

2nd Edition

**LEARNER'S
GUIDE**



TECHNICAL COMPETENCY UNIT



**ADM.TEC
033.2**

Integrate Shelter and Settlement Plans and
Activities with all Relevant Stakeholders



ONE ASEAN
ONE RESPONSE

ASCEND

ASEAN Standards and Certification
for Experts in Disaster Management

ASEAN Standards and Certification for Experts in Disaster Management

INTEGRATE SHELTER AND SETTLEMENT PLANS AND ACTIVITIES WITH ALL RELEVANT STAKEHOLDERS

ADM.TEC.033.2

Learner's Guide



ONE ASEAN ONE RESPONSE

The Association of Southeast Asian Nations (ASEAN) was established on 8 August 1967. The Member States are Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand, and Viet Nam. The ASEAN Secretariat is based in Jakarta, Indonesia.

The “ASEAN Standards and Certification for Experts in Disaster Management (ASCEND)” is under Priority Programme 5: Global Leadership of the ASEAN Agreement on Disaster Management and Emergency Response (AADMER) Work Programme 2021-2025 that envisions ASEAN as a global leader in disaster management.

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For inquiries, please contact:

The AHA Centre

Graha BNPB, 13th floor Jl. Raya Pramuka Kav. 38 East Jakarta 13120 Indonesia
Phone: +62 21 21012278 Fax: +62 21 21012287 Email: info@ahacentre.org

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ASCEND Programme and
Toolbox:
Introduction



ASCEND

1.1

The ASCEND Programme

Southeast Asian governments, through the ASEAN Committee on Disaster Management (ACDM), continue to invest in strengthening disaster management systems for a more secure and resilient region. However, the compounding of risks and increasing uncertainty of disasters in our new climate reality threaten to set back the socioeconomic development gains of ASEAN societies. Widespread and recurring disaster damages and losses can overwhelm national capacities and worsen regional transboundary effects.

The Declaration on One ASEAN One Response (OAOR) at the 2016 ASEAN Summit in Vientiane, Lao PDR, reaffirms ASEAN's vision to move towards faster and more integrated collective responses to disasters inside and outside the region. However, ASEAN's past experiences of responding to large-scale disasters showed that realising the OAOR can be challenging. Various responders from different countries, institutions, organisations, and companies seek to contribute to the overall response. Their goodwill is appreciated, and several provide much-needed assistance. But ASEAN and affected Member States sometimes found it challenging to determine what knowledge and skills responders have and how they can effectively contribute to national and regional efforts.

Learnings from past experiences and shared commitment to realising the OAOR vision increased the need to develop regionally recognised Competency Standards and a certification process for disaster management professionals. The increased support led to initiatives that eventually created the ASEAN Standards and Certification for Experts in Disaster Management (ASCEND) Programme. ASCEND is now part of Priority 5: Global Leadership of the ASEAN Agreement on Disaster Management and Emergency Response (AADMER) Work Programme 2021-2025, a programme that envisions ASEAN as a global leader in disaster management.

1.2

The Objectives of ASCEND

- To ensure disasters across the region are met with competent disaster management professionals in order to reduce the loss of life, respond effectively, recover more quickly, and decrease risks throughout the ASEAN region wherever possible. Note: In cases of extraordinary, diminished capacities, non-certified persons may be utilised at the discretion of the AMS in compliance with local governance/rules/laws.

- To establish a guide for certification of disaster management professionals across ASEAN Member States. The disaster management professionals will be certified in a competency-based assessment to perform tasks across all strategic components of AADMER, i.e. risk assessment and awareness, prevention and mitigation, preparedness and response, and recovery.
- To ensure disaster management professionals can work interchangeably and cooperatively both in their home country and in all AMS.

1.3

Advantages and Benefits of an ASCEND Certification

For ASEAN

The ASCEND certification enables ASEAN Member States to efficiently manage emergencies and disasters by fostering a regional network of competent professionals. It equips ASEAN countries to recognise the expertise of incoming assisting teams if needed. Simultaneously, it streamlines resource mobilisation for assisting countries while upholding the ASEAN Standards.

For the AHA Centre

With ASEAN's rapid development and vulnerability to natural hazards, it requires a skilled workforce of disaster management professionals. The ASCEND certification can bridge the existing knowledge and skills gaps, promoting stronger cooperation and interoperability among disaster managers in the region.

For disaster management professionals

The ASCEND certification serves as a valuable credential for disaster management professionals, providing evidence of their expertise and qualifications. It also helps organisations to determine the capabilities of certificate holders in performing critical job functions of specific occupations in the disaster management sector.

1.4

The ASCEND Toolbox

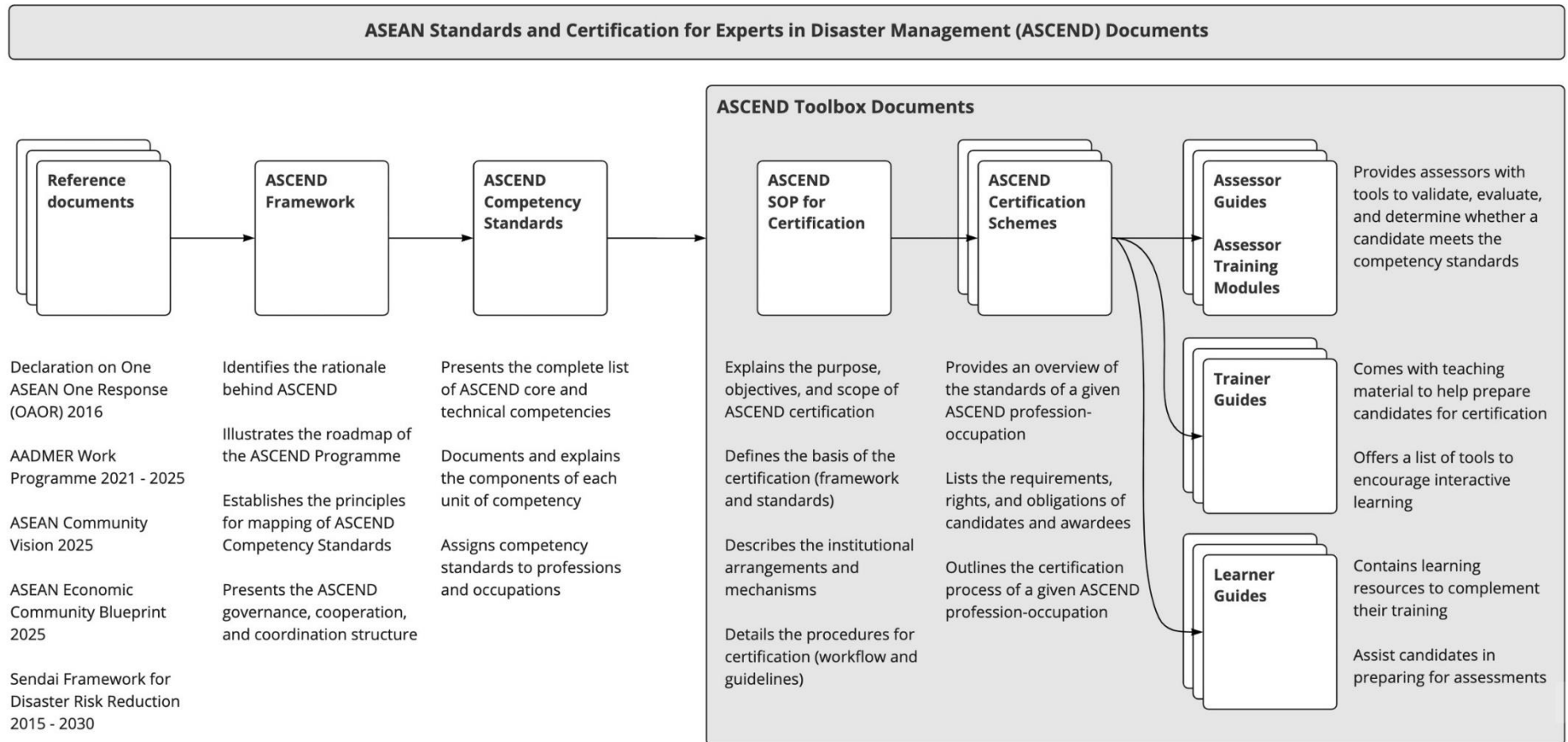
A set of technical requirements must exist before it is possible to implement the ASCEND programme in participating ASEAN Member States. The first requirement is the ASCEND Competency Standards that contains forty-three (43) regionally recognised core and technical competencies in selected disaster management professions. The Competency Standards outline the work elements and performance criteria that guide for certification of disaster management professionals across the region.

