminate critical multi-layered information on the mobility, vulnerabilities, and needs of displaced and mobile populations, enabling decision makers and responders to provide these populations with better context-specific assistance. This official DTM definition, and its methodology, includes specifically the Shelter and Settlements sector, meaning that DTM becomes a critical tool for informing the IOM R4V S&S response, moreover when DTM is present in all the R4V countries in a different manner. The use of data helps to better engage with migrants and refugees, plan a contextualized response to their needs, and avoid duplications of the assistance provided improving coordination with other actors or humanitarian structures, among others.
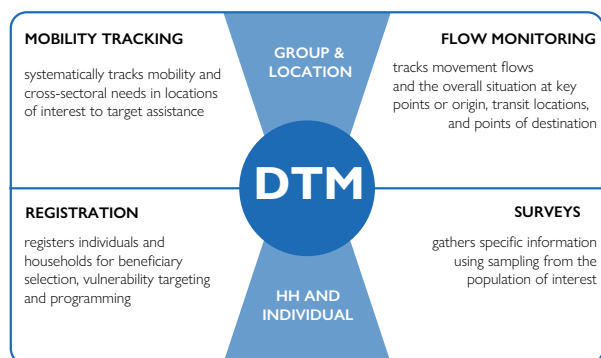
KEY COMPONENT 8

LOCALIZATION[55]

The first responders during crises are local organizations, they are able, to quickly deploy their staff and volunteers, channeling efforts and working with communities, as well as coordinating local and diaspora donations, having access to isolated places that international organizations cannot reach. When humanitarian actors talk about localization it is not just about providing funding to local NGOs or CSOs, it goes beyond that, it means that we recognize and respect the value of their work and their knowledge. Local organizations make the work of most international actors possible[56], including IOM. From a S&S vision, localization is part of the efforts of, first, recognizing local organizations,

and second, strengthening local actors' leadership, delivery, and capacity of the affected communities in addressing their needs. IOM R4V S&S can support this process by building the capacity of local organizations, strengthening the participation, engagement, and communication of the organization within the national R4V shelter structures, as well as on implementing the S&S strategy jointly. In practice, actions such as: building long-term capacity of local and diaspora leaders, materializing AAP work in specific actions, opening, and advising on the R4V shelter sector structure to local organizations (including leadership positions), and providing funding (if possible 25% of the project budget) to local and diaspora organizations, are contributing to the localization agenda.

- Currently, IOM on Shelter and Settlements is working with more than 30 implementing partners of which 12 are local organizations, including national Red Cross Societies[57], and 9 are diaspora associations led by migrants and refugees[58]. These numbers clearly show the importance of local and diaspora organizations in IOM's implementation.

KEY COMPONENT 9

LOCAL INTEGRATION AND INCLUSION IN NATIONAL PROGRAMMES – NATIONAL HOUSING POLICIES

Influence and participate in the development of National Housing Policies, and regulations to allow the inclusion and integration of migrants and refugees in the country. Policies must incorporate the needs of migrants and refugees, aiming to ensure access to adequate housing at all stages, regardless of immigration status. Efforts toward the inclusion of migrants and refugees in national programmes, at emergency, transition, and integration phases should be secured, and must be aligned to other national regulations, including access to documentation and regularization of those who remain undocumented and/or in an irregular situation. This action is focused not only on the inclusion of migrants and refugees, it also serves as a path to promote their local integration and contribute to the host communities.

54 IOM Displacement Tracking Matrix – DTM. Link
55 For more information, visit the IASC website on The Grand Bargain. Link
56 IASC materials on "Localisation". Link
57 R4V Shelter Sector 5W dashboard. Link
58 RMRP 2022 Monitoring dashboard. Link

ANNEX 1. IOM ACTIVITY RECOMMENDATIONS

This section is developed based on the combination of IOM programmatic priorities and the RMRP Shelter Sector strategy under the R4V. Designed as non-exhaustive list of activities to serve as a reference for IOM country missions. The section does not aim to define each type of activity, in case of need, please consult the "Appendix 4 of the Shelter and Settlements Section at the Sphere Handbook (2018 Ed.)" or the "Guidance Note for Shelter Sector Partners. Implementation of RMRP 2022" (only available in Spanish). The section is focused on providing key concepts for project proposals and implementation of each activity and its complementary ones, based on IOM priorities gathered in the RMRP appeal for 2023-24.

In this section, pay special attention to footnotes and references, as main highlights of each topic are mentioned without developing all the details of each of the key components.

In the footnotes, the reader will find the links to the key documents for a better understanding of each of the key components. Referring to two types of documents:

1. IOM internal guidelines and position papers on the matter

2. Existing literature of reference, only the most relevant documents have been listed.

General suggested standard indicators (These can be adapted to specific activities):

- # refugees and migrants provided with shelter and settlement support
- # of shelter and settlements interventions
- # of individuals who improved their skills, abilities and capacities to provide S&S support

Color coding to read Annex 1:

	Priority activities for IOM interventions
	Complementary activities for IOM prioritized interventions

	Non-prioritized or non-recommended activities for IOM
	Complementary activities to non-prioritized or non-recommended activities for IOM

⚠️ EMERGENCY PHASE

Life-saving interventions (1st arrival – In-transit migrants and refugees)

Provision of emergency household items [59]

Essential household items can be provided at different stages (and locations) of the response, and the type of items included in the kit will vary depending on the population needs as well as on the location of distribution (e.g.: mosquito nets for jungle or coast areas, blankets and winter clothes at the Andean corridor), it must be always sector aligned.

Especially at border points or first urban centers of arrival of migrants and refugees' distribution of life-saving items are a must. In some countries, these kits have been named as humanitarian kits, transit safety kits, emergency kits, etc, and in general, are distributed or, at least, designed at individual level. The content of it must be agreed upon among partners for standardization and must be adapted to the weather conditions of the geographical location where the distribution is taking place.

Emergency household items can also be crucial at arrival to Temporary Collective Shelter or other types of centers/ hubs for humanitarian assistance distributions, such as Support Spaces. In this case, the kit can be focused on the household level, not only at the individual level. The content of the kit must be planned based on the duration of the stay in the location, and it is recommended to adapt it to the demographic characteristics of the household.

Recommended articles include backpack, basic clothes (e.g.: shocks, raincoats…), blankets, solar lamps. They should be complemented with WASH/Health articles such as water bottles, mosquito repellent, suncream, nail clippers…

The average kit price should be between 80 to 150 USD.

Sensitizations + Information gathering & provision

As the first responder, IOM will be the first organization the individual/household will interact with, it is important to use the time of providing the kit to also support the person/s in the following ways:

1. Create a bond: kindly ask for their name and their needs, including how they feel and if they need some urgent assistance such as health or protection services.

