SHELTER AND SETTLEMENTS TECHNICAL COMPETENCY FRAMEWORK
Surge deployments supporting Shelter Programmes and/or Cluster/Coordination

Core Competencies and Integration with Shelter & Settlements Technical Competencies.
The Technical Competencies as set out in this Shelter & Settlements Competency Framework are to be evaluated in conjunction with the IFRC Core Competency Framework. Both Frameworks utilise the same analysis of outlining the technical, managerial and leadership competencies for Rapid Response Capacity, as the basis for recruitment, development and management.

The IFRC Core Competencies consist of twenty distinct competencies, being grouped into four broad domains. These being Red Cross / Red Crescent, Operational, Cross-Cutting and Behavioural. Each role profile will consist of the combination of Technical and Core competencies required to carry out a specific role in a surge response, whether deployed nationally, regionally or at a global level.

Role profile = role (a description of the job to be carried out) + profile (the combination of Technical and Core competencies required to carry it out). Every role profile requires a combination of Technical and Core Competencies. Every role profile will set out the competencies required to deliver that role, and at which tier they are required.

Shelter & Settlements Technical Competencies.
The Technical Competencies as set out relate to the Rapid Response Capacity for the deployment of Shelter and Settlements specialists both for operations within the Movement as well as coordination through the Inter Agency Shelter Cluster or similar coordination mechanism in place. The competencies demonstrate a focus on settlement approaches / integrated programming together with bridging emergency operations / coordination to recovery. Competencies aim to ensure that projects and programmes are people centred in approach, encompass urban/rural contexts, consider displaced / non-displaced population needs and capacities, by mobilising a combination of assistance methods (hardware, software and enabling actions). Focus where applicable integrates market assessments, environmental aspects / impacts and appropriate technology and usage.

The Technical Competencies (TC) are divided in three distinct categories:
- ▬ TC applicable for all shelter profiles
- ▬ TC applicable only for specific technical profiles supporting programmes and coordination.
- ▬ TC applicable only for shelter profiles supporting coordination.

The Technical Core Competencies are for everyone involved in Shelter. The technical profiles are for specific technical and implementing roles and the coordination profiles are for Inter-Agency coordination (sectoral level beyond the Red Cross Movement). In order to utilize the Shelter & Settlements Technical Competencies the domains should be reviewed through the following Principles, Approaches, Assistance Options and Implementation Modalities.

Shelter Principles.
Recognise the needs, capacity, resources, rights, choices and responsibilities of crisis-affected populations to address *their* shelter and settlement in an effective and sustainable way. Recognise the need for a continuous recovery process through various approaches and modalities, ensuring Shelter and Settlements is within holistic programming.
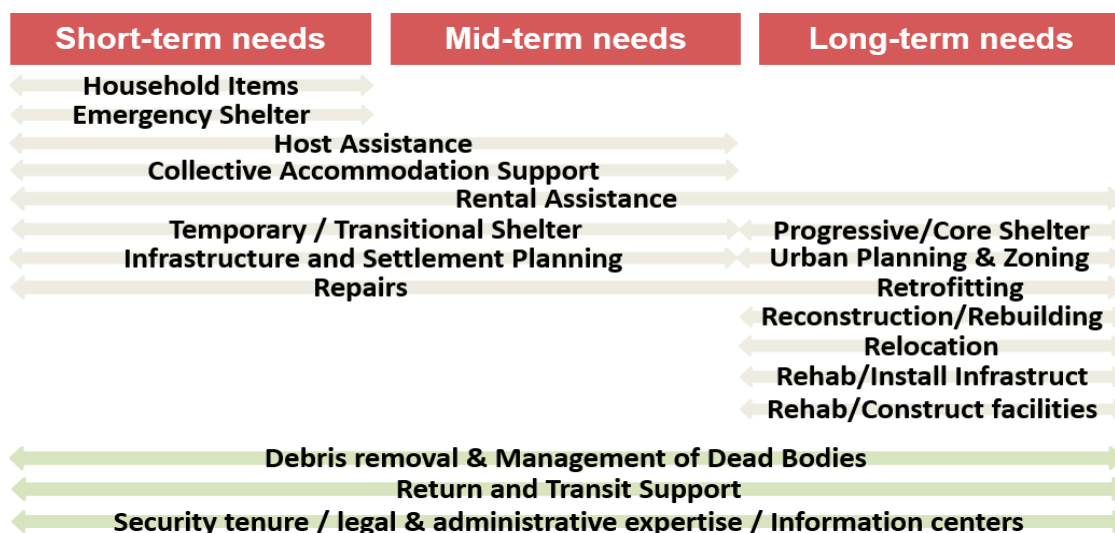
Shelter and Settlements Approach
Shelter Approaches need to ensure they are context specific, incorporating risk, and can respond to the needs, capacities and vulnerabilities at a local level. Shelter and Settlement assistance should be undertaken through a people-centred approach. Approaches should be incremental and should be complementary through a balance of provision and augmented support.
Approaches need to understand the complexities and differences to displacement over time, addressing that shelter responses interventions should incorporate build back safer as soon as practical, and aim for durable solutions for the long term.