Another requirement is the development of an ASCEND Toolbox for five professions. These professions are Rapid Assessment, Humanitarian Logistics, Information Management, Water, Sanitation and Hygiene (WASH), and Shelter Management. The ASCEND Toolbox consists of an SOP, Certification Schemes, Assessor Guides, Trainer Guides, and Learner Guides. The ASCEND Competency Standards, approved by the ASEAN Committee on Disaster Management, is the primary basis of the Toolbox documents.

The SOP defines the basis of ASCEND, describes the institutional arrangements and mechanisms, and details the certification procedures. Certification Schemes present an overview of the standards of each profession-occupation and certification requirements, the rights and obligations of candidates and certificate holders, and general guidelines on the certification process. Assessor Guides provide assessors with tools to validate, evaluate, and determine whether a candidate meets the Competency Standards. Trainer Guides come with PowerPoint slides and presenter notes to help trainers prepare candidates for certification. It also offers a list of tools that trainers may use to encourage interactive learning. Learner Guides assist candidates preparing for ASCEND certification in their chosen disaster management profession and occupation. It contains learning resources and complementary readings that can help prepare them to undergo the required assessment.

The ASCEND Toolbox documents can assist the ASEAN Member States to identify, build the capacity of, and mobilise competent disaster managers across Southeast Asia to help reduce disaster risks and disaster losses in the region through timely and effective response.

Figure 1: Overview of ASCEND Toolbox Documents





Learner Guide

Introduction for Candidates



ASCEND

Welcome and thank you for your interest in pursuing an ASCEND certification. This Learner Guide is for you to read. It contains learning resources and helps you prepare for the required assessments: oral interviews, written tests, and observation checklists.

Competency-based Learning and Assessment

Competency is the attitude and ability to use or apply one's experience, knowledge, and skills-sets to perform critical job functions in a defined work setting.

Table 1: Competency areas and descriptions

Competency area	Description
Experience	Refers to the qualifications of the candidate that make them eligible to pursue certification. It includes the candidate's formal education, work experience, professional training, and job-relevant life experiences.
Knowledge	Refers to what the candidate needs to know to make informed decisions on how to perform the work effectively.
Skills	Refers to the ability of the candidate to apply knowledge to complete occupational tasks and produce work outcomes or results at the standard required.
Attitudes	Refers to associated beliefs, feelings, motivations, and values that influence a candidate to make decisions and act according to occupational standards and the professional work setting.

There is one Learner Guide for each unit of competency. The Competency Standards and Unit Descriptor section of this document outlines the content you will be studying – broken down into elements and performance criteria that will be covered during training and assessed using competency-based methods. This guide contains a glossary of terms, a list of abbreviations,

readings and activities, a self-assessment checklist, and information about the oral interviews and written tests.

Competency-based methods help ensure that the ASCEND certification process is relevant, valid, acceptable, flexible, and traceable – in alignment with the ASEAN Guiding Principles.

The relevance principle confirms that the ASCEND certification reflects the current professional needs in the disaster management sector. The validity principle relates to the consistency and equitability of the assessment process. The acceptability principle is about aligning the ASCEND certification to other disaster management professional standards and good practices. The flexibility principle refers to the responsiveness of the ASCEND certification to changes or differences in disaster management work settings and job requirements. The traceability principle ensures that evidence is sufficient to grant the ASCEND certification.

Competency-based assessment (CBA) is the process for evaluating whether a professional is qualified and competent to perform in a particular occupation. CBA is used to determine if the candidate's experience, knowledge, skills, and attitudes meet the standards and performance criteria defined in a unit of competency.



ASCEND Competency Standards and Unit Descriptor



ASCEND

3.1

Competency Standards

Competency standards are a set of industry-accepted benchmarks that defines the experience, knowledge, skills, and attitudes professionals need to perform well in an occupation. It also reflects the requirements of work settings and considers the developments in the disaster management profession.

3.2

ASCEND Competency Standards

The ASCEND Competency Standards identify the key features of work in selected disaster management professions and performance standards professionals need to meet to be deemed competent. It also provides the list of the forty-three (43) core and technical competencies that serve as the basis for defining the regionally recognised disaster management qualifications across the ASEAN Member States. The five (5) professions covered by the ASCEND Competency Standards include Rapid Assessment, Humanitarian Logistics, Information Management, WASH, and Shelter Management. Under these professions are five (5) categories of occupations: Manager, Coordinator, Officer, Promoter, and Engineer. Overall, there are fifteen (15) profession-occupation combinations (e.g., humanitarian logistics manager, information management coordinator, WASH promoter).

Each ASCEND Competency Standard has its dedicated Toolbox documents: an SOP, Certification Scheme, Assessor Guide, Trainer Guide, and Learner Guide. Only one SOP applies to all profession-occupation combinations covered by the ASCEND certification. The Certification Schemes, one for each of the profession-occupation combinations. Both these documents align with the AQRF Level Descriptors, Section 4: Guiding Principles and Protocols for Quality Assurance of the AGP, and ASEAN Disaster Management Occupations Map. The Certification Schemes also outline the ASCEND competencies under selected professions and occupations, eligibility criteria, basic requirements and rights of candidates, and obligations of certification holders. Assessor Guides describe the components of particular competency standards and offer tools to determine the candidate's qualifications. Trainer and Learner Guides expound on a given competency standard's elements and performance criteria for learning and assessment preparation purposes.

The ASCEND Toolbox documents can assist the ASEAN Member States to identify, build the capacity of, and mobilise competent disaster managers

across Southeast Asia to help reduce disaster risks and disaster losses in the region through timely and effective response. The Toolbox documents may also serve as a reference for ASEAN Member States' seeking to develop and implement national-level competency-based certification processes based on their respective capacities and needs. The ASCEND Competency Standards and its derivative Toolbox documents will be reviewed and updated every five (5) years to ensure it reflects changes in the disaster management profession and remains relevant. Table 2 describes its main components.

Table 2: Components of the ASCEND Competency Standards

Component	Description
Unit title	Describes the critical work function to be performed in an occupation
Unit number	<p>A coding system to organise the units of competency. It also indicates the types of competency standards.</p> <ul style="list-style-type: none"> ▪ ADM.COR.000.0 are core competencies. These are general professional knowledge and skills related to international humanitarian principles and disaster management standards, including ASEAN mechanisms and procedures. ▪ ADM.TEC.000.0 are technical competencies. These are specific knowledge and skills needed to perform effectively in work areas under their chosen disaster management profession and occupation.
Unit description	Provides information about the critical work function covered by the unit.
Elements	Presents the occupational tasks required to perform the critical work function in the unit.
Performance criteria	Lists the expected outcomes or results from the occupational tasks to perform and the standard required.

3.3

Unit descriptor

Unit title : **Integrate Shelter and Settlement Plans and Activities with All Relevant Stakeholders**

Unit number : ADM.TEC.033.2

Unit description: This unit deals with the skills and ability needed to ensure a shelter and settlement programme is well coordinated with all stakeholders to ensure an integrated approach.

Element 1.

Engage beneficiaries in all stages of shelter response

Performance Criteria

- 1.1 Integrate community driven, area based, needs based approach into all aspects of the shelter programme
- 1.2 Beneficiaries' engagement to ensure Shelter assistance provided is environmentally, climatically, and culturally appropriate
- 1.3 Develop appropriate confidential community feedback mechanisms including processes to ensure timely response

Element 2.

Determine appropriate shelter and settlement assistance options

Performance Criteria

- 2.1 Engage with the Shelter Cluster and other coordination mechanisms at all stages of programme design
- 2.2 Build relationships with all other stakeholders including local and national government, donors, and other relevant assistance providers
- 2.3 Advocate effectively for the rights of the most vulnerable and those the programme is unable to directly assist

Element 3.**Integrate all shelter activities and plans with those of other sectors****Performance Criteria**

- 3.1 Coordinate shelter activities and plans with other sectors
- 3.2 Engage directly linked sectors in all stages of programme design and implementation
- 3.3 Collaborate closely with all programme support services



Glossary of Terms and List of Abbreviations



ASCEND

4.1

Glossary of Terms and List of Abbreviations

Table 3: Terminology and Description

Terminology	Description
Shelter	A place giving temporary protection from bad weather or danger
Capacity	The combination of all the strengths, attributes and resources available within a community, society or organisation that can be used to achieve agreed goals
Cash-based interventions	The use of cash, electronic money transfers, or vouchers provides disaster-affected individuals with support for their flexible recovery priorities.
Conditional cash	The provision of cash, based upon completing certain tasks by the beneficiary, for example, after completing one specific stage of a house reconstruction, has been completed according to design.
Continual assessment	It involves regularly updating information on the situation and seeking relevant feedback from the beneficiaries in order to facilitate decision-making on long-term activities. Effective continual assessments help to spot changes when they occur.
Core shelters/ one-room shelters	Post-disaster household shelters are planned and designed as permanent dwellings to be part of future permanent housing, allowing and facilitating the future process of extension by the household, following its own means and resources. A core shelter aims to provide one or two rooms, providing post-disaster safe shelter by reaching permanent housing standards, facilitating development, and not completing a full permanent house.
Cross-cutting issues	Critical themes overarching into all humanitarian aid activities
Detailed assessment	After a rapid assessment of the situation changes, a more detailed assessment is carried out, and more information is needed. It takes about one month, depending on the size of the area and the complexity of the situation
Dignity	The quality or state of being worthy of esteem or respect.

