

2nd Edition

**LEARNER'S
GUIDE**



TECHNICAL COMPETENCY UNIT



**ADM.TEC
034.2**

Coordinate Shelter and Settlement Team
and Programme Field Activities



ASCEND

ASEAN Standards and Certification
for Experts in Disaster Management

ASEAN Standards and Certification for Experts in Disaster Management

COORDINATE SHELTER AND SETTLEMENT TEAM AND PROGRAMME FIELD ACTIVITIES

ADM.TEC.034.2

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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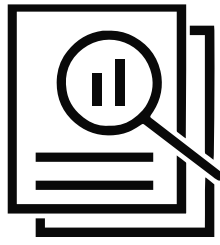
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ASCEND Programme and
Toolbox:
Introduction



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 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 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

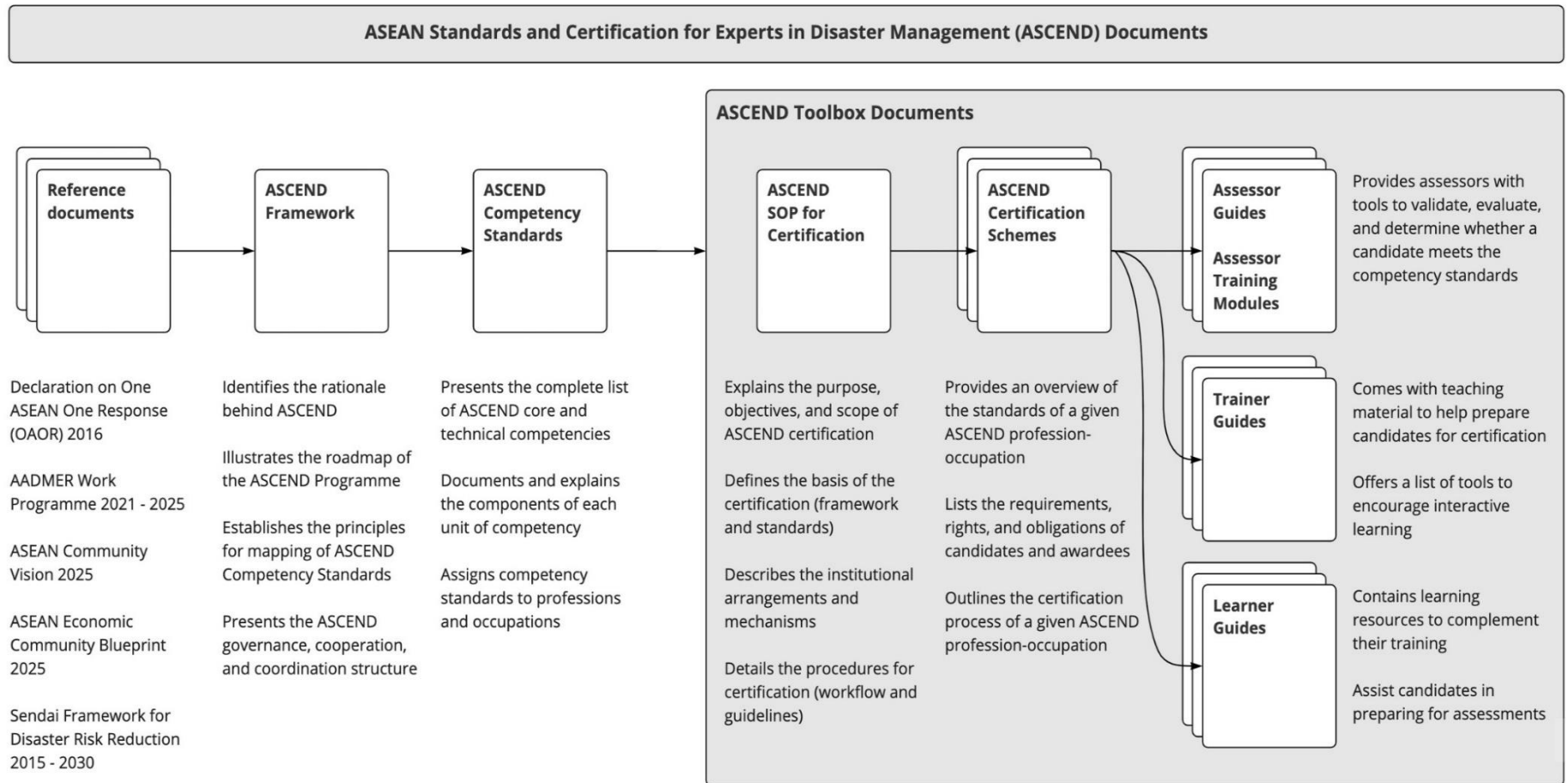
A set of technical requirements must exist before it is possible to implement the ASCEND programme in participating ASEAN Member States. The first requirement is the ASCEND Competency Standards, containing forty-three (43) regionally recognised core and technical competencies in selected disaster management 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 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 to 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 : **Coordinate Shelter and Settlement Team and Programme Field**

Unit number : ADM.TEC.034.2

Unit description: This unit deals with skills and abilities needed to coordinate a shelter team as they implement a range of programme activities

Element 1.

Coordinate daily field operations of the shelter programme

Performance Criteria

- 1.1 Implement programme plans in accordance with agreed shelter strategy
- 1.2 Supervise shelter programme staff to ensure tasks are carried out safely, effectively and efficiently
- 1.3 Coordinate the use and ongoing improvement of project management tools and methods
- 1.4 Ensure cross cutting issues are mainstreamed into all aspects of the shelter programme

Element 2.

Provide regular reports on field activities to shelter and other service sector managers

Performance Criteria

- 2.1 Coordinate regular shelter programme progress reports and situational updates as required
- 2.2 Administer contracts to local suppliers, subcontractors, and implementing partners

Element 3.

Monitor shelter programme activities

Performance Criteria

- 3.1 Coordinate the implementation of shelter programme MEAL framework
- 3.2 Undertake appropriate assessments to track supply and cost of common shelter materials and services
- 3.3 Assess changing beneficiary needs to ensure appropriateness of ongoing shelter programme



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 in 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 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 are 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
CPM	Critical Path Method
GERT	Graphical Evaluation and Review Technique
HLP	Housing, Land and Property
ID	Identity Document
IDP	Internally Displaced Person
IFRC	International Federation of Red Cross and Red Crescent Societies
IM	Information Management
MEAL	Monitoring, Evaluation, Accountability and Learning
MoU	Memorandum of Understanding
PERT	Project Evaluation and Review Technique
WASH	Water, Sanitation and Hygiene



Unit Readings and Activities



ASCEND

5.1

Element 1. Coordinate daily field operations of the shelter programme

1.1 Implement programme plans in accordance with agreed shelter strategy

A. Introduction

After the agreement on strategy by the shelter team, the programme needs to be executed. However, there are still considerations to be taken out throughout the process.

