HOW-TO GUIDE
Managing Post-Disaster (Re)-Construction Projects
ACKNOWLEDGEMENTS

Primary Author: Emergency Operations and Emergency Response Team (Shelter and Settlements)

The original document, “Construction Reference Guide”, drafted by Isaac Boyd and Gregory Hofknecht, is the basis for this document.

Contributors: Many thanks to all for their time and effort provided by CRS staff; Isaac Boyd, Bill Canny, Christopher Frey, Seki Hirano, Gregory Hofknecht, Gulwali Khan, Lionel Lajous, Rebecca Martin, Megan McGlinchy, Kirtimayi Mishra, Driss Mounane, Francois Poidatz, Ariel Sadural, Mehul Savla, Andrew Schaefer, Donal Reilly, Ross Tomlinson, Rekha Shetty

Edited by: Annika Grafweg (Consultant)

Graphic design by: Allison McAuley

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
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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...
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)

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