Assistance Options (Short to Long Term)
There are a range of context specific assistance options that can be used and combined to meet the shelter and settlement related needs of affected families and communities on the short, medium and long term. The options as set out here consider the assistance through the needs from the short to long term. This is however indicative to the context.

IFRC

Short-term needs	Mid-term needs	Long-term needs

Household Items
Emergency Shelter
Host Assistance
Collective Accommodation Support
Rental Assistance
Temporary / Transitional Shelter
Infrastructure and Settlement Planning
Repairs

Progressive/Core Shelter
Urban Planning & Zoning
Retrofitting
Reconstruction/Rebuilding
Relocation
Rehab/Install Infrastruct
Rehab/Construct facilities

Debris removal & Management of Dead Bodies
Return and Transit Support
Security tenure / legal & administrative expertise / Information centers

*Adaptation from 2018 Sphere handbook.

Implementing Modalities

Implementing modalities can be viewed through the broad options of technical and quality assistance, financial support, in kind support, commissioned labour / contracting and capacity building. Chosen implementing modalities should aim to ensure the consideration to time, cost, quality and scale of delivery. Considerations need to ensure that local markets are integrated and utilised in terms of commodities, labour and rental markets. Through People Centred Programming the chosen modalities should consider impact through participation and ownership by affected families and communities. Holistic Programming should aim to ensure social cohesion, livelihoods and cross cutting issues are integrated.

Inter-Agency Capacity and IFRC Role

The Global Shelter Cluster (GSC) is an Inter-Agency Standing Committee (IASC) coordination mechanism that supports people affected by natural disasters and internally displaced people affected by conflict with the means to live in safe, dignified and appropriate shelter. The GSC enables better coordination among all shelter actors, including local and national governments, so that people who need shelter assistance get help faster and receive the right kind of support.

Through the Cluster Approach the GSC recognized that disaster response operations can be improved through clearer allocation of responsibilities as well as through better preparedness and predictability. Since 2006 the IFRC have undertaken the responsibility of convening the Shelter Cluster after natural disasters.

The IFRC will undertake the Country Cluster Lead to convene on behalf of the partners to respond to natural disasters. The partners being from Government, Non-Government (Shelter Responders and Donors) and Private Sector, all being actively engaged to assist in addressing the Shelter and Settlement needs, addressing gaps in assistance and avoiding duplication. This country level commitment extends to being part of the leadership for permanent forms of Shelter coordination for countries and regions.

