

2nd Edition

**LEARNER'S
GUIDE**



TECHNICAL COMPETENCY UNIT



**ADM.TEC
035.2**

Provide Technical Guidance to the Shelter
and Settlement Programme Team



ASCEND

ASEAN Standards and Certification
for Experts in Disaster Management

ASEAN Standards and Certification for Experts in Disaster Management

PROVIDE TECHNICAL GUIDANCE TO THE SHELTER AND SETTLEMENT PROGRAMME TEAM

ADM.TEC.035.2

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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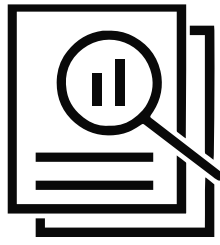
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ASCEND Programme and
Toolbox:
Introduction



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

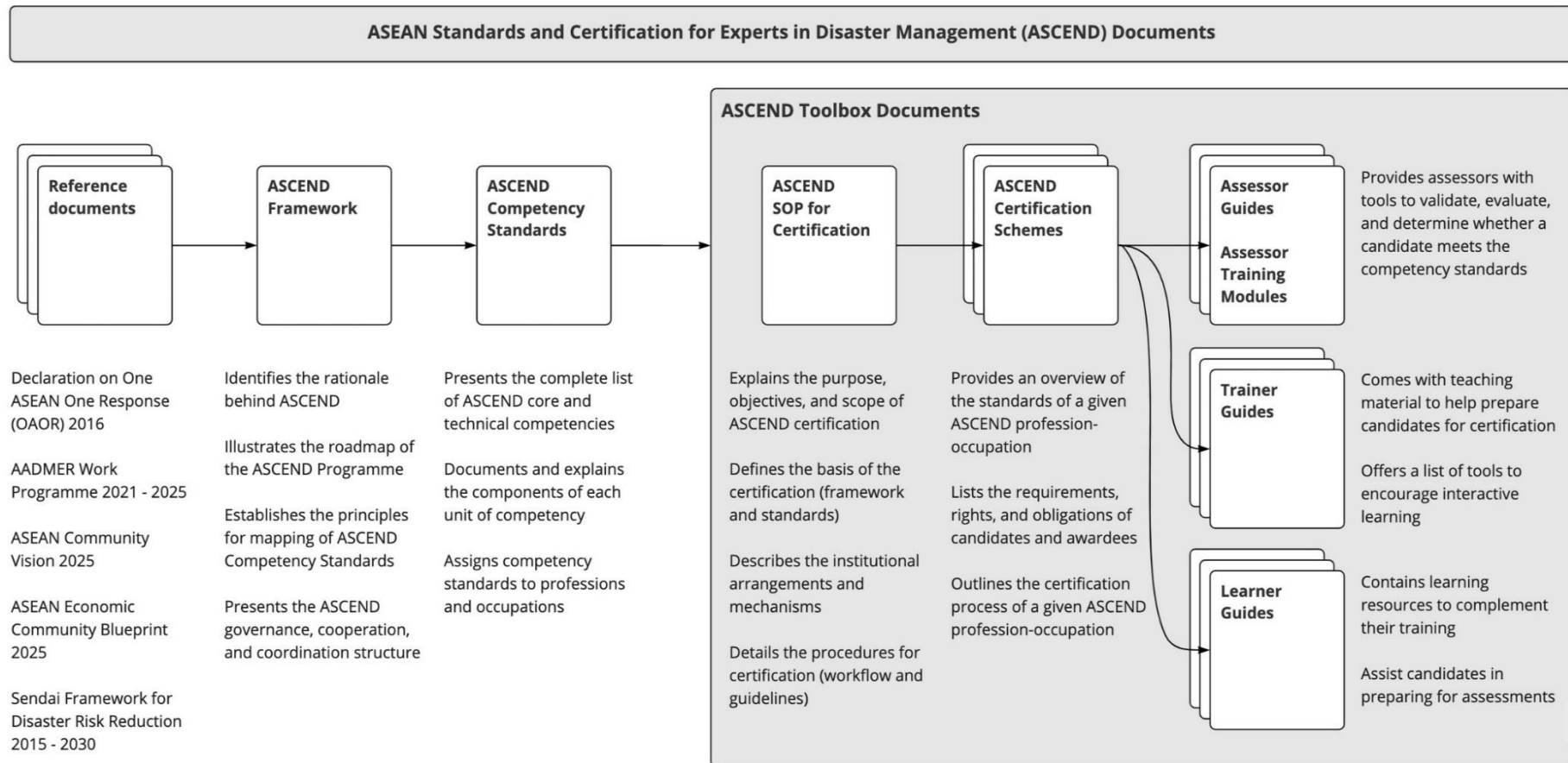
A set of technical requirements must exist before it is possible to implement the ASCEND programme in participating ASEAN Member States. The first requirement is the ASCEND Competency Standards, containing forty-three (43) regionally recognised core and technical competencies in selected disaster management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



ONE ASEAN
ONE RESPONSE

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 identifies 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 : **Provide Technical Guidance to the Shelter and Settlement Programme Team**

Unit number : ADM.TEC.035.2

Unit description: This unit deals with the skills, knowledge, and abilities needed to provide accurate and timely technical guidance and support to the shelter and settlement programme team.

Element 1.

Provide technical guidance and support to programme stakeholders

Performance Criteria

- 1.1 Provide technical guidance to technical units to ensure compliance.
- 1.2 Organize training programmes for shelter staff and partners.
- 1.3 Provide guidance in simple technical and/or non-technical language to programme stakeholders.
- 1.4 Assist developing specifications for engineering goods and services

Element 2.

Supervise technical specialists and suppliers of shelter goods and services

Performance Criteria

- 2.1 Lead regular coordination meetings with programme stakeholders
- 2.2 Assist in the procurement and contracting of all required materials, equipment tools and services
- 2.3 Supervise technical specialists as required

Element 3.

Ensure the technical quality of all shelter assistance

Performance Criteria

- 3.1 Ensure construction programmes comply with relevant local, national, and international standards and regulations.
- 3.2 Ensure compliance with quality, safety, and environmental standards for projects
- 3.3 Ensure all activities are completed and meet satisfactory standards.



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 Where When and How
ASTM	American Society for Testing and Materials
BOQ	Bill Of Quantity
BS	British Standard
CESB	Compressed Earth Stabilized Block
DRR	Disaster Risk Reduction
HLP	Housing, Land and Property
IASC	Inter-Agency Standing Committee
IFRC	International Federation of Red Cross and Red Crescent Societies
ISO	International Standard Organisation
NGO	Non-Governmental Organisation
OFDA	Office of U.S. Foreign Disaster Assistance
POC	Protection of Civilians
SAG	Strategic Advisory Group
SIP	Settlement Information Portal
TOR	Term Of Reference
TWiGs	Technical Working Group
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
USAID	United States Agency for International Development

Abbreviation	Description
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WASH

Water, Sanitation and Hygiene



Unit Readings and Activities



ASCEND

5.1

Element 1. Provide technical guidance and support to programme stakeholders

1.1 Provide technical guidance to technical units to ensure compliance.

A. Introduction

As shelter and settlement are essential elements for survival in the early phases of a disaster, technical guidance provides a common operational framework for technical units committed to ensuring the best standards of assistance for the disaster-affected people.

