



## Shelter Coordination in natural disasters

Module Leader: IFRC

### Context

The Inter-Agency Standing Committee (IASC) is the primary mechanism for inter-agency coordination of international humanitarian assistance. The 2005 IASC Humanitarian Reform sought to improve the effectiveness of humanitarian response by ensuring greater predictability, accountability, and partnership. The cluster approach is one element of the Humanitarian Reform. It establishes a clear system of leadership and accountability for all the key sectors or areas of humanitarian response.

At the 2005 General Assembly, the International Federation of Red Cross and Red Crescent Societies (IFRC) committed to convening the Shelter Cluster after natural disasters. The IFRC and Shelter Cluster partners will strengthen their capacities, resources and approach to the provision of shelter coordination after disaster. This event forms part of a learning/training process to build capacities of the IFRC and its Shelter Cluster partners, in order to provide a more consistent level of coordination expertise and approach within the shelter sector.

### Module Description

This module is a blend of theory and practical learning which will equip participants with the necessary skills to lead and coordinate Shelter Clusters in the field, in the context of a Natural Disaster, so as to provide a predictable and high quality shelter humanitarian response. Participants are introduced to sector-specific information and given practical opportunities to apply the theory in relation to a scenario that also forms the basis of the assessments. The scenario takes the form of a challenging simulation which allows participants to experience working at the centre of the coordination of a humanitarian response.

The module has two phases:

1. First phase: It is a tutored distance learning called "The Humanitarian Reform and the IFRC Shelter Commitment". This training will take place during five weeks (10<sup>th</sup> of June to 14<sup>th</sup> of July, 2013) and participants will do it online. Only those participants that successfully complete this first phase will be able to participate in the second phase. This first phase deals with the theoretical basis of the course.
2. Second phase: It runs as a 6-day workshop (29<sup>th</sup> of July to 3<sup>rd</sup> of August, 2013 in Switzerland) which is delivered by specialists working in the sector and guest speakers with particular expertise. The module is aimed at humanitarian professionals and participants who hope to work in a coordination management capacity in the humanitarian shelter sector.

### Study Hours (Approximate)

5 weeks tutored distance learning component – 50 hours

6 day intensive workshop – 50 hours

### Content, objectives, learning outcomes, competencies, assessment and methodology

This module aims to equip participants with the skills required to coordinate a shelter response in a humanitarian crisis after natural disasters. It will provide participants with an overview of the Humanitarian Reform and the Transformative agenda, the Shelter Cluster and the principles and practice of shelter coordination in natural disasters. This module covers the following topics:

- The Humanitarian Reform and the Transformative Agenda;
- The cluster approach;
- The Shelter Cluster;
- IFRC methodology for shelter coordination at the country level;
- Fundamentals of shelter response programming and minimum standards;



- Inter-agency disaster response appeal and financing mechanisms;
- Inter-agency coordinated assessments;
- Information Management;
- Inter-agency shelter response and advocacy strategies;
- Leadership and coordination skills;
- Inter-cluster coordination;
- Core cluster functions.

Participants engage in a combination of individual and group activities, culminating in an exercise focusing on designing a shelter cluster strategy during the relief and early recovery phases and analysing and reporting the findings. This exercise is based on a scenario that simulates the deployment to and coordination of an evolving emergency. Participants are expected to deliver group presentations and submit individual reflections, each day during the workshop. These presentations and reflections will be used to assess their understanding of the key concepts and their ability to apply their learning. Application of learning and further analysis of concepts will also be demonstrated by participants during the pre-course written assignments.

#### Course Objectives

Overall Objective: At the end of the course, students have acquired strategic and practical knowledge of shelter coordination policies, methods, tools and procedures in the humanitarian response system and are prepared to apply these in the context of a natural disaster.

By the end of the course, participants will be able to:

1. Outline the core elements of the IASC Humanitarian Reform and the Transformative Agenda.
2. Illustrate the improvements that the cluster approach brings.
3. Criticise the current sector-based humanitarian architecture.
4. Identify the responsibilities of the shelter cluster at different levels (global, regional, and country).
5. Describe the processes used by IFRC in leading the shelter cluster at the country level.
6. Analyse shelter & settlements options, relevant to the coordination of emergency shelter responses.
7. Appraise shelter projects for inclusion in humanitarian consolidated appeal mechanisms.
8. Explain the main mechanisms for inter-agency coordinated assessments and information management.
9. Design an inter-agency shelter response and advocacy strategy.
10. Practise the main principles of leadership and co-ordination.
11. Identify shelter related issues that are relevant for inter-cluster coordination (integrated approach).
12. Prepare the core deliverables of a country-level shelter cluster.