SHELTER AND SETTLEMENTS TECHNICAL COMPETENCIES
Surge deployments supporting Shelter Programmes and/or Cluster/Coordination

Competency Domain[1]		
Definition for each of the defined competencies		
Tier 1 *Understanding and able to describe / function as part of a team or sufficient knowledge for a coordination capacity.*	**Tier 2** *Broad understanding by providing advice and guidance to others within a defined scope. Translates strategic decision into sectoral direction.*	**Tier 3** *Deep understanding. Models the behaviours and creates and environment which enables the behaviours to be displayed. Operates at a strategic level in a response of any magnitude.*
1.- Shelter & Settlements within a Humanitarian context. *Ability to identify and apply a full range of Shelter & Settlements principles and to ensure they are addressed and incorporated in the proposed intervention.*		
> Articulates and applies the main principles, standards and approaches within shelter and settlements. Including the complexity of programming aspects from emergency/relief to recovery. > Able to describe shelter & settlement intervention through a variety of assistance options to cover short/mid/long-term needs through different implementing modalities > Incorporates participatory approaches for the implementation of shelter & settlement interventions, with a focus on community resilience.	> Promotes and adapts to a specific context the main principles, standards and approaches in shelter and settlements. Including the complexity of programming aspects from emergency/relief to recovery. > Puts into practice a designed context specific shelter & settlement intervention through a variety of assistance options to cover short/mid/long-term needs through different implementing modalities > Involves communities in all stages of the shelter and settlements programme, where their preferences are integrated within the programme's implementation through well-defined participatory processes where possible.	> Advocates for the adaptation to a specific context the main principles, standards and approaches in shelter and settlements. Including the complexity of programming aspects from relief to recovery. > Designs a context specific shelter & settlement intervention through a variety of assistance options to cover short/mid/long-term needs through different implementing modalities > Designs the shelter & settlements programme through the involvement of communities where their preferences are integrated in all stages of the implementation through well-defined participatory processes where possible.
2.- Shelter design, Specification, BOQ and Built Environment Regulation. *Ability to apply knowledge on existing local, national and/or international standards and building regulations.*		
> Describes the relevance of applying existing local, national and international standards (as applied within context) and building regulations for the design of shelter & settlements programmes.	> Provides technical support in defining designs (drawings, specifications, construction details, structural calculations and Bills of Quantities) for shelter assistance options > Designs and plans site activities in compliance with appropriate local, national and international standards and building regulations as required.	> Oversees and/or develops the design (drawings, specifications, construction details, structural calculations and Bills of Quantities) for shelter assistance options together with site planning where appropriate. > Oversees and advocates for the compliance of all design, planning and site activities with appropriate local, national and international standards, together with building regulations as required. > Advocates for the development/improvement of national building standards (including disability inclusion, PGI-Protection, Gender and Inclusion, etc) where necessary.
3.- Settlement planning. *Ability to apply knowledge on settlement planning with a focus on the transition from emergency to more durable solutions with contexts of displacement and then non-displaced settlement.*		
> Describes the key principles and approaches for planning at settlement level (urban and rural settings for displaced and non-displaced situations) where infrastructure, community facilities and residential areas should be integrated.	> Contributes to and monitors the analysis of needs at settlement level in humanitarian response. > Supports the design and implementation of programmes at settlement level (urban and rural settings for displaced and non-displaced situations) where infrastructure, community facilities and residential areas should be integrated.	> Designs and implements response interventions in an urban and/or rural context through the settlement approach. Incorporating long-term solutions in settlement programming (– i.e. return, relocation, Disaster Risk Reduction) where infrastructure, community facilities and residential areas should be integrated. > Advocates at the highest level on settlement approaches and multi-sectoral needs to Red Cross Movement, Government and other higher levels of humanitarian architecture / coordination.
4.- Technical Supervision and Construction Management. *Ability to understand and facilitate the supervision and construction management related to the quality and timely execution of the works according to agreed plans and schedules.*		
> Defines the relevance of quality control of works, in compliance with the scope of work, quality standards and specifications, safe construction practices and keep track of construction time, cost and quality by using checklists or other tools prepared for the construction activities.	> Monitors the compliance of developed construction management quality assurance systems for the implementation of the shelter assistance options (Quality Control of works and specifications: materials & scheduling). > Monitors plans to schedule deliverables and estimate costs ensuring works schedules are adhered to and performance guarantees are in place.	> Develops Construction Management Quality Assurance systems for the implementation of the shelter assistance options (Quality Control of works and specifications: materials & scheduling) > Develops, leads and coordinates plans to schedule deliverables (and its reviews as needed) and estimate costs ensuring works schedules are adhered to and performance guarantees are in place.

