PATHWAYS HOME

THE FAST TRACK

SUMMARY GUIDE

for humanitarian practitioners, donors and others interested in

SUPPORTING SHELTER SELF-RECOVERY
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Further information about CRAterre’s work available at https://craterre.hypotheses.org/
Further information about self-recovery available at www.self-recovery.org

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The full text of *Pathways Home: Guidance for Supporting Shelter Self-Recovery* has two sections.

**Part A** outlines the building blocks, general principles and rationale for supporting self-recovery. It explains why it is important for agencies to adopt this approach and the theory behind it.

**Part B** is a practical guide for supporting shelter self-recovery and captures good programming practice. The chapters are structured to elaborate the three building blocks.

The pages of this FAST TRACK summary guide loosely follow the same logic as the full text of Pathways Home.

Pages 4 to 7 in this colour relate to the content of Part A - the WHY.

Pages 8 to 11 in this colour relate to the content of Part B - the HOW.

You will see banners signposting you to the relevant chapters and page numbers in the full guidance document.

Pages 12 and 13 in this colour concern the practical considerations for agencies planning to implement projects that support shelter self-recovery.

Three case studies are included on pages 14 and 15 to demonstrate applicability of this approach. There are over 70 further case studies in the full Pathways Home guidance.

This document can be used as a booklet or as thematic posters when assembled following the color guides.
Vision, Aims and Objectives

What is self-recovery?
People affected by a crisis are the first responders, initiating their recovery process immediately after the shock; they continue to work on improving their lives regardless of external support. Between 80 to 90 percent of people affected by disaster and displacement seek shelter and start to recover their homes with little to no external or formal assistance. They self-recover.

Shelter self-recovery is a survivor-led process of recovering adequate living conditions and re-establishing a sense of home.

Depending on the level of loss, needs arising from specific personal circumstances and individual capacities and resources available, people rebuild their homes and lives in very different ways, within different timeframes and consequently with very different results.

What is supporting shelter self-recovery?
Supporting shelter self-recovery is an approach to assisting people in their self-recovery processes: recovering adequate living conditions and re-establishing a sense of home. The approach takes seriously the Grand Bargain commitment on localisation, offers a bridge over the humanitarian/development nexus and takes a radical look at ‘participation’.

Through accompaniment and facilitation of people’s self-recovery processes and the provision of additional resources where needed, a self-recovery approach aims to complement, reinforce and accelerate crisis-affected people’s efforts to repair and rebuild in ways that can strengthen resilience and reduce vulnerabilities to future crises.

A shelter self-recovery approach has the potential to benefit people at significant scale, maximising positive outcomes and sustainability.

Supporting shelter self-recovery requires a shift in mindset towards more holistic, integrated and people-led humanitarian programming.

How to support self-recovery?
The design and implementation of a programme that supports shelter self-recovery rests on three building blocks:

1. A broad and holistic context analysis. >>See page 8 and 9 for more.
2. Facilitation and accompaniment to remove barriers to resources, fill gaps in capacity and foster an enabling environment. There are many options of supporting modalities. >> See pages 10 and 11 for more.
3. A process of community mobilisation and engagement. >> See page 11 for more.

These building blocks are embedded in the ‘mortar’ of a flexible process of adaptive programming.
The central principles that initially encouraged an exploration of self-recovery, and emerged from practice and field research, are not unique to a supporting self-recovery approach, but are valuable for all shelter programmes.

**People affected by crisis are leaders of their own recovery process.**
- Significance of people’s capacities and resources
- Respect for choice and control
- Consideration of different needs and speeds
- Women and girls at the centre

**Humanitarian agencies can complement affected people’s strengths and capacities.**
- Locally-led responses
- Complementing and accompanying existing efforts and plans
- Facilitating recovery processes
- Management of risk
- Support people to make informed choices

**Disaster response to leave societies improved, not just restored.**
- ‘Better’ should be considered in its most holistic sense. It does not just mean ‘safer’
- ‘Better’ outcomes include improved access to water, sanitation, livelihoods, protection, health and DRR in all contexts