B. Provision of technical guidance to technical units for various shelter interventions covering all stages

In order to cover all stages of various shelter interventions, two interconnected areas of intervention have been identified: technical shelter units and technical settlement units. The 17 intervention types specified are:

- | | |
|---|--------------------------------------|
| 1. Household items | 10. Housing Repairs and retrofitting |
| 2. Construction items | 11. Cash/ vouchers |
| 3. Tools | 12. Loans |
| 4. Emergency shelter | 13. Advocacy/ legal |
| 5. Transitional shelter/ T-shelter | 14. Site planning |
| 6. Support for host families | 15. Infrastructure |
| 7. Rental support | 16. Training |
| 8. Core housing/ progressive housing | 17. Structural assessment |
| 9. Guidelines/materials/mass communications | |

Humanitarian intervention types as described above provide support for self-recovery in a shelter which consists of a combination of the following interventions:

- Construction materials (including support for debris clearance and reuse)
- Tools
- Cash or vouchers for the purchase of construction materials, equipment or labour payment
- Training
- Guidelines / materials / mass communication

Therefore, the core components of humanitarian interventions supporting self-recovery shelter assistance can be classified in terms of:

- material assistance (including construction materials, tools, debris clearance and reuse)
- financial assistance (cash or vouchers) for the purchase of construction materials, equipment or labour payment
- technical assistance (including training and coaching through guidelines/mass communication and construction supervision and monitoring).

C. Provision of shelter technical standards

At the start of an emergency, the aim should be to provide affected people with sufficient materials to enable them to build their own shelters while meeting at least the following minimum standards of living space:

- There is a minimum of 3.5m² of covered living space per person in tropical or warm climates, excluding cooking or kitchen facilities (it is assumed that cooking will be done outside).
- Minimum height of 2m at the highest point.
- There is a minimum of 4.5m² to 5.5m² of covered living space per person in cold climates, including kitchen facilities, as more time will be spent inside the shelter (cooking, eating, and livelihoods). 2m ceiling to reduce heated space.

The shelter's design should, where possible, allow the occupants to modify it to suit their individual needs.

A cold climate where cold weather is accompanied by long periods of rain (3 to 5 months) requires people to stay inside. In particular, people with special needs will need heated enclosed spaces. Shelters sufficient to

withstand cold conditions must be a high standard, complex, and expensive to construct. The following should be considered:

- Structural stability (to withstand rain and wind loads)
- Protect walls, roofs, doors and windows from the wind
- Kitchens and sanitary facilities are protected and heated
- Provision for heating.

Table 1: Main Design and Evaluation Criteria

Technology, Construction and Materials

criteria related to	material /system selection structural performance production storage transportation construction on site assembling / deconstruction withstanding movements service systems integration durability ease of cleaning
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Ecology

criteria related to	ecological impact in use building/ground interaction environmental impact
----------------------------	---

Cost

criteria related to	cost
----------------------------	------

Building Physics

criteria related to	indoor climatic comfort indoor air quality healthy environment thermal performance water tightness and moisture performance sound performance fire performance lighting performance airtightness of the external envelope
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tightness of joints

Spatial Organisation

criteria related to	users' spatial requirements privacy requirements flexibility user behaviour/room interaction disabled and elderly user requirements
----------------------------	---

Social

criteria related to	social requirements cultural acceptance visual communication psychological-sociological post-disaster effects security
----------------------------	--

Aesthetics

criteria related to	aesthetic requirements and cultural appropriateness
----------------------------	---

D. Provision of technical guidance through coordination

Coordination in order to shape the relationship between specialists and shelter team to produce guidelines for particular technical units can be achieved through the following measures:

1. formal cooperation between independent services, usually via a shared framework and/or systematic referrals (signposting between services), including standardised procedures;
2. informal cooperation between independent services; without frameworks to ensure institutional cooperation, personal cooperation between guidance practitioners and validation provider staff plays an important role;
3. integration of services; a single organisation usually provides validation and guidance, offering guidance at each practice stage.
4. working groups consist of shelter experts assigned by their agencies to develop technical guidance as a strategic group. This working group also conducts consultation with vulnerable groups to ensure inclusiveness.

E. Activities

Please read Bangladesh Shelter Cluster Shelter Standards and Guidelines especially page 9 - 14. The document can be accessed [here](#).

From the specification, principles and standards and technical recommendations described in Annex 1 to Annex 6,

- How to communicate those aspects to be incorporated into the shelter's design?
- Who are the stakeholders that you would discuss with to ensure those aspects are incorporated in the technical units?

F. Summary

- Humanitarian intervention types are developed from a combination of core components of supporting independent shelter restoration, such as material assistance, financial assistance and technical assistance.
- The shelter's design should be designed and modified for the occupants to suit their individual needs.
- Coordination with independent services and a strategic group of shelter experts are needed to provide technical guidance.

1.2 Organize training programmes for shelter staff and partners.

A. Introduction

All shelter assistance requires skilled shelter team and partners. Therefore, proper training should be prepared and delivered to the staff and partners. This is to ensure services' effectiveness and quality to respond to the needs and sustainability. Moreover, the shelter programme should ensure the timeliness and efficiency of shelter assistance.

B. Able to identify specific issues that need to be addressed among staff and partners

It is necessary to recruit some staff and implement partners locally to deliver shelter assistance. The more intention for localisation means more local staff would be hired. Most probably, they are not familiar with the humanitarian approach. In order to have appropriate training, the Shelter Coordinator should be able to identify the issues amongst the staff and

partners. Some of the issues generally include a lack of knowledge on the humanitarian shelter concepts such as the following

1. Self-recovery vs organisation-led recovery.
 - Self-recovery is the common approach endorsed by shelter agencies to support the affected people. Humanitarian shelter agencies believe that communities still have the capacity to rebuild their lives to some extent. The presence of shelter agencies is to strengthen the affected people's initiatives with technical assistance and/or support by providing some of the material.
 - People with no humanitarian background prefer to use the organisation-led recovery concept. The organisation and donor tend to have a top-down design and will likely implement a shelter program based on their experience without consultative planning with the beneficiaries.

2. Humanitarian approach vs. profit-oriented approaches
 - The Humanitarian approach is based on beneficiaries' rights. It is their right to have their own recovery pathways. It takes time for a series of consultations to select the best option for their shelter recovery.
 - On the other hand, the profit-oriented approach reduces the timeframe as increasing the fixed cost reduces the profit. Therefore, a profit-oriented approach will diminish people's participation, which is essential for sustainable recovery.

3. Community participation vs turn-key project
 - Those who have no experience in humanitarian work will see that community participation is slowing down the pace of implementation. The consultation processes might delay the progress.
 - On the contrary, the profit-oriented approach prefers turn-key projects. The output is similar, i.e., shelters or houses built, but the impact of sustainability is less likely to be achieved.

4. Prioritising the most vulnerable vs optimising the resources
 - Due to their condition, the most vulnerable groups and people with disabilities have no equal access to shelter assistance. Therefore, assisting them needs more time and resources.
 - From a non-humanitarian perspective, optimising resources are more productive and more efficient. This approach could make the most vulnerable and people with disabilities left behind.

5. Prioritisation on locally available material vs. imported material and technology
 - Shelter intervention is also intended to have an impact on sustainability, environment-friendly and local economic recovery. Therefore, prioritising the use of locally available material is essential.
 - From a profit-oriented perspective, imported material and technology can deliver faster recovery even if it has less impact on sustainability and local recovery.

C. Access to training providers, e-learning packages, resource persons to conduct training

Training is essential to rebuild more safely and avoid transferring risks to beneficiaries. Integrated training programs should be included where possible and deemed necessary, involving workshops, practical training, skills development, and resource and information services.

Technical staff should be trained in evacuation, humanitarian shelter assistance, and other safety and security procedures. Sessions should be conducted at least annually or when:

- Technical staff are hired.
- Nontechnical staff with special assignments are designated.
- New equipment, materials, or processes are introduced.
- Procedures are updated or revised.
- Exercises show that employee performance must be improved.

In addition to the training, some information should be provided:

- Emergency information such as checklists and evacuation maps should be provided.
- Evacuation maps should be posted in strategic locations.
- The information needs of customers and others who visit the facility should be considered.

The training package needs to be contextualised, and this may include:

- Awareness of handling and disposal of hazardous materials. For instance, handling asbestos roofing debris.
- Training on material reuse and safe recycling
- Training on build back safer construction for owner-driven driven construction

- Training of Trainers for relevant shelter assistance such as retrofitting and cash and voucher assistance

Examples of materials used for training include

- [8 Build Back Safer Key Messages](#), Shelter Cluster Philippines, 2014.
- [Help for Homes - Tips to Build Back Safer](#), How to make your house more resilient to natural disaster, Shelter Cluster Fiji, 2016.

