



SHELTER NFI | Methodologies for Response

I. OBJECTIVE

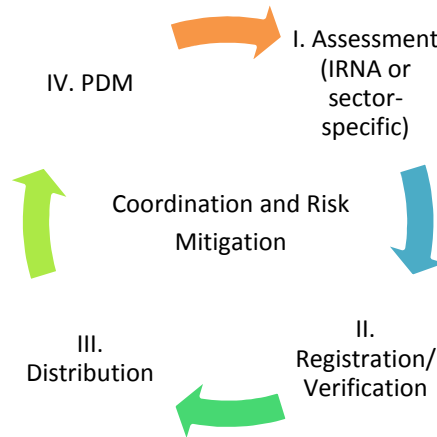
The Shelter and Non-Food Items (NFI) Cluster provides life-saving assistance to people affected by crisis. Since the onset of the December 2013 conflict in South Sudan, the cluster has been reaching impacted communities across the country with assistance, with priority to the most conflict-affected areas. The fact that many of these locations are remote, scattered and hard-to-reach, adds a layer of complexity to the cluster's interventions, raising issues around appropriate response methodology to ensure responsible and accountable approaches in the field.

The purpose of this document is to guide cluster partners through the key stages of the emergency response cycle: assessment, verification or registration, distribution, and post-distribution monitoring, and to provide recommendations on appropriate methodology and minimum requirements. These guidelines are not exhaustive but help provide partners with a clearer idea of cluster expectations in regards to approach and service delivery.

II. GUIDING PRINCIPLES

- The purpose of NFI and shelter assistance is to save lives, mitigate suffering and preserve dignity.
- NFI and shelter items are distributed on the basis of assessed need. NFI assistance in particular is not a right.
- We are accountable to our beneficiaries (and our donors) to fulfill our mandate to distribute on the basis of need, by ensuring proper assessment and verification of need.
- Need for NFI is not the same as need for food. We cannot assume that people who received food assistance will also need shelter and non-food items.
- Expectations must be managed right from the beginning of the response cycle. Clear communication with OCHA, partners, community leaders and beneficiaries is crucial for everyone's dignity and safety.
- We should identify local coping strategies and not undermine them. NFI/ES distributions are NOT a sustainable service; beneficiaries must be encouraged to find alternative ways of dealing with predictable situations in the long term in order to avoid dependency on aid.
- Given the scale of the current crisis, we must keep in mind competing priorities for limited resources. All perceived crises in the country are not necessarily emergencies requiring NFI and shelter support -- responses to incidents of cattle raiding, fire and flood should be reviewed with an eye to the greater context, the extent of need, and criticality of the event.

III. THE ES/NFI EMERGENCY RESPONSE CYCLE



1. COORDINATION

Coordination is a critical component of any shelter-NFI response. When planning an intervention, relevant stakeholders must be contacted in order to ensure a harmonized and needs based-response. Discussion points should generally include the team’s intentions, target beneficiaries, type of assistance being provided, and the timeframe for the intervention. Key stakeholders could include:

- RRC/ROSS, local government officials
- Village chiefs
- Civil society groups (e.g. women’s groups)
- Other humanitarian partners active in the area
- UNMISS (UNISFA for Abyei)
- State Focal Points and the Shelter-NFI Cluster

It is important to report your activities to the Cluster so that it can continue to identify gaps and potential overlaps, provide support, and report on the accomplishments of the sector.

2. ASSESSMENT

NFI and shelter items are distributed on the basis of assessed need which is determined either through an inter-agency rapid needs assessment (IRNA) or cluster-specific assessment, depending on the situation. The objective of the assessment is to better understand the emergency context and identify the extent of need among the affected population.

No distribution will take place unless some kind of assessment is first conducted and the needs are confirmed by reputable partners¹.

With limited resources available, a needs assessment ensures that shelter and non-food items are given to the populations that require them the most. Assessments should always consist of some combination of household interviews with the affected communities, group discussions with the affected communities, key informant interviews, and direct observation. Of these, direct observation is probably the most useful for the cluster, as the needs can be immediately, objectively and accurately identified based on sight. When conducting needs assessments, you are looking for:

- Are there legitimate beneficiaries present? How many?

¹ The only exception would be in the case of Survival Kits, when circumstances meet Cluster criteria. See the 2016 Cluster Response Plan for more details.

- What kind of NFIs, if any, do the people have?
- What kind of shelters, if any, are they living in?
- What is the household size and how many people are there per shelter?
- Are there local materials available and does the population have the means of procuring them?
- How are people coping? Is there a host community providing sufficient support?
- What are the populations' intentions? Will they remain where they are or move somewhere else?

The Shelter and NFI Cluster has created an assessment tool that is available and can be used by field teams. The tool should be modified depending on the context; this should be done prior to traveling to the field.

3. VERIFICATION/REGISTRATION

If genuine need is identified during the assessment process, the next step is to decide to whom the assistance will be given. The verification and registration processes ensure that the right people (those with life-saving need) receive the right items (items they do not already have) during a distribution:

3.1 Verification

Verification is the process by which the presence and needs of a household are confirmed. Verifications are often done to confirm that a list that has been produced by a non-partner organization (i.e., one who is not focused on shelter and NFI need) is indeed accurate and lists households with genuine need; however, they can also be done as an integral part of an independent registration process.

3.2 Registration

Registration is the process by which the details of households, whose needs have already been identified, are gathered. The results will be for the “beneficiary list” for the distribution.

The distribution of shelter and non-food items should never be based solely on unverified lists provided by local authorities.

Similarly, as food and ES-NFI need differs, lists produced by WFP (or food distribution partners such as NGOs or ICRC) are not necessarily appropriate for use in shelter and NFI distributions, unless a solid justification can be provided that NFI need is similarly widespread in a particular location. Additionally, verifying that IDPs exist is not the same as verifying need. The shelter and NFI cluster policy is to verify both existence and presence of need.

Given the current context and the extent of need in South Sudan, distribution to host communities in particular must come with a strong justification.

4. DISTRIBUTION

Efficient and equitable distribution approaches should be planned in consultation with affected populations. Relevant stakeholders should be consulted on which distribution locations are most suitable for safe and dignified access to and receipt of shelter and NFIs.