**For households with limited resources, it is probable that there will be building quality compromises and standards may be missed.**
- Recognise the primary role and responsibilities of the affected population
- We should strive to go from ‘good enough’ to ‘as good as possible’
- Judgement will be needed to determine what will be ‘good enough’ in any given context

**Too many examples of reconstruction projects remain unoccupied** for socio-cultural reasons, because they were rebuilt in the wrong location, they did not include basic facilities, or for other reasons that were not anticipated.
- People are most likely to build houses that are appropriate and suited to their needs if they are the main drivers of their choices and decisions
- Additional support can be offered to people who do not have capacities to self-recover so that no one is left behind
- Consider sheltering as a multi-faceted and holistic discipline
Potential benefits of supporting shelter self-recovery...

Reaching scale and increasing cost effectiveness
Product-based approaches often fail to reach a significant percentage of the affected population. Supported by enabling strategies, self-recovery approaches will benefit a range of people and the broader community, reaching significant scale and value for money.

Allowing for flexibly timed support
Self-recovery begins within days of a disaster. But not everyone will start that process at the same time, and same speed. A self-recovery approach will respect priorities and allow for flexible timing of support.

Improving living conditions by informed choice
Informed decision-making can improve living conditions through better choices regarding: rebuilding locations; safer buildings; disaster risk reduction; healthier homes; improved security; reduced fire risk. Achieving a good understanding of local building practices and people’s aspirations will be a critical part of this process.

Laying the foundations for an integrated recovery
Wider impacts, or multiplier effects, of adequate housing - including physical and mental health, livelihoods, protection, importance of home and home-making - are recognised as being essential to recovery. Supporting self-recovery lets people manage their recovery process according to their needs, priorities and plans.

Acting as a catalyst for psychosocial recovery, well-being and social cohesion
Supporting shelter self-recovery promotes people’s mental health and psychosocial well-being. Ownership and engagement in the active process of home-making can give purpose and hope, allow a restoration of a sense of pride, self-worth and dignity, and reduce helplessness. Additionally, self-recovery relies on collective action that enhances social cohesion and sense of community and belonging.

Strengthening capacities, resilience and disaster risk reduction
Supporting shelter self-recovery is an opportunity to generate long-term capacities in adequate, durable and affordable housing that are locally-relevant, resulting in better prepared communities. It is closely linked to the discourse on the humanitarian-development nexus.
...and some challenges

Barriers to holistic humanitarian programming
Recovery is a holistic and multi-faceted process, and its definition will vary from household to household and between communities. Humanitarian assistance is organised in sectors (sometimes criticised for being silos and failing to integrate) and, as a result, it can be difficult to implement holistic programming that is integrated between sectors.

Restrictive mechanisms within the humanitarian system
Emergency response funding is often limited to one year, or less. However, shelter assistance needs to include a medium to long term perspective. Moreover, MEAL processes often focus on quantitative indicators. These may fail to capture people’s actual self-recovery progress and success which would be better monitored and evaluated by qualitative indicators and outcomes.

Agency constraints and limitations
International agencies may lack experience in the housing sector and be concerned about legal liabilities. Perceptions of supporting shelter self-recovery may be considered too complex and risky. Accepting that some risk and liability must remain with the survivors and respective authorities and therefore creating partnership with local actors, will help overcome this concern as well as facilitating “localisation” and other Grand Bargain aspirations.

Marginalised and vulnerable groups cannot self-recover.
People with compound vulnerabilities may not be able to recover with only self-recovery support and may need additional shelter support.

Urban contexts, relocation and displacement
Urban contexts are more complex than rural settings with more to be considered and more actors involved. Urban experts and planners may help to understand existing self-recovery, and to develop adequate strategies to support these local dynamics.

Refugees and displacement
Finding shelter will always be a priority for refugees and internally displaced people (IDPs) and only a minority are provided with shelter by INGOs or government. Supporting self-recovery, aiming at helping both affected and host communities, may help those in informal settlements, abandoned buildings or even sleeping rough.

