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**IMPROVING POST-CONFLICT HOUSING
RECONSTRUCTION PROJECTS BY
STRENGTHENING STAKEHOLDER
ENGAGEMENT DURING THE PROJECT
PLANNING STAGE**

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PROJECT PLANNING STAGE

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ABSTRACT

In the aftermath of a major conflict, the reconstruction of housing is one of the first building blocks that can help start to restore a nation. This often requires contributions from a range of international parties to initiate reconstruction and aide programs that would enable the commencement of the recovery process, coordinate activities and help to ensure deadlines are met. Nevertheless, the immediate need to resettle the displaced population, as well as the tendency for donors to set early deadlines for the use of funds, can often result in poorly designed housing units that fail to meet the needs of inhabitants, leading to them becoming abandoned or altered. Post-conflict housing reconstruction necessitates careful planning and preparation; however, previous housing reconstruction programs have been hindered by inadequate planning that has hampered communication and coordination of project activities. It has been argued that current planning activities initiated and set by international aid agencies do not engage stakeholders effectively, thereby excluding certain stakeholder groups in the interest of time and speed. The literature further indicated that there is a significant dearth of theoretical and practical knowledge with respect to the planning stages of post-conflict housing reconstruction projects. Therefore, the aim of this study is to develop a model to strengthen stakeholder collaboration during the planning stage of housing reconstruction projects under post-conflict conditions. This with a view to helping to improve the design and delivery of housing reconstruction units to displaced communities in post-conflict conditions.

A comprehensive literature review was conducted on the planning process involved in post-conflict housing reconstruction projects. Based on a synthesis of the literature, a conceptual framework was developed that aims to promote effective stakeholder engagement during the planning stage of post-conflict housing reconstruction. A key feature of the conceptual framework is the establishment of an organisational management facilitator as an intermediary between project participants. This can assist in enhancing information transfer and stakeholder participation. To test and validate this conceptual framework, a qualitative approach was employed, and semi-structured interviews were undertaken with experts in planning post-conflict housing reconstruction. Thematic content analysis was then performed on the data leading to the refinement of the conceptual framework.

The main contribution from this study is the development of a new approach to the planning of reconstruction projects that strengthens stakeholder engagement and collaboration. This seeks to address the limitations of current planning practices for post-conflict housing reconstruction. This new approach includes a realignment of the INGOs role to include responsibilities as the organisational management facilitators towards strengthening the engagement of, and collaboration between project participants. Additional measures to ensure compliance and evaluation of potential risks were also included with a clear focus on understanding local needs. This is also intended to empower the involvement of local community members. The resulting model was developed as a basis for strengthening stakeholder collaboration during the planning of post-conflict housing reconstruction and as a guide for practitioners.

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LIST OF ABBREVIATIONS

AEC	Architecture, Engineering, and Construction
CRED	The Centre for Research on The Epidemiology of Disasters
CS	Coordination System
DFID	The Department for International Development
FFS	Funding Facility for Stabilization
ICAI	Independent Commission of Aid Impact
ILO	Local Economic Recovery in Post-Conflict
IMF	International Monetary Fund
INGO	International Non-Governmental Organisation
IOM	International Organization for Migration
LNGO	Local Non-Governmental Organisation
NCCI	Ngo Coordination Committee for Iraq
NRC	Norwegian Refugee Council
OCHA	Office for The Coordination of Humanitarian Affairs
OMF	Organisational Management Facilitator
PCR	Post-Conflict Reconstruction
RIBA	The Royal Institute of British Architects
UN	Unite Nations
UNESCO	United Nations Educational, Scientific & Cultural Organization
UN-HABITAT	United Nations Human Settlement Programme
UNHCR	United Nations High Commissioner for Refugees
UN-MAS	United Nations Mine Action Service
UNRWA	The United Nations Relief and Works Agency
USAID	U.S. Agency For International Development

CHAPTER ONE: INTRODUCTION TO THE RESEARCH

1.0 INTRODUCTION

The first chapter of the thesis will present the purpose of the research and will outline the actions taken to complete the study. The chapter will first introduce the background information and rationale to present the research context. Thus, the research background will outline the complexity of housing reconstruction in post-conflict environments and will present the value of creating efficient planning strategies. In addition, the research background will emphasize the importance of enhancing stakeholder engagement at project planning in housing reconstruction. Subsequently, the research questions, aim and objectives will be presented. The chapter will then conclude with the scope of the study and the structure of the thesis.

1.1 RESEARCH BACKGROUND

Conflicts affect the social, economic, and political environments of human geographies. Since World War II, there have been nearly 150 wars, each resulting in thousands of deaths, human displacement, and mass destruction (El-Masri and Kellett, 2001). Therefore, post-conflict reconstruction (*PCR*) should be supported by establishments more so than any other developmental crisis in order to assist the transition from war to sustainable peace (Jabareen, 2012). Similarly, PCR objectives should lay the foundations for physical, social, and economic restoration of communities by utilizing well-sequenced and adaptable practices (Earnest, 2015). Since the end of World War II, international implementing organizations, including the United Nations (UN), the World Bank, the International Monetary Fund (IMF), and other donor organizations, as well as non-governmental organizations (NGOs), have given considerable attention to the tasks of PCR (Barakat, 2005). According to the World Bank (1998), the activities and interventions of PCR include the reconstruction of physical infrastructure, the repair of weakened institutions, the restoration of the economy, the reconstruction of social infrastructure, and the development of financial stability.

Destruction of housing is a leading consequence of conflict (Panic, 2005). The built environment is a multifaceted discipline that contributes to understanding post-conflict agendas in terms of reconstruction and recovery. In addition, in the aftermath of a conflict, the displaced population faces many challenges due to rapid reconstruction procedures (Diallo and Thuillier, 2005). Therefore, it is crucial to identify the knowledge and the essential factors, gaps, stakeholders, and challenges to establish efficient reconstruction projects (Earnest and Dickie, 2012). While conflicts have a major impact on the built environment of any country, PCR as a discipline must include housing reconstruction in parallel to socio-economic repair of war-torn countries (Seneviratne et al., 2011).

The World Bank (2006) recognizes that physical reconstruction is the most noticeable measure of economic restoration among conflict-affected communities and are dependent on housing reconstruction for social development and sustainable peace. This is further supported by Minervini (2002) as housing reconstruction is essential for the economic recovery of a country. While PCR is not exclusively confined to the physical restoration of economic and social infrastructure, it remains a prominent indicator of economic rehabilitation and plays a crucial role in rebuilding trust and fostering confidence among communities (Barakat, 2003; Seneviratne et al., 2011). In addition, peace and development are interrelated and permanent peace is inconceivable in post-conflict countries without addressing the issue of reintegrating the displaced population. It is therefore essential to repair durable housing units. This can be described as a domino effect that drives the country towards peace and development as a whole (Kibreab, 2002). Similarly, as indicated by Barakat (2005), there appears to exist potential for housing reconstruction in post-conflict environments to have a positive impact on the peace process by restoring trust within communities. This suggests an inherent link between housing reconstruction and the overall advancement of the nation. However, while the importance of housing reconstruction in fostering peace within a post-conflict nation is evident, it's worth acknowledging that prior attempts at housing reconstruction have encountered challenges in fully realizing these PCR objectives (Earnest and Dickie, 2012; Anilkumar and Banerji, 2021).

1.1.1 General challenges in post-conflict housing reconstruction

The critical issue that faces post-conflict regions such as Iraq, Lebanon, Gaza, and Kosovo is the lack of capacity to execute reconstruction programs at an institutional and local level. Therefore, they are dependent on a variety of external stakeholders and international implementing agencies to plan, develop and implement projects, processes, and policies (Saleh et al., 2021). However, implementing agencies tend to craft their own organizational policies, design, programs, and operating procedures with little regard for the needs and skills of the beneficiaries (Smoljan, 2003). This has produced

expensive and alien housing units that were usually abandoned or altered by the inhabitants (Cain, 2007, Earnest and Dickie, 2015, Saleh et al., 2021). Therefore, to address the challenges of rapid reconstruction, Seneviratne et al. (2011) emphasized on the importance of international implementing agencies with the requisite funding in balancing short-term needs with long-term development goals. As war causes long-term damage and disruption, effective planning strategies are imperative to turn disasters into opportunities. Ismail et al. (2014) assert that integrated planning activities are necessary for post-conflict housing reconstruction programmes. This aims to strengthen local stakeholder engagement and dissemination of information in order to reduce cost and time overruns as well as produce housing units that meet the needs of the displaced population. However, according to Griffey (2010), there has been a dearth of theoretical and practical research into planning of housing reconstruction projects in post-conflict conditions.

1.1.2 The importance of better planning in post-conflict housing reconstruction

Housing reconstruction requires careful planning and preparation, yet there is a pressing need to rehouse the displaced population, as well as a tendency among donors to set early deadlines for the expenditure of funds. This often results in the creation of unsustainable housing projects (Amoatey and Hayibor, 2017; Afolabi et al., 2018). The fragmentation of planning, lack of local knowledge and engagement, poor resource allocation, budget, and time constraints (donor conditionality) and adversarial relationships between stakeholders pose challenges to delivering quality units to end-users, while exacerbates social divide and financial costs (Sospeter *et al.*, 2021). Several projects in post-conflict regions have therefore suffered from low-quality design or sub-standard construction (Barrett, 2008).

Housing reconstruction projects were also hindered by institutional bureaucracy, waste of project funds, poor communication, lack of coordination between stakeholders, and inconsistent information dissemination (Davidson et al., 2007; Jayasuriya and McCawley, 2008, Sadiqi and Coffey, 2015). This has led to project failure, rework, suspensions, quality defects, cost overruns, and delivery delays (Boen, 2006; Bilau, Witt and Lill, 2015). Therefore, according to Saleh et al. (2021) the limitations and challenges must initially be managed to ensure success in reconstruction programs. Taking into account the following factors, it can be beneficial for the reconstruction agenda to prioritize adequate planning as a means to address the urgent need of rehousing the displaced population.

As the construction sector is the first building block for any nation's restoration in the aftermath of a disaster or conflict (Zetter, 2005), the built environment sector is responsible for the overall development of a country and requires an intense focus from external stakeholders to initiate policies that would ensure meeting deadlines and local requirements. Therefore, improving stakeholder

engagement at project planning are key factors in managing reconstruction projects at international, regional, national, organizational, and project level (Moe and Pathranakul, 2006). As many countries emerge from conflict environments, research should be carried out to contribute to both theoretical and practical knowledge of planning housing reconstruction projects, while also taking into account the key stakeholders that will take part in the process. Therefore, this research will embark on developing a better understanding of the limitations on the current planning approaches implemented in the reconstruction of housing projects by investigating the application of collaborative planning practices to strengthen stakeholder engagement.

1.2 RESEARCH QUESTIONS

From the previous discussion the research questions that require attention to bridge the knowledge gap are as follows:

1. What are the challenges of PCR in the reconstruction of housing projects?
2. Who are the key stakeholders to efficiently plan housing projects under post-conflict conditions?
3. What steps can be taken to strengthen collaboration during the project planning stage of housing reconstruction?
4. What are the key components of a collaborative planning framework for post-conflict housing reconstruction?

1.3 RESEARCH AIM

The aim of this study is to develop a model to strengthen stakeholder collaboration during the planning stage of housing reconstruction projects under post-conflict conditions.

1.4 RESEARCH OBJECTIVES

1. To undertake a critical review of the existing literature on post-conflict housing reconstruction practices and identify the factors and challenges that influence housing reconstruction projects.
2. To review the existing literature on project planning in post-conflict housing reconstruction to identify the key stakeholders involved and their roles and responsibilities.

3. To develop a conceptual framework that enhances stakeholder collaboration during the planning stage of post-conflict housing reconstruction projects. The aim is to gain insights into the planning process of post-conflict housing reconstruction and to identify potential challenges and corresponding solutions.
4. To Elicit the views of key experienced stakeholders on the working components and links identified within the conceptual framework, with particular attention to stakeholder collaboration, coordination, and communication during the planning stage of housing reconstruction projects under post-conflict conditions.
5. To endorse the research findings as well as refine the conceptual framework to maximize its potential value for practical application in the planning stage of housing reconstruction projects.
6. To draw conclusions from the findings to serve as guidance for relevant stakeholders to design and deliver better housing units to the affected population in post-conflict conditions and make recommendations for further research.

1.5 SCOPE OF STUDY

As a vast field of study involving numerous complexities, such as political, social, and environmental factors, post-conflict reconstruction encompasses a wide range of study areas (Earnest and Dickie, 2012; Jabareen, 2012). However, this study is only centred on the built environment sector, specifically within the planning stage of the project management lifecycle. The planning stage is considered a critical stage in developing efficient project design and delivery. This is because, as the literature has indicated, that most of the challenges that hamper the delivery of quality housing units to the displaced population originate in the planning stage, in view of poor engagement of key stakeholders (Moe and Pathranakul, 2006; Saleh et al., 2021). Therefore, effective engagement between project participants coupled with a clear understanding of the project plan can lead to successful design and implementation of housing reconstruction projects (Hidayat and Egbu, 2013; Yi and Yang, 2013). This can also assist in addressing the challenges associated with social, political, and economic factors. There are definite knowledge gaps regarding planning in PCR literature. As such, it can be viewed as crucial to investigate this field of study since it contributes to both the long-term development of a country as well as peacebuilding efforts.

1.6 STRUCTURE OF THESIS

The first chapter will present the research context and the justification. The chapter will, therefore, outline the research background and gap of the research. The chapter will then be concluded with the research questions, aim, and objectives, as well as the scope of the study.

The literature review for the study will be broadly sectioned into two parts, which will make up the next two chapters. Chapter 2 will present a critical review of the literature on post-conflict reconstruction in housing projects, with an emphasis on the factors and challenges associated with housing reconstruction, as well as the importance of planning reconstruction programs for long-term and durable housing projects.

In Chapter 3, a critical review of the existing literature on project planning in post-conflict housing reconstruction will be presented. This will be followed by an overview of stakeholder involvement in post-conflict housing reconstruction. The chapter will also investigate concepts related to collaboration in project planning while narratively setting these practices within the context of PCR.

Chapter 4 will present the conceptual framework. The conceptual framework will be developed on the basis of the existing literature on post-conflict housing reconstruction, which recommends better practices in project planning as a result of the recurring challenges and factors involved in housing reconstruction. As a result of the identified gaps in previous studies, this framework will address the concept of planning housing reconstruction under post-conflict situations, as well as combining concepts from project management and collaboration to strengthen stakeholder engagement.

Chapter 5 will present the research design and methodology applied in this research. In adopting the qualitative approach, the chapter will identify the semi-structured interview strategy as most appropriate for the inquiry. A justification of the choice of approach and the specific research methods used for data collection will be presented. As the purposive sampling strategy for data collection and the thematic analysis approach will be adopted for data analysis, the chapter will, therefore, present a detailed account of the data collection and analysis method.

Chapter 6 will outline the descriptive presentation of the primary data collected through the semi-structured interviews. This chapter will present the understandings of participants on how housing reconstruction projects are planned in post-conflict conditions. This will include the stages of planning in housing reconstruction projects, the stakeholder's engagement in planning of housing reconstruction projects, as well as participants' perspective on collaboration, communication, and coordination during the planning of housing reconstruction projects. The chapter will then be concluded with the participants' perspectives on the conceptual framework.

Chapter 7 will present the discussion of the findings from the analysis of the semi-structured interviews. The purpose of this will be to identify the refinements to the original conceptual framework that were made to develop the final model of strengthening stakeholder collaboration during the planning stage of post-conflict housing reconstruction.

Chapter 8 will present the conclusions and recommendations derived from the research. This chapter will provide an overview of the research objectives and describe how the study contributes to knowledge. The practical implications of the developed model will also be discussed, with a particular focus on how the findings can assist in practice. The research will be concluded by discussing the research limitations and making recommendations for future research.

1.9 CONTRIBUTION TO KNOWLEDGE

The main contribution of this study will be the development of a new approach to the planning of housing reconstruction projects to strengthen stakeholder engagement. This will seek to address the limitations of current planning practices in post-conflict housing reconstruction. The new approach will involve redesigning current planning practices and incorporating a project facilitator to foster better engagement and collaboration between project participants. Additionally, the new approach will include measures to ensure compliance and risk evaluation, with a clear focus on understanding local needs and empowering the involvement of the local community. The resulting model will serve as a basis for strengthening stakeholder collaboration during the planning of post-conflict housing reconstruction and as a guide for practitioners in the field.

1.10 SUMMARY

This chapter shows that housing reconstruction is an important factor to support the development of a country in the aftermath of a conflict. While there is a lack of theoretical and practical knowledge in planning housing reconstruction projects, it has become a growing phenomenon that has sparked a lot of interest in expanding research in this area. As many countries emerge from conflict environments, research should be carried out to contribute to both theoretical and practical knowledge for better practices in housing reconstruction with particular emphasis on collaboration to strengthen stakeholder engagement at project planning. This is to produce housing units that are durable as well as meet the needs and requirements of both the beneficiaries and non-beneficiaries.

This chapter has laid the basis for the development of the thesis. The thesis will therefore continue to build upon on this basis in order to demonstrate a detailed discussion of the research. The following two chapters (chapter 2 and chapter 3) will present a review of the literature. The next chapter (chapter 2) will critically review post-conflict reconstruction in housing projects, with emphasis on the factors and challenges associated with housing reconstruction in post-conflict environments as well as the importance of planning reconstruction programs for long-term development.

CHAPTER 2: A CRITICAL REVIEW OF POST-CONFLICT RECONSTRUCTION IN HOUSING PROJECTS

2.0 INTRODUCTION

The consequence of war is dire and is drawn out over a period of time. Besides the death and harm to the majority of the population, substantial human displacement and massive property destruction are major consequences of conflicts. In this regard, the restoration of the housing sector has the potential to act as catalyst for post-conflict interventions, potentially contributing to sustainable development and nation-building if implemented appropriately. This chapter presents a critical overview of post-conflict reconstruction (PCR) of housing projects. The chapter begins with a thorough overview of PCR, which is followed by a review on the importance of planning long-term housing reconstruction projects. The chapter then examines the reoccurring challenges associated with housing reconstruction projects and highlights the influential factors. This review contributes to the first research objective which is to critically review PCR practices in housing reconstruction projects in order to identify challenges that can affect the planning of housing reconstruction projects.

2.1 DEFINITION OF POST-CONFLICT RECONSTRUCTION

Junne and Verokren (2005) define ‘post-conflict’ as a conflict environment in which open warfare has ended. For years or sometimes decades, such conditions remain tense and can quickly relapse into large-scale violence. While Brahim (2007) believes that the end of the conflict provides the opportunity for permanent peace, it also requires the establishment of activities that will ensure long-term stability. Post-conflict reconstruction (PCR) is therefore an integrated set of phases designed to fulfil the needs of post-conflict countries, including the needs of the affected communities.

According to Panic (2005), PCR should be designed and implemented in a way that avoids the rise of disputes, prevents the recurrence of violence, resolves the root causes of conflict, and promotes permanent peace and sustainability. The goal of post-conflict reconstruction is to consolidate stability and security and to achieve sustainable socio-economic growth in war-torn nations. Seneviratne et al. (2011) convey that post-conflict reconstruction requires launching a wide range of interconnected activities in order to reactivate the development process that had been disrupted by conflict. According to the World Bank (1998), PCR should resolve the residuals of conflict by reactivating the interrupted development, through the repair of physical infrastructures, institutions, economy, governance, and social infrastructure. Therefore, the World Bank (1998) recognizes physical reconstruction as one of the most noticeable variables of reconstruction activities among conflict-affected communities. This is supported by Seneviratne et al. (2017) as housing reconstruction in post-conflict conditions is crucial to development and peacekeeping. However, Barakat (2003) advocates that housing reconstruction in post-conflict conditions must be a more prominent element in the activities of PCR programming. Post-conflict reconstruction comprises of three phases: the emergency phase, the transitional phase, and the development phase which are further discussed in the following sub-sections.



Figure 2. 1: Buildings destroyed during the July 2006 war in Harek Hriek neighborhood in Beirut, Lebanon.
Source: Gulec (2022).



Figure 2. 2: Destroyed buildings and shops in the Old City of Mosul, Iraq. The scope of destruction in the neighborhood is comparable to some of the worst urban battles of World War II. Source: Dana (2017).



Figure 2. 3: Children walk by houses destroyed from war after their first day of school in eastern Aleppo, Syria. Source: Zayat (2016).

2.1.1 Phases of Post-Conflict Reconstruction

It has been agreed that the phases of PCR are integrated, some are simultaneously followed, and they are conceptualized into three stages: the emergency (short-term), transition (medium-term) and reconstruction/development (long-term) phase (Calame, 2005; Neethling and Hudson, 2013). The spectrum of these activities comprises of various vital components such as security, humanitarian assistance, political stability and transition, socio-economic rehabilitation and development, human rights, justice and resolution, management, and resource mobilisation (NEPAD, 2005; Afolabli *et al.*, 2008). As illustrated in Figure 2.4, the transition from one phase to the next is determined by the degree to which various conditions within each phase are met and the level of engagement required by various stakeholders. However, these transitions are not linear, and programmes commenced in one phase are likely to continue into another phase as explained in Figure 2.1 (NEPAD, 2005; Fengler *et al.*, 2008). The phases of post-conflict reconstruction are further discussed in the following subheadings.

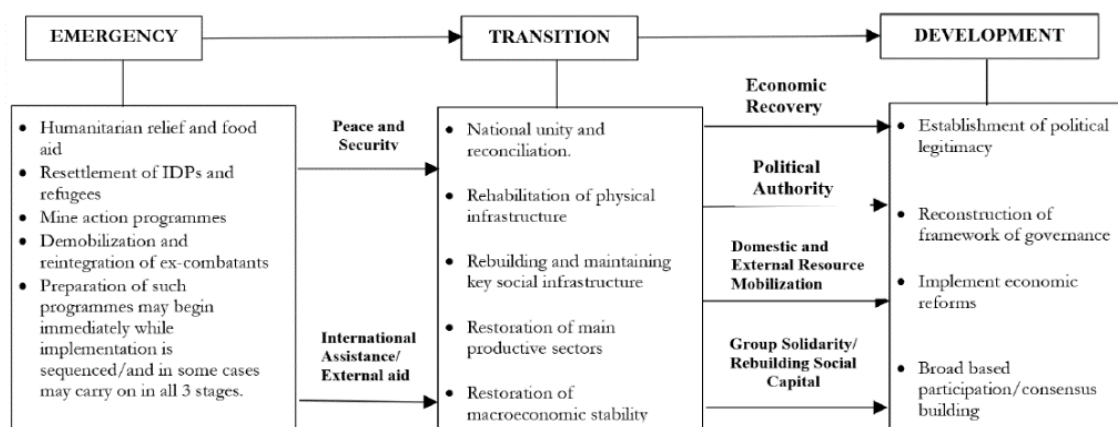


Figure 2. 4: Phases and activities of post-conflict reconstruction. Source: NEPAD (2005).

2.1.1.1 Emergency Phase

This phase begins directly after the conflict ends and focuses on creating a stable environment, providing immediate support, and ensuring relief programmes are available. The emergency phase is usually managed by UN-led agencies and external NGO's and often with emergency transitional governments or military forces. This phase typically ranges from three months to a year and incorporates planning for medium-term recovery and longer-term development activities. Further, international donor conferences are held for needs assessment and distribution of responsibility as conveyed in Figure 2.5. Since the internal stakeholders are occupied with basic survival concerns and restructuring of their social and political systems, the external stakeholders play a prominent role throughout the emergency phase to set reconstruction projects and guidelines (World Bank, 1998; NEPAD, 2005; USAID, 2009). The World Bank (2017) emphasizes the importance of planning

housing reconstruction programmes in the emergency phase so that funding can be directed towards the program and delays in project development can be avoided. This suggests bridging the gap between post-conflict relief and reconstruction. Yet in all circumstances, the relief phase transitions into the recovery phase when structures are set, the public is no longer in survival mode and can turn to rebuilding their lives (Afolabli *et al.*, 2008).

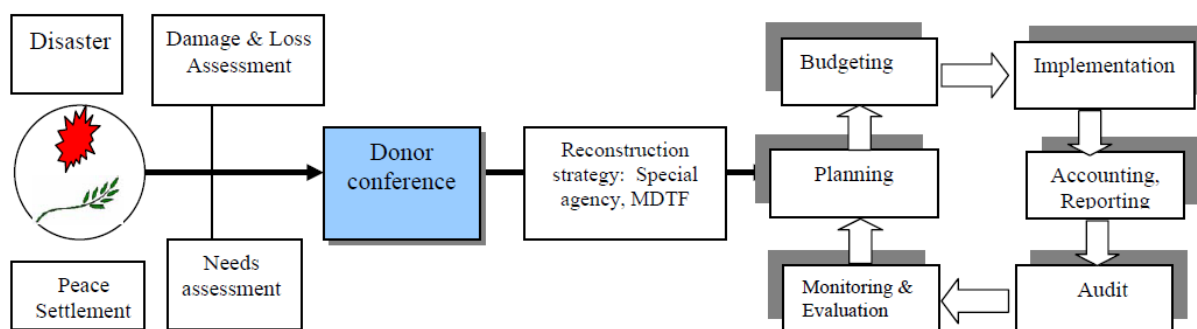


Figure 2. 5: Mobilizing and executing reconstruction finance – A protocol of events. Source: Fengler *et al.* (2008).

2.1.1.2 Transition Phase

This phase offers the transition from emergency to a complete reconstruction program, however given the complexity, early reconstruction programs begin while emergency relief activities are still active (Afolabli *et al.*, 2008). As illustrated in Figure 2.6, this phase is a critical stage for the success of any reconstruction program as its purpose is to build specific sustainable programmes for internal stakeholders and develop reconstruction programmes for basic social services such as health, education, economic and physical infrastructure (Fengler *et al.*, 2008).

The transition created avoidable gaps prior to reconstruction activities arising from weak planning of reconstruction programmes, lack of communication among stakeholders, absence of public reintegration and poor management of funds (World Bank, 2017). Restoration of the main sectors and achieving macroeconomic stability is established in the transitional phase thus initiates physical infrastructure restoration that rebuilds the once disrupted infrastructure (NEPAD, 2005). The transitional phase usually varies between one to three years, mutual partnership strengthens among the internal and external stakeholders and a gradual handover of responsibility from external stakeholders to internal stakeholders is usually expected (National Research Council, 2007).

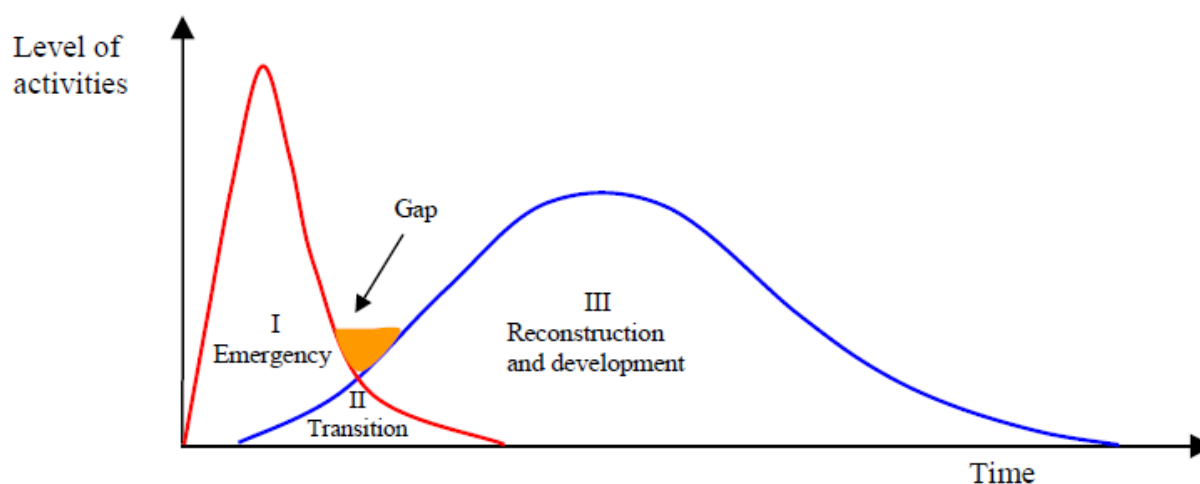


Figure 2. 6: Implementation phases of post-disaster reconstruction. Source: Fengler et al., (2008).

2.1.1.3 Reconstruction and Development phase

The reconstruction phase incorporates a trajectory towards returning to normality and supports the new established government and civil society with a range of reconciliation programmes that boost socio-economic reconstruction and ongoing development. The reconciliation programmes include capital projects, housing, schools, and hospitals etc., which enables social capital and economic reforms and establishes public services at a sustainable pace (Fengler et al., 2008).

Further, in this phase it is anticipated that international interference will gradually transfer responsibilities to internal NGOs and stakeholders (NEPAD, 2005). Ideally, the roles and responsibilities of the external stakeholders will change from a post-conflict reconstruction posture to a more traditional development posture in the latter stages of the sustainable development phase. It is ideal that the internal stakeholders develop the capacity to take full responsibility for their own planning and coordination, and the external stakeholders only provide technical assistance and support. The post-conflict reconstruction phase ranges approximately from four to ten years, but a country is likely to continue to address conflict related consequences in its development programming for decades thereafter (World Bank, 1998). This is due to poor capacity building strategies to strengthen internal stakeholders for developmental projects as well as prioritising short-term and immediate results over lasting change which resulted in post-conflict countries to be dependent on donor handouts indefinitely (Castillo, 2009; Swinford, 2018).

2.2 POST-CONFLICT RECONSTRUCTION AND HOUSING

Destruction of housing is the leading consequence of conflict (Panic, 2005). As a fundamental component of sustainable peace, post-conflict housing reconstruction plays a crucial role in the development of a country after a war (Seneviratne *et al.*, 2011). According to Zetter (2005), housing reconstruction is one of the initial steps towards social, environmental, and economic recovery following a complex emergency like war. While restoring housing can be a motivating factor for repatriation and community rebuilding, it is necessary to separate emergency programmes from long-term planning initiatives (Whittick, 1950).

Housing reconstruction in post-conflict environments necessitates careful planning and preparation, however, there is often an immediate need to rehouse the displaced population, together with the tendency of donors to set early deadlines for the expenditure of funds. This can often lead to the development of unsustainable housing schemes (Amoatey and Hayibor, 2017; Afolabi *et al.*, 2018). According to Cain (2007), housing reconstruction was tailored to be delivered as standard industrialized packages made of imported materials while neglecting the needs, skills, and preferences of populations in the interest of speed. However, these centrally-controlled methods have been unsuccessful in many parts of the world (El-Masri and Kellett, 2001; Barakat *et al.*, 2004). The cause of this is the rapid reconstruction of projects with little regard to long-term development strategies (UN-HABITAT, 2020). Therefore, with the immediate provision of necessities without significant action towards the reconstruction of permanent houses, the affected community was put in hardship and the process of reconstruction of permanent houses was halted (Sospeter *et al.*, 2021). A review by Seneviratne *et al.* (2010) recommends that to prevent the waste of financial and human resources and the rise in long-term social challenges, housing projects should be adequately planned, incorporating principles of sustainability at the earliest stages of post-conflict reconstruction.

According to Von-Meding *et al.* (2016), post-conflict reconstruction of housing projects is intricate, highly uncertain, with numerous interdependencies, and can be characterised by project initiators making erratic decisions under time-constraints. Rathmell (2005) asserted that in post-conflict countries, project planning and reporting structures were assembled arbitrarily. Post-war Iraq and Afghanistan reconstruction programmes were criticised for the lack of planning, resources and exit strategies (Coyne, 2007). Therefore, several projects in post-conflict regions suffer from low-quality design or sub-standard construction (Barrett, 2008). Thus, there is an urgency to plan reconstruction processes, meet budgets, accomplish milestones, and communicate design requirements efficiently.



Figure 2. 7 On 26 March 2019, UN-Habitat officially handed over a total of 286 durable core houses in three sites located in Ramadi, Fallujah and Karma, Anbar Governorate. Source: UN-HABITAT (2019).



Figure 2. 8 Tel Qasab Complex, Built by UN-Habitat with funding from the EU commission, comprises of a total of 47 core housing units that been allocated to the displaced residents in the Sinjar District of the old city of Mosul, Iraq. Source: UN-HABITAT (2019).

2.3 CONSEQUENCES OF TEMPORARY SHELTERS TO THE RECONSTRUCTION OF HOUSING PROJECTS

The UNHCR report by Potter et al. (2009) on camp alternatives discussed the advantages of creating housing options that allow the displaced community to live in dignity as equal members of the society. While tents are one of the most used alternatives by international agencies due to the low cost, they tend to deteriorate quickly and last for a limited time (Manfield et al., 2004). Provision of temporary housing in post-conflict environments result in many disadvantages. Since resources are mass-produced and imported, they are unlikely to be adjusted to a particular environment or culture of the beneficiary group. In addition, supplying temporary housing decreases the urgent demand for permanent housing. As a result, short-term housing initiatives frequently evolve into permanent, low-

quality settlements. It is generally known that the provision of temporary housing can be as expensive as permanent housing, and donor investment on temporary housing funds is likely to reduce the amount available for more permanent housing projects (Potter et al., 2009). The need to import materials implies the need to arrange transport, obtain customs clearance and deliver the materials to the target population. In addition, if temporary housing is meant to provide accommodation in the medium-term, it cannot be established on permanent housing sites, which indicates that additional territory must be acquired that may be of agricultural use. Furthermore, if temporary housing is no longer required, it is unlikely that the acquired territory will be restored to its natural state and slums, and informal settlements begin to emerge. In such situations, mass housing units can be produced quickly with prefabricated technology and professional judgment, but the needs, socio-economic conditions and cultural influences of the end-users are often overlooked as well as the impact on the environment (El-Masri and Kellett, 2001; Barakat et al., 2004; Potter et al., 2009).



Figure 2. 9: Al Hol camp in Hasakeh governorate, North-East Syria, comprised of 57,000 internal displaced residents. Source: Souleiman (2021).



Figure 2. 10: In 2015, the Baharka camp in Erbil, Iraq, was comprised of more than 1,000 tents set up over less than half a square kilometer, accommodating 725 families. Source: O'Toole (2015).

2.4 FACTORS AND CHALLENGES THAT AFFECT HOUSING RECONSTRUCTION PROJECTS

Previous housing reconstruction initiatives have suffered from several weaknesses due to the mishandling of socio-economic, political, social, financial, and legal challenges. These challenges include housing needs, resource allocation, legal ownership, risk assessment, corruption, economic challenges etc., as discussed in the following subheadings and in Appendix J (Armstrong, 1991; Davidson et al., 2007; Sadiqi and Coffey, 2012; Anilkumar and Banerji, 2020; Saleh et al., 2021; Sospeter et al., 2021). As a result, there have been heavy financial losses and social vulnerabilities in response to short-term solutions and rapid reconstruction agendas (Minervini, 2002). In addition, many post-crisis countries, whether natural or man-made, were faced with the emergence of slums and informal settlements. The first response was to enforce outdated city plans with an eviction strategy, occasionally supplemented by relocation. However, the lack of viable development solutions to generate durable housing units, and pressure from donor agencies, NGOs, and organized slum dwellers, forced policies to accept the inevitable outcome of slum housing as an urban development (Lyons et al., 2010; SKAT, 2012).



Figure 2. 11: Informal residential urban slums in Tripoli, Lebanon, following the end of that country's 15-year civil war in 1990. Source: Eid (2022).



Figure 2. 12: Informal settlement in Anbar, Iraq as a result of internally displaced people fleeing the Iraq war in 2003. Source: Ali (2022).