Competency Domain		
Tier 1	**Tier 2**	**Tier 3**
5.- Safer Building Promotion and Technical assistance. *Ability to define the software components of the shelter intervention to secure its quality in relation to safe location, build back safer construction techniques, use of emergency shelter items.*		
> Describes adequate construction techniques and technical assistance for its implementation to build back safer. > Describes the importance of accompanying the delivery of shelter assistance through a combination of implementation modalities (combination of hardware and software).	> Adapts and implements recommendations on technical guidelines and IEC material on safe building/ construction techniques for different shelter & settlement assistance options provided from emergency to recovery. > Facilitates the effective delivery to the affected families and communities of shelter assistance through a combination of implementation modalities (combination of hardware and software).	> Designs and advocates for the application of technical guidelines and IEC material on safe building/ construction techniques for different shelter & settlement assistance options developed from emergency to recovery. > Integrates technical assistance, quality assurance and capacity building on the use of materials and/or construction techniques to build back safer (software components) with other implementing modalities for the different shelter assistance options from emergency to recovery.
6.- Housing, Land and Property and Security of Tenure. *Ability to identify the main enablers to assist affected families and communities with obtaining clear security of tenure with a focus to more recovery based durable solutions.*		
> Describes the importance to identify / advocate / overcome regulatory barriers that could hamper the provision of shelter assistance. Specific focus on housing, land and property rights as well as security of tenure.	> Supports the advocacy and/or implementation of strategies to address and mitigate issues related with HLP - Housing Land and Property - and security of tenure that they could hamper the provision of humanitarian shelter assistance and delay the process of recovery.	> Advocates for and develops strategies to address issues related with HLP - Housing, Land and Property - and security of tenure that could hamper the humanitarian assistance response and recovery processes.
7.- Management of communal displacement settlements scenarios. *Ability to apply knowledge on the management of communal displacement settlement scenarios in rural and urban context considering agreed international standards and norms but also adhering to national criteria and regulations.*		
> Identifies overlaps between shelter assistance and management of communal displacement settlements scenarios in emergency settings. > Describes multi-sectoral needs within communal displacement settlements scenarios.	> Provides technical guidance to management processes for different communal displacement settlements scenarios. > Monitors and adapts the provision of services to apply minimum standards while managing communal displacement settlement scenarios (planned and/or unplanned settlements and collective accommodation).	> Designs and implements the management of communal displacement settlements scenarios in response to an emergency. > Represents management of communal displacement settlements scenarios issues to the Red Cross Movement, Government and other higher levels of humanitarian architecture / coordination.
8.- Feasibility Study (assessment and analysis) of Shelter and Settlement interventions. *Ability to identify, define and undertake context specific feasibility studies to guide and assist in the development of Shelter and Settlements response options.*		