Training Resource actors can be from NGOs, staff, authorities, and institutions. Based on local needs, specialist training may include:

- City planning
- HLP (Housing, Land and Property)
- Technical damage assessment
- Participatory approaches to safer shelter and housing
- Shelter and settlement implementation guidelines and standards
- Repair, retrofitting and reconstruction
- Safe handling and disposal of hazardous materials
- Safe reuse and recycling of materials

D. Through coordination, able to conduct training for staff and partner

Coordination would allow training for staff and partners more effectively and efficiently, focusing on the languages with the most significant gaps and working towards a more comprehensive approach to building the capacity. Then, the capacity building will continue to develop a shared roster open to all partners.

Table 2: Training coordination requirements and coordination tools

Effective coordination to conduct training requires:	Tools used for coordination for staff and partners may include:
<ul style="list-style-type: none"> • Commitment to the process • Clear agreed objectives and strategies • Agreed responsibilities • Good information exchange • Timeliness of activities 	<ul style="list-style-type: none"> • Meetings • Maps • Websites • Mailing groups • Working groups • Social media and communication apps • Shared databases

- Shared assessment, monitoring and evaluation tools
- Shared simulations, training, or planning

E. Activities

There are two essential shelter training recommended for shelter staff and partners. Both pieces of training are available online, and the pieces of training are as follows:

1. **More than Just a Roof - An Introduction to Shelter Programming Online Course**

This course describes the basics of why shelter programming is an essential component of humanitarian response, outlines the challenges that affected families often face in disasters and conflict crises, and describes the essential elements of how humanitarians can complement the shelter activities of affected families. This online training conveys the essential concepts used by shelter experts to shelter vulnerable families adequately. It is a self-directed e-learning course that takes 90 minutes to complete and is free for anyone.

The training is intended for anyone who wants to know more about effective humanitarian shelter programs and coordination. It targets those working in humanitarian settings but will also be useful for anyone interested in this area.

To apply to this course, go to the IFRC Learning Platform login page and avail free registration

<https://ifrc.csod.com/client/ifrc/default.aspx>

2. **Humanitarian Shelter and Settlements Online Course**

This free course by InterAction and USAID/OFDA provides an overview of the humanitarian community's shelter and settlement activities and examines trends based on past experiences. Learn how humanitarian actors can prepare to face emerging challenges and why shelter should be viewed as more than just four walls and a roof.

<https://www.disasterready.org/humanitarian-shelters-settlements>

As a Shelter Coordinator, what will be your plan to support the shelter staff and partners to gain knowledge and experience from both courses? How will you measure their understanding of the course topics and reflection on the current program?



F. Summary

- Identifying specific issues needs to be addressed among staff and partners to ensure the shelter project is in accordance with the needs and helps organise good training programmes.
- Integrated training programmes should be included where possible and deemed necessary, involving workshops, practical training, skills development, and resource and information services.
- Effective coordination and utilisation of coordination tools play an essential role in the success of training programmes

1.3 Provide guidance in simple technical and/or non-technical language to programme stakeholders

A. Introduction

For all stakeholders to follow all recovery imperatives, guidance should be provided. Since shelter and housing recovery are mostly with engineering terms, they should be better communicated in social languages. Moreover, since the shelter agencies promote owner-driven recovery, the guidance should be inclusive, and all people should understand safer construction.

B. Ability to identify capacities and conditions of programme stakeholders

Each stakeholder has its unique capabilities and also conditions. Their unique condition can support them to work faster or, on the other hand, can hinder them from delivering their responsibilities. Below are some possible capacities and conditions of each stakeholder:

Table 3: Possible Capacities and Conditions of Stakeholders

Stakeholders	Capacity and conditions
Local, State and Federal Government Agencies and Officials	<ul style="list-style-type: none"> • Capacities Have the authorities plan and policy of response and recovery, including managing the largest portion of the budget to support the affected people. • Conditions Government staff in affected areas might have insufficient capacity on handling the recovery management. This might

Stakeholders	Capacity and conditions
	<p>be because they are in a new position, while the previously trained staff are already in rotation. Some of them have no clear ideas in supporting owner-driven recovery.</p>
Affected people	<ul style="list-style-type: none"> • Capacities <ul style="list-style-type: none"> • Even if it is limited, their responsibility to take care of their life and their family is a source of recovery. Moreover, for those who can rebuild on-site, it is their land with some material that is already available. • They can work as a community to provide social support to peer groups, information on vulnerable groups and community initiatives for preparedness. • Local resources to government and shelter agencies for recovery programmes • Conditions <ul style="list-style-type: none"> • Loss of family members, livelihood and land will affect their work performances. • They might have no experience in house repair or construction. • They have no sufficient savings to finance the rebuilding of their houses.
Media	<ul style="list-style-type: none"> • Capacities <ul style="list-style-type: none"> • Disseminating information on preparedness, recovery, and mitigation could encourage volunteerism and philanthropism. • Advocacy for the need for improvements in the disaster recovery done by the government and shelter agencies. • Conditions <ul style="list-style-type: none"> • Might have insufficient knowledge of humanitarian shelter assistance, mainly in an owner-driven recovery setting. • Some media have political or business agendas that might send biased information.
Business Corporations and	<ul style="list-style-type: none"> • Capacities <ul style="list-style-type: none"> • Identifying alternative suppliers and transportation services • Encouraging employees to develop a home disaster preparedness kit • Through Corporate Social Responsibility, the programme can support shelter programmes. • Conditions <ul style="list-style-type: none"> • Might have insufficient knowledge of humanitarian shelter assistance, mainly in an owner-driven recovery setting.
University Research Institutions and	<ul style="list-style-type: none"> • Capacities <ul style="list-style-type: none"> • Providing policy advice to practitioners • Researching to identify problems or gaps in the literature • Post-disaster data collection and analysis

Stakeholders	Capacity and conditions
	<ul style="list-style-type: none"> • Generating research reports or monographs • Teaching, training and mentoring future emergency management professionals • Conditions <p>Some of the scholars have no sufficient field experience.</p>
Non-profit Agencies and Emergent Community Organisations	<ul style="list-style-type: none"> • Capacities <ul style="list-style-type: none"> • The experienced agencies and personnel have field experience and continuously develop their technical skills, drawing public and media attention, coordinating stakeholders, and resource and funding management. • Conditions <ul style="list-style-type: none"> • Shelter agencies have high turnover staff; therefore, it is difficult to retain their good and experienced staff.
Contractors	<ul style="list-style-type: none"> • Capacities <ul style="list-style-type: none"> • A good contractor has the equipment and experienced technical people for debris management, repair or reconstruction and project management for houses and infrastructure. • Conditions <ul style="list-style-type: none"> • Most contractors are commercial firms; therefore, working in a humanitarian setting could be challenging.
Associations and collaborative partnerships	<ul style="list-style-type: none"> • Capacities <ul style="list-style-type: none"> ○ Formulation of policy recommendations ○ Identification of specific problems ○ Identification of improved actions or processes • Conditions <ul style="list-style-type: none"> ○ Often created on an ad-hoc basis

