

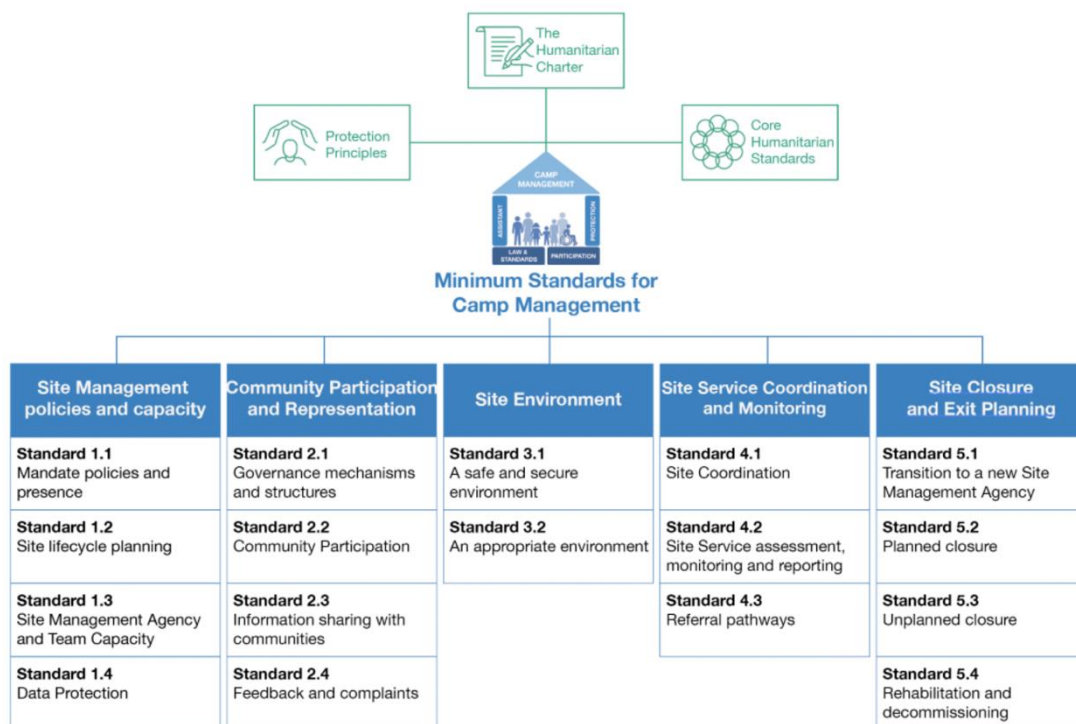
Gaza Site Management Working Group - ToR

The following ToR outlines the proposed purpose, composition, mandate, and activities for a Site Management (SM) Working Group to be established to support the humanitarian response in the Gaza Strip. The proposed Working Group would be Co-led by Acted (INGO) and UNRWA with technical support from IOM and implementing partners such as NRC.

Site management is the coordination and monitoring of service provision, protection and assistance in locations where people displace to. Applying the legal protection framework and minimum humanitarian standards through community engagement and participatory systems, site management is both technical and social. It aims to ensure services and protection provided in communal settings are in line with national and international laws, guidelines and agreed standards, to improve quality of life and dignity during displacement.

In practice, the core tenets of SM are establishing or supporting site management policies and capacities, ensuring community participation and representation, improving site environments and safety, coordinating and monitoring service provision and supporting site exit or transition.