2. Provide key information to continue the journey: distance to the closed location and services available there, if there is a humanitarian transportation provision in the area, key country phone numbers, and referral pathways, etc.

3. Take the opportunity also to sensitize about protection, hygiene, and health explaining the use of any distributed items, etc.

4. Gather basic information while registering the individual/household: the place of origin, intentions/expectations for settling, number of household members, etc. Include the phone number (WhatsApp number better, as phone lines, can change from country to country) to monitor the individual/household after the provision of the assistance. (It can be combined with DTM data collection rounds)

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59   More information at: Distribution, Shelter materials, NFI, and Cash - Guidance to reduce the risk of GBV. Link and R4V Shelter Sector: Standardization of Household Items Survey (Estimated to be published by February 2023)

Provision of emergency household items [59]

Suggested standard indicators

# of refugees and migrants receiving essential households items (following minimum standards)

# of essential households item kits distributed (following minimum standards)

# of refugees and migrants benefiting from distribution of essential household items through CBI

# of refugee and migrants household targeted by distributions that report having appropriated household items

# of refugees and migrants sensitized on … (based on the project objectives and/or population needs)

# of community sensitization sessions conducted on … (based on the project objectives and/or population needs)

Management and Coordination of Temporary Collective Shelters[60]

Camps and camp-like settings must be avoided and used only as a last resort. The recommendation is to use existing infrastructures adapted to host migrants and refugees collectively for a short period of time. Important: IOM cannot purchase buildings or other facilities for this purpose and, even less, without an exit strategy that includes the handover of the site and its responsibilities.

It includes as part of its core activities: the management of the site, the coordination of the services and participation promotion through AAP, CwC and other mechanisms.

Due to IOM capacity and internal structure in the region, it is recommended the use of Implementing Partners (IP) for management of the Temporary Collective Shelters, only provide it directly as IOM in case the mission has previous experience or qualified staff (e.g., site planners, CCCM trained teams, engineers/architects …) for it, as well as funding to sustain the response as long as necessary. In general, it is recommended to prioritize the following activities:

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60   More information at: Collective Shelter Management Toolkit. Link and at the IOM CCCM Community of Practice. Link

Management and Coordination of Temporary Collective Shelters

Managers capacity building	Infrastructure interventions (and maintenance)	Provision of equipment

Through the existing knowledge and capacity within IOM, it is recommended to train managers of directly supported sites and/or those part of the national Shelter (CCCM) Sector.
 	
 Recommendations:
 	
 • In-person training or a combination of virtual & face-to-face training, led by a CCCM-certificated trainer.
 	
 • Include the following themes:
    o Roles & responsibilities
    o Country norms and regulations (administration)
    o Protection in practice
    o Cross-cutting issues such as AAP (CFM), GBV, PSEA…
    o Exit Strategies
	The intervention must be designed considering the specific portfolio and characteristics of the collective shelter, not only to adequate it in terms of general habitability, but it must also consider the specific needs of vulnerable groups, with special attention to people living with disabilities, children, women, and elders. Actions such as Safety Audits can help to decide the type of intervention required.
	
	 Examples of types of interventions:
	
	 • Building retrofitting/adequacy works for those in very bad conditions, evaluate the transfer of the shelter to a better building.
	
	 • Building extension to increase capacity or add new functional spaces.
	
	 • WASH interventions: water and sanitation provision, latrines repair works… (Important: To be reported under WASH sector)
	
	 • Small interventions: wall painting, floor repairing, accessibility, etc.
	
	 Based on in-country IOM capacity:
	
	 • If IOM counts with qualified technical staff such as engineers and architects with field monitoring capacity: interventions of any size and type can be conducted. If the mission or subregional offices count on a Construction Unit, it is important to coordinate the work with them.
		Provision, including installation, maintenance and payments of guarantees, if required, of basic furniture, appliances, or any other kind of items that are required for the daily functioning of the temporary collective shelter.
		
		 Recommended proceeding with an assessment prior to procurement of the items to ensure it addresses the most urgent needs. There is no average kit price, it should be based on the center needs.
		
		 Note that this is not considered a provision of essential household items or shelter kits.

Management and Coordination of Temporary Collective Shelters

Managers capacity building	Infrastructure interventions (and maintenance)	Provision of equipment
	• If IOM does not count with a construction unit or qualified technical staff: Only small interventions are recommended. In case there is no technical capacity do not conduct retrofitting or large-scale works. Due to the norms and regulations in the region, Cash-for-Work interventions are not recommended for this activity. Migrants and refugees hosted for long periods of time, more than 1 or 3 months, can voluntarily participate in the intervention as part of the collective shelter activities, or if someone has the expertise can be hired. In general, a construction company must lead the process. * If possible, do not reduce the concept of the activity to exclusively "repairs" in project proposals as it limits the extent of possible interventions carried out during project implementation. Words such as "intervention" or "adequacy works" are recommended.	

Suggested standard indicators

# of refugees and migrants hosted in temporary supported collective shelter solutions

# of temporary collective shelter supported through CCCM actions/site management / … (based on the project objectives and/or population needs)

# of temporary collective shelter partners (IP) supported for site management

# of interventions in temporary collective shelter solutions supported with infrastructures improvements to achieve minimum standards

# of temporary collective shelters that are improved/rehabilitated complying with agreed international standards and guidelines

# of new temporary collective shelter solutions established complying with international agreed standards and guidelines

# of managers trained in the coordination and management of temporary collective shelter solutions and other related topics

# of individuals trained on Shelter assistance, Camp Management and Coordination

# of governance structures, that are inclusive and effective, supported/created in the temporary collective shelter

# of CFM established and functioning in temporary collective shelters

Hotel and Hostel Accommodation

This type of activity is recommended only for locations where there are no Temporary Collective Shelters working, and for a short period of time only. The reason for this is the high cost of the intervention vs temporary collective shelters (at individual unit cost) and the individual case management approach that it has for its implementation, requiring a large number of staff at the field level with basic shelter and protection background. If it is not measured based on the number of nights, meaning it is counted on weeks and months, short-term rental assistance programmes must be considered.

Take into account that if a full hotel is rented by IOM, it is considered a Temporary Collective Shelter (see prior activity description), as IOM becomes the manager of the center with private sector support. Generally, this activity is focused only on individual hotel/hostel room booking.

Provision of food and access to other basic services such as laundry, internet connection, hygiene articles, etc; must be considered. As well, as linkages with other sectors for activities during the daylight (e.g.; access to Support Spaces or social centers, community activities and centers, etc). And consider that household pets do need a place to stay, hotel/hostel may have specific policies for them.

