



HOW-TO GUIDE

Managing Post-Disaster (Re)-Construction Projects



ACKNOWLEDGEMENTS

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Cover photo: Project Participants working together in CRS shelter fabrication yard, Haiti 2011 Photo credit; CRS/Chris Frey

Back cover photo: Shelters assistance in Darfur 2011, Photo by Andrew Lokong

CONTENTS

Introduction	1
What can I do with this guide?	1
What this guide does not include.	2
Who should read this guide?	3
How should I read this guide?	3
What other documents are important?	4
Book A: Things to consider when (re)-constructing in post-disaster situation	5
What is specific about (re)-constructing in post-disaster situations?	6
Work stages of construction projects	13
Technical assessments.	15
Quality, quantity, cost and timescale	19
How to choose between owner-driven or contractor-built approach	21
Book B: How to manage an owner-driven construction project	25
Staff composition	32
Work stage: Planning and design;	36
Concept design	36
Pilot/demonstration (DEMO) structure	41
Scaling-up	43
Technical design – Production information and BoQ.	46
Work stage: Procurement and workforce mobilization	51
Community mobilization and training	53
Procurement – Tender selection and purchase order	55
Work stage: Construction supervision	59
Site supervision	59
Project controls – Time, cost and quality	63
Completion and hand over	67
After completion.	68
Identify appropriate staff.	69

Book C: How to manage a contractor-built project	73
Staff composition	74
Work stage: Front End Engineering & Design (FEED)	80
Technical design development	81
Production information, details and BoQ.	85
Work stage: Tender.	88
Tender selection.	88
Contract award.	90
Work stage: Construction contract management	92
Construction supervision	92
Project controls – Time, cost and quality	95
Payment procedures	100
Change management	100
Practical completion and hand over	101
After completion.	103
Identify appropriate staff.	104
Appendix	107
Further reading	127

INTRODUCTION



Destroyed housing after ethnic violence and flooding in Kyrgyzstan, 2010, Photo Credit: Andrew Schaefer for CRS

WHAT CAN I DO WITH THIS GUIDE?

Humanitarian organizations such as CRS often embark on (re)-construction projects after destructions caused by a natural disaster or due to humanitarian needs created by conflict. This How-to Guide: “Managing Post-Disaster (Re)-Construction Projects” has been developed as a step-by-step management guide for the two main construction modalities; owner-driven (Book B) and contractor-built (Book C) construction projects.

When CRS becomes involved in (re)-construction, the advantage against private sector is created when social mobilization is involved and the (re)-construction project empowers the affected population. “Value is added” in more ways than receiving a structure: livelihoods generation, education, capacity building and disaster risk reduction (DRR) are key considerations to reduce overall vulnerability of the affected population.

This document aims to give practical guidance on how to implement construction projects within

the international relief sector/post-disaster situations. It gives best practice process to follow when engaging in a construction project either as part of emergency/transitional shelter, permanent housing or community infrastructure projects (roads, sewer, hospitals and schools). This document offers guidance in order to achieve appropriate quality construction and



Destroyed home after earthquake in West Sumatra, Indonesia, 2009, Photo Credit: CRS



Destroyed urban houses after earthquake in Port-au-Prince, Haiti, 2010, Photo Credit: Benjamin Depp for CRS



Guerdy Charles, left and Jenne Venson right, temporary CRS workers, construct a section of a transitional shelter at a prefabrication yard, Haiti, 2010, Photo Credit: CRS

to promote shelter solutions that provide adequate protection, privacy, health and safety, ultimately contributing to rebuilding the affected populations' livelihoods.

This document includes practical advice, templates and examples to help improve and safeguard the overall quality outcome, with attention to conditions and challenges in construction management which implementers may face in post-disaster (re)-construction.

This guide does not replace the need to employ or approach building environment professionals (architects, engineers, construction managers) to implement construction projects. Nor does it replace the countries' construction sector and industry best practices, protocols, standards and process often set out by professional bodies and government departments. This guide focuses on

the construction management phase (feasibility to completion) of a project.

WHAT THIS GUIDE DOES NOT INCLUDE

This document does not include any guidance on making programmatic decisions nor cover the initial needs assessment and proposal writing stage.

For further guidance on these issues, refer to [CRS guidelines for shelter and settlement programming](#).

Specifically excluded in this document is guidance on:

WHAT to construct

- Decisions connected to the phase of response (i.e., whether to construct emergency, transitional or permanent structures).
- Decisions connected to the type of building to construct (i.e., whether to construct shelters or community infrastructures).

WHO to construct for

- Decisions connected to selecting program participants and communities to serve and assist.
- Decisions connected to prioritizing vulnerable groups.

WHERE to construct

- Work connected to housing, land and property issues (i.e., housing dispute resolution, land tenure issues, urban design, physical planning).
- Decisions connected to selecting and negotiating appropriate land.

WHO SHOULD READ THIS GUIDE?

This document is written to inform those planning and managing construction programs. The primary audiences are:

A. Non-construction professionals: Country representatives, generalists, managers and program support staff and managers who would like to get a general understanding of how construction programs should be managed.

Particular interest: Book A, chapter B.15 and C.15 (identify appropriate staff)

B. Construction professionals new to international relief: Private sector construction professionals who have no humanitarian experience, but have technical knowledge and experience in working in the advanced construction industry.