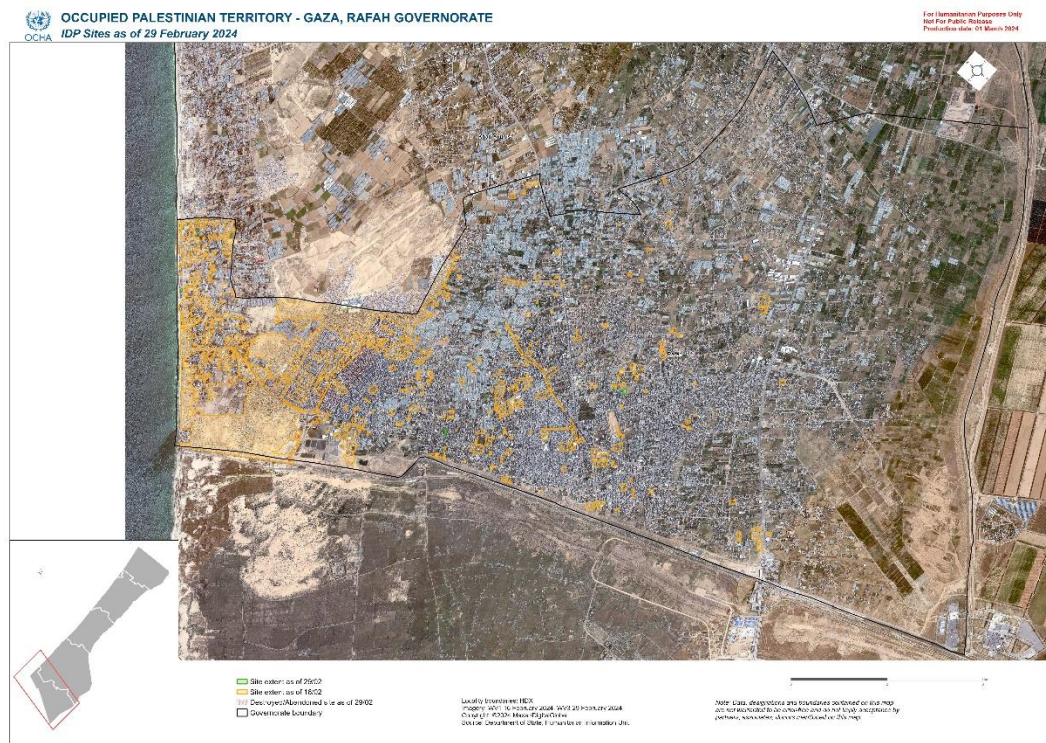
The Minimum Standards for Camp Management:



The intended impact of a SM WG is to improve humanitarian coordination and information management to ensure service provision meets the minimum standards, targets those most in need and is delivered in a timely and coordinated manner. The SM WG will also seek to ensure equitable service delivery both within and between the sites so displaced populations receive similar levels of assistance regardless of where they are residing.

Background

Since 07 October 2023, four months of blockade and intense aerial bombing have jeopardized the Gaza population's access to essential supplies, such as food, potable water and electricity. According to UNRWA and the Ministry of Social Development (MOSD) in Gaza, as of 08 January, 1.8M people have been displaced to collective sites. Most IDPs have sought shelter in 303 displacement sites set up by UNRWA (155)¹ and the relevant authorities (148) across the Strip. Most of them are UNRWA educational facilities temporarily repurposed as designated emergency shelters (DES). Others (non-UNRWA shelters) were hastily set up after the beginning of the hostilities and are currently managed by local civil servants (e.g., school principals) supported by local volunteers or community-based organizations. Informal sites have also been identified.



- I. Enhancing humanitarian coordination to ensure access to basic services and improved living conditions.
- II. Effective information management to ensure needs and gaps are identified.
- III. Ensure a safe, protective, and dignified environment for displacement affected populations.
- IV. Ensure effective participation and meaningful engagement of communities through self-governance and two-way communication streams.

The activation of a SMWG will allow for critical coordination between the site, partner, WG and Cluster levels to ensure an effective response. The SM WG will support site mapping and profiling as well as multi-sectoral coordination at site level, identifying gaps, mobilizing partners and resources, and supporting advocacy as necessary.

Main activities may include:

- Site mapping and profiling, including designation of operational partners to undertake data collection of sites;
- Multi-sectoral coordination at site, inter-site, WG, Area Operations Room and Cluster levels;
- Development of site management tools and products and dissemination to the humanitarian community and relevant stakeholders;
- Capacity building of partners on Site Management approaches and modalities;
- Supporting partners to manage sites in a manner that fosters community cohesion, and mitigates potential friction, between forcibly displaced populations;
- Supporting partners to ensure that activities undertaken in the sites have safeguards in place to prevent inadvertently increasing marginalization, vulnerability, exclusion and stigmatization;
- Advocacy and resource mobilization for site management activities;
- Monitoring and recording of site maintenance and other core activities conducted by SM partners;
- Supporting partners to assist forcibly displaced people to meet their essential needs and enjoy their rights with dignity, contributing to their own self-reliance and finding solutions for themselves.