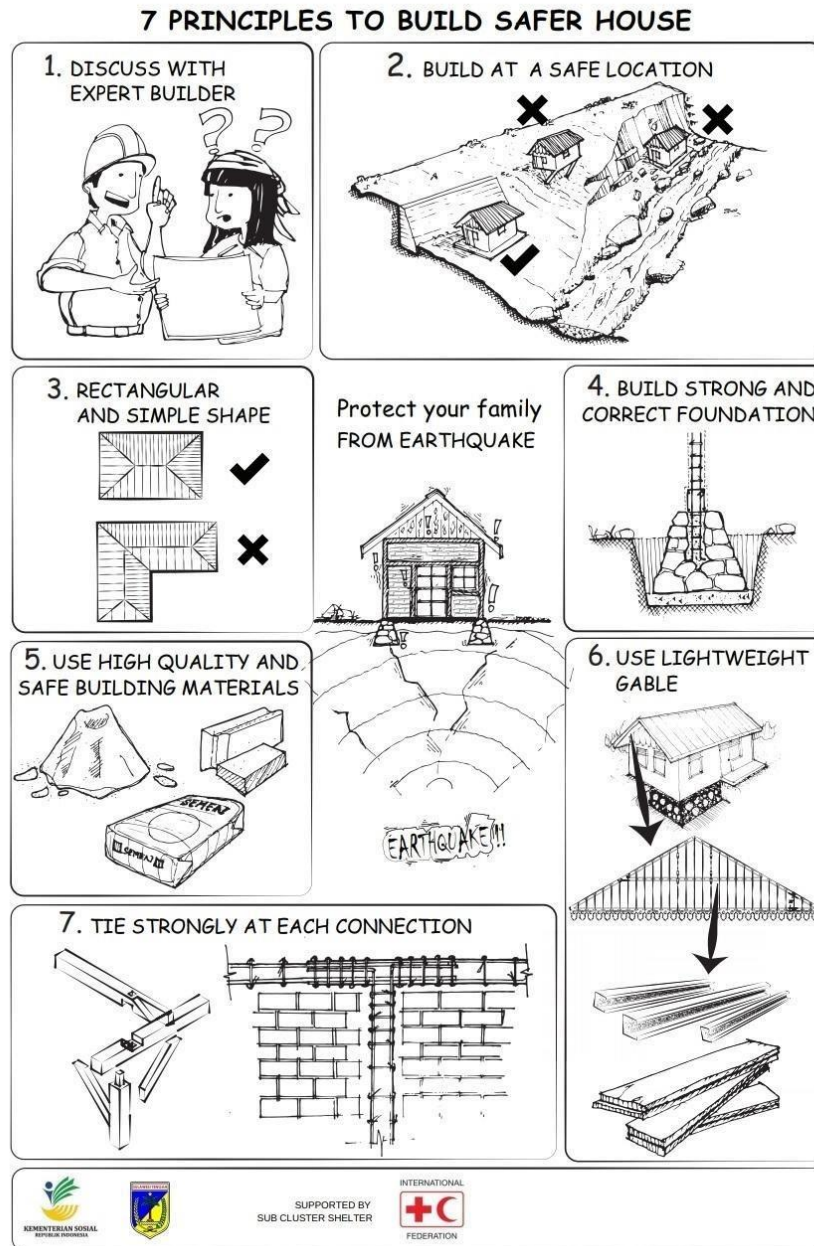
C. Simple guide for nontechnical programme stakeholders

Most of the program stakeholders are nontechnical people. Nonetheless, information on self-recovery shelters should be accessible and understood by everyone. Since many people would benefit from the programme, they would live in safer houses. A Shelter Coordinator should guide with simple language explaining shelter recovery programmes which should be understandable for simple and/or nontechnical programme stakeholders. Therefore, technical guidance should be provided as follows:

1. A guide for effective shelter and settlement programme which considers:

- **Type of shelter assistance.** It should be clear on the type of shelter assistance and its limitations so the beneficiaries would understand what they can expect. If the assistance is a temporary shelter, they cannot expect a permanent house.
 - **Modality.** This informs the beneficiaries and all service providers of the assistance's modality. For instance, if the modality is cash-based assistance, the guidance should mention detailed steps in which beneficiaries need to work with the service providers and access support from the shelter agency.
 - **Access to support.** The information should cover how to contact the related personnel in the shelter agency for all information regarding the assistance, including reporting a complaint.
2. Practical construction guide for ordinary people
- **The information package** should consist of principles to properly build a shelter or a house. It should not cover detailed structure, only pointers that ordinary people can memorise.
 - **The guide** should encourage the homeowners to consult with the shelter agency's personnel before construction, whether it may be an engineer or trainee.
 - **The sample** can be seen in the poster used to guide the homeowner to rebuild their houses with '7 principles to build a safer house' used in Central Sulawesi Indonesia following the 2018 earthquake.

Figure 1: Poster of 7 Principles to Build a Safer House,



Source: Indonesia Sub Cluster Shelter (2018)

That guide should be disseminated widely to all stakeholders, mainly to the beneficiaries. The Shelter Coordinator should ensure that everyone receives the message in the guidelines and that message is easy to understand. The dissemination can be done through the following:

- Posting the poster at public places such as markets, local government offices, and community meeting centres.
- Sending through electronic communication such as local radio, mobile text or WhatsApp

D. Activities

Using the poster above as an example, please see the guide on rebuilding houses that collapsed because of the typhoon.

Then, as a Shelter Coordinator, how do you coordinate the team to produce simple information that is easy for ordinary people to understand and follow?

E. Summary

- Programme stakeholders, including the beneficiaries, can contribute to the programme's success. Hence, the Shelter Coordinator should have the ability to recognise and understand the potential and the condition before further approach.
- Programme stakeholders also need to be equipped with guidance from the shelter team to be well equipped with sufficient knowledge, skills, and resources to fit into the programme

1.4 Assist developing specifications for engineering goods and services

A. Introduction

The specifications for engineering goods and services in shelter and settlement are practical expressions of the principles and rights embodied in the Humanitarian Charter. Housing assistance such as repair, retrofitting, and reconstruction is provided to an individual household to match their self-recovery initiative. The shelter assistance is also for temporary shelter, which can be provided individually. If not possible, the shelter is provided collectively in a suitable large public building, such as a warehouse, hall, barracks, etc., or a temporary, planned or occupied temporary camp. Thus, whatever assistance is given to the affected people, the material or goods and services should meet specific criteria to strengthen owner-driven recovery and build back safer.

B. Key principles of the provision of engineering goods and services which is needed in shelter programming

There could be various options or offers during response and recovery to provide goods and services from various stakeholders. Before developing

the specification, it is important to understand key principles of engineering goods and services used in shelter programming. As a Shelter Coordinator who is fully responsible for delivering shelter assistance that should be safe and sustainable he/she should ensure to uphold these key principles:

1. Building material or engineering goods should be:
 - Not containing hazardous material which is harmful to health.
 - Not harmful to the environment due to pollution to water, soil and air.
 - If using timber or bamboo, it has to be ensured that it is harvested following its season and to ensure its sustainability.
 - In the recovery programme, the usage of salvage material should be maximised.
 - Prioritisation of locally available material.

2. Engineering tools should be:
 - Prioritised to locally available tools.
 - If the tools are brought from other areas, it should be easy to operate with minimum training for the local people.
 - The material should be suitable for field conditions, such as in rural areas with minimum electricity consumption.
 - Easy for maintenance where spare parts can be provided locally.

3. Provision of engineering services from engineering service providers should have the following:
 - Respect to beneficiaries because of their rights.
 - Abide with the humanitarian standard, norms and organisational values.
 - Professionalism and integrity across all personnel in the organisation.
 - Can offer solutions for the most vulnerable groups, and people with disabilities can be served

Figure 2: Poster to prevent the use of asbestos material and how to remove this hazardous material from people's houses.



