



**Shelter Cluster Somalia**  
ShelterCluster.org  
Coordinating Humanitarian Shelter



**Standard Operating Procedures (SOPs)  
for  
IDP Site Decongestion**

*This SOP details the activity steps that partners should adhere to for successful site decongestion exercises.*

**Purpose:** The objective of this document is to provide CCCM and Shelter cluster partners with a framework and activity approach supporting successfully administered site decongestion activities. As site decongestion activities are ostensibly new to the Somalia context, this document aims at articulating each step that partners should take in implementing decongestion exercises ensuring that partners are not exacerbating the segregation of certain groups or making community members more vulnerable through these operations. Site decongestion activities are particularly relevant during the current pandemic as a means of providing greater spacing and distance between shelters to further minimize COVID-19 transmission. This document looks to be adapted based on lessons learned and recommendations posited by partners that are actively engaged in decongestion operations.

**Pre-conditions and Key Principles**

- **Site decongestion activities are aimed at providing an impactful improvement to site conditions through small-scale community-led reconfiguration activities. It is important to distinguish that this activity does not offer a long-term fix nor a solution to land and housing conditions for IDPs living in affected sites.**
- **All decongestion activities are inclusive and participatory in nature. Meaningful engagement from members of the IDP community is essential in ensuring that partners are engaging with site leaders, camp management committees (CMCs) and various marginalized and disenfranchised groups. Empowerment of community members to lead this particular exercise is pivotal, meaning that partners should consistently look for ways of enhancing meaningful participation and ownership by community members.**
- **Local authorities should play an active yet constructive role in assisting with decongestion activities. This includes actively engaging and negotiating with landowners in attempts to secure adjacent land to the IDP site which can be used for site expansion during decongestion activities.**
- **Prior to commencing decongestion activities, partners should be aware of sites that are overcrowded within a particular district, in addition to information about various sites that may have the ability for site decongestion (land available adjacent to site). This data either has already been obtained by the sub-national clusters, or can be collected through using the 'Decongestion Guidelines' reference document which requires support from focal points in mapping overcrowded sites that fit the criteria for effective decongestion activities.**



- All decongestion or site reconfiguration activities must be fully voluntary with informed consent required by all community members that will participate in the activity. Sufficient information about the activity should be circulated with communities early.
- Shelter support and other assistance should be provided if community members cannot provide such support to vulnerable members, especially to households who may not be physically capable of rearranging their shelters without assistance (e.g. households headed by PwD, elderly persons, single-parent households with young children, etc)
- Living conditions within a site that has successfully gone through decongestion work should always exceed the former sites standards without damaging any of the established infrastructure. Standards in this case are defined by IDP community member’s perception, approval and acceptance of such activities.

**Inclusion of WASH and Protection partners is required during site decongestion activities.**

**Step-by-Step Decongestion Activity Plan (Steps for Partners to Take)**

**Planning and Communication**

Activity	Action	Responsible
Identifying IDP sites that are appropriate for site decongestion	<ul style="list-style-type: none"> <li>○ Through the Shelter and CCCM sub-national clusters, a mapping exercise should first occur which provides baseline information about IDP sites that are overcrowded and have the possibility of site decongestion based on land availability adjacent to an IDP site, and unutilized space located within the site. When possible, this exercise should be inclusive of local authorities or government offices and landowners that are involved in IDP/land affairs with land used for the activity clearly owned and free of claims or disputes. Prior to commencing decongestion operations, there’s a need for all stakeholders to agree of the sites that have acute needs of decongestion, and to agree to a work plan for such sites. CCCM service maps which include community committee presence should also be referenced when it comes to establishing community focal points to lead this initiative.</li> <li>○ CCCM/Shelter partners are to jointly meet with local authorities to present the site decongestion approach along with the objective of this activity and the degree of support that would be required from local authorities. When discussing the benefits of site decongestion activities, it should be mentioned that the exercise aims at reducing COVID-19 transmission (other communicable diseases), GBV risks, flooding damage and fire threats. This meeting should garner interest from local</li> </ul>	<p>CCCM/Shelter sub-national cluster, CCCM partners, Shelter partners, Local Authorities</p> <p>CCCM/Shelter sub-national cluster, CCCM partners, Shelter partners, Local Authorities,</p>