Goods can be distributed in a couple of ways:

- To individuals who act as their own heads of household (identified by the woman);
- To groups of beneficiaries through the leaders of each beneficiary group or community representatives. The cluster doesn't recommend using this approach, but it can be used in special cases when access is extremely compromised.

Two basic questions will help you choose the most appropriate approach: how much responsibility is it appropriate to give to the beneficiary beneficiary and community leadership? Do you have the resources available and the access to conduct a more robust exercise?

5. POST-DISTRIBUTION MONITORING

Post-distribution monitoring remains the primary mechanism for evaluating the effectiveness, appropriateness and coverage of individual responses, and thus accountability to beneficiaries. Traditionally, the core methods of PDM have included: desk reviews of all response documentation including the standard reports; conducting household surveys with beneficiaries; focus group discussions with beneficiaries and non-beneficiaries; key informant interviews; and market surveys. PDMs evaluate a single response, and consider the timelines of response and related factors such as access constraints, availability of logistics support and flights to field locations, delays of pipeline stock movement at regional borders, and so on. PDMs also consider if the beneficiaries have been sufficiently included in the response cycle and if the items received are of adequate quantity, quality and range to suit the specific emergency needs.

5.1 Types of PDM:

	Standard PDM	Mini PDM
Overall objective	<ul style="list-style-type: none"> To improve the quality of programming in the NFI/ES cluster 	<ul style="list-style-type: none"> To improve the quality of programming in the NFI/ES cluster
Objectives	<ul style="list-style-type: none"> To render the quality of NFI/ES projects accountable (to beneficiaries, partners and donors), with the use of household level indicators To feed learning into NFI/ES cluster policy and practice 	<ul style="list-style-type: none"> To render the quality of NFI/ES projects accountable (to beneficiaries, partners and donors) To feed learning into NFI/ES cluster policy and practice
Specific objectives	To evaluate a distribution's: <ul style="list-style-type: none"> appropriateness effectiveness coverage 	To evaluate a distribution's: <ul style="list-style-type: none"> appropriateness effectiveness coverage
Advantages	<ul style="list-style-type: none"> Allows household level quantitative indicators to be captured to compare interventions Provides a stronger basis for findings and recommendations Uses more rigorous sampling 	<ul style="list-style-type: none"> Requires relatively little time, personnel and resources Does not require PDM leader to be strong in managing questionnaire based household surveys
Disadvantages	<ul style="list-style-type: none"> Requires more time, personnel and resources Requires PDM leader to be strong in managing questionnaire based household surveys 	<ul style="list-style-type: none"> Does not allow household level quantitative data to be captured to compare interventions Household level data collected is less representative
When	<ul style="list-style-type: none"> 2 weeks – 4 months after the distribution 	<ul style="list-style-type: none"> 2 weeks – 4 months after the distribution
PDM team	<ul style="list-style-type: none"> 1 PDM leader 4≤ PDM team members 0-3 Interpreters (depends on language skills and the number of the PDM team members) 	<ul style="list-style-type: none"> 1 PDM leader 1≤ PDM team members Interpreters (depends on language skills of PDM team leader/members)

Total field time	<ul style="list-style-type: none"> • 2≤ days (depending on logistics etc) • Includes half a day for training 	<ul style="list-style-type: none"> • 6≤ days (depending on logistics) • Includes 1 day for training 1 and a half days for pre-testing
Data collection methods	<ul style="list-style-type: none"> • Desk review • Household questionnaires • Focus group discussions • Key informant interviews • Market surveys 	<ul style="list-style-type: none"> • Desk review • Focus group discussions • Key informant interviews
Types of sampling	<ul style="list-style-type: none"> • Probability (simple random sampling) • Non-probability 	<ul style="list-style-type: none"> • Non-probability

6. RISK MITIGATION

All teams going to the field should be familiar with the principles of field conduct provided by the South Sudan Humanitarian Country Team.

These principles are designed to assist humanitarian teams based in locations where the onus is frequently on the humanitarians themselves to ensure their own security, negotiate grassroots-level access, and operationalize the principles that allow the humanitarian community to continue engaging in both government and opposition-held areas. Smart engagement at the field level is essential not only to maintaining a safe and secure working environment for teams on the ground but also to preserving humanitarian space, both locally and nationally. Each team should be conscious of how its choices can impact the broader operational environment.

- Humanitarian action is guided by the principles of humanity, impartiality, neutrality and operational independence.
- Affected populations must be able to reach emergency assistance when and where needed, and in conditions of safety and dignity.
- All conflict parties must provide conditions conducive to the provision of humanitarian assistance to civilians.
- Humanitarian workers, assets and supplies must be able to operate and move freely in all areas where people are in need to identify and assist the most vulnerable, through the most effective means (road, river, air) and routes, including cross-lines.
- National and international humanitarian workers, as well as humanitarian assets and supplies, must be protected and respected at all times. Humanitarian vehicles, air craft, boats and property are controlled and moved at the discretion of humanitarian workers only. Assets/supplies seized should be returned to humanitarians.
- Humanitarian assistance should not be diverted or interfered with. Aid recipients must not be pressured or forced to share or hand over humanitarian assistance to anyone else.
- Humanitarian personnel and operations should not come under pressure or interference based on the military, economic, or political interests of any party.