Disaster	A natural or man-made hazard resulting in an event causing significant physical damage or destruction, loss of life, or drastic change to the environment
Disaster mitigation	Systems planning to reduce the impact of any future disaster, such as diverting the course of a river prone to flooding, is directed away from nearby towns.
Disaster preparedness	The ability of governments, professional response organisations, communities and individuals to anticipate and respond effectively to the impact of likely, imminent or current hazards, events or conditions.
Disaster risk reduction	The reduction of a building or community's exposure to a hazard. This can be done by making the building stronger or more hazard-resistant. Still, it can also be done by improving evacuation routes or by resettling communities a distance from the hazard.
Displaced populations	Populations that leave their homes in groups, usually due to a sudden impact, such as an earthquake or a flood, threat or conflict
Early warning system	The set of capacities needed to generate and disseminate timely and meaningful warning information to enable individuals, communities and organisations threatened by a hazard to prepare and to act timely and appropriately to reduce the possibility of harm or loss
Economic recovery	Strengthening and expansion of new and existing enterprises, together with the creation of jobs
EMMA	Emergency Market Mapping and Analysis. It is a toolkit for humanitarian staff in post-emergency contexts that aims to improve emergency responses by encouraging and assisting relief agencies to better understand, support, and use local market systems.
Emergency Shelter	Short-term shelter provides lifesaving support, the most basic shelter support provided immediately after the disaster.
Environment	The physical, chemical and biological elements and processes that affect the lives and livelihoods of populations
Hazard	A dangerous phenomenon, substance, human activity or condition that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage

Human vulnerability	The diminished capacity of an individual or group to anticipate, cope with, resist and recover from the impact of a natural or man-made hazard
Information management	The management which involving coordination, delivery of relief assistance, beneficiary involvement, marketing and external relations, monitoring and evaluation
Land tenure	The means by which individuals make arrangements for how long they can reside or use a plot of land and under what circumstances
Livelihood	Comprises the capabilities, assets (including both material and social resources) and activities required for a means of living
Market-based approach	Interventions that target markets, and local economies, to make improvements in access to shelter for disaster-affected populations
Most vulnerable groups	Those groups considered at the greatest risk and consequently the most dependent on assistance
Non-displaced population	Populations that remain with their homes, or home cities, following the impact of a disaster
Non-Food Items (NFI)	Items other than food. Typically include essential household items such as blankets, plastic sheeting, containers for water, cooking items, etc.
Progressive shelter	Rapid, post-disaster shelters planned and designed to be upgraded later to more permanent status, with future transformation and alteration possibilities integrated into the structural basis of the unit. They are immovable and built on permanent sites to become part of lasting solutions.
Psychosocial	The combination of psychological and social but also implies that the effect of social processes is sometimes mediated through psychological understanding
Rapid assessment	Undertaken immediately after a disaster, the rapid assessment provides information on needs, possible courses of action and resource requirements. It normally takes up to a week.
Rapid onset disaster	A disaster that is triggered by an instance causes shock. The impact of this disaster may be short-lived or long-term. Earthquakes, cyclones, flash floods, volcanic eruptions are some examples of rapid-onset disasters
Retrofitting	See seismic retrofitting

Safety	Being protected against physical, social, spiritual, financial, political, emotional, occupational, psychological, educational or other types or consequences of failure, damage, error, accidents, harm or any other event which could be considered non-desirable. Safety can also be defined as the control of recognised hazards to achieve an acceptable level of risk.
Security of tenure	The arrangements by which occupants feel secure or have protection according to formal or customary law in the place where they live.
Seismic retrofitting	Modification of existing structures to make them more resistant to seismic activity, ground motion, or soil failure due to earthquakes
Slow onset disaster	A disaster that prevails for many days, months or even years like drought, environmental degradation, pest infection, famine are some examples of a slow onset disaster
Stakeholder	individual or group that has an interest in any decision or activity of an organisation
Structural vulnerability	Structural or physical vulnerability is the extent to which a structure is likely to be damaged or disrupted by a hazard event.
Temporary shelter	Post-disaster household shelter is designed as a rapid shelter solution by prioritising speed and limiting construction costs. The lifetime of the shelter may be limited.
Transitional settlement	The processes by which populations affected and displaced by conflict or natural disasters achieve settlement throughout their displacement before beginning transitional reconstruction
Transitional shelter	Rapid post-disaster household shelters are made from materials that can be upgraded or reused in more permanent structures or relocated from temporary sites to permanent locations. They are designed to facilitate the transition by affected populations to more durable shelter. Transitional shelters respond to the fact that the affected population themselves often undertakes post-disaster shelter and that this resourcefulness and self-management should be supported.
Voucher	Paper or electronic substitutes for cash, allowing humanitarian organisations to restrict the list of items purchased, so that specific Shelter objectives can still be met whilst also providing significant flexibility of choice to the beneficiaries.

Table 4: Abbreviation and Description

Abbreviation	Description
5W	Who Works What Where When
5W1H	Who Works What Where When and How
CfW	Cash for Work
CSR	Corporate Social Responsibility
DFID	The UK Department for International Development
GSC	Global Shelter Cluster
HLP	Housing, Land and Property
IASC	Inter-Agency Standing Committee
ID	Identity Document
IFRC	International Federation of Red Cross and Red Crescent Societies
IM	Information Management
INGO/NGOs	International Non-Governmental Organizations/ Non-Governmental Organizations
LGBT	Lesbian, Gay, Bisexual, And Transgender
SIDA	Sweden International Development Cooperation Agency
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
UKAID	UK Aid Direct
USAID	United States Agency for International Development
WASH	Water, Sanitation and Hygiene



Unit Readings and Activities



ASCEND

5.1

Element 1. Engage beneficiaries in all stages of shelter response

1.1 Integrate community driven, area based, needs based approach into all aspects of the shelter programme

A. Introduction

As a Shelter Coordinator, it is necessary to be mindful that a community-driven, area-based, needs-based approach is essential in the shelter programme. These three aspects need to be integrated into the programme.

B. Facts gathering from the local community, local government, including un-reported groups

Following the need assessment and analysis, the shelter programme has to measure the potential self-recovery of the affected community. The Shelter Manager needs to quantify such potential from several initiatives informed by the need assessment, consultation with the local government, and identifying the people that require support. Below are facts and figures that will be used to inform the programme design.

1. Information gathered from analysed needs assessment
 - a. Number of affected people. The number needs to be disaggregated to age group, gender, job, ethnicity, religion, etc.
 - b. Current living place after the disaster. Number of people displaced or non-displaced, number of people living in temporary shelters, barracks, repaired houses etc.
 - c. Number of people in a group of livelihoods such as farmers, fishers, traders etc.
 - d. Number of local vendors of construction material.
 - e. Number of merchants in the area.
2. In-depth interview with the affected people to understand their personal opinion on recovery
 - a. Are they planning to rebuild their house soon?

- b. Are they willing to relocate if the government does not allow them to rebuild in the previous land?
 - c. What is their preference for a temporary place of living before they can have a permanent house?
 - d. What kind of permanent house would they like to build?
 - e. Are there any challenges for them to access government or agency support due to their condition and social backgrounds, such as disabilities, vulnerability, gender, and other social information pertinent to sheltering, such as religious needs?
3. Community meeting to identify community's perception on recovery.
 - a. Are they willing to prioritise their neighbours who are people with disabilities or with other vulnerabilities?
 - b. Are they willing to support their neighbour by providing themselves as labour to work in turn?
 - c. Are they willing to cooperate with the government or shelter agency on recovery?
 - d. What is their perception of saving the environment?
4. Discussion with local government, the village head and informal community leaders to see their willingness to cooperate with the shelter agency. Discuss how is it possible to develop partnerships with local leadership.
5. Engage with vulnerable people who might be socially excluded due to their social backgrounds such as ethnicity, gender and religion. Discuss how to provide support to eliminate barriers for them.