Intervention modalities can be in-kind or CBI, generally the first one through IOM agreements with service providers. Airbnb type of programmes (with a duration of less than a week) can be considered part of this action.

Suggested standard indicators

> # of refugees and migrants (single users) receiving short-term accommodation support in hotel rooms

> # of nights booked at hotels/hostels for temporary accommodation of refugees and migrants

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⏩ 🔁 TRANSITION PHASE

First steps through socio-economic integration and part of the humanitarian exit strategies (2nd stage of the response – Generally for stranded migrants and refugees and/or those gathering financial means to continue the journey, as well as those at the final destination in their first 3 months of arrival to the location)

Short-term Rental Assistance Programs[61]

Short-term refers to actions that do not support the family to achieve a sustainable settlement of a household in a location, rather than covering an immediate need such as avoiding the sudden risk of eviction or reducing household stress on rent payment (prevent household indebtedness). Generally, it is focused on less than 3 months support.

To ensure that households are living, at least, following the minimum humanitarian standards on habitability, it is recommended the use of IOM Habitability checklists[62]. It is considered also good practice to: have a mapping of appropriate locations for renting houses (e.g; Rental Housing Market Assessments), household monitoring on monthly basis to mitigate landlord-tenant conflicts/abuse and to promote a safe and comfortable stay for the household, as well as one that lasts for the established period of time; or having a plan for household pets in case landlords do not accept animals. The main goal is to ensure the right to access adequate housing[63].

Rent-related debt/ eviction prevention payments can be considered; however, those are seen more as a protection measure that can be considered under Multipurpose Cash Assistance (MPC). For this type of intervention take into account that links with livelihoods programs are a must to make it sustainable, if not, it will end being a postponement of the eviction.

For mitigation of the organization's risk during the implementation of activities the legal department, known as LEG, has drafted specific forms that must be followed before assistance provision[64].

Airbnb type of programmes (with a duration longer than a week) can be considered part of this activity.

Short-term Rental Assistance Programs

Provision of cash for rent payments (Cash-for-rent)	Security of Tenure	Provision of Basic Essential Household Items
This refers only to the action of the provision of cash assistance to the family for rent payment purposes. By itself, just the provision of cash is not enough to be considered Rental Assistance and achieve the programmatic priority (to have access to an adequate housing).	Mainly focused on securing that both landlords and tenants have access to official contracts following the country's norms and regulations. Verbal and written contracts are an option of choice depending on the context.	Through the provision of household items such as kitchen sets, mosquito nets, blankets, jerrycans or buckets.

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61   The prevailing document on the matter is the "IOM Key Consideration in Rental Assistance" Link
62   Habitability checklists and complementary tools. Link
63   Habitability is only a part of the conceptualization of "Adequate Housing". More information available at: Fact Sheet No. 21 (Rev. 1): The Human Right to Adequate Housing- OHCHR and UN-Habitat 2010. Link and Guide for Adequate Housing in Response to migrants and refugees from Venezuela in LAC. Link
64   IOM LEG requirements. Link

Short-term Rental Assistance Programs

Provision of cash for rent payments (Cash-for-rent)	Security of Tenure	Provision of Basic Essential Household Items
It is recommended that this is given to migrants and refugees directly as an unrestricted conditional cash transfer, which assumes the risk of a household not dedicating the cash provided to the rent payment and prioritizing it to cover other needs. In cases, where the national norms and regulations do not allow the direct provision of cash to migrants and refugees, it can be directly given to the landlord (e.g; where migrants and refugees are not allowed to have a bank account, irregular migrants are not allowed to rent houses...)[65]	Provision of information about HLP rights is basic in this phase to avoid abuse or exploitation by any of the parties, in particular, abuse of power by landlords.	The budget can vary between 80 to 200 USD/kit, depending on the context. This activity, if the context allows it, is recommended to be done through CBI. Generally, with supermarket vouchers. ** See the section on "Provision of emergency household items", including the subsection on: "Sensitizations + Information gathering & provision".*

Suggested standard indicators

# of refugees and migrants receiving short-term rental support (less than 3 months)

# of refugees, migrants and host community members that have seen their rental tenure secured

# of refugees and migrants provided with basic essential household items

# of essential household items kits distributed

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65   For more information on the matter, contact: CBI Support cbisupport@iom.int

INTEGRATION PHASE

Actions focused on achieving socio-economic integration (Based on the 2023 context, last stage of the response – migrants and refugees at final destination)

Long-term Rental Assistance Programs[66]

The main recommendations are similar to the Short-term Rental Assistance Programs, however with the purpose of increasing the chances of achieving durable solutions and socio-economic integration, through ensuring the right to access adequate housing. There is a set of other complementary activities that are recommended to consider when implementing this program, in addition to the short-term ones.[67]

Provision of assistance contingent upon monitoring visits throughout the agreed period of assistance by IOM to the tenants. The assistance can be stopped when tenants by their choice are no longer living in the rented house or if one of the parties involved fails to comply with any other conditions for the provision of the assistance.

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66   The prevailing document on the matter is the "IOM Key Consideration in Rental Assistance" Link, as well as IOM LEG requirements. Link
67   More information at: Key considerations: How to achieve sustainable and durable Rental Assistance. Link

Long-term Rental Assistance Programs

Conflict resolution	Right of Adequate Housing sensitizations[68]	Housing improvements (Occupancy free of charge[69])	Housing equipment
Monitoring of the relationship between both parties involved, including mediation in the case of conflict. IOM is not responsible for the contract signed between both parties, however, based on humanitarian principles, including Do No Harm, IOM should make sure that migrants and refugees housed through IOM funding have the best living conditions possible out of any risk, including eviction or homelessness. As part of prevention activities for harmonic living in the shelter, conflict resolution must be addressed. I will also help to achieve long-term solutions. It can end in support to find for a new house to be rented.	There are several lines of work. Here the two main ones: 1. Advocacy campaigns and work with local and national authorities to include minimum standards on Adequate Housing on their norms and regulations including migrants and refugees. 2. Work with migrants and refugees to raise awareness on their rights to access to adequate housing, to avoid any abuse/discrimination due to lack of information on their rights.	Alternative or complementary action to the provision of Cash-for-rent which (simplifying) consist of the improvement of housing conditions by repairing/retrofitting/adequacy works of the house to be rented in exchange for the security of tenure for the agreed period,	Through the provision of household items such as mattresses, basic furniture, appliances, and other assets needed to inhabit a house. Consider that these kinds of kits are much more expensive than essential or emergency household items. The budget can go up to 1,000-1,200 USD/household. This activity, if the context allows it, is recommended to be done through CBI. Generally, with supermarket vouchers. Remember to include installing, maintenance and guarantees, costs, when required. *See the section on "Sensitizations + Information gathering & provision", at the first activity recommendations "Provision of emergency household items"*