Therefore, in order to address the rising challenges and factors that affect post-conflict housing reconstruction projects, one should expand the discussion of responding to the basic needs of individuals to one that responds to the wider benefits of the community. This can be achieved by changing the discussion of reconstruction from a single housing unit to a process that integrates housing reconstruction into the wider context of recovery (Ferris and Winthrop, 2010). Housing reconstruction has evolved into a crucial sector that requires innovative methods to achieve long-term sustainable developments (Akadiri and Chinyio, 2012; Wang 2016). It is therefore imperative to address the challenges at the beginning of the project life cycle (Saleh et al., 2021). A key part of this effort is strengthening stakeholder engagement at the project planning stage in order to address the challenges and limitations that can occur within post-conflict housing reconstruction initiatives. The challenges and factors are further discussed in the following subheadings.

2.4.1 Housing Needs and Community Engagement

Community preferences and requirements is an important factor for the success of housing reconstruction projects in post-conflict conditions. Therefore, a number of values that need to be considered during the planning of housing reconstruction projects include demand, preferences, space

and cultural characteristics (Seneviratne *et al.*, 2010). In spite of this, in the interest of speed, the design of housing was often introduced with little consideration of local conditions, needs or capacities. This resulted in the end-users to remodel or the complete abandonment of the housing projects (Adedayo, 2012). In post-conflict Kosovo, Earnest (2015) argued that international implementing agencies worked without involving the local community in planning housing reconstruction projects. The lack of community participation in reconstruction projects led to culturally inappropriate choices of housing design, building materials and infrastructural services (Ahmed, 2011; Chang *et al.*, 2011; Anilkumar and Banerji, 2020). Similarly, Saleh *et al.* (2021) identified a critical challenge to housing reconstruction projects was the poor designs of housing projects as a result of rush for quick reconstruction.

In reconstruction programmes, community engagement and satisfaction are crucial (Liu *et al.*, 2016). However, if not approached appropriately, institutions can be undermined, social exclusion can increase and economic waste can surge (Amaratunga and Haigh 2011; Seneviratne *et al.*, 2011). It is therefore necessary to address cultural disputes and meet the requirements and expectations of different communities in housing reconstruction programmes. The absence of socially-appropriate considerations to overcome social seclusion can trap people in poverty, weaken the community as well as increase the risk of social division and resentment (UNDP, 2008; Mulligan and Nadarajah, 2012).

2.4.2 Resources and Materials

A number of non-governmental organizations (NGOs), international non-governmental organizations (INGOs) and United Nations (UN) agencies have highlighted the importance of addressing potential hindrances in resource acquisition and availability in post-conflict environments (Singh and Wilkinson, 2008; Saleh *et al.*, 2021). Many communities have resources that can be utilised, such as the accessibility to local construction materials and labour that tend to be culturally and socially acceptable (El-Masri and Kellett, 2001; Barakat, 2003; Steinberg, 2007; ILO, 2010). However, often the lack of construction professionals and management of resources can lead to project failure or rework, quality defects, cost overruns and project delays (Boen, 2006). Although the local community prefers materials suitable and reliable for their local environment, the availability and cost of local resources can affect the planning of housing reconstruction in post-conflict environments (Jayasuriya and McCawley, 2008). In addition, international implementing organisations often face challenges to acquire the required skills to execute reconstruction planning and implementation (Earnest, 2015). There is often a scarce of local skills in post conflict environments (Islam *et al.*, 2018; Celentano *et al.*, 2019). These skills include project management, construction, needs assessments, financial management, procurement, logistics as well as monitoring and evaluation of project progress and completion (Chang-Richards *et al.*, 2017; Saleh *et al.*, 2021).

Therefore, emphasis needs to be placed on sufficient mobilization and disbursement of resources during planning. This is to avoid the waste of resources and long-term rise of social disputes (Moe and Pathranarakul, 2006). In addition, careful deliberation must be to what tools and techniques are ideally suited for the management of project delivery (Voetsch and Myers, 2005). According to Barakat (2002), the usage of technology, training of local stakeholders and dissemination of knowledge can achieve efficiency in reconstruction projects. Kennedy et al. (2008) suggest combining traditional and modern materials could adapt to socio-economic changes and ensure community satisfaction. Steinberg (2007) emphasizes that the resources chosen for housing play an important role in ensuring long-term satisfaction, as well as ensuring that housing projects are planned to enhance community values rather than producing a collection of dwellings.

2.4.3 Risk Assessment

Hazards and risk are vital components in planning housing reconstruction projects. The selection of appropriate sites for reconstruction is another challenge in post-conflict housing reconstruction (Kennedy et al., 2008; Singh and Wilkinson, 2008; Ophiyandri et al., 2010; Bilau et al., 2015). As such, during the early stages of planning housing reconstruction projects, it is recommended to perform risk assessments (Yi and Yang, 2013). This is in order to determine whether the area is suitable for reconstruction, if it is adequate for living, if it is free of natural hazards, and if there is a possibility of conflict with local communities over land and resources (SKAT, 2012). Further, the threat of landmines is a serious obstacle to the sustainable use of land in many post-conflict countries (UNDP, 2008). This also increases the rise of health and safety risks during implementation. Furthermore, a major risk issue in implementation is beneficiary dissatisfaction due to housing units not meeting the requirements and needs of the affected population, leading to financial losses and social vulnerability (Gharaati and Davidson, 2008; Bilau, et al., 2018).

2.4.4 Land Ownership

In the housing reconstruction sector, legal issues of ownership and landholding have critical significance in the success of housing reconstruction projects (Kennedy et al., 2008; Singh and Wilkinson, 2008; Ophiyandri et al., 2010; Bilau et al., 2015). De Soto (1989) believes that ownership disputes will halt the reconstruction process of housing projects. Generally, in post-conflict environments, legal frameworks, local authorities, and institutional capacities may have completely collapsed. The result has been the loss of documents and data, making it difficult to establish legal status and land ownership (UNDP, 2008). Therefore, social conflicts tend to occur as a result of the ad-hoc occupation by beneficiaries as well as the presence of conflicting acquisition of ownership (Barakat,

2003). UNDP (2008) emphasizes the right to property and security of tenure in order to achieve justice and prevent discriminatory and unequal practices. Therefore, introducing measures to identify ownership and security of tenure at project planning is a critical success factor in housing reconstruction projects (Shaw et al., 2002; Choudhary and Mehmood; 2013).

2.4.5 Risk of Corruption

Ghanem (2017) argues that corruption is a leading cause of housing reconstruction failures in post-conflict environments. This makes reconstruction of projects difficult for contractors and international organizations (Grey-Johnson, 2006). The polarization of the reconstruction process is a serious issue with respect to aid usage and personal interest (Myers and Castillo, 2010). Adedayo (2012) illustrated that the Nigerian mass housing reconstruction projects was driven by two main variables, profit and politics. The two variables allow politicians in power to bribe their supporters through awarding contracts of housing projects at high costs using public funds. Thus, the ineffectiveness in monitoring funds and corruption was a main challenge hindering reconstruction projects in Nigeria (Richard et al., 2017).

In Iraq's post-war reconstruction programme, Ghanem (2017) claims that collusion with contractors, manipulation of contracts and tenders and capital embezzlement contributed to the failure of reconstruction projects. In addition, according to Saleh et al. (2021), in post-war reconstruction activities in Gaza, corruption of beneficiaries and lying to get more compensation was a leading challenge. This has resulted in duplication of efforts and wastage of funds as well as resources. In order to overcome the economic and personal exploitation of reconstruction projects, Ghanem (2017) suggests practices that monitor and evaluate project progress at the planning stages of reconstruction. This includes clear and consistent objectives to thoroughly assess results and increase accountability measures. Therefore, transparency and accountability can minimize corruption. This will increase satisfaction of beneficiary, monitoring of funds and trust of donors (Ophiyandri et al., 2013, Saleh et al., 2021).

2.4.6 Economic and Financial Constraints

A common challenge presented at planning reconstruction projects is the availability of funds (Chang et al., 2011; Enshassi et al., 2017). A lack of funds for reconstruction projects causes the reconstruction to be suspended and terminated (Ismail et al., 2014; Wilkinson et al., 2014; Fayazi et al., 2017; Islam et al., 2018). Tas et al. (2007) indicated that meeting housing expectations of individuals is challenging due to financial constraints. Post-conflict countries are threatened by the limited availability of funding

therefore are dependent on international donor financing (Castillo, 2009). However, relative to humanitarian aid, there is a scarcity of international funds available for the reconstruction of permanent housing. This is because of macro-economic decisions determined in the emergency and transition phase. Furthermore, donors are discouraged from investing in housing reconstruction programs in areas where land and housing ownership are not identified and when risk of corruption is high (Baz, 1998; ILO, 2010). Therefore, the critical factor to maintain donor commitment and support the validity of the overall reconstruction process is mitigating the risk of corruption as well as the form of aid, to whom and what it is directed to, and the parties handling the aid. The engagement of public and development partners is required to ensure that all parties efficiently work together towards the goal of reconstruction (Tzifakis, 2016).

In post-conflict environments, financial planning is essential to establish operative mechanisms according to local capacities and fiduciary risks. DFID (2009) defines fiduciary risks as risks that occur when funds are not used for the intended purposes, do not achieve value for money, and/or are not properly accounted for which has been prevalent in previous reconstruction programs. It may be challenging to apply comprehensive fiduciary principles during the initial stages of reconstruction when the urgency of speed trumps the conventional principles of planning and implementing budgets (ILO, 2010). In addition, corruption and opportunistic activities, poor funding allocation in developmental programs as well as maintaining donor commitment and financial aid are considered also challenges in planning housing reconstruction projects (ICAI, 2018). In the ICAI (2018) report, most foreign aid systems do not assess or document long-term transformational change. This prolongs the countries' dependence on donor aid. In spite of this, the construction sector can account for a large part of the post-conflict countries economy. Therefore, if planned and managed properly the reconstruction of both public and private projects would therefore create employment, boost the local economy, reduce financial risk, and contribute to the long-term development of the country (Fengler *et al.*, 2008; Myers and Castillo, 2010).

2.4.7 Public Reintegration

Reintegration and resettlement of the community involve knowledge of geographical, ethnic, and religious tensions and careful adjudication of land and housing rights. Such conflict-sensitive initiatives are prerequisites for the revival of construction, agricultural and other sectors (UNDP, 2008). Peace and development are integrated in post-conflict communities and lasting peace is unattainable without addressing the issue of reintegrating the displaced population. Reintegration of the displaced population again asserts the need for housing reconstruction, not only in terms of the urgency of rehousing the population but also in public involvement. Therefore, reconstruction of physical infrastructure will

increase employment creation, insert cash into local markets, build the communities capacity and support the holistic recovery of peacebuilding (Kibreab, 2002). According to United Nation (2009), the projects' success depends on employing community skills during the housing reconstruction process and employment-intensive activities should be favoured over those that allow use of machinery and prefabricated technologies. Unlike previous schemes that secluded the publics' skills during the reconstruction process and the minimal investment on human capital, a key principle in sustainable recovery is the reorientation of capital towards the society to provide sufficient and cost-efficient housing solutions, therefore, if implemented at the initial stages of planning, housing can be economical and easier to supply (Nilssen, 2001; Barakat, 2003; Coulomb 2004).

2.4.8 Restoration of Local Institutions

Conflicts weaken and threaten institutional capacities and governance systems (Cain, 2007; Chang-Richards et al., 2017). Therefore, local institutions lack the skills to plan and implement housing reconstruction programmes (Al-Qeeq and El-Wazir, 2010). In post-conflict environments, transparency and accountability are generally poor, increasing corruption and opportunistic behaviours in the public and private sectors (ILO, 2010). Therefore, in order to help prevent illegal activity in reconstruction of housing projects, building accountability is vital (Anand, 2005).

In addition, supporting factors for economic growth and project success is building institutional capacities and strengthening local governance. In housing projects, legal and regulatory frameworks will be assessed as part of the planning phase. Therefore, cooperation between international and local counterparts will be essential for the development of housing reconstruction projects. This can be achieved through applying incentives, controls, and regulatory mechanisms that will ensure performance while enabling local authorities to take part in the planning process (ILO, 2010; Lyons et al., 2010). External stakeholders such as international NGOs and UN agencies tend to plan, develop and implement reconstruction projects in post-conflict environments (Al-Qeeq and El-Wazir, 2010). Specifically, this is due to weakened institutional capabilities of local governments to plan housing reconstruction projects and donor conditions associated with transferring funds to international organizations for reconstruction (Hamieh and Ginty, 2010; Makdisi and Soto, 2020, Saleh et al., 2021). However, it is essential that local authorities participate in planning of housing reconstruction projects to build capacity and generate trust across communities, which in turn creates legitimacy and compensates for international counterparts' sense of imposition. This also tends to increase the involvement of the local population in housing reconstruction programs which in turn develops the community's capacity (Saul, 2014).

2.4.9 Stakeholder Engagement and Participation

The involvement of stakeholders in planning, reconstruction and monitoring is essential for the success of PCR projects. A key component in planning housing reconstruction projects is to identify the steering stakeholders and determine their level of influence and involvement in the process (Roosli et al., 2018). Asgary et al. (2006) note that weak cooperation and participation of stakeholders after a disaster is a major issue that hinders governance. Therefore, identifying the skills and capacities of key stakeholders and local counterparts will contribute to the planning of housing reconstruction projects (SKAT, 2012). This will be a source of knowledge, materials, expertise, and finance.

A common factor for project failure is the inadequate pre-qualification of participating stakeholders (Hidayat and Egbu, 2010; Chang et al., 2011; Bilau et al., 2018), as well as the exclusion of stakeholders in pursuit of speed and profit (Moe and Pathranarakul, 2006; Earnest, 2015). The success of any housing reconstruction project depends on selecting the appropriate reconstruction method, assessing the environment, and identifying the steering factors that affect the reconstruction process. This can only be achieved when key stakeholders are actively engaged. Therefore, according to Chang et al. (2010), resource provision should be embraced by all stakeholders through collaborative planning approaches.

2.4.10 Transfer of Information and Data

The dissemination of information can reduce mistrust between stakeholders and promote knowledge sharing, both of which are essential for PCR activities. Accessible information management is a prerequisite that must be met for reconstruction projects to be successful (Bahmani and Zhang, 2022). This also includes goals, objectives and milestones that key stakeholders have defined at the very beginning of the project. Therefore, the poor coordination and participation between stakeholders has halted information exchange in post-conflict reconstruction. This resulted in low quality projects and stakeholder dissatisfaction (Baroudi and Rapp, 2014; Bilau, Witt and Lill, 2015; Earnest, 2015; Fayazi et al., 2017; Islam et al., 2018). According to Dikmen (2007), centrally controlled methods have numerous disadvantages such as the inability to incorporate different stakeholder requirements in project planning in result of poor information transfer.

In addition, acquiring local knowledge for housing interventions is one of the primary potentials for stakeholder collaboration (Hickey and Mohan, 2004). Local involvement can improve efficiency since it allows for the dissemination of critical information that would otherwise be unavailable, as well as the quick resolution of pertinent issues. This ensures the creation of effective reconstruction programmes (Fung and Wright, 2001), as well as determines tacit knowledge of the project environment, that is, political, social, and cultural factors (Golini and Landoni, 2014). Furthermore, the

understanding of local capacity to acquire resources and meet reconstruction needs positively impacts the planning in post-conflict reconstruction projects (Saleh et al., 2021).

2.4.11 Coordination and Communication

Another challenge that hinders post-conflict housing reconstruction projects is the lack of coordination and communication between stakeholders. The lack of coordination among stakeholders in reconstruction projects affects dissemination of data and knowledge, increases duplication of efforts and affects the monitoring and evaluation of project progress and completion (Bilau et al., 2015). This results in incoherent reconstruction projects that are high in cost and time (Ophiyandri et al., 2013). According to Minervini (2002), centrally controlled methods that harvest inefficient bureaucratic systems hinder communication activities in housing reconstruction programmes. Davoudi and Strange (2009) and Kim and Choi (2013) stress on the cruciality of collaboration and communication in planning as well as the fact that both variables lead to transparency of decision-making. The ability to maintain coordination and communication with stakeholders throughout the project process ensures greater control and higher project success rates (ILO, 2010). As Mannakkara and Wilkinson (2013) noted, effective coordination, participation and understanding of stakeholders' roles leads to successful reconstruction projects.

Communication systems for fast, accurate, reliable information dissemination is crucial. Maintaining and enhancing effective mechanisms for continuing interaction between stakeholders reduces time, resources, and financial waste (Fengler et al., 2008; Bahmani and Zhang, 2022). Improving coordination and communication can enhance trust and team cohesion between project initiators and participants. This includes task managers and project coordinators, as well as between donors, agencies, and local authorities (Pathirage et al., 2008; Chang et al., 2010; Choudhary and Mehmood; 2013). Therefore, multilateral communication and coordination contribute to PCR success factors such as transparency, accountability, participation, data dissemination, consensus-building, as well as mitigation of corruption risk (Jha et al., 2010; Yi and Yang, 2013; Enshassi et al., 2017).

2.5 SUMMARY

Post-Conflict Reconstruction (PCR) is a rigorous practice incorporated into a set of phases that aim to rebuild conflict-affected nations. PCR phases are integrated and consist of the emergency, transition, and reconstruction phase. Following a complex emergency such as war, housing reconstruction is among the first measures towards social, environmental, and economic recovery. As part of a larger peace plan, the reconstruction of housing can be a crucial catalyst for community reintegration and nation building, however, it is necessary to distinguish emergency services from programmes established in conjunction with long-term planning. Many drawbacks arise from the rapid construction of temporary shelter to accommodate the displaced population in post-conflict conditions. In addition, there were many challenges identified during subsequent housing reconstruction projects, as a result of several mishandled challenges involving socio-economic, political, social, economic and legal factors. These challenges include poor identification of housing needs, lack of community engagement, poor distribution of resource and materials, risk of corruption, economic and financial constraints, lack of stakeholder participation, poor capacity building strategies, ineffective dissemination of information as well as limited coordination and communication. A thorough understanding of the limitations, challenges and influential factors that affect previous housing reconstruction projects will enable a better use of financial resources, as well as the establishment of housing units that meet the requirements of the affected population. Therefore, the performance of housing reconstruction projects depends on the ability to acknowledge the local factors and challenges of post-conflict environments and the inclusion of key stakeholders at the start of the project planning.

The next chapter will present a critical review of project planning in post-conflict housing reconstruction projects. The key stakeholders and their level of engagement in planning housing reconstruction projects will also be reviewed.

CHAPTER 3: A CRITICAL REVIEW OF THE PLANNING STAGE OF POST-CONFLICT RECONSTRUCTION OF HOUSING PROJECTS

3.0 INTRODUCTION

The existing research found that various challenges and factors that affect the delivery of quality housing projects in post-conflict conditions. Therefore, the purpose of this chapter is to evaluate how post-conflict housing reconstruction projects are managed, particularly during the planning stage in order to address the challenges and factors. It will provide a comprehensive understanding of the stakeholder groups involved in the planning stage as well as the shortcomings associated with the lack of stakeholder participation.

As modern construction becomes more intricate and includes disciplines that have never worked together prior to now, it becomes increasingly necessary to increase collaboration efforts. Therefore, a critical review of collaborative planning practices will be a major focus of this chapter, along with narratively setting these practices within the context of PCR. This will lay the foundation for capturing better planning practices for housing reconstruction projects in post-conflict conditions to increase stakeholder engagement. This review thus addresses in part the second research objective which is to review the existing literature on project planning in post-conflict housing reconstruction to identify the key stakeholders involved and their roles and responsibilities.

3.1 PROJECT PLANNING IN POST-CONFLICT HOUSING RECONSTRUCTION

In recent years, a growing body of evidence presents that the construction industry has a responsibility to plan, develop and implement, effective reconstruction strategies to assist communities (Haigh and Amaratunga, 2010). This is because delivering quality housing units to the affected population is crucial to achieve national development, reduce vulnerability, and assist in peacebuilding initiatives (Davidson et al., 2007; Ismail et al., 2014). According to RIBA plan of work, the project planning stage constitutes

of developing project objectives, undertaking a feasibility study, reviewing site information, as well as identifying clients and project requirements. This is to introduce the project plan, project quality, project outcomes, project budget, project parameters and constraints, sustainability aspirations as well as develop initial project brief (Sinclair, 2019). Project planning occurs at the early stages of the project management life-cycle where a project's key features, structure, tasks, and major deliverables are established (Githenya and Ngugi, 2014). There is a need to plan and manage projects in order to meet budgets, achieve milestones, communicate programmes and achieve better project delivery (Turner, 1999; PMI, 2005). The absence of project planning results in the transfer of inconsistent information to complete tasks (Braglia and Frosolini, 2012). As Gamil and Abd-Rahman (2021) indicated, in normal construction projects, poor project planning occurs from weak stakeholder engagement, inadequate information dissemination and documentation, poor resource allocation as well as lack of stakeholder communication. Thus, inadequate planning can cause the surge of waste, changes, rework, financial losses, and delay in project completion (Ko and Chung, 2014). Since the standard project planning strategy is set up as a series of structured phases that must be followed, the lack of stakeholder cooperation hinders project development (Sødahl et al., 2014).

Likewise, in housing reconstruction projects under post-conflict conditions, the existing planning approaches adhere to the traditional method, which focuses on a sequential series of activities guided by professional judgment, while offering little regard for the challenges and factors specific to the local conditions (El-Masri and Kellett, 2001). The lack of engagement among stakeholders in reconstruction projects affects dissemination of data and knowledge, increases duplication of efforts as well as affects the monitoring and evaluation of project progress (Fayazi et al., 2017; Bilau et al., 2015). According to Chang-Richards et al. (2016) and Saleh et al. (2021) poor planning affects the design and implementation of housing reconstruction project which can heighten vulnerabilities and social resentment in disaster-affected communities and can result in project failure. Reconstruction is conceived by international implementing aid agencies as a linear time-bound process, failing to conceptualize the social dimension. This increases the likelihood for miscommunication (Claudianos, 2015). Therefore, PCR activities that focus on short-term linear cycles have been identified as an obstacle in the development of durable results (Supernaw, 2019). Such fundamental challenges convey that project life-cycle management is essential in housing reconstruction projects (Vahanvati and Mulligan, 2017), and as Knotten et al. (2015) indicated that it is important to engage in long-term, integrated activities to produce durable results.

3.2 CURRENT LIMITATIONS IN PROJECT PLANNING OF POST-CONFLICT HOUSING RECONSTRUCTION

According to Hidayat and Egbu (2010) and Da Silva (2010) post-conflict reconstruction projects have been divided into four stages which are planning, design, procurement, and construction. As per the Project Management Institute (2005) the successful completion of the previous phase's is a requirement for moving on to the next one. Projects are typically assessed based on their outcomes, which are evaluated at the end of each phase. In post-conflict housing reconstruction, the planning stage is considered a critical stage in developing efficient project design and delivery (Choudhary and Mehmood, 2013, Hidayat and Egbu, 2013; Yi and Yang, 2013). This is because the challenges and factors affecting the housing reconstruction process, as listed, and discussed in Section 2.4, must be addressed early in the project's life cycle. However, the challenges and factors that affect the reconstruction process are the results of the insufficient participation of local counterparts, weak communication, and dissemination of information among key stakeholders, poor management of cost, time, and quality, as well as inadequate management of funds when planning housing reconstruction projects (Bahmani and Zhang, 2020). The limitations in project planning of post-conflict housing reconstruction are reviewed in the following subheadings.

3.2.1 Insufficient participation of local counterparts

Insufficient participation of communities has halted efficient planning of housing reconstruction projects. Thus, insufficient participation of local counterparts has undermined and weakened the community, increased social divide and resentment, affected peacebuilding initiatives as well increased social vulnerability (Davidson et al., 2007; Bilau et al., 2018). Hamideh (2020) argues that local counterparts were not properly engaged in reconstruction in the interest of speed and fast recovery. In post-conflict Kosovo, Earnest (2015) argued that agencies worked without the participation of local communities. As a result, houses were not sized, designed, and built in a manner that suited the local culture. Furthermore, lack of participation with local governments also produced poor housing reconstruction projects. In Gaza, it was reported that several international agencies were conducting reconstruction projects without coordinating with the local authorities (Al-Qeeq and El-Wazir, 2010).

The literature has identified several limitations that hinder local community participation in post-conflict housing reconstruction. Taufika et al. (2016) have classified these factors into two categories: issues related to the ways of including communities in housing reconstruction projects and issues related to the capacity of the stakeholders. As part of the first category, housing reconstruction projects have a strict time limit, therefore, creating community organizations for representation takes time, and rushing

participatory initiatives can make it difficult for beneficiaries to participate. The second category which relates to the capacity of the stakeholders. This includes the limited understanding of the stakeholders to the concepts of community participation and the lack of support to develop strategies for community participation. Sadiqi et al. (2017), Lizarralde and Massyn (2008) and Earnest (2015) further emphasize that the limitations of community participation arise from the lack of community capacity, whether the community can't participate, is unwilling to participate, or has limited opportunities or knowledge to participate. However, local communities need to be informed and adequately empowered in planning post-conflict housing reconstruction projects in order to mobilize their creativity, desires, resources, and capacities (Chang-Richards et al., 2017). In addition, El-Masri and Tipple (2002) emphasize the importance of engaging local authorities to strengthen the dissemination of information on culture and social conditions of the affected communities amongst key stakeholders. Therefore, community participation is essential for strengthening and ensuring community ownership of PCR projects. This also ensures the reconstruction of quality and suitable housing units (Amaratunga et al., 2013).

3.2.2 Weak communication and information dissemination

Generally, the absence of communication between stakeholders at project planning can result in the transfer of inconsistent information to complete tasks (Boton and Forgues, 2017). Therefore, deviation occurs from poor communication, inadequate documentation, poor input information, poor resource allocation, lack of coordination, poor decision-making, and shortages in technical knowledge (Wasif et al., 2012; Ayodele, 2017; Fuadie et al., 2017). Often, in post-conflict environments, reconstruction projects were managed, planned, and reported in an ad-hoc manner (Rathmell, 2005). In addition, project initiators that comprise of international implementing aid agencies tend to bring their own policies, practices, and procedures while excluding local skills and knowledge from the process (Smoljan, 2003). Therefore, Enhassi et al. (2019) identified that success factors for reconstruction programs are those that are set during the planning stage. Such factors include clarity of the mission, understanding the aims of key stakeholders, recognising the availability of resources, determining a feasible project plan and procedure of work by all key stakeholders. This can be achieved when an adequate communication and information dissemination is established.

3.2.3 Poor management of Cost, Time, and Quality

In terms of cost in construction projects, Albtouch and Doh (2019) and Subramani et al. (2014) argue that surge of costs was a major defect caused by poor planning of construction projects. Planning efforts are intricate, with multiple interdependencies, highly uncertain, and stakeholders taking erratic

decisions under time constraints (Karakhan and Gambatese, 2017). Similarly, in post-conflict reconstruction, the fragmentation of planning, lack of local knowledge and engagement, poor resource allocation, the presence of budget, and time constraints (donor conditionality) as well as the adversarial relationships between stakeholders pose challenges in delivering quality units to end-users, while exacerbates social divide and financial costs (Sospeter *et al.*, 2021). Cost constraints often suggest quality suffering and sub-standardization of services (Asensio *et al.*, 2013), to a great extent, much of the reconstruction in post-conflict regions suffer from low quality design or sub-standard construction (Barrett, 2008). This is in light of project initiators taking rapid decision at the project planning stage, while overlooking the demands of key stakeholders. It is nevertheless important to improve stakeholder engagement (Shelbourn *et al.*, 2007), so as to meet budgets and design projects that fit the needs of the stakeholders involved.

Furthermore, in normal construction projects, Salter and Gann (2003) suggest that more focus needs to be placed on time management to support innovation in project-based environments. Similarly, time is of utmost importance in post-conflict conditions, as the affected population's lives must be restored as soon as possible to facilitate growth. One of the most time-consuming aspects of PCR activities is providing permanent housing for the affected population. Thus, delays in housing reconstruction projects can frustrate a divided community, increase complexity, and make peace-building milestones far more challenging to maintain (Earnest, 2015). Therefore, engagement among different stakeholders is necessary when there is a high level of uncertainty. Specifically, in post-conflict environments, as project completion within the determined time is essential for economic progress and stabilisation of the community.

As for quality, Westgaard *et al.* (2010) argue that acquiring knowledge entails an increase in resources and time spent in the early phases however positively impacts the cost and quality of the project. Generally, changes made at the early stages of the project management life cycle cause less costly rework than changes made later (Samset, 2010). Pressman (2007) supports the claim and therefore suggests an increase in efforts at project planning to reduce the cost of changes. In post-conflict environments, funding availability and management is essential (Ophiyandri *et al.*, 2013). Funding for post-conflict reconstruction is channeled through multiple sources. The sources include international countries, comprised of bilateral donors or multilateral donors. However, a lack of trust and understanding between stakeholders can restrict funding from donors and imposes different accounting requirements and time constraints (Fengler *et al.*, 2008). Thus, Bilau and Witt (2016) argue that budget constraints compromise efficiency and quality when it comes to housing provision. This also include the quality of the housing projects.

3.2.4 Inadequate management of funds

A major challenge in housing reconstruction is the inability to control how funds are spent, with little funding available to make changes (Jha, 2010). However, maintaining donor commitment requires mitigating the potential risks of corruption as well as focusing on the recipients of aid, and who handles the aid (Tzifakis, 2016). Gould and Joyce (2011) emphasize that sufficient planning of projects is the result of multi-disciplinary stakeholder integration. The objective is to bring together participants with various knowledge and skills (Thomsen *et al.*, 2009). This is to achieve a holistic understanding of the project to deliver input concerning cost, constructability, and value. Therefore, it is essential to develop mutual trust and understanding between stakeholders in order to identify cost and time-effective solutions, present a robust project plan as well as to adequately manage and increase funds. This can assist in developing quality housing units that meets the requirements of the affected population while ensuring donor complacency (Davidson *et al.*, 2007; Bilau *et al.*, 2018).

3.3 STAKEHOLDERS IN POST-CONFLICT HOUSING RECONSTRUCTION PROJECTS

A stakeholder in a construction project refers to any individual or group that have an interest or ownership in the project, who will be affected by the project and also have an impact or effect on the objectives, performance, and results of the project (Walker, *et al.*, 2008, Newcombe, 2003). The stakeholders of any construction project can have different and conflicting interests (Olander and Landin, 2005). It is therefore important that the input of all stakeholders be gathered at the planning stage of any new project (Hidayat and Egbu, 2010). This is to increase information dissemination, stakeholder engagement, as well as to adequately set a project plan with clear milestones and objectives. The varying stakeholders in a construction project have led to differentiating stakeholders based on their power, legitimacy, and urgency regarding the project, as well as changes in stakeholder relationships as a result of external and internal factors (Podnar and Jancic, 2006). Often, stakeholders in construction projects include clients, project managers, designers, contractors, suppliers, funders, and end-users. However, stakeholders towards any construction project can differ in accordance with the context, condition, and purpose (Andriof and Waddock, 2002).

As such, in post-conflict environments, stakeholders in housing reconstruction projects often differ from normal construction projects. This is due to the additional challenges that post-conflict environments possess, such as scarce resources, urgency for fast recovery, financial losses and weakened institutional capacities. Therefore, post-conflict environments tend to require additional stakeholders, such as local

NGOs, international NGOs, donor agencies, UN agencies alongside traditional stakeholders in construction projects (Davidson et al., 2007). Accordingly, the Participatory Planning Guide for Planning Disaster Reconstruction (EPC) identified the following stakeholders for post-disaster reconstruction projects as illustrated in Figure 3.1:

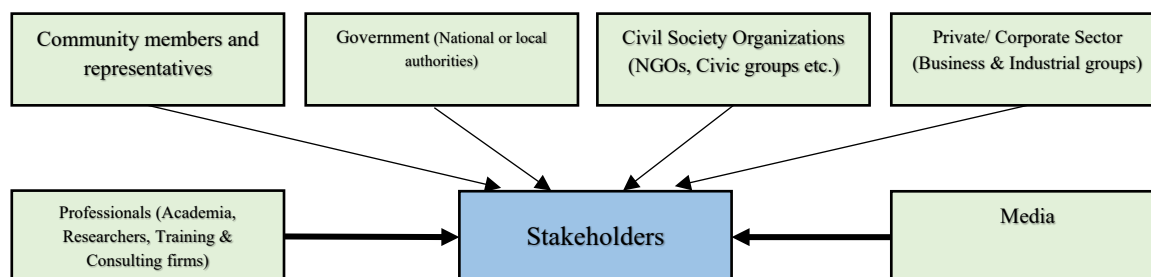


Figure 3. 1: Stakeholders in PDR (EPC, 2004).

3.4 STAKEHOLDER INVOLVEMENT IN PLANNING OF POST-CONFLICT HOUSING RECONSTRUCTION

Stakeholders who take part in the planning stages of a post-conflict housing reconstruction project are those responsible for planning, managing, and executing the project. Among them are international aid agencies, non-governmental organizations, and donors. There are also subsidiary actors that are omitted from the planning process, including community members, representatives and/or leaders. This is because post-conflict countries lack the ability at an institutional level to plan and execute reconstruction and development programmes. As such, post-conflict countries are vastly dependent on external stakeholders and international aid organizations to develop, plan and execute projects (Smoljan, 2003). The reasons for this are the effects of conflict on a country, in which governmental authorities and local institutions have collapsed. This is coupled with corruption and financial losses (Saleh et al., 2021). In addition, local stakeholders lack the skills and resources to plan and manage reconstruction projects (Bilau et al., 2018). Therefore, international implementing aid agencies, often UN-sponsored organisations, are therefore the project initiators that come to post-conflict countries with donor funding and plan, manage and execute housing reconstruction projects. This can be portrayed during the housing reconstruction projects of Gaza, as the sensitive political situation of Gaza Strip stressed the need of subcontracting parties like UN agencies and NGOs to implement the reconstruction process (Saleh et al., 2021). Despite these circumstances, project initiators have little regard for local conditions when pursuing their reconstruction objectives and perspectives. This is in the interest of fast recovery, budget constraints and avoidance of disputes. However, the ineffective engagement of local stakeholders has produced poor housing projects and hinders the information exchange between them

(Leitmann, 2007; Bilau et al., 2018; Fayazi and Lizarralde, 2019). Appendix H further summarises the roles and responsibilities of each stakeholder in post-conflict housing reconstruction from various literature.

3.4.1 Importance of stakeholder involvement in planning housing reconstruction projects

A growing body of evidence suggests that involving stakeholders throughout the project life-cycle increases approval rates for reconstruction programmes and improves maintenance and durability (Hayles, 2010; Chang-Richards et al., 2016). Furthermore, assessing the success of a project depends on the perspectives of stakeholders. This can vary between one stakeholder to another. Therefore, to reduce public anxiety and increase trust, effective communication between stakeholders can lead to approved project planning, improved disaster recovery, better information flow, and improved trust and cohesion among stakeholders (Bahmani and Zhang, 2022). It is vital that local stakeholders including community members, local authorities, service providers and community leaders to contribute valuable knowledge and assistance to the project's progress and feasibility (ILO, 2010). Amaratunga and Haigh (2011) further assert that the success of projects heavily depends on the participation of local society in decisions that affect their lives as well as the responsiveness of planning processes to the needs of communities. El-Masri and Kellett (2001) recognise that planning reconstruction projects should not be limited to the physical needs but should involve a variety of socio-economic and cultural factors. This should be tailored to the needs, perceptions, and expectations of the people. Therefore, changing the role of community members from being passive recipients of aid to partners in planning reconstruction process requires an understanding of the approaches to participation, providing opportunities for participation and documenting the results of the opportunities (Oxfam, 2003). This portrays that reconstruction efforts depends on the commitment and engagement of all stakeholders. In fact, Ophiyaandri et al. (2010) suggest that community participation in project planning should be at least at the level of collaboration.

3.4.2 Involving community counterparts in the planning of post-conflict housing reconstruction projects

In the context of post-conflict housing reconstruction, the term 'community' refers to a group of individuals who share common characteristics, such as geographical location, cultural heritage, social connections and have also been affected by the aftermath of a conflict (O'Driscoll, 2018). According to a study by Christie and Hanlon (2001), it is crucial for effective stakeholder engagement in reconstruction projects to understand the dynamics of local community. A study focused on post-disaster housing reconstruction projects in Mozambique revealed that community-based approaches, which actively incorporate local knowledge and participation, significantly enhance the likelihood of

achieving sustainable and successful results. Therefore, involving the community as primary stakeholders in decision-making empowers and fosters a sense of ownership over the reconstruction process (Christie and Hanlon, 2001).