WASPADA BAHAYA ASBES

 Pecahan asbes sangat berbahaya

 Hindari Pecahan asbes

Serat asbes termasuk bahan beracun dan berbahaya berdasarkan Peraturan Pemerintah No.101 Tahun 2014

JIKA LINGKUNGAN ANDA TERDAPAT ASBES

 Pastikan asbes dalam keadaan lembab

 Gunakan Alat Pelindung Diri (APD)

 Jangan diganggu, Jangan dirusak, Jangan dipatahkan, Jangan dipotong

JIKA AKAN MEMINDAHKAN DAN MEMBUANGNYA HUBUNGI ORANG TERLATIH



-  • Gunakan Alat Pelindung Diri (APD)
-  • Pindahkan dan buang secara aman
-  • Timbun di tempat yang aman

JIKA TIDAK ADA ORANG TERLATIH



- Tutup dengan menguburnya
- Lapsi dengan cat

JANGAN LAGI GUNAKAN ASBES



- Jangan dipakai ulang
- Jangan dibeli untuk dipakai

 KEMENTERIAN SOSIAL REPUBLIK INDONESIA





Di dukung oleh tim pendukung koordinasi SubKluster Shelter

Source: Indonesia Sub-Cluster Shelter

C. Through coordination, assist in developing specifications of engineering goods and services

The specification should be collectively developed by a group of shelter agencies committed to safer and sustainable recovery. It would be difficult to develop the specification for engineering goods and services done by a

single shelter agency. Therefore, a group consisting of Shelter Coordinators from shelter agencies should dedicate their time to agree and develop these specifications. Following the agreement of the fundamental principles, the Shelter Coordinator with the team should move forward to agree on a process to develop the specifications as follows:

1. List all building materials or engineering goods, tools, and engineering services needed across the affected area.
 - The goods used for shelter assistance will depend on the type of shelter and housing assistance. The shelter coordinator and all team members should share their plan to identify what goods will be implemented.
2. List all vendors and service providers who can deliver their goods and services across affected areas.
3. List out all specifications approved by the engineering association and government that are applicable in the country.
4. Identify conditions in the field that need consideration, which could lead to modification of the specification of goods and services. In a disaster-affected area, there will be the possibility of change of goods or services. Therefore, the Shelter Coordinator needs to ensure safety and a robust structure. Below are the possible modifications:
 - To maximise the use of local material, the engineering goods need to be combined with the local material. In this case, approved specifications might not be available.
 - Business processes should be adapted due to field conditions.
5. List all agreed specifications for engineering goods and services. The approved specification will help every stakeholder build back safer despite local conditions affected by the disaster

D. Activities

Please see the material and tools used for Shelter Tool Kit [Here](#).

Please compare them with the materials which you can access in the local market. How can you ensure that the available local material is equal in quality?

E. Summary

- Understanding engineering goods and services needed in response and recovery should meet specific criteria to strengthen owner-driven recovery and build back safer.
- In developing engineering goods and services specifications, fundamental principles should be upheld as guidance to deliver safe and sustainable assistance.
- In developing specifications, the Shelter Coordinator should coordinate with other shelter agencies' key personnel

5.2

Element 2. Supervise technical specialists and suppliers of shelter goods and services

2.1 Lead regular coordination meetings with programme stakeholders

A. Introduction

Shelters and settlements coordination depend on other people to share data and information and their willingness to cooperate. They rely on clusters for data analysis and knowledge. With the help of the information manager, the Shelter Coordinator develops and maintains relationships with cluster partners and other stakeholders who have information to share and/or who need information products and services from the cluster.

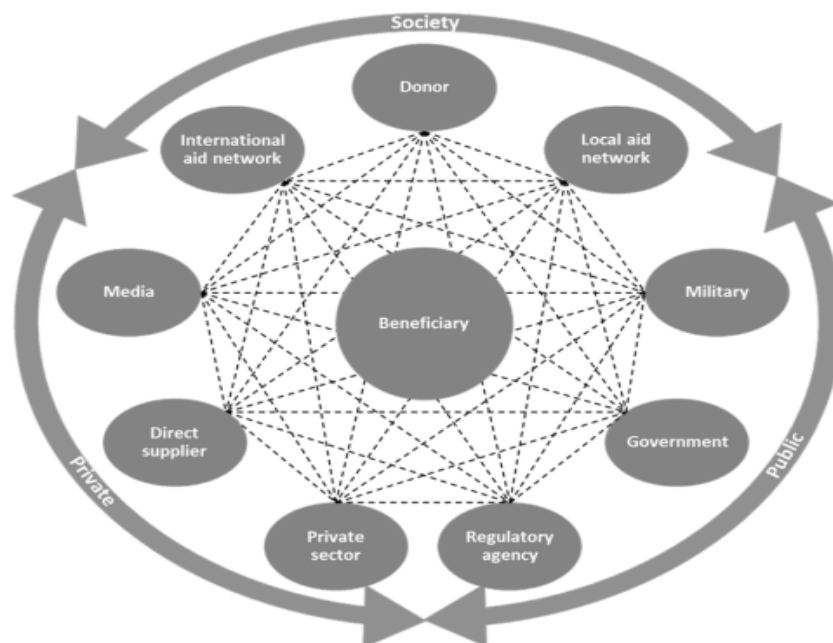
B. Identify all programme stakeholders who are working within the area

The keywords they identified in other stakeholder models and then used in their work were also selected as follows:

1. Social stakeholder groups:
 - International aid networks (United Nations, Red Cross, Red Crescent);

- Donors (donors - excluding organs and transplants and their variations)
 - Local aid networks (aid networks, NGOs, non-government, volunteers).
2. Public stakeholder groups:
 - Military (military);
 - Government (public, government and its variations);
 - Regulatory bodies (i.e., regulators and their variations).
 3. Private stakeholder groups:
 - The private sector (private, corporate, firm, corporate, industrial);
 - Direct suppliers (supply);
 - Media (media).
 4. Beneficiaries:
 - Beneficiaries who can participate in a shelter recovery programme
 - Key leaders in beneficiaries can be promoted as champions to set examples in their communities.
 - Groups of beneficiaries who need additional assistance according to their special needs, including people with disabilities.

Figure 3: Stakeholder Model of Shelter and Settlement Source: Adapted from



Fontainha et al., 2015

C. Ability to gather updates and lessons sharing for programme stakeholders to ensure all meeting participants gain benefit from the coordination meeting

Image 1: Indonesia Sub-Cluster Shelter bi-weekly coordination meeting on Central Sulawesi Recovery



Image 2: (Photo: Arwin Soelaksono, 2019)

It is challenging to conduct fruitful meetings in a disaster emergency and/or recovery setting since everyone is busy with their field implementation. This is a considerable challenge for the Shelter Coordinator to make every stakeholder interested to share the update and lessons learned. Only if the stakeholders benefit from the coordination meeting could they participate and contribute to the meeting. Below are potential benefits that stakeholders can get from the coordination meeting:

- Receive feedback on field progress implementation;
- Confirmation or even correction on the type of assistance that is currently being implemented
- Information on needs that are not being addressed and areas that still have small external support or no external support.
- Learn from other actors' experiences.
- A place where agencies can meet others for collaboration or potential implementing partners.

In order to have a fruitful meeting, the Shelter Coordinator should prepare the forum and do the following:

- Design a meeting that can be done in 90 minutes maximum.
- The meeting would have agenda such as follows:
 - Update on policy for disaster recovery from the government.
 - Update on 5W status by the Information Management team.
 - Lessons learned on a particular topic that is a common issue to all and how a shelter agency manages the situation.
 - Sharing information on possible sharing resources based on working area or other similarities.
 - Recommendation from SAG or TWIGs and development of recovery messages that all shelter agencies can use.
- The Shelter Coordinator should select which agency will do the presentation and help them to present. This ensures their presentation will be relevant to the current issues and opportunities.
- The Shelter Coordinator should invite the shelter agencies and other sectors related to shelter programmes such as WASH, cash working groups etc.

D. Lead and conduct coordination meetings in-person or online regularly

Coordination meetings should provide time and space for informal networks. The meeting frequency depends on the needs. Appointments will often be early in the response but occur weekly or less frequently while the response progresses.

Consistency is the key to having a successful coordination meeting. Every stakeholder should agree on the meeting period, such as weekly or biweekly, and the Shelter Coordinator has to stick with it. The Shelter Coordinator should maintain the quality of the meeting as the most reliable meeting for having updates, solving everyday problems, and advocating concerns. Whether the meeting will be conducted in-person or online, the coordination meeting should be done regularly. Change of meeting time can be done and informed far before the cancellation; otherwise, any abrupt disruption will affect trust and enthusiasm.

