

## DISTRIBUTION OPERATIONAL GUIDANCE/TOOLKIT: 5. Building a distribution team

### Overview

**A well-managed and well-balanced distribution team** can have positive impact beyond the distribution itself. The distribution team should be composed of diverse members, be gender-balanced, and ensure the participation of the affected population where possible.

This section provides brief guidance on relevant issues to distributions. Please refer to the [HR Handbook](#) for guidance on hiring and managing staff.

### Key considerations for building a distribution team

- Clear roles, responsibilities and the appropriate skills, and training can help ensure our staff is able to support affected populations access timely and adequate assistance.
- Include **female staff** in the distribution team, and consider more **gender-balanced team composition**.
- All team members (including drivers and volunteers) should receive **training on PSEA and GBV**. They must abide by the **Code of Conduct** and **PSEA declarations** they signed.
- Whenever possible, have a **protection staff** at distribution site to support fast tracking of protection cases.
- Team members must **understand socially and culturally acceptable behaviors**. They may visit or enter private spaces where vulnerable beneficiaries stay and must act appropriately.
- Always appoint **a distribution team leader** to oversee the distribution and coordinate with local authorities, community leaders, and camp managers before, during, and after the distribution.
- The team leader also performs the role of **safety/security focal point** if dedicated security personnel are not present at each distribution site.
- The team in charge of the distribution should develop a distribution plan that takes into consideration of warehouse and logistics arrangements.
- Depending on the size and kind of distribution, the number of staff for each role should be determined. In the distribution team, include women and people from affected population where possible.
- Example of a distribution team:
  - Team leader
  - 2 x distribution assistants (for up to 200 kits)
  - 2 x registration and validation staff
  - Protection staff or at least staff trained with protection, GBV and PSEA
  - Staff receiving feedback and complaints
  - Demonstrators/Hygiene promoters
  - Casual labors for Off-loading
  - Translator(s)
  - Security officer and crowd control staff
  - Drivers

### Sample Post Descriptions

Example of post descriptions and TORs can be downloaded from the following link (Under preparation). Where HR has pre-

approved them, it is indicated in the PD. IOM mission need to adjust task descriptions as well as background and contexts information, then can be used for immediate job advertisement.

### Engaging volunteers

- Engaging volunteers is a practical way of establishing an onsite team and can help build acceptance in the community while ensuring greater outreach, mobilization, and participation. As for staff, gender and diversity representation should be sought, with adequate consideration of community perceptions.
- Volunteers must receive induction on humanitarian principles and sign [IOM Standards of Conduct](#) before engaging in any distribution activities.
- Avoid putting volunteers in positions of responsibility (e.g. compiling beneficiary lists, directly distributing items (without accompanied by IOM staff), or leading post-distribution monitoring activities.) This can create risks for the volunteers (pressure to select specific people, abuse or violence from beneficiaries) and to beneficiaries (abuse of power, exploitation or corruption).
  - Always clearly communicate your expectations to volunteers, and understand the expectations that they have of you.
- When relevant check the approved payment rates with relevant clusters and/or local authorities to avoid creating tensions. Agree to terms of payment and compensation.
- When using volunteers, agencies should conduct regular checks to identify any possible situations of abuse or discrimination. ↻

### Risks of gender-based violence (GBV) and prevention of sexual exploitation and abuse (PSEA)

- Distributions introduce valuable resources into a community and can create or exacerbate power imbalances and opportunities for abuse.
- All distribution programs should incorporate mechanisms to reduce exposure to protection risks, including GBV, before, during, or after the distribution, with special attention to sexual and physical violence, denial of resources, and psychological abuse.
- GBV increases in emergencies, and IOM must understand power imbalances in target communities, and potential factors that will increase exposure of affected population.
- One way to reduce risks is to make sure that the distribution is done by a gender-balanced team and informing the community of their rights and entitlements i.e. receiving assistance does not require favours in return. ↻
- Online training resources are available in the links below for instant access to these critical guidance, especially for those newly joined to distribution programme.
- The GBV Constant Companion explains what to do if a GBV incident is disclosed to you during your work. Read-it, print-it, cut-it out, and keep it in your pocket. The versions in other languages are available in the link below

#### Resources

[IN 15 Rev. 1 Standards of Conduct](#)

[PSEA Code of Conduct declarations](#)