Suggested standard indicators

of refugees and migrants receiving long-term rental support (more than 3 months)

# of refugees, migrants and host community members that have seen their rental tenure secured

# of refugees, migrants and host community members sensitized about the rights to access adequate housing

# of houses repaired, following minimum habitability standards, for rental purposes

# of host community members supported with shelter repairs in exchange of rental payments for refugees and migrants

# of rented houses equipped with furniture and appliances

# of refugees and migrants provided with basic furniture and appliances

# of refugees and migrants benefiting from distribution of basic furniture and appliances through CBI

# of refugee and migrants household targeted by distributions that report having appropriated furniture and appliances

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68 More information at: Guide for Adequate Housing in Response to refugees and migrants from Venezuela in LAC. Link
69 Norwegian Refugee Council (NRC) terminology

Provision of shelter construction materials and tools

These types of activities are recommended when: 1). Land/House tenancy is secured, 2). Settlement is recognized or formalized, and/or the intervention counts with local authorities' approval, and/or 3). There is an intention of migrants and refugees to remain in the location for a long period of time.

It is key that the kits respond not only to the place where the intervention is happening but also to the cultural identity of the migrants and refugees supported. This refers to including in the kits construction materials with which the population identifies, as well as construction tools and techniques. On the other hand, it is essential to take into account all the environmental aspects linked to the construction in a specific location.

Kits generally include the most expensive construction materials or those that are not locally available, for example, corrugated sheets or other industrialized materials; and household complement the kit based on their financial and/or human capacity (e.g.; construction time as labor or provision of construction materials available in the local markets). And the number of items as well as their type is generally directly related to the usability of such materials to cover at least a minimum area to accommodate a 5-member household (approx. 17.5 s.q.m. in an emergency context, up to 30 s.q.m.in a transition/development one).

Capacity Building on Construction Techniques	Right to Adequate Housing sensitizations
Key interventions to build the capacity of migrants and refugees to create resilience and empower them, as well as to create capacities that are required in the employment markets, increasing livelihood opportunities. It is better to be conducted through vocational training programs with official certification, however even if done informally it is an important asset for households, being key for self-construction initiatives.	*Consult the same section on Long-term Rental Assistance Programs. Note that the goal of the section is to raise awareness among authorities and to migrants and refugees about it, and their right to claim it when renting houses, etc: in this occasion, it is about building houses that follow minimum standards, their characteristics, etc.*

Suggested standard indicators

of refugees, migrants, and host communities receiving housing support (e.g.; new, improvement, repairs works)

# of shelter materials kits distributed

# of refugees, migrants, and host communities receiving shelter materials

# of construction tools kits distributed

# of refugees, migrants, and host communities receiving construction tools

# of refugees and migrants benefiting from distribution of shelter materials/construction tools through CBI

# of refugees, migrants, and host communities supported with shelter cash-for-work assistance

# of days of work supported with cash assistance

# of refugees, migrants and host communities who improve their construction skills, abilities and capacities

# of refugees and migrants benefiting from distribution of essential household items through CBI

# of refugee and migrants household targeted that report having improved their shelter living conditions

Settlements-based interventions[70]

A part from the Sphere Handbook, settlement is also defined as: "The place where people live as a socially defined and spatially bound unit, which reflects the interaction of dynamic social, cultural, economic, political and environmental features in space and time."[71]

Interventions focus on a geographical, administrative and/or social-cultural defined area of a city or peri-urban zone[72], in which a community is identified (in this case, the community is understood as a group of people who live together in a defined physical space, and they identify with the territory they occupy). Meaning it doesn't need to focus only on an official administrative level; it can be an area defined by the population themself.

The framework of these interventions is based on the Area-based approach/Settlements-based approach defined by the CCCM and Shelter Global Clusters[73].

The main ideas to consider are:

1. Interventions are not limited to migrants and refugees; it is imperative to include the host community; and plan all the actions considering the characteristics of each group by identity, gender, etc.

2. Participation/Community leadership is key to (re) building the social tissue for cohesion and reduce future tensions[74],

3. Local authorities are the main stakeholder in these areas, create strong linkages for coordination (intervention approval included) is crucial for adequate support and management of basic service provision;

4. It is a multisectoral and multi-stakeholders approach, so coordination and representation roles must be clear, and inclusiveness must be considered,

5. It is a way to achieve durable solutions for migrants and refugees, and to develop the host community, building resilience to future shocks while covering immediate needs

6. Interventions must take into consideration municipal urban plans/strategies for urban development/urban policies, being aligned or even supported with the intervention.

7. Teams are recommended to be diverse; in shelter interventions, there is a tendency to have exclusively technical staff members; professional diversity can increase the chances to reach the population in all the dimensions of the work required.

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70   IOM S&S Global Unit is developing the internal guidelines on the matter; once finalized and published, it will prevail over the recommendations mentioned here (Publication estimated for March 2023). The IOM CCCM Global Unit is also developing the IOM Position note on Area-based Approach (Publication TBC).
71   Relevant information at the: "The State of Humanitarian Shelter and Settlements 2018 - Beyond the Better Shed: Prioritizing People" Link and "Using the Sphere standards in urban settings. Part 2, 2020. Link
72   Specific for the R4V Context which is largely urban/peri-urban. The settlement-based approach can also be implemented in rural areas, generally by groups of small villages/communities. Specific materials on ABA in urban settings: Link
73   **Relevant information at the:** Settlements Approach Guidance Note **of the Global Shelter Cluster** Link and at the Area- based approach Working Group of the Global CCCM Cluster. Link
74   See the IOM's community-based planning manual. While the manual is finalized and ready for implementation the link for publication is pending. Contact with Transition and Recovery Unit at IOM (TrD Unit) for more information.