And some way to mitigate challenges ....
How to do a context analysis

People affected by a crisis are the first responders, initiating their recovery process immediately. A good analysis of the context is the first building block of supporting shelter self-recovery. It will learn from the past and understand what is currently being done and people’s plans for the immediate future; why are some choices made and not others. This is much more than a needs assessment that counts damaged houses. It analyses how to support a community as a whole to self-recover. It will also help to be a baseline for future MEAL activities.

>> See «Guide for the contextual analysis of local habitat: Simplified version suitable for urban settlements and rural areas».

Initial orientation
Immediately after the crisis, gain a background understanding of the context and first orientation about the scale, main barriers to and gaps for self-recovery. Explore possible funding options and understand whether a supporting self-recovery approach is feasible.

Rapid context analysis
As soon as possible, validate initial assumptions and explore how best to address them to inform fundraising proposals. This can be done through discussions, interviews, transect walks, knowledge attitude and practice surveys.

Detailed context analysis
Once funding is secured, through working with the affected population, fill in the details of the programme strategy and confirm activities.

Specific assessments
At the different steps of the programme, as needed, conduct assessments on a particular topic of interest in order to provide necessary evidence to inform programming. For example, a market assessment or a study of HLP issues.

Iterative Analysis and Monitoring and Evaluation
Continuously throughout the programme, through regular assessment, establish how people’s priorities are changing over time and ensure that the programme adapts to new circumstances, priorities and plans.

Impact evaluation
After the project is complete, and if possible some years later, assess the impact of the project using innovative and community-led evaluation methods.

>> See pages 11 for more.
What are we searching for?

Before and during programmes aiming to support self-recovery, many aspects of the context need to be understood. These include:

**Understanding existing self-recovery**
A critical aspect is to focus on people’s strengths and capacities first, while also analysing the barriers to their recovery. It is important to understand the dynamics of what people are doing, and plan to do, as they cope with immediate and long-term needs and priorities.

**Economic factors**
Understanding economic dynamics at different scales will help identify bottlenecks, gaps and priorities in accessing markets, labour and financial resources for self-recovery, and how these can be addressed through good programming.

**Political, legal and institutional factors**
Political and legal factors have a significant influence on shelter self-recovery and often present systemic barriers that can be difficult to overcome. And for advocacy strategies, it is important to understand the layers of political and institutional complexity, the power structures, and related interdependence.

**Socio-cultural and knowledge factors**
Social structures and cultural factors have a significant influence on people’s behaviour and the choices open to them. Understanding people’s knowledge, attitudes and practices (KAP) towards housing, their strengths, weaknesses and ambitions, is critical to determine how best to support.

**Hazards and the physical environment**
Alterations to the physical landscape, hazard risk and access to resources can influence resilience and ability to recover.

**Local building practices**
People construct their homes according to their needs, interests, preferences, ability, and environments, often making use of easily available local materials. Observing local building cultures, traditional house design, materials, labour for construction and maintenance and any preparedness undertaken as a hazard is approaching, will inform shelter self-recovery programming.

**Partners and other stakeholders**
Mapping stakeholders, their interests and influences at different levels, can help identify potential support and where communications and advocacy efforts can best be targeted.

**Communication channels**
Which are the best engagement pathways to establish collaboration? There may be varied methods of engagement and to ensure reaching the most important groups, it is important to know the preferred communication methods and channels that are used and trusted.
Facilitation and accompaniment: support options

‘Doing more with less’ need not be restricted to a single support option. A three-pronged approach of cash, materials and technical assistance can be successful in many contexts. Other forms of accompaniment that may target community and local government levels are equally important and may take the form of advocacy, training, legal support, infrastructure works and more.

How to address barriers

The role that humanitarian organisations can play in advocating for and promoting an enabling environment for self-recovery should not be underestimated. Whether it is advocacy for changes in policy at national level, liaison between local institutions and communities, facilitation of community mobilisation or providing legal support to households, organisations can be key influencers in removing institutional barriers.