E. Activities

As a Shelter Coordinator, you need to allow the stakeholders to evaluate coordination meetings and other coordination efforts done by the coordination team. How would you design the questionnaire for evaluating

your performance? Please list out topics which you think are important to be evaluated.

After you have completed designing the questionnaire, please see the table [Here](#) and compare whether the performance evaluation questionnaire needs improvement with your questionnaire.

F. Summary

- Stakeholders in a shelter project have diverse backgrounds and capacities. If the coordination can be appropriately conducted, various potential supports might benefit the affected people.
- The shelter coordinator must ensure that the coordination meetings would be fruitful and benefit shelter agencies. Therefore, it should be well-prepared and conducted consistently in time and quality.
- Programme stakeholders will find the coordination meeting beneficial if they find a reliable source of information and experts to share aid and address the common concern.

2.2 Assist in the procurement and contracting of all required materials, equipment tools and services

A. Introduction

Procurement includes all housing and settlement processes associated with purchasing, covering the entire cycle from identification of needs to the end of the service contract or end of useful life and disposal of subsequent residences and settlements.

B. Identify all required materials, equipment tools and services for shelter implementation

The shelter and settlement assistance uses various methodologies, which every methodology always needs materials, equipment, tools and services. The following are the list of those which the Shelter coordinator should select based on the need in the field.

- **Materials such as follows:**

- Tarpaulin
- Wood and timber such as wooden planks and wooden beams.
- Bamboo
- Hay for roofing
- Zinc roofing
- Steel rebar
- Cement
- Brick
- Concrete block
- Stabilised earth cement block

The material must be selected based on the most available locally and culturally appropriate.

- **Equipment tools such as follows:**

- Hand saw
- Shovel
- Hoe
- Machete
- Tin snips
- Claw hammer

Other equipment tools might be needed since every working area has its own tools which relate to the building material that can be used to build their temporary shelter or their houses.

- **Services that depend on the methodology such as follows:**

- For cash-based assistance: Local banks, cooperatives, post-office.
- The supply chain for construction material provision: transportation providers
- Field operation support: telecommunication (including internet) providers.
- Health and emergency support: Medical evacuation and insurance.
- For HLP support; Lawyers
- Engineering services.

Other services might be unique as needed according to local practices to ensure the programme can be implemented according to the plan.

C. Understand policy and protocol for procurement and contracting process

The shelter Coordinator might not be aware of the whole procedure of procuring and contracting. However, the Shelter Coordinator has to abide by the organisation's policy and protocol before initiating the procurement and contracting process. Below are the steps the Shelter Coordinator need to self-check on compliance with the process:

1. Analyse the method statement

- In the method statement, the strategy for shelter implementation is stated. Therefore, information on which material to procure or the type of work that can be contracted can be the basis of the procurement plan.
- The project time frame also can be found in the method statement. It will be the basis to set the time for procuring and contracting.

2. Consult with the Shelter Manager

- The Shelter Coordinator should consult the procurement plan with the Shelter Manager to fit the shelter plan with the field context.
- Depending on organisation policy, a Shelter Manager generally has to approve the procurement plan and contracting plan that the Shelter Coordinator proposes.

3. Consult with the Procurement Department

- The procurement department is responsible for facilitating the process since they know the system, policy, and organisation regulation.
- The procurement department has to study the request by the Shelter Manager for procuring and contracting. .
- As the procurement department fully understands the request, they will lead the process. The Shelter Coordinator's role is to ensure that the procurement department will fulfil the need of the field activities. This part will be discussed in the following sections.

D. Assist in the process of procurement and contracting required materials, equipment tools and services

While the procurement department is working on the procurement process, the Shelter Coordinator has the role of the following:

- Participate effectively in the preparation of tender documents by providing the general specifications, terms of reference, and information necessary to establish the evaluation criteria used to evaluate bids;
- Participate in the bid evaluation committee and conduct evaluations objectively based on the evaluation criteria published with the tender documents and general procurement principles;
- Provide the information and documents requested by the procurement department focal point to submit cases to the procurement process review committee and the contracting authority;
- Act as the owner of the procurement contracts determined based on the program and related administrative activities from the technical aspect and take actions to implement and manage them systematically in collaboration with the procurement department focal point;
- Provide the necessary feedback to the procurement department focal point in a timely manner to evaluate vendor performance;
- Carry out contract closing activities in collaboration with the procurement department focal point as applicable to close the procurement file with complete records of the entire process.

E. Activities

There will be challenges on how the Shelter Coordinator should anticipate and reduce the impact during shelter programme implementation. Moreover, the Shelter Coordinator should ensure the accountability aspects are in place.

Please look on the Quick guide to [New Zealand Emergency Procurement](#) page 2, on the subject of Maintaining accountability.

Since the recovery programme might face inflation, fraud and corruption, how will you ensure that your team and organisation are accountable for the imminent threat?

F. Summary

- The Shelter Coordinator should understand the field context on which materials, equipment tools and services are needed at specific times. Then with the support of the procurement department focal point, the Shelter Coordinator should plan the procurement strategy to ensure that material, equipment tools and services are available when needed.
- The Shelter Coordinator needs to abide by the organisation's policy on the procurement process; therefore, he/she should always check the process with the method statement, the Shelter Manager and the procurement department focal point.
- The Shelter Coordinator needs to assist the procurement department focal point to ensure the requested material, tools and services will be available in time and fulfil the expected quantity and quality.

2.3 Supervise technical specialists as required

A. Introduction

Now that shelters and settlements have been identified as appropriate responses, this step aims to assist technical specialists in field activities for shelters and settlements in close collaboration with the affected people. This step should be reviewed several times at the milestone phases during the programme implementation.

B. Identify shelter implementation, which should be advised and supervised by a technical specialist

Technical specialists are needed to ensure the shelter implementation can be delivered as per specification and within the expected time frame. These technical specialists can be grouped, such as assistance, modality, and cross-cutting issues. Below is the need for a technical specialist for advice and supervision:

1. Type of assistance

a. Emergency shelter, temporary shelter and transitional shelter.

- The technical specialist would design, implement and monitor shelter assistance from the early phase of the disaster event.
- The specialist would also recommend the land provision process since the emergency shelter and temporary shelter could be built on rented or borrowed land.

- b. The housing recovery** has a longer time frame than the shelter assistance mentioned above. Moreover, with an owner-driven setting, the pace of construction will depend on the homeowner's preference.
- The specialist would plan housing recovery, working with the homeowners on owner-driven recovery settings.
 - The specialist should have the ability to ensure that build back safer can be achieved through effective oversight and proper training for the builders and the homeowners.
- c. Repair and retrofitting.**
- The specialist should be able to provide solutions for repair and retrofitting by suggesting various techniques of retrofitting depending on the available material and capacities in the field.
 - This includes the rehabilitating and upgrading damaged or existing buildings.
- d. Training**
- The technical specialist would design various types of shelter assistance training from the emergency phase to the recovery.
 - The technical specialist would provide build-back safer training for masons, carpenters and the homeowner
- e. Advocacy and messaging**
- The technical specialist would deliver a communication package on shelter assistance in every significant programme phase. Advocacy is to ensure the affected people know their rights and receive assistance.
 - The technical specialist also works with the Shelter Coordinator to bring specific issues that need to be supported by other shelter actors and other sectors.
- f. Housing, Land and Property (HLP)**
- The technical specialist would check the legal status of the working area to ensure that the shelter or houses constructed do not stand on illegal land.
 - The technical specialist would support the Shelter Coordinator in addressing affected people who have no land rights but need shelter support.
 - The technical specialist would also suggest housing, land and property issues, including legal and tenure support.

g. Disaster Risk Reduction (DRR)

- The technical specialist would support the Shelter Coordinator to ensure that shelter assistance will protect the beneficiaries from future disasters.