IV. RESPONSE METHODOLOGIES

1. ASSESSMENT

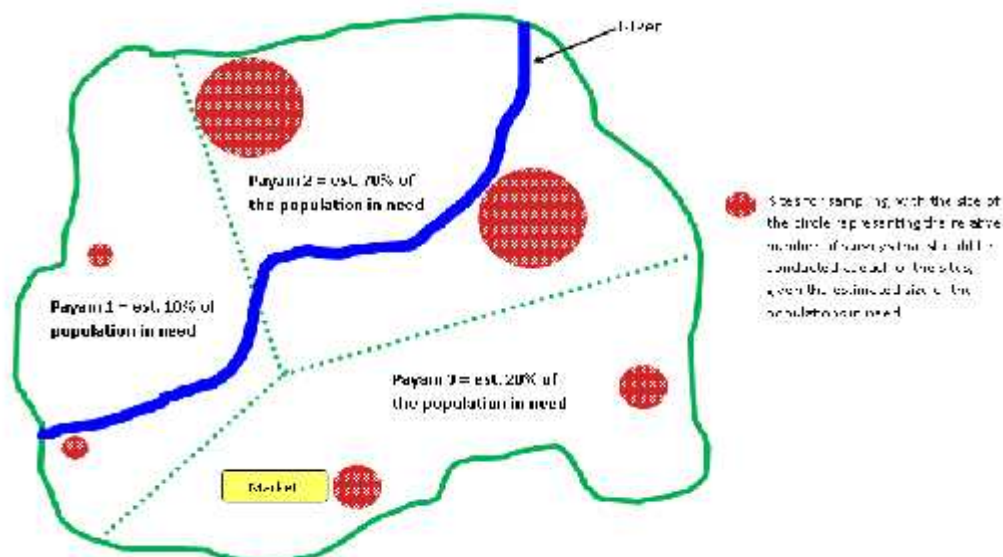
Generally, when determining assessment methodology, teams should decide to use one or both of the following approaches to gathering primary data from the affected communities. The methodological choice is often dependent on time, team size, access, etc.

1.1 Individual household interviews

Individual household interviews are aimed at gathering comparable data across multiple locations. The idea behind this approach is to get a sample that can be representative of the entire population, meaning that the team is able to obtain as accurate a picture of the overall situation as possible by talking to a strategically chosen fraction of the total population. For example, if an IDP community is thought to contain around 1,000 households, a team can visit around 80 households and assume that the remaining 920 households in the community have similar needs to those interviewed. Assuming that enough households are interviewed, this is generally the most representative means of assessment but also the most rigorous.

While completely random sampling can ensure objectivity, it is likely (and preferable) that assessment teams will target certain locations and/or informants with purpose or based on pre-determined characteristics, particularly as related to vulnerability -- this is known as non-probability or purposive sampling. This is generally the best approach given time constraints and the need to ensure that the team is gathering information on communities that are experiencing the crisis differently (as a result of their location or other factors) and thus might have differing needs. Additionally, it is important that the number of households targeted for interviews in each location is proportional to the number of reported people in need. The below map and chart demonstrate how to conduct purposive sampling.

For example, if the in-need population is estimated to be around 2,000 HHs, the team should be planning to sample around 80 HHs (more determining sample size can be found in the section below). Upon arriving in the area, the team learns that of the 2,000 HHs, around 70% are in Payam 1, 10% are in Payam 2, and 20% are in Payam 3. In order to ensure that the sample is representative of the population, the numbers of HHs interviewed in each location should be relative to the population sizes. Further, because there is a river and a market in the area, the team will need to ensure that it samples each of the different *types* of sites.



Payam	Est. size of population in need	Percentage of total (est. size of population in need in one location/total population in need)	Number to sample (total sample size x %)	Sites to sample
1	1400	(1400/2000)= 70%	(80*0.7) = 56	By the river and not
2	200	(200/2000) = 10%	(80*0.1) = 8	By the river and not
3	400	(400/2000) = 20%	(80*0.2) = 16	By the market and not
TOTAL	2,000	100%	80	

Although the site selection is not random, teams should attempt to apply a random approach to choosing households for interviewing (e.g. by agreeing to interview every n^{th} house encountered or by randomly choosing people from a list, if one exists) and to use the tool exactly as written so as to be able to compare results across locations. If, however, the households are spread over a large area and the team is trying to target a certain type of household that is difficult to find (e.g. IDPs), the team may opt to use “snowball sampling.” In this approach, the team can ask the households it is interviewing to identify other households that may fall within the targeting criteria.

Additionally, when conducting assessments using household surveys, it is essential that teams get as close to statistical significance as possible by choosing an appropriate sample size (i.e. number of households) vis-à-vis the projected total. Below are examples of required sample sizes per number of affected households, with differing level of confidence.² The lower the confidence level, the less reliable or representative the data is likely to be, hence the lower sample size.

Total number of affected (HH)	Sample size required (90%, 10%) ³	Sample size required (80%, 10%) ⁴	Sample size required (70%, 10%) ⁵
100	41	30	22
300	56	37	25
500	60	39	26
700	62	39	26
1,000	64	40	27

To get a more exact number, teams can use the following sample size calculator: <http://www.raosoft.com/samplesize.html>.

In addition, it is usually recommended to add an additional 20% of the sample size to the total number of households interviewed. So for example, if a team needs 60 interviews to be 90% confident in the survey results, then it is recommended that the team conducts around 72 (60 + 12) interviews total. This helps account for any spoiled surveys or improper data entry.

1.2 Community group discussions

Community group discussions aimed at gathering as much information as possible in a short time, are another means of collecting primary data from affected communities. Unlike the household interview, community discussions should be

³ 90% confidence level with +/-10% confidence interval.

⁴ 80% confidence level with +/-10% confidence interval.

⁵ 70% confidence level with +/-10% confidence interval.

more of a facilitated conversation, with the questions acting more as overarching guidelines, thus enabling the communities themselves to identify the most pressing issues. At each site, which will also be chosen based on characteristics related to vulnerabilities, at least one male community group discussion and one female community group discussion should be conducted, the latter of which should be led by a female team member. If several differently affected groups are found at one location (e.g. hosted populations and communities living out in the open), they should be treated as separate community groups and each should have their own discussions. In all cases, groups should have no more than 15 people.

Household interviews and/or community group discussions should always be paired with key informant interviews and direct observation so that information gathered from the communities can be triangulated.

As previously noted, methodological choices are often dependent on time, team size, and access. Obviously, the more in-depth the assessment the more accurate your picture of the situation will be. In the case of IRNAs, however, time on the ground is often severely limited. If there is no time to gather enough information so as to be statistically significant, focus on the diversification of sources of information and talking to as many people as possible within the time allotted. Triangulation of information is particularly important in these cases.

Regardless of their methodological choices, teams should be able to explain the rationale behind their approaches to assessment. When reporting to the cluster, methodology and justification for intervention are always reviewed in order to establish the degree of accuracy and reliability of the assessment and, as a result, what the next steps might be.

