



TSA Technical Working Group

Module 2

Humanitarian Shelter Repairs Gaza Response

V01.01 January 2025

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** The following organizations have collaborated in the elaboration of this document by participating in the Transitional Shelter Assistance Technical Working Group:*

CARE International, Catholic Relief Services, Danish Refugee Council, Heks/Eper, International Organization for Migration, Miyamoto International, Norwegian Refugee Council, United Refuge, and the Shelter Cluster Palestine

Cluster Objective 2

Affected households are assisted with durable repairs to facilitate returns to housing, protect from harsh weather, and mitigate protection risks.

Introduction

This technical guidance document supports the implementation of safe and effective non-structural **rapid building repairs** as an Emergency Shelter Solution for affected households in Gaza, under **Cluster Objective 2** of the Shelter Cluster Palestine Gaza Response Strategy.

Since October 2023, Gaza's population has endured mass eviction, repeated evacuations, and widespread displacements. While most of the population remain displaced, an unknown number of households have returned to their damaged dwellings. In the event of a ceasefire, a significant number of people are expected to return to their damaged houses or their vicinity regardless of the buildings' condition.

Repairing damaged dwellings will be prioritized for implementation and scale-up when feasible. This is contingent on several factors, including the cessation of military operations, a functional local market, access to construction materials, and availability of fuel and machineries. The implementation modality of repair assistance as cash, in-kind or hybrid should be determined based on regular market assessments. Non-structural repairs to lightly damaged dwellings can enable rapid habitability, facilitate returns, restore connections to the neighbourhood, and contribute fundamentally to longer-term recovery.

This technical guidance considers some preconditions and assumptions, some of which are not currently in place. These include

- a) emergency shelter assistance to support returnees to damaged dwelling alongside key messaging.
- b) repair assistance when there is an end to the military operations, partial market functionality and humanitarian access.

Given the unprecedented destruction in Gaza and the proportionately limited humanitarian capacity, prioritizing repair assistance is critical. This document establishes targeting and prioritizing criteria for repairs based on the Shelter Cluster Palestine's vulnerability criteria, an area-based approach¹, and factors such as Housing, Land, and Property (HLP) issues, risks from damaged buildings, and explosive ordnance contamination.

Recent OCHA reports indicate that 90% of households in Gaza are internally displaced². As of end of December 2024, UNOSAT data shows that 69% of buildings in Gaza have sustained damage³. A detailed damage assessment conducted by qualified personnel is essential, when conditions and resources allow, to estimate the number and type of damaged housing units after the current escalation.

Scope of repairs

This guidance focuses exclusively on rapid light repairs of residential units affected by the war, with the aim of providing a rapid and dignified form of emergency shelter where appropriate and viable. As such these efforts should be limited to non-structural repairs aimed at rapidly **restoring minimum adequate living conditions**. The cost and complexity of undertaking structural repairs means that structurally damaged buildings should be excluded from emergency shelter repair assistance programs, for later evaluation under any future reconstruction program. The objective of humanitarian repairs is to promptly provide a minimum dignified

¹ At the time of writing this document, SMWG partners are carrying out an area-based approach pilot. Area-based coordination mechanisms will be planned based on the changing context and lessons learned from the pilot.

² [Reported impact snapshot](#) | Gaza Strip, 18 September 2024 at 15:00 | OCHA ([unocha.org](https://www.unocha.org))

³ [UNOSAT's analysis reveals](#) | UNITAR

living space to as many people as possible Humanitarian funding is restricted to repairing residential housing units damaged as a direct result of the conflict, excluding public, commercial, or other non-residential buildings. Additionally, any building located in identified "No-Build Zones" is excluded from repair activities.

	Description of typical damages	Common repairs
Minor	Light damage to non-structural elements. Walls: Superficial cracking with no observable deformation of structural elements or limited mortar and shell perforations to walls. Roof: Limited mortar and shell perforations to roof or parapets. Windows and doors: Broken glass or shutters. Windows frames missing or damaged, minor damage to lintels. External doors missing or damaged. General: Slight internal damage due to overuse/overcrowding or limited war damage to internal floors and walls. Light fire damage evidently affecting finishes.	Minor repairs to restore functionality, such as: Sealing cracks in walls and roof to prevent water leakage. Replacing broken windows and doors for security and insulation. Basic clean-up of debris and minor painting or finishing touches.
Medium	Includes all aspects of minor damage but affects a larger portion of the house. The damage remains limited to non-structural elements, meaning it does not impact load-bearing walls or foundational stability. Repairs are more extensive but still feasible without structural interventions. Walls: Shell perforation or damage to non-bearing walls. No damage to structural elements. No observable deformation of structural elements. Few or repairable cracks. Roof: Missing roof tiles or roof sheets which can be patched without structural repairs, or damage limited to top roof of the overall building but not to the ceiling of housing unit. Windows and doors: Broken glass and shutters, damage to window frames, external doors missing or damaged. General: Internal spaces damaged by shells or fragments, damaged/degraded building materials. Fire damage to walls that can be repaired, and/or limited to some areas of the house.	More extensive repairs to restore habitability, including: Repairing larger cracks and damaged sections of walls and non-structural elements. Addressing more widespread damage to windows, doors, and roofs. Works to prevent deterioration of the building until it can be rehabilitated.
Severe	Beyond the scope of this document. Those that affect the above categories but in addition, damage that impacts structural integrity, such as cracks or damage to load-bearing walls or key structural components. The building may still be repairable, but it requires thorough assessment and specialized technical assistance to ensure safety. Partial rebuilding or reinforcement may be necessary. Displacement may be required depending on the extent of damage.	Comprehensive repairs to address structural issues, such as: Reinforcing or replacing damaged load-bearing walls, beams, and other critical structural components.
Destroyed	Beyond the scope of this document. The building has suffered damage so severely that repair is either technically unfeasible or economically impractical. Demolition and reconstruction may be the only viable options	Rebuilding or relocating affected populations