In addition, individuals who hold influential positions within the community or emerge as leaders as a result of their abilities during and after the conflict are referred to as community leaders/representatives (Wessells, 2009). These leaders have the potential to significantly influence stakeholder engagement in housing reconstruction projects. Their roles, attitudes, and actions have the potential to either enable or disable effective engagement and project implementation. A study by Jayasuriya et al. (2006), suggests that ability of community leaders to balance competing interests within communities is crucial to the success of housing reconstruction initiatives. Stakeholder engagement can be facilitated when strong leadership addresses conflicts such as resource distribution. This was supported by Enria et al. (2016), as community leaders can play a critical role in bridging the communication gap between affected communities and external/international agencies. Thus, active stakeholders can create an environment for inclusive and sustainable reconstruction programmes by strengthening local communities, understanding power dynamics, and engaging community representatives.

According to Goodhand et al. (2000), in order to effectively engage stakeholders, community interests must be recognised. This can be accomplished by involving community representatives and leaders, that can provide a better understanding of the needs and aspirations of various groups within the community. Furthermore, a study by Sanjinés and Barenstein (2021), on post-conflict housing reconstruction in Colombia, suggest that involving community leaders in decision-making processes helps reduce potential conflicts and increases project legitimacy. This is because representatives serve as advocates for their communities by ensuring that reconstruction efforts address the real issues of those impacted from the conflict. Therefore, an enabling environment promotes active community participation, transparent communication, and the alignment of reconstruction efforts with the needs and preferences of the community. However, a disabling environment may result in resentment, resistance, and/or exclusion that can undermine the effectiveness of a reconstruction project. The success of post-conflict housing reconstruction projects necessitate sensitivity to each community-specific context, meaningful engagement of community representatives, and a proactive approach to addressing conflict-related challenges (El-Masri and Kellet, 2001; Wessells, 2009). Thus, in post-conflict settings, tailoring approaches to local contexts and increasing engagement and collaboration among stakeholders are vital efforts for success.

3.5 COLLABORATION IN POST-CONFLICT HOUSING RECONSTRUCTION PROJECTS

As discussed previously in this chapter, a critical factor to the success of a project is the quality of planning. This is because every aspect of the design and construction, including operations and maintenance, is covered in the planning stage (Fuadie *et al.*, 2017). In addition, in the initial stages of any project, the capacity to influence the characteristics of the project is at its highest and decreases as the project progresses (Sequeira and Warner, 2007). The literature on project management and construction projects generally suggests that the project preparation and planning phase is the time when stakeholders with a variety of demands and goals have the greatest potential to influence the outcomes of a project (Kolltveit and Gronhaug, 2004). Accordingly, Heravi *et al.* (2015) recommend efficient collaboration will facilitate communication and coordination among project stakeholders, increase information transfer, and improve the quality of a project. This section will therefore define collaboration in the field of construction, discuss the importance of collaboration in project planning for post-conflict housing reconstruction, and present collaborative planning practices to improve the challenges associated with post-conflict housing reconstruction.

3.5.1 Definition of Collaboration

One of the main issues in construction is related to information exchange (Beetz, 2009). Therefore, the quality of cooperation among stakeholders is one of the most important success factors in a construction project (Boton and Forgues, 2017). The Construction Industry Board (CIB) defines collaboration as the mutual understanding between stakeholders to achieve goals and problem resolution, as well as a measurement to improve quality and performance (Ahmad *et al.*, 2018). Several benefits of collaboration in planning construction projects have been described by Bygballe and Ingemansson (2014) as a way to achieve high-quality technical solutions and innovations. In addition, collaboration can reduce cost, time, and stakeholder disputes. Emmitt and Ruikar (2013) define collaboration as an activity of multi-disciplinary team with the desire to achieve a shared objective. Therefore, the primary aim of collaboration is communication and the sharing of information, ideas, and solutions between stakeholders. Collaboration enables individuals to work together to achieve a defined common purpose. In many cases, this involves working across sectors and interacting with multiple actors at the same time (Poocharoen and Ting, 2015).

3.5.2 Importance of collaboration in planning post-conflict housing reconstruction

In planning post-conflict housing reconstruction projects, traditional planning stages are important; however, the project plan should outline all factors and challenges that need to be considered prior to reconstruction, so that the project can meet local conditions. Therefore, Da Silva (2010) presents a number of key considerations that should be taken into account during the planning of housing reconstruction projects which constitutes of: understanding the context and impact of disaster, understanding the local governance structures, establishing methods of coordination, understanding funding streams and timescales, resolving issues of ownership and tenure, identifying appropriate types of reconstruction and establishing the appropriate design of houses. As Da Silva (2010) argued, this can be achieved when partnership and collaboration are established between stakeholders. It is through stakeholder collaboration that scope of work, objectives, timeframes, resources, costs, and risks are captured and incorporated into a detailed plan for design and construction. In the context of post-conflict environments, successful results can be achieved when project initiators ensure best practices are embedded in the planning phase of reconstruction projects (Sadiqi *et al.*, 2013). Thus, strengthening collaboration efforts during project planning can increase local stakeholder satisfaction, communication, information dissemination and coordination as discussed in the following subheadings. This can assist in the delivery of quality housing units to the affected population, aid in national development, reduce vulnerabilities, and contribute to peacebuilding efforts.

3.5.2.1 Local Stakeholder Satisfaction

Planning housing reconstruction projects should be based on a clear understanding of local conditions and careful consultation with the affected population. Therefore, collaboration can endorse local stakeholder engagement, promote capacity building, and encourage local governance (Moreno, 2000; Stoquart, 2000). This would increase the chances of mobilising the community, resolving disputes, capitalising on existing capacity, maximising the use of available resources, and enhancing partnership among states, professionals, and local communities as well as assist in national development (El-Masri and Kellet, 2001). In this way, planning can be tailored to a specific context and project (Sousa, 2019). The objective is to generate flexibility according to the type of intervention, the rules, and constraints of the country of operation, the specific needs and requirements of the end users, the level of participation required, as well as the goals of a specific project. This will likely increase local stakeholder satisfaction.

3.5.2.2 Communication and Coordination

According to Singh and Wilkinson (2008) communication play an important role in post-conflict reconstruction and assist in sharing and distributing knowledge regarding land, property, design, and construction, optimizing logistics and resources, and strengthening relationships between parties. As Kim and Choi (2013) argue, effective coordination among project participants coupled with a clear understanding of the project plan can lead to successful implementation of housing reconstruction projects. These well-built relationships also assist in developing trust and respect between the parties. It is crucial for people to be aware of the opportunities for participation and the importance of their participation for long-term housing reconstruction (Lawther, 2009; Galtung and Tisné, 2009). Thus, Dias et al. (2016) assert that establishing communication between stakeholders ensures better project outcomes.

3.5.2.3 Information Dissemination

Stakeholders in post-conflict housing reconstruction come from diverse sectors and entities with varying motives and needs. As discussed previously in this chapter, the lack of cooperation between stakeholders and information exchange at project planning contributed to the development of poor housing units. Therefore, Moe and Pathranarakul (2006) consider effective participation and collaboration among stakeholders are key factors in planning reconstruction projects. In this way, stakeholders are more likely to share information through consultation and communication, which leads to increased trust and cohesion. This will also help establish clearly defined goals and commitments at the onset of project planning.

3.5.3 Collaborative planning practices in post-conflict housing reconstruction

Collaboration during planning of post-conflict housing reconstruction projects will remove the traditional barriers between stakeholders and bring together participants with different knowledge and skills (Gould and Joyce, 2011). The objective of collaboration is to utilize every participant's knowledge throughout the planning phase to make resources relevant to the context. This can only be achieved through appropriate collaborative activities that improve physical conditions, community participation, build trust and transparency as well as institutional reforms. Construction of housing projects requires solutions that improve the structure's design (functionality and configuration) and production (materials) while considering sustainability, cost, and societal expectations (Hayles, 2010). According to Bahmani and Wei (2022), several prerequisites need to be met for reconstruction projects to be successful: effective institutional management, well-defined coordination, competent

managerial skills, effective communication, accessible information dissemination, defined goals, and adequate resource allocation. The first step of Anilkumar and Bnerji's (2021) study of critical success factors for planning housing reconstruction is to identify an appropriate institutional mechanism to handle governance issues that arise in post-conflict settings. The second factor is efficient stakeholder management, as efficacy requires the participation of several stakeholders, a clear understanding of their roles and efficient coordination (Charles et al., 2022). The third factor is an appropriate reconstruction strategy that incorporates sustainable recovery objectives such as social impartiality, risk mitigation, as well as trust and accountability. This can be attained when the strategies meet local needs, and the assessment of local capacity is well thought-out by agencies. The collaborative planning practices for post-conflict housing reconstruction are presented in the following subheadings.

3.5.3.1 Institutional Mechanism

In many housing reconstructions projects, poor performance is attributed to improper governance of housing reconstruction process (Andrew et al., 2013; Bilau et al., 2015). The success or failure of reconstruction projects depends on the ability to tackle the governance issues that arise in post-conflict environments (Harvey, 2009; Moe and Pathranakul, 2006). In their analysis of project planning, Githenya and Ngugi (2014) suggest focusing more on the role level than the activity level. Therefore, an appropriate institutional mechanism is the best way towards tackling governance issues (Joseph, 2015). Bahmani and Zhang (2022) suggest that acquisition of immediate leadership and coordination is key to the success of reconstruction projects. However, several factors determine the nature and mandate of the institutional mechanism. The review by Haas et al. (1977) indicates that quality of leadership and planning of housing reconstruction is characterized as good institutional arrangement. Rubin et al. (1985) argued that leadership, ability to act, knowledge of available resources, and capacity of local officials determine success or failure of a reconstruction program. In addition, Ophiyandri et al. (2013) argue that the establishment of a facilitator and its capacity and competence are crucial to achieve appropriate institutional arrangements.

3.5.3.2 Stakeholder Management

Mannakkara and Wilkinson (2013) found that a clear understanding of the roles of stakeholders and their effective coordination and participation in planning reconstruction projects can improve project design and delivery. Collaboration among stakeholders is crucial for maintaining development as well as increases trust and transparency (Asgary et al., 2006). This can be achieved by identifying and managing potential stakeholders and analysing their needs, empowering stakeholders as well as

establishing good communication to mobilize stakeholder creativity, resources, and capacity (Davidson et al. 2007; Yang et al. 2009). The identification of key stakeholders will reflect skills from within and outside the community, and they will provide knowledge, materials, expertise and finances. The involvement of stakeholder groups in the early development of the project is key to optimizing their capabilities, particularly during planning (SKAT, 2012).

3.5.3.3 Reconstruction Strategy

According to Ophiyandri et al. (2013) an inappropriate reconstruction strategy can result in project delays and cost overruns. Similarly, Saleh et al. (2021) identified an inadequate reconstruction strategy with unclear objectives as a major impediment to housing reconstruction initiatives. Therefore, Pribadi et al. (2014) acknowledges that developing an appropriate strategy in the planning stage can provide better opportunities for reconstruction. Da Silva (2010) identified that the key considerations to developing a reconstruction strategy is understanding the geography, society, economics, politics, climate, and hazards of the local environment. Thus, the development of strategies that meet local needs and consider the capacities of local counterparts can contribute to the establishment of sustainable recovery goals. Jha and Duyne (2010) suggested that the reconstruction strategy should include project objectives, risk, monitoring, and evaluation as well as mechanism to coordinate stakeholder involvement. Therefore, the reconstruction strategy must balance affordability, feasibility, and quality (Hayles, 2010).

3.6 SUMMARY

Reconstruction of housing in post-conflict environments have been criticized for poor stakeholder engagement at project planning in the interest of speed, profit, and time. The success of planning post-conflict housing reconstruction projects is dependent on stakeholder cohesion and dissemination of information. In complex environments, a planning approach that is cohesive and flexible to meet the steering conditions is essential. In this way, resources will be used more efficiently. Therefore, collaboration among stakeholders in post-conflict environments is fundamental to address the root challenges of housing reconstruction. The success of PCR projects depends on its ability to acknowledge and accommodate the complexities of the environment while coordinating the diverse range of stakeholders. In addition, the effective consultation and sharing of important information among key stakeholders is crucial to ensure quality, cost, and time-effective solutions and increase trust and cohesion. This is to establish a thorough project plan with clearly defined goals and commitments by key stakeholders.

As collaborative environments are important drivers for efficient planning, the next chapter will review existing planning practices in order to identify ways to facilitate stakeholder collaboration at the planning stage of post-conflict housing reconstruction projects. In addition, it will present a conceptual framework that synthesise the concepts of collaborative project planning applied in post-conflict housing reconstruction.

CHAPTER 4: CONCEPTUAL FRAMEWORK TO STRENGTHEN STAKEHOLDER COLLABORATION DURING THE PLANNING STAGE OF POST- CONFLICT HOUSING RECONSTRUCTION

4.0 INTRODUCTION

This chapter presents the conceptual framework developed in the light of the extant literature on post-conflict housing reconstruction in the context of the reoccurring challenges and factors associated with housing reconstruction projects (Chapter Two) and better-practices in project planning (Chapter Three). The framework has been developed to address the identified gaps in previous studies, taking into account the concepts behind the existing post-conflict housing reconstruction planning practices as well as a synthesis of concepts behind collaboration to strengthen stakeholder engagement. Therefore, this chapter seeks to address the third objective which is to develop a conceptual framework in order to strengthen stakeholder collaboration during the planning stage of housing reconstruction projects under post-conflict conditions.

4.1 EXISTING POST-CONFLICT HOUSING RECONSTRUCTION PLANNING PRACTICES

There are different approaches in planning housing reconstruction projects primarily in terms of stakeholder engagement. The internationally acknowledged approaches implemented in previous post-conflict countries are the top-down and bottom-up methods. In the top-down approach, a plan is made and enforced by non-beneficiaries and agency representatives such as donors, international aid assistance and governments. The top-down approach is viewed as an economic-focused vision for development that fails to include the needs, aspirations, and capacity of the local community. In most cases, the results of the top-down approach are often at odds with the needs of vulnerable communities, who are typically seeking to return to pre-conflict conditions (Lyons et al., 2010; Jayasuriya and McCawley, 2010). Thus, Gotham and Cheek (2017) discuss the two primary recovery approaches: as

one that revolves around grassroots planning and community control (bottom-up approach), while the top-down approach emphasizes corporate-driven and top-down bureaucratic management.

The bottom-up approach promotes ground-level participation (local communities, private sector, local authorities and/or other bottom-level authorities) as they play a more important role in planning and implementation of projects (Yi et al., 2020). As a result of the bottom-up approach, communities participate in decision-making, thereby shaping their living environment and homes as they see fit (Larrison, 1999; de Sylva, 2018). Thus, according to Davidson et. al. (2007), one of the key differences between the top-down and bottom-up approaches lies in the capacity of participation by beneficiaries in reconstruction projects. This section will further demonstrate the differences between the top-down and bottom-up approaches, as well as the disadvantages and advantages of each.

4.1.1 Top-down planning approach

Generally, in top-down programmes beneficiaries would have limited access to the reconstruction of housing projects. Reconstruction of housing units are entirely managed by external agencies from inception to hand-over (Karunasena and Rameezdeen, 2010). Roosli et al. (2018) found that beneficiaries, during housing reconstruction in Malaysia, acknowledged a desire to participate in housing reconstruction projects but knew little about the opportunities. Many respondents complained that their level of involvement was very low and had trouble accessing information. Therefore, Roosli et al. (2018) suggest that project initiators need to collaborate and develop methods to facilitate community participation, and that participatory methods should be integrated into the planning stage. Mass-housing production, based on prefabricated technology and professional judgement, has been prescribed as a remedy for large-scale destruction to rapidly rehouse the displaced population (Lyons et al., 2010). Consequently, the outcomes of such 'symbolic schemes' produce housing units with little regard to the built environment, local conditions, and end-users' needs, skills, and resources.

Saleh et al. (2021) reported that during the aftermath of conflict, it is often that the governmental authorities within the affected countries are financially incapable as well as are limited in capacity to execute reconstruction programmes. Therefore, post-conflict countries are dependent on external stakeholders to plan, develop and implement projects as such external agencies tend to take the lead in initiating reconstruction programmes. This was portrayed following the 2005 war in Lebanon, the country faced limited capacity within their ministries and municipalities, which allowed international partners to take charge in implementing reconstruction projects (Hamieh and Ginty, 2010). Furthermore, in Gaza, reconstruction projects were hampered by weak government institutions and a lack of local skills (Al-Qeeq and El-Wazir, 2010). In the case of Iraq, the completion of Bab Sinjar

Housing Complex by UN-Habitat in West Mosul that offers residence for 2,300 returnees and was funded by the Japanese government (UNITED NATIONS, 2022). In some post-conflict countries, governments, communities, and local organisations lack project management skills to conduct housing reconstruction projects. This includes needs assessment, procurement, logistics and monitoring and evaluation of projects. Often post-conflict countries are in a political sensitive situation, therefore, require contracting parties such as UN-led agencies and NGOs to implement reconstruction programs and coordinate with local authorities and donors (Saleh et al., 2021). However, as seen in Figure 3.2, the stakeholders (actors) do not include beneficiaries or the local community and government in housing reconstruction which has been a prevailing source of failure in project delivery (El-Masri and Kellett, 2001).

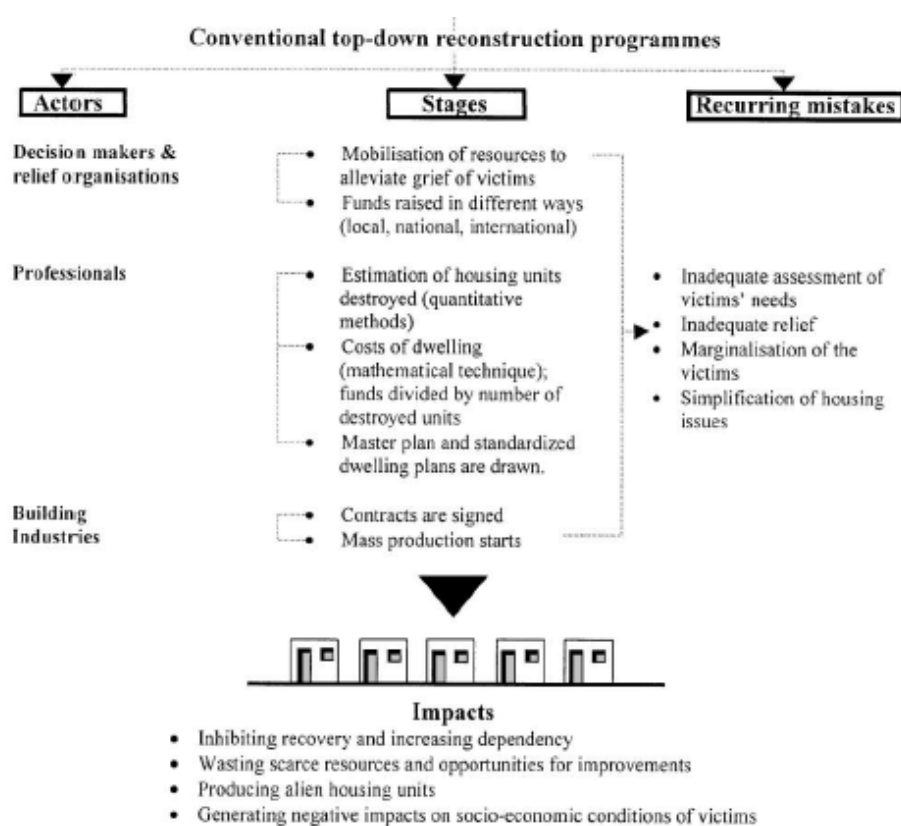


Figure 3. 2: Conventional top-down approach to housing reconstruction. Source: El-Masri and Kellett (2001).

4.1.2 Bottom-up planning approach

In contrast, bottom-up approach emphasizes on the involvement of beneficiaries, if carefully planned and implemented, can offer many advantages as they are better tailored towards the needs and skills of end-users (El-Masri and Tipple, 2002). Through this approach, donors offer financial assistance, also known as 'cash for shelter,' and beneficiaries spend the funds on restoration projects (Tafti, 2012). However, the lack of institutional capacity of governmental entities, the displacement of communities, the lack of professional expertise, and mistrust among parties raises difficulties to implement bottom-

up approach in post-conflict environments (Ismail *et al.*, 2014; Davidson *et al.*, 2007; Bilau *et al.*, 2018). The limited capacity and resources in post-conflict settings exacerbate local difficulties in the planning and management of housing projects, as a result, the top-down approach is administered, and the local community are not involved. Beneficiary participation facilitates better problem understanding and leads to user satisfaction and project success. While the bottom-up approach allows some flexibility and recipient control, it also exacerbates development and political difficulties in situations that lack ready-made technical assistance and organized funding structures, which are often lacking in post-conflict settings (Barakat, 2003). Therefore, there is the risk of local elites hijacking the reconstruction process in order to gain support (O'Driscoll, 2018). This can often create social violence, resentment, and divide (Saul, 2014). As part of the housing reconstruction of Al Burjain village in post-conflict Lebanon, the local community controlled the major decisions related to design, construction, materials, and management. However, the housing projects suffered from many defects such as design weaknesses, financial constraints, inadequate infrastructure, increase of corruption and shortage of materials (El-Masri and Tipple, 2002). Furthermore, while the current consensus emphasizes involving the community in reconstruction efforts rather than relying on top-down approaches. However, it's not clear what prevents community participation in post-disaster reconstruction. Thus, according to a study by Cheek (2021), during the post-disaster reconstruction of Minamsanriku, Japan, several barriers of community participation were not caused by the disaster itself but were already present. These include predetermined risk levels, established government patterns, existing lack of participation, and administrative mergers. As Tafiti (2012) argues, this approach is a single component of housing restoration and not an overall plan with multiple discrepancies in its planning and operations. Hence, bottom-up programmes lack the accommodation of whole life-cycle values, stakeholder coherence, resource mobilization, and change management strategies (Salami *et al.*, 2015). Appendix I further summarizes the advantages and disadvantages of top-down and bottom-up planning approaches.

4.2 ACHIEVING COLLABORATION BY REDESIGNING EXISTING PLANNING PRACTICES IN POST-CONFLICT HOUSING RECONSTRUCTION

The top-down and bottom-up approaches have been criticised for excluding certain interest groups in the planning stage, which is the reason for the recurrence of housing reconstruction challenges. This is due to the ineffective engagement of stakeholders. The top-down approach lacks community participation and results in short-sighted implementation policies, while in bottom-up approach, the government, donors, and specialised aid are secondary actors with little control; therefore, the unsecure commitment to timeframes and conditions by donors and governments results in project delays (Ismail *et al.*, 2014). Lyons *et al.* (2010) stated that both approaches have gaps in construction quality and social compliance and asserted that it is vital to include end-users at the beginning, despite technical

experts' uncertainty about local's capacity and it is also vital to provide management structures to handle design and resources. Bouraoui and Lizarralde (2013) assessed the relationship between organizational structures and end-user satisfaction of a housing reconstruction project in Bousalem, Tunisia, and found that decisions should be decentralized at a level that optimises local stakeholders' efficiency, facilitates end-user participation, and ensures an appropriate distribution of responsibilities and risks among key stakeholders. The reason is that certain decisions can affect both the ability of project initiators to deliver adequate solutions and end-users' expectations. Similarly, according to the findings of Dikmen (2007), ignoring participatory approaches in favour of centralised decision-making has numerous disadvantages, including the inability to collect information and concerns from end-users and the inability to incorporate local actors in project design.

Ineffective collaboration and communication between donors, implementing agency, beneficiaries and monitoring parties produce poor housing projects (Saleh et al., 2021). Davoudi and Strange (2009) highlight the importance of collaboration and communication in planning, and both attributes create transparency. Stakeholder participation throughout the project process ensures control and higher success rates (ILO, 2010). Yi et al. (2020) suggest that the collaboration of top-down and bottom-up models can increase social knowledge as well as build capacity and integration. The collaboration of top-down and bottom-up approaches can be accomplished by institutional innovations to set new guidance and to create transparent and equal policy environment. As such, Yi et al. (2020) suggest the housing reconstruction interventions should be dominated by the bottom-up implementation approach, but the elements of top-down approaches should be brought into the process. This is further supported by Hasic (2004) and Steino et al. (2020) as they argue that combining the top-down and bottom-up approach will ensure sustainable redevelopment of post-conflict reconstruction projects, thus suggest that the top-down approach is partly needed for reasons of coordination and a bottom-up approach is partly needed for reasons of inclusion. In this context, engaging both beneficiaries and non-beneficiaries is imperative to ensure optimal planning practices, increase community mobilisation, resolve disputes, maximize resources, and improve relationships between state, professionals, and locals. Therefore, collaborative environments are significant drivers for efficient planning and an integrated system that coordinates beneficiaries and non-beneficiaries to find cost- and time-efficient solutions is required (von-Meding et al., 2016).

4.3 COLLABORATIVE PLANNING THROUGH THE AID OF FACILITATOR

Housing reconstruction projects in post-conflict conditions have been acknowledged to comprise many stakeholders that include local authorities, beneficiaries, contractors as well as project initiators such as international implementing aid organisations and donors (Section 3.3). According to Bilau et al. (2018)

the diversity of stakeholders causes inadequate distribution of roles and responsibilities, which leads to project gaps, failure overlaps and duplication of efforts. Ineffective cooperation between donors, international implementing aid agencies, and local counterparts yield poor housing reconstruction projects (Fayazi and Lizarralde, 2019). Despite being physically distant from project planning and have little understanding of the local realities, donors provide funding under conditions and constraints so as to minimize financial risks and losses. In light of these financial constraints, international implementing aid agencies produce housing units that do not fit the needs and wants of the community.

The lack of coordination among stakeholders in reconstruction projects affects transfer of data and increases duplication of effort (Bilau et al., 2015). Insufficient coordination systems resulted in poor monitoring and evaluation of projects. This can also be attributed to the scarce personnel in post-conflict conditions (Boen, 2014). Therefore, institutional capacity to perform tasks is an indispensable requirement that requires both administrative and management resources (Barakat, 2003). Many local NGOs in post-conflict settings are supportive structures for community mobilisation, but lack transparency, administrative structures, and are often biased towards selective development. Therefore, local NGOs lack trust from donors and governmental entities to manage housing reconstruction projects and local NGOs selective development and partiality result in social resentment among communities. Furthermore, external donors and UN-led agencies are often the dominant stakeholders in PCR of housing projects, however, implement short-sighted decisions with little regard to the community (El-Masri and Kellet, 2001). While research confirms the benefits of community involvement in bottom-up approaches, in post-conflict environments, communities lack the management expertise to carry out housing programmes (Jayasuriya and McCawley, 2010). Finally, most governmental entities and local authorities in post-conflict environments may have collapsed or confounded by the complexities of politics and corruption. Therefore, considering the limitations of local NGOs, communities, local authorities, and donors in managing post-conflict housing reconstruction programmes, and their adversarial relationship, the collaborative approach requires an impartial third-party to guide housing reconstruction projects. A consistent stakeholder coordination system can be established to ensure the exchange of necessary information and to promote collaborative environments. This can be achieved by appointing a facilitator to mitigate the adversarial relationship between stakeholders, reaching mutual agreements and implementing continuous integration that planning of housing reconstruction demands.

4.4 INGOS AS FACILITATORS

Civil Society Organizations (CSO) are defined by the United Nations (2001) as the voluntary associational activity of citizens (apart from their families, friends, and workplaces) to advance their interests, ideas, and goals. This excludes people's associational action for profit (the private sector) or

for governance (the state or public sector). Non-governmental organisations (NGOs) are part of the civil society and are described as organisations founded to benefit the general public, either via the provision of services or through advocacy. The majority of NGOs are membership organisations that recruit members who share a common goal; they are typically philanthropic or public organisations since their programmes extend beyond their members (United Nations, 2001).

There is growing literature on the role of INGOs as mediators between beneficiaries, governments, and international relief/development organisations in housing reconstruction projects (Soelaksono, 2009; Von-Meding *et al.*, 2009; Golini and Landoni, 2014; Amaratunga *et al.*, 2015; Baruah, 2015). Amaratunga *et al.* (2015) portray UN armed forces as secondary stakeholders that are indirectly affected parties in housing reconstruction projects this includes consultants, contractors, community-based organisations, and NGOs. Research published by Baruah (2015) found that International and local NGOs can play an important role in facilitating the design and construction of high-quality, culturally-appropriate housing projects, stimulating and expanding livelihoods, and reducing physical and social vulnerability. However, with clearly defined roles, responsibilities, and accountability measures, the impartiality of INGOs strengthens their position as facilitators in the planning and implementation of housing reconstruction projects given their ability to reach out to states, experts, donors, and beneficiaries, develop relationships, and operate with ethnic, religious, and political prejudices (OCHA, 2000). Their participatory approach can address the complex challenges associated with housing reconstruction.

Makdisi and Soto (2020) reported that building the capacity of a nation goes together with donor funding. Donors are a major external force affecting reconstruction agendas. While external aid can have positive effects on enabling growth in post-conflict countries, financial streams necessitate proper management to minimize unforeseen consequences. Elbadawi *et al.* (2008) suggest that aid might be more effectively used if delayed until capacity was restored. However, Stains (2004) argues external assistance is more productive during the initial post-conflict period when the government has committed to follow macroeconomic strategies, especially if support is provided for stabilization of the budget. Barakat (2003) therefore suggests INGOs as possible conduits for facilitating finance and distribution of funds. The direct approach used by INGOs to contact beneficiaries also benefits local communities. In this way, the interests of the beneficiaries are given priority, and the progress of finances and programmes are directly monitored, thereby avoiding misappropriation and corruption within the local government. Ismail *et al.* (2017) suggest that INGOs are key players in housing reconstruction projects and can increase community participation. According to Bruen *et al.* (2013), the involvement of INGOs in early stages of projects is crucial, as well as their need to comprehensively understand the context and set project parameters at the outset. However, in a study conducted by Bruen *et al.* (2013), INGOs

reported that they were frequently invited to advise or takeover projects after the initial stages had been completed by another party. In their view, these decisions have a detrimental effect on the project's outcome and long-term sustainability, and that the beneficiaries are going to suffer in the long-term.

4.9 TASKS TO FOSTER COLLABORATIVE PLANNING ENVIRONMENTS

A factor driving the participation of INGOs in the planning-design-construction phase is effective communication and collaboration. Agencies that mobilise their resources and expertise to respond to disasters whether natural or man-made are regarded as effective state partners for collaboration and completion of reconstruction initiatives (Tauber, 2013). The conceptual framework, as illustrated in figure 5.2, suggests that tasks to achieve collaboration during the design process including as knowledge transfer, resource allocation, capacity building, and problem resolution.

4.9.1 Local Knowledge Transfer

Information flow has the potential to reduce distrust and enable community participation. Incorporating local knowledge can improve the quality of decisions and promote institutional transparency (Bakker, 2003). The analysis of local knowledge is one of the main collaborative opportunities for housing reconstruction (Hickey and Mohan, 2004). The dissemination of information by local stakeholders can improve efficiency and provide key information that would otherwise not be available, which will lead to the rapid resolution of related problems (Fung and Wright, 2001). One of the important stakeholders is the local community, and their participation determines the tacit knowledge of the project environment, that is, political, social, and cultural factors (Golini and Landoni, 2014). The tacit knowledge includes information regarding land, ownership, design, construction, local resources etc. The understanding of local capacity to acquire resources to meet reconstruction needs positively impacts the design and planning in post-conflict reconstruction projects (Saleh et al., 2021). INGOs have sufficient capabilities to attend to communities and transfer knowledge. This can be implemented with the help of field experts (Bruen et al., 2013).

4.9.2 Resource Allocation

According to Rondinelli and Montgomery (2005), achieving positive results in post-conflict conditions requires informed decision-making, effective governance, and better allocation of scarce resources. Management and selection of appropriate materials and technology are key features in the design of housing reconstruction programs. It is necessary to allocate and prioritise project resources, ensure the

efficient allocation of resources, and control project risks, deviations, and misappropriation. INGOs possess the management skills to ensure that efficient use of equipment and materials is essential to achieving objectives. They also devote both time and resources to ensure that strategic decision-making occurs at every stage (Bruen *et al.*, 2013). This can also be achieved through INGOs ability to directly reach the community, understand the local environment, and utilize the resources accordingly.

4.9.3 Capacity Building

Post-conflict reconstruction of housing projects is hampered by a lack of local institutional capacity, poor stakeholder coordination, and a lack of trust among implementing parties (Bilau *et al.*, 2018). The purpose of capacity building is to increase the performance of individuals, groups, and organizations in each area (Fanany *et al.*, 2010). As part of developing local capacity, INGOs encourage ownership and legitimacy between parties in PCR projects and ensure that local stakeholders have an active role (Kutty, 2017). In post-conflict environments, skilled personnel are in short supply, and organisations struggle to meet resource demands to design and implement projects. Improving local institutions will not only benefit the community, but also maximise long-term advantages of international relief. Consequently, strengthening local capacity and effectively utilising donor resources can mitigate risks and expectations (Collier, 2003). Donors and NGOs often assess the capacity of government to cope with the impacts of conflict and whether that capacity needs to be supported or substituted to differing degrees (Harvey, 2005).

4.9.4 Problem Resolution

For the successful implementation of housing reconstruction projects, it is necessary to integrate activities at the planning stage for taking corrective action when problems arise during the project life-cycle (Earnest, 2015). In addition, clear communication channels must be established so that project problems can be reported. In post-conflict Kosovo, no provisions made for unexpected problems had been drawn up, this has resulted in disputes that halted the housing reconstruction process. Additionally, poor coordination between stakeholders has contributed to difficulties in resolving disputes in post-conflict housing reconstruction in Gaza (Saleh *et al.*, 2021). These disputes include issues of land tenure and identification of ownership. Therefore, it is essential that INGOS address concerns and resolve conflict with local counterparts and project initiators during the planning process. The position of INGOs as facilitators contributes to the resolution of problems since they are able to form relationships with states, experts, donors, and beneficiaries, as well as overcome prejudices (OCHA, 2000).