C. Identify community potential for self-recovery

This part measures or predicts quantitatively and qualitatively how strong their willingness to self-recovery is. It means that the government and the shelter agency would not substitute their effort but rather support by making it more effective.

These are the aspects to see the indication of their initiatives on self-recovery—the presence of supporting factors that are available amongst them that might strengthen their effort.

1. Is there any sign of initiating self-recovery?
 - Affected people are starting to clean their land from the rubble of their damaged houses.
 - People are salvaging the building material to be reused for the construction of new houses.

- People are repairing their houses.
 - People are borrowing money to purchase building materials or to pay for labour.
2. What are their preferences on self-recovery?
 - How many people are waiting for government or shelter agency support to start rebuilding.
 - What kind of houses do they plan to build?
 - If they are displaced, what additional support do they need to help them rebuild their houses?
 3. Is there a provision of the market?
 - The more building material vendors available in the area, the more stable the prices are.
 - Easier access for affected people to build a temporary shelter or rebuild their houses.
 4. Social networks within the community
 - If people live in harmony, social support is stronger, and it will correlate to community-based recovery.
 - The stronger the social network, the more likely the most vulnerable affected people will get support.
 5. Presence of other sectors
 - The presence of other sectors such as health, education and livelihoods will increase community capacity to self-recover due to improvement of well-being.
 - The presence of other sectors supports the cross-cutting issues to be addressed in the shelter programme.

D. Develop a checklist to ensure community-driven, area-based, needs-based approaches are addressed on programming

Supporting self-recovery is the main intention of the shelter program since shelter agencies will not substitute the responsibility of housing recovery either from the government or from the affected people. The affected people have the freedom to decide what kind of recovery they want to have. Shelter agencies provide support and technical assistance to ensure the adoption of building back safer, and the most vulnerable have their rights to obtain support.

1. Affected people are willing to follow the process of recovery. Shelter assistance should not be delivered as a product. Therefore, there will be various types and various modalities of shelter assistance to be offered, such as:
 - Technical support to their initiatives on building back safer, whether a temporary shelter or permanent housing.
 - Implementing cash voucher assistance if the market and service providers are available.
 - Provision of construction or retrofitting training if builders are available

2. Maximising social cohesion to increase community participation
 - The initiative to start rebuilding should come from the community instead of the shelter agency.
 - The community will support the people with disabilities and the most vulnerable groups that will have their rights in recovery. Also, they are willing to prioritise the most fragile group to have additional support for the recovery.
 - People are willing to support their neighbours in working on their shelters or rebuilding their houses.
 - People are committed to building back more safely. The shelter agency could send the messaging through a social campaign.
 - Gain support from local leaders.

3. Partnership with the local government
 - The local government will provide information on land titling, eligibility of affected people, and participate in recovery messaging such as build back safer.
 - Connecting to other local authorities who are related to recovery.

4. Programme integration with other sectors within the area.
 - Coordination with other sectors such as WASH, Livelihood, health and education that their services can complement shelter assistance. Also, the beneficiaries will have more access to their programme.
 - Coordination with other working groups such as cash, environment and gender to strengthen the shelter programme in addressing those cross-cutting issues.

5. Ensure that the identified people in need, during the need assessment, could be addressed or channelled to the right entities:
 - Displaced people cannot rebuild their houses due to the no-build policy.

- People living on the land without legal certification cannot obtain recovery support.
- People whose social background made them excluded from accessing shelter support.

E. Summary

- A shelter programme should be perceived as a process; therefore, to make it effective, it should be integrated with all aspects of recovery.
- Shelter recovery should be a community-led process in which the presence of the government and the shelter agency is to facilitate support on building back safer and supporting the vulnerable groups which could not self-recover.
- In order to ensure that shelter assistance is complete, following the analysis of need assessment, more in-depth studies should be conducted to get a complete picture of the beneficiaries and the stakeholders.
- During programme implementation, the Shelter Manager should maximise the benefit from the presence of other actors and other sectors in the working area to have a complete recovery effort.

1.2 Beneficiaries' engagement to ensure Shelter assistance provided is environmentally, climatically, and culturally appropriate

A. Introduction

Every shelter assistance is unique due to the location, hazard and disaster event. Therefore, in delivering assistance, those three aspects should be considered interrelated. As a result, during the shelter programme planning, the affected people should be consulted since they know their area and its challenges. Delivering assistance without considering their input will create resistance and degrade their environment.

B. Environmentally, climatically, and culturally appropriate shelter assistance

Shelter assistance should come from the needs of the affected people. Their needs are shaped by their background, which is their culture. Their preference for building materials comes from the climate, which obviously, in the tropics, they will choose building materials that can protect them from heat stress. When massive housing recovery is implemented, people will need particular building materials such as large amounts of timber.

Therefore, shelter assistance needs to be ensured to match the environment, climate, and culture.

1. Environmentally friendly shelter and housing recovery

- In every recovery initiative, every party should be committed to environmental sustainability. Every waste should be appropriately treated and not contaminated with the body of the river, water table and land.
- Preserving the local forest should be one of the prerequisites for shelter or housing recovery.

2. Climate-smart rebuilding

- Temporary shelter, barracks or house design should consider the climate or the temperature. Houses like an igloo's Eskimo, even though earthquake resistant, are considerably hot inside and not comfortable for the dwellers, especially in the tropics.
- Building materials for houses in the tropics should not use materials generally used in four-season countries. If the inside of the house becomes very hot, the owner tends to use air conditioning with high electrical consumption.

3. Cultural acceptance of sustainability

- People would like to have a house that they know and connect with their culture. In terms of self-recovery, it would be difficult to propose a design that is not common to the beneficiary.
- Suppose the shelter agency still insists on implementing shelter or housing assistance which is not culturally appropriate; the local builder will have difficulty repairing, enhancing, or building with similar building material.



Image 1: A 76-year-old woman in Nepal whose house was damaged due to the 2015 earthquake crushed stone, making gravel for a concrete structure for her house. She is one of the beneficiaries who received cash assistance to rebuild her house.



Photo Arwin Soelaksono (2016)

C. Engage beneficiaries in planning and implementation to ensure appropriate assistance

Shelter support should integrate those initiatives, i.e., environmentally friendly, climate-smart and culturally smart, into the self-recovery initiatives. That means the beneficiaries need to be encouraged to incorporate those components in shelter and house planning. The beneficiaries, with support from the shelter agencies, need to ensure that none of those components will be missed during the implementation. Therefore, the shelter agencies and the beneficiaries should work together on the aspects below:

1. To integrate environment-friendly initiatives
 - Educate the beneficiaries to use salvage material as much as possible for their temporary shelter or rebuilding a house.
 - Salvaged doors and windows
 - Salvaged timber and bricks.
 - Provide design to guide the beneficiaries to use the available material in their area.
 - Use a social mobilisation campaign to use environmentally friendly materials that minimise the use of timber and reduce processed materials using wood burning.

- Introduce the beneficiaries to various option for environmentally friendly building materials such as bamboo.
- 2. To integrate climate-smart design
 - Educate the beneficiaries on building material selection and which material they should use according to their area's temperature or other climate conditions.
 - Provide a design that will help them build houses that maximise natural energy such as sun and wind.
 - Optimum size of windows
 - Use solar tile
 - Use solar cell panel
- 3. To integrate cultural acceptance
 - Provide building back safer training to the beneficiaries and the local builders to improve their traditional construction techniques for safer construction.
 - Educate the beneficiaries on improving their traditional houses without forcing them to shift to new houses requiring significant imported building material and labour outside the area.
 - Support the beneficiaries with shelter or houses design

D. Activity

Shelter agencies offered many types of houses during the housing recovery. However, some of the built homes were not adaptive to local climate. You can use literature or information from the Internet to find houses built post-disaster which are not climate smart. Explain why a particular shelter does not consider climate variability and change!

E. Summary

- As the beneficiaries will lead their recovery process, the assistance should enable an environmentally, climatically, and culturally appropriate recovery.
- The beneficiaries should be able to preserve the environment through their self-recovery. Therefore, they should be supported to maximise the usage of earth-friendly materials and salvaged materials.
- Provide design to support the beneficiaries to use building material according to the temperature or climate condition and maximise the natural energy.
- Provide training that beneficiaries and local builders can improve their traditional house and traditional construction technique without

replacing them with the new and imported material and labours from outside.

