

**Field Guidelines for
Best Practices in Shelter Response:
Site Planning, Shelter Design and
Construction Management**

Lisa Dubin



International Rescue Committee

Forward

Several years ago, after I innocently remarked to Jodi Nelson, the IRC Director of Policy, that photographs of tent camps often looked as if architects had never been consulted, she introduced me to Gerry Martone, then IRC Director of Emergency Response. Gerry suggested that I might devise a short guideline, from an architectural point of view, of best practices and lessons learned in the shelter sector. Originally, we planned a three page pamphlet which has grown exponentially. Gerry has been the driving force behind the structure and substance of this investigation, helping me to fuse humanitarian principles with architectural ideology. He has been my travel agent and cheerleader, advisor and guide for all the work on this manual.

Many thanks to the IRC offices in Bosnia, Azerbaijan, Guinea and Sierra Leone, where the staff tolerated my endless questions, graciously accompanied me on site visits to numerous shelter programs and shared data, experiences and most of the substance included in the manual. Additionally, I am indebted to the IRC staff in New York, along with members of the Women's Commission, who provided background information to guide the research in the appropriate direction.

Nalina Moses and Mark Slezak have compiled all my notes, transcribed interviews, studied the existing documents on shelter in humanitarian aid programs and contributed substantial time and intelligence to the preparation of this manual.

We have borrowed freely from the Sphere and Swiss Humanitarian Aid manuals, the SHA course in site planning, Christine Wamsler's Handbook for the Evaluation of Shelter Projects, Dragan Tatic's impeccable documentation forms and UNHCR documents. We are grateful to all these sources for sharing valuable knowledge.

Incorporated into the manual are the scrupulously thought out comments from IRC staff, Brad Arsenault, Bob Kitchen, and David Gatchell, in addition to Don Nordwall of Habitat for Humanity, Graham Saunders of Catholic Relief Services, Heiner Gloor and Ivan Hauri of SHA, and Tom Corsellis of Shelterproject.org. Their detailed commentary is both a personal and professional testimonial to the NGO community. In addition, Tiffany Chan, Arlene Dubin, Dan Dubin, Libbet Graham, Alisa Kieffer, Susan Lipkins and Lauren Rosenblatt kindly contributed their considerable editorial skills.

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IRC's Program Framework during the

Emergency Response: IRC's emergency response activities are an expression of IRC's Program Framework. The Program Framework guides how IRC goes about its work from emergency to post emergency phases by striving toward a common goal - durable solutions.

The Program Framework aims to support communities by rebuilding lives with dignity, addressing the impact of a crisis and its root causes, and laying a foundation for stability and development. IRC's Program Framework is guided by the principles of participation, capacity building, partnership, holistic programming, and protecting & promoting rights.

In addition to saving lives and reducing suffering, this approach leads to

- 1) Rebuilding Functioning Institutions and
- 2) Strengthening Social Cohesion which ultimately contribute towards IRC's goal of durable solutions.

IRC's emergency response activities will strive to achieve the Sphere Minimum Standards in Disaster Response in the key emergency response sectors of: 1) water supply, sanitation, and hygiene promotion, 2) shelter, settlement, and non-food items, and 3) health services. Additionally IRC is committed to improving the general protection environment through direct program interventions and advocacy.

Gerald Martone

1. INTRODUCTION: USING THE GUIDELINES

This manual attempts to establish comprehensive guidelines for the best practices in the provision of shelter to refugees, internally displaced persons or persons returning to their homes after the occurrence of a disaster. The methodology is intended to promote the best living conditions possible for refugees and internally displaced persons while supporting family life, fostering personal and cultural dignity, and minimizing environmental impact.

The guidelines establish a process in the areas of needs assessment, site planning, site design, shelter planning, and construction management. The manual is not designed as a technical handbook, but rather a framework for addressing the transitional settlement and shelter needs of the beneficiaries.

Concepts detailed in each chapter are followed by practical considerations entitled "Looking Ahead." These inquiries are designed to help identify both the successes and shortcomings in the provision of shelter services.

The manual incorporates the diverse experiences of IRC staff, the practical lessons learned from other international non-governmental organizations (NGOs), the United Nations High Commissioner for Refugees (UNHCR), and the beneficiaries themselves. In addition, the text draws from the technical expertise of architects, engineers, and academic advisors.

A manual of this nature is dynamic and requires input from the field. The information contained in these pages is a springboard for a dialogue about providing transitional shelter to displaced populations. The Field Guidelines summarize available information on shelter issues with the goal of institutionalizing a methodology for programs where shelter initiatives are implemented.

2. BEST PRACTICES PRINCIPLES

In addition to health, water, nutrition, and sanitation, shelter is an essential component of survival in a post-disaster environment. Shelter not only provides physical protection from the elements, but also privacy, dignity, and psychosocial refuge.

The following principles shall apply to shelter sector activities:

Participation. Representatives from all social and economic groups within the disaster-affected community are consulted from initial assessment through the construction management phase. There is emphasis on the significance of the participatory approach with consideration for the tension between the need for rapid response and the beneficiaries' constraints.

Community Based Initiatives. Ideas and suggestions expressed by the affected community are incorporated into initiatives. Site and shelter designs are responsive to the needs and preferences of the disaster-affected community.

Cultural Appropriateness. Shelter programs consider the religious, cultural, social, and historical background of the affected population. These themes are integrated into site and shelter designs in a post-disaster situation. Site and shelter designs are informed by close attention to cultural suitability.

Accountability. The actions of the shelter sector are accountable to the disaster-affected community, host community, donors, coordinating agencies and all participating partners. Project implementers bear a responsibility both to the IRC mandate and to the needs of the disaster-affected community.

Transparency. All shelter provisions are carried out with full disclosure of information to the affected community, host government, UN agencies, and other implementing partners.

Impartiality. Assistance is allocated in a manner that does not discriminate on the basis of nationality, race, ethnicity, religion, class, gender, or politics. Assistance is supplied in proportion to need and not as a factor of demographics.

Sustainability. Shelter programs are implemented with a long-term rehabilitation plan for the disaster-affected community. Although some interventions are short-term in nature, all actions form a part of an overall scheme for economic and social recovery for the affected region and population.

Self-reliance. Shelter projects empower the members of the affected populations by encouraging engagement in self-help activities and discouraging dependency. Incentives are included to reward self-motivation and promote self-reliance. Coping strategies are identified, respected, and supported.

3. NEEDS ASSESSMENT: BEST PRACTICES

3.1 Choosing Beneficiaries

3.1.1 Analysis

If early warning mechanisms indicate a probable population movement, relevant information must be collected and analyzed immediately to develop a profile of the displaced population. Timeliness is essential, so that humanitarian actions can be taken before the population reaches its destination. Early preparedness procedures can include personnel training and mobilization, as well as stockpiling supplies and materials.

In the absence of early warning mechanisms, analysis of the affected population needs to be conducted in the earliest possible stages of the emergency. Thoughtful and timely evaluations of affected groups are crucial to an effective humanitarian response.

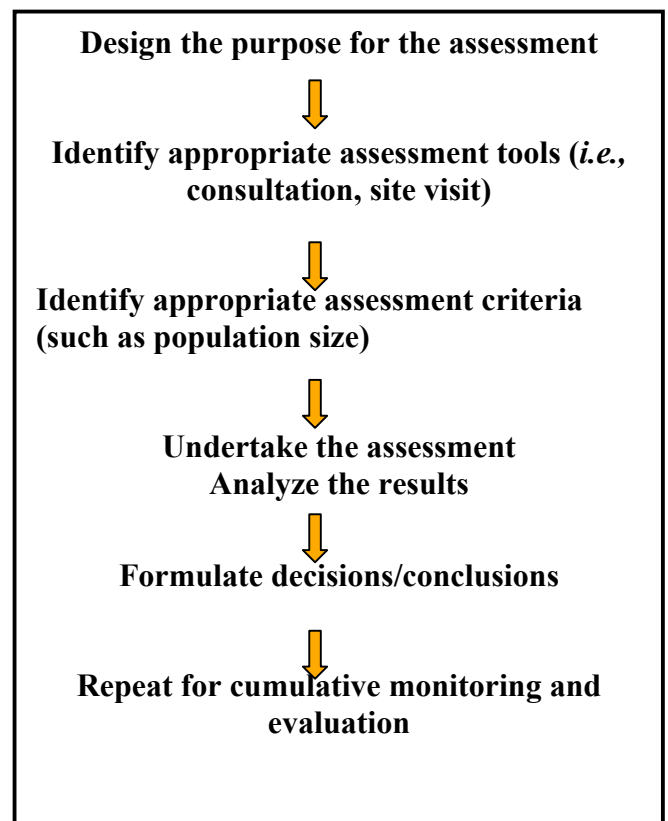
Preliminary preparation and contingency planning should include:

- Investigation of activities planned or implemented by other agencies
- Integration and coordination of plan with other existing or planned humanitarian agencies' projects
- Location of potentially suitable sites based on possible scenarios and the identification of ownership
- Assessment of infrastructure and other essential parameters
- Preliminary contacts with authorities
- Investigation of available resources
- Analysis of local acceptance and possible actions to benefit the host community
- Identification of legal and logistical procedures required for humanitarian intervention

- Determining a time period for intervention, *i.e.* rapid response, long term or specified time period

The Needs Assessment analysis is an ongoing process to investigate the history of the displaced population and anticipate future needs. Analysis should delve into the fundamental structural, political, security-related, economic, historic, demographic, and environmental issues underlying the displacement. It should also include planning for the post-emergency situation, considering resettlement and/or the self-sustainability of the refugee community that is about to be established. (A more detailed description of the analysis process, including potential sources of information, can be found in the SPHERE Project Manual.)

A widely recognized model of assessment is:



3.1.2 Profile

Develop a profile of the affected population. Appoint staff fluent in appropriate language(s), including both men and women, to serve as questioners or translators, and to gather

information and serve as points of contact. The profile includes:

For purposes of planning and distribution assistance:

- Number of people
- Place of origin
- Gender distribution
- Age distribution
- Vulnerable groups
- Assessment of physical/mental/nutritional well-being and special needs
- Identification of community leaders

For purposes of construction:

- Social grouping/household unit
- National/cultural standards for shelter
- Type of shelter adopted by the displaced population
- Traditional building skills and construction methods
- Traditional means of support
- Traditional rural or urban lifestyle
- Traditional household lifestyle in terms of public/private use of space, cooking and food storage, child care, hygiene practices, and other activities of daily living
- Assets people have brought with them

For purposes of determining security needs:

- Nationality/ethnicity/religion/community identity
- Actual/potential threats to the security of this displaced population, both externally and internally

The profile of a displaced population can change over time. In the Balkans, beginning in the early 1990s, refugee populations arrived in waves. People from diverse regions and cultural backgrounds arrived successively, with disparate shelter needs. As a general rule, information should be gathered more frequently when the situation is rapidly changing, as in the earliest stages of refugee movements, and when there are

critical developments, such as new population movements.

3.1.3 Beneficiary Targeting

The displaced community can often provide an effective beneficiary list itself. When this is not possible, interviewing beneficiaries and submitting the list to a formal or informal public hearing may be an effective way to ensure that the most pressing needs are met. In East Timor a list of beneficiaries was provided by leaders from within the refugee community, then ratified through a formal public hearing. In Azerbaijan, field staff carefully documented destroyed houses to determine how aid for reconstruction was to be distributed. When funding proved to be inadequate to complete rehabilitation of all the houses, the community itself selected families to receive assistance. Existing governmental and relief agencies may also be resources for lists of beneficiaries.

It is important to interview beneficiaries thoroughly before assistance is supplied. In Sarajevo, for example, it took years to develop a process which eliminated abuses and redundancies. Before these safeguards could be implemented, houses were reconstructed for people already permanently settled in other nations, for people who owned houses in other parts of the region, and for people who had no intention of returning to the houses which had been repaired for them. (See Annex 1 for a Beneficiary Interview Form (R03) devised by the IRC Shelter Coordinator in Bosnia, which standardizes data collection across many sectors in support of beneficiary selection. Although not all the information may be relevant in all situations, this comprehensive questionnaire can provide a basis for beneficiary selection in other shelter projects.)

Consider the needs of the host population, particularly when hosting is a shelter response and explore the shelter and land options available for each beneficiary.

3.1.4 Vulnerability Identification

Special attention should be given so that those who are particularly vulnerable receive assistance. This is especially important when the form of assistance will include self-help projects where displaced persons construct shelter themselves with minimal external aid. Particularly vulnerable groups include:

- The elderly
- Unaccompanied minors
- Physically or mentally disabled
- Widows/female-headed households
- HIV/Aids afflicted
- Isolated cases unaffiliated with a household

It should also be ascertained that even those extremely marginalized within a community are represented and have someone to speak for them. Where there is a caste system, ensure that all social groups are included. At settlements in East Timor, for example, witches were not initially considered as potential beneficiaries. Ultimately, although UNHCR defines the criteria for vulnerability status, project staff must be sensitive to the most needy. Early attention must be paid in the planning for acquisition of goods, services or the special resources required for vulnerables. These may include dedicated manpower (social workers, health workers, construction advisors), specially outfitted shelter kits, or transportation.

3.1.5 Gender Equity

In cultures where women do not traditionally own property or work outside the home, female beneficiaries and female-headed-households may not receive the same benefits from shelter provision efforts as male beneficiaries and male-headed-households. To achieve equity in shelter provision, women must be directly involved in all steps of the beneficiary targeting process. Always include women as initial points of

contact, and ensure that all IRC teams include both men and women. In cultures where women are not permitted to speak directly to unrelated males, female staff members must execute communications. In some cultures, women may not perceive their rights to a separate or new shelter solution, particularly when returning to existing homes and land. In these cases, there is a need for support and education.

3.1.6 Transparency

In order to preserve the impartiality of the shelter operation, the process of selecting beneficiaries should be fully disclosed. To achieve this transparency, set in motion ongoing public meetings with the refugee community. Staff members should maintain thorough documentation of the materials and assistance provided to the beneficiary population. An open and ongoing dialogue with beneficiaries can establish an avenue for addressing grievances. Ensure that information is shared with those who are ineligible and consider the public posting of beneficiary lists.

The rules mandating assistance should be strict enough to enforce equity, but also flexible enough to provide for those whose needs may fall outside of the traditional categories. It then becomes possible to identify the marginalized, whose needs may not be accounted for. Relative flexibility in criteria will allow for sensible and compassionate responses.

3.1.7 Compensation for Refugee Impacted Areas

Introduction of a massive new population into an area requires substantial regard for the host community and their special needs. Frequently, the offer of new infrastructure for the host community mitigates the sudden impact of change and works as an incentive towards acceptance of the displaced population. New schools, road construction, wells, electricity or food supplies can make the difference between the acceptance and rejection of a shelter

initiative. All projects should incorporate elements that help the host community, including the hiring of local labor as well as support for the local economy.