The guidance primarily applies to Gaza's predominant construction system, consisting of concrete frames with columns and beams combined with confined masonry using hollow blocks, and may also apply to loadbearing apartment buildings. The level of damage sustained by a residential dwelling can be assessed using the table below, with only **minor and medium damage** falling within the scope of this guidance. The objective of the interventions should be to restore a **core living space**. The minimum recommended space per person is 5.5 sq.m.⁴ of covered space including circulation, kitchen, bathroom and toilet facilities. That results in a minimum of 33 m2 per family of 6 persons.⁵ The primary focus should be on identifying the minimum repairs needed for

⁴ In line with Sphere Handbook, Shelter and settlement standard 3: Living space "4.5–5.5 square metres of living space per person in cold climates or urban settings where internal cooking space and bathing and/or sanitation facilities are included".

⁵ UNFPA Palestine: Average Household Size: Gaza Strip data was reported at 5.6 Person in 2017

the essential parts of the housing unit. These repairs should require the least effort in terms of budget, timeframe, type of work, and specialized labour.

Part I: Sealing off damaged dwellings (pre-ceasefire and first phase post ceasefire)

Given the scale of shelter needs across Gaza and the limited resources available, activities should prioritize closing the thermal envelope of essential habitable spaces (core spaces) in accordance with family size and, where feasible, restoring basic household water and sanitation services. Permanent, high-cost repairs are not recommended by the Shelter Cluster at this stage, as most of the population lacks access to even the most basic shelter assistance, such as tents or tarpaulins.

Currently, in-kind assistance is the only recommended modality due to several factors, including:

- The lack of cash liquidity in Gaza,
- Excessive financial fees (exceeding 30%),
- The absence of a functional market,
- The risk of encouraging looting and the creation of black markets for materials taken from damaged buildings,
- The inability to ensure that cash assistance is used for repairs, given the cross-sectoral needs of the most vulnerable populations, where shelter may not necessarily be the most urgent priority.

The distribution of emergency shelter materials, such as Sealing-Off Kits and Emergency Shelter Kits⁶ along with technical support when feasible, is the most effective approach for sealing-off or winterization repairs. Due to ongoing military operations and limited humanitarian access in Gaza, conducting damage assessments in safe conditions remains a significant challenge.

In addition to emergency shelter materials, organizations should distribute Information, Education, and Communication⁷ materials containing key messages on:

- Safety awareness,
- Risk reduction when occupying minor or moderately damaged dwellings, and
- Proper use of Sealing-Off Kits for emergency shelter repairs

Priority should be given to families who have returned to their damaged homes but are unable to carry out rapid emergency repairs independently. For further information on emergency assistance packages and response modalities, please refer to [Module 1](#) developed by the TSA Technical Working Group.

Part II: Technical Guidance for Emergency Repairs (post-ceasefire and when market is stable)

Shelter repairs are recommended to be carried out after an **initial damage assessment** to screen the building as structurally or non-structurally damaged, followed by a **detailed assessment** to develop the shelter repairs Bill of Quantities (BoQ) and develop the repair program for each eligible household. Damage assessments should be carried out by trained technical staff to identify buildings eligible for repair assistance. This should be

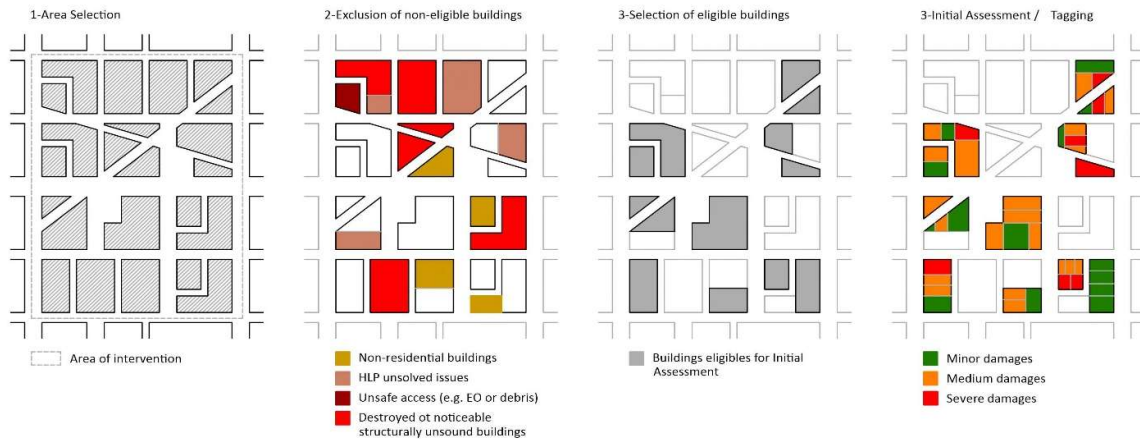
⁶ [Emergency Assistance Packages Shelter Cluster](#)