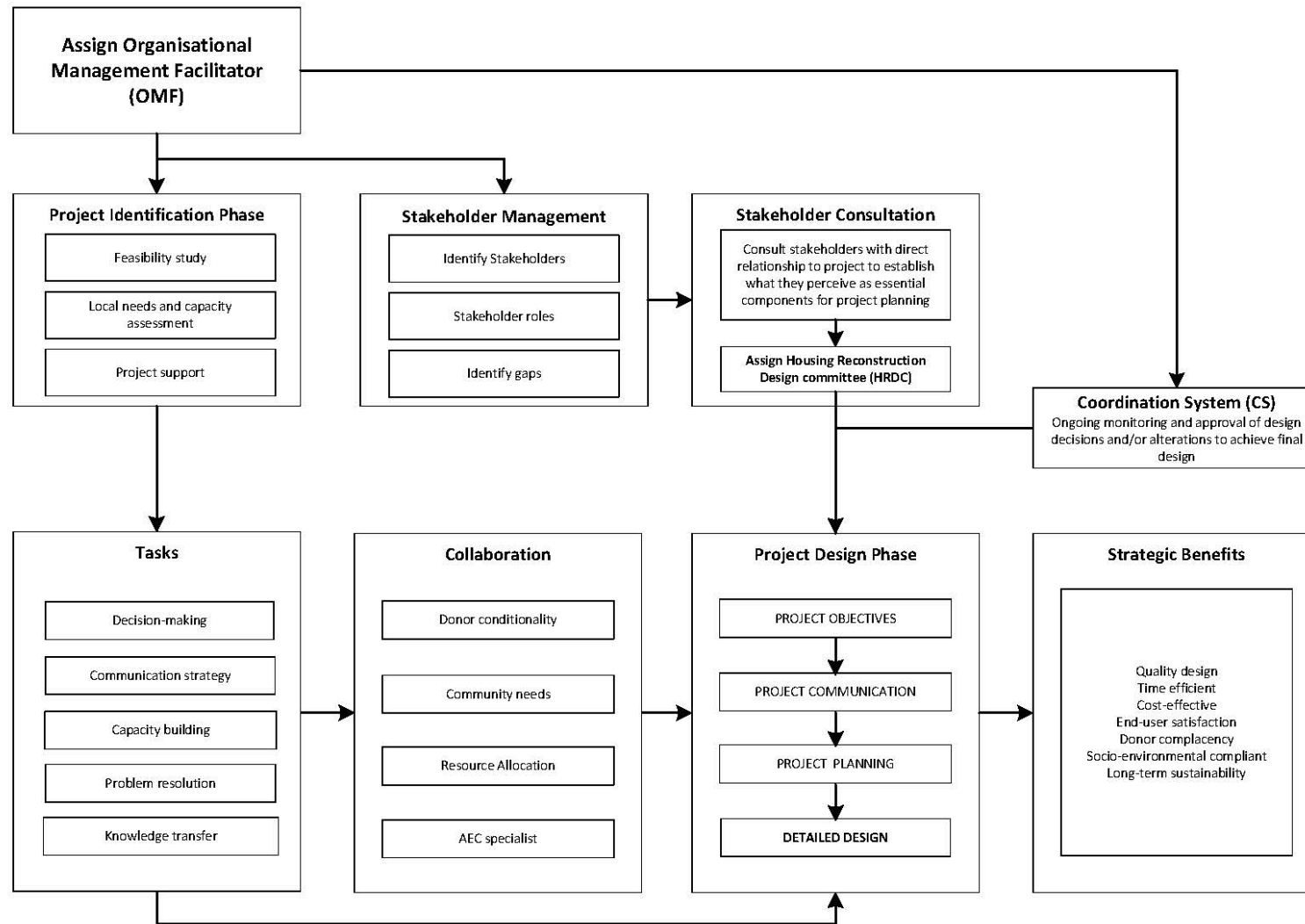


Figure 4. 1: Conceptual framework for strengthening collaboration during planning of housing reconstruction under post-conflict conditions.

4.5 DEVELOPMENT OF CONCEPTUAL FRAMEWORK

The basis for creating the conceptual framework emerged from the studies conducted by Anilkumar and Bnerji (2021), Bahmani and Wei (2022), and Charles et al. (2022), which explored success factors in planning post-conflict housing reconstruction projects. These factors encompassed an effective institutional mechanism, efficient management oversight, clear coordination, streamlined communication and information exchange, along with a well-defined reconstruction strategy and project objectives (Section 3.5.3). In light of these identified success factors, as illustrated in Figure 4.1, the position of INGOs within housing reconstruction programs is reassessed, with an integrated approach in mind. By combining top-down and bottom-up methodologies and centralizing function of INGOs, the potential for reduced rigidity and enhanced disorder emerges, fostering improved collaboration, coordination, and communication. This integration serves as a conduit for efficient knowledge transfer, competent management oversight, efficient communication practices, and assist in articulating a clear reconstruction strategy and project objectives. This highlights the significance of NGOs as agents of knowledge dissemination and communication between individuals, governments, organizations, and donors, a key factor for success in projects (Shaw, 2003).

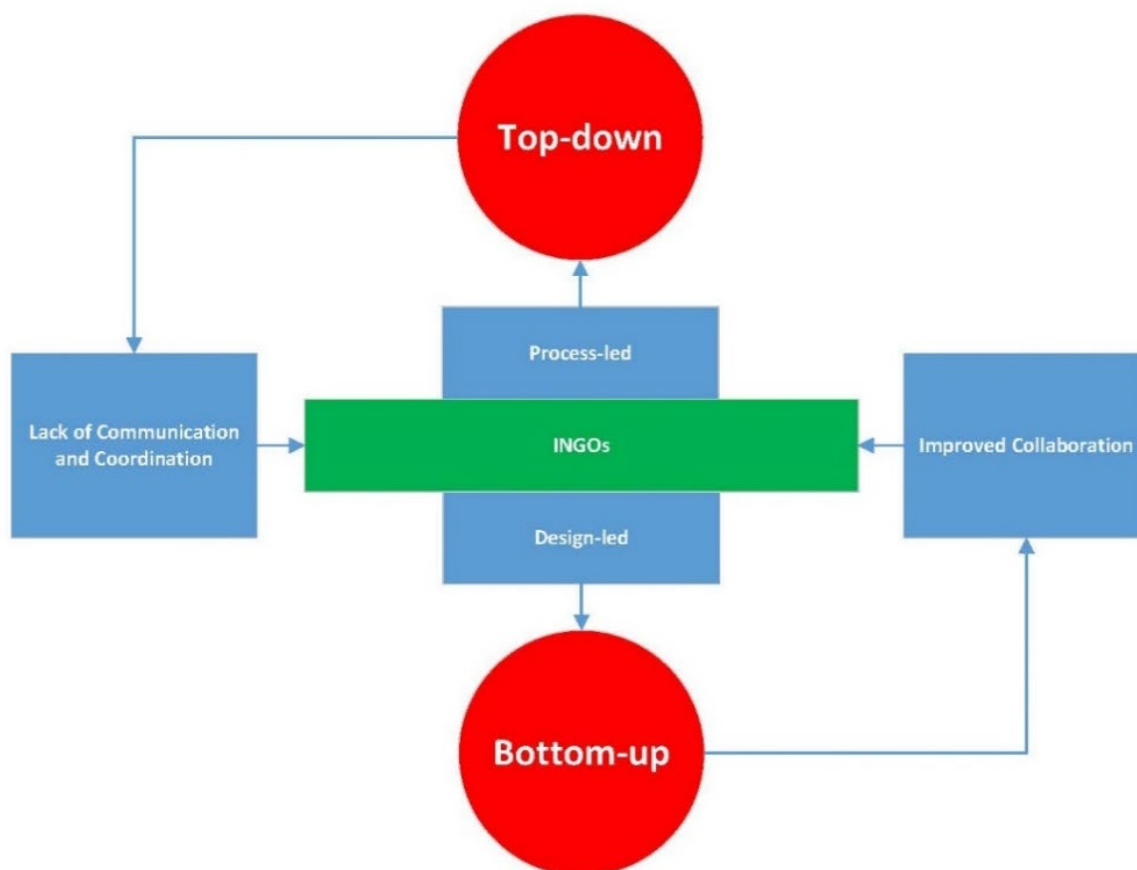


Figure 4. 2: Centralising the INGO's role to achieve collaboration in PCR.

However, it is common for sovereign states to restrict the activities of international agencies and independent of political affiliations to manage the perceived threat they pose and when the state controls the restoration activities, INGOs face political and power barriers (Goodhand, 2006). At a social context, there is concern that INGOs act as ‘agents for donors’ by fulfilling donors' obligations rather following their own charters. Furthermore, in environments where ‘NGO culture’ has not taken root, beneficiaries may disregard INGO interventions, and their work is misinterpreted as private businesses i.e., a method of making profit and facilitating foreign and governmental interferences (Barakat, 2003). However, the conceptual framework tends to propose a better collaborative strategy, which can only be achieved through organisational rearrangements of management structure to provide coordination and communication among stakeholders and, since INGOs are already a part of housing reconstruction programmes, additional responsibilities can be given to achieve a collaborative environment due to their preparedness to administer projects.

4.8 FUNDAMENTALS OF THE CONCEPTUAL FRAMEWORK

Collaboration is the key component of INGO participation in post-conflict housing reconstruction, which seeks to develop efficient design methods while deploying appropriate organizational and institutional capabilities. According to Hailey (2001), the effectiveness of INGOs depends on their understanding and response to the needs of local communities, as well as the balance of social and institutional developments. In addition to the interests of local communities, INGOs must align with donor policies and objectives to ensure the continuous flow of funding. This can be achieved through establishing of an organisational management facilitator (OMF). Thus, the core purpose of the OMF is to serve as mediators between project initiators and local counterparts, encourage voluntary participation, and collaborate with stakeholders to reach multilateral agreements. In fact, before OMF begins project design, it is critical that all key stakeholders are correctly identified to establish an HRDC as well as understand and accept objectives and milestones. A shift in management and organisational restructuring could enable integration. Therefore, this framework is urgently needed, and as INGOs continue to participate in post-conflict housing reconstruction around the world, the results will be valuable. The OMF is determined by its ability to demonstrate transparency, accountability, managerial competencies, as well as monitoring and evaluation capabilities, and INGOs are equipped with these characteristics.

4.8.1 Transparency and Accountability

Dasgupta and Beard (2007) and Labadie (2008) highlight that with transparency and accountability, the chances of success of reconstruction projects increase. In planning housing reconstruction projects,

accountability and transparency are essential not only for funding and disbursement, but also for transferring information, setting project objectives, making decisions, and delivering projects. As Amaratunga et al. (2013) report, post-conflict countries often experience traumatic conditions that cause beneficiaries to become suspicious of parties outside their community. There are also times when beneficiaries are manipulated by parties to achieve their own interests. Therefore, introducing transparency and accountability measures at the onset of project planning can reduce corruption and risk as well as increase trust and inclusion.

The collaboration between INGOs and local NGOs is common for community mobilization, however local NGOs suffer from a lack of administration, financial transparency, and resources to manage projects (Simmons, 1998). In addition to their complicated relationship with the state, INGOs have encountered many challenges in reconciling their non-profit interests with governmental interests, including addressing issues such as accountability, space, and budget allocation. However, INGOs have a high degree of responsibility as mediators between donors and the people. They hold upward accountability to donors, lateral accountability to the state and downward accountability to beneficiaries (Kutty, 2017).

4.8.2 Managerial Competency

Competence is a set of knowledge and skills required to effectively complete an activity (Mills et al., 2002). To be a source of long-term competitive advantage, competencies must be desirable, scarce, and difficult to replicate. Intangible assets, such as learning and communication patterns, technical expertise, and organisational practises, are critical to gaining a competitive advantage in the construction industry. INGOs hold the intangible assets to lead the reconstruction industry to better practises. The involvement of INGOs results in the satisfaction of beneficiaries, governments, and donors, as well as positive coverage and stakeholder confidence for future financing (Von-Meding et al., 2009).

4.8.3 Stakeholder Management

As a result of the diversity of stakeholders, roles and responsibilities are not distributed adequately, which leads to gaps, overlaps and duplication of efforts (Bilau et al., 2018). Therefore, in planning post-conflict housing reconstruction projects, effective coordination and participation can be achieved through a better understanding of stakeholders' roles (Mannakkara and Wilkinson, 2013). Each stakeholder will perceive the success of the project according to their demands and how well it meets their needs (Zhai et al., 2009). In addition, the success of the project is evaluated by its impact on

stakeholders and achievement of project objectives (Biggs and Smith, 2003). Many projects have failed before completion due to weak stakeholder management (Earnest, 2015). Therefore, unless stakeholders coordinate effectively, the project's objectives may be inaccurately formulated, and it may result in failure (Golini and Landoni, 2014). Planning a project should include identification of stakeholder roles and gaps as well as understanding the skills, capabilities, and resources of stakeholders (Anilkumar and Banerji, 2021). In addition, identified stakeholders should have a consistent understanding and acceptance of project objectives and milestones (Kim and Choi, 2013). As intermediaries between project initiators, local authorities and beneficiaries, INGOs can address stakeholders' roles, responsibilities, and requirements in housing reconstruction projects early on in project planning (Soelaksono, 2009; Von-Meding *et al.*, 2009; Golini and Landoni, 2014; Baruah, 2015).

4.8.4 Monitoring and Evaluation

For the efficient use of donor funds, post-conflict projects need continuous monitoring and evaluation to ensure the rational use of resources and achieve project goals (Earnest, 2015). Hidayat (2013) and Choudary and Mehmood (2014) indicated that effective project monitoring and control are critical factors for the success of reconstruction projects. This also includes ongoing evaluation and feedback to project participants. Jordan and Javernick-Will (2014) suggest agency oversight during reconstruction programmes. Thus, a lack of autonomy among supervisory/monitoring parties, political interference, corruption, as well as poor communication between stakeholders all contribute to ineffective housing reconstruction projects. In addition, according to Bilau *et al.* (2018) often the delay in project monitoring and evaluation is related to the lack of personnel to complete the task. Therefore, as INGOs engage directly with beneficiaries, agencies, and other parties, they can closely monitor and evaluate programs, preventing risks and fraudulent activities.

4.6 CONCEPTUAL FRAMEWORK

As a result of examining the shortcomings of previous PCR housing models and the benefits of collaborative planning practices, a new conceptual framework is proposed for the planning of housing reconstruction projects in post-conflict environments. The framework proposes collaboration during the planning phase by engaging INGOs to facilitate more efficient and effective PCR results. The conceptual framework, as seen in Figure 4.2, is based on the analysis of the literature is built upon three principles:

- Establish an organizational management facilitator (OMF).
- Establish an on-ground housing reconstruction design committee (HRDC).
- Establish a coordination system for stakeholders, resources, and knowledge (CS).

4.6.1 Establish an organizational management facilitator (OMF)

As Anilkumar and Bnerji's (2021) study suggested institutional innovation is required to handle governance issues that arise in post-conflict settings (Section 3.5.3.1). In many post-conflict housing reconstruction projects, poor performance has been attributed to planning and governance issues (Andrew et al., 2013; Bilau et al., 2015). Thus, local institutions may not exist or have lost their ability to function, and post-conflict countries lack local capacities to enforce and monitor reconstruction; therefore, robust governance is required (Yi and Yang, 2013). In light of these challenges, it is recommended to assign a facilitator to manage aspects regarding finances, logistics, resources, knowledge and stakeholder communication (Jordan and Javernick-Will, 2014; Liu et al., 2016). With the diversity of stakeholders involved in post-conflict housing reconstruction projects, the facilitator must demonstrate competence, neutrality, and impartiality so that stakeholders' needs are met and trust between different parties is fostered (Hidayat, 2013; Ophiyandri et al., 2013).

An effective organisational management facilitator should decentralise at the regional, state, or municipal level, and engage non-beneficiaries and beneficiaries. This is to achieve synergy between local counterparts (Jordan and Javernick-Will, 2014). It also entails working with project initiators and donors to coordinate resources assist in knowledge transfer, yield better decision-making practices, increase coordination among project participants, monitor and evaluate project process as well as enable trust and accountability (Choudhary and Mehmood, 2013; Ophiyandri et al., 2013). Therefore, establishing partnership of local, national, and international organisations at project planning yields project success (Yi and Yang, 2013).

4.6.2 Establish an on-ground housing reconstruction design committee (HRDC)

According to Bahmani and Wei (2022), the success of reconstruction projects is dependent upon several prerequisites, including competent management. Thus, it is imperative to either enhance or form a design committee that demonstrates competence and skill in post-conflict housing reconstruction. This is to facilitate effective management of PCR housing programmes, to coordinate and respond to local stakeholders' needs, to ensure effective utilization of resources, and to monitor the design and implementation of housing reconstruction projects (Moe and Pathranarakul, 2006). Thus, the HRDC comprised of expert practitioners in the field of reconstruction that manage the day-to-day tasks, such as skill training, quality control of housing reconstruction operations, technical design, procurement, engagement with local communities and reporting of information and progress as well as assist in choosing the most suitable construction approach (Sadiqi et al., 2013). At the initial stages of planning, the housing reconstruction design committee gathers all parties involved clarifies their roles and duties as seen in figure 4.2 of the conceptual framework.

4.6.3 Establish a coordination system (CS)

As Jha and Duyne (2010) suggested that the reconstruction plan should incorporate mechanism to coordinate stakeholders and data dissemination (section 3.5.3.2). Thus, Fengler et al. (2008) acknowledges that enhancing effective mechanisms of integrated interaction between parties will reduce duplication of efforts as well as time and financial expenditures. Coordination for fast, accurate, reliable, and up to date information are therefore crucial (Ophiyandri et al., 2013). This can improve trust, understanding and cohesion (Pathirage et al., 2008; Singh and Wilkinson 2008; Chang et al., 2010; Enshassi et al., 2017). In addition, according to Jha and Duyne (2010), effective coordination can also contribute to other goals of PCR, such as transparency, accountability, participation, consensus-building, and mitigation of risk.

The analysis by Bahmani and Zhang (2022) and Ismail et al. (2014) stress that successful planning of reconstruction projects is by effective consultation and communication with stakeholders, well-defined coordination, and an easy-to-use information management system. Thus, the lack of coordination among stakeholders in reconstruction projects makes the transfer of data challenging (Norling, 2013, Bilau et al., 2015; Fayazi et al., 2017). In addition, insufficient coordination systems resulted in poor monitoring and evaluation of projects. Therefore, Hidayat (2013) suggests effective project monitoring and control to achieve successful project delivery. As a result, synchronising the tasks of key stakeholders should be established to improve communication, collaboration, information transfer, and problem solving to reduce risks and deviations. This can be achieved through innovations and coordination mechanisms that standardise data and information for accessibility and transfer (Liu et al., 2016).

4.7 STAGES OF THE CONCEPTUAL FRAMEWORK

As opposed to regular housing construction projects, post-conflict reconstruction projects face time and budget limitations as well as complexity and uncertainty (Ismail et al., 2014). Therefore, housing reconstruction projects require a greater emphasis on project life-cycle management than conventional construction projects (Xiao et al., 2019). Several studies have established the adaptability of project management knowledge in PCR projects. These studies also recognised that the managerial and organizational features for planning and implementation of non-disaster projects can contribute to disaster situations (PMI, 2005; Moe and Pathranarakul, 2006). This also applies to post-conflict situations (Biggs and Smith, 2003; Earnest, 2015). Anilkumar and Banerji (2021) indicated that implementing project management approaches can produce better project outcomes for complex reconstruction projects. Therefore, project management activities for post-conflict conditions are largely modified from traditional activities. This is further indicated by Bilau et al. (2015) that best

practices and the knowledge made available during traditional construction can be applied during post-conflict situations. However, in post-conflict conditions, project planning must be set by an accurate assessment of the post-conflict environment, driven by local conditions, sound preparation, execution, monitoring, and efficient use of donor funds (Sospeter et al., 2021). The assessment will ensure that resources are used for their intended purpose and achieve long-term goals. Stakeholders should be defined and understand the scope of the project, ensure that the project objectives have measurable benchmarks to evaluate project milestones, and beneficiaries should participate in the selection and project design (Mefalopulos, 2005). The success factors of reconstruction project include a clear mission, appropriate communication, and project tools, understanding of goals, project plans and working procedures identified and accepted by all key parties (Earnest and Dickie, 2015). Therefore, the stages of the conceptual framework comprise of project identification and project design phase.

4.7.1 Project Identification Phase

The aim of the project identification phase is to define the project scope and identify and construct the project's blueprints (Hidayat and Egbu, 2010). This step requires understanding the setting of the project and identifying the concerns of the beneficiaries (Barakat, 2003). It's critical to gain a thorough picture of the situation, which consists of stakeholders' different viewpoints. This can be achieved through establishing a coordination system at the initial stages and enabling dialogue between stakeholders can be quite helpful in resolving this problem (Golini and Landoni, 2014). The project identification phase also includes conducting a feasibility study, assessing local needs and capacity as well as securing project support.

4.7.1.1 Feasibility Study

As part of any project planning process, it is imperative to conduct a feasibility study prior to developing the project design. This is to define objectives, identify limitations, and understand the local environment. Therefore, as a key stage project identification is to a conduct detailed feasibility study to inform the stages of the project. A feasibility study is essential for project planning to dictate the rest of the intervention. This includes determining whether additional assessments are required, the potential for reconstruction, and possible directions for action (Barakat, 2003, Earnest, 2015). However, Bruen et al. (2013) emphasize the need to have a clear understanding of the local context prior to setting project parameters and objectives. Hence, a feasibility study can provide a better understanding of the factors that can influence the reconstruction of housing projects. Therefore, Bruen et al. (2013) suggest that local stakeholders must be involved in the feasibility study. This is to encourage stakeholder participation and dissemination of information. In addition, Hartfst (2006) indicates that an approach

that targets specific geographical areas with a particular development problem can assist in strengthening stakeholder engagement in planning housing reconstruction projects.

4.7.1.2 Local Needs and Capacity Assessment

During this stage of project identification, the area is assessed for physical damage and the community's capacity for assistance is determined. The local needs and capacity assessment involves an evaluation of the site, infrastructure, accessibility as well as local resources such as local construction industry and local services (Bruen *et al.*, 2013). The local capacities are also reviewed to identify local skills such as AEC specialists, suppliers, and service providers in order to take part in the housing reconstruction design committee. Therefore, it is crucial to assess local resources that may assist in the development of culturally appropriate housing. For example, human resources (skilled and unskilled labour), institutional resources, community resources, building materials, and local technology (Sadiqi *et al.*, 2013). This lowers project costs, boosts the local economy, develops local capacity as well as increases the likelihood of a culturally-appropriate, long-term, and community-acceptable reconstruction programme (Choudhary and Mehmood, 2013; Barakat, 2013).

4.7.1.3 Project Support

After the damage assessment and local needs assessment have been conducted, the objectives and parameters of the project are set, and so the funds to carry out the project can be acquired. Enshassi *et al.* (2017) showed that shortage of funding impacted the reconstruction projects following the 2014 war in Gaza. This is due to the poor institutional situation and capacity of local governance that discouraged international donors to transfer funds. Similarly, following the 2006 war in Lebanon, reconstruction work was hindered by a lack of funding (Ginty, 2007).

While international donors have committed to fund reconstruction, it is essential to understand that the project risks may cause donors to withdraw their investments. Therefore, acquiring project support is a critical stage to the success of reconstruction of projects (Choudary and Mehmood, 2013). Project plans for post-conflict projects require close monitoring and controlling of overall project costs (Natsios, 2005). This requires appropriate monitoring tools and measures of transparency and accountability (Ophiyandri, 2013). Therefore, acquiring project support from donors requires characteristics of managerial competency and good governance, sufficient mobilization, and disbursement of resources, integrated risk management and effective project plan with clear project objectives and understanding of local environments (Hidayat, 2013; Moe and Pathranarakul, 2006; Yi and Yang, 2013). The purpose

is to develop trust between donors and project initiators so that sufficient project support can be facilitated for the project (Shaw et al., 2002).

4.7.2 Project Design Phase

According to the Project Management Institute (2005), the project design phase is divided into several stages. It is not just a collection of start and finish dates, but an organised method for planning and managing the evolution of the project. The project design phase is composed of project objective, project communication, and project planning (Braganca et al., 2014). Its purpose is to structure design activities in a way that meets key objectives, keeps issues in mind and encourages collaboration among stakeholders involved in the project (Girard and Robin, 2006).

4.7.2.1 Project Objective

A clearly defined project scope is established through setting goals and objectives. This will ensure that project components are understood and agreed upon (Earnest and Dickie, 2012). A delay should be addressed by planning alternative methods so that milestones can be met, and projects can be delivered on time. This can be attained when maintaining adequate communication between to project stakeholders in order to minimise changes. Therefore, as Girard and Robin (2006) the design phase must be reciprocal and collaborative, with decisions constantly monitored and evaluated throughout the project lifecycle.

4.7.2.2 Project Communication

Inefficient bureaucratic systems impeded communication and implementation of activities in housing reconstruction programmes (Minervini, 2002). Hence, as a part of the project design, formal communication standards must be established through stakeholder collaboration to ensure information exchange. Maintaining clear and regular communication with HRDC can assist the OMF in keeping stakeholders updated about design decisions and deviations. This can be achieved, since a key fundamental of the conceptual framework is set on developing an integrated coordination system that is governed by the OMF. Thus, the coordination system is designed to promote cooperation channels between parties by utilizing communication tools to mitigate communication gaps.

4.7.2.3 Project Planning

The project plan is formulated as a comprehensive operating reconstruction strategy, which can be evaluated based on a series of criteria i.e., feasibility, environment, sustainability, roles and responsibilities, budget etc. (Earnest and Dickie, 2012). The implementation of reconstruction programmes requires maintaining the standards of delivery, cost, quality, and satisfaction, while also dealing with challenges such as limited resources, cultural differences, local regulations, political risks, and human resources. At this stage, the HRDC, in collaboration with the OMF, determines the project cost, timetable, resources, quality, procurement, and risks to create a design strategy for effective implementation.

4.10 SUMMARY

Reconstruction programmes for housing in post-conflict situations have been criticized for lacking appropriate planning. The reasons for this are poor stakeholder engagement in the interest of speed, profit, and time. This requires a rethinking of current models of planning to increase stakeholder engagement. This chapter has presented the findings of an extensive literature review which was then used to inform the development of a conceptual framework. Therefore, this chapter has presented strategies to strengthen collaboration during the planning stage of housing reconstruction projects within the context of post-conflict environments. The review of existing methods was undertaken with the intent of obtaining insight on the components and relationships that occur in planning housing reconstruction projects. The literature review outlined the factors affecting stakeholder engagement and collaboration and proposed a conceptual framework to promote effective coordination and communication between stakeholders by introducing an intermediary role. Additionally, the conceptual framework combines top-down and bottom-up models to improve collaboration. The introduction of a new intermediary role is seen as a key change towards bridging the existing communication gaps between stakeholders. This intermediary role will encourage communication and coordination between stakeholders and hence help improve project delivery. In addition, the introduction of INGOs will help strengthen collaborative environments, support capacity building, and improve the allocation of resources in post-conflict housing reconstruction projects. The argument presented in this chapter indicate that as INGOs continue to participate in housing reconstruction projects, organisational restructuring will promote collaboration and help overcome the many weaknesses of the existing planning approaches. Therefore, the framework was developed to determine the key stages in planning post-conflict housing reconstruction projects and the components and relationships to strengthen collaboration and stakeholder engagement.

This chapter marks the end of the theoretical development of the framework to be used for the empirical research. Chapters 2 and 3 presented the extensive literature review while Chapter 4 has distilled this analysis into a conceptual framework for empirical analysis. This conceptual framework will be tested at the empirical stage of this research by collecting and analysing data. Chapter 5 presents details of the research methodology adopted for undertaken this research work.

CHAPTER 5: RESEARCH METHODOLOGY

5.0 INTRODUCTION

The previous chapters presented the aims and objective of the research, a critical review of the extant literature and the development of the conceptual framework. This chapter will present the research methodology and justify its adoption in order to refine the research findings, generate recommendations and maximise the conceptual framework's potential value for practical application. First, the chapter will discuss the study's research philosophy, research design, and rationale for adopting a qualitative research approach. This will identify that the semi-structured interviews as the primary research strategy. The purposive sampling technique was adopted to identify the samples of this study. The chapter then discusses the ethical considerations. A justification on thematic analysis is then presented. This chapter provides the basis on how Objective 4 will be accomplished, which is to elicit the views of key experienced stakeholders in order to collect and analyse primary data to test the working components and links identified by the conceptual framework.

5.1 RESEARCH PHILISOPHY

According to Arbnor and Bjerke (1997), it is difficult to determine empirically or logically which approach to use for research. However, the philosophical position of a researcher has a strong impact on determining the appropriate research methodology with which the research will be carried out and the research objectives will be met (Saunders et al., 2016). This is supported by Easterby-Smith et al. (2012) that the quality of the study is difficult to assess unless it is founded on a philosophical position. Thus, understanding the philosophical position can be helpful in developing a clear research design, identifying alternative methods under various subject areas, circumstances, and knowledge, as well as in determining what method is most appropriate for carrying out the study (Amartunga et al., 2015). As a result, a thorough understanding of the philosophical assumptions of research will undoubtedly serve as a guide for selecting and justifying a particular paradigm. It is important to establish a philosophical position for this research, but before this position is presented, a brief discussion of research philosophical assumptions is provided.

5.2 PHILOSOPHICAL ASSUMPTIONS

The philosophical assumption shapes how one understands the research aim, the methods used and how the findings are interpreted (Crotty 1998). Saunders et al. (2009) assert that research philosophy substantially affects how and what researchers view the world and what assumptions they make about it. These assumptions inform both the method and the strategies employed in the research. Therefore, the research philosophy is determined by identifying the ontological and epistemological assumptions. The theory of how knowledge is acquired is known as epistemology, and the theory of how the reality of things exist is known as ontology (Robson, 2011). The concepts of ontology and epistemology have been characterised as "world views" or "research paradigms" and are further discussed in the following headings (Creswell, 2009, Lincoln and Guba, 2000).

5.2.1 Ontological Assumption

Ontology describes the researcher's perception of the nature of reality (Easterby-Smith et al., 2012). This answers the question of whether reality is investigated as external to the individual consciousness or whether it is a product of individual consciousness (Ornston et al., 2014). Therefore, in order to achieve the ontological assumption of any given research one should first understand whether it is an objective phenomenon or a subjective phenomenon (Burrell and Morgan, 2017). Objectivism asserts that the social phenomena exist outside of the individual's concerns about his or her existence in a particular situation. However, subjectivism asserts that social phenomena arise from people's perceptions of reality, which are affected by personal beliefs and their response to a particular situation (Saunders et al., 2012).

Furthermore, while many ontological positions exist (Johnson and Gray 2010), the contrast between realism and idealism can determine the importance of ontology in this research. Realists believe that reality is independent of human cognition and consciousness and are predetermined by nature and idealists recognize that observers may have opposing views since the reality is a result of the human mind (Johnson and Duberley, 2000). This is supported by Burrell and Morgan (2017), as they argue that realists believe that the social world is external to individual cognition and is made up of tangible, unchallengeable structures. It is viewed as if the individual is born into a living, within a social reality that exists independently. In contrast, Burrell and Morgan (2017) suggest that idealists believe that reality is composed of ideas and thoughts, whereas individuals hold different perspectives, and thus the meaning of truth can differ from one time and place to another. Names, concepts, and labels are considered artificial creations that serve as convenient means of describing, making sense of, and negotiating in the external world. Therefore, reality is socially constructed and is a projection of human perception.

5.2.2 Epistemological Assumption

The study of epistemology focuses on how knowledge can be acquired by studying the nature of knowledge (Hughes and Sharrock, 1997). Burrell and Morgan (2017) assert that epistemology is the way in which a person understands the world and communicates this understanding to other people. Similarly, epistemology, according to Tennis (2008), is the analysis of what knowledge is reliable in research, and thereby what qualifies as acceptable evidence and findings for presenting that knowledge. This incorporates validity, scope, and methods of knowledge acquisition, as well as how to assess the extent of its applicability (Collis and Hussey, 2009). The epistemological assumption can either be objective or subjective. The objective epistemology views the outside world as hypothetically impartial; the subjective epistemology views the world as reflecting clarifications (Eriksson and Kovalainen, 2008). Therefore, one can ask whether knowledge can be acquired or should it be learned from experience.

For this study, positivism and interpretivism were the epistemological positions in question. According to the positivist perspective, reality exists in the outside world therefore adopts the view that researchers are independent of the subject under observation. This can be measured by objective means rather than being conditionally subjective by sense, reflection, or insight (Easterby-Smith et al., 2012; Creswell 2013). Positivists use quantitative methods of research such as experiments, simulations and surveys that can be statistically analysed and replicated (Holden and Lynch, 2004) and requires the formulation of hypotheses as part of the knowledge verification process (Amaratunga et al., 2015). In addition, according to Wardlow (1989) positivism assumes that there are universal laws governing social events, and that discovering these laws can enable researchers to describe, predict and control a social phenomenon. As opposed to positivism, interpretivism assumes that logic and reality are formed by changes in experience. This requires understanding the subjective meaning of social actions (Bryman and Bell, 2015). According to Charreire-Petiti and Huault (2008) knowledge is viewed by interpretivists as socially constructed, context-dependent and complex. Interpretivism also acknowledges the importance of practice and history in knowledge development. In their view, research participants are an integral part of the research process, and the researcher's background and experience affect the topic of the study. This happens because the researchers' background can influence how they interpret discussions with participants about the specific context under investigation (Creswell, 2013). The interpretivist view of the world focuses on how people share their experiences with one another through verbal discussions (Easterby-Smith et al., 2012). Accordingly, the interpretive paradigm accepts ideologies, and the social world can only be understood from the perspectives of its participants (Cohen et al. 2007). Therefore, in interpretivism, the focus is on the methods by which individuals interpret the social world through qualitative approach. This is characterized by the establishment of theories instead of testing and verification, in contrast to the quantitative approach that adheres to positivists scientific model (Bryman, 2015).

5.3 PHILOSOPHICAL POSITIONING OF THIS RESEARCH

In the course of planning post-conflict housing reconstruction, processes and policies are formalised, but they are also subject to change, which is the focus of this study. This attempts to understand stakeholders' perceptions and experiences. In post-conflict housing reconstruction, there are a number of different stakeholders that take part in the planning process. This means that the expectations of these stakeholders' change depending on their education, job position, socio-economic background, experiences, values, and attitudes. The participants that plan housing reconstruction projects are the subject and object of enquiry in this research and cannot be divorced from the natural environment. Therefore, the study takes a subjectivist view since participant's perceptions and characteristics may influence their responses. The study involved varying participants, thus allowing adequate and reliable data to be gathered.

In addition, it is important to emphasize the multifaceted nature of stakeholder engagement in the planning of post-conflict housing reconstruction. The dynamics involved in understanding the relationships between of stakeholders and comprehending their perspectives hold the potential to enhance collaboration among project participants. However, the perception of these aspects varies based on the specific circumstances, experiences, and individual backgrounds. This presents that controlling or simplifying assumptions within the research environment is an unattainable goal. Instead, the reliance on observations serves as a valuable tool for crafting meaningful explanations and theories. The conceptual nature of this research and the inherent subjectivity involved in interpreting stakeholder perspectives in the context of planning post-conflict housing reconstruction are acknowledged. Therefore, this results in the research favouring of idealism as the ontological assumption.

Furthermore, as the purpose of this study is to identify methods that can strengthen collaboration at the planning stage of post-conflict housing reconstruction in order to deliver better housing units to the affected population. Therefore, the researchers' objective is to understand, collect, and analyse data on housing reconstruction programmes in order to provide effective planning based on historical, social, and technical contexts. In essence, it is the process of forming a reality through discussions and relationships with participants in the real world. This is because reality is multidimensional and cannot be predicted in advance. As a result, the interpretivist epistemological paradigm has been considered to be more appropriate to this research than a positivist approach.

5.4 RESEARCH METHODOLOGY

Research methodology is the practice used by the researcher to study the reality and obtain knowledge (Healy and Perry, 2000). It explains the theory and analysis of how research should be carried out. Research methodology is commonly differentiated into two fundamental approaches: qualitative and quantitative. The philosophical underpinning of qualitative research methods is ideographic, rooted in the belief that a profound understanding of the social world can be gleaned by immersing oneself in the study subject. This approach aims to capture the intricate details and nuances that shape the phenomenon under investigation, often utilizing methods such as interviews, observations, and content analysis to provide a comprehensive and context-rich perspective (Amartunga et al., 2015). In contrast, the philosophical foundation of quantitative research methods aligns with a nomothetic theory, emphasizing the application of scientific methodologies to validate hypotheses. Through systematic data collection and statistical analysis, quantitative research seeks to establish patterns and correlations within larger populations. This approach aims to yield findings that are generalizable, contributing to a broader understanding of the phenomenon by examining it through the lens of quantifiable and measurable variables. The quantitative method seeks to reveal underlying trends that beyond individual circumstances, thereby fostering a broader empirical understanding of the subject under consideration. (Creswell, 2009; Gill and Johnson, 2002). In spite of the limited generalizability of qualitative findings, the richness and depth of insights gained can be crucial for informing practice, guiding future research, and shedding light on the complex dynamics of a specific complex phenomenon.