Particular interest: Book A, inset boxes in Book B (owner-driven construction) and C (contractor-built)

C. Field staff, engineering and construction staff: Staff who will be running and monitoring construction works and will be particularly looking for detailed knowledge, templates and references.

Particular interest: Book B (owner-driven construction) and Book C (contractor-built)



CRS shelter advisor during evaluation of shelter program in the Philippines. 2012, Photo Credit: CRS

HOW SHOULD I READ THIS GUIDE?

The document aims to facilitate individual readers to use the document in various ways and encourages "cross-reading" for quick and easy way to find specific information.

Book A gives general knowledge and background information about (re)-construction projects in post-disaster situations, typical challenges, technical assessments, construction types and construction approaches currently used within the shelter sector and general factors that influence the feasibility of the construction project.

Book B gives detailed guidance in **how to manage owner-driven construction projects**. The sequential work stages are explained and structured in:

- **Tasks – activities** that should be undertaken.
- **Outcomes – “check points”** that ideally should be achieved at the end of each work stage before progressing to the next.
- **Examples** of field experience to illustrate specific aspects of this work stage

Point B.15 gives guidance on the human resources that are required to manage owner-driven construction projects effectively.

Book C gives detailed guidance in **how to manage contractor-built projects**. The sequential work stages are explained and structured in:

- **Tasks – activities** that should be undertaken.
- **Outcomes – “check points”** that ideally should be achieved at the end of each work stage before progressing to the next.
- **Examples** of field experience to illustrate specific aspects of this work stage

Point C. 15 gives guidance on the human resources that are required to manage contractor-built projects effectively.

Frequently within the document, **insert boxes** are placed to give notes on specific post-disaster experiences that may be particularly helpful to technical professionals unaccustomed to working in post-disaster contexts. In addition, **black-outlined insert boxes** for CRS-specific information are placed within the text.

Throughout the document cross references are given to other chapters within the document, references to templates in the appendix and references to other relevant documents.

WHAT OTHER DOCUMENTS ARE IMPORTANT?

- The Sphere Project, Humanitarian Charter and Minimum Standards in Humanitarian Response, Water Supply, Sanitation and Hygiene Promotion chapter and the Shelter, Settlement and Non-Food Item chapter
- CRS guidelines for shelter and settlement programming
- CRS Pro Pack I and II
- CRS Purchasing Policy
- CRS Finance Procedures and Logistics/ Warehouse Procedures, Transitional Shelter Guidelines

The diagram below illustrates the overall structure and content of the document:

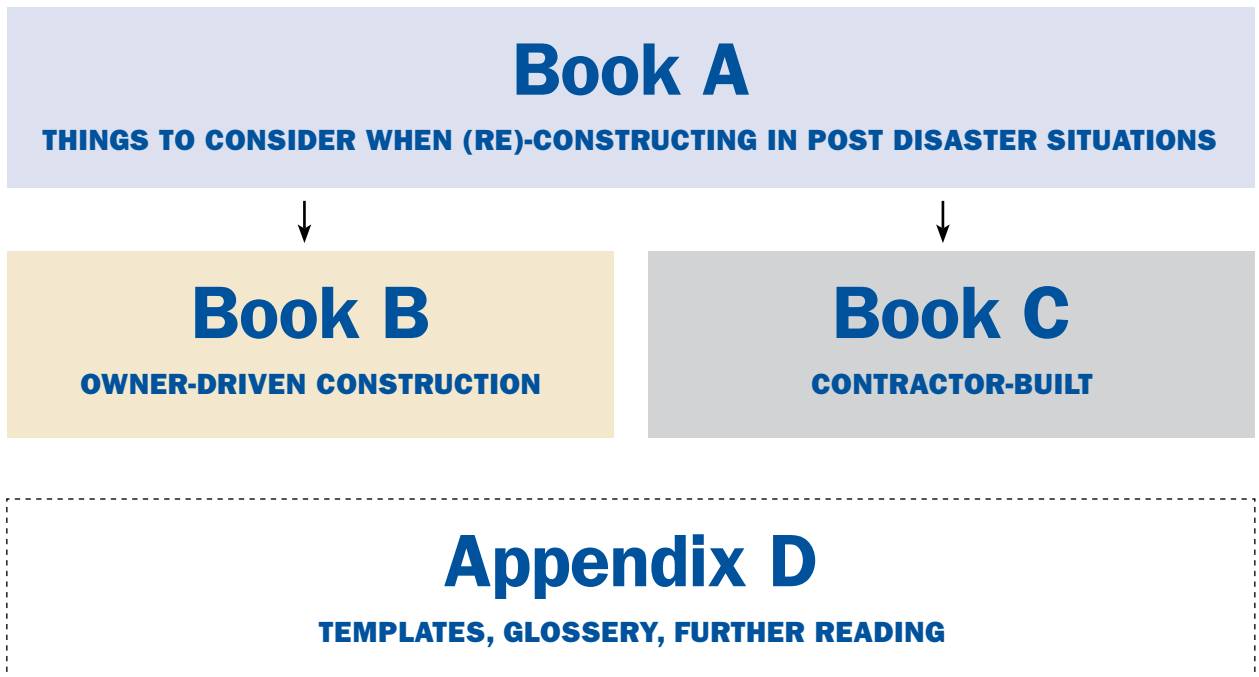


Diagram 1, book structure