B. Understanding the provided shelter strategy, which covers all aspects from emergency to recovery

The Shelter Coordinator may or may not participate in the shelter strategy development, which is mostly done by the Shelter Manager and the shelter agency's management team. The Shelter Coordinator should thoroughly understand the provided shelter strategy when coordinating the field implementations. Shelter strategy generally consists of the following:

1. Background information includes disaster events, number of affected people and house damage.
2. Shelter assistance principles such as:
 - a. **Rights-based approach** in which all beneficiaries may receive this assistance because of their rights.
 - b. **Do no harm.** None of the beneficiaries will be harmed; no assistance will cause a loss but will empower them to decrease vulnerabilities and exposure to risk.
 - c. **Prioritising the needs of the most vulnerable.** The most vulnerable have no or have extremely very few resources, which the common people have. Therefore, priorities of assistance should be given to them.
 - d. **Empowering build back safer,** that the beneficiaries on their self-recovery will be assisted to reach some skills to improve their tradition on constructing shelter or houses.
 - e. **Include disaster risk reduction measures and preparedness that will help to anticipate future disaster risks.**

- f. **Culturally appropriate assistance.** Ensuring that shelter or houses are suitable for their culture and climate.
 - g. **Environmentally friendly rebuilding.** The shelter assistance may not degrade the environment, such as water, land pollution and deforestation.
 - h. **People-centred recovery.** Since the shelter assistance supports the self-recovery initiative, all agencies should encourage beneficiaries to take ownership of the programme.
 - i. **Flexibility.** The shelter assistance should not be rigid with only one option on modality; therefore, the beneficiaries need to be consulted before the commencement of the programme.
 - j. **Integration to other sectors.** Since shelter assistance might be limited, integration with other sectors such as WASH and livelihood should be pursued.
 - k. **Coordination.** The shelter assistance should be coordinated with other shelter actors and sectors with the government. Effective coordination ensures that the assistance will be effective and not overlapping, which may cause a waste of resources.
 - l. **Proper monitoring.** The shelter assistance should be monitored to ensure its transparency and accountability.
3. List of possible assistance and options. The assistance might be temporary shelter, repair and retrofitting, or technical assistance for house reconstruction. The modality might be cash-based assistance, technical assistance, top-up assistance for the most vulnerable, etc.

Image 1: Construction training for women to empower them on housing self-recovery in Central Sulawesi, Indonesia.



Photo: Ibu Pelopor Rekonstruksi,

C. Ability to understand the linkage of shelter strategy and programme plan

Same with the above shelter strategy development, the Shelter Coordinator may or may not participate in the program plan. Nonetheless, the Shelter Coordinator should understand the linkage of shelter strategy and programme plan.

To understand the linkage of shelter strategy and shelter programme plan, the Shelter Coordinator should check that the programme plan is consistent with the shelter strategy. A detailed checklist of the programme plan should consist of the following.

- The working area, which can be a sub-village, village or district, depends on the number of beneficiaries.
- Number of beneficiaries and the number of shelters or houses that will be assisted.
- Budget which consists of the amount of assistance per beneficiary, operations costs, and the cost of implementing partners.
- Consideration if the organisation will choose to have an implementing partner or if the program will be implemented by in-house resources.
- Timeframe. The timeframe will indicate the programme commencement and end. There should be additional time allocated in case of slow progress or other major problem that might obstruct the progress.
- Preferred modality derived from shelter strategy.

D. Able to develop smaller tasks or milestones derived from programme plan

The Shelter Coordinator should be able to create tasks and milestones from the programme plan. The Shelter Coordinator regularly presents in the field, knows the field condition, and meets the beneficiaries. To have proper tasks and milestones, the Shelter Coordinator should develop through the following:

- Gantt chart or s-curve will indicate activities, tasks, or functions at certain times.
- Milestones indicate achievement at a particular time, such as the number of shelters or houses being rebuilt at a specific time.

- Budget cost to achieve a particular milestone. The budget can be reviewed or revised monthly or quarterly, depending on the organisation's policy.

E. Able to execute the tasks in collaboration with other stakeholders

Collaborating with other stakeholders should be a critical task of a Shelter Coordinator. In order to achieve this, the Shelter Coordinator should do the following:

- Actively participate in the coordination, whether shelter coordination or coordination with other sectors, including government coordination.
- Actively share the plan to seek integration with other stakeholders. This could be supported by the programme or their support directly to the beneficiaries.
- Actively update the progress status through 5W, which is in the Shelter Cluster system.

F. Activities

Please download 'Kachin & Northern Shan Shelter Cluster Strategic Framework' from the link [here](#). Please list out the shelter strategy and the shelter program plan from the document.

G. Summary

- A Shelter Coordinator should thoroughly understand the shelter strategy, consisting of the programme background, shelter assistance principles and a list of possible assistance and options.
- A Shelter Coordinator should ensure the shelter programme plan is consistent with the shelter strategy. Moreover, the Shelter Coordinator should understand the details of the programme plan.
- The Shelter Coordinator should develop detailed tasks and milestones using the Gantt chart or S-Curve and also the budget for the activities.
- The Shelter Coordinator should collaborate with other stakeholders to implement the shelter programme through coordination mechanisms.

1.2 Supervise shelter programme staff to ensure tasks are carried out safely, effectively and efficiently

A. Introduction

The Shelter Coordinator is responsible for guiding and supporting the team to deliver their work. The team will consist of people with various skillsets, which everyone should be assigned a particular task. Due to limited time available and the pressing needs of the beneficiary, the team is in accordance with the guidance of the Shelter Coordinator.

B. Ability to assign the programme staff according to the job description to ensure effective and efficient tasks delivery

The Shelter Coordinator may or may not participate in the recruitment process of the programme staff. Still, he/she should be able to give proper assignments to each team member and provide guidance and support to the team members who work under his/her supervision.

In order to give a proper assignment, the Shelter Coordinator should understand the shelter programme plan in detail and know the job descriptions. Below are the steps in giving an assignment:

1. Understanding the programme plan is a must. To help on having full understanding of the programme, the Shelter Coordinator should do the following:
 - Find relation between the shelter strategy and the programme plan. If there is any inconsistency, the issues should be discussed with the Shelter Manager.
 - The milestone in the programme plan should be reflected in the cost budget.
2. The Shelter Coordinator should give clear and detailed milestones but give the team members freedom to propose how to achieve the milestone.
3. These are Shelter coordinator responsibilities in managing programme staff in the scope of human resource management:

- Understand the job description of each team member. In many cases, the job description is generic. Therefore, it should again be discussed with the Shelter Manager and also the team member him/herself.
 - Understand the organogram and respect each and everyone in the position.
 - Able to spot the lack of skills of the team member. It is the responsibility to help the team member to understand. Otherwise, the Shelter Coordinator should propose to provide training to the team.
 - Understand the work relation of each team member within the organisation to ensure the member can relate to and support each other.
4. The Shelter Coordinator should prepare a regular meeting to see the current situation and progress. Then at the meeting, he/she should identify problems and agree on how to move forward to carry out the programme effectively and efficiently.

C. Able to foresee challenges that might affect team deliverables

During programme implementation, there is always a challenging situation where the Shelter Coordinator needs to be alert, especially if it is related to the safety of the programme staff when delivering their work. Below are ways to ensure staff safety whether they are in the field or the office:

1. All programme staff should participate in safety and security training, including the first aid training. One of the guidelines is from IFRC Stay Safe-The International Federation's guide to a safer mission.
2. Organisation systems on safety and security are as follows:
 - The office premises should have safety equipment such as smoke and fire alarm, fire extinguisher and thermo-gun.
 - Safety guidelines on contacting supervisors, colleagues, and authorities during an emergency or incident.
 - Checking system during field trips to monitor programme staff until they report back to the office.
 - Insurance includes medical evacuation for programme staff and volunteers.

- Security clearance from security personnel before sending programme staff to the field or checking with the local police on security concerns.
3. Regular consultation with security officer or police officer on foreseeing security issues

D. Activities

Note: Lifted from the IFRC, Stay Safe-The International Federation's guide to a safer mission, page 35.