3.2 Choosing the Form of Assistance

3.2.1 Temporary vs. Long Term Solutions



Shelter interventions should always be conceived in the long-term. During planning and design stages, consider circumstances as far as possible into the future, including years of possible occupation and the eventual return of the site to its original conditions. Out of respect for the dignity of the beneficiaries, it is necessary to consider that although the situation is urgent, the time frame may be prolonged. While shelter communities are often designed as temporary solutions, these structures are often occupied for many years, sometimes even permanently. Since 1947, Palestinians in the West Bank and Gaza have resided in what remain technically emergency refugee camps but have become de facto cities.

The “temporary” mentality may promote inappropriate shelter solutions. Plastic sheeting for tents, installed as an emergency solution, often remains in use for years in cold climates.

Plastic sheeting provides little or no thermal insulation, degrades from prolonged exposure to sunlight and eventually becomes vulnerable to weather. In Sarajevo, internally displaced people were housed in tents with plastic sheeting for more than a year, during which time the sheeting eroded and developed holes. In Azerbaijan, emergency tents were used to shelter people for three years, from 1992 through 1995. In Sarajevo, wood framing and sheathing were used to build one “temporary” collective building, with the understanding that it was less permanent than the region’s traditional masonry construction. Wood construction, however, was just as costly to erect as masonry and much more costly to heat through the harsh winters.

The notion of “temporary” housing can be similarly deceiving. In Tuzla, Bosnia, families arriving in 1993 were first housed in abandoned apartments, hotels and institutional buildings. It took over a year for an emergency camp to be constructed. By that time people were reluctant to leave the temporary housing and remained there until they could be resettled permanently.

Successful shelter programs require a functioning infrastructure. Accessible roads and electricity, a sufficient potable water supply, sources of adequate fuel for cooking and heating, and access to income-generating activities are as essential as the construction materials. Sustainable income-generating activity must be paired with shelter initiatives in order for the initiative to succeed over time.

Sufficient, but minimal, rather than maximum support, can sometimes be conducive to leading the affected community to a rapid and pro-active involvement in the quest for an enduring solution. The longer the dependency on humanitarian support, the more difficult it becomes to achieve self-sufficiency.

3.2.2 Collective Centers vs. Individual Households

In most cases it is preferable to support accommodation with host families or build individual shelters rather than collective centers, in order to preserve the family structure and to promote self-reliance and maintenance. When resettlement is an option, priority for rebuilding houses should be given to those living in collective centers, inasmuch as their living conditions are typically inferior to those occupying single family structures.

3.2.3 Reconstruction vs. Rehabilitation

When people have fled their homes but have not moved far from their community of origin, or wish to be repatriated after an emergency situation, reconstruction and rehabilitation are both options.

Immediate rehabilitation is the most successful way to preserve existing structures, before damaged buildings fall into further disrepair from environmental forces and neglect. In cold climates, in urban areas, expending resources on emergency repairs can usually be justified only immediately prior to a harsh winter. In Sarajevo, buildings damaged by military attack were damaged further, some beyond repair, by weather conditions. In addition, over the years electrical and plumbing systems in abandoned towns became inoperable from lack of use and maintenance. Caution should be exercised when determining the commencement of rehabilitation. During ongoing military operations, as in the Balkans, it was difficult to plan a time frame for performing repairs because buildings were at risk of being damaged once again. Consequently, the advantages of immediate reconstruction may be tempered by continued vulnerability to attack.

Depending upon the extent of damage, it may be cost-effective to reconstruct a structure rather than rehabilitate it. In Sarajevo, all buildings with more than 60% damage were eligible to receive assistance, but in certain situations the damage was so extensive that the buildings were razed to the foundations and rebuilt from there. In parts of Sarajevo, elderly couples whose

homes were too costly to repair were provided with prefabricated structures on their own property.

There may be local laws in place governing rehabilitation, which make it a less cost-and-time-effective strategy. In Sarajevo, for example, it was mandatory to rebuild a structure to its previous condition.

3.2.4 Returning Populations

Whenever possible, repatriation to the home of origin is the primary goal, since return provides far greater opportunity for long term self-reliance. The most fundamental consideration for assessing the potential for rehabilitation is safety. Returnees may be reluctant to inhabit their former homes if there is a threat of reoccupation by military force, for instance, or where there is anticipation of discrimination. In ethnically volatile cultures, funds might be set aside specifically to facilitate the return of minority populations. Minorities were the last to return to Sarajevo, and they returned when most of the relief funds for reconstruction and rehabilitation had already been exhausted.

Resettlement and repatriation can succeed only when the communities to which the refugees are returning have a viable infrastructure, socially, physically, and economically. Disrupted electricity, communication lines, sewage, and sanitation systems should be restored prior to resettlement. Support for economic empowerment should be provided whenever possible. The restoration of schools, transportation, and other fundamental institutions must be paired with shelter projects.

A change in the cultural practice may also impact the success of repatriation. In rural Afghanistan, where most people live in homes contained in a compound surrounded by 10-30 foot walls, some housing was rebuilt outside the walled compound. Beneficiaries refused to inhabit the space until the surrounding wall was constructed. Consequently, at the completion of

the project, only 15% of the reconstructed shelters were occupied.

In many cases a strong community life may evolve in the transitional settlement and refugees may be reluctant to return to their communities of origin, even when they are secure. In the Balkans, an entire generation of young people was raised in an urban environment and found it difficult to return to the villages with their families. For some, alternative possibilities may be more desirable than repatriation or resettlement to the community of origin.

3.2.5 Donor Constraints

Donor constraints play an important role in shaping the form of assistance. When donor constraints conflict with apparent needs, it is important to identify the difference between the two. In the Balkans, NGOs regularly targeted specific towns for rehabilitation, even when there was no critical need. In Sarajevo, several NGOs reconstructed sundry structures within the same neighborhood to varying degrees of completion. As a result, jealousy arose among the beneficiaries whose homes were less complete than others. In Azerbaijan, one NGO was prohibited from providing shelter with a permanent appearance. In East Timor an NGO instituted time constraints so that materials were withdrawn when beneficiaries could not construct their shelters within a specified timeline. In this instance, aid workers were compelled to enforce the ill-conceived regulation. The development staff must communicate with the field staff and anticipate the need for flexibility when presenting issues for donor consideration and before accepting parameters prescribed by donors.

It is axiomatic that the donor often provides useful resources beneficial to the project. From time to time, however, the donor may not fulfill obligations to the project. In these cases, the planner should not be shy about holding the donor to its end of the bargain.

NEEDS ASSESSMENT: LOOKING AHEAD

- Which groups might be particularly vulnerable?
- Which groups might be inadvertently excluded from the beneficiary targeting?
- How can the beneficiary process best be explained to the population? Through public forums and discussions? Through mobilizing local religious or community leaders? Through printed matter? Through one-to-one conversations?
- Which groups might feel that they are not receiving full benefits?
- How might someone who has been inadvertently omitted from the beneficiary process ask for help?
- Is it possible to utilize existing structures to house people?
- Will the infrastructure be adequate to support a number of families?
- If collective shelters are an option, is the population accustomed to living collectively in apartment buildings or other urban conditions? If so, what social activities would be disrupted by using these structures for shelter?
- How will the adjacent communities be affected by the new settlement? Which services or institutions (e.g. transportation, sanitation, and schools) could be challenged or overburdened? How can this be redressed?
- Is it possible that populations will eventually be resettled to their communities of origin? If so, what housing strategies might help them return? What economic strategies might help them return?
- When considering repairs to existing structures, will it be cost or time-effective to rebuild on the site?
- How and when will rehabilitated structures be occupied?
- What repairs to infrastructure will need to be performed simultaneously?
- How might other NGO operations, current and future, conflict with or compliment IRC programs?

4. SITE PLANNING: BEST PRACTICES

While it is not usually possible to select a site, planning and coordination with UNHCR promotes the most beneficial outcome.

Assessment of attributes may be obtained by collecting existing maps and surveys of potential sites, consulting government offices, educational institutions, UN agencies, Global Information Systems (GIS), and careful examination of the site itself. All technical consultants, as well as representatives from the local government and the domicile population, should participate. Clearly, the earliest possible planning is the most advantageous. Evaluation of a site should include the following factors:

4.1 Political Geography

- Sufficient distance from all borders, war zones, military installations, and land mine fields
- Free and exclusive use of the site
- Clarification of land ownership/lease
- Respect for local and traditional land rights
- Proximity to communities with cultural resources (health care, schools, markets)
- Proximity to communities with economic resources (labor, markets)

4.2 Infrastructure

- Network of roads, airstrips, railheads, and ports for supplies
- Accessibility for trucks and construction equipment
- Transportation to adjacent communities
- Sufficient space for refugee population (3 to 4.5 m² per person covered space, not including external space)
- Existing or potential water supply
- Existing power and communication lines
- Existing sanitation and sewage system
- Sustainable local materials for construction, fuel, and heating
- Existing adaptable structures or foundations
- Existing construction equipment

4.3 Topography

- Ground water table: minimum 3m below surface
- Reasonable microclimate (seasonal temperature, rain, snow, wind, hurricanes)
- Slope of 2% to 4% for drainage
- Slope maximum 10% for erosion
- Outside of flood plain and wetlands
- Altitude, distance above sea level
- Soil strength suitable for foundations and construction
- Soil for pit latrines to provide good infiltration which will remain above ground water table
- Potential for agricultural growth, access to outlying grazing and agricultural lands
- Seismic assessment
- Clear of endemic disease, vectors, and pest
- Clear of exposure to radiation and pollution

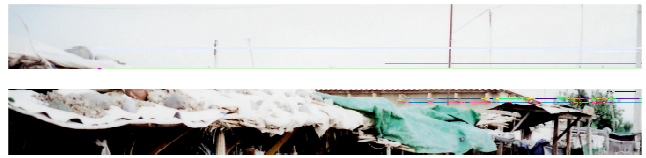
4.4 Environment

- Select an open site to minimize the bulldozing and clearing required
- Preserve existing vegetation, forest cover and topsoil to prevent erosion
- Respect existing contours and natural views
- Take advantage of natural environmental protection such as hills that offer shelter from winds or trees that provide shade from sun.
- Preserve adjacent forest reserves, natural parks, wildlife reserves, range land, open water courses, and other fragile areas
- Locate the site a day's walk (15km) from protected areas, or use greenbelts, canals and terraces to isolate them
- Locate the site at least 15km from wildlife migration routes and corridors
- Identify sustainable forest areas for the collection of firewood
- Identify areas for agriculture and animal husbandry

- Locate site downstream from drinking water collection points and upstream from washing, bathing, and defecation areas.



- Use clusters of houses as basic organizational units
- Avoid long, repetitive stretches or rows of housing units
- Allow room for expansion as the settlement grows by migration and birth, about 3% to 4% annually
- Allow room for expansion as a housing unit grows to include an addition or garden



5.3 Program

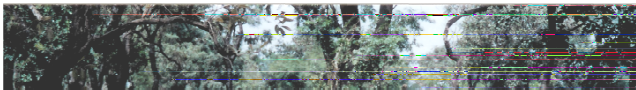
Develop a program for building which reflects all of the immediate and projected needs for the camp. The building program is a technical drawing (often a bubble diagram) that determines camp layout. The program may include the following elements:

- Guard/ Security checkpoint
- Administrative/Reception center
- Meeting place for visitors
- Distribution site and storage facilities
- Health facilities. These may be located on the periphery to allow for camp expansion, and may include an isolation area, and specially designed water and sanitation facilities
- Latrines
- Water points
- Bathing centers
- Laundry facilities
- Communal cooking facilities
- Waste containers
- Waste disposal area where sight and smells are concealed
- Community center
- Religious institutions
- School
- Recreation areas
- Commercial areas including space for shops and markets
- Areas for animal husbandry
- Areas for gardens and agriculture
- Graveyard

- Distance of latrines and soakaways (i.e. gray water; wash water run off) from water sources: at least 30m from any groundwater source and the bottom of any latrine must be at least 1.5m above the water table. Distances may be increased for fissured rock and limestone or decreased for fine soils.
- Drainage or spillage from toilets should not run towards surface water or ground water sources
- Separate public toilets for women and men for markets, distribution centers, health centers and other public spaces.
- No dwelling should be more than 15m from a refuse container or household refuse pit, or 100m from a communal refuse pit.
- One 50 liter minimum capacity refuse container per 10 families, a maximum 15m distance from dwellings where domestic refuse is not buried on site.
- Two refuse containers per one community of 80-100 people.

Water Collection Points

- Minimum one tap per 250 people
- Minimum one tap per community of 80-100 people
- 100m to 150m maximum distance from each house





host and displaced communities to communicate the needs and desires of each group. Camp design must also reflect the voices of minority and less powerful groups within displaced communities.

5.3.4 Vegetation

When possible, integrate green spaces within the camp site design. Vegetation improves a microclimate by providing shade, windbreaks, dust control and moderation of humidity.

- Maintain as much existing vegetation and ground cover as possible
- Size plots to allow for family gardens
- Use centralized courtyards as green, communal spaces

5.3.5 Local custom/Pattern language

Respect the local, customary building techniques for a community. Local environmental context, natural landscape and the vernacular housing type of the region provide a picture of appropriate land use. In A Pattern Language, Christopher Alexander emphasizes that “. . . towns and buildings will not be able to become alive, unless they are made by all the people in a society, and unless these people share a common pattern language, within which to make these buildings, and unless this common pattern language is alive itself.”

Similarly, UNHCR calls for a “bottom up” approach, which starts by examining the perspective of the individual refugee family. Consider the needs of the individual household, such as distance to water and latrines; the relationship to other members of the community (other relatives, clan, or ethnic groups); and traditional housing and living arrangements. Developing the community layout in this way, in conjunction with consideration of the larger issues of overall site layout, is likely to yield better results than beginning with a preconception of the complete site layout and breaking it down into smaller entities. Start with the individual shelter needs to develop the

grouping or cluster of family shelters, multiply cluster arrangements into a block, and then replicate block designs. This process can allow for the growth and expansion of the site.

Develop a site plan which supports the natural life of the community. It is particularly useful to consider the social organization of the refugee populations, their clans and extended families in the site-planning phase.

In many West African villages, houses are clustered around a courtyard. Activities such as cooking, eating, sitting, and talking to neighbors occur in this public space, and people spend most of their time outdoors. Settlements in cultures like these should reflect this arrangement by providing public, communal space, which is suitable in scale to the activities that will occur there.



Respect cultural traditions and take into account any practices that may affect site planning and design elements. In a Muslim area of Bosnia, latrines were left unused as they were constructed facing the direction of Mecca.

