

IFRC Shelter and Settlements Roadmap for 2021 – 2025

Americas Regional Office

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**IFRC Shelter & Settlements
Roadmap 2021 -2025**

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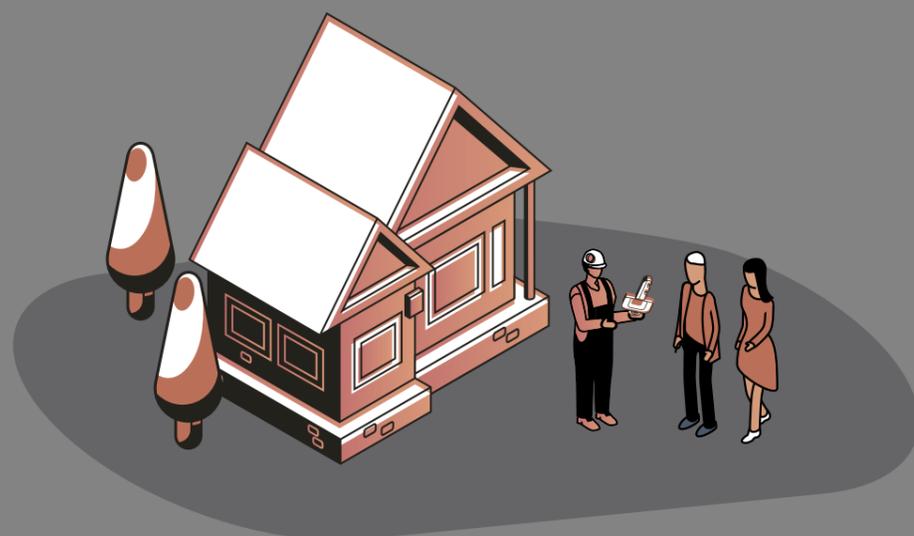
¹ As of December 2020, the members of the REDLAC-Shelter working group are CARIB, Caribbean Disaster Emergency Management Agency (CDEMA), Catholic Relief Services (CRS), Centro de Coordinación para la Prevención de los Desastres en América Central y República Dominicana (CEPRENAC), Habitat for Humanity International, IFRC, IMPACT/REACH, Interaction LAC forum, International Organization for Migration (IOM), Lillie Renee Foundation, MV Pacific Hope, Norwegian Refugee Council (NRC), PCI/Global Communities, Save the Children, SBP, Shelter Box, Techo, UNHCR and World Vision International.



Photo: Honduran Red Cross

Acronyms and abbreviations

- ARO:** Americas Regional Office
- CCCM:** Camp Coordination and Camp Management
- CEA:** Community Engagement & Accountability
- CVA:** Cash Voucher Assistance
- DREF:** Disaster Relief Emergency Relief Found
- DRR:** Disaster Risk Reduction
- EA:** Emergency Appeal
- HLP:** House Land and Property
- IASC:** Inter Agency Standing Commission
- IFRC:** International Federation of the Red Cross
- NS:** National Societies
- PGI:** Protection, Gender and Inclusion
- PER:** Preparedness for Effective Response
- RCRC:** Red Cross and Red Crescent
- REDLAC:** Regional Group on Risks, Emergencies and Disasters for Latin America and the Caribbean
- SOP:** Standard Operational Procedure



Introduction

The Red Cross Movement is involved for decades in providing shelter to disaster-affected populations. These assistance methods vary greatly depending on the contexts, type of disaster, local capacities, scale and resources. The goal of humanitarian shelter assistance provided in the aftermath of a disaster is to be lifesaving and set the path for sustainable recovery.



Photo: Haiti Red Cross Society

The emergency or relief phase should be instrumental in orienting the recovery phase and integrating risk reduction as a key aspect of reducing housing vulnerabilities. To achieve this, people's needs and preferences drive the process, as the main objective is to build safer and more resilient communities².

In the Americas, 27 National Societies worked on shelter projects as part of their emergency responses over the past years. As a result of the rapidly growing population and changing climate, the impact of disasters is projected to increase (e.g., in 2020, the region faced 60% above normal hurricane season)³. The Americas Region is affected by an increase in recurrent multi-hazard disasters, and there is a great

need to address the growing demand for Shelter & Settlements requirements in the Region.

During the years 2020 -2021, the Shelter Team in the Americas has been working on identifying what has been advanced in the sector and the possible priorities to align with the 2030 IFRC Strategy to develop a roadmap for the next four years. To this end, it has been analyzed the implementation of Shelter Programs (DREFs and EA), organized focus groups discussions, launched a Remote Shelter Capacity Mapping Survey, and had interviews with key informants. The intention is to develop a medium-term plan to strengthen the sector in the Americas region.

² [What we do in Shelter](#), IFRC

³ [Busy Hurricane Season Predicted for 2020](#), NOAA



Regional Background

Shelter and Settlements programming has a long history in the International Federation of the Red Cross network globally, and Red Cross Red Crescent partners have implemented a variety of shelter solutions across all regions of the world over the years and continue to be recognized as one of the largest providers of emergency shelter amongst humanitarian actors.