> Supports feasibility studies related to Shelter and Settlements programmes.	> Implements feasibility studies related to Shelter and Settlements programmes > Applies compliance with quality, safety, sustainable and environmental standards in keeping with internationally agreed best practices or other relevant guidelines (e.g. QSAND - Quantifying Sustainability in the Aftermath of Natural Disasters - tool of IFRC)	> Designs feasibility studies (market analysis, social or technical surveys). > Oversees compliance with quality, safety, sustainable and environmental standards in keeping with internationally agreed best practices or other relevant guidelines (e.g. QSAND tool of IFRC).
9.- Contract Management. *Ability to understand and facilitate the management of the process of shelter and settlements contract management according to regulations for Contract Development, Award and Administration.*		
> Describes the delivery of shelter and settlement related Contracts in relation with the provision of services (design, engineering and site supervision) by third parties. > Explains Contract deliverables in terms of compliance with agreed procedures, administration and financial controls.	> Monitors that tenders and contract administration for construction services (design, engineering, site supervision and/or management, construction works, license. as required) are in accordance with agreed procedures and provide the required level of internal programme and financial control. > Supports the administration for signed Contracts for construction services (design, construction, supervision, site management, licenses), monitoring contract related cost and accounting.	> Develops tender process and contract administration for construction services (design, engineering, site supervision and/or management, construction works, licenses… as required) in accordance with IFRC/National Society standard procedures and existing regulations in country. > Defines contract related cost and accounting, negotiates terms of agreements, drafts contracts and ensures that the correct permits and licenses are obtained.
10.- Operational Coordination, Cooperation, Networking and Partnership. *Ability to harmonise interactions with external partners working in shelter with a special focus on the interaction/participation in the Inter-agency Shelter coordination structure (Cluster or cluster like Working Groups).* This complement what already indicated in the core competency 3. Coordination		
> Engages with existing inter-agency Shelter Coordination structure at local/sub hub level to ensure appropriate coordination with all involved stakeholders working in the same area, focussing on consistency for any assistance provided. > Promotes information sharing on shelter assistance delivered by ONS/IFRC at local/sub hub level to inter-agency shelter coordination mechanisms (4W)	> Engages with existing Inter-agency Shelter Coordination structures at regional/hub level to ensure appropriate coordination with all involved stakeholders working in the same area, focussing on consistency for any assistance provided. > Promotes information sharing on shelter assistance delivered by ONS/IFRC at regional/hub level to existing inter-agency shelter coordination mechanisms (4W) > Coordinates with shelter partners through the Shelter Technical Working Groups to define technical specifications, Information, Education and Communication (IEC) material, awareness campaigns adapted to the context as required.	> Engages with existing Inter-agency Shelter Coordination structures at national level to ensure appropriate coordination with all involved stakeholders working in the same area, focussing on consistency for any assistance provided. > Oversees the reporting to existing inter-agency shelter coordination mechanisms (4W) at all levels. > Represents IFRC on the Shelter Strategy Advisory Group (SAG) or equivalent body to jointly define with other actors the strategic direction of the Shelter sector response and priorities during an operation.