#### Learning Outcomes

By the end of the assessed module participants will be able to:

1. Demonstrate a depth of knowledge of the main foundations, principles, processes, and complexity of humanitarian shelter coordination in natural disasters.
2. Develop an inter-agency shelter response and advocacy strategy, using current humanitarian shelter and settlements standards, principles, and approaches.
3. Effectively participate in shelter coordination teams in response to natural disasters at the country level, utilizing the most current knowledge, tools, and good practices at the forefront of the discipline.
4. Apply leadership and coordination skills effectively and appropriately to a professional standard for different audiences in the field of humanitarian practice.



### Competencies

Participants will be asked to demonstrate the following competencies:

1. Design, plan, organize and implement the shelter coordination function after natural disasters;
2. Analyze the humanitarian context and key issues, principles and standards;
3. Appraise and prioritize current and anticipated shelter risks, needs, gaps, capacities, and constraints of people affected by natural disasters;
4. Make appropriate decisions to achieve effective results;
5. Demonstrate accountability to relevant stakeholders;
6. Demonstrate resilience in a stressful and changing environment;
7. Work in collaborative relationships with others;
8. Establish open dialogue with partners and stakeholders;
9. Commitment to inter-agency coordinated approaches and a sense of collective responsibility;
10. Maintain professionalism to operate effectively within the humanitarian context;
11. Leadership;
12. Effective communications;

### Assessment of the course:

Coursework (100%)	Learning Outcomes	Competencies
Tutored online training: 50% <ul style="list-style-type: none"> <li>• Online assignments</li> </ul>	1-3	1-5,7,8,10,12
In-class assessment: 50% <ul style="list-style-type: none"> <li>• Group presentation</li> <li>• Individual reflection</li> </ul>	1-4 1-3	1-12 1-4, 12

### Methodology:

The course will be in English. The facilitators will come from RCRC National Societies, IFRC secretariat, and other shelter cluster partners. The workshop will apply standard workshop methods, including discussions, presentations, best practices examples and exercises, requiring participant contributions and involvement.

### Indicative Reading List

- IFRC (updated 2012). *“Content Guide: The Humanitarian Reform and IFRC Shelter Commitment”*. Geneva: IFRC.
- IFRC (2009). *“FAQ: The cluster process and the International Federation’s shelter cluster commitment”*. Geneva: IFRC. ([https://fednet.ifrc.org/PageFiles/52496/IFRC\\_Shelter\\_cluster\\_FAQ%20Eng.pdf](https://fednet.ifrc.org/PageFiles/52496/IFRC_Shelter_cluster_FAQ%20Eng.pdf))
- Video on “the Cluster Approach and the IFRC Shelter commitment” by IFRC EN <http://www.youtube.com/watch?v=bwZZbPgOaWA>
- *Video on the Humanitarian Reform: “Why humanitarian reform?”* by Mark Cutts (UNOCHA) <http://www.youtube.com/watch?v=UN-vtFbUGs8>
- IASC (2012). *“IASC Transformative Agenda – 2012. Chapeau and Compendium”*. Geneva: IASC.
- Graves S, Wheeler V, & Martin E (2007), *“Lost in translation: Managing coordination and leadership reform in the humanitarian system”*. HPG Policy Brief 27. London: Humanitarian Policy Group, Overseas Development Institute (ODI).
- IFRC (2012). *“Shelter coordination in natural disasters”*. Geneva: IFRC.
- Steets J, Grünwald F, Binder A, de Geoffroy V, Kauffmann D, Krüger S, Meier C, & Sokpoh B (2010). *“Cluster Approach Evaluation 2. Synthesis Report”*. Berlin/Plaisians: Global Public Policy Institute/ Groupe URD.
- IASC (2006). *“Guidance Note on Using the Cluster Approach to Strengthen Humanitarian Response”*. Geneva: IASC.