1.3 Develop appropriate confidential community feedback mechanisms including processes to ensure timely response

A. Introduction

In delivering shelter assistance, it should be ensured that the beneficiaries are dignified, treated equally, and always heard. These are to keep them motivated during their recovery process. Along the process, there might be some incidents due to misconduct, unfair treatment, or even harassment. These can be caused by anyone and affect anyone. Therefore, these issues should be taken seriously from the very beginning. A late response might create a bigger problem.

Image 2: The community can easily access all information regarding beneficiaries.



Photo Catholic Relief Services

B. Using social mobilisation to develop feedback mechanisms to report a concern and unacceptable conduct

The shelter agency assisting the community should develop a mechanism to effectively find a solution for inappropriate conduct by their staff or contractors within their system. Generally, each shelter agency already has a Code of Conduct and feedback mechanism. Every employee in the organisation, i.e., staff, volunteers, consultants, and contractors, must understand the Code of Conduct; once they sign a contract, they are all bounded by the Code of Conduct.

On the other hand, the feedback mechanism could protect anyone by giving access to everyone, mostly the beneficiaries, to report issues. The community should feel safe and protected if they want to report issues or complain. Below are the messages to socialise the feedback mechanism which is to be delivered to the community conveyed by the social mobiliser;

- The community should understand that they receive the assistance because they have the right to recover with their own effort. They can receive assistance from the shelter agency in a spirit of equal cooperation.
- The beneficiaries have the right to receive assistance from the shelter agency through the staff, volunteers, and external parties such as consultants and contractors.
- The beneficiaries should know that all personnel from the shelter agency, the consultants, and the contractors are bound by the ethics stated in the Code of Conduct.
- Beneficiaries have the right to report concerns or have questions that they need to report directly to the authority in the shelter agency.
- The concern might be misconduct and quality issues regarding the services delivered, which were done by the shelter agency's staff, volunteers, consultants, contractors, or whoever is related to the shelter agency.
- Beneficiaries need to be assured that their concern and question will be addressed properly, and the shelter organisation will keep the information confidential.

C. Develop an agreed handling mechanism to ensure a swift response

After the staff, volunteers, consultants and contractors have signed the Code of Conduct, the management should initiate the feedback mechanism to be effective. This should be done as early as possible to reach the beneficiaries before implementation. Below are the steps to activate the feedback mechanism.

1. Train the social mobiliser to inform and encourage each beneficiary to report issues and concerns with the provided channels.
2. Discuss with the social mobiliser which tools are the most effective where the beneficiaries can reach the management. This might be through a mobile phone or a complaint box.
3. The management should provide those tools to support mechanisms that can be effective such as:
 - Dedicated mobile number for a text, WhatsApp, Telegram, or any preferred mobile communication familiar to the beneficiaries.
 - Safe place to put the complaint box in the working area that anyone can access to send their complaint.
4. The management should assign someone in the organisation to monitor the message on the mobile phone or collect the message in the complaint box.
5. Once the message reaches the management, a thorough investigation should be launched to validate the messages. The investigation will cover the time, place and all people or related parties during the event.
6. If the complaint from the beneficiaries is proven true, the management should call the person who breaches the Code of Conduct to give a penalty.

D. Summary

- In delivering shelter assistance, the beneficiaries will be respected for their right to self-recovery, that they will be dignified and treated equally.
- The shelter agency's personnel, including the external supporting team, signed the Code of Conduct to uphold the organisation's mission and values.

- The community should be informed that there is a safety and protection mechanism to report issues or concerns and encourage them to report directly to the management.
- The management should provide tools that the beneficiaries can access safely and respond swiftly to any breach of the Code of Conduct

**5.2**

Element 2. Determine appropriate shelter and settlement assistance options

2.1 Engage with the Shelter Cluster and other coordination mechanisms at all stages of programme design

A. Introduction

Shelter assistance would be either sporadic or have many duplications in the absence of proper coordination. Coordination is needed from the very beginning of the event and along the recovery process. Each coordination is unique because different actors may participate, but all are essential to delivering proper shelter assistance.

B. Familiarity with Shelter Cluster and other coordination mechanisms

Depending on the magnitude of the disaster, there will be different coordination mechanisms. It could be local level, national-level coordination by local and national shelter agencies. On a bigger disaster scale, there might be the presence of international agencies. Therefore, the Shelter Cluster coordination mechanism can be activated to connect international agencies with the government and national and local shelter agencies.

- The Global Shelter Cluster (GSC) is an Inter-Agency Standing Committee (IASC) coordination mechanism that supports people affected by natural disasters and internally displaced people affected by conflict to live in safe, dignified, and appropriate shelters.



- The GSC enables better coordination among all shelter actors, including local and national governments. People who need shelter assistance get help faster and receive the right support.
- The GSC is a public platform co-chaired by IFRC and UNHCR at the global level.
- IFRC is the convener of the Shelter Cluster in natural hazards, while UNHCR leads the Shelter Cluster in conflict situations.
- Depending on its magnitude, the host government will set up coordination mechanisms in the affected areas following a disaster event. If the magnitude is large, the coordination will also be extended to the national level.
- If the magnitude of the disaster is small or subnational level, the local government can handle it directly, then the coordination will be led by the local government. Each country will have its own mechanism, which will be participated by local shelter agencies.
- When a disaster event has a larger magnitude than the local government cannot handle, the national government will coordinate response and recovery.
- Depending on the national government's decision, the international shelter agency can provide support if they are allowed or invited to close the gap in shelter assistance.
- The international shelter agencies working in a country would follow the coordination mechanism of the Shelter Coordination to support the government coordination.
- One of the crucial aspects of Shelter Cluster coordination is updated information on Who, What Works, Where, When and How (5W1H) of all shelter agencies. This Information Management (IM) will be provided to the government and all shelter agencies.
- This IM is a useful tool to avoid duplication, minimise assistance conflict, and encourage collaboration.

- Shelter Cluster provides a meeting platform that helps the local government collaborate with international and local shelter agencies providing integrated shelter assistance.

C. Engagement with relevant coordination mechanism to ensure appropriate assistance along with recovery phases

Having relevant shelter assistance is crucial; otherwise, the shelter support will deliver unneeded services and waste resources. Moreover, it could create conflicts with other actors and other sectors. In the end, the recovery process will be hampered since the focus of the assistance is not on the beneficiaries but rather on resolving conflict amongst agencies. Below are the activities for engaging the coordination mechanisms

1. Every shelter agency has to register its organisation. There will be registration at the Shelter Cluster coordination mechanism in every coordination. The registration sign-up will follow the 5W1H format, i.e.:
 - Who: Name of the organisation and name of the contact person and the implementing partner, if there are any.
 - What: What is the type of assistance? It can be a temporary shelter, barracks, permanent housing reconstruction, or retrofitting.
 - Where: Location of work and number of beneficiaries.
 - When: Timeframe. When is it expected to start, and when will it be completed?
 - How: Modality on how the assistance is being delivered. Cash-based assistance, direct implementation, and training of the builders.
2. Actively update the 5W during the planning and the implementation of the programme, to be analysed by the Shelter Cluster IM. The Shelter Cluster IM will collate on a dashboard so that every party can understand every actor's work location.
3. During the programme planning, the Shelter Manager should present in a coordination meeting
 - To explain the plan, the time frame and the modality. This ensures that no other actors will work in the area to avoid duplication.
 - To learn from other actors which modality works best.

- To find possible collaboration with other actors or other sectors in the working area.
 - To get more information regarding service providers, vendors, and other resources in the working area.
4. During the implementation of the programme, the Shelter Manager should be active in coordination, whether in Shelter Cluster coordination or other coordination such as:
- The Shelter Manager should send the updated 5W1H data to the Shelter Cluster coordination. The Shelter Manager should be aware of the potential for overlap or duplication due to a new shelter agency coming into the work area.
 - During the programme's implementation, local governments in affected areas are recovering and managing the coordination of all actors in their administration area. The Shelter Manager should present in the coordination, share updates and discuss possible recovery efforts after the programme's ending.
 - Coordination with other sectors such as health, education, and livelihood to find information on whether they work in the same area. There are potential opportunities for the beneficiaries.
 - Through Shelter Cluster coordination mechanism, engage coordination meetings limited to all actors and sectors in particular work areas to discuss progress and challenges

D. Activities

Without a Shelter Cluster coordination mechanism, what are the challenges for any international shelter agency willing to respond to give shelter assistance in a country by connecting local organisations?