OBSERVING CULTURAL FACTORS AND PRACTICES: LOOKING AHEAD

- **Politeness** What are the basic rules of politeness and decency?
- **Greetings** How and when to say hello?
- **Respect** Who is shown respect and how?
- **Body Language** What gestures are rude? How should one sit? Is eye/ body contact acceptable?
- **Physical Contact** What is expected- shaking ,holding hands, kissing, embracing?
- **Space** What is personal or public space?
- **Appearance** Appropriate dress code?
- **Gender** What are the attitudes towards women? Sharing of household tasks? Ways of showing respect to either sex?
- **Age** Are elders respected? Are there different ways of greeting young and old?
- **Time** How punctual are you expected to be? What does “now” mean?
- **Loyalty** Is this respected? Is nepotism common? Is non-conformity allowed?
- **Decision Making** Are decisions made by individuals? By group?
- **Hierarchy** Is the hierarchical structure authoritarian and well-defined? Anarchic? Participative and loose? Democratic?
- **Risk Taking** Is it frowned on?
- **Emotions** What emotions can be shown?
- **Relationships** What are the rules for socializing?
- **Social Practices** Is waiting in line the norm? How should you call for attention?
- **Disagreement** Should one express disagreement openly? Is saving face more important than frankness?
- **Attitude to Work** Is work seen as good in itself? Or merely a means to an end?
- **Fatalism** Can people really take effective action or is everything ‘God willing’?
- **Attitude to Nature** What respect is due to animals, trees, watering places?
- **Law** Does it exist in a formal sense? Is it respected?

- Build along natural contours, not across them.
- Organize the site in relation to any strong landscape element, like a mountain or river.
- Determine if it is culturally relevant to orient structures in a particular direction.
- Determine which circulation routes need to receive daylight at certain times of the day. Plan to maximize or minimize sunlight, as the climate requires.
- Plan to maximize or minimize winds/ventilation, as the climate requires.
- Identify prevailing natural hazards such as fault lines, geological instabilities and erosion.
- Determine which areas of land will be set aside for gardening, agriculture and animal

5.3.7 Security

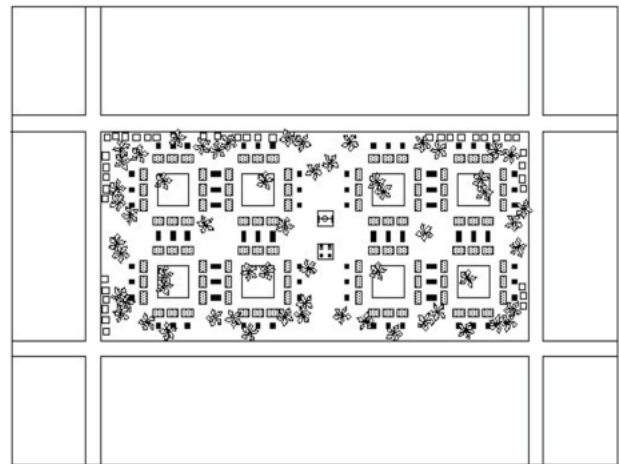
In post-conflict displacement, security is a priority issue and the secure location of a site is the primary concern. In addition:

- Provide clear road and pedestrian access to all houses and structures within the camp.
- Ensure that the site is easily tenable for security. Establish clear, visible boundaries. A more concentrated or centralized site might be easier to guard than a sprawling or linear one.
- Safely locate latrines with regard to distance from shelters, circulation path and visibility.
- Light all outdoor public spaces at night.
- Separate drinking and sewage systems. Provide 100 meters minimum between water points and latrines.
- Take care to prevent the danger of exposed electrical wiring. Raise all lines on poles.
- Locate firebreaks throughout the settlement, typically 75 m wide every 300 m. These open spaces can be

developed as playgrounds or communal gardens.

- Locate firebreaks between individual structures, especially when they are built of wood or other flammable materials. Typically they are 2 m between each shelter. When possible, the distance should be twice the height of the structure.
- Fill ditches, gullies, trenches, and pits. These are safety hazards and may also collect refuse, vermin, water, and insects.
- Install safety railings at public porches, terraces, and all significant changes in ground elevation.

bathing and laundry facilities are located centrally to all sectors.



SITE PLAN FOR TYPICAL BLOCK

- | | | | |
|------|----------------|---|--------------|
| □ | COMMUNAL SPACE | ★ | GREEN BELT |
| ▣ | SHOPS | ⊕ | WELL |
| ▤ | SHELTER | ⊞ | LAUNDRY AREA |
| •••• | LATRINES | | |

SITE DESIGN: LOOKING AHEAD

- What do the local villages look like?
- How are houses and streets planned?
- Do people value visual/aural privacy?
- What is the climate like – do people spend most of their time outside or inside?
- Where do people gather? Are courtyards, plazas, streets or sidewalks important public gathering places?
- What institutions are central to the culture? Are there outdoor/indoor markets, religious institutions, schools, sporting venues?
- What are the special needs of children? What sorts of schools, care, and play areas would they need?
- Is gardening an important activity? Can individual or communal gardens be provided?

This site plan was developed for one sector of a West African settlement where the population spends much of their time out of doors. Individual shelters all face into a central courtyard, where people can gather to work, play, and socialize. Individual latrines are located at the back of each shelter. Plantings maintain privacy from the roads. Communal

5.5 Improving Existing Settlements

- Keep shelter units intact and improve facilities and accessibility.
- Carefully plan sections for new arrivals.
- Reorganize shelters only if there is a significant fire hazard or health risk, erosion or soil instability, or further environmental risk.

6.0 SHELTER DESIGN: BEST PRACTICES

In situations of displacement, the first and most pressing requirement of shelter is to provide protection from the elements. Nevertheless, other issues must also be considered.

6.1 Vernacular Building Type

An optimal approach to selecting an appropriate building technology takes into account both climate and culture and examines local housing

typologies. For displaced populations, the housing of their region of origin must also be examined. These vernacular types have been refined over time to respond to the particular needs of the population in that region. A good shelter design accepts the vernacular building type as the model.



Vernacular West African dwellings constructed with thatch, mud and sticks.

In many cases, beneficiaries will adapt their shelters to closely resemble the houses of their community of origin. In Azerbaijan, families added porches, covered courtyards and other outdoor spaces to their new houses, just as they had in their original homes. In West Africa, beneficiaries altered the prototypical shelter design to include porches and larger verandas. Beneficiaries have used fixed amounts of building materials and, in many cases, their own resources, to replicate familiar dwellings. It is important to consider the elements of the population's vernacular housing before establishing a typical shelter design for a settlement.

6.2 Vernacular Building Technology

It is also important to examine vernacular housing for the building technologies employed. Generally, this technology is the most efficient and economical way to build in a particular area. The materials and methods of construction respond to the local climate, local resources, and

skills available within the community. In Azerbaijan, a mud-brick technology was used, with great success, to erect 2,000 houses in one year. The national staff was well trained in the building methodology by virtue of cultural practice and could provide assistance. The technology also fostered independence on the part of beneficiaries who could build entire houses themselves. There was a strong sense of community and responsibility, so that people helped others willingly. Local builders, themselves part of the displaced population, were able to train aid workers and other refugees. They worked in teams to fabricate the bricks needed for the structures. The technology employed sustainable local materials (clay, hay and water) and the material was a good insulator that responded well to the climate. In addition, local custom included a method of stuccoing the bricks on the exterior for a waterproof finish.



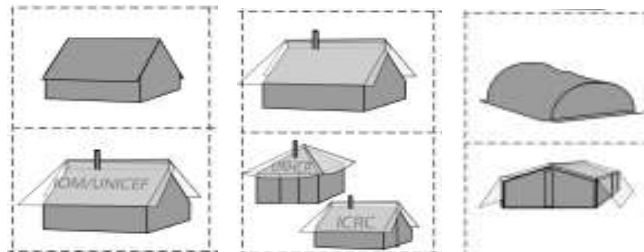
In regions where shelters are often built with mud brick and thatch, or woven leaf technology, resources are relatively easy to utilize. Sometimes, however, readily available resources and market costs can clash with tradition and long term utility. In Kosovo, one communal settlement was built with wood frame technology rather than the masonry typical to the region. That settlement turned out to be incredibly expensive to heat in the colder months, and the beneficiaries expressed continual resentment that they were not housed in what they perceived to be more substantial masonry structures.



It should be ascertained that local procurement does not irreversibly deplete local resources or upset the ecology of the impacted area. An entire forest might be depleted for a large settlement. Also, prices for local materials can outstrip the local economy when demand outweighs supply. In East Timor, for instance, the idea of using local thatch to roof shelters failed. The quantities required for completion effectively decimated the local growth, and many houses stood unroofed until corrugated metal sheeting could be delivered from elsewhere. In Rwanda, the landscape was devastated for 5km in all directions surrounding a settlement as a result of the wood harvesting. More dispersed or specific patterns of material collection should be specified at the outset of a shelter program and the means to achieve the plan provided to beneficiaries.

6.4 Green Materials

Whenever possible, materials should be environmentally benign and gathered in a sustainable manner. Suitable substitutes should be found for materials which fail to meet these criteria. The continual use of plastic sheeting might be reconsidered, as this material loses its integrity after many months of exposure to sunlight. In several Sierra Leone locations, refugees used woven grass mats over the plastic sheeting as a watertight layer for roof construction. Since plastic sheeting degrades over time from exposure to sunlight and heat, thatch, leaves, matting and other natural materials applied as a covering can protect and prolong durability.



Mud brick is often an advantageous material for shelter construction. Care must be taken to fill holes and pits created from the harvesting of mud. Refuse, biodegradable waste and rubble may be utilized as fill. Areas for the fabrication and curing of the bricks can be specially designated to facilitate the labor and prevent further degradation of the environment.



Finally, construction waste should be recycled, reused or safely disposed of. When a camp is closed, all non-biodegradable detritus should be removed and the land returned, as closely as possible, to its previous state.



children's homework, storage area or shelving for possessions)

The national standard of housing, including building and zoning codes, provides the basic standard for refugee shelter design. In some cases, local statutory requirements far exceed the perceived minimum standards in disaster response. This is a common problem in the field and must be reconciled with local government officials.

Since local standards impact the scope and guidelines of any shelter project, the IRC must provide a clear understanding of services to be provided, as well as beneficiary input, participation and obligations,. A written agreement between the IRC and the beneficiary should clarify the standards for shelter provision and detail the scope of assistance.

Housing in Croatia, for example, was relatively complicated and expensive because of the existing national standards. Limestone block walls and interior finishes were far more elaborate than the mud brick structures in Africa and Asia. At one point the Balkan shelter operations constituted 1/3 of the entire UNHCR budget as a consequence of existing national standards. The cost of construction in temperate or cold climates far exceeds that of warm and hot climates. Nonetheless, the standards of the culture are equally important in all climate zones.

6.7 Climate

Simple, passive solar strategies must be considered for shelter design and use, determined by the climate zone. An elaboration on these principles can be found in [The Sphere Manual](#).

Climate	Strategy
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Warm, humid	Low thermal building mass Maximum ventilation North-south facing windows and doors Sloped roof with overhangs for rain
Hot, dry	High thermal building mass Minimal, well-controlled openings Ventilated or insulated No direct sunlight (use overhangs, planting for shade)
Cold	High thermal building mass Minimal, well-controlled openings Heating system Insulated at all surfaces, including floor

In cold climates, the local method of cooking and heating becomes a fundamental life safety and economic issue. Convection stoves are recommended over radiation stoves, but may be foreign to the culture. In Azerbaijan, the use of diesel stoves for cooking led to several house fires. Electric heaters may seem like the safest option, but even when power is available, the expense of heating a building over several winters may become a financial burden on the occupants. Flues are essential safety features where heaters are installed.

6.8 Personalization, Customization and Pride of Place

No matter how minimal their shelters, residents personalize them with adaptations, additions and ornamentation. The barest mud brick shelters in Azerbaijan were lined with carpets and tapestries, and some were lit with crystal chandeliers salvaged from homes of origin. Courtyard spaces were covered with grape arbors. At Sembakounya Camp in Guinea, many women used a plaster of mud and dung with varied pigments to finish interior floors. In every culture, shelters have been imprinted with the mark of the resident, from surrounding the

structure with flowers and plants to extending rooflines to form covered patios and verandas.



Whenever possible, offer beneficiaries a voice in the initial shelter design. It can be as simple as a variation in plan or façade, in the color of finishes, or the opportunity to build a small porch or covered patio. In addition to satisfying a need for variety, personalization manifests a person's investment in a house, and, in turn, the community. Demonstrations of "pride of place" benefit the appearance and spirit of the entire community, while enhancing an individual sense of ownership.

In Azerbaijan the standard building type was developed but gradually revised, so that latter design offered more potential for personalization. As the likelihood of long occupancy increases, so does the investment of personal labor, care and available financial resources.



6.9 Potential for Addition

The shelter design should be planned so that it can be added to or adapted as the needs of the beneficiary change. As families grow and expand and local migration occurs, families take it upon themselves to build additions onto the original standard plan. In Azerbaijan, the pitch of the roof on the prototype was adjusted to facilitate potential subsequent extensions. In Bosnia, some foundations were reinforced so that additional floors could be added by the family as it grew. Many beneficiaries would later take advantage of this flexibility and potential for adaptation to build additional stories for their multi-generational families. Minor adjustments to a standard design can mean that structures will work more efficiently and that they will service a wider population for a longer time.



6.10 Vulnerable Populations

Particularly vulnerable populations, such as the young, the elderly, female-headed households, and the physically disabled, may require special features. For people who cannot climb stairs or cross trenches, site planning should provide clear passage to water points, latrines and other amenities. A typical shelter design should be adapted to suit special needs. The physically impaired may require entries with ramps instead of stairs, wider doorways, larger toilets and level access where possible. For the elderly, provide shelters that require little or no maintenance. Female-headed households might require shelters that are especially secure, or located in parts of the settlement which are more closely monitored.

6.11 Collective Centers and Transitional Shelters

When it is appropriate to adapt existing buildings into collective centers, it should be understood that they too are homes. When large spaces or hangar-like sheds are used for a population comprised of many families, some form of privacy partitions should be incorporated. Also, a collective shelter must be built to a standard of construction that will weather the use of large numbers of people over the anticipated time period. In Bosnia, after ten years of continual use, many of the collective centers needed to be

rebuilt: sewage and power systems had failed, and communal bathrooms were insufficient to service the required population. Collective centers will require ongoing maintenance for their duration.

6.12 Adapting Existing Structures

The use of existing structures to house refugees is an expedient temporary solution and a complicated permanent solution. Care must be taken that potential long-term occupancy is viable. In Sarajevo, refugees were sometimes placed in institutional buildings like schools and factories, where plumbing, electricity and heating were available, but the community educational system was disrupted, and the closed factories resulted in the loss of jobs and revenue. In some instances, railroad cars and shipping containers have been put to use for shelter with great dissatisfaction on the part of the beneficiaries. Consider the inherent ramifications of long term usage when choosing existing structures.

SHELTER DESIGN: LOOKING AHEAD

- Can the shelter be easily maintained?
- Will it need to be refinished or repaired regularly?
- How might the shelter be adapted for an expanding family?
- How might the shelter service a physically disabled occupant?
- How long will the shelters last without supplementary construction? Will the structure need insulation or waterproofing seasonally? Will parts of the structure (*e.g.*, roofing) need to be replaced periodically? Will funding be available for these requirements?
- Is simple, safe dismantling possible with reuse of material?