• Institutional barriers include complex and restrictive legislation, policies or guidelines. Legal support can solve land ownership and mediate disputes.
• Access to finance is a clear barrier. Cash programming, market interventions, microfinance and other options can lift this barrier.
• Reestablishing access to services and functioning infrastructure can speed recovery and mitigate risks.
• Leave no one behind. Ensure that all marginalised and minority groups are included and build on existing community networks and methods of social cohesion.
• Women, young girls and small children spend a disproportionate amount of time in the home. A gendered approach is essential for all good shelter programming.

How to fill gaps in capacity

• Awareness raising and advocacy. Information, Education, Communication (IEC) is one way to raise awareness through a variety of media: posters, leaflets, banners, radio and television slots, drama and many more.
• Training and two-way exchange of knowledge. There is much to learn from vernacular domestic architecture and indigenous construction practice. Local training centres, local trainers, ‘training of trainers’, or ‘cascade training’ should all be considered.
• Accompaniment through technical experts and roving teams. ‘Roving team’, typically a small mixed-gender team from the neighbourhood itself, will regularly visit each household to ensure understanding of necessary compliance and key messages.
• Model houses. Building model or demonstration houses is an efficient support option in several ways. It bridges awareness raising, training and direct support as well as technical assistance.

How to facilitate access to resources

Access to resources - and these can be materials, labour, finance or knowledge - is essential for successful self-recovery.

In-kind provision of materials

In contexts where physical access to markets is difficult, direct in-kind provision of materials or tools may be appropriate. Expensive or hard to access materials, such as corrugated roof sheets, fixings or hurricane straps, will encourage safer construction.

Access to markets

Facilitating transport links and access to markets can support self-recovery. Bulk buying of some materials - sand, gravel, timber etc - can bring down costs.
Access to finance and cash programming
Direct provision of cash (cash transfer programming) or vouchers are straightforward ways of providing financial support. Note that these are often modest sums, less than the cost of rebuilding, but they help to ‘leverage’ other available resources, for example savings, loans or remittances from the diaspora. Rental support can be very appropriate especially in the case of displacement to urban contexts.

Access to grants, loans, subsidies and microfinance
Further support to access grants, fair loans, subsidies and micro-finance is also valuable. Village savings and loans associations (VSLA) is an established mechanism for accessing finance in a fair and equitable manner.

The community leads
Support for shelter self-recovery focuses on supportive engagement and emphasises a shift in perspective from externally led implementation of projects to accompaniment and facilitation of community-led responses.

Community-led context analysis and assessment
The community is best placed to lead on assessing strengths and vulnerabilities and the likely success of different approaches. Some assessments, such as building damage and safety, may need specialist expertise.

Community-led programming
Community-led programming provides opportunities for affected people to engage, learn and retain ownership and responsibility. It can strengthen social cohesion and resilience. It leaves a legacy of skills and knowledge. There will be a need to plan for sufficient time and human resource. Training, advice and technical accompaniment will be needed.

Leaving no one behind and targeting support
A self-recovery approach should aim to support the majority, if not all, of the population. However strengths, needs, priorities and choices will vary and consequently support should be tailored accordingly. Awareness training could be for whole community; construction training for carpenters and masons. Families and groups that do not have the capacity to self-recover will need extra support.

Community-led implementation
The role of external organisations is to facilitate and support families and communities along their own recovery pathways. A ‘community action plan’ will identify priorities and needs and define the most appropriate external support. Recovery will proceed at the community’s pace and will flex and alter as time goes by. Assisting organisations need to be able to adapt accordingly.

Learning together - what does success look like?
Conventional MEAL (monitoring, evaluation, accountability and learning) processes - beyond the need for donor reporting - have limited value in an approach that supports self-recovery. Evaluation and monitoring needs to be community-led and continuous, constantly allowing for iterative improvements. There are innovative tools that facilitate learning and participation such as Community Score Cards, Outcome Mapping, Most significant Change and Participatory learning.

Iterative process
A supporting shelter self-recovery programme requires a different approach to needs assessments than a conventional shelter programme. The intent is to inform programme activities through iterative and continuous context analysis, which builds on the strengths and capacities of affected people and takes into account their plans and priorities in order to identify gaps and barriers to recovery.