Settlements-based interventions	
Settlement community coordination support	**Public/Community Infrastructure intervention**
Actions focused on the "soft" component of the Settlement-based approach, which is sometimes from a CCCM perspective, on the "out-of-camps" strategies. Some examples are: • Community governance structures including representation of: migrants and refugees, host communities, local authorities, small private businesses and service providers, local associations, etc. Generally, these structures already exist, formally or informally recognized, which means the work must be focused on, for example, strengthening them by providing capacity building or giving them a voice and linking them with other structures. Efforts should be made to make these structures more inclusive, giving, for example, voice and capacity of action to people with disabilities and women. • AAP: access to feedback mechanisms, information, assistance, and any specific solutions according to their needs and vulnerabilities. It is important to create channels on Communication with Communities. • Information gathering (and sharing) about service provision and capacity in the area. Services may be overwhelmed by the arrival of the new population, it is important to understand if those are available for migrants and refugees and if they have enough capacity to continue providing the assistance. (e.g.: Area-based Assessments (ABA) of REACH-IMPACT[75] or IMMAP Settlements mapping[76]) • Coordination with other stakeholders to ensure inclusive service provision in the area. • Creation of community hubs, physical, mobile or non-physical points of information sharing and referrals, entry point to the community for migrants and refugees, coordination between stakeholders, etc. (e.g.; Support Spaces, Humanitarian distribution assistance hubs, Integr-Habitat Centers…)	Actions focused on the physical environment of the settlements, specifically in improving existing or building new infrastructure or services in the area. These set of sub-activities required high technical skills, combined with soft abilities, generally focused on community participation and AAP/CwC. Some examples are: • Construction, improvement, and/or maintenance of community infrastructures and public open spaces, considering environmental and disaster risk reduction concepts (e.g.: rehabilitation of a communal kitchen, construction of a park • Contribution to community infrastructure (e.g.: delivery of materials or equipment, maintenance kits, technical supervision) • Information, orientation and legal assistance in Housing, Land and Property for settlements • Technical guidance to municipalities and other relevant stakeholders on urban planning and development Important: WASH, Educational and Health infrastructure interventions must be reported to the thematic sector under the R4V Structure.

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75 Examples at REACH RESOURCE CENTER
76 IMMAP methodology for new settlements mapping. Link

Settlements-based interventions

Suggested standard indicators

of area-based assessments conducted

# of governance structures, that are inclusive and effective, supported/created at settlement level

# of refugees, migrants, host communities and local authorities who improve their communication/conflict resolution skills, abilities and capacities

# of refugees, migrants and host communities members participating of community activities at settlement level

# of meetings conducted between refugees, migrants, host communities and local authorities on … (adapt based on the project objectives)

# of refugees and migrants and host community members benefitting from settlement infrastructures and/or settlement management

# of interventions in settlement infrastructures undertaken through supported construction

# of settlements/community infrastructures that are improved rehabilitated

# of refugees, migrants and host community members supported with cash-for-work assistance

# of days of work supported with cash assistance

# of refugees, migrants and host community members participating in construction activities

# of refugees, migrants and host communities who improve their construction skills, abilities and capacities

▶▶ AT ANY PHASE

Shelter (and CCCM) coordination

Within the structure in which IOM R4V S&S response is taking place, the Inter-Agency Coordination Platform for migrants and refugees from Venezuela, IOM has a co-leadership role for the regional and country coordination of Shelter (and CCCM). Please, refer to "Cross-Cutting Issue 7: Inter-Agency Coordination" in page 19 of this document for more information.

Suggested standard indicators

of coordination meetings facilitated/conducted

# of interagency shelter and settlements technical guidelines published

# of Joint Needs Assessments supported/conducted

The context is not allowing, currently, durable housing solutions such as the provision of land or housing to migrants and refugees or repairing/retrofitting works on houses owned or new housing construction (dwellings) for/by in-destination migrants and refugees. This is due to the increased financial requirements which IOM currently does not have access to as well as the lack of access for migrants and refugees to private ownership of real estate assets due to lack of financial means, irregular status, and/or uncertainty about their long-term settlement. In 2021 and 2022, some exceptions have been identified in countries like Uruguay and Brazil, where some land access has been observed or creation of housing cooperatives with the support of diaspora groups; however, IOM's position has remained focused on the provision of shelter construction materials or tools for housing construction/improvements, and on the support for the improvement of informal settlements.

If a change in the context is observed, the strategy will be reviewed and will include more development-oriented shelter activ|ities.

ANNEX 2. IMPACT AND LINKAGES WITH OTHER SECTORS[77]
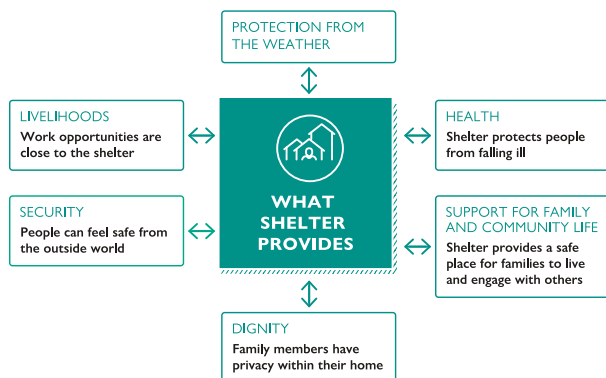
"Timely shelter and settlements support can save lives in the initial stages of a crisis. In addition to providing protection from weather, shelter is necessary to promote health, support family and community life, and provide dignity, security and access to livelihoods." [78]

In seeking to improve IOM emergency, transition, and integration response on shelter and settlements in the context of migrants and refugees in LAC, it is important to understand the wider impacts of emergency shelter and settlements interventions from an inter-sectorial perspective.

Basic shelter and settlements assistance meet some of the most essential and life-saving needs, and can contribute to improving health and hygiene conditions, and provides physical protection, privacy, and security; after COVID-19 it has been made clear that also it is a key element for health. However, maybe less obvious, there are other outcomes that are directly linked and improved thanks to the provision of shelter and settlement assistance. For example, basic shelter assistance can contribute to improve access to legal protection (HLP), an improved psychological state and conditions through a sense of normality, serving as a platform to access to basic services and supports socio-economic integration, among other things; and, at the end, support achieving the right to access adequate housing.

The following page provides a non-exhaustive list of examples of the positive impacts of access to shelter/housing and settlements:

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77   The Wider Impacts of Humanitarian Shelter and Settlements. Key Findings report. Link and Link
78   Sphere Handbook. 2018 Edition Link

- **Health and WASH**: Access to adequate and good quality shelter/housing:

  1. Prevents severe illnesses and reduces the risk of living with disabilities.

  2. Reduces inter-generational health inequalities, infectious diseases, and child mortality; and increases life expectancy and satisfaction.

  3. Lowers mental stress/anxiety and improves physical body conditions when living close to green areas.

  4. Reduces expenses on healthcare and hospitalization.

  - **Children Health and Development**: 1. Housing is a core element of family life. 2. Reduces the incidence of childhood-developed diseases and mental conditions. 3. Determines future socioeconomic status and exposure to early-onset delinquency.