7. TECHNIQUES IN CONSTRUCTION MANAGEMENT: BEST PRACTICES

7.1 Pre-Construction

In countries where the culture of construction is highly legislated and the industry has remained intact, pre-construction can proceed with the usual practices and problems. In Bosnia, IRC regularly solicited bids from contractors in different parts of the region (from both the Federation and the Republic) to prevent contractors from fixing prices.

In West Africa, the Balkans and the Caucasus, experience has proven that outsourcing professionals is more advantageous than contracting the work in house. The hiring and monitoring of in-house labor, along with the potential theft of materials, makes for less cost effective project management. Construction labor can be supplied by:

- Local or regional professional contractors
- The affected population, with technical assistance from experienced builders
- The affected population, with assistance from IRC field staff
- The affected population, with no technical assistance
- Community based organizations
- Local grass roots NGOs

Decisions regarding the actual labor pool should be informed by:

- Skill level of the beneficiaries
- Realistic assessment of time constraints and budget
- Availability of outside labor
- Advantages of employing members of the host community
- Cultural attitudes regarding construction practices

- IRC's own resources and expertise (leadership/project management team)
- Acquaintance with local cost structures
- Acquaintance and familiarity with local customs and regulations

The performance of construction tasks by the affected population may be more time consuming and possibly more costly than other choices. Nevertheless, the resulting skills competency, potential for income generation from these new skills, community capacity building and personal empowerment, among other advantages, may favor the selection of self-help construction projects.

7.1.1 Exit Strategy

A clearly delineated exit scenario must be integrated into the shelter project at the inception. Details of responsibility for possible land rehabilitation and the handing back of the land to the legal owner must be resolved before the commencement of construction. Additionally, all participants must agree upon the role of the beneficiary in the exit strategy.

7.2 Construction

7.2.1 Construction Administration and Specification Compliance

Specifications hold builders accountable for their work and ensure that the work complies with required standards. It is important that detailed specifications spell out all expectations prior to the commencement of any work or the selection of contractors. Similarly, the specifications indicate to the beneficiary the scope of the project and the extent of the assistance. Once construction commences, there must be careful supervision and monitoring for compliance to specifications. Specifications, bills of quantities and cost estimates should be prepared by local professionals whenever possible.

7.2.2 Construction Documentation

A tabulated description of project delivery must be documented from the project inception. This includes all phases: planning, verification of land ownership, property securing, detail planning, tendering procedures, implementation, completion, operations, possible land rehabilitation, handing-over, and handing back of land to the legal owner. Assignment of tasks, the responsibilities of participating parties, and contract documents must be formally agreed upon.

Documenting all steps in the planning, design and construction process with technical drawings is essential. The drawings can be shared with team members for other shelter projects and they provide a powerful social and legal record of the completed work.

Create a knowledge management system for lessons learned in each project. Much can be learned from successes and mistakes.

If documents are to be translated from English to the local language, or vice versa, approved legal translators should carry out the work. Translation errors may have legal or other repercussions.

Global Positioning Systems and digital cameras should be built into shelter project budgets. Photographs are invaluable for reporting, documentation of work, and payment schedules. They can be a useful tool after a site has been abandoned, to aid in returning the site to its initial state. In many shelter projects, UNHCR requires partners to include digital photos and GPS readings in final reports.

- Document all steps in site survey, site planning, site design plus shelter design and construction
- When possible, use a CAD system
- Photograph the site before initial preparation (showing natural vegetation) and during site preparation and construction

- For rehabilitated shelters, document before and after conditions photographically
- Include hand-over documents in the records of each project
- Archive information about each IRC shelter project to facilitate future projects.

7.2.3 Tender Process

The tender process probably will follow local construction practices and regulations in conjunction with donor requirements. All procedures should be fully understood by the Shelter Manager. If there are any contradictions, both the donor and the IRC Country Director must be notified before the tender process begins. All modifications in donor rules or by the IRC should be documented in print.

In any situation, it is important for staff to work with local builders to understand the way materials are procured and workers are compensated. Consider how the local construction market operates and how it is controlled.

In the Balkans, where there were well-established practices for bidding and contracting work, the IRC adopted a tender process that followed these practices. In fact, the process followed might have been even more complicated. In all cases, bids were solicited from a minimum of three different contractors. For larger projects, these contractors were selected from a list of pre-qualified contractors. This list of pre-qualified contractors was established by a survey of each firm's finances, personnel, equipment, facilities, and relevant work experience. The bids were collected and opened at a public session with IRC staff, donors, contractors and municipal representatives in attendance. As a result, the lowest bid could be fairly secured.

When professional labor is required for the construction process, rigorous documentation is essential. The tender process is fraught with

potential complications and abuses. Standardizing all components of the bidding phase provides the most effective method of comparison and transparency. As a means of institutionalizing procedures, you may wish to create standard documents for each phase of the tender process and the construction cycle. (See Annex B for the actual forms devised by the IRC shelter coordinator in Bosnia.)

The following standard forms were created by Dragon Tatic and originally used in Bosnia, (see Annex 1 of this manual for formats):

- Chronological List of Activities
- Pre-qualification Form for Contractors
- Letter of Invitation to Pre-qualify for the Tender Process
- Instructions to Pre-qualification Participants
- Declaration of Eligibility
- Receipt of Pre-qualification Documentation
- List of Pre-qualification Documentation Received
- A Scorecard Table Rating the Merits of Qualifiers by Category
- Short List of Contractors
- Notice of Invitation to Tender
- Instructions to the Tenderers
- Tender Form Agreement (contract)
- List of Employees (name, education, work experience)
- List of Materials and Quantities
- List of Work to be Subcontracted and Value of that Work
- List of Locally Recruited Labor and their Skill Level
- Description of Work Methodology by Contractor
- List of Contracted Work (contractor documents his work load)
- Performance Bond
- Statement of Insurance for Performance Bond
- Agreement Form (contract)
- Company information
- Tender Delivery List
- Record of Contractor Site Visit
- Record of Receipt of Tender Documents

- Minutes of Tender Opening Procedure
- Scorecard for Ranking Tender Offers
- Rank List of Tenderers
- Letter of Tender Acceptance or Rejection
- Tender Report

In all situations it is important to track costs independently to ensure that contractors, workers and suppliers are not claiming undue profits. In Bosnia, the field manager used Excel software to compile the quantities of all the various materials needed to construct a typical shelter, and then updated it regularly to reflect changes in pricing for each of the components.

Costs may rise or fall unexpectedly in relation to ongoing political developments. In the Balkans, the cost of construction rose significantly through the 90's and, by the end of that decade, tariffs had been established for all materials transported across national borders. Additionally, municipalities instituted special taxes on the profits claimed by contractors, who then passed those costs along to their clients.

7.2.4 Shelter Kits

Frequently, in projects where beneficiaries contribute labor, shelter kits are provided. These consist of tools and materials necessary to perform construction. The beneficiary is then responsible for executing the construction of the shelter. Components of the shelter kit should be as comprehensive as possible to provide for the completion of the shelter. Obviously, the construction methodology and shelter design will determine the required materials, but the kit may include:

- Shovel
- Trowel
- Wheelbarrow
- Brick form
- Water container
- Timbers for roof framing
- Hammer
- Nails
- Concrete

- Sand
- Plastic sheeting
- Corrugated zinc
- Window material
- Door(s) and jamb(s)

Many projects have met with success by sequencing the dissemination of materials. As one phase of construction is completed, materials are provided for the ensuing stage of construction. The construction process becomes a succession of tasks, each paired with the required materials. An example of a phasing sequence might be

Task	Provisions
Site clearance, foundation fabrication	Shovels, wheelbarrow, level, string, concrete
Walls/Structural frame	Framing materials, structural supports and walls
Exterior construction	Windows, doors, door framing
Roofing	Materials and/or labor for completion
Interior construction	Partitions, finishes, fixtures

The inclusion of sufficient material to complete the shelter is a significant issue. Kits that lack all the elements necessary to erect a habitable shelter have often become items for sale on the free market when beneficiaries cannot foresee the possibility of completion. Once kits have been sold, beneficiaries have no means of participation in the shelter building process. Beneficiaries who are expected to contribute personal resources towards the completion of their shelters need to have a clear understanding and the financial capability to contribute the essential items.

7.2.5 Tool Kits

Providing beneficiaries with a complete tool kit has been described as an opportunity to leave

productive resources within the community. In Sarajevo, tool kits were provided to skilled workmen from the beneficiary population in return for help constructing other peoples' houses.

Tools must be of good quality and appropriate for the climate. In one problematic project, tool kits included instruments that were blunted before a number of houses could be completed. In this same project, wheelbarrows with inflatable wheels were easily punctured and difficult to repair. Durable, high-quality tools can be provided to teams of workers or individuals who will pass them on in succession. Carpentry sheds or other areas set aside for construction can become repositories for shared tools during the duration of the settlement. Centrally located tool pools have been successfully utilized when tool maintenance, administration and recording of items lent and returned have been managed by the beneficiaries.

7.2.6 Participatory Construction and Self-Help

Beneficiaries can contribute to the process of shelter construction in a variety of ways, from informally clearing a site before professional contractors commence work, to the phased method where sweat equity utilizes construction materials provided by the IRC. Consider the active involvement of the beneficiaries in the establishment and planning of any self-help programs.

When there is a self-help component in the assistance package, it is important that the participants have a knowledge of the construction methodology and that technical assistance is provided to all those who need it. In many cultures there is a broad-based knowledge of local construction techniques. The work of specialized trades, including electrical, plumbing, and oftentimes roofing, should be executed by professionals. The affected population and the host community may be sources for this labor pool and, when it is more

efficient, teams of professional and non-professional laborers can work together to complete the work required.

The relative expense of materials and labor might be an important factor to consider before implementation of self-help. Some literature suggests that for shelter projects, labor-intensive construction methods are the most cost-effective. This may be true in cultures where skilled labor is less expensive than materials. Decisions regarding the choice of professional versus beneficiary labor must consider the value of empowerment as well as costs.



One vast and undervalued source of labor is women, who, in most cultures, are not trained to perform construction tasks. Many displaced women who are heads of households have expressed interest in participating in self-help projects. By expanding traditional gender roles and allowing the participation of women who so choose, there may be the potential to increase the pool of self-help beneficiaries. Women frequently perform arduous physical tasks such as hauling water and gathering fuel. With skills training, teamwork, and day care for children, there may be the potential to avoid casual prostitution or the trading of food supplies among women who have no other means to procure accessible shelter.

7.2.7 Skills Training and Technical Assistance

Technical support must be undertaken in partnership with the affected population. Members of the community with construction experience can be mobilized to act as technical advisors, to document construction and to complete work which the general population may not be easily trained to perform. In Guinea, IRC staff conducted technical training, creating two-person teams comprised of one staff member and one member of the affected population to administer advice and assistance. During construction these teams visited sites, supervised work and offered skills training as needed.

To ensure an acceptable and continuous rate of progress on a construction project, regular weekly project meetings should be held at the site and documented in writing. Often, the best results are achieved by scheduling meetings for the same day and time each week. Such an arrangement becomes institutionalized with the project team (contractors, planners, site supervisors, project managers, etc.). Supplementary site visits should be carried out as required.

Technical assistance and construction management efforts can be hampered by ineffective communication. Select technical advisors and IRC staff members who speak the language and understand the culture of the beneficiary population.

When providing technical support in the form of materials, construction advice, or design consultations, aid must be timely and appropriate to the phase of construction. For example, in construction projects in warm, damp climates, provide beneficiaries with plastic sheeting or tarp for roofing before the final stage of thatching is completed. The thatch will protect the synthetic roofing material and increase its durability.

Construction techniques that favorably correspond with seasonal variations in the field environment should be encouraged. For example, in climates with rainy seasons, construction materials damaged by moisture (e.g., wood, plaster, and cement) should be provided during dry seasons. In tropical climates, mud brick construction should not be undertaken during the rainy season to increase the durability of the mud bricks.

Ingenuity frequently can overcome seasonal obstacles. A Catholic Relief Services (CRS) project in Sierra Leone fired Civaram bricks indoors during the rainy season to build structural columns for houses. A roof was then assembled on the column supports. This system provided a dry area for builders to manufacture and assemble the typical mud bricks, which were then laid as infill walls between the columns.

In shelter programs where construction materials are not too heavy for women to manage, female heads of households, who are often considered part of the vulnerable, dependent population, may choose to participate in the construction of their own shelter. With technical assistance, women may opt to build their own shelter rather than wait for housing for vulnerables to be constructed by others. Instruction and assistance are necessary to foster gender equity in the shelter sector. Whenever possible, women should be trained and hired as technical assistants.

Technical assistance incorporates skills training for beneficiaries and must be provided in a supportive learning environment that allows participants to feel respected, safe and engaged. Those providing technical assistance should analyze the tasks to be learned, the skills required to complete those tasks and the background knowledge required in order for participants to absorb and use the information. When new tasks or skills are taught, training should incorporate multiple learning techniques, including explanation, demonstration, and application.

7.2.8 Promoting Local Industry

Shelter projects must be integrated within a comprehensive economic and social recovery scheme. Utilizing local labor and markets promotes employment as well as community development. Well-designed shelter projects can generate direct and indirect employment and can foster home-based enterprises. These micro-enterprises can significantly contribute to the revitalization of disaster-impacted economies. In addition to empowering low and unskilled laborers by integrating them into the construction process, shelter projects can generate jobs in other related sectors, such as transportation and the manufacturing of construction materials and tools. Shelter construction boosts the local economy by promoting the purchasing and sale of textile goods as well as other household items. The maintenance of new residences fosters a wide range of repair, security, and domestic service businesses as well. These newly established homes may also serve as production platforms, providing arenas for economic activity, which in turn contribute to the local economy of the shelter project area.

7.2.9 Coordinating NGOs

When there are two or more NGOs working simultaneously in one place, it is important to coordinate the work so that needs are prioritized and addressed most efficiently and basic standards are established and maintained. Efficient coordination optimizes potential synergies by reducing the duplication of time and effort and minimizing wasted resources, including money. This is true for both new settlements and resettled communities.

In Sarajevo, an NGO provided electricity for communities of 15 houses or more, a critically essential service because another donor funding the reconstruction would only provide funds for

houses where electricity was already in place. In Bosnia, an NGO contributed sinks, toilets and other plumbing fixtures for houses in a village where there was no water service. Had there been coordination with a donor willing to provide funding for the supply of water, the new community would have thrived. Instead, it became undesirable for resettlement because access to fresh water was a considerable distance away. Participants in local projects must communicate and plan together in order to be effective.

7.3 Post-Construction

7.3.1 Maintenance

- How are the settlements maintained, cleaned and repaired?
- How are disputes settled related to ownership and habitation?
- How can a high quality of life within the camps be maintained?
- Can maintenance be tied to the settlement's government and its traditional leadership?
- How are contractors' or suppliers' warranties and defect liabilities administered?
- What are the responsibilities of the various players?