Through this holistic process, agencies will be well equipped to adapt to changes in the environment or to people’s circumstances, and responses will be more relevant and effective as a result. A shift in mindset, the ability to capture both quantitative and qualitative data and the use of iterative monitoring processes underpin a successful context analysis process.
Resource mobilisation

An initial hurdle for any programme is the mobilisation of resources, and the securing of funds. Especially after sudden onset disasters, the funding window may only be open during a very short timeframe and often with restrictive conditions about what type of activities can be supported. It is important to discuss with donors at an early stage to ascertain if they would consider a proposal, and to explain the benefits of supporting self-recovery. The need for flexible budget lines related to adaptive programming should also be discussed with donors.

Time and budget should be allowed for staff training. With the shift in mindset, new skills and responsibilities may be required, such as:

- Building a good team in which additional skills such as social mobilisation or communication is essential
- Project planning and proposal should show this shift in mindset in relation to indicators, MEAL, adaptation to ongoing processes, schedule, etc.

Adaptive programming

At the heart of adaptive programming is flexibility. The objectives and indicators will be mostly qualitative and might be revised to reflect the priorities of the community and households. This will be informed through iterative and continuous monitoring and evaluation analysis.

It is likely that there will be a need for two parallel, but linked, monitoring mechanisms. One will be the community-led monitoring and learning, the other will be led by local or international agencies to fulfil donor requirements.

In a programme that supports self-recovery, the affected population retains the right to make their own decisions and this carries the risk of divergence from standards, such as Sphere. A ‘good enough’ argument must be employed to explain and justify people’s decisions.

Programme evaluation

Shelter is “more than four walls and a roof”. A community-led monitoring and evaluation process can collect evidence of the wider impacts that shelter can bring, including on health, livelihoods, education, psychosocial well-being and access to other services.

Ensuring continuity, sustainability and preparedness

Support to shelter self-recovery can address systemic and structural challenges, promote an enabling environment and empower people to better transition from emergency shelter to longer term development of adequate housing.

If linked with ongoing long-term programmes and development plans, the interventions will be more sustainable and have wider beneficial impacts. Identifying and addressing systemic problems will also remove barriers for future activities, mitigate and reduce risks and build long-term resilience in the community.
Aim for the best impact

A shelter self-recovery programme should be designed in order to get the best impact on five main themes: Governance; Society; Environment; Culture; Economy.

Below is an example of three indicators per theme. This list is not exhaustive, each programme should determine its own relevant indicators.

**GOVERNANCE**
- Iterative approach throughout the process
- Consideration of local capacities and their potential evolution
- Culture of dialogue

**SOCIETY**
- Preservation of health and safety
- Promotion of collective knowledge
- Social cohesion

**ENVIRONMENT**
- Minimization of the effects of natural hazards
- Implementation taking advantage of the site features
- Adaptation to the impacts of climate change

**CULTURE**
- Protection of the cultural landscape
- Enable local adaptability and replication
- Respect for people’s ways of living

**ECONOMY**
- Saving of material and energy resources
- Promotion of the local livelihoods
- Adapt to the local economic reality
Support for self-recovery in the Philippines

Typhoon Haiyan (locally known as Yolanda) ripped through the Philippines in November 2013. It was at the time the strongest storm ever to have made landfall. An INGO, with a strong network of local partners, supported the rebuilding of almost 16,000 homes using an explicit self-recovery approach. The communities – known as barangays – organised into groups of ten or more families, often one group per sitio or purok, subdivisions of the barangay. Roving (mixed gender) teams were established, typically two carpenters and a social mobiliser, who provided families with encouragement and technical advice. The entire process was supported by awareness training for all of the affected population, and further technical training for carpenters.