2. REGISTRATION/VERIFICATION

2.1 Targeting

Prior to a registration or verification exercise, the team must agree upon clear targeting criteria that is linked to actual needs identified.

In the current context, The Cluster will continue to target the most severely affected populations that demonstrate acute, life-saving need for either shelter materials or basic household items. Support will be provided solely on the basis of identified need regardless of a beneficiary's "status," such as IDP or returnee. At the same time, the Cluster recognizes that gender, age, and status are often factors that enhance vulnerability and thus need to be taken into consideration when analyzing the degree of need. Persons who are exposed to a combination of risks and have limited ability to cope in the face of those risks (i.e. vulnerable people), should always be prioritized. Particularly vulnerable individuals may include the following:

- Pregnant and lactating mothers;
- Unaccompanied elderly (60+ years);
- People with physical disabilities or chronic illness;
- Female-headed households or single parents;
- Unaccompanied minors (under 18 years old);
- Persons with no effective community links.

Vulnerable people (according to the criteria above) are a sub-set within this group. Vulnerability criteria can be used as an alternative targeting approach, which may in some cases be easier to manage and can be used where relatively limited resources or insecurity demand a smaller scale approach.

Once decided, targeting criteria must be communicated to all stakeholders – cluster partners, RRC, national authorities, community leaders, and beneficiaries. As shelter and NFI actors, we are accountable to our beneficiaries and thus must be transparent about to whom we are giving aid and why. The RRC/SSRRA and local community leaders are essential in communicating details about targeting criteria and distribution approaches.

2.2 Verification

If some kind of registration list has already been generated by another actor that may be considered for use for an NFI distribution, then the team will proceed directly to verification. Lists may be produced by local authorities, chiefs, WFP or other actors.

The goal is to compare what is on the list with what is visually verifiable, confirming firstly the existence of those on the list, and secondly whether they meet the agreed targeting criteria and are genuinely in need of assistance. As noted previously, verifications should be conducted specifically for the Cluster (i.e. separate from WFP) as the need for S-NFI is unique.

A house-to-house verification involves going into communities and visually verifying the existence and needs of families in the place where they sleep. Where all families can be reached, this should be the primary goal. However, if the list is too large to make this realistic, or if the site is remote and the population dispersed in areas that are practically unreachable for security or geographical reasons, then a sample of the list should be selected for verification.

As explained in the assessment section above, sampling means that you are collecting information from a smaller population that will enable you to make inferences about the larger population. If the areas covered include groups people who are likely to have different vulnerabilities – e.g. some are in flooded areas while some are not – the team can use “purposive” sampling to ensure that each type of potential vulnerability is covered in the sample (more on this above).

Once a sample of the list has been selected, teams attempt to locate the families to visually verify their existence, and whether they meet the agreed targeting criteria. This will involve visual verification and can as well as a questionnaire to determine whether families meet the agreed criteria.

Sample size guidelines are as below (repeated from previous section for ease of reference). Principles to be followed in sampling are the same as mentioned in the assessment section.

Total number of affected (HH)	Sample size required (90%, 10%) ⁶	Sample size required (80%, 10%) ⁷	Sample size required (70%, 10%) ⁸
100	41	30	22
300	56	37	25
500	60	39	26
700	62	39	26
1,000	64	40	27

For the list to be deemed acceptable, a sample size that gives 90% confidence with 10% confidence interval from the full list should be selected for verification (wherever possible adding a further 20% of the sample size to account for data entry errors).

⁶ 90% confidence level with +/-10% confidence interval.

⁷ 80% confidence level with +/-10% confidence interval.

⁸ 70% confidence level with +/-10% confidence interval.

Of that sample, as a rule of thumb, at least 80% of the families appearing on the list should be confirmed to exist, and confirmed to have need for the list to be deemed valid. The below chart shows the number of HHs on a list that need to be verified as legitimate in order to meet the 80% threshold for a variety of sample sizes:

Total number of affected (HH) on the existing list	Sample size required (90%, 10%) ⁹	+ 20% = total number (HHs) to verify (for error)	Trigger number (HHs) for blanket distribution to the existing registration list (80% accuracy)
100	41	50	40
300	56	68	54
500	60	72	57
700	62	75	60
1,000	64	77	61
1,500	65	78	62
2,000	66	80	64
5,000	67	81	64
10,000	68	82	65

If upon verification an existing list meets these requirements, then the team can continue with the distribution, using that list. If, however, the households on the list cannot be found or do not appear to be in need, the team may need to launch its own registration process.

2.3 Registration

2.3.1 House-to-house registration

Ideally, registration is done in the same way as the verification process – through house-to-house visits, during which the family is assessed against agreed criteria. If the family meets criteria, they can either be registered directly, and/or receive a token. If they do not, they are not registered and/or do not receive a token. Both of these methods collapse the verification and registration process into one. This approach can only be done thoroughly where populations are relatively easily accessible.

Distributing tokens to those who meet criteria can save time as it can be done relatively quickly, avoiding the need to record extensive detail at the time that need is identified. Given that registrations can attract people who are not genuine cases, it may at times be appropriate to only conduct token distributions first thing in the morning. The team can register the households (i.e. record the detailed household information) when the beneficiaries with tokens present themselves for the distribution.

2.3.2 Using technology

An enhanced method of registration is being used by Global Communities in Abyei (similar to WVI’s LMMS system, but simpler). In this method, tablets are used to input data gathered from a survey of all households in a particular location. The survey inputs names and photos of the families surveyed, and gathers information on pre-agreed targeting criteria for each family (for example, disability, number of children, type of shelter being used, etc) assigning a score to each, then aggregating the results to identify clearly the group which can be considered to meet the criteria most fully. Obviously, this is done properly only where thorough house-to-house visits can be conducted.

⁹ 90% confidence level with +/-10% confidence interval.

This approach reduces the subjectivity involved, the time taken to analyse information from paper-based exercises, enhancing usability and the ability to communicate decision making processes to the community and local authorities. It is best suited to relatively stable populations where all families can be easily accessed, and to areas where there is reliable access to power. Protection issues are also raised if there is to be any use of photos for example. However, the approach should be considered further for its applicability in more complex scenarios.