  - **Mental Health**: 1. Creates a feeling of control and decision-making capacities, reducing emotional stress and therefore doctors' visits, increasing happiness/life satisfaction. 2. Reduce stress linked to GBV.

  - **Well-being**: 1. Gives autonomy, identity, and control over the living environment.

- **Livelihoods and Employment – Social Cohesion, Resilience, Poverty Reduction, and Economic Development: A shelter/a house can mean:**

  1. A physical and financial, as well as a social, asset.

  2. The provision of a place from where people can access other opportunities, e.g.: A) A place to open a business or be rented, becoming source of income; or B). Have a postal address and official access to public services: mail, water, sewage, or public lighting.

  3. Jobs creation (and capacity building) through construction programs, positively affecting the local markets.

  4. An increase in community integration, showing higher rates of involvement in leadership and participation, improving family social relationships.

  5. An increase in investment in settlements by the own community, also leading to social interaction in public spaces.

  6. An improvement in social stability and security at the neighborhood level.

- **Education**: Shelter/Housing helps the creation of stable environments that:

  1. Are the most effective to secure school registration and attendance, and educational performance.

  3. Reduce child labor.

  4. In the long-term increase access to better employment opportunities.

- **Food Security and Nutrition**: Access to shelter/housing:

  1. Improves the capacity to secure food and access to better quality food.

  2. Reduces the impact of malnutrition and other food-related conditions on children and women during pregnancy.

- **Gender and Family life**: Access to shelter/housing:

  1. Allows access to other basic human rights

  2. Reduce family tensions and stress, reducing family breakdowns and GBV or other forms of domestic abuse; and prevents family separation.

  3. Increase access to equal opportunities for single female-headed households

  4. Reduce social harassment, a consequence of economic vulnerability or SEA by landlords.

  5. Increases privacy and sense of security.

- **Disaster Risk Reduction**: Access to reliable shelters/housing with higher construction standards can:

  1. Reduce vulnerability to future disasters, avoiding, for example, future land and resource damages, and so reducing negative impacts on climate change.

  2. Market contribution to reducing financial shocks in a community.

  3. Build people self-reliance to face future extreme events.

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ANNEX 3. COMMON MISTAKES WHEN DESIGNING PROPOSALS

NARRATIVE

Prior to writing

- **Donor requirements: Each donor is different and has their own requirements.** It is important to research each donor's specific project and proposal requirements including:

  o Proposal format/template requirements

  o Technical requirements for S&S interventions (e.g.; ECHO – Environmental requirements, USAID – Mosquito nets specifications, or BHA – emergency repairs restrictions)

- **Coordination: Prior to developing the proposal, coordinate** with other organizations, through the humanitarian structures in the country/region, to avoid duplication and create synergies. If partnerships identified, it is important to mention them in the proposal.

- **Secondary Data Review and Needs Assessment: should serve as the baseline of the proposal.** Identify key data that can be mentioned throughout the narrative, that will explain project context, explain the need for an intervention and justify the interventions proposed. For instance, DTM reports frequently include information about the main needs of migrants, and shelter/housing is usually mentioned among the top needs.

- **Feasibility:** Proposals should be designed taking into account project feasibility, meaning, are **proposed activities achievable within the project timeline, operational context, organization capacity and budget.**

  o Feasibility Assessment: Recommend doing a quick analysis of the population/authorities' needs against organization resources and proposal time frame.

  o Context/ Organization Feasibility: It is particularly important in S&S proposals to assess procurement and supply chain feasibility prior to proposing interventions, for example, when international and/or large-scale purchases are required as they require longer internal administrative procedures, as well as an administrative process with customs release/nationalization. These considerations should be included in the proposal risk matrix. On the same matter, consult the availability of items at the IOM Global Stocks, managed by Global Procurement and Supply Unit (GPSU) in your region (For the Americas in Panama: UNHRD warehouse; also Oxfam and IFRC stock hubs in Panama are available for IOM purchase)

  o Implementation type: it is important to decide if the project will be implemented directly or through an Implementing Partner, as this will impact project design, as well as project timeline. Review existing MoUs/ contracts and consider the timeframe for signatures of new contracts, as well as the timeframe for coordination with Implementation Partners in the setup, ongoing implementation, and reporting of the project. These should be reflected in the project workplan.

While writing

GENERAL COMMENTS

- **Flexibility:** To the extent that the donor formats allow, present project initiatives in a flexible manner, indicating that **the implementation context may change and be unpredictable.**

  o Complete the Risk Matrix taking into consideration political, economic and social risks that could affect project implementation.

o Ensure risk reduction measures are part of the project design and are well communicated throughout the document. This demonstrates the organizations capacity and planning, as well as safeguards the donors investment.

o Avoid providing excessive details that could compromise implementation. Provide only the information request by the donor, or information necessary to explain the proposed response. For example: If the donor does not require the exact list of items, including items specifications, in an essential household item kit, just give examples of the items type.

- **Contextualize activities: Activities must follow the country's norms and regulations.** In the past, some proposals suggested activities that, due to the country's norms and regulations, could not be implemented (e.g.; not considering the regulatory status of the people targeted) or ended up being more expensive than planned (e.g.; not considering taxes, fees or inflation)

  o **Standards:** Refer to international standards (e.g. SPHERE), country norms and regulations, and country/regional interagency agreements/response plans (e.g. RMRP, HRP), as well as this strategy, with which the project is aligned.

  o **Data:** Mention key data from existing assessments, DTM reports or other relevant studies to contextualize the proposal.

- **Implementation Type:** It is important to analyze IOM's capacity for implementation when designing the project. Consider if IOM has the capacity to implement activities directly or if an implementing partner should be contracted to guarantee the technical capacity.

- **Implementing partners (IPs):** whether a newly identified or an MoU exist, must be mentioned in the proposal, to demonstrate if the project will be implemented directly or through a partner.

  o For IPs, consider checking on existing contracts and expiring dates with IOM Global Procurement and Supply Unit (GPSU).

- **Terminology:** Each country has its own S&S terminology, which is used by IOM staff on daily basis, however, donors may not be aware of it. It is important **to use international humanitarian/development terminology in the proposal documents.** Activities and indicators must be aligned with humanitarian sectors (e.g.; Temporary Collective Shelters should be under CCCM Sections, HLP in most of the cases is under Protection Sections). Similarly, make sure to incorporate key donor-provided indicators (i.e ECHO´s KOI and KRI).

ACTIVITY SPECIFIC COMMENTS

- **Multipurpose Cash Assistance (MPCA): is not considered shelter** per se, even when the Minimum Expenditure Basket (MEB) (and after it on the value transferred) includes shelter costs. Consider only Sectoral Cash, and MPC as a complementary protection action.