In the Natural Disaster section, it was noted that the deployment response time to natural disaster events had decreased significantly. It previously may have taken weeks to get a relief operation underway. Today, Field Assessment Coordination Teams and Emergency Response Units can be deployed within hours to the site of a disaster.

Often, an emergency is still ongoing on, and deployed responders become part of it, i.e. aftershocks following an earthquake, flooding, etc. The threats to the safety of personnel can, therefore, be high.

- Please describe what the threats to the safety of the programme staff are.
- As a Shelter Coordinator, what would you do to minimise the risks?

E. Summary

- Due to limited time available and the pressing needs of the beneficiary, the Shelter Coordinator should guide the team to carry out their tasks safely, effectively and efficiently.
- The Shelter Coordinator should give clear and detailed milestones and allow the team to propose how to achieve the milestone. Then, the whole team will decide if it fits with the strategy.
- The Shelter Coordinator is responsible for the programme staff's safety. Therefore, the team should be trained and have a safety and security system to follow.

1.3 Coordinate the use and ongoing improvement of project management tools and methods

A. Introduction

Proper project management tools and methods are needed to achieve successful shelter and settlement programme implementation. Those can help the whole team to understand how to achieve the target with a provided budget and available time. The team also has to improve the methods designed and agreed upon during the planning phase. The Shelter Coordinator should coordinate this effort since there are many dynamics or unforeseen challenges that might hamper the project execution.

B. Understand various project management tools and methods that can be applied to project implementation

The Shelter Coordinator has to understand the project management tools and methods when he/she is on board and responsible as Shelter Coordinator. The tools used for programme implementation are usually standard tools that every organisation or construction company uses in their work. While method statements that contain shelter strategies are generally developed during the planning phase by the Shelter Manager.

In practice, there are many project management tools and techniques available that can be used in planning and implementation. This include Critical Path Method (CPM), Project Evaluation and Review Technique (PERT), Graphical Evaluation and Review Technique (GERT), Gantt charts, simulation, Monte Carlo analysis, buffer management, schedule crashing, milestone charts, variance analysis but most importantly, it is important to select which tool is appropriate to be used in the project execution. The Shelter Manager and Shelter Coordinator should decide which tool will work best. Later on, the Shelter Coordinator should communicate the tool to the programme staff.

The Shelter Coordinator should also understand the method statement which the Shelter Manager developed. The method statement is discussed in the Learner's Guide ADM.TEC.032.2. 1.3. under the subject 'Ensure shelter assistance complies with relevant building codes, national

and international standards and laws.’ This method statement also needs to be communicated to the programme staff to ensure they understand and implement it in the field.

For the Shelter Coordinator and all the programme team to fully understand the tools and methods, the Shelter Coordinator should do the following:

1. Provide training on project management tools and how to apply them in project execution.
 - The programme staff should understand the project management tool to monitor the progress or performances according to the implementation schedule and the budget.
 - Critical paths should be clearly understood; the team should be aware of activities that cannot be delayed.
 - The programme staff should understand work sequences- which parts they have to do first and which one is next.
 - By using a project management tool, the team should know where they can find the opportunity to identify activities that can be executed in parallel to speed up progress.

2. Conduct workshop to gain a deeper understanding of the method statement of the following:
 - Assumptions which are used as the basis of the planning.
 - Target beneficiaries and target working area, and also the source of information used to decide for the targets.
 - The way to start the programme and the exit strategy.
 - The modality which has already been decided by the management, for instance, provision of material, cash-based assistance, training etc.,
 - Programme implementation which could be done by direct implementation or through the implementing partner.

C. Ability to coordinate with the team to improve tools and methods along with the project implementation

The Shelter Coordinator should guide the programme staff to use the project management tool following the agreed method and make them confident in using it. Moreover, along with the programme implementation, some improvements or adjustments will be needed. The Shelter Coordinator has to coordinate with the team to do the following:

1. Periodically review and estimate the progress and applicability of the methods.
2. Check the assumptions, which were the basis of the planning, whether those are still relevant.
3. Study the challenges that appeared and hampered the progress.
 - Consult with the team what the cause of the problem was.
 - Study how to respond to problems, improve team capacity, or revise the plan and the method.
 - Review the impact if there should be some changes to the method.
4. Regularly, check the team's ability to use the project management tool to see how it can help them, such as prioritising activities, planning to speed up the progress, etc.
5. Along with the implementation, as the team is getting familiar with the tool and method, ask them to propose modifying the technique and procedure for improvement, if needed.

D. Activities

Please read 'Evaluation Report Catholic Relief Services Indonesia West Sumatra Transitional Shelter Program'. Would you please study the document on page 20, which discusses how the shelter team in the field made two changes in its implementation strategy?

- What was the basis of the decision to change the strategy?
- What was the result of the changes?

E. Summary

- The Shelter Coordinator may or may not be involved in selecting the project management tools and establishing the method. Still, the Shelter Coordinator has to understand the tools and the methods since it is part of his/her responsibility.
- The Shelter Coordinator should ensure that all programme teams fully understand the project management tools and methods through proper training and workshops.
- The Shelter Coordinator should be able to coordinate the team to review the progress against the tool and method since there are many dynamics or unforeseen challenges that might hamper the project execution.
- The Shelter Coordinator should consult with the team to give suggestions and input on improving the method.

1.4 Ensure cross cutting issues are mainstreamed into all aspects of the shelter programme

A. Introduction

Cross-cutting issues are easily forgotten in the planning and implementation phases. It can be overlooked due to not being associated with shelter technical aspects. But without incorporating those issues into the programme implementation, it could create bigger problems in the latter part. The Shelter Coordinator has to ensure that the cross-cutting problems are addressed in every activity on the field level.

B. Understand all cross-cutting issues aspects which have to be incorporated in the programme

These cross-cutting issues should be integrated into all programmes and project stages, from planning to each activity in shelter implementation. This topic is similar to which was discussed in the Learner's Guide for Shelter Manager 032.1. under 2.1 'Mainstream cross-cutting issues into all aspects of the shelter programme including inclusivity measure'. Below are the ways in mainstreaming the cross-cutting issues:

1. Needs assessment coverage.

It has to cover all people in the area without exclusivity of age, sex, ethnicity, religion, physical and mental health barriers.

2. Consultation with everyone on the program planning.

In cases where people with disabilities could not join in the public meeting, special measures should be taken to ask their opinion and preferences for consultation and also on how they would access the service, the market, and other essential services.

3. Openwork opportunity to all

Even with disabilities, people can work and can make valuable contributions. It is important to discuss with them directly to identify their skills and interests.

4. Access to information.

Everyone should have access to shelter and settlement assistance information. The information should be provided which anyone in the area can access, such as

- Provided in all languages which are spoken in the area.
- Clear information by written, graphic or symbol which everyone can understand.
- Sending messages to those who cannot be present in the public information places.

5. Additional support to specific groups.

Shelter and settlement assistance might be the same for everyone, but since a community might consist of different groups, the aid must consider the different needs, barriers, and threats. Below are examples of additional support:

- In the case of age groups, on the distribution of NFIs, special attention and additional support need to be given to children and older persons with disabilities.
- The most vulnerable are eligible to receive top-up assistance to complete their temporary shelter or housing reconstruction.

6. Enabling access in communal buildings and individual housing

Provision of ramp, handrail and signage in communal latrine blocks should be accessible to persons with disabilities.

7. Prioritising the most vulnerable in programme commencement

Since the most vulnerable groups are potentially left behind in the assistance due to potentially unfinished temporary shelter or housing reconstruction, they should be prioritised on the programme commencement.