The Shelter capacity in the Americas began as part of the Pan American Disaster Response Unit to support actions and develop the necessary work through the analysis of the impacts of natural disasters in the region, so far 4 Shelter Coordinators had been supporting Regional actions, and currently, the Shelter Sector is part of the Disasters, Climate and Crisis Prevention, Response & Recovery (DCCPRR).

At a regional level, the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) coordinates the working group on Risk, Emergencies and Disasters in Latin America, and the Caribbean (REDLAC), which facilitates a more coherent inter-institutional preparedness

from the regional to the country level. Established in 2003 and inspired by the Inter-Agency Standing Committee (IASC), the group's main strategy is to improve the regional response to disasters in the region through a consensual approach, highlighting better coordination and exchange of information. Based on the global cluster system, REDLAC has established subgroups that are active depending on the circumstances. Hence, the REDLAC-Shelter group, conveyed by IFRC as the global convener of the shelter cluster in natural disasters, gathers several shelter agencies from the United Nations system, non-governmental organizations, Red Cross, and Red Crescent National Societies, regional coordination bodies, and global shelter cluster members.

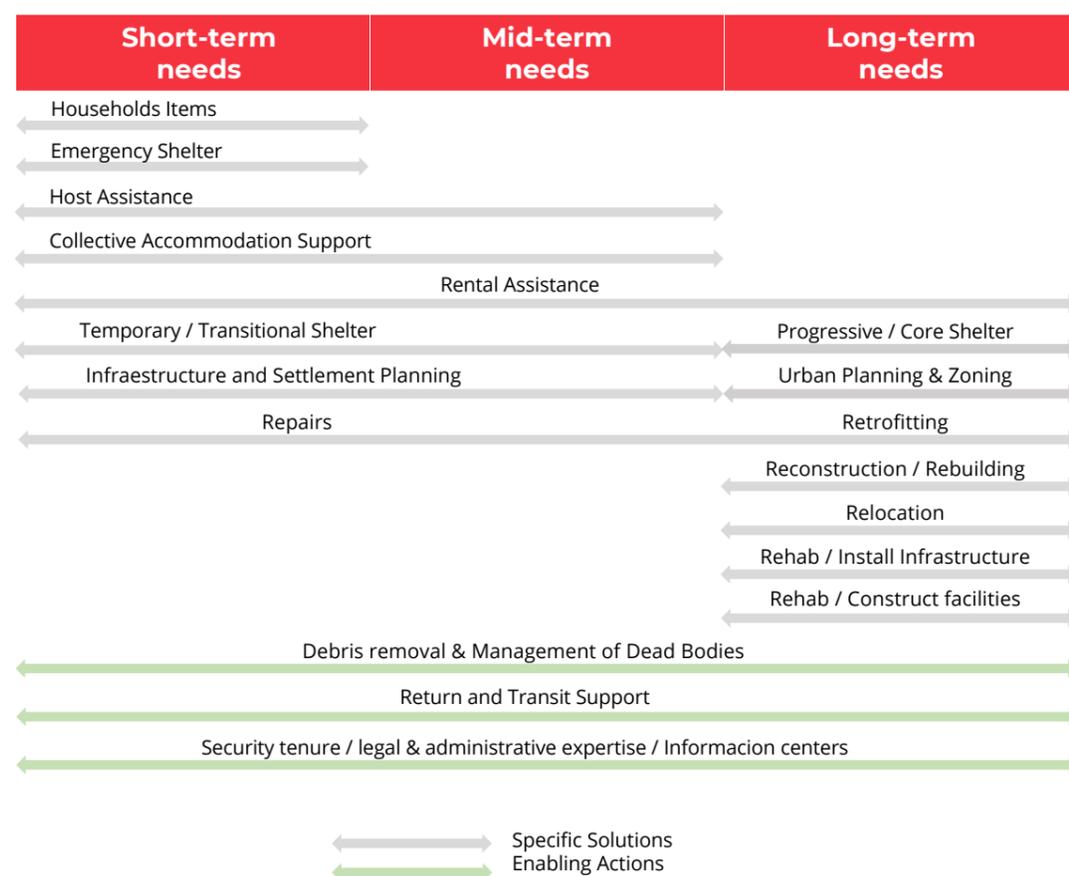


Photo: Peruvian Red Cross

Shelter and Settlements interventions

Shelter interventions are very diverse and cover a large range of responses along with emergency and recovery. The diagram below captures different assistance options to cover the short-, mid- and long-term shelter needs. Some are individual solutions, while others provide a collective accommodation for several families. Some are at the shelter level (emergency shelter, collective accommodation, or

rental assistance), while others are at the community/settlement level (infrastructure and settlement planning, rehabilitation, or relocation). Most of the time, to rebuild the community life after a crisis, several of these options need to be combined. It starts with the simplest interventions (live-saving) to cover basic household needs or emergency shelter and moves to more complex options such as the reconstruction of housing stock or communal facilities, and infrastructures at community level.⁴



⁴ Diagram based on 2018 Sphere Annex 4 Assistance options. For more detailed information on the definition of each of the categories refer to the following link: https://handbook.spherestandards.org/en/sphere/#ch008_001

Shelter and Settlements work conducted during the past twelve years

National Societies have implemented various shelter assistance options as part of their response operations to different disasters and crises along the last years in the region. Aside from recognizing the importance of the work done, it is relevant to highlight the following points:

- Recognize and advocate that Shelter & Settlements is often one of the key components in disaster response and recovery programming.
- Work across sectors to ensure a comprehensive response through a holistic approach with Water Sanitation and hygiene promotion (WASH), Health, Livelihoods, and general relief.
 - One example of good programming and holistic response is the 2016 earthquake response of the Ecuadorian Red Cross. The response was focused on globally covering the needs working alongside the community, attending to the integration of the sectors to implement several infrastructures programs needed for the construction and repair of houses, construction of bathrooms, water systems for the community, livelihoods projects, security of tenure among others.