7.3.2 Resource Management Plan

- How is fuel obtained for cooking and heating?
- How is fuel distributed?
- How can the depletion of natural resources be prevented?
- How can the emergence of local monopolistic suppliers be prevented?
- Is there an operational plan and how is it administered?

7.3.3 Economic Recovery Plan

It is vital to nurture any practices that will help people to achieve economic self-sustenance.

This might include maintaining a public market area within a camp or providing public transportation from a settlement to adjacent communities where work is available. The UNHCR literature describes Quick Impact Programs (QIPs), projects that foster small, independently-operated businesses within the community. These workshops are not necessarily related to construction, although they may peripherally support shelter initiatives. QIPs might include workshops that train people to wire houses for electricity, manufacture construction materials, complete construction for community buildings or maintain utilities.

7.3.4 Post-emergency Phase

Evaluate responses to the following questions to determine if a population can be considered beyond the emergency phase.

- Is it safe for refugees to return home?
- What is the legal status of the land they are occupying?
- Can the structures remain and be re-used for new arrivals or others in need of housing?
- Can the settlement remain a vital part of the community?
- Can the shelters be replaced with more permanent structures?
- Can the materials be dismantled and carried by the refugees?
- Can the site be returned to its original condition?
- Can the remaining restoration or construction work be completed by the local government?
- Who is responsible after IRC exits?

CONSTRUCTION MANAGEMENT: LOOKING AHEAD

- What are the local building methods and practices?
- What are the local requirements?
- What is the state of the local construction industry?
- How can skilled construction workers within the community be mobilized?
- How much funding is available now?

8. CONCLUSIONS

The process detailed in this manual is a preliminary step in standardizing IRC shelter sector practices and improving future efforts. The following summarizes guidelines for designing and implementing shelter projects:

- Conceive and develop shelter projects with long-term development in mind.
- Build a settlement as if you were building a city.
- Build a place reflecting the community of origin.
- Build from the bottom-up, using the needs of a particular household as a basic unit.
- Build a place that allows for the dignity and a sense of ownership among the occupants.
- Implement economic and cultural development (markets, education, health care, religious centers) simultaneously with the physical development of a site.
- Promote a culture that is respectful of each person's life.
- Protect those who are most vulnerable.
- Integrate shelter projects with other sectors to maximize the success of each component.
- Promote gender equity by integrating women into all facets of shelter projects.

9. ASSESSMENT AND EVALUATION

Effective project assessment is crucial to the success of past, present, and future shelter

projects. The following section provides a survey to be used when evaluating shelter programs upon completion. This information, when assembled and made available on the IRC internal website, will serve to identify lessons learned, enhance institutional knowledge, and establish continuity and consistency within the shelter sector.

9.1 Objectives

- What were the project's original objectives?
- Was the project implemented as originally envisioned or was it changed? If changed, was this advantageous or not?
- Were the original objectives realistic and were they achieved?
- What were the major factors influencing success or failure to achieve the objectives?
- Were the project objectives broad enough for the target population and inclusive of gender, environmental, and cultural factors?
- Were the objectives satisfactory to the beneficiaries? To all parties concerned (donor, host community, national authorities)?

9.2 Planning

- Was the project location appropriate?
- Was the project contextually appropriate?
- Was the target group sufficiently defined and was it served?
- Were the beneficiaries included in the planning and decision making processes?
- Were the skills of the target group considered and utilized?
- Was the project structured to encourage beneficiary contribution or self help?
- Were the criteria for selection of beneficiaries appropriate?
- Were the following site planning issues addressed:
 - Infrastructure?
 - Prevailing hazards?
 - Security?

- Public space?
 - Green space?
- Was any innovation incorporated in this project? Can this be replicated in future IRC shelter projects?
- Does the shelter design fulfill the needs of the beneficiaries in terms of size, space and design?
- Is the shelter design flexible for adaptation and personal expression by occupants?
- Were site conditions such as orientation, wind, rain, and light considered?
- Were plans developed for necessary post-construction maintenance and sustainability?

9.3 Construction

- Was the quality of the construction checked regularly?
- Was the monitoring of construction sites effective?
- Was there compliance with the planned construction schedule and was the time frame appropriate?
- Were the construction methods and materials appropriate to the climate and the region?
- Were the least costly materials utilized for the desired outcome?
- Does the shelter protect occupants from the elements?
- Does the shelter protect occupants from vectors, animals, crime?
- Were there consequences for the local construction industry?
- Do beneficiaries have objections or problems relating to construction?
- Have repairs been necessary?
- What was the beneficiary's contribution to the construction process and was it appropriate?
- In self help projects, was appropriate training provided to beneficiaries?
- Were tools provided in a timely manner?
- Were logistical and procurement procedures set up effectively so that

materials were available in a timely manner?

- What was the source of the labor pool and were they sufficiently trained to perform the required tasks?
- Were there recruitment problems?
- Was construction equipment in good condition to perform the tasks required? Was the condition of the equipment maintained?
- Was the equipment easy to use or too complex?

9.4 Construction Management

- Were cost estimates correct?
- Was the project on time and within the budget?
- Was the construction process closely monitored?

9.5 External Constraints

- Was there cooperation from the local and national government authorities?
- Did administrative or political constraints hamper the project?
- Were questions of land ownership correctly and sufficiently addressed?
- Are all land use agreements valid?
- Were houses sold after completion?
- Were construction materials sold before building?
- Was the donor responsive to issues that arose?
- Was the donor satisfied with the project?

9.6 Conclusions

- Did the project serve the neediest groups, and, if not, who was neglected? Why?
- To what extent has the beneficiary population used the goods and services of the project?
- Were there gender issues that were or were not addressed?
- Were the beneficiaries satisfied with the results?

- Was there acceptance by the local community?
- Were objectives realistic and were they achieved?
- Are there alternative approaches that might have achieved the same results in a more efficacious manner?
- Was the project integrated with other sectors (i.e., health, water/sanitation, sexual and gender based violence education)?
- Are there additional measures that could have been implemented to promote sustainability of the project?
- Are the shelters similar to the standard of living in the host community?
- Did the shelter design have an impact on the cultural practices of the beneficiaries?
- Were there conflicts of interests between other organizations working in the sector? Was there cooperation or sharing of resources?
- Was the project cost effective? Were the least costly resources utilized?
- Are there environmental consequences to this project? How might they be ameliorated in the future?
- Has this project had a positive impact on the affected populations?
- What are the arrangements and the distribution of responsibilities to ensure the operation of the project after IRC's exit?

10. ANNEX 1: FORMS

The following forms are intended for use as reference documents. They are derived from forms used in different IRC shelter projects in the Balkans in the 1990s, and may reflect particular construction practices in that region. Not all forms will be relevant for all projects. Nonetheless, they offer important precedents and may serve as prototypes to be adapted to specific projects.

- T01** List of Activities
- T02a** Letter of Invitation to prequalify
- T02b** Instructions to prequalification participants
- T02c** Declaration of eligibility
- T02** Standard prequalification form PM/PO Information needed for filling in prequalification documents
- T03a** Submission of prequalification documents,
- T03** PO Receipt contractors submitted prequalify doc.
- T04** Ranking of prequalification documents
- T04a** A number of scores for each prequalification document
- T05** Short list of contractors
- T06** Notice for invitation to tender (Invitation to short listed contractors)
- T07** Instructions to the tenderers
- T08** Tender form
- T09** List of employees
- T10** Origin of materials
- T11** List of works to be subcontracted
- T12** List of locally recruited employees
- T13** Work methodology
- T14** Value of the current contracted works
- T15** Performance bond
- T15a** Statement of Insurance on Performance Bond
- T16** Securing of advance payment
- T17** Agreement form
- T17a** Compliance with Agreement Form
- T18** FIDIC's condition of Contract, Part I,
- T18a** Compliance with FIDIC's condition of Contract, Part I
- T19** FIDIC's Conditions of Contract Part II

- T19a** Compliance with FIDIC's condition of Contract, Part I
- T20** Company information
- T21** Tender delivery confirmation (Record of tender delivery)
- T22** Record of visit to building site
- T23** Receipt of tender documentation
- T23a** PO/PA Receipt that tenderer submitted tender documents
- T24** Tender opening commission
- T25** Work of commission for selection of most successful offer commission
- T25a** Record on scoring of companies
- T26** Rank list of companies commission
- T27** Selection of most successful contractor commission. Letter of the tender acceptance/rejection of tender
- T28** Tender report, FC/PMReport on tenderers selection
- T29** Signing of contract

INTERNATIONAL RESCUE COMMITTEE BENEFICIARY INTERVIEW FORM

R03

With this form the concerned person gives her/his consent to the collection and processing of her/his personal data for the

purpose of the implementation of the European Commission program for the return of Refugees and Displaced Persons. The interested person maintains at any time the right to access and rectify data concerning her/his person. Data on the property will be forwarded to the "Commission for Real Property Claims" (CRPC) for confirmation of property rights. Basic data will be provided to the EC Housing Monitoring Unit (FAS – Franklin Advisory Services). Collected data may be transferred to the Reconstruction and Return Task Force (OHR/UNHCR), which at its turn, may transmit them to the local authorities, for the implementation of the property legislation.

I agree / I do not agree with the above: (Circle one)

Signature of claimant: _____
Date: ____/____/____

FILLING OF THIS FORM DOES NOT AUTOMATICALLY IMPLY INCLUSION IN THE IRC HOUSE RECONSTRUCTION PROJECT. THE IRC WILL UTILISE FUNDS PROVIDED BY THE EUROPEAN UNION, THROUGH THE EUROPEAN COMMISSION – OBNOVA PROGRAMME

PART 1: STATEMENTS BY APPLICANT

These statements are made under the personal responsibility of the claimant and the IRC reserves the right to check the information with the competent authorities. I hereby confirm that the information provided in this form is true and accurate to the best of my knowledge, and I understand that providing misleading information will lead to immediate disqualification.

Have you submitted the Voluntary Return Form? (Attach copy) **Yes / No**

Date submitted ____/____/____
MRO/OMI: _____

Did you file a claim for repossession of the property/apartment? (Attach copy) **Yes / No**
Date submitted ____/____/____

I am the rightful pre-war owner of the property **Yes / No**
(Please attach a legal document confirming your ownership rights)

I am the occupancy right holder for the apartment **Yes / No**
(Please attach a legal document confirming your ownership rights)

I don't own nor have rights on any other residence **True/ False**

Do you currently live in your pre-war residence? **Yes / No**

Are you coming regularly to your pre-war residence? **Yes / No**

Did you / Are you removing debris from your pre-war residence? **Yes / No**

Did you already receive reconstruction assistance? (State origin and extent) **Yes / No**

Did you carry out any reconstruction works with your own funds? (Give details) **Yes / No**

Are you willing to carry out preparatory works on your property? **Yes / No**
If no, why?

In the case of reconstruction, I am interested in returning to my pre-war address **Yes / No**

If my house is selected, I am prepared to sign a contract binding me to return to my house within 30 days and to fully vacate my temporary residence within 60 days

Are there any reasons preventing you from returning? **Yes / No**
If Yes, please explain: **Yes / No**

PART 2: PERSONAL DATA

Surname: _____
Date of Birth: _____
(Father's name): _____
Marital Status: _____
Given name: _____
Contact Person: _____
ID Number: _____
Tel. No: _____
Circle Current Beneficiary Status:
DP (Displaced Person, from another entity)
IDP (Internally Displaced Person, within own entity)
Returnee from EC Country
Returnee from non-EC Country
EVP (Extremely Vulnerable Person)
Ownership Information: 1/1 1/2 1/3
other _____
(Attach proof of ownership)

Current Address:

Country/Entity:
Address:
City/town:
Apartment No.:
Municipality:
Status: *
Have you been evicted? Yes / No
When?
Comments:
* (a) with relatives, (b) legal temporary occupant, (c) illegal occupant, (d) Lessee (state amount)

Information on Secondary Beneficiary:

Surname:
Current Address:
Father's name:
Contact person:
Given name:

Tel. No.:
Did s/he express interest to return?
Yes / No When?
Comments:

Temporary Address (1992-1995):

Same as above: **Yes / No**
Country/Entity:
Address:
City/town:
Apartment No.:
Municipality:
Status: *
Have you been evicted? **Yes / No**
When?
Comments:
* (a) with relatives, (b) legal temporary occupant, (c) illegal occupant, (d) Lessee (state amount) (e) Collective Centre

Pre-war Address:

Country/Entity:
Address:
City/town:
Apartment No.:
Municipality: **Comments:**

R03

PART 3: DATA ON HOUSEHOLD MEMBERS

IN ORDER TO PROCESS YOUR APPLICATION, YOU MUST SUBMIT THE KUCNA LISTA (HOUSEHOLD MEMBERS CERTIFICATE), ISSUED BY THE COMPETENT AUTHORITIES. ALL FAMILY MEMBERS MUST SIGN TO CONFIRM THEIR UNDERSTANDING AND ACCEPTANCE OF THE TRI-PARTITE AGREEMENT. BY SIGNING BELOW, ALL FAMILY MEMBERS CONFIRM THAT THEY WILL RETURN TO THE RECONSTRUCTED PROPERTY AND FULLY VACATE THE CURRENT TEMPORARY RESIDENCE. BY SIGNING BELOW, ALL FAMILY MEMBERS ALSO UNDERSTAND THAT IRC WILL TREAT

THEIR PERSONAL DATA WITH
CONFIDENTIALITY AND FOR THE
PURPOSES STATED IN OPENING
STATEMENT.

3
4
5

**Number of Family members interested in
returning to pre-war address:**

Name
Age
Education (refer to FAS list)
Profession (refer to FAS list)
Working situation (refer to FAS list)
Signature confirming willingness to return

1
2
3
4
5
6
7
8
9
10

**Information of pre-war family status:
(members not listed in the previous table)**

Name
Age
Current address
Reason for not returning
Comments / Remarks

1
2

Information on special needs:
**Do you have any PWD (Person With
Disability) in your family? YES / NO**
If yes, please give further explanation:

**PART 4: INFORMATION REGARDING
FUTURE EMPLOYMENT**

As well as house reconstruction, IRC can also assist returnees in identifying potential employment opportunities. This can take the form of assistance in establishing a small business, finding formal employment or support with agricultural activities.

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While we cannot guarantee support in this area for all returnees, the following information will help us to devise appropriate support. The IRC Economic Adviser will follow up on this information to discuss in more detail your employment possibilities.

At this stage, we want to know the sources of income in your household both before and after the war as well as the various skills you used in your work. Please consider the information in this section carefully. It will greatly assist us in providing you with the most appropriate support.

Firstly give the name of each household member. For ‘Type of Employment’, please be specific. If in **formal employment**, give the exact job title. If in **agriculture**, detail the type of work undertaken such as rearing dairy cattle, sheep or growing crops. Include activities such as collecting herbs or making cheese, even if it was only **for home use**. For ‘skills’ consider the

skills necessary for each type of employment listed. Even if they are obvious to you, they may not be obvious to us! For example, if collecting herbs is listed as employment then maybe 'knowledge of use of herbs' is a skill. Similarly, work as a cashier in a coffee shop implies cash management skills.