⁷ [EIC: Return to partially damaged buildings: sealing off and safety awareness messages](#)

carried out in coordination with post-war government authorities, as applicable, and the Shelter Cluster to avoid duplications.

Prioritization

To optimize resources and accelerate assistance, a pre-selection of potentially eligible buildings for repairs on this stage must be conducted. Partners will select an intervention area and coordinate with the cluster to avoid overlaps with other organizations. In the selected area, buildings that do not meet the minimum criteria for repairs will be excluded



These eligibility criteria may include:

- Prioritize residential buildings. Non-residential buildings may be considered in certain cases if they serve residential functions, such as student dormitories or elderly care homes.
- Exclude buildings with evident structural damage. Some damage may not be visible during this initial screening and could be identified during the Initial Assessment.
- Exclude buildings with HLP conflicts that could result in the eviction of occupants upon the completion of repairs. Prioritize cases where there are no tenure conflicts and a property owner can be identified who has given permission for the initial assessment, agreeing that the repair works will ideally benefit the original residents (owners or households with usage rights) of the housing unit. This is to protect tenants' rights and avoid secondary occupation
- Excludes buildings that present risks due to the presence of EOs, the risk of collapse of adjacent buildings or lack of access due to accumulation of debris among others.

Initial Damage Assessment

It is crucial to for shelter partners to conduct assessments using clearly defined targeting and eligibility criteria and to transparently communicate the selection process to families and local leaders. This communication plays a vital role in preventing tensions, both among and within communities, particularly with families who are not chosen for emergency shelter repair.

The TSA TWG has developed a flowchart with criteria to identify if a building is habitable as emergency shelter or rapidly repairable.

The flowchart can be used as a reference to inform shelter actors' initial assessment templates. [See Annex 1: Neighbourhood & Building Assessment Flowchart](#)

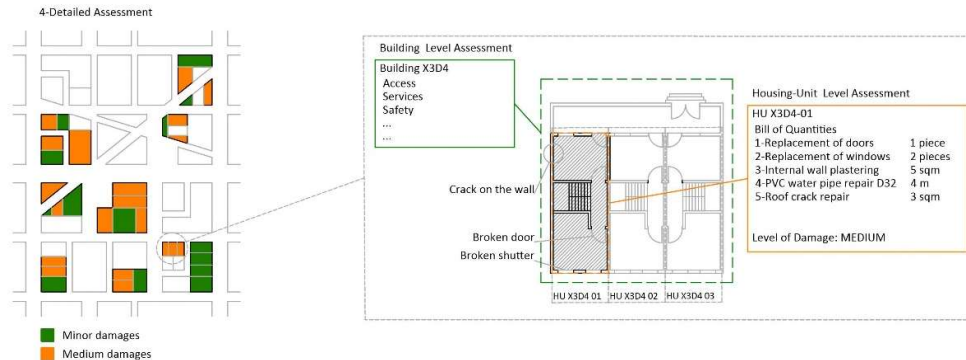
Initial Assessment deliverables

Building Status Tagging: Occupants and owners should be informed of the result of the Initial Assessment (Minor/Medium/Severe damage) and, if permission is allowed, the buildings should be tagged with the result of

the assessment in order to avoid buildings being assessed multiple times by different implementing agencies, and to inform the public about the condition of buildings, ensuring they are aware of any potential hazards and can avoid unsafe structures. Results of the Initial Assessments might also be summarized into an online database, under the Shelter Cluster coordination or relevant authorities, including **level of damage**, GPS coordinates, and other key relevant information.

Detailed Damage Assessment

Following the initial assessment, partners can then select an appropriate area for their repair programming, depending on their operational capacity and in coordination with Shelter Cluster and relevant authorities if applicable and follow the next steps.



Carry out a **Detailed Damage Assessment** of screened buildings with non-structural damage to identify minor or medium type of damage and scope of work (BoQ). The BoQ may not cover repairs for an entire multi-bedroom house, but it will ensure that at least part of the house is repaired to allow families to conduct daily activities, including sleeping arrangements that consider family structure, age, and gender.