E. Summary

- Coordination is essential from the beginning of the event and throughout the recovery process. Through coordination, all agencies will find and share the information needed for planning and implementation.
- Through Shelter Cluster coordination, every shelter agency will update their 5W status to avoid duplication or know potential areas in which very few agencies are working.
- Local governments in the affected area might recover during shelter implementation; it is the opportunity for shelter agencies to share ideas and future recovery plans when the assistance is ending.

2.2 Build relationships with all stakeholders, including the local and national government, donors, and relevant assistance providers

A. Introduction

A Shelter Manager should be able to develop good relationships with key leaders whose organisations are working in the affected area and the country. This is to get more support and collaboration on implementing the programme and for faster problem-solving in the field.

B. Get to know all the stakeholders in the response and recovery process

The key leaders of the stakeholders in the response and recovery areas are as follows. Before the programme commencement and during the implementation, the Shelter Manager should have direct communication access to the key leaders. If there are changes in the leadership in those organisations, the Shelter Manager should be proactive in reaching out to the new person.

1. National government

- The person appointed to represent national leadership on the response and recovery. The person manages the policy, budget, and strategy for the recovery.
- Good relationships also might result in clear information regarding government plans.
- The person's position might not be in the field, but building relationships to advocate for gaps and solutions is worth it.

2. Local government

- This might be the person in charge at the affected area's provincial, district, or village level.
- The Shelter Manager might get new data (e.g., by name and address) from the local government. This could be used to triangulate data from other sources.
- A good relationship with the local government is essential since a shelter agency can work in the area with their approval.

3. Community leader

- Community leaders do not always have a formal position, but they strongly influence most people in the area.
- Community leaders are sometimes also cultural leaders or religious leaders.
- In reality, community leaders do not mean that they represent all community members. Those who are in minority groups might not be represented in their decision. Therefore, the Shelter Manager needs to access marginalised people through good relationships.

4. **Institutional donors** generally refer to organisations that give humanitarian or charity grants within a policy framework that reflects the organisation's mandate. The institutional donors can be described as follows.

- a. Bilateral and multilateral donors. Bilateral donors include government agencies who provide funding directly for the governments and the big organisations such as USAID and UKAID, who give funding to the UN, IFRC also INGO/NGOs. The funding can also be done bilaterally like DFID and SIDA and multilateral such as The World Bank and Asian Development Bank.
- b. Non-governmental donors are foundational donors that can be from international or domestic foundations
- c. Private foundations are philanthropic organisations such as Gates Foundation and Ford Foundation.
- d. CSR program and corporate foundation.

5. **IFRC, through Shelter Cluster**, is the convener of shelter agencies in natural hazard-induced disaster response and recovery.

6. **UN agencies**, also through Shelter Cluster, lead shelter agencies in conflict settings

7. **International NGOs** generally implement their programme through their local partner by giving their funding and technical experts.

8. **National and local NGOs** who work in the area directly implement their programme. They influence the shelter programme, which has a positive or negative impact. They are not merely shelter agencies; their presence might intersect with the shelter program.

9. **Universities** might be knowledgeable due to their research in the affected area. It is worth it to know their opinion or knowledge, which could be a valuable input to the programme.
10. **Service providers** include banks, post-office cooperatives, transportation agencies, building material producers and vendors.

C. Build relationships for stronger collaboration and more effective programme delivery

The next step is building relationships with the stakeholders mentioned above. Depending on the person's situation, developing relationships can be made as follows.

- **Coordination meeting**
To meet someone at the coordination is very common in response and recovery settings since everyone has the same intention for the success of a programme and everyone is looking for possible cooperation.
- **Workshop, seminar and event**
These activities are common and quite often during response and recovery. The Shelter Manager has the opportunity to introduce the organisation and the programme. It is also an opportunity through presentation to share best practices and lessons learned of the organisation to reflect the expertise and capabilities of the organisation. This will be a good start to gaining trust and further relationships with the other stakeholders.
- **Courtesy visit**
These activities are considered important for a Shelter Manager to build relationships. The visit can be to their offices or their field programme. It is the opportunity to learn directly from them about what might be replicated.

D. Activities

Picture yourself at a coordination meeting with a high-profile institutional donor officer in a forum. There is a 3-minute time available for you to meet the person. What would you tell about yourself, your organisation and your programme that the person might be interested in further discussion?

E. Summary

- A Shelter Manager should have the ability to develop good relationships with key stakeholders whose organisations are working in the affected area and also in the country.
- There are international, national and local organisations, whether formal or informal, that need the Shelter Manager's attention to build the relationship for the programme's successful implementation.
- The Shelter Manager should be willing to build relationships since there will be plenty of opportunities through coordination meetings, workshops and events.
- Visits at stakeholders' field implementation and their offices are to gain a deeper understanding of their programme and build trust

2.3 Advocate effectively for the rights of the most vulnerable and those the programme is unable to directly assist

A. Introduction

Following the disaster, the affected people might face the loss of their houses and assets and the loss of their rights, including their proof of identification. Those who lost their rights will have more difficulties obtaining shelter assistance. On the other hand, the shelter agencies might be unable to address the problem due to the time frame and lack of resources. However, there is still a role that could be taken through advocacy, including those who cannot be supported directly.

B. Understanding disaster and the affected people's context, including their rights and vulnerabilities

The victims of natural hazards might likely encounter a host of human rights violations. It could be intentional or unintentional. The field conditions such as the difficulty of access or in a conflict setting might worsen the violation. These are some human rights violations in a disaster-affected area.

1. Unequal access to assistance.

- Those who live in areas with access roads will likely have more assistance than those in inaccessible areas.
- Those with physical challenges or disabilities will have more difficulty accessing assistance as they might not come to the distribution point by themselves to receive it.
- Those who are illiterate or cannot speak the language cannot read the public information regarding the assistance.

2. Discrimination in aid provision. This could intentionally exclude some people due to common perceptions in the community.

- Minorities' issues such as ethnicity, religion or political preferences.
- Marginalised by the communities due to their life principles, such as LGBT.

3. Enforced relocation. There will be potential to implement relocation in areas affected by landslides, tsunamis, or liquefactions since some experts argued that the site is unsafe for reconstruction. Therefore, people in the area are subjected to forced relocation.**4. Sexual and gender-based violence.** Women, who constitute a high percentage of disaster victims, are disproportionately vulnerable to human rights violations of a general sort and gender-specific violations.**5. Loss of documentation.** This is a general procedure to ensure eligibility for delivering assistance. Generally, legal documents such as ID cards and land certificates are the prerequisite for assistance.

- There are many incidents where people lost their ID cards and land certificate due to the disaster.
- If the programme is implemented with Cash Voucher Assistance, those who lost their ID Card will be challenged to open a new bank account as it is the regulation of the bank.

6. In a conflict setting, there is a possibility of recruiting children into the fighting forces. Children are taken from their parents and forced to join armed forces or combatants.**7. Unsafe or involuntary return or resettlement.** If the affected people cannot rebuild in their former place, they have to be relocated to a place far from their livelihoods or make it difficult to access other facilities.**8. Issues of property restitution.** If the affected people have to surrender their land, it could happen due to unfair restitution. The

government or other institutions might unilaterally determine the price of their land.

C. Through coordination, develop advocacy to answer the needs mainly to issues that can be assisted directly

The Shelter Manager should address those issues above together with other shelter agencies. Those issues above might be found from the needs assessment and discussed in coordination meetings. Therefore, it should not be addressed simply in terms of human needs but in terms of society's obligations to respond to the inalienable rights of individuals.

Through coordination, there are some initiatives that shelter agencies could provide, such as:

- Advocate the government that the shelter assistance still cannot reach some people due to government policies, discrimination by their community and their own vulnerabilities.
- Empower the affected people to demand justice as a right, not as charity, which gives communities a moral basis to claim whether national or international assistance where needed.
- Advocate the institutional donor through workshops which is also participated by the press to show there are still needs that sometimes can be easily seen.
- Through coordination, please share the information with other sectors that might offer support according to their mission

D. Summary

- People affected by the disaster might have lost their houses or assets. In addition, their rights to assistance might be compromised as they might lose their proof of identity and, therefore, could be excluded during registration.
- The affected people may face discrimination on having assistance, whether intentionally or unintentionally, and the condition might worsen due to their vulnerabilities.
- Shelter agencies are responsible for addressing these situations through coordination to advocate government, affected people, and institutional donors.

- It is also necessary to empower the affected people to demand assistance as rights, not charity. It gives communities a moral basis from which to claim whether national or international aid where needed

5.3

Element 3. Integrate all shelter and settlement activities and plans with those of other sectors

3.1. Coordinate shelter and settlement activities and plans with other sectors

A. Introduction

Shelter and settlement assistance are never standalone programmes in the post-disaster response and recovery. It is always connected with many other sectors. Other sectors can push or impede the implementation of the programme. Therefore, the activities should be in coordination with other sectors.