2.3.3 Calling people to a designated site for registration

This approach is inevitably going to result in an inclusive list, with everyone in the locality turning up to register. It is very difficult to verify at a designated site whether people meet your targeting criteria (whether it is displacement, need or vulnerability) because there is no way to physically verify their situation at the place in which those people sleep, or to have the time and space to confirm this through conversation. However, in remote sites with dispersed populations, it is the most straightforward way to gather people from the surrounding areas and to ensure coverage. WFP uses this method, prioritizing inclusion and coverage for their food distributions.

If there is no way to apply the more accurate house-to-house methodology, and this method has to be used, the advice and support of local authority figures can be sought to communicate the agreed criteria and to gather only those meeting the criteria, as well as to help confirm the status of people as they register. It is good practice to form distribution committees from the beneficiary community to ensure a broader community voice is represented in this process (to eliminate bias as far as possible and enhance the reliability of the result). At the registration point, a questionnaire can be conducted with people presenting to try to verify their status. Alternatively, if limited on time, the distribution team can call each beneficiary by his or her first two names then ask the beneficiary to provide the last name at the registration point. If it does not match, then they should be excluded from the list.

In all cases, the list produced should be subjected to a verification process as described above.

2.3.4 Community based distributions and proportional piling

In situations where the locations are entirely inaccessible to UN or NGO staff, a full registration may not be needed or possible. In certain cases, community based distributions can be considered, though this is not recommended and should be used as a last resort only as there is greater scope for manipulation and diversion in this approach. The proportional piling method can be used to facilitate such an approach, but can also be used to help understand where people are, and to cross-check what lists are telling you. With this method, the team should call together the leaders of the targeted communities and provide them with a large pile of similarly sized pebbles or small stones – any small item like uncooked beans can also be used. The team should request that the local leaders divide the stones into piles – one pile per leader – proportional to the needs of their respective communities.

If using this method to determine a distribution, once the leaders have agreed that the distribution is equitable, count the number of stones in each pile to determine percentages of aid each leader will receive. This process of dividing stones should be repeated at each level of community leaders and representatives. The resulting proportional breakdown will facilitate the appropriate distribution of items down to the smallest community group level.



3. DISTRIBUTION

The following checklist is to help guide distribution approaches and execution

3.1 In advance of the distribution

Coordinate with the cluster to ensure that there is consistent human resource coverage in case the distribution goes on for longer than initially planned.

Meet with other partners to agree on approaches and methodologies of distribution, and agree upon a team leader.

Prepare distribution brief and circulate to partners involved in the distribution.

Discuss and agree on the daily wages of the causal labors with the partners based on existing rate on the ground; agree how the costs will be split amongst agencies.

Meet with the community leaders to inform them about the planned activities and the likely duration of the exercise.

If a food distribution has preceded the NFI distribution, consult with WFP about the approaches, targeting, registration lists, lessons learnt, local environment, and security concerns.

If an IOM Displacement Tracking and Monitoring (DTM) registration has preceded the NFI distribution, contact the DTM team about the registration lists, targeting, and any details on the registration cards or tokens given.

Agree with community leaders on a storage area before delivery of items. Put security guards in place if necessary.

Inform the local authority and community leaders about the expected date of distribution so that they can inform the beneficiaries two days in advance. If the areas where beneficiaries stay are far away from the distribution site, the distribution should start with the closest areas/villages in order to give enough time for the people who live far away to come to the site.

Together with chiefs and local authorities, break down the households into a manageable number for each day (E.g. village or payam A on first day, village or payam B on second day). Ensure each chief knows the schedule of the distribution.

Ensure you have all the updated registration lists at your disposal to avoid complications during the distribution.

3.2 Staffing on the ground

Ensure that you have enough staff on the mission to support a successful distribution. The recommended number of the staff for a medium-sized distribution (not including local hires) is around 6, depending on the security situation on the ground. Ideally, the team will be gender balanced and contain at least one person who speaks the local language.

Each partner should share staff plans with the team leader for organizational purposes and to avoid a vacuum of staff on the ground.

Involve protection actors in the distribution if possible. Among other things, they can assist in identifying the most vulnerable beneficiaries during the distribution so that they can be served first.

The team should appoint a security focal point to monitor the situation with local authorities and update the team in the evenings.

The team leader should nominate a logistic focal point to deal with offloading, counting of items, storage, and delivery to the actual site of distribution. By keeping tabs on what has been delivered and distributed, this person can identify gaps in cargo delivery and ensure the distribution is running according to the plan. This person should brief the team leader at the end of every day on the stock situation, i.e. what has gone in and out of the warehouse.

Identify the following laborers locally;

- Crowd controllers
- Translators/enumerators
- Demonstrators (e.g. for WASH if the distribution includes Pur)
- Security guards
- Off loaders (porters)

Ensure that the team knows the concentration point in case of evacuation.

3.3 Organizing the distribution site

The distribution site should be decided by the team members in consultation with the local authorities, where appropriate.

The site should be constructed away from public gathering places e.g. hospitals, markets, schools, or places of worship. They should never be in the vicinity of military barracks.

Ensure that the site is large enough to accommodate comfortably a reasonable number of beneficiaries per a day.

If plastic mesh is not available, hire local volunteers and use local materials to construct clear pathways and corridors at the site.

Construct the site, to the extent possible, close to trees or other types of shade under which beneficiaries can sit while waiting.

Ensure there are latrines, a resting area for staff, and a water point from which beneficiaries can drink.

Ensure that the distribution site has the following points, clearly demarcated:

- A waiting area for beneficiaries, with a calling point if necessary;
- An entrance point (names, thumbprints collected);
- A storage area for NFIs (stock waiting to be organized into packages);
- A picking point (NFIs organized into packages for actual distribution);
- An exit point (punching of cards, if applicable).