The formation of this Working Group is essentially to ensure the efficiency and effectiveness of multi-sectoral coordination of the sites to meet the urgent humanitarian needs of IDPs.

Working Group Coordination Core Functions

1. Ensure service delivery is driven by the Humanitarian Response Plan/Flash Appeal and strategic priorities and developing mechanisms to eliminate duplication of service delivery.
2. To inform the HC/DHC/HCT's strategic decision-making by:
 - Preparing needs assessments and analysis of gaps, across and within WG and clusters formulating priorities based on analysis.
 - Identifying and finding solutions for (emerging) gaps, obstacles, duplication and cross-cutting issues.
3. Plan and implement WG strategy by developing sectoral plans, objectives and indicators which adhere to common standards and guidelines.



4. Clarify and advocate for funding requirements in coordinated appeals.
5. Monitor and evaluate performance of the WG, measuring progress against agreed results and recommending corrective actions where necessary.
6. Advocacy.

WG Lead Agencies are also the Provider of Last Resort. Where necessary, and **depending on access, security and availability of funding**, the WG lead must be ready to ensure the provision of services required to fulfil crucial gaps identified by the WG and reflected in the Humanitarian Response Plan.

Geographic focus and operational time frame

- The SMWG will focus on the 300+ sites in Gaza, but will prioritize dedicated SM interventions in sites with highest level of need/ vulnerability as defined through SAG/ site monitoring tool.
- The SMWG will define its operational plan within the 6-month duration.

Responsibilities/Scope of work

- Conduct regular coordination meetings at Gaza level to provide partners with information and coordinate responses.
- Facilitate communication with and between Site Management (SM) agencies to avoid gaps and duplications.
- Identify sites particularly at risk using demographic data/specific needs data that will support prioritisation according to vulnerability.
- Development of site management standards and protocols.
- Promote awareness among WG members on relevant policy guidelines and technical standards from other, WG, clusters/sectors.
- Conduct contingency planning based on worst-case and most likely scenarios in terms of population movements.
- Capacity building of site managers, partners and other stakeholders.
- Information management:
 - Identify gaps – assess, verify and map needs; conduct regular gap analysis, create data visualization products, and dissemination of critical information to aid evidence-based decision-making.
 - Displacement mapping, track and map displacements, newly established sites, site closures and expansions.
 - Map and track ‘Who is doing what, where, when’ to include 4Ws, site profiles and fact sheets.
- Collating assessment, profiling, and monitoring information and developing Information Management products to report to WGs/ Clusters / agencies / donors / affected communities.
- Support relevant authorities and humanitarian actors in identifying and planning for alternative sources of accommodation (in the event that private and public buildings such as schools and offices are able to revert to their normal functions).

- Planning for site closures, exit strategies and timely handover of site management support activities, as needed.

Coordination and Operational Support Arrangements

The SMWG is co-led by Acted and UNRWA and shares gaps, needs and challenges for the collective sites with the UNCT in Gaza. UNRWA and Acted as the co-leads will facilitate cooperation with

authorities, UN agencies, international and national NGOs, donors and other stakeholders to implement its objectives and activities.

The SMWG co-coordinators convene the SMWG coordination meetings. They report to the meeting on the general situation, including updates from government, Inter-Cluster coordination meetings, and any other relevant platforms/fora.

The SMWG members are to participate in weekly meetings and other coordination meetings as needed.

Working Group Membership

There is no limit to the number of members in the Working Group, though at a minimum any agencies providing core collective Site Management Support (SMS) functions should be included. Other members would include agencies implementing services in the collective sites, and Cluster/WGs focal points.

Meetings

The SMWG shall meet every week given the fluidity of the situation on the ground. The schedule and regularity of meetings can be varied, at a SMWG meeting as the situation evolves.

Amendments to the Terms of Reference

The Terms of Reference will be reviewed in the event that there is a change in the situation that necessitates its modification.

End