	<p>authorities to actively participate within this exercise confirming IDP sites that have the possibility of decongesting and forging plans for joint engagement during all steps of the activity. Partners have introduced the idea of establishing regional decongestion taskforces. However, this type of coordination forum should not be needed if local authorities and sector partners are adequately part of the decongestion exercise.</p> <ul style="list-style-type: none"> <li>○ Community consultations should occur through mobilizing camp management committees (CMCs) and other members of the community with an emphasis on mobilizing women, youth, persons with disabilities (PwD) and individuals from marginalized groups. Based on power relationships within the IDP sites, it may be necessary to consult different groups separately (ie, have separate conversations with gatekeeper/site leader). Through community consultations, partners/local authorities should be actively asking questions about the feasibility of extending the current site, capturing details about land agreements/vacant land that may have the ability of being developed and understanding dynamics with neighbouring site. It is essential that members of the community are aware of the referral pathways that are available at the site/district-level, and that they can report protection concerns to the appropriate service providers.</li> <li>○ Partners should clearly explain site decongestion as an activity, explaining the objective of this activity and how it looks to benefit site residents. Consultations should not be fixed! Partners/local authorities should be actively walking through the site, acknowledging some of the current spatial dimensions of the site and discussing possible movement/reconfiguration of infrastructure that will allow for the creation of larger access roads, adequate spacing between shelters and safe distance between shelters and WASH facilities.</li> <li>○ During consultations with the community, partners/local authorities/community members should look to capture the congestion level of the site. This is to be done by measuring the length and width of a site dividing this figure by community members to retrieve the space per square meter per person. The proximity of WASH facilities to shelters e.g latrine &lt;30M from shelters each (use the Decongestion Guidelines as a reference).</li> </ul>	<p>CCCM partners, Shelter partners, Local Authorities, Protection/HLP partners/WASH partners</p> <p>CCCM Partners, Shelter Partners, Local Authorities</p> <p>CCCM partners, Shelter partners, WASH partners, Local Authorities Protection/HLP partners</p>
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	<ul style="list-style-type: none"> <li>○ Through participation from members of the community, partners should facilitate a community mapping session comprised of teams of community members drawing the site that they live in, identifying communal infrastructure that exists within the site in addition to areas near or adjacent to the site that may be suitable for site extension. On a separate piece of flip chart paper, groups should devise a realistic reconfigured site that allows for the principles of decongestion and basic site planning based on the parameters of the sites built environment (adhering to the “Decongestion Guideline” when possible). This activity should be jointly facilitated when possible by CCCM, Shelter, WASH and Protection colleagues</li> <li>○ After these activities have concluded, all stakeholders (CCCM/Shelter/WASH/LAs/community committee members) should debrief and discuss the feasibility of site decongestion within the site. If this exercise is seen as practical by members of the community, stakeholders can create a timeframe for commencing operations. Funds for all activities planned under decongestion should be ascertained before commencing works.</li> </ul>	<p>CCCM Partners,          Shelter Partners,          WASH Partners,          Local Authorities</p> <p>CCCM Partners,          Shelter Partners,          WASH Partners,          Local Authorities</p>
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**Activity Implementation**

Activity	Action	Responsible
Planning decongestion activities at the site-level	<ul style="list-style-type: none"> <li>○ With support from CCCM/Shelter/WASH/LAs, the community discuss minor rearrangement of site infrastructure and shelters ensuring that all movements have been ostensibly agreed upon by members of the community. Past safety audits can be utilized to incorporate rearranging activities that directly benefit vulnerable members of the community. In coordination with community leaders, identify the households to be relocated into new locations considering clusters of shelters, family relations, community dynamics and place of origin. Prioritization can be given to households with vulnerable members, makeshift shelters in bad condition, shelters found in at-risk locations and households willing to be relocated. Undertake</li> </ul>	CCCM Partners, Shelter Partners, WASH Partners, Local Authorities, IDP Community