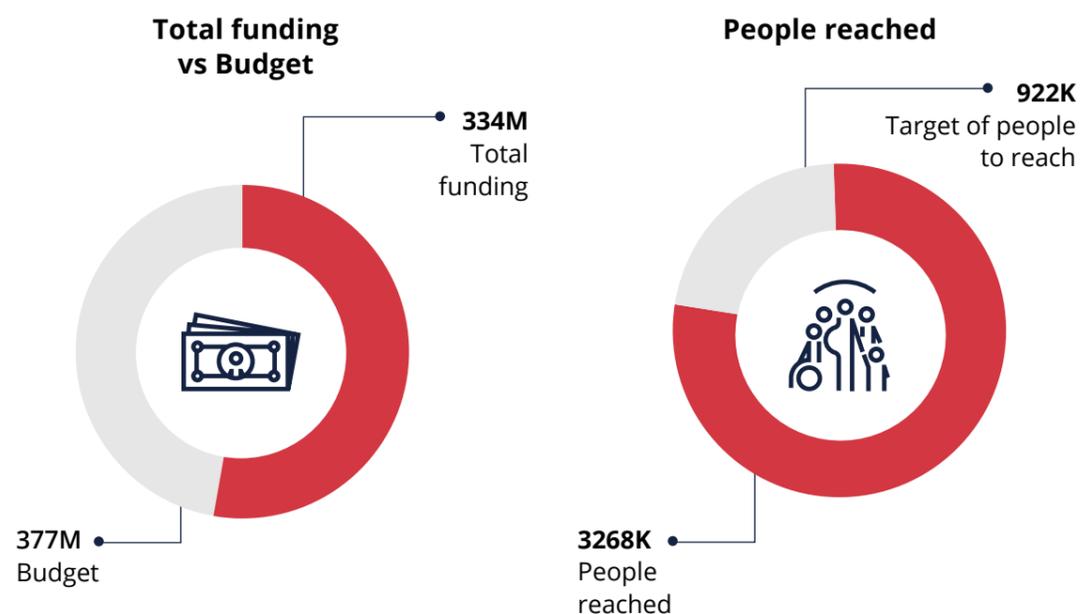


Photo: IFRC in Panama

Shelter implementation analysis of DREFs and Appeals since 2010 in the Americas



When the Shelter sector is part of an operation, the operational cost for project implementation is usually more than 30% of the budget's total value. That is mainly because it goes alongside CVA distributions or in-kind assistance for the provision of shelter support during the emergency and facilitating the recovery, accompanied by technical support and capacity building on safe shelter and settlements by the technical team. Finally, mentoring and training are provided to ensure that the knowledge gained is transferred to the National Society.



Information on data analysis of Drefs and APPEALS from 2010 to 2018

In many emergency operations, **more than 50% of the targeted people have been reached through Shelter projects**, either through the distribution of household items to cover basic needs or through programmes such as the one of the Cuban Red Cross, where it was provided roofing kits to assist the repair of damaged houses. This assistance reached more than 50% of the targeted families of the "Hurricane Irma Appeal" in 2018.

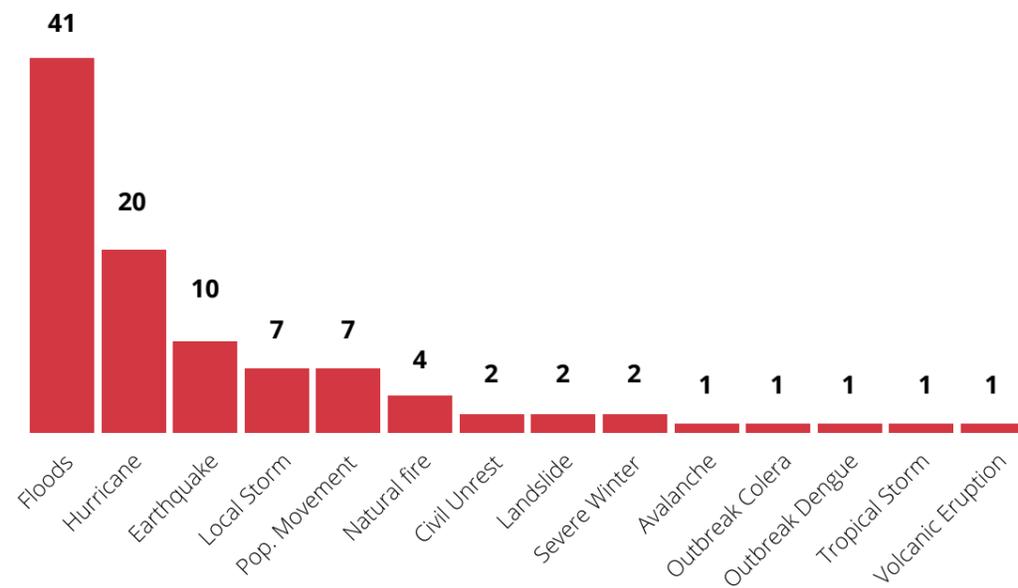
Over the past years, several types of disasters have impacted countries in the

Americas. Although many hazards are cyclical in nature, the ones most likely to trigger a major humanitarian response with a greater impact on houses and infrastructures in the region are sudden onset hazards such as earthquakes, hurricanes, and flash floods.