- **Non-food items (NFI): is not a synonym for essential household items.** Non-food items also refer to dignity, baby, school, and hygiene kits, which are not part of the shelter sector.

- **Food Assistance:**

  o **Food assistance cannot be included it under Shelter or Non-food items sections** in donors' proposals.

  o When IOM is providing the **food/canteen services in a Temporary Collective Shelter it is not part of the management and coordination, nor infrastructure improvements of the shelter.** It is important to separate it from the shelter sector activities by including it in food security or nutrition sectors-depending on the objective of the assistance and its characteristics. (This is also applicable to other sectoral services)

- **Construction interventions:** If possible, do not reduce the concept of the activity to exclusively "repairs" in project proposals as it limits the extent of possible interventions carried out during project implementation. Words such as "intervention" or "adequacy works" are recommended.

BUDGET

- **Consistency: Budget should be consistent with the narrative.** Ensure the duration of the project, sectors/ activities and total budget amount in the budget document matches the narrative proposal document. The Budget should include adequate funding for the time period of the project as well as the required capacity.

- **Keep it simple: Avoid over-complicated budgets** divided in an excessive number of lines per sub-activities or even payments. It does not allow flexibility and increased accounting complexity.

- **Hidden Costs:** Ensure the budget accounts for all **activity support costs** such as labor, loading, and unloading, transport, or warehouses, and fees and taxes.

- **Monitoring and Evaluation(M&E):** M&E activities have specific costs. Ensure the costs such as mid- and end-project evaluation, post-distribution monitoring surveys, field monitoring visits, monitoring staff, etc., are included in the budget.

- **IP costs:** Ensure your Implementing Partners **have included 30% budget cost to cover staff and office costs** in their proposals to IOM, and that this total budget amount is reflected in IOMs budget lines.

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ANNEX 4. BUDGET DESIGN RECOMMENDATIONS

In order to support project proposal design, specifically when coming to budgets, here is a non-exhaustive and non-exclusive list of elements to consider including when designing a Shelter and Settlements project budget. Not all recommendations are applicable to all contexts and implementation options.

The project does not need to have a line for each recommendation listed below, it is important to keep it simple and flexible, listing only the main activity. However, all the estimated costs to ensure project implementation must be considered, several costs can merge in one budget line and reflected as lumpsum or unit cost.

GENERAL RECOMMENDATIONS

On Staff and Office Costs

While generally is responsibility of the Resource Management Unit (RMU), it is recommended to make sure that:

- ☐ Always include enough budget for **at least one technical person** (engineer/architect)

- ☐ Shelter is not just about construction. Include staff budget to **hire a multidisciplinary team** that could include: lawyers, social workers, economists, information managers… Analyze the type of staff profiles needed to have a successful project implementation.

- ☐ In the case of **Temporary Collective Shelters, day and night staff** is required when IOM manages the site. Include enough funding for managers and support managers to cover all day hours.

- ☐ Shelter teams will require basic **stationary, visibility, and other items** (including computers, but others such as tools, helmets, etc, depending on the type of activities) to perform their tasks properly and safely.

- ☐ **Telecommunication cost** (phone credit) for the shelter team

- ☐ **Warehouse management/maintenance funding** (including rental cost, if applicable). For some donors (e.g.; CERF) and depending on the project characteristics, it can be included it under operational cost.

- ☐ If an exclusive S&S project (SN code), include enough funding for **TDYs**. (e.g.; daily field trips, monitoring and evaluation field trips, donors visits…)

- ☐ If there are not enough **vehicles** available in the mission, and those are required for daily work of the Shelter Unit, make sure there is funding to purchase new ones or rent enough to ensure field visits. (If the staff can move on public transport by themselves, including a stipend to cover transportation costs)

- ☐ Licenses for **graphic design and engineering/architectural software** for IOM staff, based on ToR and needs.

- ☐ In non-S&S exclusive projects (shared with other Units, and Departments within the mission) lines of: stationary, visibility, IT, telecoms, warehouse, and transportation, can be separated per Unit Operational Cost. Confirm with RMU.

- ☐ If a non-exclusive S&S project, include under each activity or monitoring and evaluation lines the estimated cost of required **TDYs** for the team.

- ☐ Inclusivity goes beyond project activities; it also includes staff hiring. Therefore, it is important to consider, when hiring people with disabilities, a budget allocation for **Reasonable Accommodation** in order to, for example, adapt the workspace to the specific needs that allow the person to carry out the job or undertake a training

Operational

☐ Remember **consultancy costs** (including salary) are part of operational costs.

☐ If IOM has a coordination role in the country, include funding for **Shelter (and CCCM) Sector support activities** (e.g.; Joint Needs Assessment, trainings…)

☐ **For each main/big activity create a budget line** to better monitor the intervention. Keep it simple and flexible. This line should include all the costs of the implementation as Lumpsum or total Unit Cost (see items descriptions on the bullet points below).

☐ For **CBI activities check the Budgeting and Accounting Structures** (ACO Alert No. #18[79]) for budget line distribution and WBS assignation.

☐ **Internal staff capacity building funding**, to participate of webinars, fora, etc; as well as to organize internal training.

☐ Include a **Monitoring and Evaluation** budget line

☐ Cost to **mainstream AAP/CwC and PSEA** must be included in the budget, including Complain and Feedback Mechanisms (CFM).

☐ Incorporate enough budget to include S&S **assessments and/or other information-gathering forms** that help informing the response.

☐ Consider if the project is relevant enough for the S&S community of practice or the mission itself, funding to produce a **case study**, produce **communication materials** such as videos or press notes, etc.

☐ When implementation is done through an **Implementing Partner**, remember to add 30% of staff and office costs for their activity implementation

☐ Always include an extra 10% cost based on total operational for **contingency**, mainly when large procurements are envisioned.

ACTIVITY SPECIFIC RECOMMENDATIONS

For any kind of essential household items, shelter materials and tools distribution

☐ If **in-kind**:
- Transportation to the warehouse and from it to the distribution location, including labor for loading and unloading, and staff transport cost for the distribution day
- Storage cost (see also the above-mentioned line on warehousing)
- Purchase unit cost (consider if it is a local/national or international purchase, in case of international include customs taxes costs (and delivery timing))

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79   Link to CBI Global sharepoint. Link

☐ If **vouchers**:

- Cost of designing and printing the vouchers or cards
- Potential fees associated to the vouchers/cards used by the beneficiaries
- Net cost of the assistance
- If distribution is not managed case by case, individually, consider staff transport and other logistics for the distribution day, see recommendations for in-kind and open spaces in this section.