1.Pre-war employment

- 1.Name
- 2.Type of employment
- 3.Related skills

2. Post war employment

- 1.Name
- 2.Type of employment
- 3. Related skills

3. Future plans

Do you or any members of your household have plans for employment or business? If so, give details here.

Signature of Applicant

Date

ID No/ Place of issuing

PART 5: EVALUATION OF IRC RETURN OFFICER

Supporting documents, as required by this form, have been collected **Yes / No**

Voluntary Return Form **Yes / No**

To be delivered by: _____

Application for return **Yes / No**

To be delivered by: _____

Kucna Lista **Yes / No**

To be delivered by: _____

Proof of ownership **Yes / No**

To be delivered by: _____

Comments by IRC Return Officer: (Give explanations for EVP and provide remarks on social vulnerability)

Name of IRC Return Officer:

 Signature

Date _____ **R03**

PART 6: PROPERTY DETAILS

Year of construction:

Type of facility:

- made of stone
- made of brick
- made of concrete blocks

Central heating: Yes No

Floors: G/F G/F
 loft G/F and 1/F _____

Present condition of property:
 mined burnt devastated totally
 destroyed _____

<40% (only internal works) <60% (roof and internal works) >60% (roof, supporting walls, internal works)

Is it feasible to use the existing foundations?
 Yes No

Type of ceiling: wood concrete plate

Rooms
Basement

Ground Floor

2nd Floor

Loft / Attic

Living room
Kitchen
Bathroom /Toilet

under part of facility

under complete facility

of bedrooms _____ hall

Was the house connected to the electrical network before the war?

Yes No

Is the house currently connected to the electrical network? Yes No

Pre-war water supply: town supply
well / spring water chambers none

Pre-war sewage system:town system septic tank none

Access road: macadam asphalt
track accessible inaccessible
only 4x4

Do you have building permission?

Yes No In process

Special remarks by the owner

Signature of Applicant

Date

ID No/ Place of issuing

PART 7: EVALUATION OF IRC PROJECT TECHNICIAN

Supporting documents, as required by this form, have been collected **Yes / No**

Cadaster Record **Yes / No**

To be delivered by: _____

Building permission **Yes / No**

To be delivered by: _____

Comments by IRC Project Technician: (based on reconstruction standards, determine whether it will be feasible for IRC to repair the house within budget)

Walls:

Plastering:

R03

Joinery and glazing (internal and external):

Floors:

Sanitary and kitchen equipment, ceramic tiling:

Water and electrical connections (internal and external):

Roof and chimney:

Will the beneficiary have to significantly contribute to the reconstruction works in order to be included in the project? If yes, state the type of work and estimated amount.

Name of IRC Project Technician:

Date of visit to property: _____

Signature

Date

PART 8: FINAL EVALUATION –

INTERNAL IRC COMMISSION

BENEFICIARY STATUS FOLLOWING DECISION OF THE COMMISSION:

Accepted Reserve list
 Rejected Require follow-up

Date: _____
 Location: _____

Members of Commission
Name
Surname
Title
Signature
Remarks
Decision

PART 9: FAS CATEGORIES

Beneficiary Status Explanation
 DP Displaced Person (from different entity)
 EVP Extremely Vulnerable Person (i.e. someone who stayed in his damaged property)
 IDP Internally Displaced Person (within their own entity)
 Returnee from EC country
 Returnee from non-EC country

Education Profession Working
 Primary school Secondary school

Employed in:
 Agriculture and fisheries
 Arts and crafts
 Education
 University
 Catering trades and tourism
 Retired
 Construction
 Unemployed
 Financial and other services
 Forestry

Health and social welfare
 Housing-public utilities
 Industry and Mining
 Public administration and social insurance Trade
 Transport and communications
 Waterworks, supply

R03

T01 LIST OF ACTIVITIES

#	Activity	
	Staff member	
	Information Received	
	Std. Form	
	Expected completion	
	Start date	
	End date	
1	Letter of Invitation to prequalify	T02a
	Instructions to prequalification participants	T02b
	Declaration of eligibility	T02c
	Standard prequalification form PM/PO	T02
	Information needed for filling in prequalification documents	
2	Submission of prequalification documents, PO Receipt contractors submitted prequalify doc.	T03a T03
3	Ranking of prequalification documents	T04
	A number of scores for each prequal. doc.	T04a
4	Short list of contractors	T05
5	Notice for invitation to tender: Invitation to short listed contractors	T06
6	Instructions to the tenderers	T07
6.1	Tender form	T08
6.2	List of employees	T09

6.3	Origin of materials	T10
6.4	List of works to be subcontracted	T11
6.5	List of locally recruited employees	T12
6.8	Performance bond	T15
	Statement of Insurance on Performance Bond	T15a
6.9	Securing of advance payment	T16
6.10	Agreement form	T17
	Compliance with Agreement Form	T17a
6.11	FDIC's condition of Contract, Part I,	T18
	Compliance with FIDIC's condition of Contract, Part I	T18a
6.12	FDIC's Conditions of Contract Part II	T19
	Compliance with FIDIC's condition of Contract, Part I	T19a
6.13	Company information	T20
7	Tender delivery confirmation (Record on tender delivery)	T21
8	Record of visit to building site	T22
9	Receipt of tender documentation	T23
	PO/PA Receipt that tenderer submitted tender documents	T23a
10	Tender opening commission	T24
	Work of commission for selection of most successful offer commission	T25
	Record on scoring of companies	T25a
12	Rank list of companies commission	T26
	Selection of most successful contractor commission	
	Letter of the tender acceptance/rejection of tender	
	Tender report FC/PM	T27
14	Report on tenderers selection	T28
15	Signing of contract	T29

Standard prequalification form for contractors

INTERNATIONAL RESCUE COMMITTEE

Name and address of the contractor:

Name of employer:

Please check yours areas of interest and working regions:

Housing (typically in lots of 15-30 units))
 Highvoltage network and trafostations
 Lowvoltage network and trafosttions
 Water supply systems (pipeline, pumpstation, chlorination, reservoir)
 Schools/ Appartment blocks/ Hospitals
 Roads/ Bridges
 Other (please specify)

Cantons (FBiH)
 Unsko-Sanski
 Posavski
 Tuzlanski
 Zenicko-Dobojski
 Bosansko-Podrinjski
 Srednjobosanski
 Hercegovacko-Neretvanski
 Zapadno-Hercegovacki
 Sarajevo
 Herceg Bosanski

Regions (RS)
 Banja Luka
 Dobojski
 Bijeljina
 Vlasenica
 Sokolac
 Srbinje (Foca)
 Trebinje

page 2

Name of the engineer:

Date:

Notes to applicants

1. Please answer all questions.
2. Supplementary pages may be photocopied and inserted if required.
3. Please number each page in the space provided at the top of each page.
4. Please retain a copy of your complete submission.
5. If a joint venture is proposed, all companies are to respond to all questions
6. Project financial data is to be given in Deutsche Marks unless otherwise requested

Standard pages

- A Title page
- B Notes
- C Structure and organisation 1
- D Structure and organisation 2
- E Financial statement
- F Joint Venture: projects in progress
- G Resources: personnel 1
- H Resources: personnel 2
- I Resources: plant
- J Resources: other
- K Experience: geographical
- L Experience: relevant projects completed
- M Experience: projects in progress
- N Additional information

Please list below any additional pages attached to each standard page:

Telephone number: _____

Telefax number: _____

Registered office address: _____

2. Description of company (for example, General Civil Engineering Contractor). Please attach copy of Company court registration:

3. Number of years of experience as a general contractor
 - in own country:
 - internationally:
4. Number of year of experience as a subcontractor
 - in own country
 - internationally
5. Names and addresses of associated companies to be involved in the project -and if parent / subsidiary/other:

6. If the company is a subsidiary, what involvement, if any, will the parent company have in the project?
7. Names and addresses of any associates the company has in the country of the project, knowledgeable in the procedures of customs, immigration, etc.:

T02

Structure and organisation 1

1. Name of company:
Address:

8. Please indicate here or attach an organisation chart showing the company structure including the positions of directors and key personnel, if relevant

- _____
1. Names and addresses of joint venture partners:

2. Name of company leading the joint venture:

3. Name and address of bankers to the joint venture:

Financial statement

1. Capital:
 Authorised:
 Issued:

2. Annual value of construction work undertaken for each of the last five years and projected for current year:

Year	Current
Home	
Abroad	

3. Approximate values of work in hand:

4. Please attach copies of the company's previous three years' accounts (profit/loss and balance sheet i.e. assets/liabilities) and other financial data which you consider to be useful.

List all attachments below:

5. Name and address of bankers for whom references can be obtained:

T02

Joint Venture

If the company intends to enter into a joint venture for the project, please give the following information, otherwise state "*not applicable*"

Resources: personnel 1

1. Number of staff: Technical:
Administrative:

2. Please list present executive directors:

Name	Present position	Years of construction experience with this company
------	------------------	--

Resources: personnel 2

List information about other key personnel below:

Name:
 Present position:
 Years of construction experience with this company _____

Major works for which responsible (type and value):

Linguistic ability relevant to the project:

Name:

Present position:

Years of construction experience with this company _____

Major works for which responsible (type and value):

Linguistic ability relevant to the project:

Name:

Present position:

Years of construction experience with this company _____

Major works for which responsible (type and value):

Linguistic ability relevant to the project:

T02

Resources: contractor's equipment and facilities

On the basis of the information provided in the prequalification documents please indicate the equipment and facilities considered by the company to be necessary for undertaking the project and whether this is already in the company's ownership or will be purchased or hired.

Resources: other

1. If it is foreseen that any part of the contract will be subcontracted state the type of work to be undertaken by the subcontractor(s) and, if known, give the name and address of the subcontractor(s) to be used.

2. Fabrication facilities (to be completed only if relevant to the project):
Summary:

Description:

Location:

Capacity:
Annual throughput:

Experience: geographical

1. Countries in which work similar to the project has been undertaken:
2. Summary of experience of company in the country of the project and/or neighboring states:

- supervision
- Value of contract
- Value completed and certified
- Percentage of participation of company in project
- Percentage of practical completion
- Scheduled date of completion of work

Experience: relevant projects completed

Please fill information about the relevant projects completed over the past six years

Name of employer

Name, location and type of project

Name of (consulting) engineer responsible for supervision

Contract price and date

Percentage of participation of company in project

Was contract satisfactorily completed including time provision

T02

Experience: all projects in progress

Give information about all projects in progress, including those where the company has received a letter of intent , but a formal contract has not yet been awarded

Name of employer

Name, location and type of project

Name of (consulting) engineer responsible for

Additional information

Please describe:

Company's quality assurance system

Company's environment policy

Company's history of litigation or arbitration from contracts executed in the last six years or currently under execution. Please indicate for each case year, name of employer, cause of litigation, matter in dispute, disputed amount and whether the award was for or against company.

Please add any further information which you

consider to be relevant to the evaluation of your application for prequalification . If you wish to attach other documents please list below.

roads.

Dear Sir or Madam,

Please find enclosed the prequalification documentation for the forthcoming tender for the major reconstruction of housing, public institutions, electricity network, water supply and roads.

IRC’s staff will analyze all submitted prequalification forms. Successful participants will be placed on a shortlist according to ECRO standard criteria. Inclusion in the IRC short list does not automatically imply inclusion in the tender procedure or automatic award of contract.

This procedure will be open for the entire duration of the project (until_____). IRC evaluation committee will meet regularly, at least once a month, to consider new applications.

Pre-qualification questionnaire should be submitted to IRC’s office in_____, within 10 days upon request of pre-qualification documents. Participants will receive notification that their completed pre-qualification documents have been received.

If you have any queries please do not hesitate to contact _____ at IRC’s office in _____

On behalf of IRC

Project Manager, IRC office

- Enc. 1. Instruction to pre-qualification participants
- 2. FIDIC (ECRO standard) pre-qualification questionnaire
- 3. Declaration of eligibility

T02

Form T02a

Letter of Invitation to prequalification for tendering

Date _____

Donor: _____

Implementing Agency: International Rescue Committee _____

Project: _____

Subject: Invitation to prequalification for tendering and reconstruction of housing, public institutions, electricity network, water supply and

Send to: Local IRC address and e-mail

The language of the documents² and the awarded contracts shall be in English. For the convenience of the participants a translation in _____ (local language) is given. However, only the English version will govern in any disputes.

Source of financing

The project is financed by the _____
_____.

Type of contract

The concluded contract will conform to the FIDIC (International Federation of Consulting Engineers) contract. It will be of the lump sum type with an all-inclusive price.

Scope of the works

The scope of the works concerns all works related to purchase, delivery and installation of material needed to complete the required works and includes:

Transport and unloading at site of all necessary plant, equipment and material.

Site clearance and demolition where and if needed.

Rehabilitation of foundations, external and internal walls, roof structure, ceilings and floors.

Joinery works

Tinsmith's works

Electrical installation

Water installation, sanitary fittings and sewage

Other craftsmen's works

Disposal of waste material

T02a

**Form T02b
Instruction to prequalification
participants**

The form 'Instructions to pre-qualification participants' is made in order to give applicants information about the intended project, scope of work and the essential Conditions of Contract if, after the tender procedure, a contract is awarded.

Subject

IRC invites eligible participants to prequalify for reconstruction and rehabilitation works on housing, public institutions, electricity network, water supply and roads. IRC staff will analyze all submitted pre-qualification forms. Successful participants will be placed on a short list according to ECRO standard criteria. Inclusion in the IRC short list does not automatically imply inclusion in the tender procedure or automatic award of contract.

Language

Cleaning up of site on completion of works

6. Payments

Payments will be made in _____ (currency) on the basis of works progress. The contractor if deem it necessary, can request an advance payment of _____% (up to a maximum of 20%) of the contract value against the provision by the contractor of the bank guarantee for the full amount of the advanced payment. Interim payments

T02b

related to work progress are provided for in the contract. Any offer or contract, before or during performance, shown to have resulted in the payment of unusual commercial costs will be rejected or cancelled with immediate effect.

7. Performance standards

The works must be undertaken in accordance with all relevant rules, regulations and statutes currently in force in _____. The Bill of Quantities will be made in accordance with standards laid down by _____.

Eligibility of prequalification applicants

Applicants will not be eligible to participate in prequalification if they fail to meet and prove ECRO standards for eligibility. These are examined in the FIDIC prequalification form and include:

Applicants must be natural and legal persons of the EU member states (Austria, Denmark, France, Greece, Ireland, Netherlands, Spain, United Kingdom, Belgium, Finland, Germany, Italy, Luxembourg, Portugal, Sweden) or OBNOVA countries (Bosnia and Herzegovina, Croatia, Federal Republic of Yugoslavia, Former Yugoslav Republic of Macedonia.) PHARE countries (Albania, BiH, Bulgaria, Czech Republic, Estonia, Former Yugoslav Republic

Macedonia, Hungary, Latvia, Lithuania, Poland, Romania, Slovak Republic, Slovenia) South-East Europe (Turkey, Cyprus, Malta) and must be able to prove this with the usual documentation

Applicants cannot take part if they:

Are bankrupt or in the process of closing.