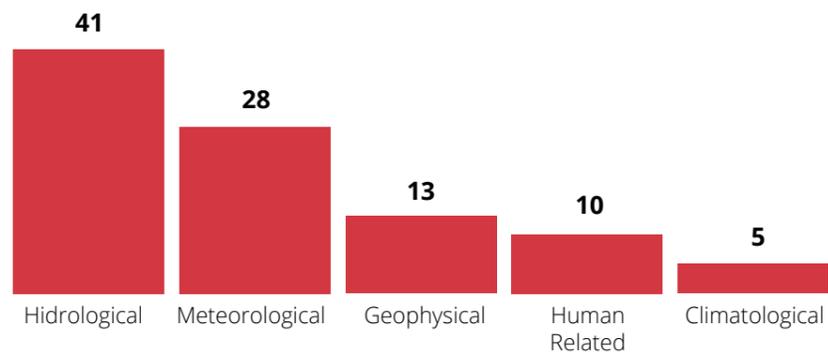
Responses to these disasters have triggered requests for support through DREFs and Appeals. It is important to be prepared by providing the necessary trainings and the necessary tools and ensuring that there is adequate personnel to respond.



Shelter operations by disaster type



Shelter operations by disaster category



Information on data analysis of Drefs and APPEALS from 2010 to 2018

Number of implementations in terms of Accommodation in both DREFs and Appeals in the Americas over the years

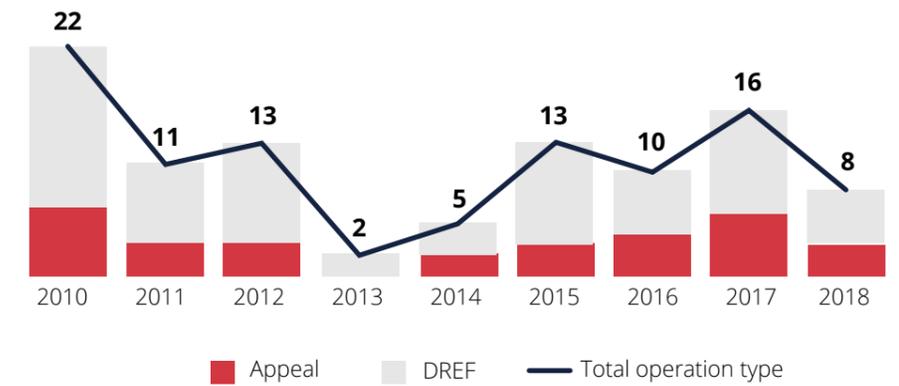


Photo: Uruguayan Red Cross

How were the regional priorities for this roadmap developed?

During the years 2020 - 2021, the following process was carried out to identify shelter priorities taking into account quantitative data analysis from the above charts plus qualitative information gathered through:



Interviews with 16 key informants



Focus group discussions



Remote Shelter Capacity Mapping Survey to 17 National Societies

Several leaders from the Region have been included in this process: Unit Heads of the Disaster and Crisis team, Country Cluster Delegation Leaders, Regional and National disaster managers and personnel from the following teams: Policy Strategy and Knowledge, Protection Gender and Inclusion, Community Engagement and Accountability, Volunteering and Youth Mobilization, Migration, Livelihoods, Information Management and Planning Monitoring Evaluation and Reporting.

This has helped us identify challenges and needs and consider recommendations during the planning and implementation processes of shelter priorities to continue working in a cross-sectoral and inclusive approach both at the regional and country levels. Learning from past lessons, both in the field of humanitarian response and the shelter and settlements for the next 4 years, it is important to recognize that the shelter emergency response in the region has been changing along with

Regional Priorities – Specific Shelter needs of Latin America and the Caribbean



Photo: IFRC in the Bahamas

the trends of urbanization, expansion of informal settlements (with 79.5 % of the population living in urban areas, Latin America and the Caribbean is one of the most urbanized regions on the planet, just under North America with 81%)⁵, as well as population movement. Indeed, by 2012, half of the population of Latin America was already living in informal settlements and, though many countries in the region have significant progress in decreasing the proportion of the urban population living in slums⁶, by 2020, nearly 115 million people were living in slums⁷.

Urban poor people, especially people living in slums and informal settlements, face marginalization, insecure accommodation,

limited access to life-sustaining services, higher proportionate costs of living, food insecurity, and greater health risks⁸. Slum structures are not durable and often are located on relatively inexpensive but potentially hazardous lands, such as flood plains, steep slopes and garbage dumps, which are prone to flooding and landslides, among other hazards.