Therefore, based on the philosophical interpretations, the qualitative approach is consistent ontologically with idealism and epistemologically with interpretivism. The fundamental component of qualitative approach is the formation of comprehensive accounts on a given phenomenon in question. This method permits the development of complex reporting from various perspectives (Miles and Huberman, 1994). This is based on the core understanding of interpretivism, as human behaviour can be interpreted in various ways depending on an individual's personal beliefs, values, and experiences. Sandelowski (2000) and Thorne (2008) describes interpretive description as a way for researchers to be free from the "tyranny of method" in favour of a less directed approach. As such qualitative approach is used for complex social issues, therefore those involved in it may be able to identify them within a contextual setting.

The purpose of qualitative research is to gather a deeper understanding of underlying opinions and reasons to generate new ideas and provide insights to a specific issue. This is due to the exploratory nature of the qualitative approach. According to Duncan (2008), the type of research methodology used depends on the nature of the research problem and is crucial in situations where open-ended data collection is required. In this study, the research problem focuses on poor housing units provided to

displaced people due to the lack of stakeholder engagement at project planning. Therefore, qualitative approach further contextualized the problem through the participation of participants, allowing for better identification and clarification of the issues through the perspectives of those who take part in planning housing reconstruction in post-conflict environments. It is beneficial to gain insight from the target audience on how to enhance planning so that better housing can be delivered. Therefore, the qualitative approach was deemed the most suitable for this study.

5.5 RESEARCH DESIGN

Research design refers to the methodology and procedures used to conduct a research. As Creswell (2009) explains, research design spans from broad assumptions to detailed methods for analysing and collecting data. In this way, research questions can be answered explicitly based on the evidence available. There were two stages to the research, the first being the literature review and the second being the collection of data in order to generate recommendations. As part of this study, some constructs and propositions were formulated, which were then inquired against a series of field data. This was achieved through a comprehensive literature review that conceptualized the framework as a generalized model to which the inquiry was directed. The conceptual framework comprises of components to strengthen collaborative efforts as well links and relationships that bring project participants together. The observation to strengthen collaboration in planning housing reconstruction projects emerged from the literature review. The development of the conceptual framework was also based on the literature review. This assisted in gaining knowledge and insight on planning post-conflict housing reconstruction.

The second stage of the research was collecting primary data with expert practitioners within the field of post-conflict housing reconstruction. Through data collection, interpretation of the data was conducted that enabled the shaping and altering of the emerging themes (Creswell, 2009; Bryman, 2008). This was to gain insightful knowledge of stakeholders' various perceptions in order to refine the research findings, generate recommendations and maximise the conceptual frameworks potential value for practical application. The research design and adopted methodological procedure are presented in Figure 5.1. The data collection method, sampling strategy and data analysis are further discussed in the subheadings.

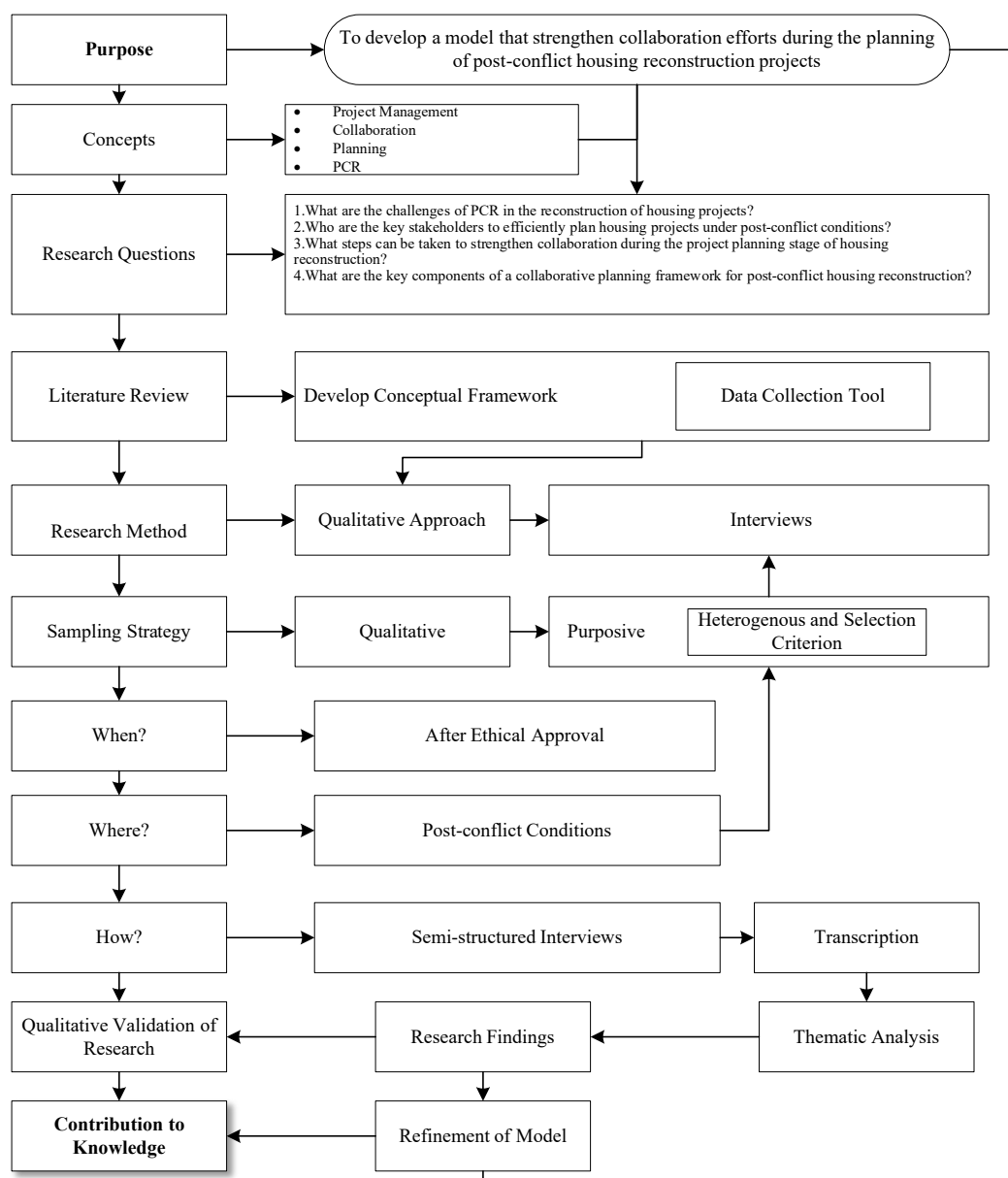


Figure 5. 1: The research design used in this study.

The researcher's own biases or preconceptions have the potential to sway choices related to method selection, data collection, and data analysis, unintentionally influencing the research process. Therefore, the researcher implemented measures to mitigate bias. Firstly, a self-reflective approach was adopted, allowing the researcher to recognize and openly acknowledge their own predispositions. Secondly, data collection was approached with a diverse sampling strategy, encompassing a wide range of perspectives to ensure a comprehensive understanding and minimize the unwarranted impact of any one viewpoint. Additionally, peer reviews and consultations were integrated into the data analysis phase, providing an external perspective to challenge potential bias and interpretations. Transparency was upheld through the documentation of decisions, assumptions, and reasoning, promoting accountability, and preventing

unjustified influence. Lastly, the researcher maintained continuous reflexivity, consistently evaluating their role in shaping the trajectory of the study, thereby facilitating a balanced and impartial exploration.

5.6 DATA COLLECTION

Paradis et al. (2016) acknowledge that the strategy employed to collecting data is fundamental to the methodology chosen for a study. Similarly, according to Saunders et al. (2012), the research aims and objectives as well as the philosophical underpinnings on which the study is founded on should guide the researcher's choice of data collection. Gibbs et al. (2007) specified that choice of data collection methods is greatly influenced by the available data, the nature of the research investigation, the type of information acquired and the understandings of participants. Therefore, data collection methods should be carefully selected in order to gather socially shared constructed realities to a particular study (Thorne, 2008). Furthermore, the challenge for researchers is to identify a strategy that is suitable for data collection and analysis in order to obtain credible and valid results. According to Gibbs et al. (2007), the challenges to data collection are often practical and situational. This includes funding limitations, time restrictions, ethical limitations, and compromised research accessibility.

There are different data collection methods that may be applied when conducting qualitative research (Polkinghorne, 2005), such as interviews with participants, focus groups, or observations of documents and artifacts. This study relied on interviews as the data collection method to investigate participants' thoughts, experiences, and beliefs. This is because this research concerns the planning of housing reconstruction projects in post-conflict conditions which is grounded on organizational, technical, and geographical contexts that involve different stakeholders. Therefore, interviews facilitate a holistic and in-depth analysis regarding the subject of inquiry. Furthermore, this study was constrained by resources and time which limited the researcher's possibilities of exploring other possible alternatives in achieving the study outcomes. Subsequently, as discussed, the research is exploratory in nature, thus, the design adopted in this study is to achieve a holistic understanding of a particular phenomenon. This is based on the investigation of the observation to strengthen collaboration and stakeholder engagement in planning post-conflict housing reconstruction projects which evolved from the literature findings. The rationale behind choosing interviews as the method of data collection is further discussed in the following headings.

5.7 INTERVIEWS

Many qualitative studies involve the collection of data through interviews and are the most direct method for obtaining rich, in-depth information about a particular phenomenon. As a result, interviews generate optimal in-depth information (Kitzinger, 1995). The approach of the interview can be crafted in terms of the research questions, the attributes of the participants, and the researcher's preferred method (Sutton and Austin, 2015). In this study, a variety of stakeholders were involved and interviewed in order to gather different perspectives and understand how they view, adhere, handle and participate in the planning of housing reconstruction projects.

According to Hammersley and Gomm (2004), researchers are drawn to using interviews as a method of data collection because of its practicality and flexibility. Since interviews provide the flexibility for the interviewer to modifying questions and opportunity to seek clarification on issues and details (Naoum, 2013). Creswell (2013) identifies flexibility in interviews as a means of determining the authenticity of an investigation, in which multiple perspectives are examined during data collection. The close communication between the interviewer and the participants gives the researcher a great deal of control over the process (Lofland et al., 2006). Further, Creswell (2009) indicated that the most efficient method for gathering qualitative data is face-to-face interactions with participants who have experience with a particular phenomenon. The method yields a personal component with the participants, as opposed to other methods such as questionnaires, observation, and experiments. This fosters trust, value, and depth, which Barbour and Schostak (2005) identified as critical aspects of data collection. In addition, scheduling for convenience and location result in a high response rate (Robson, 2011). The interview method has often been criticized on its authenticity and research bias; however, it is dependent on the professional skills of the researcher (Sutton and Austin, 2015). While some perceive it as time-consuming (deVaus, 2012), Creswell (2013) argues that the control of timing is also dependent on the researcher's skills in handling and ending the interview. Another argument at conducting interviews is participants' reluctance to be recorded (Weis and Fine, 2000) however, that participants are empowered to careful preparation, which is one of the important discussions in the ethical considerations attributed to field researchers.

5.7.1 Types of interviews

A qualitative study aims to demonstrate why people have perceptions and experiences that influence their behaviour. Such research could take place in a variety of settings (Sutton and Austin, 2015). Therefore, the main distinction between interview types is the level of structure. There are three types of interviews, un-structured, semi-structured and fully-structured. The un-structured interview is founded on a single question while the interview is guided in the moment without a predetermined

agenda. The un-structured interview is often appropriate for narrative enquiry, which encourage participants to share their experiences and are usually associated with causal conversations (Duncan, 2008). This method encourages freedom and flexibility but calls for the interviewer to maintain the scope while attempting to avoid pushing the participants into a specific topic of discussion (Sutton and Austin, 2015). However, un-structured interviews deliver a wealth of practical suggestions (Lofland *et al.*, 2006). Furthermore, fully-structured interviews give the researcher more control since they resemble questionnaires and surveys with verbal instead of written responses. Although a fully-structured method is simple to administer and analyse, the participant may not be able to fully express themselves. However, data can be collected consistently, and comparisons can be drawn with assurance (Denscombe, 2010). The semi-structured interview is a common approach in qualitative research, in which the interviewer asks about core components of the phenomenon being investigated. Semi-structured interviews encourage communication, enable prior preparation of questions, and guide the narrative during the interview, which ensures interviewees remain within the scope of the study. In addition, Bryman (2008) notes that the interviewer may ask questions not previously included in the interview guide when the participant raises such issues. Therefore, a well-designed semi-structured interview should guarantee that key data attributes are identified while also permitting participants to draw their own perspective and experience to the discourse (Sutton and Austin, 2015).

5.7.2 Semi-structured interviews as the method chosen for data collection

Semi-structured interviews are considered as an in-depth interview that are applied to recognize how things operate and how they could be improved (Robson, 2011). According to Duncan (2008), the function of the semi-structured interview, as a product of predetermined set of open-ended questions, fosters an exploratory environment for establishing themes. In light of this, the study has adopted the semi-structured interview as the data collection method. This is due to its cooperative profile, which allows for the fact producing interactions (Gomm, 2004). In addition, semi-structured interviews do not limit participants to predetermined answers, allowing them to raise issues that are not considered previously by interviewers (Duncan, 2008). Further, semi-structured interviews allow interviewees to provide open-ended responses, resulting in a holistic and in-depth analysis. Thus, prior to the interview, the interviewer drafted a framework of themes based on the comprehensive literature review. By sharing their opinions and experiences, participants helped better understand the topic at hand. As a result, it revealed information about the perspectives of the participants. While interviews have faced criticism as an investigative method due to their perceived lack of standardization (Gubrium, 2003). This criticism brings concerns about the reliability of results and the possibility of introducing bias (deVaus, 2012). However, a commitment to professionalism is essential, discouraging arbitrary practices that might compromise the rigorous exploration of a particular issue.

5.8 SAMPLING STRATEGIES

Denscombe (2010) and Robson (2002) define sampling as the collection of participants that is expected to impartially reflect the overall population. In quantitative and qualitative research, sampling considerations are crucial when researching a target population and when choosing a sample that can either generalize (i.e., quantitatively) or go into sufficient depth (i.e., qualitatively). A benefit of sampling is the ability to draw conclusions from sample data drawn from a population (Rea and Parker, 1997). A sampling strategy is essential for drawing accurate inferences and is integral within qualitative research guidelines (Guetterman, 2020). Patton (1990) acknowledges that qualitative study involves choosing an in-depth small sample of participants selected purposefully for the study. This is to provide a detailed understanding of a particular problem.

According to Bryman (2008) there are two main sampling strategies, probability, and non-probability sampling. Bryman (2008) explains that the selection of a sampling strategy depends on the research question, the weight of the samples, and the goals of the research. While quantitative research is generally directed towards probability-based approaches, qualitative research typically uses non-probability sampling approaches (Guetterman, 2020). As such, the sampling strategy employed in this study was non-probability sampling. This is in light of the study being a qualitative research, and non-probability are typically employed in small-scale studies (Robson, 2002). According to Adams and Schvaneveldt (1985), a non-probability strategy does not entail the usage of a large sample size. In addition, Patton (2002) argued that it is more important to concentrate on the research credibility and the analysis process when conducting a non-probability qualitative study than the size of the research sample. As a result, the credibility and generalizability of qualitative research findings are highly dependent on the information disclosed by the sample of participants (Shaheen et al., 2019). As Kitson et al. (1982) argued previous research failed to explain and clarify how participants are chosen, which made interpreting the results difficult and hindered replication of research. Therefore, it is the researcher's responsibility to select the appropriate sampling technique in qualitative studies in order to demonstrate integrity and credibility (Sandelowski, 2000). More than one sampling technique may be investigated while using the qualitative research method. This holds true for the purposive sampling approach as well (Patton, 1990; Bryman, 2008).

5.8.1 PURPOSIVE SAMPLING

One of the most popular non-probability sampling techniques is called "purposive sampling", which assigns participants based on pre-determined criteria that are pertinent to a given study (Patton, 1990; Bryman, 2008). The availability of resources and time, as well as the objectives of the research determine the sample sizes. The sample size may or may not be fixed prior to data collection. Therefore,

for an efficient use of scarce resources, qualitative researchers frequently use the purposive sampling to identify and select cases with rich information (Patton, 2002). This entails finding and selecting persons or groups who have expertise in or experience with the phenomenon of interest (Creswell and Plano-Clark, 2011). This supports the claim made by Morse (1991) that selecting participants that hold wealth of information for in-depth research is essential to the rationale and efficiency of purposive sampling. Therefore, as Morse (1991) argued the sampling strategy is based on the qualitative principle of appropriateness. It calls for purposeful selection and sampling of suitable participants, who must be articulate, self-aware, and eager to share their experiences with the researcher. This allows the researcher to acquire knowledge from the participants regarding issues that are pivotal to the study. In addition, theoretical saturation is the point in the data collection process when new data no longer add new information to the research questions, while also determines the size of a purposive sample. Therefore, Mack (2005) argues that the most successful use of purposeful sampling is when data collection is combined with data review and analysis.

The purposive sampling technique was applied in this research as it is not focused on randomization (Paton, 1991). This is because the study requires attaining knowledge regarding the planning of housing reconstruction projects in post-conflict environments in order to fully comprehend the multitude of experiences and the depth of the phenomenon being studied. It is also important to note random sampling was not used in this study as the researcher needed specialized expertise in the field of post-conflict reconstruction. Therefore, the sample was not selected entirely on the basis of its representation or generalizability to the population, however it was based on a diverse group of participants who varied in key attributable characteristics pertinent to the subject of inquiry. This was established through creating an inclusion and exclusion criteria that determines which members of the target population who can be included or excluded from the study sample. Thus, creating a selection criterion is critical when seeking study participants. The inclusion criteria identify the study population in a consistent, reliable, uniform, and objective manner. The exclusion criteria include factors or characteristics that make the recruited population ineligible for the study (Garg, 2016).

5.8.2 SELECTION CRITERIA

Saunders et al. (2012) asserted that using a non-probability sample method does not require the use of any guidelines; however, selecting the appropriate sample depends heavily on the reasoning behind the selection criteria and the availability of resources. In addition, as time and resources are limited, it was deemed necessary to include a selection criterion within the sample size (Creswell, 2003). The purpose of this study was to obtain insight from different project participants regarding the subject matter of the study (Shaheen et al., 2019). A set of criteria was developed for the inclusion and exclusion of samples

on the basis of three factors: location, distribution, and designation. The location includes what country the participants are based, the distribution include what stakeholder group they identify in such as donors, AEC specialists etc, and designation include the positions held by the participants. Therefore, the features within the criterion were (1) Planning experts within a specific geographical area and country of experience; (2) Level of experience in planning post-conflict housing reconstruction; (3) Stakeholder group as well as institution to which the participants belong to. The selection criterion are further discussed in the following subheadings.

5.8.2.1 Location

The purpose of the criterion was to ensure that participants had the opportunity to provide appropriate answers to the different issues raised in the questions. The sample of experts drawn for the research were from different geographical locations with comprehensive practice in planning post-conflict countries such as Iraq, Syria, Lebanon, that are also experts that worked in different parts of the MENA region. The following countries are selected for this study since they are countries that are currently emerging from conflict and have established international agreement for assistance and development. Accordingly, donor funding is provided to international aid agencies to initiate, plan, and execute housing reconstruction programmes in the listed countries. In addition, qualitative research requires the researcher to be a part of the environment in order to understand and extract perceptions regarding the subject of inquiry. Therefore, the researcher's background and experience also contributes to the suitability of the following region. This is because, the researcher is from the countries listed and has a strong understanding of the cultural context and region as well as has access to recruit a wide variety of participants. In this regard, the researchers' objective is to understand, collect, and analyse data about housing reconstruction in order to establish better planning practices based on historical, social, and technical context.

5.8.2.2 Distribution

Purposive sampling has the advantage of better matching the sample to the aims and objectives of the study, which can enhance the rigor of the study and the trustworthiness and credibility of the data and results (Campbell et al., 2020). Thus, the greater the number of inclusion and exclusion sample selection criteria set, each for a necessary purpose, the more purposive the sample becomes. This permits the study of the population that is of specific interest (Andrade, 2022). As the study focuses on planning factors which emanate from pre-construction decisions the distribution criterion was set. This is to select participants that demonstrated sufficient knowledge and experience in the field of planning post-conflict housing reconstruction projects. In current planning interventions local counterparts are subsidiary

actors in the planning stage of housing reconstruction projects. Therefore, in this research, the exclusion criteria set were actors who are not actively engaged in the planning stage of post-conflict housing reconstruction projects. While additional understanding could have been gained if local counterparts were included in the sample selection, however they were not included for practical limitations faced by the researcher. Among these limitations are difficulty finding local counterparts in times of displacement, difficulty conducting interviews remotely with local counterparts, difficulty allocating representatives to speak on their behalf, diversity in stakeholder type for selection and unwillingness to participate for political reasons.

Furthermore, among the inclusion criteria set, the experts chosen for this study belonged to the stakeholder groups that are actively engaged in the planning of post-conflict housing reconstruction projects. These stakeholder groups are members of INGOS, LNGOs, Donors, UN-Sponsored Organizations and Research Institutes. The target practitioners within these stakeholder group include AEC specialists, policymakers, academics, researchers, advisors, and consultants. Thus, apart from the scope of the study, the selection of samples was only set towards actors that are currently active in planning housing reconstruction, given the limited time and resources available, as well as difficulties faced by the researcher to contact non-active stakeholders. However, an adequate number of participants of professional expertise were included during the research study to produce a robust and all-inclusive research in order to increase knowledge and understanding on how to include previously omitted actors in the planning process of housing reconstruction projects.

5.8.2.3 Designation

This study used the purposive sampling technique, in which the participants selected come from a range of occupations related to the research setting of planning post-conflict housing reconstruction. The subjects were selected according to their level of experience in planning post-conflict housing reconstruction to determine the knowledge they can contribute to the study. This was based on years of experience in the field of post-conflict reconstruction. Specifically, if they have undertaken housing reconstruction projects in conflict-affected areas and worked with various stakeholder groups. Therefore, the level of experience gathered over the years demonstrates that the respondents are in good standing to give knowledge-based opinion regarding the subject of inquiry (Morse, 1991). Accordingly, the participants had knowledge and experience on planning post-conflict housing reconstruction and were able to purposefully provide a plethora of information on the conceptual framework that was the subject of the investigation. Table 5.1 below further illustrates the roles and contributions for the selection of respondents.

Stakeholder Group	Role	Contribution	References
UN-led agencies	In post-conflict environments, UN-led agencies hold an essential position in coordinating and facilitating humanitarian and development efforts. They bring together stakeholders to provide reconstruction projects in terms of expertise, resources, and guidance.	Participants from UN-led agencies can provide insight on the strategic framework, policy guidelines, and coordination mechanisms that guide post-conflict housing reconstruction projects. They are also able to report information on the challenges, opportunities, and best practises to achieve long-term housing solutions.	UN-HABITAT. (2021). 'What is the role of the Human Settlements Programme?' Nairobi: UN-HABITAT.ORG. UNDP. (2000). 'Sharing new ground in post-conflict situations the role of UNDP in support of reintegration programmes'. New York: United Nations Development Programme (UNDP).
AEC Specialists	AEC specialists are essential for the technical design, planning, and execution of housing reconstruction projects in post-conflict environments. Their knowledge can ensure that the structures of the housing are safe, resilient, and appropriate for the local environment.	AEC specialists can provide knowledge into the technical aspects of housing reconstruction projects, such as design considerations, construction methodologies, and materials. This includes innovative technologies, sustainable practises, and community-centred designs.	Abdalhadi, O.M. (2018). A framework for the community participation in post-conflict housing reconstruction projects: A case of Gaza strip. <i>The Islamic University-Gaza</i> . Elkahlout, G., 2020. Post-conflict housing reconstruction in the Gaza Strip: A case study of agency-driven housing in Sheikh Hamad city. <i>International Journal of Housing Markets and Analysis</i> , 13(2), pp.317-330.
Donors	Donors provide financial resources and assistance for post-conflict countries. The funding assists in reconstructing housing projects and overall development of conflict-affected areas.	Donors can provide their knowledge on funding priorities, expectations, and mechanisms for ensuring effective resource allocation. Hence, their perspectives may be useful for aligning donor interests with local needs and for developing long-term funding strategies.	USAID. (2014). 'Building back housing in post-disaster situations – basic engineering principles for development professionals: a primer'. Virginia: USAID.
Researchers	Researchers contribute to evidence-based decision-making by undertaking studies, assessments, and evaluations on the subject matter. Their findings aid in the development of better policies and practises.	Researchers can provide knowledge into contextual aspects affecting housing reconstruction, such as social dynamics, cultural considerations, and local preferences. Through sharing lessons learned from similar contexts, they can also provide research-based recommendations to strengthen stakeholder collaboration.	Johannsen, A. (2001). Participatory action-research in post-conflict situations: The example of the war-torn societies project. Earnest, J., 2015. Post-conflict reconstruction—a case study in Kosovo: The complexity of planning and implementing infrastructure projects. <i>International Journal of Emergency Services</i> , 4(1), pp.103-128.
INGOs & LNGOs	NGO's work on the ground to meet the immediate and long-term needs of communities. Their expertise and knowledge contribute to the reconstruction process at a grassroot level.	NGOs can offer first-hand experience and insight with working with communities. They can share their experiences with community engagement, participation, and challenges, highlighting the importance of local ownership and cultural appropriate practices.	Okumu, W. (2009). CSOs, Post-conflict Reconstruction and Peacebuilding in Africa. <i>Africa's Peacemaker?: Lessons from South African Conflict Mediation</i> , p.239. Guttal, S. (2005). The politics of post-war/post-conflict reconstruction. <i>Development</i> , 48(3), pp.73-81.

Table 5. 1: Roles and contribution of selected respondents.

5.8.3 SAMPLE SIZE

A total of twenty-one participants were used as sample sources. The twenty-one participants provided various perceptions of the phenomenon under investigation at different times. These perceptions covered social, political, economic, and cultural perspectives. In addition, 12 Samples were within the setting of Iraq, by concentrating on Iraq and examining samples from there, permitted the scope of the

study to more focused. Therefore, the detailed account of the sample of experts can enable future researchers to facilitate appropriate comparisons with other samples.

Essentially, the interview data collection was terminated when similar concepts and ideas were uncovered, a process known as data saturation (Fusch and Ness, 2015). This approach ensures that a comprehensive understanding of the subject matter is achieved, as it indicates that no new or substantially different insights are emerging from the collected data. Glaser and Strauss (1967) define saturation as the absence of additional data, the repetition of similar instances, and the category is saturated. This methodological strategy not only guarantees a thorough exploration of the research topic but also adds credibility to the findings of the by indicating accuracy in the data collection process. Fusch and Ness (2015) argue that failure to reach saturation has an impact on the quality of the research conducted. As such, the initial approach involved conducting interviews with a total of forty participants who were actively engaged in the planning of post-conflict housing reconstruction projects. The saturation point, an important marker demonstrating the point at which new insights cease to emerge, was identified after twenty-one interviews. This recognition came as a result of the repetition of knowledge and facts across several interviews. Consequently, it was determined that a sample size of twenty-one participants would be adequate to yield comprehensive insights, to facilitate the development of robust thematic patterns, and to allow the gradual development of the collected data into a coherent and conclusive narrative. This decision not only ensured the cautious distribution of resources but also supported the integrity and depth of the study under investigation. Table 5.1 provides a breakdown of the number of interviews conducted with different stakeholders. The participants are identified as Participant 1, Participant 2, etc. Individuals who consented to participate in the research are assigned to various organizations, occupations, and responsibilities. This has been incredibly beneficial in acquiring ample perspectives and experiences from various stakeholders. The sample of experts were contacted via email. The letter of assistance is found in Appendix A.

Participants	Location	Stakeholder Group	Organisation	Position	Reconstruction Approach
Participant 1	Iraq	AEC SPECIALIST	UNDP (FFS)	Stabilization Specialist / On-ground Project Manager	Contractor-driven
Participant 2	Iraq	AEC SPECIALIST	UNDP (FFS)	Stabilization Specialist / programme coordinator	Contractor-driven
Participant 3	Iraq	UN-LED AGENCIES	UN-HABITAT	Technical Advisor	Not Applicable
Participant 4	Lebanon	AEC SPECIALIST	UNRWA	Head of Design Unit	Participatory-Approach
Participant 5	Syria	INGO	SOS Chrétiens d'Orient	Head of Commission	Participatory-Approach
Participant 6	Iraq	DONOR	Swedish International Development Cooperation Agency	Funding Manager for UNDP/FFS	Not Applicable
Participant 7	MENA	DONOR	Tana	Director Consultant for Bilateral Donors	Not Applicable
Participant 8	MENA	DONOR	WORLD BANK	Lead Disaster Risk Management & Resilience Coordinator	Owner-driven
Participant 9	MENA	UN-LED AGENCIES	UNCHR	Shelter Officer	Contractor-driven
Participant 10	Syria	UN-LED AGENCIES	UNCHR	Shelter cluster coordinator	Owner-driven
Participant 11	MENA	INGO	Shelter Cluster/ Canadian Red Cross	Global focal point for Information Management /Shelter Advisor	Owner-driven
Participant 12	MENA	RESEARCHER	Doha Institute of Graduate Studies	Director of the Centre for Conflict and Humanitarian Studies	Not Applicable
Participant 13	Iraq	UN-LED AGENCIES	UNMAS	Chief of Mine Action Program	Not Applicable
Participant 14	MENA	INGO	NRC (Noreigan Refugee Council)	Global Lead for Shelter	Owner-driven
Participant 15	Iraq	INGO	NCCI (NGO Coordination Body for Iraq)	Advocacy and Policy Advisor	Not Applicable
Participant 16	Iraq	AEC SPECIALIST	IOM	Infrastructure Coordinator/CM	Owner-driven
Participant 17	Iraq	AEC SPECIALIST	UNDP (FFS)	Senior Programme Officer	Contractor-driven
Participant 18	Lebanon	RESEARCHER	American University of Beirut	Architect/ Academic	Contractor-driven
Participant 19	Iraq	UN-LED AGENCIES	IOM	Housing Program Officer	Owner-driven
Participant 20	Iraq	AEC SPECIALIST	UNDP (FFS)	Engineer Analyst	Contractor-driven
Participant 21	Iraq	AEC SPECIALIST	UNDP (FFS)	Engineer	Contractor-driven

Table 5. 2: List of Participants involved in the semi-structured interviews.

5.8.4 POTENTIAL LIMITATIONS

While this section has effectively explained the sampling strategy and insights into the participant recruitment process, it is important to acknowledge the potential limitations of the sampling approach. Therefore, the possibility of selection bias is a limitation in a purposive sampling approach. This runs the risk of excluding viewpoints that could enrich the study if specific stakeholders meeting predetermined criteria are targeted (Patton, 2002). Furthermore, the sample size may limit the generalizability of the results beyond the selected stakeholder groups, which may jeopardise the validity of the research (Section 5.8.3). However, to address these limitations, an avenue for improvement could be used to purposive sampling. This was achieved in this research by selecting participants that represent a wide range of characteristics within the selected stakeholder groups, thereby increasing the depth and breadth of insights gathered (Section 5.8.2). Thus, according to Palinkas et al. (2015), A more inclusive representation of stakeholders could be achieved by incorporating diverse viewpoints, improving the comprehensiveness of the study, and mitigating the bias associated with predetermined

criteria. Furthermore, the researcher obtained input from peers and experts during the study design phase aided in identifying the limitations and improving the selection criteria (Pannucci and Wilkins, 2010). In addition, transparency should be practised by researchers by clearly delineating the criteria and acknowledging the possibility of bias. The credibility of the study can be increased by openly acknowledging the limitations of the research methodology. Therefore, the reflexivity of a researcher can help reduce biases and improve rigor of the research (Jootun, 2009).

5.9 INTERVIEW DESIGN

A list of questions that steer the interview's conversation toward the research topic is known as an interview guide (Cridland et al., 2015). The interview guide affects the performance of the interview and the analysis of the gathered data (Turner, 2010). According to Barriball and White (1994) a well-crafted interview guide includes questions that are open-ended, single-faceted, participant-oriented, and non-leading. The goal of an interview guide is to encourage participants to provide answers that are spontaneous, thorough, distinct, and vivid (Krauss et al. 2009). This should also reflect the participants experiences (Whiting 2008). There are two stages of questions in a semi-structured interview guide: main themes and follow-up questions. The main themes cover the main content of the study and participants are encouraged to respond flexibly about their perceptions and experiences within the main themes (Astedt-Kurki and Heikkinen 1994). Follow-up questions were used to make the main themes easier for the participant to understand and to direct conversation towards the study (Baumbusch 2010). This to preserve the interview's flow and obtain precise and useful information (Turner, 2010).

5.9.1 Design of interview questions

Sutton and Austin (2015) stated that a well-designed semi-structured interview should guarantee that key data attributes are identified while also permitting participants to draw their own perspective and experience to the discourse. This is achieved when interviewer asks about the phenomenon being investigated. As this study is exploratory in nature, this approach does not limit participants to predetermined answers, allowing them to raise issues that are not considered previously by interviewers. Accordingly, the first 7 sections of the interview guide included 26 questions that were derived and designed from the conceptual framework's working components and links without presenting the actual framework to the participants. This was done to oblivate research bias and not to restrict the participants answers. As a result, substantial information about the subject matter was collected without limiting the participants' focus and understanding, as well as allowed them to express themselves fully. As a qualitative study aims to explain why people perceive and experience a particular phenomenon, the goal was not to influence their responses based on the framework.

According to Duncan (2008), semi-structured interview is conducted through predetermined set of open-ended questions that fosters an exploratory environment for establishing themes. In this study the components and links within the conceptual framework help create the interview questions. Therefore, the interview questions were guided by the conceptual framework in order to recognise how things operate and how they could be improved. This assisted in filling the potential gaps and addressing different aspects and perspectives regarding strengthening collaboration efforts during planning of housing reconstruction projects. The 8th section of the interview guide, which concluded the interview, incorporated 4 questions about the conceptual framework. It was only then that the conceptual framework was presented to the participants, and their perceptions on the conceptual framework were sought. This also assisted in testing, validating, and refining the model to maximise its potential value for practical application.

5.9.2 Layout of interview questions

In this study, the layout of the questions for the semi-structured interviews were divided into eight sections. A thorough explanation of each section is addressed in the following and a copy of the interview guide is shown in Appendix B.

Section A: General Questions

In this section, an inquiry into the participants' profiles was conducted, as well as information based on their current occupation and the organization for which they work. This section included six questions in which general inquiries were made in order to obtain information on the planning of housing reconstruction projects. This includes the agency that initiates post-conflict housing reconstruction, the roles of various stakeholders in planning housing reconstruction projects as well as the issues and constraints participants have faced during project planning. The participants were invited to give necessary information on the impact of donors, beneficiaries, International and Local NGOs, governments as well as AEC specialists in planning housing reconstruction projects. The participants role was regarded as relevant information in planning housing reconstruction projects.

Section B: coordination and communication in project planning of housing reconstruction projects

This section comprised of 5 questions. Information was sought on coordination and communication during planning of post-conflict housing reconstruction projects. This includes finding out who coordinates the project planning among the stakeholders. Participants' opinions were also sought regarding the degree of coordination and the various communication measures used during project

planning. Following this discussion, the participants were asked to share their opinions on ways to improve coordination and communication and how can it be done differently.

Section C: community participation and community needs

Participants' perspectives were asked on the level of visibility the housing reconstruction project represented the community. This included inquiries on whether housing needs are met, social cultural elements are factored as well as the level of assistance provided to the community during planning. The participant were also required to share their opinion on ways to increase community participation and involvement within planning housing reconstruction projects.

Section D: stakeholders and their tasks

A list of tasks was introduced to the participants. The tasks included, retrieving information, training of staff and community, resolving disputes, distributing of resources, decision-making as well as monitoring and reporting project progress. Information was sought from the participants on how these tasks are done and by whom. In addition, the participants were asked to share their opinions of any on ways to improve the listed tasks.