3.4 Day before the distribution

The team leader should brief the distribution team on the following-:

- The number and type of items to be distributed per household;
- Each team members' specific role during the distribution;
- The distribution process (a walk-through of the site);
- The start and end times each day, as well as any breaks (i.e. lunch), as agreed beforehand;
- The complaints mechanism (see below);
- Evening meeting times to discuss how the distribution is going, any issues, gaps, etc.

Establish a complaints mechanism for beneficiaries and authorities. In most cases, it is best if international staff are tasked with handling the difficult cases, as this can help to protect national staff from undue pressure.

Ensure you have the necessary registration lists for the first day of the distribution. This could be either a blank list on which people with tokens will be registered or a pre-determined list with clear breakdown of the beneficiaries into manageable groups.

Ensure that all team members have functional communications equipment (VHF radio and satellite phone).

Have the following items ready for the distribution:

- Ink pad;
- Hole punch;
- Cutter/knives;
- Megaphones;
- Pens;
- Masking tape/extra rope;
- Flag or visibility materials, if available;
- Vests or arm bands for casual workers;
- Empty registration forms, if applicable;
- Table and chairs for staff and vulnerable people.

In the case of receiving loose items, make sure that you assemble a good amount of kits before kicking off the distribution.

If applicable, ensure that vehicles are filled with fuel and in good working order.

If applicable, ensure that the equipment has been loaded into the vehicles.

3.5 During the distribution

Ensure that all staff are punctual.

Conduct final briefing with all staff to make sure that everyone understands how the distribution will work and their specific roles/tasks. Ensure that staff have proper identification showing they are participating in the distribution (even if improvised like colored cloth tied to arm).

Ensure the communication equipment is functional.

Prior to the start of the distribution, each staff member should go to their post and ensure that they have all the materials that they need.

The team leader should communicate to the beneficiaries how the whole process of distribution will work and what will be distributed.

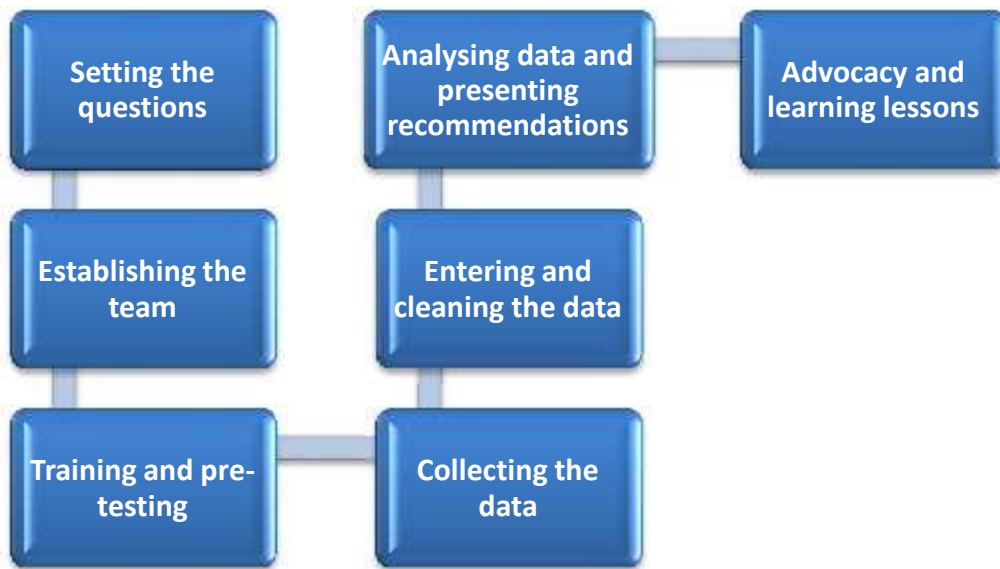
Make separate lines for the vulnerable people, if possible, and provide them with chairs.	
Pack/display only a reasonable number of items on the ground at any one time for easy monitoring; ensure that you have enough casual workers to keep laying out more items throughout the distribution.	
Keep away any people who are not working at the site or collecting items.	
Logistic staff must count (tally) all items as they are released from the store in order to track the quantity distributed; the logistics focal point should be able to report on stock counts at the end of each day. The team leader should thus continuously work to ensure that: <ul style="list-style-type: none"> ○ A solid stock checking system is in place; ○ Amounts being removed from the warehouse are being recorded; ○ Each kit that goes out from the site itself is also being recorded, so you have a double check that the logs focal point can reconcile at the end of the day. 	
Ensure that the coded tokens or registration cards are checked against distribution lists. Verify the beneficiaries by asking them to confirm their names.	
Ask the beneficiaries to thumbprint the list in order to confirm that they received their NFIs.	
Mark the tokens/registration cards as well (e.g. with a hole punch) so they can't be reused; if using tokens, you can also collect them.	
Take trouble cases away from distribution and refer any major issues to the end of the distribution.	

3.6 After the distribution

Ensure that the distribution center is left clean and free of trash.	
Deal with any outstanding complaints from the community.	
Decide on what to do with any remaining balance of NFIs.	
Have a meeting with local authorities (e.g. RRC) to iron out some outstanding issues, share lessons learnt, and close out the activity, with thanks for their support.	
Ensure that all laborers have been paid for their services and that the team leader has all the necessary receipts and records of labor payments.	
The team leader should make sure that all the team members are booked out as soon as possible and should communicate all travel plans to the team.	

4. POST DISTRIBUTION MONITORING

Outline of Post Distribution Monitoring (PDM) process:



4.1 Setting the questions

Setting the questions the PDM will answer is an essential first step in its design and plan. What questions will be asked will depend on the demands, whether formalized or not, of the project’s various stakeholders including, for example, beneficiaries, partners, state focal points and donors.

The overarching questions below are based on the OECD-DAC definitions of appropriateness, effectiveness and coverage To answer these questions, additional ones must be posed to capture certain indicators. For further information, see Annexes 2 and 3.

Area of evaluation	Overarching questions to be answered
Appropriate	Was the distribution tailored to local needs?
Effectiveness	To what extent did the activity achieve its purpose?
	Was the distribution carried out in a timely manner?
Coverage	Did the distribution reach major population groups facing life-threatening suffering wherever they were?