B. Present in a working group or cluster coordination to ensure the plan and activities are not conflicting or having challenges

Shelter and settlement activities might be in conflict with other sectors' programmes. Both sides can be affected by disrupting the shelters or other sectors' programmes. There are some instances of the potential problems of shelter activities with other sectors, such as follows:

1. Cash for Work (CfW) might disrupt shelter or housing reconstruction and the mitigation of the problem
 - CfW is generally adopted by the livelihood sector, an important modality in response and recovery programmes. With this methodology, people without skills can be employed to support debris clearance or work for infrastructure.
 - To some extent, CfW can disrupt shelter activities since disaster-affected builders working for the shelter programme can leave their job and work for the CfW programme.
 - The Shelter Manager should proactively share this potential problem in the coordination to mitigate this problem. Both shelter or housing construction and the CfW can work side by side in the same area. There should be a different wage scale for skill builders for housing and the wage of the CfW unskilled worker.

2. Unprepared local bank for the cash-based assistance

- Local banks are an important financial sector that could accelerate shelter progress with cash-based assistance.
- Some local banks do not have a system and experience supporting humanitarian programmes that they prefer to serve the conventional business.
- Some local banks are rigid with their policies in which some beneficiaries might have difficulties enrolling, such as missing paper and ID cards.
- The Shelter Manager should promptly bring these potential issues in coordination with the bank to mitigate this problem. The bank headquarters should be advised to review their system to match the needs on the field.

C. In the coordination, find possible collaboration with other sectors

There are plenty of opportunities to connect shelter and settlement programmes with other sectors. Moreover, there is a possibility of having mutual benefit between shelter and other sectors' programmes. Therefore, as early as possible, the Shelter Manager should bring these ideas to other industries in the interagency coordination. These are some ideas for collaboration as follows:

1. Collaboration with livelihoods or financial sector through local cooperative

- Local cooperatives can deliver big contributions to shelter programmes to reduce the inflation risk. On the other hand, the Livelihood sector or financial sector might be looking for their programme in the field.
- In their coordination meeting, the Shelter Manager can advise they could empower or set up a local cooperative to support local vendors or beneficiaries on particular building materials such as cement and steel rebars.
- Shelter Manager can inform the need for building materials on a monthly basis to be purchased. The local cooperative can work with local vendors and beneficiaries to aggregate the demand.
- The information on an aggregated demand can be updated and shared with the local cooperative to bulk purchase the building material at a bulk discount.

- The beneficiaries can buy the particular building material from the local cooperative or vendors supported by the local cooperative.
- Ultimately, these collaborations can minimise the risk of building material price inflation.

2. Collaboration with livelihood sector on building material production

- There are building materials that can be provided locally, such as bricks or cement blocks. Still, there are no local producers in many cases, or if there are local producers, they do not have good quality building material.
- In the coordination meeting with the livelihood sector, the Shelter Manager should provide monthly information on the shelter plan that needs particular building materials.
- The interested livelihood actor can set up a livelihood programme for brick or cement block producers or other building materials needed by the shelter programme.
- There will be a mutual benefit for both the shelter and livelihood programmes. The shelter beneficiaries can have good quality building materials at affordable prices while the livelihood program runs smoothly.

3. Collaboration with the environment working group.

- The Shelter Manager needs to ensure that the building material used in construction is environmentally friendly.
- In the coordination meeting with the livelihood sector, the shelter manager should inform what building material will be used, including timber or bamboo.
- The environment actors would suggest safely harvesting bamboo or legally purchasing timber.

4. Collaboration with telecommunication sector on having telecommunication access

- Following a disaster event, the telecommunication in the affected area might find some problems due to loss of connection.
- In the coordination meeting with the telecommunication sector, the Shelter Manager should inform the working area to request the reactivation of mobile and internet connections in the area.
- In the coordination meeting with the livelihood to support construction, the Shelter Manager needs to ensure that the building material used in construction is environmentally friendly.

D. Activities

Another sector that needs to be reached is the Housing, Land and Property working group. Would you please list the benefits if Shelter Manager connects them and prepare for meeting them?

E. Summary

- Shelter actors are never the only ones working in the field during response and recovery. There are other sectors whose programmes can be conflicting but can also complement the shelter activities.
- The Shelter Manager should proactively present the plan and modality to other sectors to minimise the risk of conflicting programmes. Some win-win initiatives can be achieved if the potential problem can be informed earlier.
- Other sectors might need detailed information in the working area to implement their programme. The Shelter Manager can inform the shelter plan that other sectors can intersect and complement shelter support.
- The key to successfully approaching other sectors is to have a solid plan, but there will be room to fit with other sector plans with flexibility in methodology.

3.2. Engage directly linked sectors in all stages of programme design and implementation

A. Introduction

In this part, the role of the Shelter Manager needs to be more proactive compared to the earlier part. It should not wait on coordination meetings but immediately engage directly with specific sectors during the design and implementation. The sooner the engagement, the fewer problems might occur, making the implementation more effective.

B. Engagement in programme design to ensure all aspects are covered

When designing and planning for the programme, the Shelter Manager is to be mindful of the potential linkages with the other sectors or clusters and how to engage with them:

1. Logistic cluster

- During emergency and program planning, their services and information are needed to ensure distribution and material transportation can be done safely.
- Their services might not be available in early recovery, but their contact and information regarding access to the field and transportation services will be needed.

2. Telecommunication cluster

- In deciding on working areas, their information on which site has available communication access will help determine communication tools that need to be selected.
- Shelter Managers can request communication support such as mobile connection and internet access in the planned working area.

3. WASH sector

- Engagement with the WASH sector is to map which agencies provide clean water systems in the planned working area.
- The shelter Manager can propose the agencies which provide their services in the working area.

4. Education sector and health sector

- The Shelter Manager needs to ensure that the beneficiaries have sufficient access to education and health services.
- It is essential to have information on educational health facilities in the working area or nearby during the programme planning.

C. Engagement in programme implementation for programme sustainability

The engagement with those sectors and clusters above should be maintained in implementing the programme. Some clusters will end their mission, but others, such as WASH, will stay. More engagement is needed for the programme's sustainability and advocacy for those unassisted. These sectors or clusters need to be engaged to add those mentioned above.

1. Livelihood sector

- At the beginning of implementation, the Shelter Manager could promote shelter assistance to agencies in the livelihood sector to have livelihood programmes in the working area.

- Those agencies can implement various programmes, such as setting up a building material workshop, factory, or cooperative to finance rebuilding.
2. Protection Cluster
 - The Shelter Manager needs to engage agencies in the Protection cluster to ask for their support to prevent sexual and gender-based violence in the working area.
 - During construction, we also need to ensure there will be no child labour or abuse in the working area.
 3. Housing Land and Property (HLP) working group
 - During the programme's implementation, some affected beneficiaries might not be eligible to receive assistance due to regulations.
 - If the shelter's programme is implementing temporary shelter on rented land, the HLP working group could assist in negotiating with the landowner and the government

D. Activities

During the programme's implementation, there are people with disabilities who will have difficulties rebuilding their houses or constructing their temporary shelters. Please suggest which sector needs the Shelter Manager to engage and why.

E. Summary

- The shelter Manager needs to immediately engage directly with specific sectors during the design and implementation. The sooner the engagement, the fewer problems might occur and the more effective implementation.
- More engagement with other sectors is needed to ensure effectiveness and sustainability and protect beneficiaries from risks.

3.3. Collaborate closely with all programme support services

A. Introduction

In implementing shelter and settlement assistance, there are essential support needed to ensure the delivery of the programme. The shelter agency cannot provide all by itself since it lacks skill sets, resources, and experiences. Support services can provide their services to the shelter's programme. Since the programme's design, the Shelter Manager needs to identify those institutions and collaborate with them.

B. Identify service provider which is needed to ensure program success

The service provider may or may not be active during the programme's design phase even though they need to be identified. The closer their distance is, the more beneficial their presence is to the beneficiaries. The Shelter Manager should identify them to analyse which services are essential to the programme's success. Below are the service providers which are needed during the programme implementation.

1. Transportation.

- Transportation has an important role during emergencies and recovery. Shelter programmes need their services to transport people through buses and building materials through trucks.
- There will be a need to rent a boat or ferry in areas difficult to reach.
- In emergency cases for evacuation, helicopters are also needed for medical support.