Are subject to proceedings for declaration of bankruptcy

Have been convicted for an offence concerning professional conduct

Have been guilty of grave professional misconduct (proven by any means which the contracting authorities can justify).

Have not fulfilled obligations related to payment of social security and taxes.

Are guilty of serious misinterpretation in supplying information.

Are in situation of conflict of interest.

Were declared at serious fault of implementation owing to a breach of their contractual obligation.

Completeness of Questionnaire

Applications will be disqualified if all sections of the questionnaire are not complete and all required documents are not attached. In addition to the completed questionnaire, applicants are required to submit:

Signed and witnessed declaration of eligibility

And **copies** of the following documents:

Applicant's representative's passport or other official proof of citizenship of one of the OBNOVA, PHARE, South-East Countries or EU member states.

Company court registration

Company insurance certificate

T02b

ZPP or bank statements for the last three months prior to submission of pre-qualification application

List of employed staff and their position stamped by appropriate authority (Pension Insurance)

Balance sheet and profit report for last year

All other documentation specifically requested in the questionnaire.

All documentation received will be kept confidential for the consideration of the IRC's tender committee. IRC reserves the right to request an inspection visits to any applicant company to verify the accuracy of questionnaire data. The applicant maintains at any time right to access and rectify data concerning its application.

Clarification

Participants may obtain clarification by contacting

Project Manager: _____
International Rescue Committee
_____ Field Office

Any applicant requiring clarification of the pre-qualification documents should submit his/her queries to IRC in writing.

Reception of prequalification questionnaire

The **prequalification questionnaire, declaration of eligibility and all other required documents**, should be sent by registered post with delivery advice, or delivered by courier service or by hand against a receipt to the IRC's office in _____.

Evaluation methodology

Applicants will be evaluated on the basis of the following items and separately for each specific Area of interest. Only applicants who attain more than 70 points will be included on the IRC's short list.

HOUSING, HIGHVOLTAGE NETWORK+TS, LOW VOLTAGE NETWORK+TS, WATER SUPPLY SYSTEMS, PUBLIC INSTITUTIONS, ROADS/BRIDGES

Max. number of points

Realized number of points

- b) Copy of company court registration, mandatory
- c) Structure and organization (0-10 points)
- d) Balance sheet and profit report for last year (0-10 points)
- e) References and value of completed projects in period 95-00 (0-20 points)
- f) Number of staff and list of key personal which will take part in project realization (0-20 points)
- g) List of equipment which will be used with data on type, capacity and date of production (0-15 points)
- h) List of facilities which will be used on project (0-5 points)
- i) Scope of works that will be undertaken by subcontractors (0-10 points)
- j) Countries in which work similar to the project has been undertaken (0-5points)
- k) Value of all project in progress (0-5 points)

TOTAL: **100**

This procedure will be open for the entire duration of the project (until_____). IRC evaluation committee will meet regularly, at least once a month, to consider new applications.

T02b

Form T02c

Declaration of eligibility

I, the undersigned

(name and address of representative)

Representative of

(name and address of the company)

affirm that I am a natural and legal person of one of the EU member states or of an OBNOVA, PHARE, South-East Europe Country* (I enclose a copy of the customary document to prove this) and that both I and above named company are:

neither bankrupt

nor any payments to us have been suspended in accordance with the judgement of a court and resulting in the total or partial loss of the right to administer and dispose of their property

nor any legal proceedings have been instituted against us involving an order suspending payments and which may result in a declaration of bankruptcy or entailing the total or partial loss of the right to administer and dispose of their property

nor have we been convicted by a final judgement of any crime or offence concerning professional conduct

nor have we been guilty of any other professional misconduct

nor have we any unfulfilled obligations related to payment of social security or taxes

nor have we been guilty of serious misinterpretation in supplying information in relation to our professional activities.

nor are we in a situation of conflict of interest between our candidature for this prequalification and our other business activities.

nor have we been declared seriously at fault of implementation owing to any breach of our contractual obligations.

Declared: _____
(location, date)

(signature)

in the presence of

(name,address)

(signature)

* EU member states(Austria, Denmark, France, Greece, Ireland, Netherlands, Spain, United Kingdom, Belgium, Finland, Germany, Italy, Luxembourg, Portugal, Sweden)) or OBNOVA countries (Bosnia Herzegovina, Croatia, Federal Republic of Yugoslavia, Former Yugoslav Republic of Macedonia.) PHARE countries (Albania, BiH, Bulgaria, Czech Republic, Estonia, Former Yugoslav Republic Macedonia, Hungary, Latvia, Lithuania, Poland, Romania, Slovak Republic, Slovenia) South-East Europe (Turkey, Cyprus, Malta)

T02c

Form T03



Receipt of Prequalification Documentation

Prequalification N° (where applicable):

Name of Company:

Number of parcels:

Method of delivery:

() by hand

() by postal service

() by international courier

Date and time of reception:

_____ at _____ h

Are the parcels properly sealed:

() YES

() NO

Any other comments:

Signature:

Form T03a

**Prequalification Documentation
Reception List**

N° _____

Name and Company

Date & time of arrival

**Name and signature of person bringing the
parcels**

**Name and signature of Person receiving the
parcels**

T04 Scorecard

Ranking of Tender dossier of company

_____,
Prequalification No. _____
For the project _____
Date _____

Scorecard completed by the following
 commission members:

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____
- 6 _____
- 7 _____
- 8 _____
- 9 _____
- 10 _____

Commissioners' evaluations of prequalifying

documents:

<u>Document</u>	<u>Max#pts.</u>	<u># Pts. awarded</u>
a) Copy of company's court registration		mandatory
b) Structure and organization	10	_____
c) Balance sheet, profit report for previous year	10	_____
d) Reference and value of completed projects in period evaluated	20	_____
e) Number of staff and key personnel who will participate in project	20	_____
f) List of equipment to be used, data for type, capacity and date of fabrication	15	_____
g) List of facilities to be used for project	5	_____
h) Scope of work to be subcontracted	10	_____
i) Similar work experience in other countries	5	_____
j) Value of all projects in progress	5	_____
Total	100	_____

Signature of Commission Members:

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____
- 6 _____
- 7 _____
- 8 _____
- 9 _____
- 10 _____

Form T05

SHORT LIST OF CONTRACTORS

Date: _____

1. Company name

Address _____

Director _____

Contact phone _____

No. Points _____

2. Company name

Address _____

Director _____

Contact phone _____

No. Points _____

3. Company name

Address _____

Director _____

Contact phone _____

No. Points _____

4. Company name

Address _____

Director _____

Contact phone _____

No. Points _____

5. Company name

Address _____

Director _____

Contact phone _____

No. Points _____

6. Company name

Address _____

Director _____

Contact phone _____

No. Points _____

7. Company name

Address _____

Director _____

Contact phone _____

No. Points _____

T05

Form T06

Name of company:

Date:

Director:

Fax:

NOTICE FOR INVITATION TO TENDER

to carry out the
Tender.....
.....in
....., municipality,
within the Program

LOT #.....

Tender N° _____ issued by The
International Rescue Committee (IRC) under the
_____ Program on
behalf of

Notice is hereby given of invitation to tender N°
for“Project
Title”....., Municipality
.....

Contracting Authority: The International
Rescue Committee (IRC)

Award Procedure: Simplified procedure
after consultation with at least three contractors

Nature of the project: “Short description of the
project”

Tender dossier can be requested from: The
International Rescue Committee (IRC) at
address _____

Eligibility and Origin of materials:
Participation is open on equal terms to all natural
and legal persons of

The origin of materials is limited to the same
countries.

Tender can be requested until
_____ during the
hours of.....to..... at The International Rescue
Committee (IRC) office at the following address

The deadline for submission of tenders to The
International Rescue Committee (IRC)
address _____

is Date: _____

Time: _____

If you have any queries please contact **The IRC**
Office at the telephone number:

T06

**Form T07
INSTRUCTIONS TO TENDERERS**

to carry out the
Tender _____

within the program _____
based on Bill of quantity _____

Tender reg # _____
LOT # _____

1. Subject of Invitation

The invitation includes all elements noted in Bill of quantity related to concerned civil engineering, electro and water assembly works for _____ Houses LOT # _____

2. Eligibility criteria

Tenderers can be legal entities, registered for performing activities mentioned in Bill of Quantity, selected by The IRC on previous pre-selection and from the following countries:

3. Issue of Tender Documentation

Tender Documentation forms can be obtained in The IRC office at

Date: _____
Between the hours of _____

4. Contents of Tender Dossier

Name and address of the Tenderer
Option of the Tender
Deadline for completion of works
Payment conditions
Developed dynamic works performing plan for the period in offered deadline
All additional requested documents, signed and certified by Tenderer or the Bank, depending on nature of document. For any document mentioned in point 4/f/8,4/f/9 and 4/f/10 Tenderers are obliged to sign the Statement confirming they agree with practice in the following documents:

- Form of tender
- Nominative list of Contractors staff to undertake the works
- Proposed list of materials to be used, type origin and quantity
- Proposed works to be sub-contracted, nature and costs

- List of categories of locally recruited labour
- Description of work methodology
- List of all contracted works in progress
- Performance Bond
- Advance payment security
- The Form of agreement
- The FIDIC General conditions of the contract
- Conditions of contract, part II,
- Conditions of particular applications
- Company information form (to be filled in by Tenderer)
- Duly completed and certified Bill of quantity with prices quoted in local currency

Contractor is obliged to fill in the unit rates and total price for each item. If Tenderer fails to write unit rate per item IRC will consider that item is calculated in total amount of Tender. All modifications to current costs must be signed, stamped and updated. Each page of the Bid has to be certified and signed by Tenderer.

5. Selection of the successful Tenderer:

Selection of the successful tenderer will be based on a combination of:

- Technical evaluation (4/a-f)
- Financial evaluation (4/g)

The technical evaluation assesses the capacity of the company. Commission on the base of the submitted technical documents assesses each company.

The financial evaluation is based on the cost of the work given in the tender. **T07**
80% of the overall assessment is based on the technical evaluation and 20% on the financial evaluation. Consequently, the tender with the lowest cost will not necessarily be successful.

5.1 Technical evaluation:

Possible score _____ Earned score _____

Copy of the Company Court register- legally binding

Confirmation for number of employees- issued by competent authority (0-10 points)

Reference list and value of built objects in period from '97-'00 (0-15 points)

List of key personnel responsible for the implementation of the Project together with CVs (0-15 points)

List of equipment to be used for works, together with data on model, capacity and year of manufacturing (0-10 points)

Work methodology (0-10)	10
Dynamic plan (0-10 scores)	10
Value of the current contracted works (0-5 scores)	5
Balance sheet and profit report for last year (0-15)	15
Extent of works to be performed by Sub-contractors (0-10)	10

TOTAL: 100

Scores will be allocated to a maximum indicated in the table above. If company gains less than 70 scores (out of 100), it will not be taken into consideration for financial evaluation. Scores which get certain company (out of possible 100) needs to be converted to a percentage, because the technical evaluation accounts for maximum of 80% of the overall evaluation (100 scores represent 80%). It can be calculated by using the following formula :

No. of scores from technical evaluation x 80 /100
For example: If company A gets score here of 70 this will be converted to percentage in the following way: $(70 \times 80 / 100) = 56\%$, and company B gets score of 75 points, what will be equal to 60% $(75 \times 80 / 100)$.

5.2 Financial evaluation

The financial evaluation accounts for 20% of the overall evaluation. The lowest tender takes all 20% and all other tenders are proportionally modified.

6. Submission and Tender Opening

Tenders should be submitted in duly closed and stamped envelopes with tender number and title, personally by (Company Director or authorized person) to _____
On _____ (date), at _____ (time), where at the same time Public Opening will be performed. All Tenderers will be informed on competition results on time.

7. Site visit

It will be organized on _____ (date) at _____ (time) at the following location _____
contact person _____
tel. _____

NOTE:

When forming prices, Tenderers should know that for installed equipment and materials they must have Manufacturer's Guarantees, and that they are obliged to provide IRC with samples of the material for review and approval. Any material and equipment used in the project implementation must originate from

T07

countries mentioned in point 2-Instruction to Tenderers.

Progress payments will be made in _____ (list currency)

If necessary, the contractor may request an advance payment of _____% (up to max. 20%) of the contract value against the provision of the bank guarantee for the full amount of the advanced payment.

Should the bid be unreasonably bellow market prices, IRC reserves the right to carry out a price analyses to ensure that the offer fully meets with market prices and applicable standards.

Tenderers should know they are not allowed to subcontract work valued at more than 50 % of contract. In that case, the Contract will be terminated. IRC reserves the right to approve engagement of subcontractors. Any possible

damages will be the responsibility of the Contractor.

Tenderers should know that, when signing the Contract with IRC, they are released of duties and taxes, due to rehabilitation of damages caused by war.

Tenderers should also know that they will bear bank transfer fees.

The Investor retains the right to exclude some items from each Tender.

The Investor will retain the right to contract all works with one company.

Tenderers are allowed to participate only once on the Tenders for this project. Site visits are mandatory. If there is no response to the invitation for site visit, the contractor will be immediately disqualified from the procedure.

If the Tenderer fails to submit any document mentioned in point 4 (Contents of Tender), this will be ground for immediate disqualification.

Inquiries

Any Tenderer requiring clarification of the Tender Dossier should submit his queries to the IRC in writing. The IRC should prepare and despatch written replies to Queries. These replies, together with the text of the queries should be issued to all Tenderers, and without quoting the sources of the queries. Please, address all enquiries to:

Name _____

Address _____

T07

TENDER FORM

T08

Name of Contract:

page 4

Gentlemen,

1. Having examined the Conditions of Contract, Specification, drawings, Bill of Quantities and Addenda Nos _____ for execution of the above-named Works,

we the undersigned, offer to execute and complete such works and remedy any defects therein in conformity with the Conditions of Contract, Specification, Drawings, Bill of Quantities and Addenda for the sum of

or such other sum as may be ascertained in accordance with the said conditions.

2. We acknowledge that the Appendix forms part of our Tender.

3. We undertake, if our tender is accepted, to commence the works as soon as is reasonably possible after the receipt of the Engineer's notice to commence and to complete the whole of the works comprised in the Contract within the time stated in the Appendix to tender.

4. We agree to abide by this Tender for the period of* _____ days from the date fixed for receiving the same and it shall remain binding upon us and may be accepted at any time before the expiration of that period

5. Unless and until a formal agreement is prepared and executed this Tender, together with your written acceptance thereof shall constitute a binding contract between us.