Competency Domain		
Tier 1	**Tier 2**	**Tier 3**
11.- Representation & Humanitarian Diplomacy. *Represent the Shelter Sector and advocates to secure the reduction of shelter-related morbidity and mortality through ensuring evidence-based actions, gap-filling and sound coordination.*		
> Supports humanitarian advocacy strategies in consultation with the Shelter Cluster leadership team. Including advocacy tools for media engagement to raise awareness of humanitarian shelter issues (including but not limited to specific sectoral needs and funding requirements). > Advocates at local level - or specific field of expertise- for humanitarian needs and gaps in relation with the shelter sector. > Supports cluster leadership at local or hub level by representing sectoral interests and strategic directions in coordination meetings either within the RCRC movement or Inter Agency / Governmental level.	> Engages with inter-agency shelter coordination structure (cluster or cluster-like Working Group) to provide overall strategic direction for the response. > Engages with inter-cluster coordination mechanisms and promotes the needs, interests, and concerns of the Shelter Cluster or Working Group as well as the collaborative development of humanitarian policy. > Supports the engagement with donors, development partners and diplomatic missions to promote cluster strategy, communicate needs and gaps, secure support for advocacy positions, and secure funding for cluster partners	> Lead the development of humanitarian advocacy strategies in consultation with the cluster leadership team. Including advocacy tools for media engagement to raise awareness of humanitarian shelter issues (including but not limited to specific sectoral needs and funding requirements). > Leads high level engagement at national level with government, UN, NGOs, donors, diplomatic missions, and longer-term development institutions, such as the World Bank to advocate on behalf of the sector about strategy principals, unmet needs, funding requirements, response and recovery options, inter alia. > High level communication and representation of the strategic positions of the shelter cluster or sector to the news media.
12.- Strategic Direction. *Establishes and manages the Shelter Cluster, the cluster team, and mechanisms for collective strategy and decision-making.*		
> Supports the identification of needs and local priorities with government, shelter agencies and local actors, to facilitate the collaborative development of shelter response strategy. > Describes the process of strategy development and the need to secure the involvement of cluster partners in this process. > Liaise and communicate effectively, at hub level or in a specify field of expertise, with shelter cluster partners and government on inclusive cluster processes. > Promotes key components of the strategy and how these address humanitarian shelter needs.	> Supports the development of the shelter strategy to guide the response and recovery after the crisis. > Supports the establishment of cluster structure and cluster management mechanisms, such as the Strategic Advisory Group (SAG) and Technical Working Groups (TWiGS) as required, including working remotely/in-situ with sub-national or hub coordination models. > Maintains open dialogue on shelter cluster strategy with humanitarian partners, to ensure the ongoing relevance of humanitarian shelter approaches through an iterative process of analysis and strategy revision.	> Leads a wide range of humanitarian partners through a process of strategy development to guide response and recovery for the shelter sector. > Establishes and maintains appropriate coordination mechanisms, including the Strategic Advisory Group (SAG) and Technical Working Groups (TWiGS) at the required level, to shelter agencies present in country. > Engages key partners, and focal points for national and provincial government authorities, inter-cluster coordination, humanitarian NGOs, UN agencies and the UN resident/humanitarian coordinator, among others in relation with the Shelter sector. > Lead high level and complex stakeholder engagement processes with multiple government agencies, engages diplomatic missions (through the aid and development sections) and liaise with longer term development actors (World Bank, JICA).
13- Operational Guidance. *Ensure that funding appeals are appropriately submitted and oversight of appropriate humanitarian prioritisation and technical standards.*		
> Liaises, at hub level or in a specify field of expertise, with shelter cluster partners and key counterparts in government on an ongoing basis, to ensure effective communication and information exchange on existing gaps and unmet shelter needs. > Contributes to the development of assessments and situational analysis of the humanitarian context for the provision of shelter. > Lead shelter cluster partners on the process to develop technical standards and guidance on assistance options and implementing modalities integrated within the Shelter strategy.	> Engages with the cluster funding appeals process, in conjunction with key shelter agencies. > Coordinates the development of assessments and situational analysis of the humanitarian context for the provision of shelter. > Promotes strategic management of Information Management (IM) and Technical Coordinators/ advisors to ensure consistent messaging around humanitarian standards and guidelines.	> Leads the compilation of appeal documentation, serves as a direct liaison with the donor community and supports fundraising initiatives on behalf of the Shelter Cluster. > Oversees that the shelter response is guided by relevant policy guidelines and technical standards and oversee the Shelter Cluster transition from the emergency to recovery phase, or handover to another agency for lead role of the Shelter Cluster.