- Identify a minimum core area of dwelling to be repaired in line with Shelter Cluster recommendations, and Sphere standards as far as possible.
 - While assessing the shelter unit, identify the portion of the house that can be rehabilitated with least effort both in terms of budget, timeframe, type of works and specialised labour required. As mentioned earlier, this shall provide at least 5.5 m² of covered space per person, including WASH and cooking area.
 - Preference shall be given to the least damaged and sealed area of the shelter unit.
 - Protection from harsh weather, security, privacy, access to cooking space and sanitation facilities are primary targets
 - Seal off the identified minimum area from the rest of the shelter unit to ensure safety and protection.
- Discuss and agree on repair priorities and assess technical knowledge and physical capacity to carry out repairs at household level, as this will influence the implementation modality. The detailed assessment should outline the degree of damage (e.g. minor or medium) and specify type of repairs (e.g. non-loadbearing structure, flooring, plastering, WASH facilities etc.) to be included in a detailed BoQ consisting of material quantities, costs, and the timeline.

Key considerations:

- At this stage the guidance does not outline coordination with authorities, as the post-war governance structure is unknown. Relevant authorities may lead the damage assessment on properties, both validating and coding the general classification of damage, as well as coordinating and/or recording the damage. The guidance will be updated to reflect coordination with emerging stakeholders.

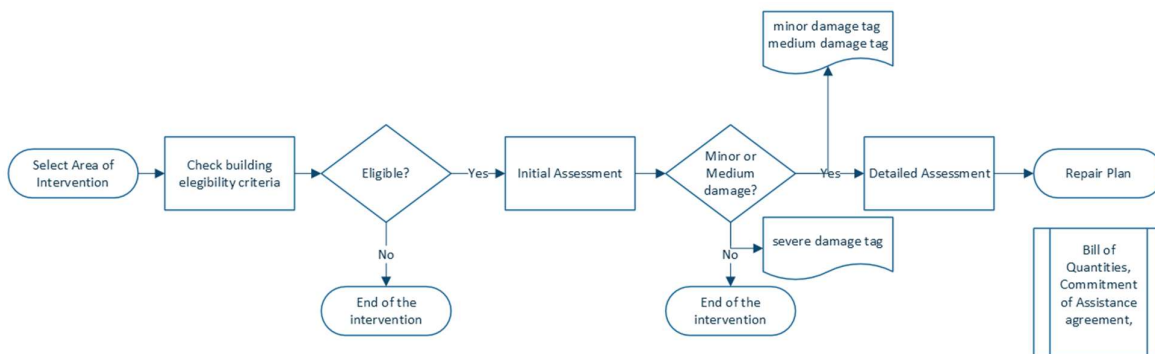
- Effective land governance requires the capacity to control, administer, and regulate land use, supported by robust policies, regulatory frameworks, and public backing. Issues should be addressed at the smallest possible scale, with local authorities handling matters that don't need higher-level intervention, facilitating quicker returns to original homes post-ceasefire.
- Any buildings in a designated 'No-Build Zones' after the war should be excluded from the programme. Partners should check the most updated information and any official communication from the post-war governance structure and humanitarian sector.
- Structurally damaged buildings are excluded from repair assistance. **It is important that partners do not take liability, even inadvertently, for the structural integrity of a building.** Assessing and retrofitting structural damage should be referred to a retrofitting and reconstruction program. It is crucial to develop a detailed communication strategy on the above exclusion criteria.

Staff should be trained and aware of hazards, such as injury from debris, exposure to asbestos and to Explosive Ordnance (EO).

Detailed Damage Assessment deliverables

Repair Plan: Based on the data gathered from both the Initial and Detailed Damage Assessments, a repair design must be developed. The type and extent of repairs will differ depending on the situation and may need the participation of qualified engineers. Relevant drawings and BoQs will need to be prepared and agreed with the occupants and owners.

Implementation Process



This section details the process for assessing and repairing war-damaged shelters as follows:

- Definition of target area at the community or neighborhood area.
- Designated authorities or agencies should conduct an initial assessment. This assessment will focus on a preliminary inspection to assess the level of damage. The buildings will be tagged based on their level of damage.
- Identification of project participants based on vulnerability criteria.
- Communication with communities for awareness raising on the selection of beneficiaries.
- Due Diligence for the verification of ownership/ right of use to ensure House, Land and Property (HLP) rights are not affected over conflicting ownership claims.
- Detailed damage assessment by qualified technical staff to confirm that the level of damage falls into the scope of repairs for this guidance (minor to medium).
- Preparation of a Bill of Quantities (BoQ) by qualified technical staff, taking into consideration the minimum scope of repairs (which might be limited to a section of the house depending on the size of the housing unit, but will also provide a safe and private space to conduct daily personal and household activities).

- Communication with, and consent from, project participants on the scope and timing of repairs prior to execution.
- Signature of agreement by the property owner, the organization, and the project beneficiary if different from the owner. Whenever possible, include not only the head of the household but also women in the repairs discussion and signature of agreement.
- Implementation of repairs according to chosen modality.
- Monitoring during and after execution of repairs.
- Final verification visits and completion form signed.