Section E: management of project planning in housing reconstruction projects

Participants' views on how to manage project planning in housing reconstruction projects were questioned. Information was sought on the various constraints that different stakeholders impose on the participants' work and how this affects their progress. Participants also shared their opinions on who should oversee housing reconstruction projects and provided specific reasons for their decisions. Additionally, information on accountability and liability was requested in the event of a problem such as project delay, cost overruns, project failure and non-compliance.

Section F: collaboration in project planning of housing reconstruction projects

This section comprised of 6 questions. Information was pursued on collaboration during planning of post-conflict housing reconstruction projects. Participants' opinions were sought regarding the degree of collaboration during project planning. Participant views were also solicited on methods to strengthen collaboration between stakeholders and how to include certain interests' groups previously excluded from planning. Following this discussion, participants were asked to specify whether a facilitator was necessary for the planning stage to mediate between project stakeholders, as well as which stakeholder group should be the facilitator. Subsequently, the participants have discussed the contribution of INGOS in housing reconstruction projects and if they should be more involved.

Section G: Good practices in project planning

A list of goals was introduced to the participants. The goals included, quality planning and design, time and cost-efficient solutions, donor, and end-user compliant as well as long-term durable homes. The participants were asked to share any information that would help in better achieving these goals.

Section H: Perception of the conceptual framework

Participants' insight on the conceptual framework was sought after the interviewer's explanation of the framework and the components and relationships within it. The opinion of participants was sought on who should be referred to as the organisation management facilitator (OMF) among the various stakeholders. Participants were asked to elaborate on the criteria for selecting an on-the-ground housing design committee (HRDC), as well as methods and tools that could be used to improve the coordination and communication system.

5.10 DATA ANALYSIS

Qualitative research, as a method for data collection and analysis, seeks to provide a comprehensive, socio-contextual, and detailed description and analysis of the research topic (Vaismoradi, 2016). Typically, qualitative data collection is reliant on interpretation. The purpose of qualitative methodologies is to describe and interpret a complex phenomenon, to improve our understanding of them, and to contribute to their development and revision (Bradley et al., 2007). However, the rationale for selecting an appropriate data analysis method can help accomplish the aim of qualitative research. Since this research targets project participants that initiate and plan housing reconstruction projects in post-conflict environments, thematic analysis is the data analysis method in question. Thematic analysis offers a method for systematic coding and analysis of qualitative data in qualitative research, which can then be connected to comprehensive conceptual issues (Braun and Clarke, 2006). Thematic analysis is a method of searching for themes that emerge as being essential to the description of the phenomenon (Daly et al., 1997). According to Rice and Ezzy (1999), through careful reading and rereading of the data, themes are identified as part of the process. This can be achieved through recognition of pattern in the data, where new themes emerge and become categories for analysis. Thematic analysis is naturally flexible and permits reduction, expansion, or adjustment and can be considered a researcher's reliable process (Braun and Clarke, 2006). As a result, it enables the researcher to concentrate on the data in a variety of different ways, such as analysing meaning across the entire data set or by thoroughly examining one aspect of a phenomenon. In addition to organizing and describing data, this method interprets various facets of a research topic in rich detail (Boyatzis, 1998). Therefore, thematic analysis demonstrates flexibility as it produces a pattern from seemingly random data (Strauss and Corbin, 1990).

Burr (2003) argues that meanings and experiences are generated in a social environment and expressed by individuals through thematic analysis. Therefore, thematic analysis is compatible with the interpretivist paradigm. An interpretivist approach to analysing thematic data focuses on theorizing social contexts and essential conditions to promote the delivery of experiences and insights of

participants (Braun and Clarke, 2006). Thus, thematic analysis can be conducted in a number of forms, including deductive analysis and inductive analysis. An inductive analysis entails the data to determine the themes. While deductive analysis is a method of approaching the data with predetermined themes, models, or data that are based on existing theories or knowledge (Fereday and Muir-Cochrane, 2006; Bryman and Bell, 2007). The inductive approach is based on grounded theory and is initiated from conducting a series of observations to explore a particular phenomenon (Creswell, 2009). However, the deductive approach necessitates the creation of a framework or model from the existing literature that is then evaluated to explain the findings (Saunders et al., 2012).

In this study, a framework was deduced from the extant literature in regard to collaborative planning of housing reconstruction projects in post-conflict conditions. The theoretical framework should be evaluated using empirical evidence to aid in refining and maximizing the conceptual framework's potential value for practical application. Therefore, this study has adopted the deductive thematic analysis approach to identify project participants' different perceptions in planning housing reconstruction projects, as well as strategies to strengthen collaboration efforts during planning. Along with structuring the research analysis, this will define the presence of the texts and identify the interrelationships of sentences and terms. Therefore, enables the ability to communicate meaning of observations, findings, and interpretations. This results in a better understanding of the framework under investigation.

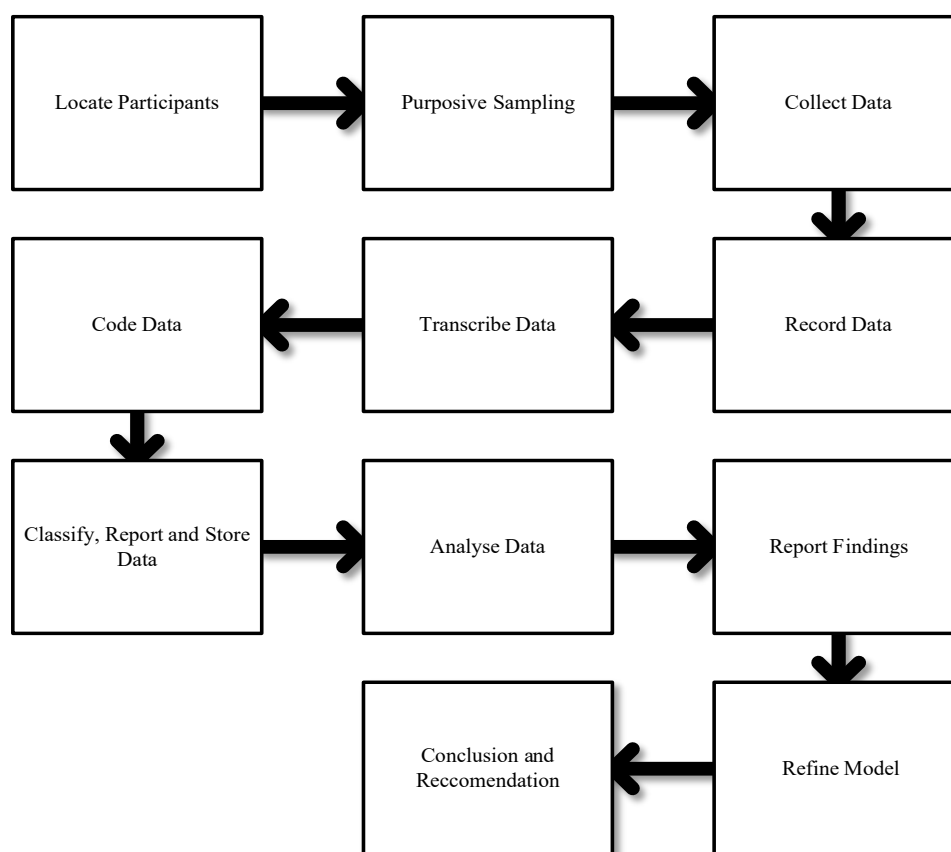


Figure 5. 2: Data collection and analysis process adopted in this qualitative study.

5.10.1 Data Coding

An important feature in thematic analysis, according to Vaismoradi (2016), consists of grouping codes under prospective subthemes or themes and comparing the emergent coding clusters collectively and in relation to the full data. Data coding involves recognizing an influential moment and encoding it (seeing it as something) prior to interpretation (Boyatzis, 1998). Encoding the information organizes the data so that themes can be identified and developed. Boyatzis (1998) defines a theme as a pattern in the information that depicts and organises the potential observations and explains aspects of the phenomenon as a whole (Miles and Huberman, 1994).

The data was coded mainly in order to develop a detailed understanding of the framework under investigation. This provided a way to organize and manage qualitative data. The use of coding made it easier for the researcher to search for similarities, differences, patterns, and relationships among data. The codes were generated from the interview questions, originating from the conceptual framework, which evolved from the literature review (Saldana, 2009). The categorisation of data into themes and patterns has demonstrated shared opinions and perceptions between participants. This has facilitated

the ability to recognize different variables and concentrate on the most pertinent themes and patterns that relate to the goals of the study as well as provide answers to the research questions. McClelland (1985) emphasizes the importance to organise interview transcripts into related characteristics. Therefore, participants interviews were classified under five criteria's namely, location, organisation, stakeholder group, position, and reconstruction approach. Listed in Appendix F is a transcript for each stakeholder group. Through this, codes and themes were generated and understood in accordance with their relationship to the participants. The generated codes function as labels for words and phrases associated with the themes and patterns in various areas within the transcripts. The headings of the themes were derived from words and phrases within the transcripts and from the extant literature. Therefore, the coding of related material in themes was to identify emerging patterns or ideas. After repeatedly reading the transcripts, some dependent themes relevant to the investigation of the conceptual framework were identified. This was confirmed based on relationships with major themes earlier identified in the interview questions and conceptual framework. As seen in table 5.2, nine major themes (parent-nodes) emerged from the exercise, followed by forty-eight sub-themes (child nodes).

MAJOR THEMES	SUB-THEMES
Collaboration	Collaboration Between different Stakeholders; Means of Collaboration, Better Collaboration Methods; Factors affecting collaboration
Communication and Coordination	Coordination between Stakeholders, Measures of Communication; Coordination System; factor affecting communication and Coordination; Better Coordination and Communication
Community Needs	Community engagement and involvement; Level of community needs met; Development of capacity and livelihood; Housing needs and design
Planning Stages	Understanding Planning Process; Establish planning structure; Initial needs assessment; Damage assessment and Classification; Local community and authority consultation; Allocate Funding: Site Clearance and Accessibility; Allocate Funding; Establish Procurement
Restrictions	Health and Safety; Lack of Data and Mapping; Housing Design and Distortion of Urban-Social Fabric; Poor Coordination and Communication; Returnees and Land ownership identification; Materials and Resources
Stakeholder Involvement	Donor involvement in Planning; UN-led agency involvement in Planning; INGO and LNGO involvement in Planning; Community Involvement in Planning; Government Involvement in Planning
Facilitator at Project Planning	Benefits of Facilitator; Limitation of facilitator; INGO as Mediator: Strategic Board as Mediator
Conceptual Framework	Approval of Framework; Elements Missing in Framework; Similar Framework being established; Review on OMF; Review on HRDC; Review on Coordination System; Area-based approach; Context Analysis
Project Context and Factors	Accessibility and Security; Damage Classification; International Community Approval and Agreement; Land Ownership; Returnee identification; Project Location; Site Clearance; Housing Design and Features

Table 5. 3: Major themes and sub-themes extracted from transcripts.

5.10.2 Thematic Analysis

Braun and Clarke (2006) and Creswell (2009) provided guides on analysing semi-structured interview transcripts for qualitative research. The first phase was data familiarization. This initially included a review of the literature undertaken to increase the absorbance of the collected data (Tuckett, 2005). In this study, interviews were conducted in English, recorded, and notes were taken during the interviews. Furthermore, transcription was performed, which fosters additional familiarization with the data. Thus, accuracy was essential in transcribing participants' verbal statements in their authentic presentation. The data familiarization continued when the transcripts were read and heard numerous times to identify connections, patterns, and issues of potential interest (Rice and Ezzy, 1999). Therefore, after thorough familiarization of data, the process of employing codes to gather phrases, sentences, terms, and words relating to the research questions was conducted. This resulted in development and revision of themes and identification of patterns. This study developed themes and codes through thematic analysis and grouped them into categories. The development of themes, codes, and categories was based on the conceptual framework.

In view of the qualitative methodology used in the study, thematic descriptive analysis is adequate since there are neither generalizations nor randomizations involved (Wolcott, 1994; Creswell, 2013). With the implementation of the latent approach, through thematic analysis, the underpinning assumptions, ideas, and conceptualisations were identified (Boyatzis, 1998). In this study, themes were developed primarily through interpretation, while emerging analysis was theorized (Burr, 2003; Braun and Clarke, 2006). Therefore, the participants' perceptions and experiences were analysed to generate a comprehensive discussion about the themes and ideas that have emerged. The excerpts and verbatim quotations from the original data were used to interpret, describe, and illustrate various findings in the themes. Corden and Sainsbury (2006) argued that the incorporation of verbatim excerpts from transcripts present several advantages. It delivers concrete evidence of participants' perspectives, illustrates their viewpoints, and amplifies readers' understanding of the investigated phenomenon, all while enhancing the study's overall readability. Thus, the study seamlessly integrated participants' explanations with those crafted by the researcher (Miles and Huberman, 1994). This was accomplished without exposing the process to potential errors that could introduce bias (Gilovich et al., 2002). Therefore, given the qualitative nature of the study, rooted in naturalistic inquiry, findings were presented in a descriptive and narrative format, diverging from the convention of a scientific report (Creswell, 2009).

The descriptions were purposefully detailed to vividly convey participants' perceptions and to avoid bias. The last phase was the discussion of the findings based on participants' perceptions gathered during data collection. The findings were also reinforced by the literature review findings, the conceptual framework and interview questions. It was through these activities that the conceptual framework was refined therefore, maximised the potential value for practical application. This resulted in a contribution to knowledge. The activities undertaken in this study to undergo thematic analysis of the semi-structured interviews are illustrated in Figure 5.3 below:

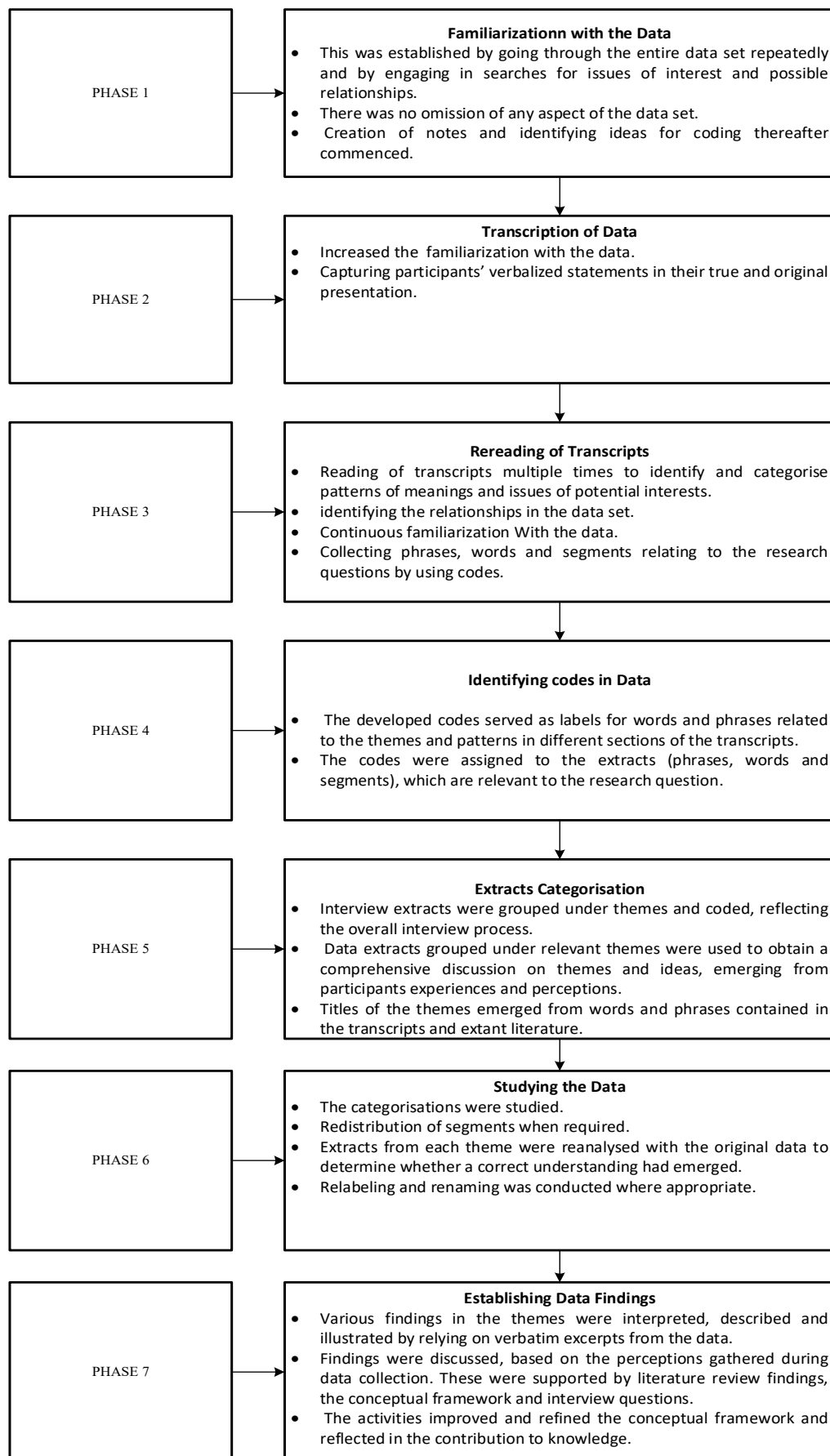


Figure 5. 3: Thematic analysis activities undertaken in this study.

5.11 GENERALIZABILITY AND REPRESENTABILITY OF THE FINDINGS

Qualitative research, through semi-structured interviews, is fundamentally context-specific that illustrates an in-depth analysis of a specific phenomenon. Therefore, it is critical to carefully consider the extent to which the findings of a qualitative study are generalizable (Leung, 2015). While qualitative approach is well-known for its contextual depth, it could potentially fall short in terms of generalizability and representability of the findings (Creswell, 2013), particularly within the complex subject of post-conflict housing reconstruction. Although the findings might not be generalizable to a larger population, they can be useful for creating hypotheses, theories, and recommendations that can, in turn, inform other similar contexts, circumstances and conditions (Merriam, 2009). Therefore, the study results can be used to improve understanding of the underlying dynamics, relationships, and factors that have an impact on strengthening stakeholder collaboration when planning post-conflict housing reconstruction projects.

As for representability, the use of semi-structured interviews allows for a diverse range of perspectives to be captured. By engaging various stakeholders during interviews, one can gain a comprehensive understanding of the subject matter. However, the extent to which these perspectives are representative depends on the selection of participants and their alignment with the views of the broader stakeholder population. Therefore, Patton (2015) asserts that representability of the findings are fundamentally influenced by careful participant selection, capturing a wide range of perspectives, and the transparent reporting of perspectives in the study. It might not be possible for qualitative research to yield universal generalizability, but its inherent strength lies in its ability to produce deep understandings as well as potential adaptability, which highlights the importance of a carefully crafted research methodology (Denzin and Lincoln, 2018).

5.12 ETHICAL CONSIDERATIONS

According to Saunders et al. (2012) the researcher must make certain that the research and its associated constituents are brought and handled responsibly, accurately, and ethically. Therefore, ethical considerations are a crucial component of field research (Cacciattolo, 2015). Several ethical considerations have an impact on participants, so it is necessary to protect them, their organisation, and gain their assurance and confidence. This safeguards against inappropriate conduct while endorsing the research's quality and integrity. In addition, protects the privacy of the participants, prevents deception, and guards the participants from any physical or mental distress (Barrow et al., 2021).

In this study ethical considerations were prioritised throughout the research process. This includes topic selection, data collection and analysis as well as results dissemination. As such the Birmingham City University Code of ethical research has been followed in this study. Risk assessments were performed on the research method used for data collection and analysis. Since confidentiality and integrity of participants were paramount, participants were provided with full information on the objectives and aims of this study. The key ethical issues raised by this research are ensuring integrity and confidentiality as well as making sure that no participants are subjected to any sort of physical or mental distress. Physical distress was avoided by allowing the participants to choose the place and time of the interview. As to prevent mental distress, participants were allowed to express themselves in their preferred language and discuss concerns before the interview. This research will constitute voluntary participants who will be under no obligation to participate in this research and will have the opportunity of refusing to participate at any phase of the research. Therefore, the participants had the option to withdraw from the study and it was made sure that their participation was voluntary and anonymous. This was presented in the consent form which was carefully crafted and distributed to all participants prior to the interview for them to read, agree to, and sign. The participants expressed consent of participation by signing a consent form. The consent form is found in Appendix C. In addition, an information sheet was provided to the participants to provide basic information about this research project and why they have been invited to participate. The participant information sheet is found in Appendix D.

The consent form outlined the terms of anonymity and confidentiality as well as how to protect the participants' rights and privacy. In this way, the participants were informed that the data gathered would be securely stored, and that after the research was completed, the records would be destroyed (Holloway and Brown, 2016). Thus, all the gathered data was stored on the university's network and on an encrypted hard drive that is password protected. The data will be disposed of after the research is complete and when the data is no longer needed. In addition, participants' identities were kept anonymous to maintain confidentiality. This was achieved by identifying the participants as Participant 1, Participant 2, etc throughout the process. Furthermore, research at Birmingham City University adheres to generally accepted ethical standards by engaging in a rigorous ethical validation process. Thus, to begin data collection, an ethical approval was obtained from the University's Ethics Committee. The approval letter is found in Appendix E.

5.13 SUMMARY

The chapter discussed the research design, while also describing the research methodology adopted towards addressing the research aim and objectives. The rationale for adopting a qualitative research approach to enable collection and analysis of primary data was provided. Principal research strategy for inquiry, consisting of semi-structured interviews was examined for potentials and constraints. An account of the ethical considerations associated with data collection activities was provided. While identifying the suitability of the purposive sampling strategy, reasons were proffered on the adoption of the sampling techniques. In discussing the thematic analysis of the interview transcripts, the chapter canvassed for the rationale in considering it as the best option for the research.

CHAPTER 6: PRESENTATION OF DATA

6.0 INTRODUCTION

In this chapter, the primary data collected through semi-structured interviews are presented. This chapter will present the understandings of participants on how housing reconstruction projects are planned in post-conflict conditions. This includes the stages of planning in housing reconstruction projects, the stakeholder's engagement in planning of housing reconstruction projects as well as stakeholders' perspective on collaboration, communication, and coordination during planning of housing reconstruction projects. In addition, the chapter will present an understanding of stakeholders' views on strategies to strengthen collaboration and coordination at project planning. The chapter will then convey stakeholder perspectives when presented with the conceptual framework. As a result, the purpose of this chapter will be to render a comprehensive presentation of the planning stages of post-conflict housing reconstruction from stakeholder's perspectives. Therefore, this chapter will serve Objective 4, which is to collect data from key stakeholders involved in planning post-conflict housing reconstruction by assessing the working components and links identified within the conceptual framework, with particular attention to collaboration, coordination, and communication during the planning stage of housing reconstruction projects under post-conflict conditions.

6.1 STAGES OF PLANNING IN HOUSING RECONSTRUCTION PROJECTS

This theme examines the stages of planning of housing reconstruction programmes under post-conflict conditions. International aid agencies set and agree on these planning stages and criteria, which are globally recognized and are generally followed in post-conflict housing reconstruction interventions. Therefore, housing reconstruction goes through several stages of planning when international agencies initiate the intervention in post-conflict countries. This includes establishing international agreement, conducting a needs assessment, conducting a damage assessment and classification, consulting with local authorities and community, allocating funding, and establishing procurement. The purpose of this section is to present participants' perspectives on the various stages of planning while highlighting any limitations they encountered.

6.1.1 Establish international agreement to initiate and plan housing reconstruction interventions

In post-conflict countries, there are diverse number of stakeholders that take part in housing reconstruction projects. This includes UN agencies, local authorities, local community as well as INGOs and LNGOs. While ideally the government of any country should take initiatives to carry out reconstruction programmes, in most post-conflict countries they do not have the capacity to plan and deliver housing reconstruction projects and rely on international agencies specifically un-sponsored organisations to initiate and plan housing reconstruction interventions. This is with the assistance of donor funding and INGOs. This was reflected by Participant 6, Funding Manager at a Swedish donor agency, a key donor for UNDP's Housing interventions in Iraq:

“it's fundamentally a task of the government. However, that just may or may not work, where the government can't do it because they don't have the capacity.”

Each international agency are coordinated through a working group delegated within the post-conflict. The working group is part of the shelter cluster system. The shelter cluster system is an interface for working groups to input project distributions and completions. Therefore, whenever there is an active UN system, as well as INGO system, a shelter cluster is created. This has been presented by Participant 3, a Technical Advisor of urban recovery and reconstruction at UN-HABITAT for Iraq, Yemen, and Syria:

“There's usually not one main coordinator of everything. They're just coordination structures. They can be coordinated through a shelter cluster and country team, which is the collection of UN agencies that are working in a country, they have representatives to UN country team, which try to coordinate amongst each other on development issues.”

However, the ability of post-conflict countries to receive international assistance to initiate housing reconstruction interventions depends on international agreements. The post-conflict status of a country depends on many variables, including the conclusion of war, transition from emergency phase to development, presence of a functioning government, that is accepted by the international community, as well as the creation of an international foreign policy. Only then when reconstruction and development commence, and donors begin funding projects. Participant 3, a Technical Advisor of urban recovery and reconstruction at UN-HABITAT for Iraq, Yemen, and Syria, that worked on coordinating different stakeholders such as the shelter cluster, local governments, donors, and UN-led agencies, thus stated:

“In countries such as Syria, there's not a lot of reconstruction being done. Because reconstruction and rehabilitation really fall in domain of development. And there's a lot of red

lines for donors, because some donors don't want to be seen supporting the central government.”

In the case of Iraq, the international community supports the new government of Iraq to begin development with the aid of donor funding. In Yemen, however, there is no government approved by the international community. As a result, donors are focusing on humanitarian aid rather than reconstruction. This approach however can trigger social consequences as explained by Participant 12 from the academic and researcher stakeholder group, Director in conflict and humanitarian studies at a research institute in Qatar, who stated:

“During my visit to Northern Syria, I saw the housing situation and millions of people are still living in tents for ten years. I think they have really detached them of any form of dignity. It's going to be an enormous risk in the future. And housing is critical. It's very important. I still believe it is understudied and focuses on the short-term, and forget or ignore the long-term”

Reconstruction is governed by different donors, their priorities, focuses as well as agendas. Many donors fund humanitarian projects as a means of aiding a humanitarian crisis, while others fund projects to advance their political interests. This was a concern by many UN-led agency participants. Therefore, engaging with local authorities is seen as key variable in understanding the context, as Participant 12, Director in conflict and humanitarian studies at a research institute in Qatar, argued:

“They insist on humanitarian being divorced from politics, which is good in principle. But they don't know the context and can't engage with local authorities properly. As a result, people are under satisfied or not satisfied at all. It becomes a social end in many societies.”

Therefore, in the case of Iraq, Yemen, Lebanon and Syria, international agencies are the main project initiators and implementers of housing reconstruction projects.

6.1.2 Initial Needs Assessment

The first stage in planning housing reconstruction projects is undergoing an initial needs assessment in accordance with the planning stages and criteria agreed upon by the international aid agencies. This comprises of vulnerability criteria, returnee, and land ownership identification as well as site clearance and accessibility. Planning housing reconstruction projects depends on the stability, accessibility, and security of the environment to plan long-term developments. In the case of post-conflict countries that require international assistance to begin housing reconstruction projects an initial needs assessment is established in accordance with a selection criterion. Therefore, working groups implement a needs analysis to finalise the selection criterion and prepare the planning proposal. Thus, in the case of Northern Syria, Participant 10, Senior coordinator for shelter at UNCHR in Northern Syria, stated:

“There is the humanitarian analysis, which is where the gaps are identified, such as who's vulnerable, who do we need to prioritize in a context of limited resources”

As well as in the case of Iraq, Participant 1, Stabilization Specialist/ On-ground Project Manager at UNDP (FFS), stated:

“will go out and look on the ground and see where the returnees are going to, and then we'll pick the village that we're going to work at, and then we do an initial assessment of the village or town.”

In accordance with the several AEC specialists, UN-led agencies, and NGOs active in Iraq and Syria that were interviewed as part of the research, the assessment is often conducted with the help of municipal governments, and/or NGOs in which the needs of neighbourhoods are identified. As stated by Participant 15, an Advocacy and Policy Advisor at the NGO Coordination Committee in Iraq (NCCI):

“I think the UNDP and IOM do direct delivery of programming. All the rest is delivered through NGOs. They ask the NGOs in these areas, who can take this funding and deliver these priorities. The needs and capacity assessments and project identification in your framework is happening”

Therefore, once the estimation of cost is completed and if the funds are available only then will a project commence. At this point, the beneficiary is not contacted until the neighbourhood is selected. Housing reconstruction is only conducted when sufficient funds are available. However, the dependence on donor finance has been seen by participants within the UN-led agency group and AEC specialist group as a key challenge. As stated by Participant 13, Chief of Mine Action Program at UNMAS during an intervention in Iraq:

“Once the funding is over it ends. I mean, that is reality. Everything is driven by the money available. So, if we don't have money, we can't do anything.”

6.1.2.1 Vulnerability Criteria

Several participants that work in Iraq and Syria have reported that vulnerability criteria are an essential stage established within the initial needs' assessment, and a beneficiary selection is prepared by the working group to determine who receives support. Housing reconstruction intervention is distributed among the most vulnerable families and the vulnerability criteria is based on social and economic elements, such as number of women, children, disabled, and single headed households as well as unemployment. This can be depicted in the case of Syria as Participant 5, a senior member at SOS Chritiens d'Orient a French based INGO deployed in Syria:

“So, we make an evaluation about their economic life, social life, if they have jobs or not, if they are displaced from this area or faraway or abroad.”

And further depicted in the case of Iraq as stated by Participant 16, infrastructure coordinator at IOM in Iraq:

“We will not select everyone. We have to use this vulnerability criteria and we use that to select beneficiaries based on many different criteria.”

Apart from poverty alleviation, which the donor stakeholder group believe is the most important aspect for providing shelter to the most vulnerable, participants within the AEC's specialist group believe the establishment of the vulnerability criteria for selection of beneficiary was due to budget constraints set by donor and are a contributing challenge in housing distribution. This has resulted in an increase in social resentment and division, as described by Participant 1 Stabilization Specialist/ On-ground Project Manager at UNDP (FFS) in IRAQ:

“You've got a budget; you can't do everybody. So, you've got to prioritize. Those normally are people that can't or won't have the ability to build a house back themselves.”

6.1.2.2 Returnee and Land Ownership Identification

Returnee and land ownership identification is part of the selection criteria set by working groups for housing reconstruction interventions. Areas that have an increasing number of returnees are picked for housing reconstruction. There have, however, been cases of participants that are deployed on-ground of having trouble getting in touch with owners since they may have fled the area, which resulted in project delays or wastage of funds. As depicted by Participant 3, a Technical Advisor of urban recovery and reconstruction at UN-HABITAT for Iraq, Yemen, and Syria, stated:

“You have to find the owners first. They're often in other places. This whole process of retrieving or getting in touch with the owner, is a long one and can be really something that holds up a project.”

Therefore, a common practice to identify returnees was to send engineers on-site and document where the returnees are going to. As further reported by Participant 1, a Stabilization Specialist/ On-ground Project Manager at UNDP (FFS) in IRAQ:

“...they can put up a tent, which helps us know that people have returned. But other than that, it's our selecting through our criteria as to which ones we can do.”

Furthermore, land ownership is another aspect of the selection criteria set by working groups at the initial needs' assessment. Reconstruction of housing cannot commence without identifying ownership of land and property. Several participants have reported that it is very difficult to conduct permanent housing reconstruction in areas where land ownership is unclear especially in post-conflict environments where a lot of records have been destroyed and missing. Legal ownership of a property is confirmed through different data sources and with the help of local authorities, the community, and their leaders to verify the identity of the owner.

It has however been described by AEC specialist and UN advisors as a lengthy process due to poor data transferability and poor coordination between stakeholders. Therefore, unless the legality of property is settled, there is no guarantee of tenure and people may be evicted. This runs the risk of worsening an already fragile and poor situation. The importance of identifying land ownership has therefore been stressed by participants from all stakeholder groups since it has been reported that funding for housing reconstruction by donors cannot be granted without ownership verification. Community awareness and housing rehabilitation was difficult in areas that were severely damaged with low number of returnees. Hence, the process of finding, retrieving, and contacting the owner was a major implication that held up project completion. In addition, the issue of tenure security and land ownership was time-consuming as manual mapping and approaches used by technical engineers to document and retrieve data, were posed as obstacles.

6.1.2.3 Site Clearance and Accessibility

The clearance of debris and explosive hazards from sites is an essential component in housing reconstruction programmes as such is set at the initial needs' assessment. As a result, without the clearance of residential areas for reconstruction and rehabilitation and sufficient accessibility to the site, beneficiaries cannot return to their homes and livelihoods, nor can working groups and technical specialists access the area to initiate reconstruction. While international working groups in mine action are available to clear sites of debris and explosive hazards, it is seen as the job of the government, as stated by Participant 13, Chief of Mine Action Program at UNMAS in Iraq:

“I've always been conscious that if we do clearance, the task should be from the government of Iraq. There is a national mine action authority. And I really see it as our role also to enable the government to do their job.”

Therefore, partnering with national authorities to improve mine action at project planning alleviates security clearances as well as land ownership disputes while increasing the local capacity for long-term development. Health and safety within sites were restriction faced by AEC Specialist and UN-led

agencies stakeholder group. The health and safety issues include clearance of debris and checking of explosive hazards. Furthermore, in some cases, AEC-specialist faced issues when deployed in areas that security clearance was unclear, thus Participant 21, an Engineering Analyst at UNDP in Iraq for housing reconstruction projects, reported:

“Usually, the limitation is the security situation of that area. When we are working in security hazard areas and sometimes our engineers are not supposed to go there because of security or are not allowed”.

6.1.3 Damage Assessment and Classification

Following the initial needs assessment, damage assessment is the second step in accordance with the planning stages and criteria agreed upon by the international aid agencies. This conducted by working groups to evaluate the level of damages of each individual property. The assessment is based on damage classification in accordance with a set of criteria which comprises of four categories: light damage, medium damage, severe damage or destroyed. The structure stability and safety are an essential component in damage assessment and whether the property is safe to rehabilitate. Initially satellite imagery is used to categorize levels of housing damage then physical assessments by field engineers is carried out to classify the damage based on pre-set standards. However, in the case of Iraq, participants within the AEC specialist group and UN-led agency group reported poor data availability halted reconstruction projects. This was due to the usage of manual means to document damage classification as well as lack of data from government and international entities. As stated by Participant 2, a Stabilization Specialist Program Coordinator at UNDP for reconstruction of housing in Iraq,

“There was nobody, nor the government or international partners had any data on sort of street-by-street levels of damage... our engineers took the end-users in cars and we went neighbourhood by neighbourhood to map and coordinate all the damage levels and all the needs.”

Furthermore, the general understanding of the pre-set standards is to initiate cost-effective interventions and to avoid unequal distribution of housing reconstruction programmes by different working groups. As such, it is viewed by many participants to be a starter house to help restore livelihood and restore dignity. However, the classification system has also heightened social exclusion and partiality. This was reported by Participant 3, a Technical Advisor of urban recovery and reconstruction at UN-HABITAT for Iraq, Yemen, and Syria:

“In one neighbourhood we rehabilitate one house, and do not rehabilitate another house that slightly does not fall within the selection criteria, it became complicated on a community-level, to do these kinds of things.”

While the presence of budgetary constraints is the purpose for establishing a standard design, the standards were not designed based on cultural context, and thus only included basic fixtures and fittings. As a result, given the standardised design the urban-cultural fabric of the area was jeopardized and distorted. This was a major implication noted by the NGO as well as the Academics and Researcher stakeholder group. Participant 18, Senior Academic at an established university in Beirut, Lebanon, and was the Senior Architect of the housing reconstruction project of Al Dahyeh province during post-war Lebanon of 2005, stated:

“We were trying to conserve the heritage as you know heritage is very important in our part of the world and it's related to your identity. In a lot of these conflicts, identity was one of the main issues.”