8. Protection for people with disabilities and from gender-based violence

In designing shelter programmes, safety for the beneficiaries and the community should consider the range of gender identities and their sexual orientations, and persons with disabilities. As shelter assistance is for everyone, special measures should be given to vulnerable people due to gender conditions and disabilities.

9. Environment-friendly initiatives.

In response and recovery, shelter assistance of every agency should always consider environment-friendly initiatives such as:

- Maximising the usage of salvage construction material.

- If wood or bamboo are needed, the harvesting should follow their seasons and age to preserve the environment.

10. Advocacy and land titling support

Since people without legal land ownership are potentially excluded from the shelter assistance, shelter agencies should provide support to them such as:

- Advocacy to the government in which appropriate assistance is given to them during the recovery process, including the relocation process.
- Support them in the land registration process.

C. Checking the cross-cutting issues adopted in every activity for programme improvement

The Shelter Coordinator's roles are more operational on ensuring that the cross-cutting issues are mainstream in the programme. The Shelter Coordinator should discuss with the programme staff and all field teams that the cross-cutting issues are addressed in every activity. The Shelter Coordinator should check the following:

1. Check the registered beneficiaries list whether those identified as vulnerable and people with disabilities are already listed.
2. During field visit, the programme staff should do the following:
 - Discuss with those who are not registered what caused them to be not registered as beneficiaries.
 - On shelter assistance distribution, whether cash or material, ensure that those people with disabilities and vulnerable groups who might have challenges coming to the distribution point have proper support.
 - People with disabilities have proper access to every part of the shelter or house on the shelter or house construction.
 - Check those people whose land is not allowed to rebuild and discuss their plan.
3. On visiting building material vendors, the programme staff should check if the building material such as wood and bamboo are harvested according to an environmentally friendly method.
4. Quality of posters or other information tools that will be disseminated should be ensured that all people can understand, including visually impaired ones.

5. Service providers such as banks or post-office should focus on supporting people with limitations such as those without mobile phones for mobile banking, people who lost their ID, and people who cannot physically go to bank or post-office.

Image 2: Beneficiaries receive cash assistance at the post office for shelter assistance such as temporary shelter, house rental, retrofitting and resettlement in Palu, Indonesia.



Photo: Catholic Relief Services

D. Activities

Please study the document: 'All Under One Roof Disability-inclusive shelter and settlements in emergencies' page 89-92 on section 'B2.2 Designing accessible shelter'.

As a Shelter Coordinator, how will you coordinate with the team to ensure all people of all ages with disabilities are consulted on priorities for shelter and settlement support and influence the design of individual shelters?

E. Summary

- Cross-cutting issues such as gender and disability might not be part of technical shelter even though bigger problems would occur and harm the beneficiaries without addressing those issues.
- The Shelter Coordinator should ensure that cross-cutting issues are already mainstreamed in the shelter strategy and the method statement.
- The Shelter Coordinator should coordinate with the programme staff to ensure all activities address the cross-cutting issues.
- The Shelter Coordinator should ensure vendors and service providers follow the shelter strategy to address the cross-cutting issues at the field level.

5.2

Element 2. Provide regular reports on field activities to shelter and other service sector managers

2.1 Coordinate regular shelter programme progress reports and situational updates as required

A. Introduction

The Shelter Coordinator has to gather all information from government officials, Shelter Cluster and trustworthy organisations. The Shelter Coordinator will compile the information, analyse it and present it as progress reports and situational updates. The management section at both the agency and donors requires updated field information.

B. Ability to gather and collate information from government and other organisations

The shelter coordinator should have good relations with the government and other actors and sectors so he/she can access information that can have a direct or indirect impact on the shelter programme. There is urgency to having reliable, accurate, and timely information that sometimes is critical and can have a positive or even negative impact on the programme.

The information which is most needed from the government and other organisations are generally the following:

1. Updated number of people, house damage and permanent solution support. During the initial assessment, the number of affected people and the damage might not be accurate. But the number will get more accurate over time due to many improvements in data collection mechanisms.
 - Number of affected people who are displaced or still have no access to shelter assistance.

- Number of houses damaged with the detail on the level of damage such as light damage, medium damage or total collapse.
 - Number of houses eligible for support, whether retrofitting or new construction.
 - Number of households that need to be relocated and possible relocation area.
2. Updated government policy
 - Policy on addressing the temporary support, type of support and time frame.
 - Policy on recovery and permanent solutions including the type of shelter or housing assistance and its modality.
 - Policy on addressing most vulnerable people and people with disabilities.
 - Policy on HLP and relocation.
 - Policy on registration, working permit, tax, etc.
 3. Socio-political issues such as elections, security due to people unrest etc. This information can be gathered from the government and other organisations.
 4. Information on service providers, building material vendors and contractors who have reliable services.

C. Ability to review IM products and identify aspects that can affect program implementation

The Shelter Cluster Information Management will regularly disseminate shelter agencies' status on their implementation. The Shelter Coordinator and the programme staff should review and analyse the IM products, consisting of 5 W's (Who, What, Where, When and How) of all shelter agencies. The information which needs to be reviewed and analysed are the following:

1. Information on working areas that have many shelter actors working.
 - The Shelter Coordinator should know if the commitment to support people in a particular area is higher than needed.
 - There is a potential for overlapping and conflict in the field.
 - If the organisation has already committed to work in the area, the Shelter Coordinator should proactively open discussion with other actors to mitigate the problem.

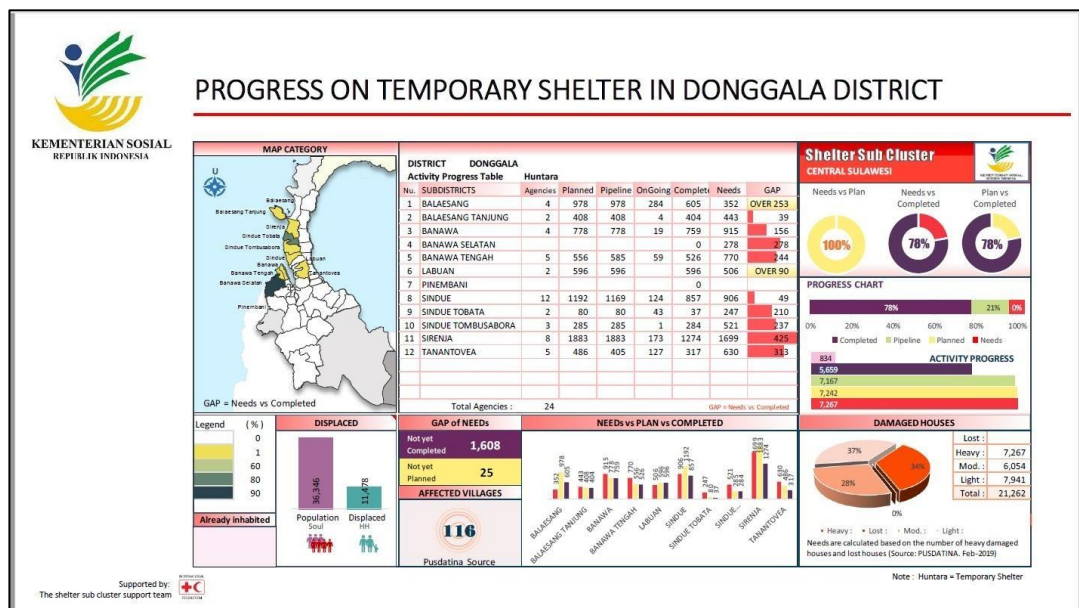
2. Information on less-covered areas.