*(Mozambique Humanitarian Clusters. Unknown)*

#### File Format

PDF

WORD

#### Language

EN

EN/Portuguese

<p><b>Video on NFI distributions for shelter</b></p>	<p>Video</p>	<p><a href="#">Arabic subtitles</a>  <a href="#">EN</a>  <a href="#">FR</a>  <a href="#">Polish subtitles</a>  <a href="#">Romanian</a>  <a href="#">Russian subtitles</a>  <a href="#">SP</a>  <a href="#">Ukrainian subtitles</a></p>
<p><b>Good Shelter Distribution ONLINE CLASS (Disaster.ready)</b></p>	<p>Online Tutorial</p>	<p><a href="#">Arabic</a>  <a href="#">EN</a>  <a href="#">FR</a>  <a href="#">Polish</a>  <a href="#">Romanian</a>  <a href="#">Russian</a>  <a href="#">SP</a>  <a href="#">Ukrainian</a>  <a href="#">Arabic</a>  <a href="#">EN</a>  <a href="#">FR</a>  <a href="#">Polish subtitles</a></p>
<p><b>Responding to GBV Disclosures [Video]</b></p>	<p>Youtube</p>	<p><a href="#">Romanian subtitles</a>  <a href="#">Russian subtitles</a>  <a href="#">SP</a>  <a href="#">Ukrainian subtitles</a>  <a href="#">Arabic</a>  <a href="#">EN</a>  <a href="#">FR</a></p>
<p><b>Responding to GBV Disclosures (Disaster.ready)</b></p>	<p>Online Tutorial</p>	<p><a href="#">Polish</a>  <a href="#">Romanian</a>  <a href="#">Russian</a>  <a href="#">SP</a>  <a href="#">Ukrainian</a></p>

<p><b>GBV constant companion</b></p>	<p>PDF</p>	<p><a href="#">Arabic</a>  <a href="#">English</a>  <a href="#">French</a>  <a href="#">Polish</a>  <a href="#">Romanian</a>  <a href="#">Russian</a>  <a href="#">Spanish</a>  <a href="#">Ukrainian</a></p>
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### “Good Distribution” Training Packages

The Good Distribution Training package has been designed to provide core knowledge and know-how on mainstreaming Accountability to Affected Populations (AAP) and protection in shelter, NFI, cash, and/or voucher-based distributions.

Training opportunities consists of:

- One-day training for distribution field staff
- Three-day Trainer of Trainers

If you are interested in accessing these training opportunities, or need a training in your mission please contact [sheltersupport@iom.int](mailto:sheltersupport@iom.int)

## Key Considerations

### Checklist to reduce the risk of SEA perpetrated by the humanitarian staff

- Make sure that the distribution is done by a gender-balanced team
- All distribution team members should understand and sign the Code of Conduct and PSEA declarations. Specific orientations and awareness sessions on PSEA must be provided to all team members.
- Explain to beneficiaries that humanitarian assistance is free of charge and does not require any favor in return.
- Ensure that a monitoring system and hotlines are in place, and reachable by all affected populations.
- PSEA awareness materials (such as posters and pamphlets) and reporting hotline is visible to beneficiaries at the distribution site and/or are included in distribution kits.
- If problems and issues arose during distribution, they were handled by more than one person, and with the presence of a female employee if the beneficiary was a female.
- When using service providers, such as with cash or vouchers program, ensure that they are well briefed about protection standards and that they also sign up to codes of conduct and the PSEA declaration as part of their contract.

## Links

- [Staffing and Recruitment \(HR Handbook\)](#)
- [PSEA Code of Conduct declarations](#)
- [Video on NFI distributions for shelter](#)
- [Good Shelter Distribution ONLINE CLASS \(Disaster.ready\) \\*Require account creation and log-in](#)

- [Responding to GBV Disclosures \[Video\]](#)
- [Responding to GBV Disclosures \(Disaster.ready\) \\*Require account creation and log-in](#)
- [GBV constant companion](#)

## References and Tools

- [IOM Standards of Conduct](#)

## Contacts

For more information, please contact the Shelter and Settlements Unit in Geneva: [ShelterSupport@iom.int](mailto:ShelterSupport@iom.int).

Please also find the contact information to the IOM Shelter Reference Group: [ShelterReferenceGroup@iom.int](mailto:ShelterReferenceGroup@iom.int).

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