And in the case of Syria, Participant 5, a Senior Member at SOS Chritiens d’Orient at French based INGO, deployed in Syria, further stated:

“Each country has its own style we have to respect that. There is a system, a style, and type of building. In the case of Wadi al-Nasara, the area has been deformed, their system was 2 floors, a red pyramid-like rooftop and instead of the country being harmonic with nature, it looks horrible now, with 4-5 floor high rise block buildings.”

6.1.4 Local Authorities and Community Consultation

Discussions with the community begin following the assessment of initial needs assessment and when the selection criteria are developed. The discussions include how the community can assist, as well as their roles and responsibilities during construction. The working group provides the necessary information to the beneficiaries on the project programs as well as collects data through surveys from the community regarding the number of family members within a household, income sources, design preferences and level of damages. This is conducted prior to the physical damage assessment and classification. Participant 7, a Senior Consultant for Bilateral Donors at a donor consultancy agency based in Copenhagen, stressed on the importance of including beneficiaries within planning, stated:

“But of course, you need to make sure that you have representation from the beneficiaries. And you need to find a way of including them in that process”

While the basic housing is provided by the working group, beneficiaries can expand on their housing through personal financial contribution. Furthermore, community leaders and/or mayors are consulted to verify ownership as well as in certain cases act as a supporting representative of the community to the working group. In terms of local authorities' consultation, apart from initiating the request to conduct reconstruction in certain neighbourhoods, they also are consulted to endorse the standard classification of the housing. However, it has been noted by AEC specialists within the setting of Iraq that often local authorities were uncooperative as portrayed by Participant 16, infrastructure coordinator at IOM in Iraq:

“The thing is from the government side we should have better support. That is one of the main issues we are facing when working in some communities. We need support from the government and units to improve coordination and provide more facility.”

This is because, as participants within the academics and researcher's stakeholder group indicated, the working groups tend to exclude the local authorities from the planning process. However, it is imperative that consultation with local authorities and communities is carried out when planning housing reconstruction projects based on the capacities of local institutions, authorities, and resources available. As Participant 7, a Senior Consultant for Bilateral Donors at a donor consultancy agency based in Copenhagen stated:

“I think you really need a proper assessment process, if you don't know the community, you will not understand the local context. They may say one thing but only as you get to know the context you realize that there are other factors influencing why you are not successful. So, it's really an iterative process that needs to be respected”

6.1.5 Allocate Funding

UN-led agencies try to find donors to fund projects. It has been reported by several participants within the UN-led agency stakeholder group that often funding goes through different central allocation structures. These are usually big pool funds that country donors contribute to, which is managed by the UN system and then gets distributed over various working groups. As donor funding is usually allocated towards humanitarian needs, and housing reconstruction falls between humanitarian and development, there is often difficulty allocating funds for housing reconstruction. In response, participants have stressed the need for better fund management at planning, as highlighted by Participant 14, a senior member for Shelter at the Norwegian Refugee Council (INGO):

“The largest injection of funding for humanitarian crises is when it is a new crisis and not when it's a long-term crisis which become forgotten. It's about capitalizing on that injection of money at the beginning and trying to put that to best use.”

Furthermore, obtaining donor funding has been described as a lengthy process which involves proving competence, demonstrating good implementation, and delivering results to the local communities. The UN system is, therefore, a good candidate to receive direct funding from donors. Thus, in donor perspective the UN can manage large capitals, has a good track record on risk management, and is easier for donors on a bureaucratic level to deal with a handful of agencies. However, there is direct funding that goes from donors directly to the working group. As stated by Participant 15, an Advocacy and Policy Advisor at the NGO Coordination Committee in Iraq (NCCI):

“Most donor funding goes through the UN, and then there is also some direct funding that goes from donors direct to NGOs.”

Housing reconstruction is an expensive sector that demands investment access to resources and infrastructure. Therefore, donors tend to impose budget limitations and as such a standard design and classification system was established to prioritise the most vulnerable with little regard to the cultural context. In addition, the standard design and classification systems have contributed to social distress due to poor housing delivery. This was described Participant 12, Director in conflict and humanitarian studies at a research institute in Qatar, stated:

“People are asked, would you like a new home in the face of this displacement? And the answer will be yes because they can only imagine what they had. They cannot imagine it's going to be a tent or a three-by-three room.”

In some cases, donors tend to set restrictions on the design of housing, area of reconstruction, target certain communities as well as instantly divert funding to other sectors and activities. The dependence on funding availability was a major implication presented by the UN-led agency and AEC specialist stakeholder group and thus affected the delivery of housing reconstruction projects. However, donors tend to impose budget restrictions and short-term contracts in fear of corruption as stated by Participant 6, Funding Manager at a Swedish donor agency, a key donor for UNDP's Housing interventions in Iraq:

“Of course, just building a house anywhere, there's a corruption risk. That's a risk we consider. It's expensive. So, there's always this question of what other things could this money do? If Building houses doesn't reach the people.”

In addition, Participant 13, Chief of Mine Action Program at UNMAS in Iraq, reported on the implications short-term contracts donors impose have on housing reconstruction projects:

“Once the one-year funding is over, the contract with the contractor is also over. That is reality, everything is driven by the money available. If we don't have money, we can't do anything. We build the capacity, provide job opportunities, bring in a contractor, they hire staff, they train staff for a year. And then they will let go of the staff.”

Therefore, the different restrictions set by individual donors in accordance with their preferences has posed difficulties on the overall social fabric and cohesion. This affects strategic recovery and peacebuilding objectives.

6.1.6 Establish Procurement

Various participants within the AEC specialist group and UN agency group have presented the procurement process as follows: once the damage assessment and classification are concluded the bill of quantity (BOQ) is designed. The BOQ is established based on the approval of the drawings, through the estimates prepared by the engineers. The BOQ will be sent to the service centre to be advertised for tendering, and different contractors will apply and be selected within the specified timeframe. The policies are set by the working group and as such must be followed to achieve the best value for money. In the case of Iraq, Participant 21, head of procurement at UNDP (FFS), stressed that corruption should be tackled when it comes to selecting contractors during procurement. Therefore, when a BOQ is out to tender, estimates are rough and only a handful of the technical team know the actual figures. Only when the tender process is concluded are the actual BOQ estimates shared to compare along with the received bids. Trainings for the procurement staff are held and committees are set to review the procurement process to ensure minimal corruption in awarding contracts. Participant 2, a Stabilization Specialist Program Coordinator at UNDP for housing reconstruction in the city of Mosul, Iraq, acknowledged that contracts are awarded to the private sector and that 95% of programs are done by the local private sector. This enables cash flow within the community and builds the capacity of local engineering companies. In addition, integration of community members is an invaluable asset for international working groups and partners when attempting to understand the context as stated by Participant 16, infrastructure coordinator at IOM in Iraq:

“They have access to resources because they know the local community. They can hire workers cheaper than us. They know the area. So, because of that, I think they managed the work very well.”

While local private sectors are conducting the projects, international engineers are supervising and monitoring the work of local contractors. Several participants within the AEC specialist stakeholder group indicated that price inflation and the protracted process during post-conflict Iraq was a challenge that affected quality and delivery of housing projects. During procurement when the project assessment

was concluded and the estimation is sent to the service centre, it took time to be evaluated, advertised, and awarded. Additionally, due to the delay in government approval, once the estimates are put out to bid, the market has changed and therefore the working group needs to request additional funds from donors. Requesting additional funds from donors was reported to be very difficult. Therefore, Participants 20 & 21, AEC specialists in housing reconstruction deployed in Iraq, urge additional proactivity among stakeholders to enhance process efficiency and avoid project delays as well as suggest that an updated market rate should always be available by the government. As Participant 21, an Engineering Analyst at UNDP in Iraq for housing reconstruction projects, stated:

“Usually, it ruins the whole process, we spent a lot of time and effort to finalize one housing project comprised of many houses. And then ultimately it fails because our estimates are old that they cannot dictate the current market situation”

Difficulty in acquiring materials and other resources was another limitation faced by AEC Specialists that implemented housing reconstruction projects. Inflation of currency, economic issues, high construction costs, trouble finding raw materials and displacement of skilled and unskilled workers were also examples highlighted by technical engineers and project coordinators. One of the major issues was difficulty finding skilled and unskilled workers. This has caused project delays and commencement of construction. Furthermore, apart from budgetary limitations provided by donors that affected housing design, high construction costs have contributed to providing basic housing structures, Participant 16, Infrastructure Coordinator at IOM in Iraq, stated:

“The cost of construction is very high. Even in Iraq it's still comparatively very high. So, we need to support large number of populations. Because of that we are not providing all the facilities. As an example, we are not supporting external finishing.”

6.2 STAKEHOLDER ENGAGEMENT DURING THE STAGES OF PLANNING IN HOUSING RECONSTRUCTION PROJECTS

This theme examines stakeholder's engagements in the planning stage of housing reconstruction programmes under post-conflict conditions. This section will present participants' understanding and views on stakeholder involvement, which will then encompass stakeholder collaboration, coordination, and communication during the planning stage of housing reconstruction projects. This section will also include participants' views on how to strengthen collaboration and coordination during planning.

6.2.1 Stakeholder Involvement

There are several stakeholders that take part during planning of housing reconstruction projects. This includes donors and donor representatives, governmental entities and local authorities, beneficiaries and community representatives, UN-led agencies, International NGOs as well as Local NGOs. Therefore, this section will present the general understanding of stakeholder involvement from participants perspective as well as their varied relationships among each other.

6.2.1.1 UN-led Agencies Involvement

The involvement of UN-led agencies in the planning housing reconstruction projects begins at the very start when they initiate the intervention in post-conflict countries. They partake in all the stages of planning and project design. UN-led agencies are either under the Donor category or Working Group category. A working group are agencies that assist governments in development practices, correlate with donors to produce funding and support a system in which donors and government work together to plan manage housing reconstruction projects. This was portrayed by Participant 6, Funding Manager at a Swedish donor agency, a key donor for UNDP's Housing interventions in Iraq:

“I think there are 28 countries participating in this fund. I think it was a collaboration between UNDP and the Government of Iraq, who started this”

There are several UN-led agencies that conduct or aid housing reconstruction programmes. This includes UNDP, UN-Habitat, IOM, UNRWA, UNMAS, UNCHR and UNESCO. The different working groups are coordinated through the shelter cluster system to document their operations, while each working group manages their individual housing reconstruction intervention. The shelter cluster is a system for working groups such as UN-agencies and NGOs to map project distribution and completion. Therefore, whenever there is an active UN system, as well as INGO system within a country, a shelter cluster is activated. In addition, as seen in Figure 6.1, an adaptation of UN-led agencies relationship with other stakeholders based on the descriptive perceptions explained by participants, the working group deploys an on-ground specialist team that reports directly to a steering committee for day-to-day technical operations. The steering committee plans works and monitors reconstruction. This can be portrayed in the housing reconstruction programme conducted in Nineveh, Iraq, as Participant 1, a Stabilization Specialist/ On-ground Project Manager at UNDP (FFS), stated:

“We are controlled by a steering committee in Baghdad, who we report to, which is made up of the prime minister's office, council of ministers secretariat and UNDP”.

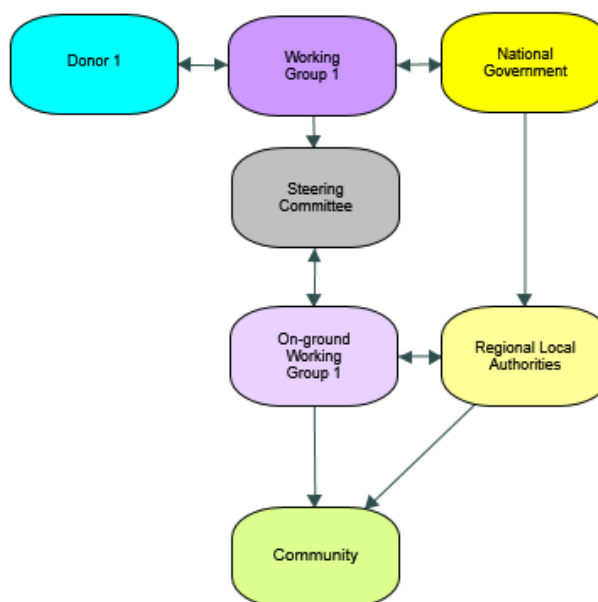


Figure 6. 1: UN-led agencies relationship with other stakeholders.

Although UN-led agencies take part in an inclusive and consultative process to help plan and design housing reconstruction projects, their focus is to provide communities with habitation at a time when their recovery prospects are hindered; as well as to create the conditions to stimulate and catalyse future sheltering needs. Donors do not participate in the planning process of housing reconstruction interventions and have handed over that responsibility to UN-led agencies. That responsibility, however, as conveyed by donors, should only be viewed as a short-term measure to build the capacity of local counterparts. Donors tend to advocate for building the communities' capacity, so the state can one day take over the reconstruction programs and reduce the need for international assistance. This can be described by Participant 8, a lead Disaster Risk Management and Resilience Coordinator at the World Bank:

“So, the idea is to develop the capacity, so that the ownership and the leadership of this housing reconstruction program can translate into an affordable housing. The government should really be taking over.”

6.2.1.2 Donor Involvement

Although donors are not directly involved in the planning of housing reconstruction projects, they have a great deal of influence since they provide the funding for these interventions. The working group plan the project and accordingly donors will direct the funding. The donors often conduct quarterly or mid-year reviews for progress process as well as sometimes monitor the process through deploying an on-ground donor-relation teams. Nevertheless, participants within the AEC specialist and UN-led agency group documented that donors sometimes select the city that the funding should be directed to, provide

standards, target a certain group and accordingly working groups plan housing reconstruction interventions. These participants, however, believe social exclusion has resulted from leaving out some beneficiaries who failed to meet the criteria of donors. In addition, donors rarely visit the construction sites and have little presence on the ground. According to Participant 6, Funding Manager at a Swedish donor agency, a key donor for UNDP's interventions in Iraq for housing reconstruction:

“I've never seen these houses. I don't know what they look like. That's not the level I operate on. And it's not unusual. Just to give you the context on the way we work”

Donors conduct an analysis of needs of a given country as well as a thorough investigation of the working group they delegate the funding to so as the working group plan and manage the project. As seen in Figure 6.2, an adaptation of donors' relationship with other stakeholders based on the descriptive perceptions explained by participants, donors do not engage with beneficiaries nor engage with the contractors or governmental entities. Donors occasionally earmark certain areas for housing reconstruction projects as well as select certain groups to be targeted for rehabilitation, they also set protocols and requirements on the activity taken place. This has resulted in social exclusion and increased resentment between communities and beneficiaries. In the opinion of AEC specialists, donors demand quick recovery and the quick use of funds for any given intervention. This has posed pressure on project initiators to rapidly plan and produce poor housing units that does not meet the wants and needs of the community. As presented by Participant 2, a Stabilization Specialist Program Coordinator at UNDP for housing reconstruction deployed in Iraq:

“Donors rarely have the patience to wait for a big slam. So, when you get into a situation like a badly destroyed city, like Mosul, the expectation from the governments and the donors is not to spend months working on a plan. They want to go in and spend, spend, spend, and build, build, build.”

It is often the question of community ownership, community representation and project sustainability that donors inquire about when a project is being planned, as well as how much the community is involved in any given project. As housing reconstruction is costly, donors want to reduce financial risks, so they are concerned about whether beneficiaries are receiving the houses and if the houses meet the community's needs. As such participants within UN-led agencies stakeholder group documented situations where donors might feel that the project is not doing well, and therefore cut assistance. Although donors strive to alleviate poverty by providing shelter to the most vulnerable, they are also looking for value for money in which they want to see an increase in returnees within a set budget, as stated by Participant 3, a Technical Advisor of urban recovery and reconstruction at UN-HABITAT for Iraq, Yemen, and Syria:

“They want to see us reaching the greatest number of beneficiaries for the least amount of money.”

It is, however, considered a burden by AEC specialists and other working groups since budget constraints set by donors have result in the delivery of low-quality housing units and halt livelihood development of the local community.

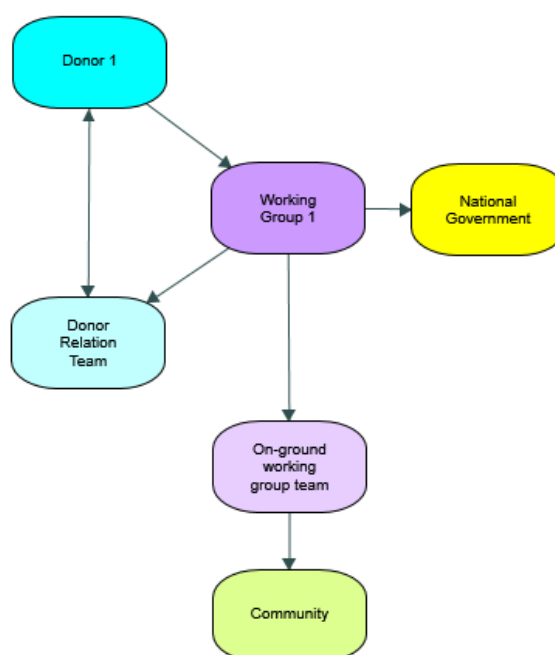


Figure 6. 2: Donor relationship with other stakeholders.

6.2.1.3 Local Authorities and Governmental Involvement

The level of government involvement in planning housing reconstruction projects in post-conflict environments is portrayed as subsidiary and are generally considered as counterparts to the working groups. The working groups keep the governmental authorities informed about how and where the housing projects will be built, however, they are not directly involved in the planning decisions and operations. This was conveyed by Participant 1:

“So, the governor and local government are informed of what's going on. They don't get they don't get a financial figure; they get told that we're rebuilding X number of houses in this village”

In principle, governments of a given state should have a recovery plan, however, the need for external international assistance in the planning and construction of projects is a consequence of the government's limited capacity, planning, and finances to reconstruct housing projects themselves. While there is a government-based housing compensation scheme, many participants acknowledged

that the scheme is not functional. According to several participants deployed in Iraq, when beneficiaries applied for the government compensation scheme, they did not receive the funds, this was due to inadequate resourcing of subnational planning when it came to budget allocation. As a few participants within the NGO stakeholder group asserts it was due to corruption. This was conveyed by Participant 15, an Advocacy and Policy Advisor at the NGO Coordination Committee in Iraq (NCCI), when discussing the governmental compensation scheme in Iraq and stated:

“we know based on monitoring how much of those compensation applications have actually been paid out. The likelihood is that people will not be able to access that money and certainly not anytime soon.”

Similarly, in the case of post-civil war in Lebanon, participants 4 and 18 noted that the cash for shelter program set by the government was unsuccessful due to corruption, which was the primary reason for the program’s failure. This was in light of the government not taking action to resolve the land ownership issue as stated by Participant 18, Senior Academic at an established university in Beirut, Lebanon, stated on the cash-for shelter program:

“There were a lot of corruption. People forged documents etc. The disaster is, there is no correct registration of land tenure and who owns what. Therefore, people claimed that they are the people who should get the cash.”

As a result, governmental authorities are supplementary structures during housing reconstruction projects in post-conflict conditions and seek assistance from international partners to plan and manage housing interventions. As Participant 15, an Advocacy and Policy Advisor at NGO Coordination Committee in Iraq (NCCI) stated:

“In Baghdad, when they've done their budget allocations, they have not resourced the plan fully. So, we have this unfortunate situation right now where you've got the government of Iraq asking humanitarian actors and development actors for help.”

As sovereign states, local authorities must be involved in housing reconstruction programs, and external parties cannot intervene without their permission. As a result, there is a conscious conversation to incorporate governments into the program. This also will allow the government to assist and learn while the working group deploys its resources. Accordingly, Participant 7, a Senior Consultant for Bilateral Donors at a donor consultancy agency based in Copenhagen, stated:

“Even though the government are corrupt, if you don't work with improving local authorities and have them in the process then there's no logical anchor point. There needs to be a longer-term perspective. You need the government whether you liked them or not.”

While they are essential counterparts in facilitating housing reconstruction projects, several participants within the AEC specialists group deployed on-ground in Iraq stated that local authorities pose obstacles and limitations such as unnecessary protracted procedures, lack of data as well as delaying transactions and approvals. In addition, as illustrated in Figure 6.3, an adaptation of government relationship with other stakeholders based on the descriptive perceptions explained by participants, the government forms a command centre as an entity to assist working groups and aid in selection of the neighbourhoods to be engaged in housing activities. Liaison officers are further deployed by working groups as focal entities per region or city and are in regular contact with the government. In some situations, at a field level there is a governmental committee comprising of engineers and responsible to oversee operations done by working groups and their contractors. During the planning stage, governmental authorities assist in verifying contractors, security clearance and provide legal clearances to past certain check points and material transportation. In other cases, governments conduct an assessment and identify major areas where the damages are high and recommend the reconstruction to be initiated in these areas and together with the help of international working groups seek funding from donors. Furthermore, regional local authorities such as mayors and governors are part of the initial needs assessment by deploying local governors to assist the working groups in the selection criteria stage and verification of returnees and ownership.

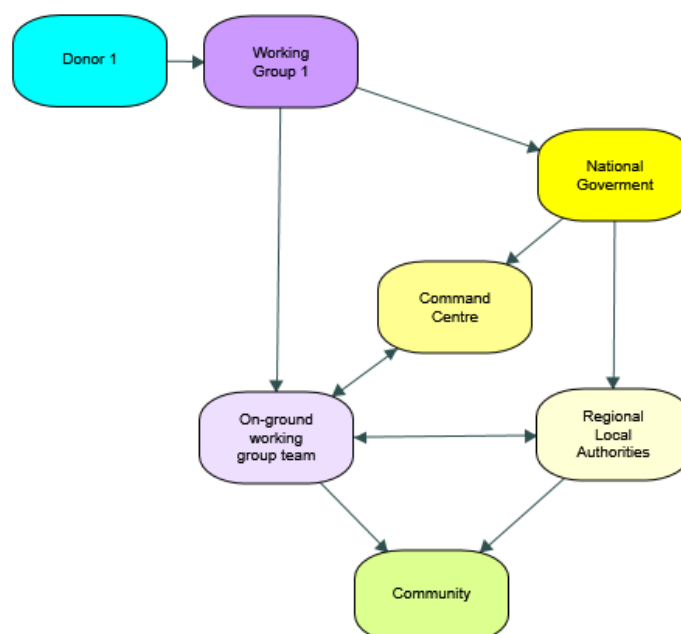


Figure 6. 3: Local Authorities and Governmental relationship with other stakeholders.

6.2.1.4 Community Involvement

Community involvement in planning of housing reconstruction projects in post-conflict conditions is present when a consensus is reached on which neighbourhood is selected for rehabilitation by working groups, government, and donors. The community's role within the planning is to assist in the selection criteria to verify the most vulnerable, identify the returnees as well as confirm land and house ownership with the support of community leaders. Figure 6.4 illustrates the beneficiaries' relationship with other stakeholders based on the descriptive perceptions explained by participants. Thus, in the case of transferring information, complaints, queries and change, a community engagement team is deployed by the working group in order to interact with the community and to deliver information about the housing intervention taking place.

Community awareness tends to be a strong element set in the mandate of working groups and donors and falls under community representation, engagement, and skill training throughout the entire process of housing reconstruction. As such in Iraq, while some participants within the AEC specialist group believe that community awareness was sufficient, participants within the UN-led agency groups believe they faced difficulty in involving the community since they might have been displaced and have fled the area that is selected for rehabilitation. This as they have stated has caused project delays. There is an ongoing question of community representation and whether the interventions are truly meeting the needs of the people, considering this, participants within the academics and researchers stakeholder group suggest assisting the community to create representation. Furthermore, in terms of housing design, while the community voices their preferences for the design as well as their roles and responsibilities during the construction phase, Participant 20, an Engineer from the UNDP working group deployed in Iraq, stated:

“You cannot deviate more from what is available on site. Like you must bring it back to a functional form, you are very limited in terms of design.”

The standard design and classification system is set prior to meet the limited budget. Nevertheless, the preferences discussed with the beneficiaries only include which part of the house they want to reconstruct. This was presented in the case of Iraq, by Participant 2, an UNDP Stabilization Specialist Programme Coordinator:

“We discuss with the homeowner, we say we have a limited budget, do you want us to prioritize your toilet or an extra bathroom on the top. We go through the bill of quantities with them and the homeowner signs, the Mukhtar signs as a witness and the engineer signs.”

Most beneficiaries accept the standards, but occasionally some have irrational demands and create disputes by asking for more, making it a challenge by working groups to convince them of the end-

result. This was portrayed in the case of Iraq and the working group called for the interference of community leaders to transfer the type of intervention to the community and workout the disputes. Similarly, Participant 4 noted that in the case of the housing reconstruction program of Al-Nahr al-Bared, in Beirut, Lebanon, the community was not satisfied with the type of housing and the working group faced challenges from the beneficiaries such as aggressiveness, riots, and closure of site. Therefore, some participants within the AEC specialist group advise restricting the community's level of involvement when planning housing reconstruction programmes to avoid havoc. However, some members of the AEC specialists group believe homeowners should be left out of the reconstruction process so they can continue to work in their own jobs and go about their daily business. In addition, some are in support of including the community during construction, however, some other members of the AEC specialist group are in favour of community involvement during the entire reconstruction process so as to build capacity, provide skill training, and create jobs for the general public. Furthermore, it has been concluded by all stakeholder groups that the level of vulnerability, employability and social class plays a role in satisfaction and the main aim of intervention is to provide the displaced population with shelter as a start to reinstate their livelihood. Accordingly, Participant 7, a Senior Consultant for Bilateral Donors at a donor consultancy agency based in Copenhagen, stated:

“They are in a very poor situation. That if you are provided with any kinds of shelter, you will appreciate that. So, are they happy? Yes. Is there is room for improvement? Definitely.”

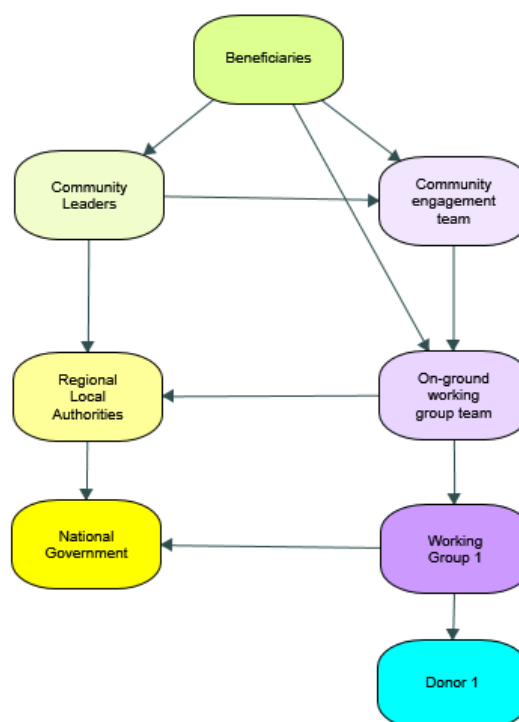


Figure 6. 4: Community relationship with other stakeholders.

6.2.1.5 INGO & LNGO Involvement

International NGOs (INGOs) and local NGOs (LNGOs) have varying degrees of involvement in the planning of housing reconstruction projects. Several international NGOs operate as Working Groups, that implement housing reconstruction programmes, receive funding from donors, and plan housing reconstruction programmes. This can be portrayed in the housing reconstruction programme conducted in Nineveh, Iraq, as Participant 1, a Stabilization Specialist/ On-ground Project Manager at UNDP (FFS), stated:

“In a town called Karwan, southwest of Sinjar in Iraq, we worked alongside IOM and two other NGOs. We finished redoing 330 houses, IOM are doing 96 houses and the two other NGOs are doing about 25.”

This was also portrayed during a housing reconstruction project in Ukraine as stated by Participant 9, Shelter Officer in Ukraine at the UN-led agency, UNCHR:

“My agency worked through implementing partners. So, we had international NGOs with international and national staff, who implemented the repairs on our behalf. Basically, we worked as a donor, or a sub-donor, and they were the implementing agency.”

Some international NGOs, however, work in partnership or as sub-contractors to UN-led agencies on their programs and interventions. International NGOs assist UN-led agencies by implementing community training programmes and skills training. In addition, international NGOs assist in mapping housing damages and community mobilization. Community mobilization is conducted through consultation exercises with the community to obtain information and consult on what houses they require, what areas need to be repaired, what infrastructure repairs they prefer to have done etc. Therefore, international NGOs are normally involved at various stages of planning. In addition, a director of NGOs (DNGO) is present as an entity within the government that is mandated to ensure government adhere to NGO law.

Furthermore, an NGO body is activated in post-conflict countries, which comprises of local NGOs and international NGOs. The body serves as an advocacy working group that allows NGOs to work with country directors and collaborate on common issues and concerns regarding aid responses; so, they can work together to push for changes that are needed. As conveyed by Participant 15, in Iraq, a body called the NGO Coordination Committee for Iraq (NCCI) was established, and it predates any structures formed by UN-led agencies. Primarily, the NCCI pushes structures to coordinate effectively so that there is no gap in interventions, as their concern is that the structures set up by UN-led agencies is quite siloed and does not reflect communities' needs and therefore the NCCI steps in to fill the gap. Furthermore, the NCCI brokers the space between the DNGO and shelter partners. Their role was

described as the watchdog to make sure that the responses reflect what is needed on the ground and to people's realities. Participant 15, an Advocacy and Policy Advisor at NGO Coordination Committee in Iraq (NCCI), described the role of NCCI:

“We try to remind the UN that if they take decisions without hearing from us and other NGOs, those decisions don't always account for the realities people are facing. Since they're not there and are not in direct contact with communities”

the NCCI are present in the coordination spaces regarding decision for shelter responses, however, if NGOs are absent from the coordination space, this pose problems for donors, as UN-led agencies cannot plan programs without their participation. As Participant 15, an Advocacy and Policy Advisor at the NGO Coordination Committee in Iraq (NCCI), stated:

“Any UN-led mechanism that's focused on coordinating response, the response is delivered through NGOs. They must allow NGOs to be in the room where the decisions are taken. And if they don't, we would raise it with the donors who are funding these initiatives, and donors would be the ones to say to the UN, you can't design this programming without NGOs being in the room”

Furthermore, local NGOs assist in community outreach, consultation, and participate in gathering of information, mapping of damages and training. Local NGOs do not have the engineering capacity to directly implement housing reconstruction programmes and therefore are involved in soft activities such as peacebuilding, advocacy, and communication. Often UN-led agency stakeholder group faces difficulties working with local NGOs since many are affiliated with political parties, community groups or have personal interests. This was documented in Iraq as local Christian NGOs have been spending considerably more on reconstruction of housing in Christian areas. This develops social resentment among communities. However, in the case of Syria, Participant 10, Senior coordinator for shelter at UNCHR in Northern Syria, conveyed that local NGOs assisted the international agencies with community mobilization and assessment.

“I mean, there's lots of consultation between the NGOs, particularly local NGOs and local communities around what's required and what they want, or what some of the gaps are.”

Donors push for working closely with local NGOs since they are the legitimate voices of beneficiaries, however fear of corruption and risk was highlighted as stated Participant 6, Funding Manager at a Swedish donor agency, a key donor for UNDP's Housing interventions in Iraq:

“At Seeda, we believe there is unique democratic value in local civil society, there's value in funding and working with local civil society... but everything's context-specific, that's a lot of work for us because of corruption, risk, etc.”

While the most effective program reported by participants is when international organizations partner with local organizations since they have access to communities on the ground. However, it was difficult for some AEC specialist group due to time constraints to assign work to or find local NGOs in rural areas. A continuing challenge, however, is how to get INGOs and UN-led agencies to step back and build the capacity of national NGOs to lead responses.

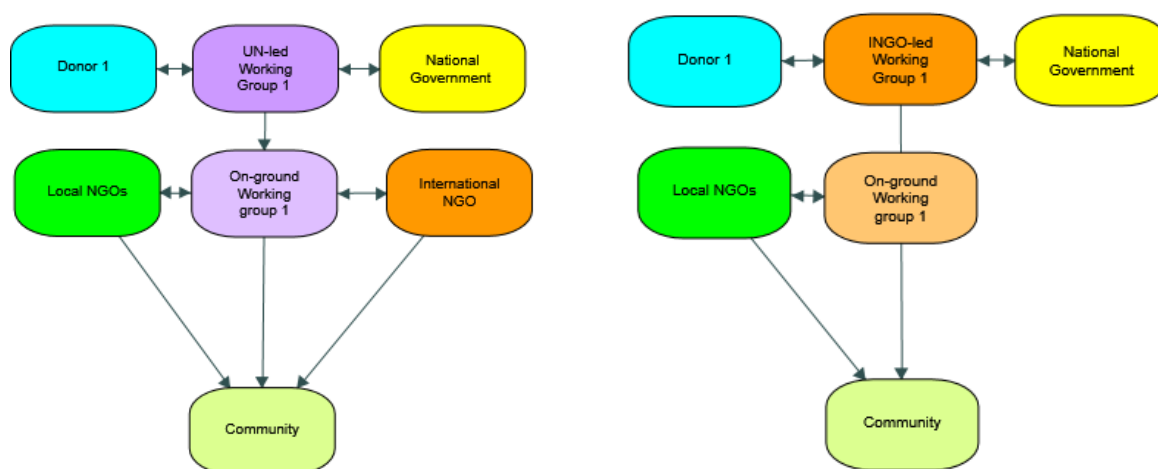


Figure 6. 5: (Right) INGO relationship with other stakeholder when acting as an active working group.

Figure 6. 6: (Left) INGO & LNGO relationship with other stakeholder when contracted by UN-led agencies.

6.2.2 Stakeholder Collaboration

This theme examines evidence of collaboration during the planning stage of housing reconstruction programmes in post-conflict conditions among different stakeholders. There are different perceptions by participants of level of collaboration, in terms of who is involved, and when. As a consensus collaboration is evident during planning of housing reconstruction programs, as presented by Participant 10, Senior coordinator for shelter at UNCHR in Northern Syria:

“I mean, yes, within the UN system, the INGOs, NGOs and authorities to some extent. There's a degree of collaboration, they work together often implementing partners, they receive common funding and that kind of stuff. So yeah, I think that's okay”.

However, several participants within the academics and researcher's stakeholder group have noted minimum collaboration between working groups and local authorities as stated by Participant 12, Director in conflict and humanitarian studies at a research institute in Qatar:

“The international community ends up divorcing from the government on the basis that it is contested, and they do their own thing, which is not ideal. I think local authorities, regardless of who they are, should be involved.”

Therefore, a few participants believe the problem lies within the implementing agencies, while some believe it lies within the poor planning capacity and lack of cooperation of governmental institutions. Therefore, participants noted that international support is necessary to facilitate dialogues and improve governmental cooperation.

In terms of community collaboration, the consensus by most participants interviewed was to include the community during planning, however, currently they are brought in late into the process. This was documented in several parts of the region for a few different motives. One collective reason is in the interest of speed and time. However, in the case of Lebanon, during the reconstruction of Nahr el Bared, participants indicated that beneficiaries were difficult to work with, have caused several problems such as riots and damages as well as asked for additional assistance and impossible requirements. In Iraq, the community was brought in late during the reconstruction of Nineveh and Mosul, as the budget had been secured after the selection process. This allowed the community to go about their daily personal jobs and livelihoods. There have also been reports of beneficiaries scraping for information for additional assistance. As portrayed by Participant 1, a Stabilization Specialist/ On-ground Project Manager at UNDP (FFS), stated:

“we finish a house, we put a sign out saying UNDP, 01, whatever the number of the houses so we can monitor. As soon as we leave, we know the houseowner is grinding off those numbers hoping that an NGO will come, and they'll be able to get another bit done. So that's why we need a better mechanism”

In Northern Syria, community committees were not allowed as there was fear of people organising themselves and cause strikes. Yet, Participant 12, Director in conflict and humanitarian studies at a research institute in Qatar, reported that regardless of the limitation's community engagement possess on housing reconstruction projects that they need to be involved during project planning as it is far more beneficial in the long-term:

“there is a need for people to be mobilized, organized, and represented from day one, not just as users at the end, but in the planning process.”