4.2 Establishing a team:

Firstly, the PDM team has a PDM leader. This person must have strong M&E and leadership skills, and must not have been involved in the intervention that took place (assessment through to distribution).

Secondly, it has PDM team members. These are NGO and/or UN agency staff members. They must not be recruited locally for the purpose of the PDM. (Experience has shown that the quality of post-distribution monitoring is significantly dependent on the capacity of the PDM team members. Local people do not have the skills or experience to be PDM team members).

Lastly, where necessary, the PDM team may also have interpreters. This can be necessary where the local language is not the same as the language of the PDM team members. Interpreters can be hired at the state or county level, but must go through a recruitment process to be part of the PDM team.

4.3 Training and pretesting:

The training and (for standard PDM) household questionnaire pre-testing stage of the PDM should not be overlooked as it is essential for the PDM to produce reliable and trustworthy results and recommendations. This is the time where the PDM leader familiarizes the PDM team with the processes and techniques that will be used during the data collection stage, as well as (for standard PDM) carries out the pre-testing of the questionnaire. It should take around half a day for mini PDMs and at least 2 days for standard PDMs.

The contents and structure of the training should vary depending on the group. However, in general the follow topics should be covered:

- Understanding the purpose of PDMs
- Understanding how to collect good quality data – introductions, informed consent, confidentiality, bias - and (for standard PDMs) applying protocols for administering questionnaires
- Sampling procedures and the use of paper and mobile phone based data questionnaires (for standard PDMs)
- Understanding the roles and responsibilities of enumerators and interpreters
- Understanding the content of the paper and mobile phone based questionnaire (for standard PDMs)
- Practicing the questionnaire using role plays in English and local languages (for standard PDMs)
- Pre-testing the questionnaire among the target population (for standard PDMs)

4.4 Data collection:

4.4.1 Desk review (standard and mini PDMs)

The desk review gathers all key documentation relating to the intervention with a view to gaining an overview and capturing certain indicators (see Annex 2). Key documents include; inter-agency assessment reports, NFI&ES needs assessment reports, registration/verification reports and/or lists, and distribution reports.

4.4.2 Household questionnaires:

Steps	Scenario 1	Scenario 2
1. Identify circumstances	<ul style="list-style-type: none"> • Beneficiary list available • Beneficiaries easily accessible • The people’s whereabouts is known 	<ul style="list-style-type: none"> • No beneficiary list available, or • Beneficiaries scattered across a large area making accessibility difficult
2. Choose sampling type	<ul style="list-style-type: none"> • Probabilistic: simple random sampling 	<ul style="list-style-type: none"> • Non-probabilistic: purposive sampling (proportional quota sampling and snowball sampling)
3. Define sampling unit	<ul style="list-style-type: none"> • Household, as represented by the beneficiary 	<ul style="list-style-type: none"> • Household, as represented by the beneficiary
4. Define sampling frame	<ul style="list-style-type: none"> • Beneficiary list from distribution 	<ul style="list-style-type: none"> • All beneficiaries accessible in the location
5. Define required sample size	<ul style="list-style-type: none"> • Depends on number of beneficiaries (see table or calculator) • Based on 90%, 10% 	<ul style="list-style-type: none"> • Depends on number of beneficiaries (see table or calculator) • Based on 90%, 10%
6. (Randomly) select the respondents	<ul style="list-style-type: none"> • Use RAND function 	<ul style="list-style-type: none"> • Mapping • Local knowledge • Proportional piling
7. Locate the respondents and administer the questionnaire	<ul style="list-style-type: none"> • Ask chief for assistance • Administer at the household’s tuckel 	<ul style="list-style-type: none"> • Ask chief for assistance • Administer at the household’s tuckel

4.4.3 Focus group discussions (mini and standard PDM)

Objectives	<ul style="list-style-type: none"> • To collect primary data that answer PDM questions • To triangulate data gained from other sources
Target groups	<ul style="list-style-type: none"> • Beneficiary women • Beneficiary men • Non-beneficiary women • Non-beneficiary men • Beneficiary children (if possible) • Non-beneficiary children (if possible)
Composition of groups	<ul style="list-style-type: none"> • 6-12 people meeting the above criteria

4.4.4 Key informant interviews (mini and standard PDM)

Key informant interviews are intended to gather important information about the intervention throughout the project cycle to address the questions the PDM seeks to answer. Key informants include members of the assessment, registration/verification and/or distribution teams, government officials involved in the intervention e.g. RRC director, the Commissioner, the Executive Director, Payam administrators and chiefs, and any other individuals whose roles have been important during the course of the intervention.

4.4.5 Market surveys (standard PDM)

Market surveys are a fifth element of PDMs, and are carried out if a market is present near the distribution location and if the PDM is taking place within a maximum of two months after the distribution (so that traders are able to accurately recall any changes in price and supply, as well as any additional factors that may have affected them).

They are done to find out whether the distribution had any negative impact on local market dynamics. They specifically investigate among local traders:

- Whether there had been a fall in the price of the various generic items distributed (the product type, with similar characteristics, inclusive of all brands) in the time since the distribution took place.
- Whether there had been an increase in the supply of the various generic items distributed in the time since the distribution took place.

They collect this quantitative and qualitative data through a questionnaire and direct observations, and usually follow these steps:

1. Identify how many traders are selling the generic items included in the distribution.
2. If there is a sufficient number of traders in the market, pre-test the questionnaire in order to make modifications where necessary and practice protocol.

Depending on the number of traders selling the generic items (most likely a small number), approach as many as possible to a) carry out the questionnaire, b) investigate any other non-constant factors that might have affected the supply and/or price of the items.

4.5 Data entry and cleaning

If a paper-based questionnaire is used to collect household level quantitative data, training for data entry staff on how to use the database and clean data should be carried out. If, on the other hand, Smart phones have been used for data collection then data entry is automatic, by-passing the need to do manual data entry. Data can be uploaded to an Excel, Access or SPSS file with SurveyToGo.

4.6 Data analysis and presenting recommendations

Once the qualitative and quantitative data has been collected (and entered and cleaned if using a paper-based questionnaire) it is then possible to identify significant trends and patterns and calculate key indicators within the question

areas set during the planning stage. As PDMs use different data collection methods it is possible to triangulate findings between, for example, the results of the household questionnaires and the focus group discussions. Doing this enhances the reliability of findings, making a strong foundation upon which to base recommendations.