2. Building material vendor or distributor

- The vendor or distributor already had their business before the disaster event; therefore, they already have their systems in place.
- Their business could be disrupted due to the disaster, but they could recover after some time due to their system and network.
- Having proximity to the working area will be a benefit for them and also for the beneficiaries.

3. Financial institution

- Local banks can be an essential support for cash-based assistance. They can engage directly with beneficiaries on distributing cash.
- Local cooperatives can give loans to the beneficiaries to finance the rebuilding cost.

4. Insurance

- Insurance service is needed to cover the risk of shelter assistance even though it is not common in the humanitarian programme yet. On the other hand, the insurance company might not be familiar with providing insurance for shelter assistance such as physical damage to shelter or house in humanitarian programmes.
- Shelter agencies' staff and volunteers need to be insured since they work for the organisation.

5. Communication

- Communication companies can provide mobile communication and internet connection in the field. A good internet connection is crucial for a phone conversation and sending data.

6. Post-office

- In some places, the post office is still the best service provider to send money needed in cash-based assistance.

7. Psychological services

- Some of the beneficiaries are still in trauma, which hinders them from participating in rebuilding. Social mobilisers with no skills in psychology could not help them recover; hence only those with such skills can provide support.

C. Engage collaboration to have a mutual benefit in reaching the beneficiaries

The next step is that the Shelter Manager needs to develop proposals for engaging with the service providers. The proposals should ensure this collaboration will benefit the organisation and the service providers. The management should be convinced that partnership with the service providers is needed, properly selected, and has maximum benefit to the beneficiaries. Then the Shelter Manager should engage to have collaboration with the support providers based on the following:

1. Transportation.

- Transportation business is generally a commercial sector. Their services might be costly if they carry building materials or staff in disaster-affected areas.
- Collaboration with transportation firms can be better than the alternatives if the assisting organisation does not provide vehicles by itself.
- The firms have vehicle drivers and cover the risks and make a profit. On the other hand, the shelter agency can use their services without any potential legal issues in the field or during transportation.

2. Building material vendor or distributor

- Both sides, the shelter agency and the vendor, will have mutual benefit.
- With good collaboration, the shelter agency can ensure the beneficiary will have building material at a stabilised price, and the vendor will benefit from a reasonable quantity that can be sold.

3. Financial institution

- If the modality is cash-based assistance, the shelter agency should engage local banks or cooperatives as early as possible.
- When all the beneficiaries can withdraw cash safely, the shelter agency benefits from the effectiveness of its operation. On the other hand, local banks and cooperatives will benefit from the transaction's commission.

4. Insurance

- Generally, insurance companies will approach the shelter agency to offer their services. They have a list of services that can be used for risk protection, such as medical care, evacuation and life insurance.
- Engagement with the insurance companies ensures that their offered services align with the programme's needs. More benefits could be pursued by offering an insurance package that fits the shelter programme with a good bargain.

5. Communication

- A service contract for a certain time will benefit both parties. The shelter agencies can have stabilised communication access which is essential in programme implementation.
- Many communication systems are recovered; therefore, communication companies can provide more features. Both parties

can evaluate their collaboration to improve services or find other providers.

6. Post-office

- Post offices may have similar services given by local banks for distributing cash.
- Suppose both the local bank and the post office are in the working area. In that case, the shelter agencies need to evaluate which one can deliver better services at a reasonable cost to the beneficiaries.

7. Psychological services

- Psychological services are not always available in the field. It depends on the organisation providing this service if they have funding to implement it.
- Shelter Manager should engage sooner to inform them regarding the shelter programme, including the potential beneficiaries. The data can be found in the needs assessment. If the organisation can have information earlier, they can design and deliver a programme that fits the need.

D. Activities

The Shelter Manager should identify if some people remain traumatic with the disaster or violent conflict from the needs assessment. If they are still in a state of psychological trauma, they will not work for their shelter or house construction. Therefore, the questions include: How to bring these issues to the organisation to provide psychological support? How do we convince them to deliver their services to the beneficiaries with this special condition?

E. Summary

- Shelter agencies will need support services agencies since shelter agencies cannot provide everything in the skill sets, resources and experiences. Support services can provide their services to the shelter's programme.
- Rather than provide all in-house support services, it is better to collaborate with the providers, which can offer economical cost, protection against risks and people with suitable experiences.
- The service provider may or may not be active during the programme design phase even though they need to be identified and analyse which services are essential to the programme's success.

- The Shelter Manager should collaborate with the support services based on mutual benefit to both parties and the beneficiaries.



Self-assessment Checklist



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Self-assessment Checklist

Please use the checklist below to help you determine whether you are prepared to be assessed in this unit of competency. The boxes without tick marks indicate that there may be some areas you need to work on to become ready for assessment.

Instructions Please tick (✓) the box if your answer is yes	Questions
<input type="checkbox"/>	Have I read the Learner Guide and understood its contents?
<input type="checkbox"/>	Have I attended, participated in, and completed all training sessions and activities?
<input type="checkbox"/>	Have I reviewed the learning resources to reinforce what I've learned in training?
<input type="checkbox"/>	Am I able to demonstrate my understanding of each element and performance criteria of this unit of competency by writing a summary in my own words?
<input type="checkbox"/>	Am I able to communicate how my experience, knowledge, skills-sets, and attitudes make me qualified and competent enough to perform the job related to this unit of competency?



Oral Interview and Written Test Guide



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Oral Interview and Written Test Guide

This section guides candidates on how to communicate, demonstrate, or present evidence, responses, and their work in a professional manner. There are three primary ways the candidates will be assessed: through observation, oral interview, and written test. The assessor will determine the final assessment methods and tools depending on several factors like the local context, professional needs, and the like.

On observations

Assessors will observe the candidate over a period of time to collect evidence of their capability to meet the required standards and performance criteria. Assessors may attend selected learning sessions, if any, to witness how candidates complete their activities and participate in exercises. In doing so, assessors can get a sense of the candidate's key strengths and areas for improvement concerning the unit of competency. It will benefit candidates to ensure that their work is always complete and presentable.

On oral interview

Assessors will conduct oral interviews to confirm and evaluate the candidate's experience, knowledge, skills, and attitudes regarding the unit of competency under assessment.

Please review the Unit Readings and complete the Self-assessment Checklist in this document. It may include verification questions about what you learned from the training content and material. It may also include competency questions about your knowledge and skills. Assessors may ask you what knowledge or skill you will use or apply to address a specific occupational issue or problem. Candidates need to think about how they will carry out their critical job functions in a defined work setting.

Finally, the interview may also include behavioural questions that focus on attitudes. Assessors may ask for examples of what you will do when a particular situation happens or when circumstances change. Candidates will need to support their answers with reflections on their own or other's experiences and the lessons learned from those.

On written tests

Assessors will also present a written test to candidates to confirm whether candidates learned and understood the training content and material concerning the unit of competency under assessment.

Accuracy, brevity, and clarity are the ABCs of good writing. The first thing candidates are suggested to do is answer the questions as accurately as possible. It helps structure your response and sharpen your main points in an outline before writing them down. Candidates are advised to use short and simple sentences and paragraphs. The key messages and transitions between your sentences and paragraphs must be clear. Your answers need to be easy to read and understand. It includes removing and leaving out irrelevant material. Candidates are also expected to write coherently and logically so that readers can follow their thought.

Proofread and correct errors in your work before submitting it. How you format your work also matters. If you are using a computer, please check whether your indentions, margins, spacing, listings (bullets, numerical sequencing), and page numbers are in order.



Recommended Readings



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Recommended Readings

Gould, Charles W. (2009). *The Right to Housing Recovery After Natural Disasters*. Accessible [here](#)



Learning Resources

Global Shelter Cluster. (2018, July). *GSC Strategy 2018–2022 (Annexes)*. Accessible [here](#)

Karlee Johnson, Darin Wahl, And Frank Thomalla, Stockholm Environment Institute. (2016). *Addressing the cultural gap between humanitarian assistance and local responses to risk through a place-based approach*. Accessible [here](#)

Lassa, J., Nappoe, G., & Sulisty, S. (2022). Creating an institutional ecosystem for cash transfer programmes in post-disaster settings: A case from Indonesia. *Jàmbá: Journal of Disaster Risk Studies*, 14(1):1-13. Accessible [here](#).

Resource Centre. *Mainstreaming the Environment into Humanitarian Action*. Accessible [here](#)



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ASEAN Standards and Certification for Experts in Disaster Management

THE AHA CENTRE

Graha BNPB, 13th Floor | Jl. Pramuka Kav. 38 Jakarta-13120 | INDONESIA

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