- The Shelter Coordinator needs to find information on why particular areas have very minimal support.
- Analyse possible cause of lack of commitment: is it because of problems with local government, or difficult access?

3. Information on other agencies' performances since the IM products states every agency's progress in a particular time.

- The Shelter Coordinator should study other agencies successes and challenges. What are their supporting factors or the hindering factors?
- The IM products also consist of agencies' implementing partners in some recovery operations. Their experiences in the field are to be studied and might relate to the organisation shelter and settlement programme.

Image 3: Information Management Dashboard on Temporary Shelter Progress in Donggala District, Indonesia.



D. Based on analysed IM products and key information, can produce reports and updates regularly

The Shelter Coordinator should deliver regular progress reports and updates. The update is the organisation's progress based on the progress at the current date. The regular update should be consistent, whether it is bi-weekly or monthly. In developing the progress report, the Shelter Coordinator should include the following:

1. Number of shelter and the beneficiaries

- The numbers submitted to the Shelter Cluster's IM are consistent with the current number achieved. It should be consistent since it can be useful to compare with other agencies' progress.
- The progress report should not only include number, but also cover key issues such as the vulnerable groups that should be highlighted in the reporting.

2. Modality

- The reports should discuss how to fit the modality for the implementation.
- Identify what needs to be improved for the modality to work more effectively and efficiently.

3. Opportunities and challenges

The report and updates should describe the external factors affecting the programme implementation. Below are some examples of external factors which can be an opportunity or a challenge:

- a. Opportunities such as:
 - i. Government decision on giving incentives to boost progress in a certain time,
 - ii. Other sectors working on livelihood intervention by providing building materials and opening a new local bank as a new service provider.
- b. Challenges such as:
 - i. Damage to infrastructures due to disasters such as landslides or flash floods
 - ii. Political events such as elections where many people, including builders, have to leave their work for campaign or voting.
 - iii. Conflict with other shelter agencies due to overlapping of beneficiaries.

4. Potential problems. The report and updates should mention potential problems. The problem could be a delay, inflation, or local issues.

E. Activities

Image 4: Information Management on Gaps of needs vs. agencies plan on Temporary Shelter in Donggala District, Indonesian

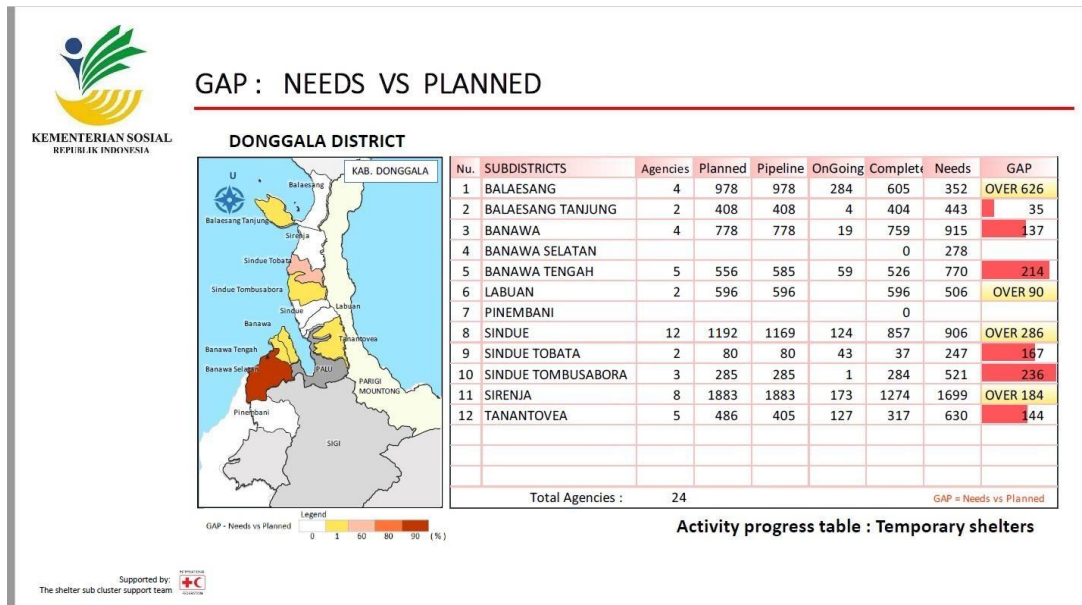
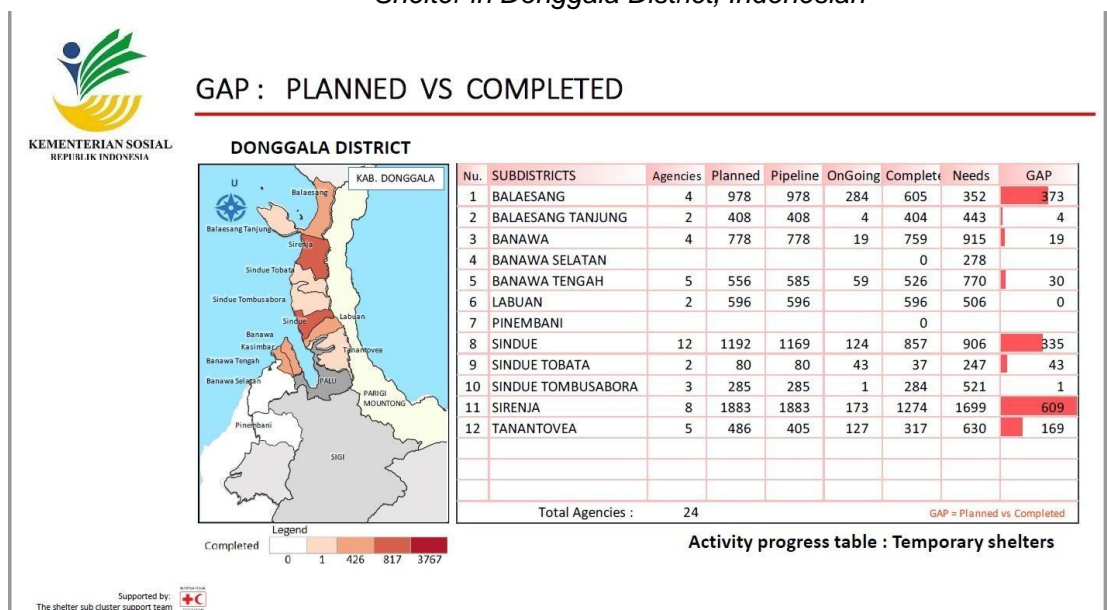


Image 5: Information Management on Gaps of planned vs completed on Temporary Shelter in Donggala District, Indonesian



In many cases, Shelter Coordinators have to deal with changing programs or negotiate their programs with other actors. In this case, duplication sometimes creates tension with other organisations who work in the same area.

For instance, your temporary shelter programme is still underway but from the gap informed by the Shelter Cluster IM system, the gap on needs vs agencies plan is already over. What will be your plan to solve this issue? Propose your suggestions with consideration based on the following:

- Your organisation has already issued MoU with a local vendor to provide construction material.
- The timeline for the shelter program is still on track with the project plan.
- Commitment to donor and local government already clearly mentioned that your organisation is working in a particular area.
- The organisation that potentially has area duplication is also active in shelter cluster coordination.