<p>Commencing the rearrangement of site infrastructure</p>	<p>informal registration of heads of households and family size, as well as extended households that may require more than one shelter to ensure proximity in the final allocation.</p> <ul style="list-style-type: none"> <li>○ Led by the community, wooden sticks, string and spray paint should be used to mark various locations in which reorganized infrastructure will be located. Partners should use the ‘Decongestion Guidelines’ as a guide for such activities (see “Infrastructure Mapping and Re-Arrangement Needs’). Furthermore, pathways to water points and latrines should be clearly wide enough for PwDs to use</li> <li>○ Plan on starting the decongestion operations in one sector of the site at a time making sure that all operations within a particular area of the site can be completed within the workday. Incorporate infrastructure partners such as WASH within these activities for future planning on WASH infrastructure provision and possible relocation of resources (latrines should never be built uphill to water sources). It’s important that partners start this activity early in the morning to allow for any delays that may occur. It is important that each sector is fully completed by the end of the workday or for concrete plans for how residents are to access facilities if construction will take more than one day.</li> <li>○ Members of the community including Camp Management Committees (CMCs), Site Maintenance Committees (SMCs) and other volunteers that would like to participate in the exercise should be mobilized and actively participating. When possible, CCCM/Shelter/WASH partners should provide refreshments for active decongestion participants in addition to any necessary equipment, safety items, emergency shelter kits and tools needed to successfully carry out the activity. Site decongestion activities will not be</li> </ul>	<p>CCCM Partners, Shelter Partners, WASH Partners</p> <p>CCCM Partners, Shelter Partners, WASH Partners</p> <p>CCCM Partners, Shelter Partners</p>
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<p>Linking in CCCM-led site maintenance and improvement work</p>	<p>incentivized for participants. This should be made clear by partners.</p> <ul style="list-style-type: none"> <li>○ Decongestion activities can be mixed with CCCM site maintenance and improvement activities to maximize the impact of such activities. Newly arranged sectors within a site should include improvement work that looks to mitigate flooding, fire outbreaks and promote safety and security for the sector’s residents</li> <li>○ Site maintenance and improvement workers should be designated in assisting any movement of shelters and belongings that persons with disabilities (PwD) or members of the community that will require assistance in establishing shelters in a different location. CCCMs partners should liaise closely with Shelter partners to ensure that vulnerable members of the site are prioritized in moving with support from the site maintenance team. These households should also be prioritized in receiving shelter assistance. Moreover, when land and funding is available, makeshift shelters can be replaced with emergency shelters (using shelter kits)/transitional shelter for larger families (&gt;6 members) as a means of reducing overcrowding at the shelter-level, and mitigating COVID19 transmission.</li> </ul>	<p>CCCM Partners, Shelter Partners</p>
<p>Debriefings with affected communities</p>	<ul style="list-style-type: none"> <li>○ After each site decongestion session within the site, partners are to hold debriefing sessions with community participants and beneficiaries to hear about how the days process went and if community members have any feedback for partners. Any additional reconfiguration needs for a particular sector should be raised by the community during these sessions to ensure that all aspects of the decongestion activity have been successfully fulfilled. It should be advertised that if members of the IDP site have any concerns or grievances pertaining to the</li> </ul>	<p>CCCM Partners, Shelter Partners</p>



	<p>decongestion activity, they can make confidential complaints using the CCCM CFM hotline or complaints desk.</p>	
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**Monitoring and Follow Up**

Activity	Action	Responsible
<p>Holding community feedback sessions</p>	<ul style="list-style-type: none"> <li>Once a site decongestion exercise has been completed within a particular IDP site, members of the community may have lingering issues about the activity and remaining needs that still need to be rectified by the CCCM/Shelter/WASH partners. Therefore, community feedback sessions should occur any time after 48 hours of an exercise. The objective of these exercises is for the CCCM/Shelter/WASH partner to know what issues require further follow up and to hear from the community about the overall experience of the decongestion activity. These community feedback sessions provide partners the opportunity to enhance and adjust how the exercise was executed to ensure that improvements are made during such activities in other IDP sites.</li> </ul>	<p>CCCM Partner/ Shelter Partner/WASH Partner</p>
<p>Providing follow up corrective decongestion activities</p>	<ul style="list-style-type: none"> <li>Based on feedback sessions with the community, additional feasible small-scale corrective activities may be requested due to the outcome of the decongestion works. Such complaints or recommendations for site rearrangement may also be highlighted within the site-level CFM. Shelter/CCCM/WASH partners should work with members of the community to rectify any requested work that is of dissatisfied belief by members of the IDP community. Moreover, partners should plan for one additional workday</li> </ul>	<p>CCCM Partner/ Shelter Partner/WASH Partner</p>



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	<p>to complete any tasks or activities that may have been originally overlooked or not accounted for.</p>	
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