SHELTER AND SETTLEMENTS ROLE PROFILE (CORE & TECHNICAL COMPETENCIES)

PROGRAMME role profiles	SHELTER COORDINATOR (Single deployment)			SHELTER TEAM LEADER (Team deployment)			SHELTER TECHNICAL OFFICER (Team Member)			SHELTER CAPACITY BUILDING OFFICER (Team Member)			SHELTER SETTLEMENT PLANNING OFFICER (Team Member)		
Core Competencies	TIER			TIER			TIER			TIER			TIER		
	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3
1 Movement Context. Principles and Values															
2 National Society Capacity Strengthening															
3 Coordination															
4 Assessment															
5 Direction Setting and Quality Programme Management															
6 Information Management															
7 Resource Management															
8 Safety and Security															
9 Transition and Recovery															
10 Community Engagement and Accountability															
11 Protection Gender and Inclusion															
12 Environmental Sustainability															
13 Collaboration and Teamwork															
14 Conflict Management															
15 Interpersonal Communication															
16 Cultural Awareness															
17 Judgement and Decision Making															
18 Motivating Others															
19 Personal Resilience															
20 Integrity															
Technical Competencies DOMAINS	TIER			TIER			TIER			TIER			TIER		
	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3
1 S&S Humanitarian context															
2 Shelter design, Specification, BOQ and Built Environment Regulation.															
3 Settlement Planning															
4 Technical Supervision / Construction Management															
5 Safer Building promotion/Technical Assistance															
6 HLP/ Security of Tenure															
7 Management of communal displacement settlements scenarios															
8 Feasibility Study of Shelter and Settlement interventions															
9 Contract Management															
10 Operational Coordination, Cooperation, Networking and Partnership															
11 Representation & Humanitarian Diplomacy	n/a			n/a			n/a			n/a			n/a		
12 Strategic Direction	n/a			n/a			n/a			n/a			n/a		
13 Operational Guidance	n/a			n/a			n/a			n/a			n/a		

- ▮ Technical Competencies: Applicable for all shelter profiles
- ▮ Technical Competencies: Applicable only for specific technical profiles supporting programmes and coordination.
- ▮ Technical Competencies: Applicable only for shelter profiles supporting coordination.

SHELTER AND SETTLEMENTS ROLE PROFILE (CORE & TECHNICAL COMPETENCIES)

Coordination (inter-agency)/CLUSTER role profiles	SHELTER CLUSTER COORDINATOR (Team Leader)			SHELTER CLUSTER DEPUTY COORDINATOR (Deputy Team Leader)			SHELTER CLUSTER HUB COORDINATOR (Team Leader HUB level)			SHELTER CLUSTER TECHNICAL COORDINATOR (Team Member)			SHELTER CLUSTER RECOVERY COORDINATOR (Team Member)			SHELTER CLUSTER ENVIROMENT COORDINATOR (Team Member)			SHELTER CLUSTER IM COORDINATOR (Team Member)		
Core Competencies — TIER	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3
1 Movement Context. Principles and Values																					
2 National Society Capacity Strengthening																					
3 Coordination																					
4 Assessment																					
5 Direction Setting and Quality Programme Management																					
6 Information Management																					
7 Resource Management																					
8 Safety and Security																					
9 Transition and Recovery																					
10 Community Engagement and Accountability																					
11 Protection Gender and Inclusion																					
12 Environmental Sustainability																					
13 Collaboration and Teamwork																					
14 Conflict Management																					
15 Interpersonal Communication																					
16 Cultural Awareness																					
17 Judgement and Decision Making																					
18 Motivating Others																					
19 Personal Resilience																					
20 Integrity																					
Technical Competencies — TIER	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3
1 S&S Humanitarian context																					
2 Shelter design, Specification, BOQ and Built Environment Regulation.																					
3 Settlement Planning																					
4 Technical Supervision / Construction Management																					
5 Safer Building promotion/Technical Assistance																					
6 HLP/ Security of Tenure																					
7 Management of communal displacement settlements scenarios																					
8 Feasibility Study of Shelter and Settlement interventions	n/a			n/a			n/a												n/a		
9 Contract Management	n/a			n/a			n/a									n/a			n/a		
10 Operational Coordination, Cooperation, Networking and Partnership	n/a			n/a			n/a			n/a			n/a			n/a			n/a		
11 Representation & Humanitarian Diplomacy																					
12 Strategic Direction																					
13 Operational Guidance																					

Technical Competencies: Applicable for all shelter profiles

Technical Competencies: Applicable only for specific technical profiles supporting programmes and coordination.

Technical Competencies: Applicable only for shelter profiles supporting coordination.