Many of the region's cities rank among the most dangerous in the world, and cases of individuals and families being forced to flee targeted and gang violence have been documented⁹. Internal conflict in several countries has generated displacement patterns that generally follow the rural-urban migration trends.



Photo: Bolivian Red Cross

⁵ Habitat III Regional Report – Latin America and the Caribbean 2017

⁶ UN-Habitat, 2014

⁷ UN – Habitat, World Cities Report 2020

⁸ World Disasters Report, IFRC 2020

⁹ Global Report on Internal Displacement, Norwegian Refugee Council, 2019



IDENTIFIED CHALLENGES

Despite many years of successful shelter and settlements programming within the Red Cross Movement and the global commitment within the IASC, the single biggest challenge in planning for shelter and settlements interventions in the region, remains the **misconceptions and misunderstanding around the scope of “shelter”**. Many National Societies may not even realize they engage in shelter programmatic work or other programs directly linked with shelter on how to incorporate shelter actions on DREFs or Appeals appropriately. A full understanding of Shelter and Settlements' breadth often prevents America's National Societies from effectively reducing shelter-related risks within communities and understanding and addressing the underlying causes of shelter-related vulnerabilities.¹⁰ This is also often an obstacle for building and enhancing the National Societies' technical capacity and the IFRC itself within the region, leaving aside the commitment and funding needed to address them.



REMOTE SHELTER CAPACITY MAPPING SURVEY RESULTS

After conducting the **Remote Shelter Capacity Mapping Survey** with the National Societies, it was considered that the Shelter sector should be included as a response option within the preparedness and contingency plans developed by National Societies. To reinforce this point, the following actions will be key for its achievement:

1. Support with the development of preparedness and contingency plans
2. Support for the development of proposals of Shelter projects
3. Support the integration of Shelter and settlements component into Disaster Risk Reduction intervention
4. Trainings and courses
5. Capitalize on learning from Shelter programmes (along emergency and recovery) developed through Case Studies, Post Monitoring distributions, and lessons learned workshops
6. Inter-agency coordination of Shelter Cluster (or equivalent coordination mechanism or working groups) and support the coordination of Camp Coordination & Camp Management CCCM (cluster or equivalent working group)

¹⁰ IFRC AoF2 Planning Guidance Note 2020



RECOMMENDATIONS FROM REGIONAL KEY INFORMANTS

Having already worked for more than 10 years within the red cross & red crescent movement at various levels, the recommendations provided by key informants are as follows:

1. Apply CEA to NSs and listen to what they need or would like to do
2. Make sure that the information that arrives at the regional level is disseminated at the national level, both at the technical, and volunteer levels
3. Involve the Volunteer sector in decision making of the identification, planning and implementation for the Shelter sector
4. Sensitizing national societies to existing resources
5. Have feedback mechanisms for both operations and normal communication through webinars or tool launches
6. Follow up on trained staff and keep them involved through an active network for the Shelter sector
7. Ensure that exist adequate communication channels at the cluster, national, and volunteer levels
8. Work in multi-sectorial teams to avoid having silos
9. Seek to have integrated emergency responses with significant coordination from the outset at the planning level.
10. Maintain shared leadership with National Societies to develop capacities and extend responsibilities



Photo: Cuban Red Cross



Photo: Ecuadorian Red Cross

Therefore, the Americas Shelter sector will work to incorporate needed measures to provide dignity, access, participation, and security to recognize the specific needs of the most vulnerable populations in the planning and implementation of community and shelter programmes. To this end, the following goal and priorities will be considered as part of the roadmap:

GOAL

Americas National Societies have a strong shelter and settlement capacity to efficiently lead, respond and contribute to the integrated and participatory processes for ensuring appropriate and dignified habitats for the most vulnerable communities affected by crises, from emergency to recovery and resilience.





Strategic response

The Roadmap identifies priorities, specific actions and suggests recommendations for the International Federation's Americas Regional Office (ARO), the REDLAC-Shelter working group, and National Societies in the region to advance this goal 2021-2025. To identify opportunities and synergies so that National Societies can be more and better prepared to achieve the identified needs, the Shelter and Settlements roadmap sets out 3 priority areas.

Priority Area #1



Capacity Building

To ensure effective international disaster management through the strengthening of the Americas National Societies it is necessary to continue working and investing in capacity building to have competent shelter staff and volunteers that will support their NS. To achieve this, we need to create a learning path with the clusters and country offices to increase deployment opportunities based on available trained staff. Overall, capacity building is key for linking emergency shelter relief to longer-term recovery and resilience programming and increased preparedness.

Key output	Activity Code	Activities
Shelter & Settlements capacity building to support and increase national staff	CB1	Revision of the Regional Shelter Training
	CB2	Further revision if needed of the R/NDRT trainings
	CB3	Support the development of specific technical trainings including roof repairing, flood resilience, seismic construction, cash for shelter, disability inclusion, HLP, CCCM etc.
	CB4	Consolidate rosters of shelter personnel (programme and Cluster/coordination) to enhance predictability and speed of shelter surge capacity to response operations (as part of and building upon the global surge optimisation initiative)
	CB5	Provide coaching and mentoring of staff in priority National Societies and support peer-to-peer exchanges between National Societies
	CB6	Support the development of a learning pathway for National Society staff to build their capacity to meet the requirements of shelter profiles for Rapid Response personnel, aligning with the shelter technical competency framework (programme and coordination). Access to surge opportunities and regional deployments is facilitated to support capacity-building opportunities
	CB7	Promote and build the capacity of National Societies to use cash and voucher assistance to meet shelter outcomes where appropriate to ensure quality assistance in operations and long-term programs (including developing and delivery of CVA & shelter training both for Cluster Partners and National Societies.