F. Summary

- The comprehensiveness of reports and updates depends on the ability of the Shelter Coordinator to gather data and information which relates to his/her ability to connect to multi-stakeholders.
- Accuracy is essential; therefore, progress reports and updates should be based on reliable data such as official information from the government, IM Shelter Cluster, and trustworthy organisations.
- In delivering progress reports and updates, the Shelter Coordinator should not merely report the number of achievements but also highlight how key issues have been addressed.
- The potential problems and the opportunities should also be incorporated in the progress reports and updates. This is for the basis of justification if the management has to modify the programme.

2.2 Administer contracts to local suppliers, subcontractors, and implementing partners

A. Introduction

The shelter agency might not provide every resource inside the organisation for programme implementation. Some of the work might be implemented through subcontractors or implementing partners. The building material needs to be provided by the local suppliers rather than bringing the material from elsewhere. There is no assurance that working

through other parties will always be successful. Therefore, the supplier, subcontractor and implementing partner should be carefully selected.

The presence of the subcontractors and implementing partners should strengthen the process done by the homeowners or the organisations. For instance, this could be through the provision of seismic retrofitting training, project management training or monitoring and oversight of the construction process.

B. Understand contracting terms, regulations and practices

Every organisation has its system of engaging local suppliers, subcontractors, and implementing partners. The Shelter Coordinator needs to clearly understand the manual and regulations that apply in the organisation. Those manual and regulations on procurement should consist of the following:

1. Tendering process

It is a process of selecting and awarding suppliers, subcontractors, and implementing partners before rewarding them with a job contract. The process encompasses:

- Request to management on suppliers, subcontractors and implementing partners according to the method statement.
- Prequalification, which means identifying suppliers, subcontractors and implementing partners who indicate that they are qualified and interested in tendering for the project implementation. This step is sometimes known as a pre-tender meeting.
- Depending on the organisation's regulation, prequalification might not be needed; therefore, contracts are publicly advertised for tender without prequalification. This is where suppliers, subcontractors and implementing partners are invited to bid. The invitation can be done through local newspapers or online through websites and email distribution.
- Issuance of tender documents, which consist of specification and amount of material for the suppliers; and method statement for the subcontractors and implementing partners.
- Setting up a tender committee as per the organisation's regulation. The committee will decide the scoring method for the evaluation. The scoring will encompass the method of delivering the job, time frame and cost. The committee should agree that the lowest tender or price may not necessarily be the most advantageous. The

working methods, including environmental impacts and risk assessment, are also important considerations.

- Candidates of the supplier, subcontractor and the implementing partner will submit their bidding at the time stated in the tender document to the procurement department.
- The tender committee will review the sample of material and test result - if available - including the quotation price from the supplier candidates.
- The tender committee will review the proposal of subcontractors' and the implementing partner's candidates.
- The tender committee will shortlist at least three candidates for each job and invite them for clarification and negotiation.
- Then, the tender committee will decide which supplier, subcontractor and implementing partner will be endorsed for the contract. They will recommend to the management for further processing with the procurement department.

2. Transportation and delivery

For building material contracts, the details on transportation and delivery should be stated clearly. Otherwise, it will create a dispute on where the material should be delivered. If the material needs to be delivered to a remote working area or in a road which is difficult to access, it must also be disclosed.

3. Import or export

Building material that needs to be imported should be declared. This is to avoid dispute since imported material needs additional time for shipping, unloading time and tax clearance. Therefore, all factors such as time and costs of tax and transport should influence which party will shoulder the cost.

4. Insurance

In the tender proposal or during negotiations, insurance costs should be determined to be shouldered by which party. The insurance could be for material during transportation and third-party loss for implementing partners.

5. Inspection

The inspection of quality and quantity before the payment release should be agreed upon in the tendering process.

6. Tax

Any payment subject to tax should be agreed on who will shoulder the cost. The tax surcharge can be from imported tax, sales tax, or income tax.

C. Ability to screen and identify potential local suppliers, contractors, and implementing partners through a bidding process

Before the invitation to bid, the Shelter Coordinator, together with the Procurement Department, should study and check the eligibility of the supplier, subcontractor and implementing partner selection on the following:

1. Reliability. Their reputation can be checked from their references whether their previous client was satisfied with their services or material provisions.
2. Experience in supplying humanitarian agencies is preferable since they already know how the humanitarian systems work.
3. Integrity. Their previous work should be checked on how they abide by the law and regulations, including a tax report.
4. Capacity. Historical performance and financial stability are proxies of firms' ability. Subcontractors and implementing partners can show their team and work experiences personally and as a team.
5. Material provision: As building material suppliers, the candidate should show their stocks and the quality of the materials.

D. Able to manage and provide directions and support to contracted suppliers, contractors and implementing partners

After receiving the contract, the supplier, subcontractor and implementing partner will not automatically deliver their commitment in time and good quality. They will need guidance from the organisation; otherwise, their deliverables will be delayed or poor quality. Therefore, the Shelter Coordinator should do the following:

- Induction of organisational values and ethics to the subcontractor and implementing partner. They have to sign the organisation's code of conduct and uphold its values during their work.
- From the latest status on the Gantt-chart or S-Curve, they need to be informed of the exact date they should start delivering the material or activities in the field. The timeframe shown on the Gantt-Chart or S-

Curve they received during the tendering process might differ on actual field implementation due to field situations such as delay or changing location.

- Introduce them to the local stakeholders to have access and support to the working area.
- Monitor their work to ensure the deliverables match the specifications and remind them if a potential problem affects the quality.
- Support their work to avoid any problem in the field that they have to follow regulations and norms applicable in the field.

E. Summary

- Some work might be better for programme implementation if it is implemented by specialists such as suppliers, subcontractors, and implementing partners.
- The shelter agency should have a proper tender system to select the best candidate to deliver the job. The management should assign reliable staff as a tender committee during the bidding process.
- Every potential supplier, subcontractor and implementing partner should undergo proper screening to identify their eligibility to be invited and/or shortlisted.
- Following the contract signing, the supplier, subcontractors and implementing partners still have to be supported and guided by the Shelter Coordinator to ensure the quality and timely delivery.

5.3

Element 3.

Monitor shelter programme activities

3.1 Coordinate the implementation of shelter programme MEAL framework

A. Introduction

Shelter progress should be monitored and checked whether it is achieving the target and specification as indicated in the method statement or has challenges that hamper the progress and deliver poor quality work. The MEAL system can detect potential issues, and the Shelter Coordinator will find corrective measures to bring shelter progress back on track.

B. Understand programme MEAL framework

Monitoring, evaluation, accountability, and learning (MEAL) are part of the programme management, including shelter programmes. Without an effective MEAL system, the organisation would be unable to track progress, make adjustments, discover unplanned effects of programmes, or judge the impact the shelter programmes have made on the lives of those who receive shelter assistance. A MEAL system also helps the shelter team and the management be accountable to the stakeholders through information sharing and developing a complaint or feedback mechanism which can help to guide programme implementation.

A well-functioning monitoring and evaluation system is critical for a good project, good programme management and accountability. Timely and reliable monitoring and evaluation provide information to:

- Support project/programme implementation with accurate, evidence-based reporting that informs management and decision-making to guide and improve a project or programme performance.
- Contribute to organisational learning and knowledge sharing by reflecting upon and sharing experiences and lessons so the organisation can gain the full benefit from delivering shelter assistance and implementing the programme.
- Uphold accountability and compliance by demonstrating whether or not the shelter assistance has been carried out as agreed and in compliance with established standards (e.g. Organisation's Fundamental Principles and Code of Conduct, Building Code and Sphere Standards) and with any other donor requirements.
- Provide opportunities for stakeholder feedback, especially beneficiaries, to provide input into and perceptions of shelter assistance programme implementation, modelling openness to criticism, and willingness to learn from experiences and adapt to changing needs.
- Promote and celebrate progress by highlighting accomplishments and achievements, building morale and contributing to resource mobilisation.