Identification of Project Participants

The targeting for shelter repairs will be done through an area-based approach, in coordination with the Shelter Cluster. It is recommended that prioritization of the repair assistance considers the Shelter Cluster Palestine's vulnerability criteria.⁸

Partners should prioritize:

- **Shelter vulnerability / current living conditions:** Households with no shelter or living in makeshift shelter; that have returned to a damaged house, are living in a substandard unit, or in overcrowded private or collective shelters.
- **Socio-economic vulnerability:** Households with persons with disabilities or injury; households with persons with chronic illnesses, women-headed households, elderly persons (60+), household with pregnant, breastfeeding women, child-headed household

Partners should exclude households:

- who have a safe place to stay (e.g. they have an alternative durable or transitional sheltering option meeting their standards or the minimum Cluster requirements).
- that have the means to procure materials and carry out repairs themselves.
- that are receiving other equivalent assistance.
- living in buildings that are not structurally safe.
- living adjacent to buildings which are on brink of collapse.
- living in designated 'No-Build Zones'.
- Who are occupying the house without any formal or informal tenure. I.e. households at risk of eviction following repair assistance.

The repair program should be rolled out once the market gains a degree of stability. The BoQ should be developed based on the availability and prices of materials in the market. Partners should consider hybrid modalities of repair, combining in-kind and cash assistance, based on market conditions identified through market assessments. Partners should encourage households **to reuse salvaged materials using principles of circular construction as long as it is safe**. Market conditions should be monitored through assessments and information from the Shelter Cluster and Cash Working Group.

BoQs need to explicitly state how the construction standards will be achieved. Divide the BoQ by type of work under easy-to-read headings (rehabilitation component). If a construction material is required for different works, repeat the material under each rehabilitation component. Provide sufficient technical description of the materials as well as basic instructions on how they will be used. BoQs might also have a column with photos for more clarity.

The repair work may be carried out using a household-led approach with technical supervision. Direct implementation support must be provided to identify vulnerable households unable to carry out repairs

⁸ [Vulnerability and Targeting shelter cluster](#)

themselves. Adequate supervision is essential, but the frequency of site visits and the qualifications of the supervisor will vary based on the households' capacity and the technical nature of the critical repairs.

Given the ongoing emergency in Gaza and the high basic needs, coordination with other Clusters through the Shelter Cluster is crucial. This will ensure complementary “layered” assistance to households undergoing repairs, making sure that cash/ voucher assistance is used for shelter repairs as intended. Once assistance is provided to a household, they will prioritize their most pressing needs, and without a minimum level of stability, they are unlikely to prioritize shelter repairs. Partners must ensure they have the team, access, and budget and coordinate effectively to conduct the required complementary activities

In addition to regular visits, conduct an inspection when the work is about to be completed to highlight any outstanding or substandard work that needs fixing. To avoid delays and ensure quality, start repairs in nearby locations, include the full scope of work from the beginning, conduct local market assessments, provide complete technical specifications, regularly share progress photos, meet onsite, and give timely instructions to prevent the need for corrections.

Modalities of Assistance

Repairs can be carried out through different modalities. This guidance focuses on household-led repairs through cash assistance and light technical support to contribute to local economies by engaging local capacities and markets.

The best implementation modality for repairs will be identified based on household preferences and capacities, along with market and operational constraints. Whenever suitable, household-led repairs (cash or vouchers) will remain the preferred option, allowing a wider degree of choices and opportunities at household level, but agency-led repairs (e.g. through cash-for-work or contractor) might occur, along with a hybrid approach of the combination of the above.

Agency-led repairs might be preferred in cases where vulnerable households do not have the capacity to carry out repairs by themselves. This should be determined and allocated in the targeting stage.

This section outlines the process for **distributing cash transfers** to support the repair of war-damaged shelters.

- Cash transfers value is based on the Bill of Quantities (BoQ) and are provided in two instalments (recommended 60- 40% ratio).
 - The first in advance for households to purchase materials and begin repairs (after assessment and rubble removal)
 - The second after verifying that households have completed 80% of the works. If critical items are unavailable, consider a hybrid cash and in-kind approach. To implement the cash modality, it is essential to have operational cash transfer services and access to liquidity.
- Technical staff should guide beneficiaries on the scope of work and quality expectations and provide a list of vendors and contractors with average pricing. Partners should offer at least one- day training if feasible on managing construction works, focusing on practical skills for repairing war-damaged shelters for those with limited construction experience. Having technical staff is essential to successfully achieving the intended outcomes of the repair projects.
- Effective communication and follow-up with beneficiaries are crucial in cash-based interventions. Achieving the intended outcome requires accompaniment and guidance – each project budget and workplan must include soft activities. Shelter partners must facilitate communication within recipient communities to prevent tensions, provide guidance and connect people to markets and laborers. Additionally, they must clearly explain the type of assistance, selection criteria, and distribute information materials in the local language, including details about the project, prevention of sexual exploitation and abuse (PSEA) mechanisms, and feedback channels.

Budget reference

Damage level	Damage value for average house	Recommended value of repair assistance
minor	Up to 5000\$	500- 1500\$
medium	Up to 10000\$	1500- 5000\$

HLP Considerations

House, Land and Property disputes are expected at an unprecedented scale driven by pre-existing disputes over ownership, destruction of land registry administration, loss of documentation as well as the loss of pre-established land and property boundaries. To mitigate unintended triggers of evictions or HLP disputes, shelter actors are highly advised to carry out repairs only after conducting due diligence in the detailed assessment stage.