6. We understand that you are not bound to accept the lowest or any tender you may receive.

Dated this day of _____

Signature _____
in the capacity of

Duly authorized to sign tenders for and on behalf of

Address _____

Witness _____

_____ Address _____

_____ Occupation _____



Form T09

LIST OF EMPLOYEES

(Sealed by Institution of Pension Insurance)

I will engage the following labour, for the execution of (list name of project):

- | Name | Education | Work
experience |
|---------------|-----------------|-----------------------|
| 1. Name _____ | Education _____ | Work Experience _____ |
| 2. Name _____ | Education _____ | Work Experience _____ |
| 3. Name _____ | Education _____ | Work Experience _____ |
| 4. Name _____ | Education _____ | Work Experience _____ |
| 5. Name _____ | Education _____ | |

- Work Experience _____

6. Name _____
Education _____ W
ork Experience _____

7. Name _____
Education _____
Work Experience _____
8. _____
9. Name _____
Education _____
Work Experience _____

10. Name _____
Education _____
Work Experience _____

11. Name _____
Education _____
Work Experience _____

12. Name _____
Education _____
Work Experience _____

13. Name _____
Education _____
Work Experience _____

14. Name _____
Education _____
Work Experience _____

15. Name _____
Education _____
Work Experience _____

16. Name _____
Education _____
Work experience _____

17. Name _____
Education _____
Work Experience _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

9. _____

10. _____

11. _____

12. _____

T10

PROPOSED LIST OF MATERIALS:

LIST TYPE, ORIGIN and QUALITY

Type of material, Origin, Quality

1. _____

2. _____

13. _____

14. _____

15. _____

16. _____

17. _____

18. _____

19. _____

20. _____

21. _____

22. _____

23. _____

24. _____

25. _____

26. _____

27. _____

28. _____

29. _____

30. _____

31. _____

32. _____

33. _____

34. _____

35. _____

36. _____

37. _____

38. _____

39. _____

40. _____

This is to certify that all used materials will be procured from the list of accepted countries including:

T10

Form T11

LIST OF WORKS TO BE SUBCONTRACTED

List works to be subcontracted and value

1. _____
 Value _____

2. _____
 Value _____

3. _____
 Value _____

4. _____
 Value _____

5. _____
 Value _____

6. _____
 Value _____

- 7. _____
Value _____
- 8. _____
Value _____
- 9. _____
Value _____
- 10. _____
Value _____
- 11. _____
Value _____
- 12. _____
Value _____
- 13. _____
Value _____
- 14. _____
Value _____
- 15. _____
Value _____
- 16. _____
Value _____
- 17. _____
Value _____ 1
- 8. _____
Value _____
- 19. _____
Value _____
- 20. _____
Value _____ 2
- 1. _____
Value _____
- 22. _____

- Value _____
- 23. _____
Value _____
- 24. _____
Value _____
- 25. _____
Value _____
- 26. _____
Value _____
- 27. _____
Value _____
- 28. _____
Value _____
- 29. _____
Value _____
- 30. _____
Value _____
- 31. _____
Value _____
- 32. _____
Value _____

Note: Proposed list of works that will be subcontracted must not exceed value of 50% of total project value.

Contractor signature _____

Form T12

LIST OF LOCALLY RECRUITED LABOUR

Structure and skill level of locally recruited staff:

Name Structure Skill level

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

9. _____

10. _____

11. _____

12. _____

13. _____

14. _____

15. _____

16. _____

17. _____

18. _____

19. _____

20. _____

Signature of Contractor:

Form T15a

STATEMENT ON INSURANCE OF PERFORMANCE BOND

This is to certify that my account holder is
(bank)

and it will serve me during the project
execution as well as guarantee period.

This statement is to obtain insurance for
performance bond..

CONTRACTOR

BANK

_____,
and it will serve me during the project
execution as well as the guarantee period.
This statement is to obtain advance
payment security.

CONTRACTOR

BANK

* Should the tenderer not require advance
payment, this form must be voided.

Form T16

**STATEMENT ON
INSURANCE OF ADVANCE PAYMENT**

This is to certify that my account holder is
(bank) _____

T17

AGREEMENT

This Agreement made the _____
day of _____ in the year
of _____.

Between

of _____

(hereinafter called "Employer") of the one
part and

_____ of _____

_____ (hereinafter called
"Contractor") of the other part

Whereas the employer is desirous that
certain works should be executed by the
Contractor,
viz. _____

_____ and has accepted a

Tender by the Contractor for the execution
and completion of such works and the
remedying of any defects therein.

**Now this agreement witnesseth as
follow::**

1. In this agreement words and expressions
shall have the same meanings as are
respectively assigned to them in the
Conditions of contract hereinafter referred to

2. The following documents shall be deemed to form and be read and construed as part of this agreement, viz:

- a) The letter of offer acceptance
- b) The said tender
- c) Conditions of contract (part I and II)
- d) The Specification
- e) The drawings
- f) The Bill of Quantity

3. In consideration of the payments to be made by the Employer to the Contractor as hereinafter mentioned the Contractor hereby covenants with the employer to execute and complete the works and remedy any defects therein in conformity in all respects with the provisions of the Contract.

4. The Employer hereby covenants to pay the Contractor in consideration of the execution and completion of the works and the remedying of defects therein the Contract price or such other sum as may become payable under the provisions of the Contract at the times and in the manner prescribed by the contract.

In witness whereof the parties hereto have caused this Agreement to be executed the day and year first before written in accordance with their respective laws

The common seal of

_____ was hereunto affixed in the presence of: _____

Signed Sealed and Delivered by the

or

said _____

in the presence of: _____

Form T17a

STATEMENT

Herewith I declare that I read and understood Form of Agreement and I fully agree with its content.

Signature of contractor

STATEMENT

Herewith I declare that I read and understood FIDIC's "Conditions of Contract – Part I" and I fully agree with its content.

Signature of Contractor

Form T19a

STATEMENT

Herewith I declare that I read and understood FIDIC's "Conditions of Contract – Part II, Particular application" and I fully agree with its content.

Signature of Contractor

Indicate whether ...

- manufacturer
- supplier
- sub contractor
- main contractor
- design and build

Type

- Partnership
- Private
- Public
- Sole Trader

Annual Turnover Current

- Design Warranty
- Liability Insurance

Form T20 Company Information

Company Name			
Registration Number		Registration Year	
Country/Canton/Region			
Bank		Branch	
Years of experience in similar projects			
Number of Full-Time Employees			

**INTERNATIONAL RESCUE
COMMITTEE**

Tender Delivery Confirmation

Project title _____

Tender No: _____

Submission deadline:

Date _____

Time _____

N°	Name and Company	Date & time of receipt	s per
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

Form T21

Form T22

RECORD OF PROJECT SITE VISIT

This is to certify that all present and undersigned candidates, interested in execution of work related to the project _____ and to tender # _____ have visited the project site/location of _____ on the _____ day of the month _____ 200_ at _____ hrs.

In the presence of the undersigned:

On behalf of IRC _____:

Project Manager:

On behalf of Contractors:

1. _____

name of company, name of authorised representatives signature)

Name and signature of person receiving the tender	Name and signature of Person handing over the tender

2. _____

3. _____

4. _____

T23

Receipt of Tender

Name of Tender: _____

Tender N°: _____

Submittal Deadline:

date _____

time _____

Name of Company

Number of parcels:

Method of delivery:

()by hand

() by postal service

() by international courier
(DHL, etc.)

Date and time of reception:

_____ at _____ h

Are the parcels properly sealed:

() YES

() NO

Comments:

Signature:

Name of person receiving the parcel:

Copy: To company (

Form T25

Scorecard

Ranking of tender dossier of company

which took part in Prequalification #_____, for the project _____, in _____

Dated: _____

Ranking by the following commission members

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

The commission has evaluated the technical sections of the tender documents submitted and ranked them accordingly.

Required Submittals	Maximum # points	Awarded # points
a) Company Court Registration (required)		_____
b) Confirmation of # employees by competent authority (0-10 points) 10	10	_____
c) Reference list and value of built projects (0 –15 points) 15	15	_____

d) Key personell list (0-15 points)	15	_____
Required Submittals	Maximum # points	Awarded # points
e) List of equipment to be used (model data, capacity, year of manufacture) (0-10)	10	_____
f) Work methodology (0-10)	10	_____
g) Dynamic plan (0-10 points)	10	_____
h) Value of current contracts (0-5 points)	5	_____
j) Previous year's balance sheet and profit report (0-15)	15	_____
k) Scope of work to be undertaken (0-10 points)	10	_____
Total	100	_____

Signature of commission members

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____

10. _____

T25a SCORESHEET

1. Company name _____

Court Registration
(Eliminatory) _____

Confirmation of # Employees (0-10) _____

Reference list (0-15) _____

Key Personell (0-15) _____

List of equipment (0-10) _____

Work Methodology (0-10) _____

Dynamic Plan (0-10) _____

Currant contracted work (0-5) _____

Balance Sheet (0-15) _____

Scope of work for subs(0-10) _____

Total points (max. 100) _____

2. Company name _____

Court Registration
(Eliminatory) _____

Confirmation of # Employees (0-10) _____

Reference list (0-15) _____

Key Personell (0-15) _____

List of equipment (0-10) _____

Work Methodology (0-10) _____

Dynamic Plan (0-10) _____

Currant contracted work (0-5) _____

Balance Sheet (0-15) _____

Scope of work for subs(0-10) _____

Total points (max. 100) _____

3. Company name _____

_____ Co

urt Registration (Eliminatory) _____

Confirmation of # Employees (0-10) _____

Reference list (0-15) _____

Key Personell (0-15) _____

List of equipment (0-10) _____

Work Methodology (0-10) _____

Dynamic Plan (0-10) _____

Currant contracted work (0-5) _____

Balance Sheet (0-15) _____

Scope of work for subs(0-10) _____

Total points (max. 100) _____

4. Company name _____

_____ Co

urt Registration (Eliminatory) _____

Confirmation of # Employees (0-10) _____

Reference list (0-15) _____

Key Personell (0-15) _____

List of equipment (0-10) _____

Work Methodology (0-10) _____

Dynamic Plan (0-10) _____

Currant contracted work (0-5) _____

Balance Sheet (0-15) _____

Scope of work for subs(0-10) _____

Total points (max. 100) _____

5. Company name _____

Court Registration
(Eliminatory) _____

Confirmation of # Employees (0-10) _____

Reference list (0-15) _____
Key Personell (0-15) _____
List of equipment (0-10) _____
Work Methodology (0-10) _____
Dynamic Plan (0-10) _____
Currant contracted work (0-5) _____
Balance Sheet (0-15) _____
Scope of work for subs(0-10) _____
Total points (max. 100) _____

6. Company name _____ Co
_____ Co
urt Registration (Eliminatory) _____
Confirmation of # Employees (0-10) _____
Reference list (0-15) _____
Key Personell (0-15) _____
List of equipment (0-10) _____
Work Methodology (0-10) _____
Dynamic Plan (0-10) _____
Currant contracted work (0-5) _____
Balance Sheet (0-15) _____
Scope of work for subs(0-10) _____
Total points (max. 100) _____

7. Company name _____ Co
_____ Co
urt Registration (Eliminatory) _____
Confirmation of # Employees (0-10) _____
Reference list (0-15) _____
Key Personell (0-15) _____
List of equipment (0-10) _____
Work Methodology (0-10) _____
Dynamic Plan (0-10) _____
Currant contracted work (0-5) _____
Balance Sheet (0-15) _____
Scope of work for subs(0-10) _____
Total points (max. 100) _____

8. Company name _____ Co
_____ Co
urt Registration (Eliminatory) _____
Confirmation of # Employees (0-10) _____
Reference list (0-15) _____
Key Personell (0-15) _____
List of equipment (0-10) _____
Work Methodology (0-10) _____
Dynamic Plan (0-10) _____
Currant contracted work (0-5) _____
Balance Sheet (0-15) _____
Scope of work for subs(0-10) _____
Total points (max. 100) _____

9. Company name _____
_____ Court Registration
(Eliminatory) _____
Confirmation of # Employees (0-10) _____
Reference list (0-15) _____
Key Personell (0-15) _____
List of equipment (0-10) _____
Work Methodology (0-10) _____
Dynamic Plan (0-10) _____
Currant contracted work (0-5) _____
Balance Sheet (0-15) _____
Scope of work for subs(0-10) _____
Total points (max. 100) _____

10. Company name _____ Co
_____ Co
urt Registration (Eliminatory) _____

Confirmation of # Employees (0-10) _____
 Reference list (0-15) _____
 Key Personell (0-15) _____
 List of equipment (0-10) _____
 Work Methodology (0-10) _____
 Dynamic Plan (0-10) _____
 Currant contracted work (0-5) _____
 Balance Sheet (0-15) _____
 Scope of work for subs(0-10) _____
Total points (max. 100) _____

T25a

Form T26

RANKING LIST

11. Company name _____ Co
 Court Registration (Eliminatory) _____
 Confirmation of # Employees (0-10) _____
 Reference list (0-15) _____
 Key Personell (0-15) _____
 List of equipment (0-10) _____
 Work Methodology (0-10) _____
 Dynamic Plan (0-10) _____
 Currant contracted work (0-5) _____
 Balance Sheet (0-15) _____
 Scope of work for subs(0-10) _____
Total points (max. 100) _____

RE: Tender No. _____ which is related to
 _____ under _____ Project
 _____ the following companies
 took part:

12. Company name _____
 Court Registration
 (Eliminatory) _____
 Confirmation of # Employees (0-10) _____
 Reference list (0-15) _____
 Key Personell (0-15) _____
 List of equipment (0-10) _____
 Work Methodology (0-10) _____
 Dynamic Plan (0-10) _____
 Currant contracted work (0-5) _____
 Balance Sheet (0-15) _____
 Scope of work for subs(0-10) _____
Total points (max. 100) _____

After evaluation of documentation, the
 Commission ranked submittals as follows:

- 1.
- 2.
- 3.
- 4.
- 5.

**The Commission has awarded a Letter of
 Acceptance to** _____

3.

for the following reasons: _____

Comission members:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Date _____

**THE INTERNATIONAL RESCUE
COMMITTEE**

Form T27

***LETTER OF TENDER
ACCEPTANCE***

Company _____
page 2

–

We have the pleasure/regret to inform you that
your offer is/not selected as most succesfull for
the Tender No. _____

Project _____

Funded by _____

In _____

Date: _____

Project manager:

**THE INTERNATIONAL
RESCUE COMMITTEE**

FORM T28

TENDER REPORT

Project: _____

Donor: _____

Donor's ID: _____

IRC ID: _____

Tender No: _____

Budget Heading: _____

No. Of Units: _____

Estimated budget : _____

Date of Invitation for Tender: _____

Closing date for collection of Tender : _____

Tender Opening date: _____

Report:

Signed: _____

**INTERNATIONAL RESCUE
COMMITTEE**

Form T29

Agreement no. _____

Project :

Tender no. _____

Project Description:

Donor: _____

Implementing Agency:
The International Rescue
Committee _____

Implementor:

Date: _____

11. ANNEX 2: REFERENCES

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