The Shelter Coordinator should be able to see the programme cycle from the perspective of the MEAL framework. The project cycle always starts from the baseline and ends at the evaluation.

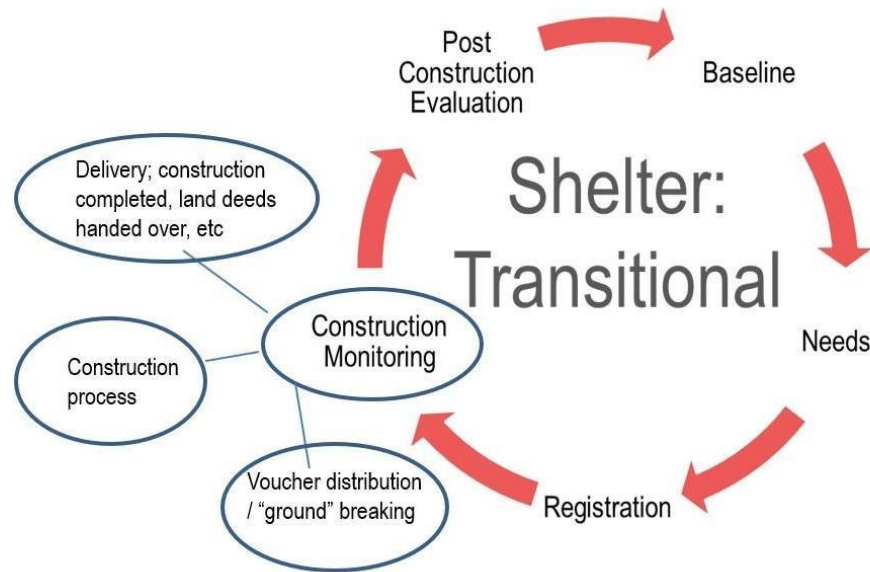
- For shelter, **the emergency project cycle** is shown below. Most of the shelter emergency assistance include the distribution of tarpaulins and shelter kits. Post Distribution Evaluation is usually at the end of the project cycle. .

Figure 2: Emergency Shelter Project Cycle



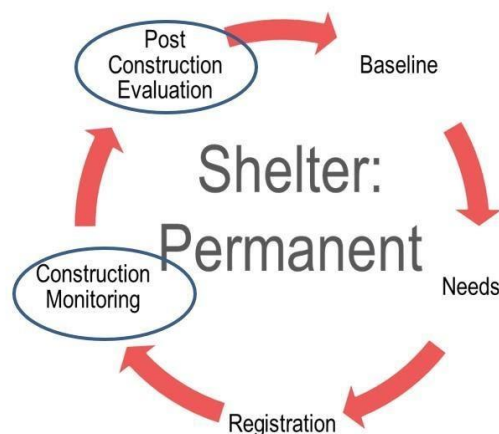
- The **transitional shelter project cycle** is shown below. In monitoring, there will be several phases. The first phase is the distribution of cash or voucher for building material followed by construction process and construction completion. Since it is a transition to the permanent shelter, the construction monitoring might differ from one house to another. Also, there will be different stages in the completed phase, due to which each beneficiary will set their timeline.

Figure 3: Transitional Shelter Project Cycle



- The **permanent housing project cycle** is shown below. Since it is a permanent house, there will be a common project stage for construction monitoring. The construction monitoring starts from the structural works (e.g., the ground-breaking, the foundations, walls and columns and roofing) and non-structural elements, including floorings, polishing of walls, ceilings, etc.

Figure 4: Permanent Housing Project Cycle



Each phase of the project cycle has indicators that can track progress performance and achievement status at a particular time. The indicator matrix for Emergency shelter is as follows:

Table 5: Emergency Shelter Indicator Matrix

Needs	Baseline	Registration	Monitoring	Post Distribution Evaluation
% of households and individuals identified as in need of shelter assistance, in accordance with agency designated	% of population, by different land tenure agreements	Place of origin	Number/% of IDP Households supported with emergency shelter items meeting shelter standards defined by the cluster	Number/% of beneficiaries reporting a threat after the distribution
% of households, by land tenure situation	Number of household members by age and gender	Phone number of head of household	Number/% of IDP households are not able to access distribution points	% of beneficiary households that report using distributed items as a means to address other needs
% of households having received shelter assistance, by type	% of population, by different settlement types	Current IDP settlement	Number/% of beneficiaries reporting a threat during the distribution	Number/% of beneficiaries reporting X problem related to them shelter assistance
% Population, by vulnerable groups	% of population with security concerns, by type	Number of household members with physical disabilities	% of beneficiaries reporting access to and knowledge of a complaints mechanism	Number/% of households that would reuse or recycle their shelter materials if they were to move elsewhere

More indicator matrix for transitional shelter and permanent shelter can be found at this [link](#).

C. Able to communicate with MEAL team for updates and progress sharing

Designing of the indicator matrix is generally done by the Shelter Manager and the MEAL Manager. Still, the Shelter Coordinator should communicate with the MEAL team for updates and clarify information before dissemination. Below are listed the important updates that should be shared with the MEAL team:

- If the MEAL system needs to be updated monthly, the Shelter Coordinator should give the latest achievement at the agreed time.
- The update will cover the number of beneficiaries receiving assistance, the progress of shelter, and other information that should be divided by the number in the baseline.
- If the number of achievements is higher than the predicted number, the Shelter Manager should inform possibilities of supporting factors which were unforeseen during the planning.
- The Shelter Coordinator should give logical explanations of challenges that create delays or achievable commitment.

D. Summary

- Shelter programme implementation needs an effective MEAL system that will track progress, make adjustments, discover unplanned effects of programmes, or judge the impact the shelter programmes have made on the lives of those who receive shelter assistance.
- The MEAL system also helps the shelter team and the management be accountable to the stakeholders through information sharing and developing a complaint or feedback mechanism which can help to guide programme implementation.
- Timely and reliable monitoring and evaluation will help improve programme implementation, uphold accountability, give feedback from the stakeholders, and contribute to organisational learning.
- The Shelter Coordinator should communicate with the MEAL team for updates and clarify whether it is supporting factors or hindering factors that can affect the progress performance and its quality.

3.2 Undertake appropriate assessments to track supply and cost of common shelter materials and services

A. Introduction

As a nature of the recovery programme, the shelter programme can be disrupted by price inflation of building materials due to all shelter actors implementing the shelter recovery programme. Therefore, the Shelter Coordinator should anticipate material shortages and the absence of builders by regularly assessing shelter material and service providers.

B. Understand the shelter material and services which are required for programme implementation

The Shelter Coordinator should understand the material and services needed at the appropriate time during the programme implementation. On the other hand, the material does not need to be fully supplied before the required time. Below is the common condition which should be understood by the Shelter Coordinator related to the provision of materials and services:

- Some building materials are not always available in the market because some materials, such as timber and bamboo need time for harvesting.
- Some building materials are sensitive to inflation; therefore, during the peak of recovery, some materials such as cement and steel rebar are difficult to find in the local market.
- Carpenters and masons are not always available for construction work. There will be religious, cultural and national festivals where no one will be available to work on the project area.
- Transportation access is crucial to sending the material. Some of the bridges and roads affected by disasters will be impassable, hindering the material from being available in the local market.
- Warehousing to stockpile the material might not be a viable option since it could not match the speed of self-recovery construction done by the beneficiaries. Material such as cement can be damaged if stored too long while waiting for the beneficiaries to start the construction.