Key output	Activity Code	Activities
Develop & Disseminate IFRC Tools	CB8	Facilitate the exchange of information and good practices between the RC/RC Movement components , through regular meetings, exchange platforms, and learning events of global and regional networks.
	CB9	Support the development of key messages and advocacy strategies for better access and minimum standards for shelter and protection by migrants and displaced persons
	CB10	Provision of guidance and tools to National Societies for working with displaced communities living in complex collective humanitarian settings , including evacuation sites, collective buildings, and camp-like settings.

Timeline for the implementation of Capacity Building activities

Activity Code	Year 1 2021		Año 2 2022		Year 3 2023		Year 4 2024		Year 5 2025	
	Semesters									
	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
CB3 / CB4/ CB5/ CB6 / CB7 / CB8										
CB1 / CB2										



Photo: The Bahamas Red Cross Society

Priority Area #2



Advocacy and engagement

Advocacy and engagement strategies are intended to build awareness about shelter and settlement interventions for preparedness and emergency responses (including mid- and long-term actions, where appropriate) to support disaster-affected populations. It should be worked very closely with other components and areas as disaster risk reduction (DRR) and resilience, recovery, climate change, CVA, Migration, PGI, Settlement Planning and Camp Management, urban and green responses, PER and contingency planning, all of which are opportunities for increased integration and advocacy for the sector within relevant programs as well as supporting staff retention.

Key output	Activity Code	Activities related with [Evolving Crises and Disasters]
Internal awareness about shelter & settlements	AE1	Regional and Cluster Webinars and Workshops are held at ARO and IFRC Cluster level to operationalize the Shelter and Settlement Road Map
	AE2	Support active sharing of advocacy messages, approaches and strategies across the various networks highlighting the interlinkages between the sector and other sectoral outcomes including, DRR, CEA, PGI, Health & Livelihoods
	AE3	Support the development of Shelter and Urban settlements strategies to contribute to the target for 2021-25, beginning with defining the minimum elements NS urban strategies.
	AE4	Share documents and Shelter related guidance to be better prepared and know how to address shelter needs properly
Integration of Shelter & Settlements into National Strategies	AE9	Each NS develops detailed Shelter Operational Plans or integrates shelter into their Annual Country Plans
	AE10	There is increased an advocacy within NS senior management for prioritizing shelter as a strategic axis, where large shelter needs are unaddressed
	AE11	Fundraising plans are developed within each NS with the support of clusters to allocate a dedicated budget for shelter
	AE12	Each interested National Society organizes or participates in Shelter Workshops to define its Shelter vision and National Strategy (It could be done a lesson learned workshop after an Emergency Operation or Regional Shelter & Settlements Shelter Training)

Key output	Activity Code	Activities related with [Evolving Crises and Disasters]
Integration of Shelter & Settlements into National Strategies	AE13	A Shelter & Settlements focal point or dedicated shelter function is identified and assigned within each NS based on their capacities to ensure engagement, exchange of information and coordination with other stakeholders
Shelter & Settlements strengths Regional Visibility	AE20	Capitalization of regional and national shelter responses and generation of evidence to showcase the impact of Shelter and Settlements
	AE21	Key messages developed and shared around what Shelter means for IFRC in the Region to support advocacy efforts
	AE22	A communication plan is developed for increasing visibility regionally
	AE23	NS are recognized for their shelter & settlements competence and expertise nationally and within the RCRC Movement, and therefore, they could support more Ns in the region

Shelter Cluster

A coordinated response requires an understanding of the region's vulnerabilities, furthered by urbanization, displacement, and segregation. Therefore, it requires collaboration with other sectors that operate in this environment and shelter actors engaged in early response, recovery efforts, and development. Work in this area has been started with the consolidation of the REDLAC-Shelter Working Group (the Americas regional Shelter Cluster equivalent), which includes UN Agencies, Non-Government Organizations and intergovernmental bodies with important links with disaster preparedness, housing policies and the transition towards medium and long-term shelter solutions¹¹.

Outside coordination of an ongoing response, the REDLAC-Shelter working group focuses on enhancing preparedness for major disasters, which may or not trigger international support. The capacity of shelter agencies to assist affected populations depends on a series of factors, including but not limited to their internal operational capacities. Availability of information, linkage with national emergency coordination mechanisms, understanding vulnerabilities, and risk to natural hazards are among the factors that can be improved ahead of time to help agencies better respond to disasters. Since March 2020, COVID-19 became a health emergency throughout the region, exacerbating existing vulnerabilities. Preventive measures adopted by different governments changed the ways emergency shelter agencies respond to disasters originated from climatic events.

¹¹ This approach meets the recommendations of the [Global Shelter Cluster Working Group on Settlements Approaches in Urban Areas](#), which several REDLAC-Shelter partners are part of.