Managing HLP-related risks in shelter recovery is the responsibility of Shelter actors. However, to understand the complexity of HLP arrangements, it is crucial that Shelter actors coordinate with HLP partners for technical support during the repair process.

- Damage assessments need to include basic HLP information regarding HLP rights, including property ownership as well as occupancy. Just as it is important to identify the rightful lessor or owner to have a clear understanding and permit to carry on the repairs work, it is equally paramount to identify promoting and protecting the security of tenure for who was living in a specific housing unit pre-war.
- Verify land or property ownership and request proof. Create a witness template for cases without official documents, coordinating with relevant authorities and neighborhood committees if applicable.
- Make sure that property owners and the tenants engage and agree on terms of scope of repairs and the future of rental agreements, including how disputes would be settled.
- Establish an agreement among building occupants to designate a focal point for coordinating common area repairs in multi-storied buildings.
- If your organization lacks HLP expertise, avoid dispute-resolution discussions. Instead, use HLP TWG to contact local authorities or organizations for assistance.
- Before starting repairs, understand the HLP conditions and land ownership in the area. Engage the community to demarcate the land and gather evidence. Involve owners and occupants of destroyed houses in decisions about the rubble since it belongs to someone.
- If a household is ineligible for the repair program, coordinate linkages to continue the HLP process to be addressed later or referred to the Shelter Cluster, ensuring no one is left behind.
- Authorities have required proof of ownership in Gaza in previous reconstruction projects, but obtaining a “chain of ownership” is complex due to the existence of five land types and that one third of the private land is not registered. Hostilities have led to lost records and documents, and many inheritance cases will need clarification due to the high number of casualties, especially to protect women’s housing and property rights.

For general guidance on HLP considerations for the Gaza response, refer to the **HLP brief** by the Palestine Shelter Cluster, [here](#) and the **HLP section under TSA TWG’s Module 1**.

Asbestos and other hazardous substances

“Components of the debris can contain harmful substances including asbestos, heavy metals, fire contaminants, UXOs, explosive residue, household chemicals and other hazardous substances [...]”. Although the use of asbestos in Gaza declined after the 1990s, it remained in roofing in refugee camps. Many residents lived in apartments with informal asbestos extensions. Most asbestos-contaminated debris is believed to be

⁹ | [UNEP | Environmental impact of the conflict in Gaza](#)

concentrated in older buildings and eight refugee camps. UNEP's June 2024 analysis estimates around 800,000 tons of debris may be contaminated with asbestos and would need to be handled as hazardous waste.

Key considerations on asbestos handling and removal during shelter repairs includes:

- Only trained and properly equipped personnel should handle asbestos-containing materials.
- Train technical and field staff in asbestos handling.
- Use adequate PPE when handling asbestos.
- Avoid drilling or damaging asbestos materials to prevent inhaling fibers.
- Mark or cover contaminated materials to limit access, especially for children. Keep them damp to reduce dust.
- Develop and include IEC materials for communities on safe asbestos handling, with key awareness messages
- Coordination, technical guidance and updates on asbestos handling will be provided by the Debris Management Technical Working Group

Debris and Explosive Ordnance clearance

At the project site level, clearance of explosive ordnances (EO) and rubble removal in and around each property are preconditions for conducting repairs. Shelter partners must follow procedures and obtain confirmation from the United Nations Mine Action Service (UNMAS) or relevant authorities that an area has been cleared of human remains, EOs, and rubble and coordinated with the head of the family-owned building or the community representative for non-family-owned buildings

The Gaza Debris Management Working Group has published its [Debris Management Framework](#), covering the management of debris and waste, explosive ordnance, human remains, and other related areas.

It is important to follow UNMAS recommendations and the Debris Management Technical Working Group's guidelines, including IEC materials. These guidelines emphasize removing rubble carefully, avoiding items from the bottom of rubble piles to prevent collapse, and being aware that rubble piles are hazardous. For more detailed information, refer to the Debris Management Technical Working Group under UNDP and UNEP.

Protection considerations

Agencies should ensure fair access to repair programs, emphasizing safety and dignity by addressing issues identified during consultations with affected communities, and adhering to the following guidelines:

- Consultations: When planning repairs in core areas of the house, consult with women, older persons, children, and **other vulnerable groups to understand their needs before deciding on the types of repairs to prioritize.**
- Presence and accompaniment through the process: The technical team should also be able to conduct field visits to monitor progress and provide support to help answering questions, to help with problem solving and maintain standards.
- Managers need to ensure that everyone in the technical team has the proper technical skills and knowledge to design projects or supervise site works. If including contractors, this needs thorough diligent procurement processes and robust contracting. Robust contracting means ensuring clear contract terms and scope of works; compliant administration of the contract; and seeking legal counsel early in the event of a dispute.
- Direct Implementation: Provide direct repair support to households that cannot carry out repairs themselves, based on the Shelter Cluster's vulnerability criteria. Ensure accessibility for older persons and individuals with disabilities.
- Gender Considerations: Include female staff in technical and monitoring visits to facilitate communication with female-headed households. Ensure both, men and women attend meetings, and

that their names and signatures as needed are included. Promote BoQs that would allow women and girls to conduct daily activity with privacy, particularly washing and sleeping.