☐ **IEC materials** designing and printing cost

☐ **Stipend** (cash-for-work) **for volunteers**, if necessary, during distribution

☐ If **market assessment i**s considered/necessary (depends on the size of the exercise and secondary data available):

- IT items for the information collection (including virtual surveys or interviews)
- Day tool training costs (see in other activities costs to consider for training)
- IM capacity (staff cost)
- Transportation for the staff/enumerators/volunteers
- Stipends (cash-for-work) for volunteers and/or enumerators
- Graphic design consultancy if going to be published

☐ In case of distribution in **open spaces**:

- Materials for delimitation and signaling at the distribution area
- Furniture such as tables and chairs (rent or transport from the office)
- Creation of shadow areas (rent or transport from the office)

☐ If **vocational trainings** or other capacity-building actions are considered:

- Room/workshop rental cost
- Catering cost (Food, Coffee breaks)
- Transport, Accommodation, DSA of participants and trainers (stipend)
- Stationary and other support items + Materials printing
- Sample materials or items for trainer demonstrations or trainee practice
- Field visits
- Trainer hiring cost if there is no capacity within the mission (Consultancy contract)

☐ If **sensitization activities** are considered during distribution:

- IEC designing and printing cost
- Stationary and other support materials
- Water bottle distribution depending on the duration and drinkable tap water availability.
- Furniture such as tables and chairs depending on the duration (rent or transport from the office)
- If on an open space: Creation of shadow areas (rent or transport from the office)

For Temporary Collective Shelter Interventions

☐ **IEC and signage designing and printing** costs

☐ **Site manager office** items costs (e.g. IT, stationary, furniture…)

☐ **Building/Land Rental cost** for the implementation period of the project, if land or building is not public or has not been a concession

☐ **Utility costs** for the implementation period of the project (e.g.: electricity, gas, water, phone lines, Wi-Fi…)

☐ **Support services costs,** such as laundry, computer room, etc; during the project implementation period.

☐ **Basic maintenance/repair works** (labor and materials)

☐ Cost of implementation and maintenance of **Complaint and Feedback Mechanisms** (CFM), including organizational capacity to close the loop.

☐ If **governance structures** (committees) are created or supported:
  - Capacity-building actions
  - Sensitizations
  - Materials/Items to perform their role

☐ If **capacity building activities** are considered:
  - Room rental cost
  - Catering cost (Food, Coffee breaks, etc.)
  - Transport, Accommodation, DSA of participants and trainers (stipend)
  - Stationary + Materials printing
  - Field visit to Collective Shelters (if necessary)
  - Trainer hiring cost if there is no capacity within the mission (Consultancy contract)

☐ If **infrastructure intervention** activities are considered:
  - Need assessment of the site: Safety Audit, Technical Assessments, etc. See the market assessment recommendations on the section above.
  - If IOM country mission does not have a technical/engineering person/unit:
    o Analyze previous interventions to compare costs, based on the need identified. If not available, check with other S&S partners in the country.
    o Engineering/Architectural Office consultancy subcontracting cost
    o Construction company subcontracting cost
  - If IOM country mission has a technical/engineering person/unit:
    o Compare previous interventions to compare costs, based on the need identified. If not available, check with other S&S partners in the country.
    o Prepare a basic budget including labor and materials costs, plus logistics such as material transportation

☐ If the **provision of equipment** is considered:
  - Transportation, including labor for loading and unloading, and storage cost
  - Purchase unit cost (consider if it is a local/national or international purchase, in case of international include customs taxes costs (and delivery timing))
  - Include installing, maintenance, and guarantee costs.

☐ Always consider the provision of **non-food items (essential household or hygiene items)** as a complementary intervention, if no other actor is in charge of it.

☐ Always consider having flexible funding to cover **basic service gaps** at the collective shelter.

For hotel/hostel accommodation

☐ **Unit cost per night per person** at a hotel/hostel that achieves minimum habitability standards (It is important to have previous hotels identified and assessed)

☐ Include **taxes**, if not included on the unit cost per night.

☐ Include three **meals** per day per person, if not included in the hotel rate (can be through CBI, and if mentioned on the rationale, mention it is a complementary service or include it under food security/nutrition)

☐ **Transportation** for the individuals from the place of registration/identification to the hotel/hostel (can be through CBI)

☐ Consider including laundry, phone, and other **basic services costs** during the stay at the hotel/hostel

☐ Take into account that this is almost a case management type of intervention, which has high **daily monitoring** costs (meaning staff and staff transport costs)

☐ Always consider the provision of **non-food items (essential household or hygiene items)** as a complementary intervention, if no other actor is in charge of it.

For Rental Assistance Programmes

☐ **Net cost of the rental assistance** (the amount can be an average and change case by case)

☐ **Taxes** and **fees** of transactions for rent payment

☐ **IEC designing and printing costs**

☐ **Assessments and information gathering/consultation** costs, generally for: Habitability Assessments, Housing Market Assessments and/or HLP Country Profiles. See the market assessment and the training recommendations in the sections above for "For any kind of essential household items, shelter materials and tools distribution".

☐ **Notary and/or Lawyer** costs for contracts (based on country norms and regulations)

☐ **Rented house utilities costs** during the period of coverage, if considered for the project

☐ Take into account that this is almost a case management type of intervention, which has high **daily monitoring** costs (meaning staff and staff transport costs)

☐ If **housing improvements** are considered. See the infrastructure interventions recommendation on the section "For Temporary Collective Shelters" and the full recommendations on "For any kind of essential household items, shelter materials and tools distribution" sections on this checklist.

For Settlements-based interventions

☐ • **Assessment** (Area-based assessment, service mapping…) **and information gathering** costs. See the market assessment and the training recommendations in the sections above.

☐ For **community participation** activities:
- IEC designing and printing materials
- Furniture such as tables and chairs (rent or transport from the office)
- Stationary and other support materials
- Water bottle distribution depending on the duration and drinkable tap water availability
- If on an open space: Creation of shadow areas (rent or transport from the office)
- Stipends for those participating depending on the timing of the day and other considerations

☐ For support of **governance structures and work with authorities**:
- Meetings cost (transport, stipends, rooms, coffee, etc...)
- Capacity-building actions
- Sensitizations
- Materials/Items to perform their role

☐ If **urban infrastructure interventions** are considered:
- Include needs assessment and service/infrastructure mapping costs. See the market assessment and the training recommendations in the sections above for "For any kind of essential household items, shelter materials and tools distribution".
- See the infrastructure interventions recommendation on the section "For Temporary Collective Shelters" and the full recommendations on "For any kind of essential household items, shelter materials and tools distribution" sections on this checklist.
- See the community participation recommendations in this section