- IASC (2006). *“Reference Module for Cluster Coordination at the Country Level”*. Geneva: IASC. (<http://clusters.humanitarianresponse.info>)
- Davidson S and Price G. (2011). *“Review of the International Federation’s Shelter Cluster Commitment”*. Geneva: IFRC.
- UNDRP (1982). *Shelter After Disaster: Guidelines for Assistance*, United Nations Disaster Relief Office, Geneva.
- UN (2008). *“Transitional Settlement and Reconstruction After Natural Disasters”*, United Nations, Geneva (Chapters 4 & 5)
- IFRC (2011). *“Coordinating shelter in Haiti: IFRC and the Shelter Cluster”*. Geneva: IFRC.
- Video on *“The Shelter Cluster: Haiti”* by IFRC (<https://www.youtube.com/watch?v=29M1V6MfnEk>)

Extra reading materials:

- OCHA (2005). *“Humanitarian Response Review”*. New York/Geneva: United Nations.
- IFRC/ICRC (2007). *“The International Red Cross and Red Crescent Movement: at a glance”*. Geneva: IFRC/ICRC.
- Video *“The story of an idea”* (<https://www.youtube.com/watch?v=l9bsmnuJU-o>)
- General Assembly Resolution ‘Strengthening the Coordination of Humanitarian Emergency Assistance of the United Nations’ UN Doc A/RES/46/182, 78th plenary meeting, 19 December 1991.
- Steets J, Meier C (2012). *“Coordination to Save Lives: History and Emerging Challenges”*. New York/Geneva: OCHA.
- Independent reviews of IFRC Shelter Coordination Team deployments (<https://www.sheltercluster.org/AboutUs/Pages/Cluster-Evaluations.aspx>)
- Shelter Coordination Toolkit. (<https://www.sheltercluster.org/References/Pages/SCCoordinationToolkit.aspx>)
- IFRC (2001). *The Shelter Coordination Team and roles*. Geneva: IFRC. (<https://www.sheltercluster.org/AboutUs/Pages/Coordination-Team.aspx>)
- *“The Sphere Project (2011)”*. Humanitarian Charter and Minimum Standards in Disaster Response, The Sphere Project, Geneva ([www.sphereproject.org](http://www.sphereproject.org)). Specially Shelter & Settlement chapter.
- Stoddard A, Harmer A, Haver K, Salomons D, Wheeler V (2007). *“Cluster Approach Evaluation – Final”*. London: HPG/ODI.
- Sultan Barakat, *“Housing Reconstruction after conflict and disaster”* London, UK (HPN-ODI, 2003)
- World Bank (2010) *“Safer Homes, Stronger Communities. A handbook for Reconstructing after Natural Disasters”* (<http://www.housingreconstruction.org/housing/>)

Further resources available at:

IASC website: [www.humanitarianinfo.org/iasc/](http://www.humanitarianinfo.org/iasc/)

Humanitarian clusters website: [clusters.humanitarianresponse.info](http://clusters.humanitarianresponse.info)

Shelter Cluster Website: [www.sheltercluster.org](http://www.sheltercluster.org)

## Contacts

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## Participant profile

Education/Qualifications	Required	Preferred
Self-reliance and an ability to work in challenging environments.	X	
Degree or similar professional qualification in Structural/Civil Engineering, Architecture, Construction Management or related technical field		X
Basic Delegates Training Course (BTC), WORC and IMPACT training or equivalent knowledge		X
<b>Experience</b>		
Experience of working for the Red Cross/Red Crescent		X
Experience of working for a humanitarian aid organisation in a developing country	X	
A minimum of four years of experience in the humanitarian sector, preferably including experience in shelter related activities and in a coordination related role	X	
Familiarity with current standards and guidelines for humanitarian emergency response	X	
Awareness of and exposure to the humanitarian reform and transformative agenda processes	X	
Good understanding of the humanitarian response mechanisms, the UN system, the Red Cross Red Crescent Movement, NGOs, donors.	X	
Experience of managing and supporting staff	X	
Experience of managing budgets		X
<b>Skills/knowledge</b>		
Self-supporting in computers (Windows, spreadsheets, word-processing, e-mail)	X	
Valid international driving licence (manual gears)	X	
Languages (English)	X	
Coordination, negotiation, and communication skills	X	
Skills in training and developing staff		X