The REDLAC-Shelter Preparedness Workplan focuses on the following aspects:

Objectives:

- Improve coordination and collaboration ahead of humanitarian crises
- Improve articulation between regional and country-level coordination
- Improve articulation of the shelter sector in national emergency response systems
- Better understanding of shelter vulnerabilities and shelter needs, given the context

Key output	Activity Code	Activities related with [Evolving Crises and Disasters]
Internal awareness about shelter & settlements	AE5	Provide support to coordinate the IFRC/NS-led shelter coordination mechanisms at country-level during emergencies , delivering on the IASC commitment
	AE6	Supporting contingency and Shelter cluster preparedness activities
	AE7	Enhance the interested National Societies' capacity to take the coordinating role of the Shelter sector (or given a similar coordination mandate nationally) to undertake the role effectively.
	AE8	Leverage its leadership position in the Global Shelter Cluster for improved coordination, stronger policies and standards across the region sector, and better support for affected people in their emergency and recovery processes.
Preparation and implementation of disaster preparedness and contingency plans for shelter agencies at regional and national level	AE14	Shelter capacity needs assessment at the country level , to be conducted by each member of the working group.
	AE15	Support training, in response to identified needs such as: <ul style="list-style-type: none"> • PASSA = Participatory approach for safe shelter awareness • Definition of shelter standards • Support to host families and host communities • Build-back-better/safer • Assessment of shelter vulnerabilities • Cash-transfer modalities for shelter • Shelter inter-agency coordination • Collective shelter management

Key output	Activity Code	Activities related with [Evolving Crises and Disasters]
Preparation and implementation of disaster preparedness and contingency plans for shelter agencies at regional and national level	AE16	A Shelter coordination focal point is identified within the REDLAC-Shelter group in each country
	AE17	Database of vendors of shelter related items at country level, to be shared among regional shelter agencies
	AE18	In collaboration with the CCCM working group, mapping of collective shelters and improvement of collective shelter mapping (enlarging the initial support provided to the Caribbean Disaster Emergency Management Agency (CDEMA), the objective is to expand the service to the Coordination center for disaster prevention in Central America and the Dominican Republic (CEPRENAC) which will require additional resources.
	AE19	Shelter vulnerability assessment
Shelter & Settlements strengthens Regional Visibility	AE24	Convening regular REDLAC-Shelter/working group meetings on preparedness, shelter vulnerability assessments, and related risk reduction inter-agency activities , aiming to strengthen the humanitarian-development nexus and advance the localization agenda.
	AE25	Support existing regional and national emergency coordination and response bodies with appropriate and timely inter-agency shelter coordination in small-scale disasters or with appropriate support from the global team for larger-scale disasters. This includes providing technical support, information management, strategy development, and data analysis, as required.

Timeline for the implementation of Advocacy and Engagement activities

Activity Code	Year 1 2021		Year 2 2022		Year 3 2023		Year 4 2024		Year 5 2025	
	Semesters									
	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
AE1 /AE2/ AE3 / AE4 / AE10/ AE13										
AE5 / AE6 / AE7 / AE8 / AE17 / A24 / A25										
AE9/ AE11 / AE12										
AE14										
AE15										
AE16										
AE17										
AE18 / AE19										
AE20 / AE21 / AE22 / AE23										

Shelter Cluster related activities



Photo: Cuban Red Cross

Priority Area #3  **Quality assurance**

In order to ensure effective international disaster management through the quality of preparedness, emergency and recovery interventions, it is necessary to ensure that we provide the necessary tools before, during and after such interventions capitalizing the information on learning from Shelter programmes developed, providing Regional and National technical support and ensuring quality assessments and monitoring process with an integrated approach.