2. Type of modality**a. Cash voucher assistance**

- The technical specialist would support the design and conduct a market assessment to ensure the shelter assistance using a cash-based modality can be well implemented.
- The technical specialist would also connect shelter agencies to service providers such as local banks, cooperatives, or post-office.

b. Material support

- The technical specialist would provide recommendations on alternative building materials that can be used for shelter and housing assistance.
- The technical specialist can also train various building materials such as compressed earth stabilised block (CESB), treated bamboo, red brick with the rat-trap bond method, and many more.

3. Addressing cross-cutting issues**a. People with disabilities and vulnerable groups**

- The technical specialist would ensure that all people with disabilities and vulnerable groups can access shelter assistance from the programme design phase.
- The technical specialist could encourage people with disabilities and vulnerable groups to recover based on their rights.

b. Environment

- The technical specialist would suggest using environmentally friendly construction materials and legal material sources.
- The technical specialist will support the Shelter Coordinator on the environment-friendly campaigning recovery, disseminated during the coordination meeting. The campaign agenda can include reusing building materials.
- The technical specialist could provide recommendations on environmental or village rehabilitation and improvement, including improving settlements or shelters above the surface of floodwaters;

c. Protection

- The technical specialist would ensure all shelter assistance complies with protecting children and women in the individual shelter or communal space.
- The technical specialist could also provide protection campaigns and could be disseminated during coordination meetings.

C. Understand the scope of work of technical specialist

The Technical Specialist ensures that shelter and settlement operations are technically sound and well-coordinated within the framework of the Refugee Coordination Model and, where relevant, UN humanitarian reform, the cluster approach and the Transformative Agenda.

1. **Develop and periodically update an appropriate shelter approach** for operations, taking into account a multi-sectoral approach based on area, age and sex, culture, climate, environmental protection and availability of local resources, including existing materials, capacities and infrastructure.
2. **Conduct a comprehensive sectoral needs assessment** while linking other relevant sectors such as protection, programs, community services, WASH, administration and supply. Engage with relevant stakeholders to ensure that the process of selecting beneficiaries prioritises addressing the need for the shelter of the Most Vulnerable People (POC).
3. **Contribute to developing a housing strategy and periodically review it to reflect the evolving situation and ensure alignment with national and global level policies and guidelines**, including Global Refugee Agreement, Sustainable Development Goals, Relevant Global Strategy and Policy.
4. **Provide shelter responses developed in line** with the Master Planning Principles and designed to adapt to an area-based approach in implementation.
5. **Review, identify and monitor shelter programs and initiate responses** to address gaps in collaboration and coordination with crucial UNHCR technical staff, operational partners and authorities as needed.

6. When planning shelter solutions, **ensure that consideration is given to standards** in other relevant sectors such as water and sanitation, infrastructure for admissions, education and health so that implementation is synchronous and coordinated.
7. **Uphold the compliance of technical elements** with other international minimum standards and implementation in budgetary requirements for all shelter and infrastructure works.
8. **Establish clear guidelines and detailed standards** for coordinated shelter assessment, specific to the operational context in line with emergency standards and long-term durable shelter solutions.
9. **Monitor and follow up on design and construction work** to ensure that the relevant authorities approve it, is technically reasonable, is complemented by accurate drawings, and has detailed BOQ and specifications.
10. **Provide technical information in the SIP (settlement information portal)**, ensure shelter dashboards are filled with relevant data, and prepare mission reports and briefings.
11. **Advise implementing partners on good technical shelter and settlement issues** while ensuring compliance with global, national and operational strategies and guidelines.
12. **Disseminate and ensure compliance with internationally accepted shelter standards**, best practices and guidelines among partners to meet quality and control expectations.

D. Supervise and provide support as necessary to technical specialist

Supervise and provide support to a technical specialist can be done in the following ways:

1. Performance Management for Technical Specialist

The Technical Specialist's direct supervisor will observe and assess his/her performance against agreed objectives concerning the shelter and settlement program values, core competencies, and relevant aspects of managerial and cross-functional competencies.

2. Systematic Follow-up on Technical Specialist Recommendations

Mission planning should follow a risk-based approach based on key indicators and other operational data and priorities. Each mission must have clear Terms of Reference approved by country operations and Regional or Global Technical Specialists before the mission is undertaken

E. Activities

Your organisation plans to employ an Environment Advisor to ensure environment-friendly shelter and housing recovery. The Environment Advisor will be hired internationally. He/she will need support and guidance from the Shelter Coordinator in order to deliver the work as written in the TOR.

Please access this example of [TOR](#) for Environment Advisor for the IASC Shelter Cluster in West Sumatera, Indonesia (2010), following the 2009 earthquake.

Please go through the document and list what you - as the Shelter Coordinator – should do and provide to ensure that the output of their mission can be achieved.

F. Summary

- There are situations where the Shelter Coordinator and the team cannot accommodate various needs on the programme implementation due to knowledge and skill limitation, especially related to technical issues. Therefore, it needs technical specialists.
- Technical specialists could give support in both shelter and settlement response, adjusted to the condition, and the type of support needed to be delivered to the affected people.
- Before supervising and providing necessary support to the technical specialist, the shelter team should understand the role of the technical specialist so there will not be misinterpretation and discoordination due to conflicted roles and responsibilities.

5.3

Element 3. Ensure the technical quality of all shelter assistance

3.1 Ensure construction programmes comply with relevant local, national, and international standards and regulations

A. Introduction

Shelter assistance, wherever delivered, should be ensured that all beneficiaries would get assistance based on their rights to have safer living space. Hence, all shelter and settlement assistance should comply with the local, national and international standards and regulations.

B. Having access to local or National Building Codes and International standards; and local or national engineering association

Whether originally from a local or foreign country, Shelter agencies should abide by the local codes and follow professional norms based on science. Therefore, the Shelter Coordinator should conduct the following to comply with the standard and regulations.

- Prioritise the usage of local (in-country) building codes and regulations.
- Use accepted international codes when local codes are below acceptable standards or unavailable.
- Build a good network with construction professionals or shelter advisors for practical and technical solutions.
- Coordinate and communicate with construction engineers through workshops or seminars.

C. Provision of materials and services which comply with the standard

The Shelter Coordinator should ensure that the building material and services used in the shelter programme adhere to the standard. Thus, the Shelter Coordinator should have the following:

1. Construction and material standard

- In every country, some standards regulate how to test the construction material.
- For comparison, if there is no available standard at the national level, the Shelter Coordinator can find international standards that might be applicable, for instance: The American Society for Testing and Materials (ASTM) International, ISO 91.100 and British Standard (BS).

2. Design parameters, standards used, and civil drawings

- The planning document should ensure that all building elements follow the standard.
- As a reference, the standard used during the design should be stated, and all information on building elements should be shown in the construction drawings.

3. Materials specification to be used (size, quality, standards)

- Prior to procurement, the material should be tested. Generally, for industrial products, the material has a certificate from the factory mentioning the size, quality and standard used to evaluate the product.
- For non-industrial products, approved testing mechanisms can evaluate the material quality.

4. Prepare a pre-agreement document with contractors and implementing partners

- The contract should be agreed upon before agreeing on which standard to be applied for. The standard available in the country can be accepted based on mutual understanding.

D. Through coordination, ensure all phases of construction programmes comply with codes, standards and regulations

1. Regular monitoring by construction engineers or technical staff

- a. Check compliance between material proposed and agreed previously, material purchased, and material installed on-site
- b. Check compliance of construction method of work steps and building progress
- c. Check safety implementation on site
- d. Maintain progress so that construction works could be finished on time, referring to labour/workman hours' regulation

2. Set up regular meetings

- a. Set up regular meetings with contractors, implementing partners, construction engineers or technical staff.
- b. Agreement on the usage of code, standard and regulation in the project
- c. Agreement on internal, and external labour wage standard
- d. Evaluation of construction progress made
- e. Evaluation of construction safety implementation on site

3. Facilitate changes and improvements

- a. If possible, use a change order or addendum to monitor changes in work from the initial agreement scope of works
- b. Re-inspect the additional construction works

4. Equipment and materials management/ warehousing which ensure quality is being maintained with the following criteria:

- a. Adequate space
- b. Safe from unwanted crimes
- c. Water-free
- d. Protected from weather conditions
- e. If materials cannot be stored inside the warehouse (e.g. sand, bricks), cover with plastic sheets or tarps and put stones or bricks
- f. Do not put cement sacks directly on the ground because they will be hardened due to hydration. Instead, make a simple woodpile rack and put the cement sacks above.