When drafting recommendations, it is essential that they derive from the findings made. Recommendations should be practical and realistic in light of the context and should keep in mind their target audience. However, recommendations presented in a PDM report must also be presented in relevant meetings, at the state and national level. If recommendations are not discussed in the open, they are unlikely to impact policy and practice.

4.7 Advocacy and learning lessons

While recommendations made in PDM reports must be discussed immediately after their circulation, it is important that they yield fruit in the long-term. As such, the PDM leader and other responsible programme representatives must consider advocacy based on PDM recommendations to be an ongoing task. Only if this is to take place will lessons be learned and practices changed for the better.

5. RISK MITIGATION FOR HUMANITARIAN TEAMS

The following checklist is to help operationalize the principles of field conduct. It is especially important in deep field locations.

5.1 Do's	
Compile a TOR for your mission before you go to the field so that you and your partners/team members have a shared understanding of goals, outputs, etc. and can explain these clearly to any authorities (TORs should also be shared prior to the mission with the national and relevant state level cluster, OCHA and other stakeholders).	
Bring a copy of the ground rules, signed by the relevant authority, to aid in explaining to authorities on the ground if necessary.	
Ensure that you have all the proper clearances to travel and are carrying relevant phone numbers, including for the OCHA access team, UNDSS, and UNHAS.	
Set up a security call system with a staff member who will be in Juba during your trip and ensure that you are regularly checking in at the agreed upon time. Alarms are raised with IOM security, UNDSS, etc. when teams miss their security calls.	
Meet with government/IO authorities (e.g. SSRRC/SSRRA, the commissioner) when you first get on the ground and clearly explain your mission. Use the opportunity to reaffirm humanitarian principles and establish some ground rules with the relevant authorities, particularly when you are planning to distribute relief items. If possible, secure the support of the authorities in enforcing the rules established (e.g. no weapons at distribution sites).	
Always ask for permission if you plan to take photos, and make it clear that you will not photograph anything of a sensitive nature.	
Comply with authorities if they forbid you to enter a certain area and/or ask to see your identification. Report on any access constraints only once you return to Juba (the UNOCHA access report form and guidance are appended).	
If asked by local authorities to register your organization locally for a certain fee and/or to pay any kind of tax for operating in the area, ask for an official letter stating the details of the request and emphasize that your organization is already registered in Juba. You should explain that you need to share the request with your organization in order to ensure that no issues will arise for the operation as a result. This approach has up to now helped to remove the issue in the field.	

Allow use of Thurayas for clear humanitarian purposes that enable your mission or other humanitarian missions only. For example, NGOs that need assistance conducting humanitarian business should be fine, but avoid loaning it more broadly, especially to authorities or for unclear personal reasons, as you cannot know what information they are sharing and you or your organization could be implicated.	
Always carry your most valuable possessions on you, especially money, your passport/national ID, your UN ID and communications equipment so that you can move out of the area quickly if need be.	
Use your best judgment when receiving requests of a personal nature. You are likely to form relationships with people on the ground who may request you on a personal basis to carry messages to relatives or friends in Juba. If you are sure the message is of a simple personal nature (for example to confirm health), it is up to you whether to agree to this, though do take into consideration that requests may mount. Requests to carry, purchase, or bring personal items to or from Juba should not be accepted.	
Always abide by the laws of South Sudan and respect the culture of the local community.	
Consult or seek advice from your office/line manager if you face any particular challenges or feel that your actions could have a negative impact on operations in the area.	

5.1 Do Not's

Surrender your UN ID or passport.	
Take photos without permission; you should <u>never</u> take photos of anything that could be construed as military-related (barracks, airstrips, etc.).	
Discuss or report on any information related troop positioning or movements while in the field, and especially not on the phone. Even when back from the field, communicate, in-person, only what's relevant to humanitarian operations and with serious caution. It's important to avoid allowing yourself to be used as a tool to gather information of a sensitive nature, or to even be perceived as such.	
Report large scale diversion while in the field as it might prevent humanitarian actors from providing assistance in other areas. If large scale diversion is taking place, cease the distribution and report the issue through the appropriate channels upon return to Juba.	
Share information with authorities on any large movements of aid, as this can make humanitarians a target.	
Make any promises about response or approach based solely on information provided by the government/ opposition authorities.	
Exchange money with armed actors/pay them for any goods or services, or provide material support to armed actors in the form of humanitarian assistance, transport, etc. Generally, if pressured to provide humanitarian goods, the best policy is to calmly explain your mission and mandate, while eliciting the support of any authorities who might be able to assist. Most situations can be diffused in this manner; if not, keep in mind that nothing is worth your life.	

Remember: Possessions can be replaced, your life can't.

6. RISK MITIGATION FOR BENEFICIARIES

- Identify the security-related issues (e.g., threats against a certain groups preventing the construction of shelters or NFI distribution)
- Clearly identify the physical hazards and the mitigation of these risks that could pose dangers in the constructions of shelters or in the NFI distribution locations.
- Reflect attention to compositions of the team and gender balance to facilitate contact with women and girls.
- All assessment and distribution teams (enumerators/facilitators) should sign code of conduct.

- Identify the protection threat around the emergency shelter location and potential NFI distribution locations and prepare risk mitigation.
- Ensure that distribution time are safe for beneficiaries to transfer to the distribution points and return home without exposure to further risk of harm.
- Ensure that physical location of the shelter construction or NFI distributions can be easily and safely accessed, particularly against the risk or threat of gender-based violence and attacks from armed groups.
- Ensure the design of the NFI distribution locations can be accessed and use with safety and dignity to all individuals.
- In the distribution, ensure that people with specific needs or vulnerabilities are prioritized and supported (e.g., by placing them first on distribution lists or placed in separate lines).
- Ensure mechanisms in place to distribute the items to vulnerable individuals and those who are unable to travel to distribution points such as elderly or disabled persons.
- Ensure a security measures are in place to ensure people can carry supplies home without risks of them being stolen.