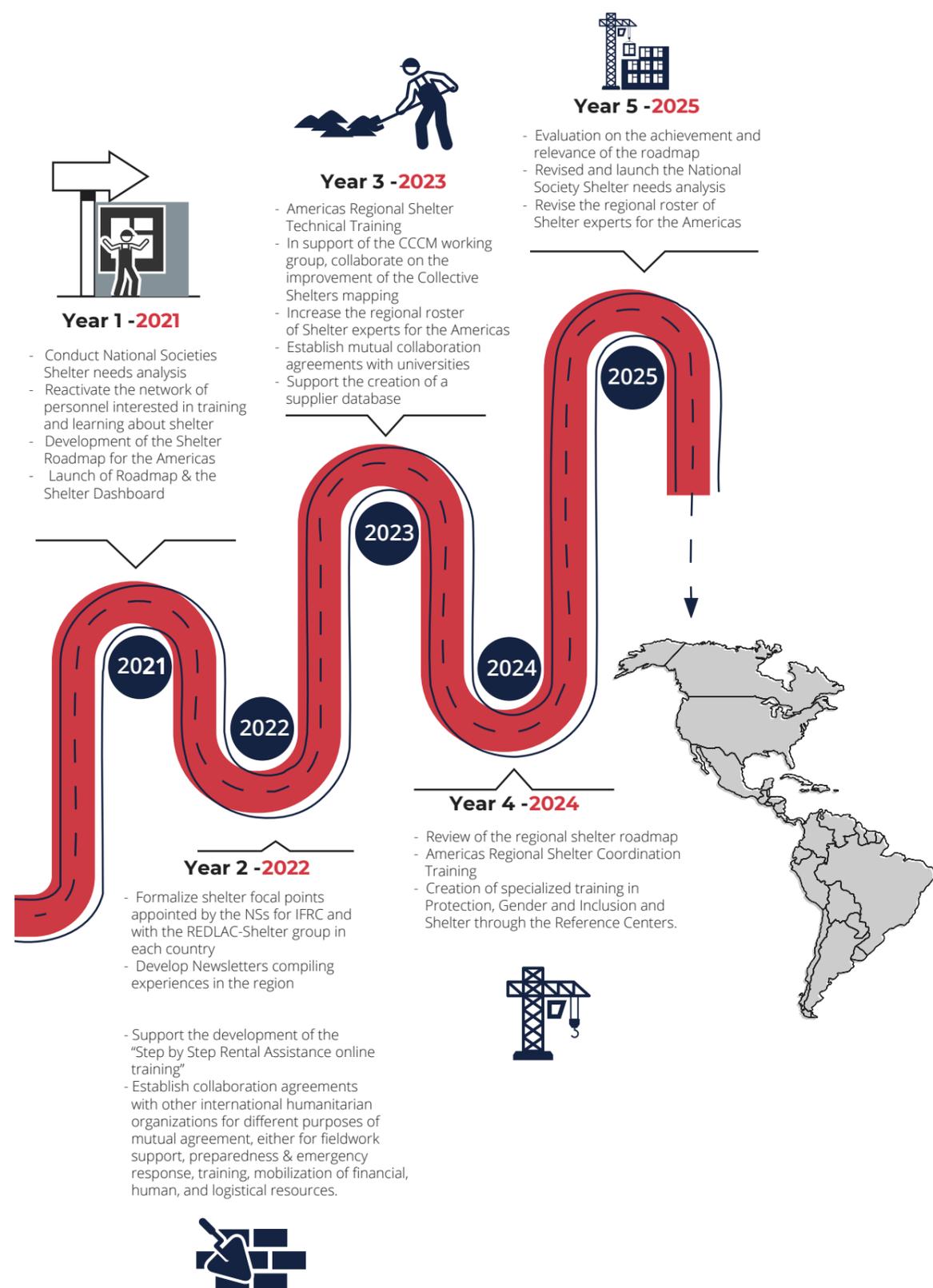
Key output	Activity Code	Activities related with [Evolving Crises and Disasters]
Capitalize on learning from Shelter programmes developed	QA1	Capture and develop operational learnings to produce relevant case studies to support learning and decision-making on shelter and settlements programs.
	QA2	Support the development of shelter technical guidelines and, tools (programme level or concerning to a specific project/subject) and promotional material on build back safer for communities to increase the quality and sustainability of shelter and settlements responses.
	QA3	Participate and support initiatives and research geared towards increasing the evidence-based in shelter and settlements programming and informing IFRC and National Society responses.
	QA4	Support investment, partnerships, and collaboration for shelter-related innovations through research and development focussing on product design, specifications, materials research and promoting environmentally friendly, locally adapted construction technologies etc.
Provide Regional and National Technical Support	QA5	Provide technical assistance to National Societies working on Contingency planning activities , including pre-positioning of emergency shelter materials (shelter and household items).
	QA6	Review and promote good practice in community engagement and accountability in shelter and settlements programs to increase the quality and impact of shelter interventions.
Provide Regional and National Technical Support	QA7	Support National Societies by preparing country profiles and context-specific guidance on local building practices, the security of tenure, environmental risks, Housing Land & Property.
	QA8	Support National Societies in undertaking shelter and settlements needs assessment to increase response analysis quality and planned interventions.

Key output	Activity Code	Activities related with [Evolving Crises and Disasters]
Ensure quality assessments and monitoring process with an integrated approach	QA9	Conduct Comprehensive Shelter Needs Assessments in coordination with other areas of intervention.
	QA10	Integrate CEA as a central component of shelter responses to generate feedback mechanisms along with the programs.
	QA11	Develop Shelter Country Profiles & Risk Maps to Inform Shelter Programs.
	QA12	Support assessments to ensure good contingency planning and preparedness by pre-positioning shelter items in strategic locations in the Region and National Societies.
	QA13	Develop Regional Shelter SOPs to provide further Guidance on Shelter Standards.
	QA14	Supporting the implementation of Post Distribution Monitoring .

Timeline for the implementation of the activities

Activity Code	Year 1 2021		Year 2 2022		Year 3 2023		Year 4 2024		Year 5 2025	
	Semesters									
	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
QA1/ QA2 / QA3/ QA5/ QA6/ QA7/ QA8/ QA9/ QA10/ QA11/ QA12/ QA13/ QA14										
QA4										
QA11										

Americas Shelter & Settlements Roadmap Milestones



THE FUNDAMENTAL PRINCIPLES OF THE INTERNATIONAL RED CROSS AND RED CRESCENT MOVEMENT

Humanity

The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

Impartiality

It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality

In order to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

Independence

The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

Voluntary service

It is a voluntary relief movement not prompted in any manner by desire for gain.

Unity

There can be only one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality

The International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

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