E. Activities

As a Shelter Coordinator, you need to ensure that shelter and housing assistance comply with the code, standard and regulation. Therefore, you need to share the guide with the team and other shelter actors.

To ensure that you have a complete set of guidance, please do the following:

- Download all code, standard and national and local government regulations and keep them in a folder. Please name the folder as “Code standard regulation”. Make sure to update once a new regulation is issued, or if any standard has been revised.
- Upload all files to Google Docs and put them in one “Code standard regulation” folder.
- If you run a WhatsApp Group or a mailing list, please ensure the link of the folder in Google Docs is described in the group info.

F. Summary

- It is always important to prioritise the usage of local (in-country) building codes and regulations since the local (in-country) building codes and regulations are made by professionals who consider the local situation (geography, potential risk, and other considerations).
- Monitoring, regular meetings, adjusted facilities changes, and warehousing management could help ensure that the construction programmes comply with code, standards, and regulations.

3.2 Ensure compliance with quality, safety, and environmental standards for projects

A. Introduction

Affected people have the right to rebuild their place for safer living. Therefore, shelter assistance has to be ensured to follow the standards. By following the regulation and standards, the assistance can meet the expected quality, fulfil the safety norms and protect the environment. It means housing and settlement assistance minimises adverse effects on the environment and promotes sustainability.

B. Having access to national and international standards on construction material, services and environment regulation

- Prioritise the usage of local resource/material while still referring to local (in-country) standards on construction material, services and environment regulation
- Build a good network with construction professionals or shelter advisors for more applicable and technical solutions.
- Coordinate and communicate with construction engineers and other shelter actors

C. Key Actions to comply with quality, safety, and environmental standards

1. Licensed professionals prepare designs.

- Design programmes and implement efficient use of resources considering quality, cost and timeliness at each response phase.
- Adapt procedures in rapid-onset crises to enable faster financial decision-making and cope with challenges (for example, a lack of available suppliers to carry out competitive tenders).

2. Set up site safety measures

Construction held in an emergency can lead to more injury and loss of life due to minimum adequate knowledge of construction safety. Safety procedures need to be developed, socialised and monitored with the community. Site safety measures include these activities in the community:

- Safety and first aid training
- Safety awareness campaign
- Separate working area or construction site with barriers
- Consider post-disaster weather conditions and potential hazards
- Procurement of safety equipment, shoes, helmets, vests, harness
- Safe storage materials
- Procurement of first aid kit

3. Consider their impact on the environment by using local and natural resources

- Conduct a rapid environmental impact assessment to determine the risk
- Put mitigating measures in place as early as possible in the response or programme.
- Maximise the usage of salvage material.

D. Able to provide guidance and monitoring for construction projects implementation

Working together with a contractor or implementing partner to develop a monitoring plan by setting out:

1. Inspection report

- a. Daily Report: by contractor or construction engineer or programme staff, containing activities' description and photographs as evidence

- b. Weekly inspection report: by engineer/architect or programme staff, containing inspection report that summarises weekly progress (includes photographs with date)

2. Establish “hold points”/key inspection points

Which elements/construction work require inspection at which times (i.e., foundations, connection foundation to main structure, connection roof structure to wall/ columns, etc.)?

3. **Promoting safe construction** by posting pictures and illustrations in the construction site

E. Activities

The shelter Coordinator should develop a checklist to ensure that quality, safety, and environment standards are met from the beginning of the project to its completion. As you need to develop a checklist, please access Shelters and Shelter Management Reference Guide [Here](#). By using the checklist and information from pages 5 - 9, please develop your own checklist which can be applicable in your area, which can be used by all shelter actors.

F. Summary

- Construction project design handled by professionals will help ensure that the project results in good quality, timely, and financial efficiency.
- Construction held in an emergency can lead to more injury and loss of life due to minimum adequate knowledge of construction safety. Therefore, safety procedures need to be developed, socialised and monitored with the community.
- Impact on the environment needs to be considered before the construction commencement and help prevent further construction risk.

3.3 Ensure all activities are completed and meet satisfactory standards

A. Introduction

As a nature of supporting self-recovery, the Shelter Coordinator needs to work so that the beneficiaries will finally live in safe and technically sound housing options that are durable, healthy, affordable, and appropriate to

their culture and context. Therefore, when implementing the activities, the Shelter Coordinator always needs to check that the current activities and methods meet all standards.

B. Able to prepare the bill of quantity and assist the shelter officer in completing it

Bill of Quantity (BoQ) lists material specifications, quantity, and tools required to construct the design with the estimated cost needed. Items listed in BoQ shall be specific to give clear direction to the procurement team in material searching and purchasing. The final BoQ is based on the final approved design drawings and specifications.

The Shelter Coordinator shall be able to prepare the BoQ and assist the Shelter Officer in completing it. The Shelter Coordinator could collaborate by listing the items needed and the required quantity while Shelter Officer will be conducting the price and total cost amount calculation.

An example of BoQ for transitional shelter construction in Cagayan de Oro, Philippines, can be seen in this [link](#).

C. Provision of method statement to complete and meet satisfactory standards

1. The Shelter Coordinator should explain the method statement with non-engineering and straightforward terms, so beneficiaries and local builders understand the work method and build back safer.
2. Provide training on building back safer to the beneficiary and local builders conducted by professionals/competent construction partners to communicate methods and quality targets.
3. Daily supervision/inspection that monitors steps of construction work
4. Regular site meeting with labourers or builders explaining method to be used.
5. Demonstrate the approach to beneficiaries to give a better understanding and application.

D. Able to provide support on construction activities

1. Assist the Shelter Manager in the determination of in-site planning
2. Check the accordance between pre-agreement design, change adjustment agreement, and implementation
3. Create a punch list and do the unfinished work or repairment needed based on the list

4. Assist construction partners (contractors, subcontractors) on the field
5. Assist the Shelter Manager in construction audit
6. Provide all information needed by the Shelter Manager, all shelter teams, contractors and implementing partners to bring all teams to understand current status and challenges and discuss the solutions to meet all standards

E. Summary

- On the shelter programme implementation, the Shelter Coordinator always needs to check the current activities with the method statement to ensure all standards are met.
- Bill of Quantity is one of the project management tools which helps, especially for procurement purposes.
- As a project management tool, BoQ with items listed in it shall be specified to give clear direction to the procurement team in materials provision at a particular time.
- The Shelter Coordinator should communicate clearly to all team members to update current challenges and discuss the solutions to meet all standards.



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 through 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

CRS. (2011). *How to Guide Managing Post-Disaster (Re)-Construction Projects*.

European Commission. (2017). *Humanitarian Shelter and Settlements Guidelines*. Accessible [here](#).

FEMA 453. (2006) *Design Guidance for Shelters and Safe Rooms*. Accessible [here](#).

IOM UN Migration. (2019). *Emergency Shelter Management Manual*. Accessible [here](#).

UNHCR. (n.d.). *Emergency Shelter Standard*. Accessible [here](#).



Learning Resources

Fontainha, T. C., Leiras, A., & Bandeira, R. D. M. (2015). *S3P Stakeholder Relationship Model*. In *26th Annual POMS Conference-Production and Operations Management Society*. Accessible [here](#).

Şener, S. M., & Altun, M. C. (2009). *Design of a Post Disaster Temporary Shelter Unit*. *A|Z ITU Journal of the Faculty of Architecture*.

UNFPA. (2019). *Policies and Procedures - Manual Procurement Procedures*. Accessible [here](#).



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