Erica and John have a large family of 12 children. When Typhoon Yolanda hit, their bamboo and nipa (thatch) house was completely destroyed. They spent two weeks sheltering in the local school before making a makeshift shack out of bamboo, which is still in their backyard. John is a carpenter and has rebuilt their new house to a beautiful level of detail, using bamboo and coconut lumber. They used the materials and financial assistance they received from an INGO, working through a local partner, to build the core of their home. They have since incrementally extended the dwelling, building additional rooms off the main house to use for sleeping, dining and cooking and verandas for outdoor sitting and eating. For John and Erica their priority was a house that was big enough for their young family. With a small amount of external support, John and Erica have been able to recover their home according to their priorities and needs, building on their capacities and laying the foundation for a new start.

Adapted from CARE International UK (2016) Stories of Recovery. CARE International UK won a World Habitat Award for its post-Haiyan self-recovery programme.

Opportunities for supporting self-recovery in Lebanon

After the explosion at the Beirut port in 2020, which affected a large area of the Lebanese capital, citizens and local organisations shared information on social media and started crowdfunding initiatives (including with Lebanese diaspora) to help affected families recover. At the same time, local volunteer groups and non-traditional actors, including the private sector, immediately started repairing damage and supporting the community. There were significant inequalities in terms of access to resources, with some neighbourhoods and groups receiving more focus than others; many vulnerable households were left behind.

Damage assessments were identified as a vital step to allow affected people to start their process of recovery. Assessments were key to deciding whether to stay or leave in the case of structural damage; to making informed choices about the repair process and the required budget; to requesting financial compensation from the Lebanese State; and to resisting eviction threats when landlords used damage as a pretext to get rid of tenants. Unfortunately, damage assessments were not equally available to all residents; migrant workers and refugees had less access to information about damage to their homes.

The humanitarian community was one actor among many and filled in certain gaps, including providing cash for rent and minor repairs, access to damage assessments and advice on tenure security.

Self-recovery in Haiti: examples of facilitation activities

The shelter response to the 2010 earthquake in Haiti focused on the provision of T-shelters (transitional or temporary shelters) or supporting the construction of camps. At the same time large numbers of Haitian families found housing solutions of their own. These ranged from the occupation of damaged buildings in the immediate aftermath of the earthquake, the repair or reconstruction of their homes using their own assets and the use of rented homes where the housing market had sufficiently recovered. Many received no technical assistance and used pre-disaster reconstruction techniques. In a review of the shelter response and housing recovery in the two years following the earthquake, it was found that “the informal sector was the biggest player in housing recovery” and that community capacity for urban self-recovery had been underestimated. Adapted from GFDRR, Habitat for Humanity, International Federation of Red Cross and Red Crescent Societies, UN-Habitat October 2016. What did we learn? The Shelter Response and Housing Recovery in the First Two Years after the 2010 Haiti Earthquake

The lack of clarity about land tenure, and the ‘emergency’ regularisation process used in many areas affected by the earthquake, led to the subsequent creation of the ‘Haiti Property Law Working Group’ led by a local NGO, with the support of the Haitian Government, to improve security of tenure by establishing and informing legal procedures. Several guidelines on HLP issues have been published since then which guide NGOs to accompany people striving to secure land tenure and rebuild. For example, see Haiti Land Transaction Manual Vol 2, Securing Land Rights in Haiti: A Practical Guide.

Post-disaster analysis following the earthquake in Haiti in 2010 showed that traditional timber frame construction systems had withstood the earthquake much better than recently constructed concrete buildings. This traditional construction practice was neglected during the second half of the 20th century, giving way to concrete structures, often of poor quality. This turned out to be an aggravating factor in the disaster, especially in urban areas. A humanitarian organization, with expertise in local building cultures, initiated a research project to understand communities’ construction practices and the factors that influenced their decisions, and provided scientific evidence on the value of these neglected construction approaches. As a result of this research work, in 2012 the Ministry of Public Works officially validated the proposed ‘traditional’ construction system and its variants. In 2016, a new National Housing Policy of Haiti came into practice which recognised the value of different affordable and safe housing options that could be adapted to particular needs and resources – a significant achievement of this new approach. Traditional techniques have since been promoted by other organizations following subsequent disasters in the country.