- Referrals: If a beneficiary reports gender-based violence (GBV), child protection (CP), or other protection concerns, shelter team members should immediately refer the case through established referral mechanisms. Train teams on these referral pathways in coordination with the Shelter Cluster.
- Accountability: Clearly communicate the program details, including the responsibilities of both the agency and the households. Establish a clear and functional community feedback and complaint mechanism.

Coordination with other Clusters and Working Groups

All partners engaged in the provision of repair assistance are encouraged to coordinate through the Shelter Cluster to avoid duplication of assistance and ensure efficient allocation of resources. The following actions are part of this coordination:

- Partners should prioritize areas for repairs in coordination with the Shelter Cluster and after they have been screened by demining agencies.
- Coordination with households and debris management actors to be linked in the sequence of repairs. Mechanisms to be established with the [Debris Management TWG](#).
- Coordinate with authorities and SMWG on repair program and selection of a location/households as relevant. Ensure the targeting criteria is well communicated with all stakeholders.
- Partners should be mindful of where beneficiary data is shared. Consult with Shelter Cluster and refer to the AIMWG³ [Information Sharing Protocol](#).
- Monitoring of usage of assistance and reporting at the output and outcome level to the cluster. Regularly update Shelter Cluster 5W and provide PDM findings to Cluster
- Sharing lessons learned with the Shelter Cluster/ working groups to ensure knowledge transfer and/or update the guidance provided.
- Restoring access to household-level services is included in the scope of repair assistance, if feasible. If this falls beyond the scope of assistance, coordinate with the relevant Cluster such as WASH to ensure the gap is covered through complementary assistance.

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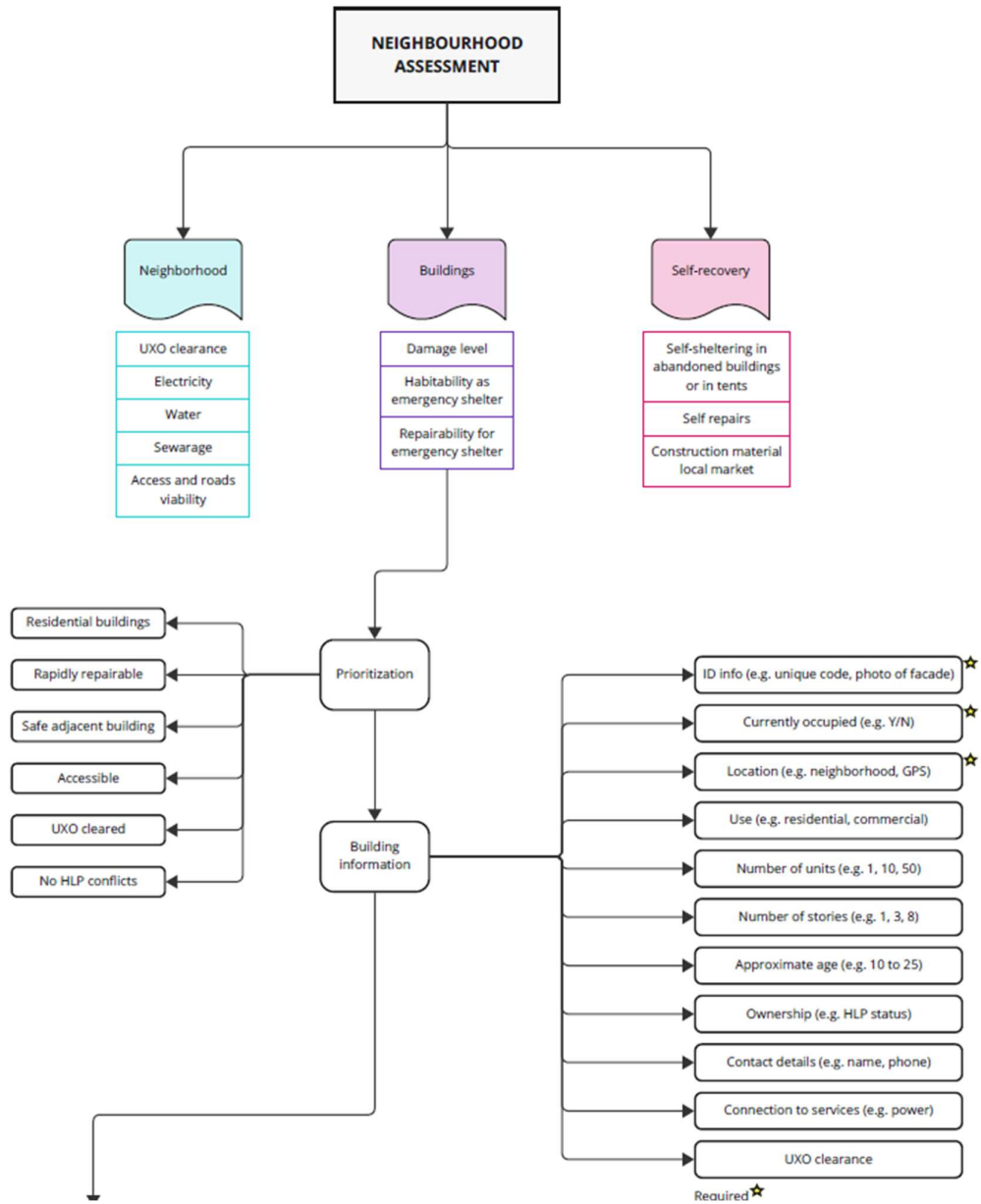
Minimum Inter-Agency Standards for Protection Mainstreaming:

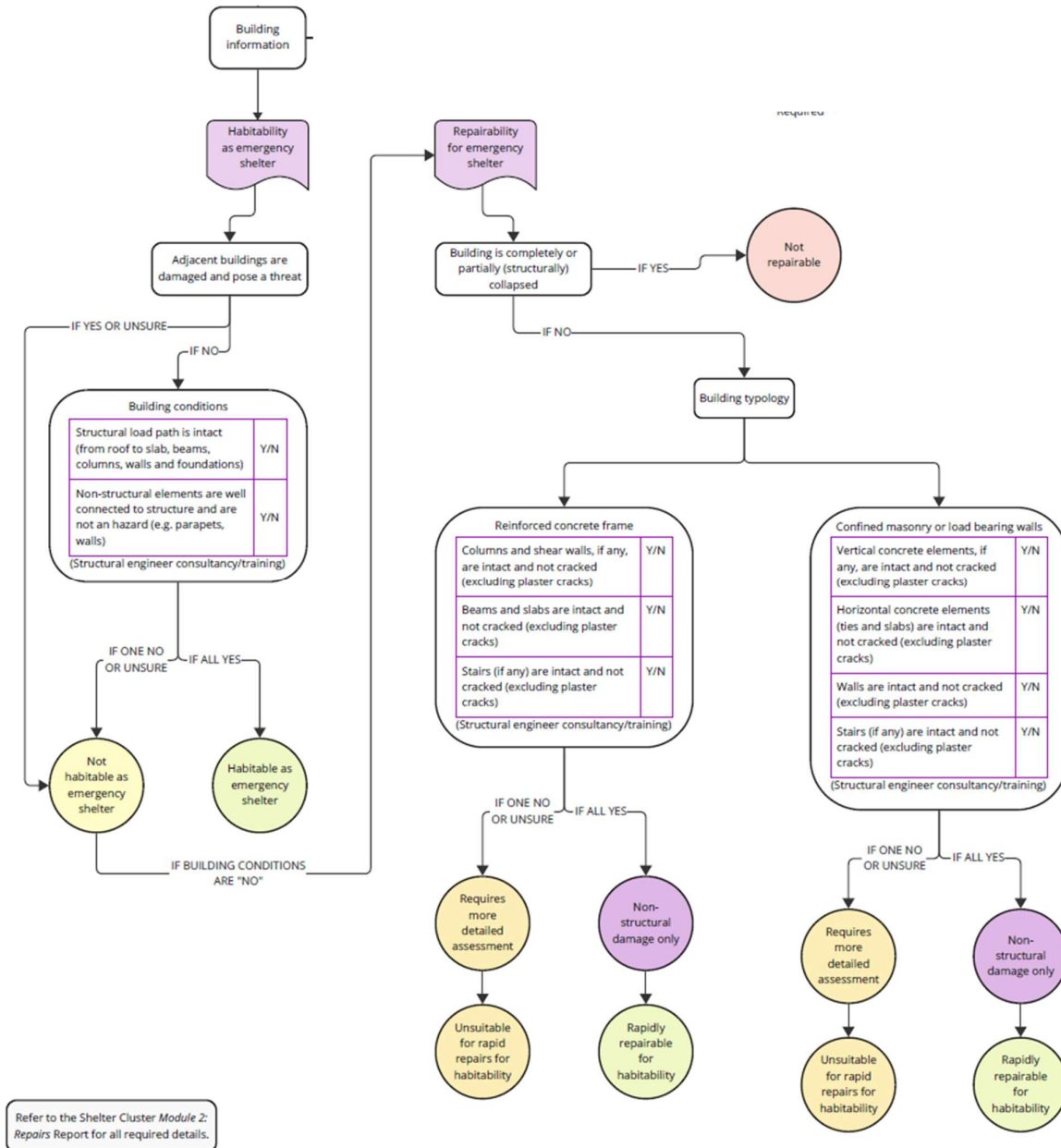
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Section V, page 88

Shelter Programs – Tips for Protection Mainstreaming:

<https://sheltercluster.org/resources/documents/protection-mainstreaming-tip-sheet-shelter-programs>

Annex 1 Neighbourhood & Building Assessment Flowchart





Annex 2 EOD Support to Debris Management