C. Able to identify suppliers and service providers

During the programme implementation, some suppliers and service providers might not be reliable to respond to the programme's needs. Some of them are overloaded to fulfil other shelter agencies' demands and might deliver poor-quality material or services.

Therefore, the Shelter Coordinator needs to be updated on potential suppliers and service providers for business engagement. Below are some measures for supplier and service provider identification.

- Consult with local contractors, contractors' associations and building material associations on access to reliable construction material distributors.
- Consult with other shelter agencies who work in the nearby area to access building material.
- Consult with other sectors on available and reliable service providers and ask for their recommendations.
- Engage with the building material supplier and service providers from information gathered from other actors and sectors and investigate their capacities.

D. Through having access to the suppliers and service providers, you can track the provision and cost of supplies and services

The Shelter Coordinator should track the supply and cost of common shelter materials and services since shelter programmes must not be disrupted due to builder or material shortage, inflation and underperforming service provider. Therefore, the Shelter Coordinator should do the following:

- Share the data of new potential building material suppliers and service providers collected from the previous step to the Procurement Manager. The Procurement Manager will add that information to the list of vendors and service providers.
- Request the Procurement Manager to regularly update the material price list from all suppliers, including the transportation cost.
- The shelter Coordinator should support the Procurement Manager in accessing the capacity and eligibility of the service providers.
- Request the Procurement Manager to update the list of service providers' service costs.

- The Shelter Coordinator should check the Gantt-chart or S-Curve where the particular building material and the service provider are needed.

Then the information can be derived from those steps are the following:

- The number of particular building materials, such as sand, cement, bamboo, etc., should be provided at a specified time.
- The volume of service providers needed in a specified time.
- Since the Procurement Department has the unit rate or price list, then the cost of shelter can be indicated.

E. Summary

- Shelter costs can be fluctuated due to inflation or building material scarcity. This phenomenon is quite common in the large-scale shelter recovery post-disaster programme.
- The Shelter Coordinator should understand the aspects that create price fluctuation on the building material, which are generally affected by season and festival, high demand and inflation, and transportation issues.
- The Shelter Coordinator should always have access to the new potential suppliers and service providers whose information can be gathered from the other actors and other sectors.
- The Shelter Coordinator together with the Procurement Manager should regularly update the price list of building material and service provider costs. This is to ensure the cost of the intervention is within the budget.

3.3 Assess changing beneficiary needs to ensure appropriateness of ongoing shelter programme

A. Introduction

Having a need assessment following a disaster incident is crucial to understanding the needs of affected people. Such assessment can inform a humanitarian organisation and government agency to plan and design a shelter intervention to support self-recovery. But context changes very often, affecting the beneficiaries and the programme. There might be

programme changes or modifications to address changing context, including beneficiary needs.

B. Having access to and understanding needs assessment and beneficiary needs according to the programme plan

The Shelter Coordinator may or may not be on board during the needs assessment. Nonetheless, the Shelter Coordinator should well understand the beneficiary's needs. It is because the shelter programme is supporting the beneficiaries in their self-recovery initiatives. Therefore, in every part of the shelter, assistance addresses the needs of the beneficiaries.

Below is some highlight of the beneficiary needs, which were primarily collected from the needs assessment and recorded on the needs assessment report:

- Following the disaster event, a temporary place to live legally and with security, health and safety. It may be a rented room, individual temporary shelter, or collective settlements such as barracks or camps, with sufficient pathways, drainage, and adequate lighting utilities, especially at night.
- Support to return to their original place, since they have to be temporarily relocated due to the disaster.
- Provision of access to water and sanitation services and social facilities, including health care, schools, and places of worship.
- Provision of access to land, markets, or services to continue or develop livelihood support activities.
- Generally, affected people need technical assistance to rebuild, repair, and retrofit their houses, and enhance their temporary settlement

C. Able to investigate beneficiary's changing needs due to their internal and/or external factor during the program implementation

Post-disaster recovery is always dynamic in which unpredictable situations might occur due to various circumstances such as local or national politics, changing or delayed government policy on recovery, or possibility of the occurrence of another disaster. The beneficiaries' changing needs could be assessed as follows:

- Due to likely delayed government policy on relocation, the beneficiaries who live in a temporary shelter might stay longer than the previous prediction. Therefore, they need support on building materials to repair their temporary shelter, whether individual or collective shelter.
- If building material price is substantially increased, they need additional funding to purchase the material; or technical assistance to access alternative building materials.
- The needs of the beneficiaries could be more than what was planned initially. This is due to another disaster that occurred in the working area. For instance, a scenario of a primary event in the form of an earthquake, then later followed by secondary hazards such as a flash flood that might also damage their temporary shelter.
- Suppose there are transportation issues due to disaster or political strike – where material could not be sent. Then they will need more time to complete the construction. Hence, delay is expected.
- If there is an outbreak or epidemic during the recovery process, they need additional support for quarantine.

D. Activities

Image 6: Piles of brick, Photo: Habitat for Humanity



What will be the beneficiaries changing needs due to massive inflation?

During the tsunami recovery in Aceh, Indonesia in 2005, the brick price inflated to more than double due to high demand for reconstruction. Even so, the producers and suppliers still wanted to gain more profit by changing the payment terms. Previously, the payment was made three days after the buyer received the bricks. Then, they told the buyer to collect the material at the brick factory and must pay in cash. Still, many contractors and NGOs were willing to pay them due to pressure on a quick rebuild. Again, the brick producer wanted more profit by reducing the quality. Originally, they must burn the brick in 3 days but to reduce the cost, they just burnt it in 2 days, but surprisingly it was easily sold out.

As a Shelter Coordinator, you don't want to sacrifice your material quality or budget for this unreasonable condition. Therefore, what will be your recommendation to:

- Management,
- Donor,
- Government

To overcome this situation. What will be the pros and cons of each recommendation?

E. Summary

- Implementing shelter post-disaster recovery intervention should always expect changes or modifications since, during the recovery process, there will be dynamics that had not been predicted during the planning.
- Flexibility and adaptability in decision-making are needed because context can change at any time. Coordination within and with other sectors is therefore crucial.
- The beneficiary needs based on the needs assessment, when properly analysed, should always be a reference during the shelter implementation.
- The Shelter Coordinator needs to always give full attention to trends and circumstances affecting the beneficiary and the context.
- Information on trends and circumstances can be found in shelter coordination and coordination with other sectors.



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 mark 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 of 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

Catholic Relief Services. (2010). *Evaluation Report: Catholic Relief Services Indonesia West Sumatra Transitional Shelter Program*. Accessible [here](#)

International Federation of Red Cross and Red Crescent Societies. (2011). *Project/programme monitoring and evaluation (M&E) guide*. Accessible [here](#)

International Federation of Red Cross and Red Crescent Societies. (2009). *Stay safe: The International Federation's guide to a safer mission*. Accessible [here](#)

Shelter Cluster Workshop. UNHCR Kenya. (2015). *Somalia Shelter Cluster Monitoring & Evaluation Framework - Partner Guidance Document*. Accessible [here](#)



Learning Resources

International Federation of Red Cross and Red Crescent Societies (IFRC). *Procurement Process and Procedures for the IFRC*. Accessible [here](#)

OXFAM. (2013). *A Quick Guide to Monitoring, Evaluation, Accountability, and Learning in Fragile Contexts*. Accessible [here](#)



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ASEAN Standards and Certification for Experts in Disaster Management

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