6.2.3 Stakeholder Coordination

Participants have different views on the level of coordination between stakeholders therefore, this theme examines coordination during the planning stage of housing reconstruction programmes in post-conflict conditions. In housing reconstruction interventions, different coordination structures are in place depending on the stakeholder groups involved and active. In government agencies, coordination is set up as a layered system. The first coordination level is the government and international/local working groups, and the second coordination level is the provincial governor's level, including area security, camp management and host communities, and the third coordination level is the Mukhtar (*Mayor of the town*) at a day-to-day level. For international agencies, the shelter cluster is a coordination body for project distribution and completion. The shelter cluster comprises of a dashboard that gives an overview of the working groups that are active in housing rehabilitation as well as transfer of information, challenges and lessons learnt. Many participants, however, indicated discrepancies in the shelter cluster system, stating that it does not focus on a project or place, and that it needs improvement on an area-by-area basis. Accordingly, Participant 3, a Technical Advisor of urban recovery and reconstruction at UN-HABITAT for Iraq, Yemen, and Syria, that has worked closely in coordinating different stakeholders such as the shelter clusters, government, and UN-led agencies, stated:

“Everybody has their own timeline, and you must match and coordinate all that. The idea is that it goes through the shelter cluster, but they always have problems with doing it. They don't have a full overview on who's doing what, it's difficult. It's messy. It can be improved, especially the coordination on a city-level”

Poor coordination was faced by all major stakeholder groups. In the coordination spaces set up by UN agencies, NGOs participate, but often fail to include their input. This results in decisions that does not reflect community realities. Additionally, several participants reported that coordination between governmental entities and implementing agencies is present for example, in Iraq, the government has set command centres per governate to be considered as an entity to deal with implementing agencies. However, stakeholders within the AEC Specialist group that operate on-ground projects have faced difficulties from local authorities and believed the local authorities' role need to be restricted. Since they pose obstacles such as unrequired procedures and delaying transactions. This was noted in Iraq, by Participant 17, a Local Senior Programme officer at UNDP stated:

“I'm looking at stakeholder management in the framework, the government roles should be limited and only be part of the selection process. They will be a limitation. This is the way I see them. And this came from my experience in the last four or five years. They are troublemakers.”

Other participants within the AEC specialist stakeholder group noted that often local authorities lack the skills and capacity to take part in housing reconstruction, resulting in large delays in planning

decisions. However, dependent on context, it is very difficult to complete a project without representation or coordination with the government. Participant 7, a Senior Consultant for Bilateral Donors at a donor consultancy agency based in Copenhagen, stated:

“You need to involve the government in some sort of coordination. And they can still sit at the chair, but that doesn't mean that they decide. I think that's an important differentiation”

In addition, poor coordination between working groups has resulted in disparate housing distribution. Thus, it was noted that often in the same neighbourhoods, different agencies implement different housing reconstruction interventions, resulting in variances in quality and housing types. This has led to complaints from beneficiaries. While stakeholder coordination is present in housing reconstruction programmes, several participants within the donor and AEC specialist group conveyed that coordination at a project level has been poor and has resulted in overlapping and duplication of efforts, poor documentation of projects, technical delays in project completion, difference in type of housing intervention and unequal distribution of housing types among communities. The lack of data availability is attributable to out-dated technological solutions for poor mapping and sharing information. Thus, housing reconstruction projects have taken so long and are at risk of corruption. This was presented by Participant 1, a Stabilization Specialist/ On-ground Project Manager at UNDP (FFS) in Iraq, and acknowledged the recurrent limitation faced of poor mapping methods during a housing intervention in Mosul, Iraq:

“Instead of sending grids, that nobody reads, you need a visual thing, a map of every house done by whatever agency, so everyone is fully aware. Because at the minute, we put a sign out saying UNDP, 01, so we can monitor. As soon as we leave, beneficiaries are grinding off those numbers hoping that another NGO will come, and get another bit done.”

Additionally, Participant 16, an infrastructure coordinator at IOM deployed in Iraq, reported that poor coordination also resulted in delays in project procurement, and due to rigid bureaucratic structures, any form of change in the project required significant time to obtain the necessary approvals and sign-offs. Therefore, participants from all stakeholder groups advocated for better coordination to avoid duplication of efforts, enhance information transfer, and enable efficient cooperation among stakeholders. Hence, to achieve this, holistic approaches are necessary to coordinate different types of innovations to a specific area, project, or neighbourhood. As stated by Participant 1, a Stabilization Specialist/ On-ground Project Manager at UNDP (FFS):

“We need a better mechanism to coordinate, so everyone goes through one easy access point and is easily mapped and seen by the people coming into town.”

6.2.4 Stakeholder Communication

Participants from all stakeholder groups have stated that there is a clear disparity between what local organizations do, what local communities need, and what donors want. A lack of communication has led to this perception. It has been conveyed that donors' means of communication is through progress reports and occasional site visits. However, they are physically distant and are not well informed of the context. A stated Participant 10, Senior coordinator for shelter at UNCHR in Northern Syria:

“A lot of the donors are quite distant. They're not particularly well informed. A lot of them are still coordinating and funding but based in regional centres or Copenhagen or the Hague. And so, there is a sense that they're divorced from the context. It's difficult to have a meaningful conversation with the donors around what is the most effective use of funds.”

Donors do not engage with beneficiaries, contractors or governmental authorities and delegate the international agencies to communicate with other stakeholders. This poor communication that donors have with stakeholders has created a rise of several limitations in planning long-term housing developments. An example of poor communication between donors and stakeholders was conveyed by Participant 10, a Senior coordinator for shelter at UNCHR in Northern Syria, that in the case of northern Syria, three-quarters of \$1 billion has been invested in decomposable tents over a 10-year period and believes if meaningful communication was available with donors then the issue of wasting funds on short-term solutions would have been resolved and time, finances and effort would have been diverted towards long-term planning of housing reconstruction project. thus stated:

“I mean, the idea of the tent is probably the best example of what's gone wrong in northern Syria, they buy tents; tents disintegrate, and buy another tent. And now millions of people are living in tents, all are disintegrating as we speak. If we had done that effectively from the start, we could be in a very different position now, but we've had this kind of repetitive short-termism. It's like a goldfish going around his bowl endlessly. There's no sense of development the response is stuck. It stuck in this short-term cycle.”

However, frequent communication occurs between the on-ground team of several implementing agencies and community members from commencement. This was achieved through different measures of communication such as meetings, focus groups, surveys and information sessions as seen in Figure 2. As an example, during the housing reconstruction project of Al-Nahr al-Bared in Beirut, Lebanon initiated by UNRWA, Participant 4, Head of Design Unit, stated:

“We got representatives from the neighbourhood. And we talked about what we had from an initial survey. This survey was presented in front of 10 or 15 representatives from one

neighbourhood. So, it was workshop with a lot of discussions. Eventually, they must agree on areas and spaces”

Additionally, as noted by the AEC specialists deployed in Syria, Iraq and Lebanon, often engineers and community engagement teams frequently visit the sites. In some cases, an abandoned house is converted into an office for daily interactions. Evidence of frequent communication is recognized between team specialists and governmental authorities; this is conducted through regular meetings and site visits. While communication with governmental authorities is present, some participants believed they are subsidiary observers as they are not actively involved. This can be portrayed in the case of Iraq as Participant 1, a Stabilization Specialist/ On-ground Project Manager at UNDP (FFS):

“We inform the mayor and the local line ministries what we're doing and are informed of the project when it starts. So, the government are aware of what's going on. They don't get a financial figure; they get told that we're rebuilding X number of houses in this village.”

However, the AEC specialist deployed in Syria, Iraq and Lebanon all believe that further dialogue should occur when planning housing reconstruction programmes. This includes conversations with appropriate government agencies, housing research institutes and individuals to understand context, assess damage and mitigate disputes. In addition, successful dialogue for community representation is through liaison officers set by grassroot organisations that set up platforms within a given geographical area to represent public opinion, channel funding and monitor housing programmes. As Participant 14, a senior member for Shelter at the Norwegian Refugee Council (INGO), stated during the housing reconstruction intervention of post-explosion in Beirut, Lebanon:

“I think the most successful thing I saw working in Beirut was with the grassroots organizations. The INGOs, worked with Lebanese NGOs and the platforms that they setup. It's like what we do in England, So the Disasters Emergency Committee in the UK is like the face of funding for disasters to the UK public, they gather public donations and split it between the main UK-based NGOs. And then that fund is monitored by them.”

6.3 STRATEGIES TO STRENGTHEN COLLABORATION

This theme portrays the perceptions of stakeholders on how to strengthen collaboration at project planning. Better management of funds, enhancing community consultation and involvement, developing governmental capacity, developing a reconstruction plan, analysing the context, and introducing a facilitator at planning are several variables to strengthen collaboration. These variables will aid in forming cost-efficient and durable solutions, quality planning and project design as well as improve stakeholder compliancy.

6.3.3.1 Better Management of Funds

Several UN-led agency officials as well as academics and researchers believe that better management of funds is a factor that could strengthen collaboration. The unequal distribution of funds have surged parallel funding and duplication of efforts. This has resulted in disparate housing projects delivered to beneficiaries, which has been damaging and discouraging to the community. Accordingly, Participant 3, a Technical Advisor of urban recovery and reconstruction at UN-HABITAT for Iraq, Yemen, and Syria, that has worked closely in coordinating different stakeholders such as the shelter clusters, government, and UN-led agencies, stated:

“Everybody is scrambling to get funds for the next project. Everybody is overstressed. You're managing your own project, but also looking longer to continue operations, it makes it difficult to coordinate with other stakeholders. If you have large funds for reconstruction, the management is easier, to build your own capacity and your internal management to do things.”

As a result of ad-hoc and rapid planning of housing reconstruction programmes, little consideration has been given to fund management, in which funds are distributed and channelled arbitrarily. In light of this issue, several participants within the donor and UN-led agency stakeholder group have therefore, suggested a uniform policy that comprises of a single channel for funding distribution. Better management of funds will sustain reconstruction activities, build local capacity, and enhance transparency for budget allocation. Several participants believe that strengthening collaboration between stakeholders can increase transparent funding distribution. This can be portrayed by Participant 15, Advocacy and Policy Advisor at the NGO Coordination Committee for Iraq (NCCI):

“I think there's got to be more efforts from the UN, from the World Bank to work more with Baghdad level government counterparts to make sure that budget allocations speak to subnational plans and allocations are projected towards projects that were not effectively resource them”

Participant 17 and 20, noted that better management of funds also can foster community mobilization. They stressed on the importance of multi-year funding mechanism by donors rather than short-term contracts. This is to ensure ongoing activities, completion of projects, long-term community rehabilitation and security of livelihood when contracted within project activities.

6.3.3.2 Enhancing Community Consultation and Involvement

Collaboration is also facilitated by community consultation. In general, it is believed that involving the communities in planning includes learning about their cultural context and understanding what their

needs and wants are. Community consultation was supported by all stakeholder groups. It is important to strengthen community engagement to identify needs of the population. In many cases, implementing agencies don't know the context and are unable to properly engage with local authorities. Participant 12, Director in conflict and humanitarian studies at a research institute in Qatar, stated:

“You have to be very watchful for these kinds of actions. There is a lot of issues that can rise of they don't understand the people, their communication, skills, languages, cultures, and appreciate what people had before”

It is key to build trust with the community to enhance engagement and collaboration with community leaders, religious leaders or assigning a community liaison officer to understand the cultural and social context of the environment and act as a focal entity to the community. As Participant 14, a senior member for Shelter at the Norwegian Refugee Council (INGO), reflected on religious institutions to enhance collaboration and stated:

“I think religious institutions is seen as a community-based organization as well. They will have access to households that other people won't have access to and trust as well. So, they can make very good partnerships”

A number of participants believe that NGOs are also representatives of the local communities and voice their needs and gaps. Community concerns must be managed at the beginning, and if not, will result in short-term disputes and long-term developmental issues. Community consultation and involvement also includes contracting local personnel's and private sectors, thus, involving the local community will boost the economy and improve the livelihood of the beneficiaries. Additionally, their local knowledge can assist in developing culturally-appropriate housing projects. While participants within the Donor as well as the Academics and Researcher group promote beneficiary involvement, there are, however, several members of the AEC stakeholder group want to limiting community's involvement because they encountered difficulties in handling and managing the community since they are on a day-to-day interaction with them and stated that if the community are involved, they require constant oversight and monitoring.

6.3.3.3 Develop Government Capacity

One of the common themes referred by all stakeholder groups for strengthening collaboration is to develop government capacity. It is evident that often in post-conflict settings, institutional bodies, governmental entities and local authorities are impaired. However, capacity building is part of the holistic recovery of a country. As a result of conflict, international agencies are called upon to manage humanitarian aid in countries where the government has not been able to manage its own operations.

However, the benefits of developing government capacity include enhancing community engagement and mobilisation, supporting a sustainable exit strategy for international community, restoring the government capabilities to manage developmental programmes as well as enabling a long-term sustainable recovery process. Most of the participants from all stakeholder groups stress the importance for the development of government capacities, since stepping up as a government to take responsibility for the destruction caused by a conflict has tremendous symbolic value for the community. Furthermore, housing reconstruction can be decentralized regarding physical geography and local governments and municipalities play a huge role in determining what that might look like and how it might be coordinated. Participants in the donor stakeholder group believe it provides ownership and leadership for housing reconstruction programs. Therefore, international actors should collaborate and initiate support while the state's capacity is being developed for gradual yet sustainable transition of leadership.

In addition, the main challenge facing exit strategies set by international actors and NGOs is building relationships between the community and local authorities. International actors and NGOs need to position themselves as supportive roles to provide space for local authorities. This can be achieved through strengthening collaboration to establish relationships among parties. Thus, Participant 8, a Lead Disaster Risk Management and Resilience Coordinator at the World Bank, stated:

“it is a challenge we need to overcome, at the end of the day, the state is there and going to provide housing and of course, the state should do this in partnership with all the key stakeholders”

6.3.3.4 Facilitator at Project Planning

In order to strengthen collaboration, several participants mentioned that it is beneficial to set up mediators to improve community consultation and address the community's needs and priorities, to foster trust and transparency among different involved stakeholders, to enhance resource distribution, and to monitor and oversee processes. Participant 15, an Advocacy and Policy Advisor at the NGO Coordination Committee in Iraq (NCCI) stresses on the significance of mediation while providing an example given in Iraq, as it has been seven years since ISIS' territorial defeat, yet there is still a great deal of damaged housing that is preventing people from returning thus stated:

“Why is it still such a high number? Does it need to be better resourced, or need more agencies involved in delivery? It shouldn't take this long. If I was speaking to UNDP and IOM, and ask do you think this is the gap? To bring someone who literally sits between the two and is dedicated to coordination between government and agencies would be useful? From where I stand, it looks like it would be useful.”

In addition, Participant 14, a senior member for shelter at the Norwegian Refugee Council (INGO) stressed on the role of the facilitator:

“So, having a mediation role is not only about capturing people's voices and opinions, but about making sure that other parties understand those concerns and opinions, I think facilitation or mediation role is really important, but they have to be neutral”

Some participants within the AEC specialist group suggest that the facilitator could comprise of representations from stakeholders to set uniform project objectives and milestones, allocate tasks, distribute resources, and monitor work and progress. As presented by Participant 2, a Stabilization Specialist Program Coordinator at UNDP for housing reconstruction in Iraq:

“Like, what would be much better is if there's a structure co-chaired by the government and the international parties, and we talk about who is doing what, where do we see the needs, do we have any good assessments on vulnerability that gives us a bit more guidance on where to go? And we basically take it from there.”

In addition, participants within UN-led agency stakeholder group suggest a facilitator that voice and manage different requirements and issues between stakeholders. For example, Participant 3, a Technical Advisor of urban recovery and reconstruction at UN-HABITAT for Iraq, Yemen, and Syria, that has worked closely in coordinating different stakeholders such as the shelter cluster, governments, and UN-led agencies, stated:

“I can imagine an ombudsman type of guy that basically helps being the interface between communities and agencies. In terms of quality of rehabilitation and complaints and these kinds of things, there's a lot of ways in which people are trying to set up a mediation structure. Such as in Iraq, to try to set up community centres.”

6.3.3.5 Develop a Housing Reconstruction Strategy

Often housing reconstruction interventions are planned in a rapid and ad-hoc manner which resulted in project failure and/or delays. Therefore, a plan established at the beginning will ensure inclusive and consultative decision-making to the development of housing reconstruction projects. As Participant 8, a Lead Disaster Risk Management and Resilience Coordinator at the World Bank, stated:

“A successful housing reconstruction programs have been those where a policy has been articulated, So, the policy is something that needs to come up front.”

The reconstruction plan should be consistent; and as noted by donors and UN-led agency advisors should address how the reconstruction is going to be done, what roles will the stakeholders take, how the reconstruction will be financed and how will reconstruction be monitored. It should also include the implementation approach whether owner-driven, contractor-driven, or participatory dependent on the context. This will support impartial distribution of resources, decrease duplication of efforts, and enhance quality design. Several participants within the UN-led agencies, donor, and researchers and academics stakeholder group have described that the plan should be based on the context, therefore, can be established through rapid consultations with a range of stakeholders. As Participant 8, a Lead Disaster Risk Management and Resilience Coordinator at the World Bank, stated:

“It needs to be based on rapid consultations with a range of stakeholders. So, when you say identify stakeholders and roles, that is true, but the identification of the stakeholders should come up front. The stakeholders should be defined, right along with the policy so that it can be inclusive.”

Participants within the donor as well as the research and academic stakeholder group further noted that establishing a reconstruction strategy will increase government cooperation and develop capacity. This reconstruction strategy can also evolve and translate to national-led program as a general policy environment for housing within the country.

6.3.3.6 Context Analysis

Planning housing reconstruction projects in post-conflict conditions is dependent on context and retrieving information from a contextual analysis can provide guidance based on what is appropriate, what works, and what the common standards are to a particular context. As Participant 10, Senior coordinator for shelter at UNCHR in Northern Syria, stated:

“I would start with an analytical process of the context. What's the situation? What's possible? What is the existing guidance? What are people willing to fund? Then from having established the sort of analysis, you could then go and look at project identification and stakeholder consultation.”

This is supported by Participant 14, a senior member for shelter at the Norwegian Refugee Council (INGO), in MENA region:

“I think that's one of the main things that affects what the decisions are will be from a combination of context analysis and needs of the population.”

It is therefore crucial to identify stakeholder roles and gaps at the beginning of project planning in order

to establish capacities and understand and assign stakeholder roles to specific contexts. The issue was raised during the planning of housing projects in Iraq, by Participant 2, a Stabilization Specialist Program Coordinator at UNDP for housing reconstruction in Iraq:

“like under identify stakeholders, this will differ fundamentally per area. In a city like Mosul, it's easy to work with the government, if you go to an area like Sinjar or Baa'j, stakeholders might be different. It can also be a lack of government capacity. So, it will depend.”

Therefore, for housing reconstruction projects to be context-specific without disregarding certain stakeholders, it is important to plan housing reconstruction as to specific cities or areas as well as ensure that housing reconstruction is not thought of as a household unit of measurement, but as an integral part of neighbourhoods, cities, and regions. Hence, defining the scope was an essential element that most participants have instructed. As stated by Participant 19, a Housing Program Officer based in Iraq at IOM:

“I think with any framework, it needs to be geographically specific to decentralize different governments, different cities, geographically specific elements need to be built into that. So, it's not top-down.”

6.4 STRATEGIES TO ENHANCE COORDINATION

This theme portrays initiatives from stakeholder's perception, on how to enhance coordination at project planning. Findings suggest the coordination system within a planning framework should encompass a holistic monitoring and information management, as to monitor and govern the entirety of the process while assessing potential risk.

6.4.1 Management Information System

Several technical specialists within the AEC specialist stakeholder group have specified that the limited data to initiate housing reconstruction was one of the main obstacles they have faced. While loss of data is a major implication after war due to the collapse of institutions, alternative manual methods of gathering information were employed to plan housing reconstruction. However, this results in data shortages, poor quality and was time-consuming. As a result of a lack of capacity after the war, local authorities were also unable to provide data. According to implementing agencies, the delay in starting housing reconstruction projects was attributed to this factor. Therefore, participants from all stakeholder groups support for better solutions for information management to avoid duplication of efforts, enhance data transfer, and enable engagement between stakeholders. In-depth holistic programming that is area-

specific is suggested by many participants to address these challenges. This also aids in deconfliction of projects and guarantee impartial distribution of housing as suggested by Participant 17, a Senior Programme officer at UNDP in Iraq:

“But I think it will be very good if we can have a specific system that all can follow. Because by the end, when I go to the field and see the implementation from different UN agencies, I see something different between what UNDP is doing as compared to others.”

Therefore, the coordination system should manage information transfer. Information includes risk, and procurement as well housing damages, mapping, progress, and completion Participant 7, a Senior Consultant for Bilateral Donors at a donor consultancy agency based in Copenhagen, stated:

“A coordination system means that all those who are coordinated needs to have a seat at the coordination table. And you need a proper management information system. You need to identify what kinds of information you need, how often will that information be reported and collected. You need someone who sits and sort of has the overview.”

Housing, land, and property rights was a potential liability if reconstruction was commenced in the wrong area, and if risk is not managed properly, large and rapid financial losses can occur. Therefore, several participants believed that risk assessment should therefore be an integral part of reconstruction. This can be achieved through establishing a risk log that is regularly revisited. Participant 13, a Chief of Mine Action Program at UNMAS in Iraq, stated:

“I think risk assessments should be almost stand alone because you can spend massive amounts of money very quickly on the wrong things if you haven't managed risk properly. It should go throughout the whole process.”

Participants within the NGO, UN-led agency and Research and Academic stakeholder group have supported reconstruction based on areas. This will promote coordination to take place within grid areas and neighbourhoods. The idea is that within the neighbourhood, a list of priorities is created, rehabilitated, while information is facilitated easily and effectively. While the current information management is conducted by the shelter cluster system for housing damages, mapping, and completion however is portrayed as ineffective and therefore suggest better technological solutions. This can be portrayed in the case of Iraq as Participant 1, a Stabilization Specialist/ On-ground Project Manager at UNDP (FFS), stated:

“We register all our sites with a shelter cluster, they've all got this online one, but I mean, it needs to be. It needs to be more effective.”

6.4.2 Holistic Monitoring System

Participants within the donor group stress the need for a holistic monitoring to be included within the coordination system, as such the system should include identifying what needs to be monitored, what indicators need to be monitored, to whom they report to and what is the process of assessing information and decision-making. This should also include financial oversight and governance. The comprehensive monitoring and evaluation system does not only comprise of mapping number of houses being reconstructed but also observing the technical standards that will be maintained. A similar system has been described by Participants 3 and 8 in Lebanon as efficient, where a separate oversight body has been incorporated into the institution framework for housing reconstruction after the Beirut explosion in 2020. The role of the body was to monitor what the constituent parties are doing. Participant 8, a Lead Disaster Risk Management and Resilience Coordinator at the World Bank, stated:

“There is need for a holistic evaluation system which is not just on the government-level, there has to be a third-party monitoring system, an independent verification of the work and that should be a holistic evaluation system that should be put into place. Moderation is being done at project level, but it is very disconnected. And it is full of misreporting.”

Further on oversight, Participant 11, a senior member for information management at the shelter cluster and a shelter advisor at the Canadian Red Cross, stated:

“The coordination system, whatever that is, whether it's a cluster like approach or it's a government authority, whatever works in a particular context, something needs to be coordinated and overseen.”

6.5 PARTICIPANTS PERSPECTIVE ON CONCEPTUAL FRAMEWORK

This section presents the participants views when the conceptual framework was presented at the end of the interview. Consequently, the interview guide concluded with questions about the stages, components, and links that make up the framework. This also include their thoughts on the roles of the organisational management facilitator and housing reconstruction design committee. The interview guide is presented in Appendix B. Therefore, this theme examined project participants perspective when presented with the conceptual framework. In view of this, the participants unanimously acknowledged that the conceptual framework as having potential merits and the first step toward effective project planning. When it comes to planning housing reconstruction programmes, donors have the most influence. An action plan is needed to enhance donor interaction with working groups on housing reconstruction in order to increase donor cooperation. It is important for donors to know how working groups will prevent abandonment of housing by communities, and make sure mechanisms are in place

in this regard. Participant 6, Funding Manager at a Swedish donor agency, a key donor for UNDP's housing interventions in Iraq, commented on the benefits of the conceptual framework:

“It's at the program planning stage, this becomes the most relevant, because that's when we have the most leverage. But it is in the beginning of the project when we design it, because after it started, it's quite rigorous. We've signed the contracts; they need to do the things and they need to report on them. So, a lot of this would be relevant in the early stages, because this would be a way for us to have a conversation with UNDP.”

Furthermore, within the AEC Specialist and UN-led agency stakeholder groups, some members believed that their work would have been much smoother if they had a plan similar to the conceptual framework. Participant 1, a Stabilization Specialist/ On-ground Project Manager at UNDP (FFS), stated:

“I wish we had this framework at the start. But we had this conversation recently with UN-Habitat, I was part of a workshop to talk about this kind of framework for the Middle East. The framework looked a little bit like this, as well, in terms of outlines, but they're still developing it at this point.”

This claim was further supported by Participant 3, a Technical Advisor of urban recovery and reconstruction at UN-HABITAT for Iraq, Yemen, and Syria:

“It can be useful to have such a framework. We thought about setting up something a little bit like that, through a local task force.”

A few participants within the AEC specialist, on the other hand, argued that this was how things have always been done in housing reconstruction projects as Participant 21, an Engineering Analyst from the UNDP working group deployed in Iraq, stated:

“The framework is fine; I think it's similar to what we are doing, and this is the way housing projects are being entertained by us so far. And I think there is no additions required”

Furthermore, the expectation from the governments and the donors is not to spend months working on a plan. Governments are reluctant to engage in lengthy conversations and want to start rebuilding housing projects as soon as possible, as well as donors provide the most money as a humanitarian crisis strikes and when it is heavily emphasized in the media. Therefore, many participants within the donor as well as the academics and researcher's stakeholder group believe the framework is essential as it should be established prior to intervention and before countries achieve post-conflict status to avoid repeating past mistakes and prolonging a humanitarian crisis. This is because conflicts are protracted in which they last a long time. Such as the case of Syria, the war is largely over, while it has not achieved

the post-conflict status, but housing is needed since the displaced populations are coming back to their place of origin and have no place to live. In addition, an example in the case of Mosul, Iraq, in the Nineveh province, which is now in the post-conflict and development status, the displaced population have been coming back; however, they have no place to live and are living in dangerous, insecure and dilapidated housing units. Therefore, Participant 8, a Lead Disaster Risk Management and Resilience Coordinator at the World Bank, believed planning frameworks should be developed prior to intervention:

“Unfortunately, most of the conflicts that we see nowadays are protracted conflict. So, this kind of housing reconstruction plan should really be something that should be considered during the conflict, or even prior.”

While some participants believed that the framework have the typical agreed components to program planning, it needs to support a much more complicated set of realities. To address this, contextual understanding could be introduced. As stated by Participant 11, a senior manager for information management at the shelter cluster and a shelter advisor at the Canadian Red Cross:

“The only sort of other immediate reaction I have is that this is very clean. This is a very theoretical construct. The reality is a lot messier.”

Donors are interested in results and push to enable best practices in housing reconstruction projects. When donors receive a proposal to commit to, they tend to assess several elements that contribute to effective development principles, including lines of accountability, sustainability of intervention, effectiveness, and community ownership. Therefore, several participants within the donor stakeholder group have found the framework as useful in in the assessment phase. As stated by Participant 6, Funding Manager at a Swedish donor agency, a key donor for UNDP's Housing reconstruction interventions in Iraq:

“In the assessment phase, this would be very useful. If they came to us and said, we're going to build this system, we're going to do it regularly, where these are the stakeholders, these are the etc, etc, then we might be saying, UNDP is taking this seriously, we can play ball here. Because, we have quite a lot of money, which can put on other projects. And this kind of thing is extremely important to us. So, it's our impetus to make sure that these kinds of codified accountability structures exist.”

6.5.1 Participants Perspectives on Organizational Management Facilitator

This subsection presents participants views on the organisational management facilitator (OMF) when presented with the conceptual framework. This theme examines stakeholder's perspective on organisational management facilitator. Participants agreed that having an organisational management facilitator to manage and mediate stakeholder interactions can be beneficial and can facilitate collaboration and participation. Participant 12 from the researcher stakeholder group, Director in conflict and humanitarian studies at a research institute in Qatar, stated:

"I think you're right. the framework is a very good model. It must be structured; it must be thought through. And I like the idea of a facilitator"

Participant 2 from the AEC Specialist group, an UNDP stabilization specialist programme coordinator based in Mosul, Iraq since 2017, stated:

"So, I would say that the whole OMF is great, but it would be great if there is a rapid mechanism at the same time as well for identifying low hanging fruit, to identify needs that you can immediately start working on because it builds a lot of capacity."

Further, Participant 4 from the AEC Specialist group, a Head of Design Unit at UNRWA, for the Al-Nahr al-Bared housing reconstruction project in Beirut, Lebanon, stated:

"Here what you are saying is 100% correct, the facilitator in this phase is needed because it will meet the community and will help convince them about how it will be and will also be the one meeting the governmental bodies."

Some participants were sceptical, and had questions of representation, legitimacy, and power relations agreements on what the organisational management facilitators entails. As stated by Participant 6, Funding Manager at a Swedish donor agency, a key donor for UNDP's Housing reconstruction interventions in Iraq:

"I mean, right off the bat, that sounds like a good idea. But like any other bureaucratic structure it needs to add value"

However, several participants emphasized the importance of the organisational management facilitator being an impartial stakeholder to ensure that all parties are informed of one another's concerns and opinions. However, interview participants (such as participants 4, 5, 17, 18) who were citizens of the countries felt that international facilitators are more credible than local counterparts because they provide legitimacy, authority, and effective management among local stakeholders.

6.5.2 INGO as the Organizational Management Facilitator

This subsection presents participants' views on INGOs as organisational management facilitator when presented with the conceptual framework. Several participants suggested that an INGO can be the organisational management facilitator. Participant 3, a Technical Advisor of urban recovery and reconstruction at UN-HABITAT for Iraq, Yemen, and Syria, stated:

“Your framework looks interesting, and I think the analysis of the potential of INGOs to be the OMF is largely correct.”

In order to be effective, the organisational management facilitator should be able to balance the interests of different stakeholders while also adapting to local conditions and accessibility to communities. Therefore, this is where the local NGOs will be able to play a role. As a general rule, INGOs work in conjunction with local NGOs to achieve oversight. Therefore, Participant 10, a Shelter Cluster coordinator at UNCHR in Northern Syria, stated:

“So maybe you could have co-chairing arrangement that links International to national.”

Following the 2005 war in Lebanon, as Participant 18 explained, an NGO called Wa'ad was created by an expert committee and funded by international partners to reconstruct housing in al Dahyeh neighbourhood. The inhabitants of Al Dahyeh neighbourhood share common cultural, religious, and political beliefs. Therefore, this was considered a successful programme since Wa'ad was the communication interface between the local community of the area, the local government, and the international funders. Thus, Participant 18 - Senior Academic at an established university in Beirut, Lebanon, and was also the senior architect of the housing reconstruction project of Al Dahyeh province - elaborated on the need for NGOs to represent the community among the participants in the project and stated:

“I think when creating an organization, it should be an NGO in relation to communities”

Similarly, Participant 5 who is a senior member at the SOS Chritiens d'Orient INGO described how the French Christian-based INGO funded and assisted local churches and Christian communities in Syria to reconstruct housing projects. As a result of bringing the community together for collective rehabilitation, this project was described as a success. Yet, some participants within the donor and UN-led agency stakeholder group argue that international NGOs do not have the capacity to lead large scale housing reconstruction projects. Therefore, donors direct the funding towards UN-led agencies as Participant 7, a Senior Consultant for Bilateral Donors at a donor consultancy agency based in Copenhagen, stated:

“It doesn't mean that it cannot be an international NGO. But if you think about the food chain here, donors provide money to the UN that provide money to the NGOs, sometimes donors provide money directly to the NGOs.”

6.5.3 Participants Perspectives on Housing Reconstruction Design Committee

This subsection presents participants views on the housing reconstruction design committee (HRDC) when presented with the conceptual framework. A number of participants from the Donor, AEC Specialists and UN-Advisors have suggested that the housing reconstruction design committee conducts the implementation, site selection, project management, technical design, engagement with communities and reporting of information and progress. Therefore, they should manage the day-to-day tasks, training, quality control of housing reconstruction operations and define the construction approach. The committee should comprise of contractors and technical experts, both international and local. In addition, the participation of the end-user and local community was an evident response by most participants in the housing reconstruction design committee because a unified solution cannot fit every country. However, with ongoing monitoring and support. Participant 7, Participant 7, a Senior Consultant for Bilateral Donors at a donor consultancy agency based in Copenhagen, comment on the HRDC, stated:

“They will make a very significant contribution to the design. So, you need, of course, a local community representative, but also need technical experts to advise them. Because you can get all kinds of wild ideas from them.”

6.6 SUMMARY

The data from the semi-structured interviews on the planning activities of housing reconstruction projects were presented in this chapter and were drawn from project participants' experiences. Based on the information obtained from the interviews, it is evident that housing reconstruction projects in post-conflict conditions follow a set of planning stages, but there are issues within each stage. These issues have produced poor delivery of projects, uneven distribution of projects, poor information transfer and communication between project participant as well as delays in project completion. This was identified from participants understanding on coordination, communication, and collaboration during the planning stages of post-conflict housing reconstruction projects. Several mechanisms were demonstrated during the interview that facilitate collaboration, coordination, and communication; however, the mechanisms were insufficient as well as poorly conducted and handled. This requires strengthening these variables at project planning to improve project design and delivery.

The interview was then concluded with the views of the participants on the conceptual framework. The responses and perspectives of the participants on the stages, components and links of the conceptual framework were also presented in this chapter. While the conceptual framework showed promise and represented the first steps to enhance project planning, however refinements is required to serve better practical applications. It is important to establish these elements from the participants for which conclusions will be drawn from this research to establish credibility of this research. The information in this chapter will assist in the refinement of the conceptual framework which is the chief objective of this study and will serve as a resource of transferability for researchers and practitioners for future research on the subject. Therefore, the next chapter (Chapter 7) will discuss the issues raised in the research findings and suggest solutions. This will assist in the refinement of the conceptual framework.

CHAPTER 7: DISCUSSION OF RESEARCH FINDINGS

7.0 INTRODUCTION

The previous chapter presented the data obtained from the semi-structured interviews. This chapter will present a detailed discussion of the findings including a comparison with the existing body of knowledge. The value and significance of the findings are also presented. Thus, this chapter corresponds with Objective 5, by endorsing the research findings as well as identifying the refinements made to the original conceptual framework as part of developing the final model for strengthening stakeholder collaboration during the planning stage of post-conflict housing reconstruction. The intent is to maximise its potential value for practical application during the planning stage of housing reconstruction projects.

The chapter will first discuss the results which incorporates the factors that strengthen collaboration efforts in relation to the extant literature. The implication of each factor is also discussed, as it relates to the conceptual framework with emphasis on how these factors can improve planning of housing reconstruction projects. The results will also be presented through illustrating the refined model.

7.1 DISCUSSION

Various factors can affect collaboration between stakeholders during planning of post-conflict housing reconstruction projects. Therefore, this section examines the results of these factors in light of the existing literature in order to ensure that the developed model is suitable for the purpose of the research investigation.

7.1.1 Area-based Planning

The evidence from the interviews demonstrated that it is extremely difficult to conduct housing reconstruction projects in areas with unclear land ownership and that lack identification of returnees. This difficulty has been described during the interviews, by AEC specialists and UN advisors, as a lengthy process because of poor data transferability and coordination between stakeholders. Individuals

run the prospect of being evicted if returnee and land ownership identification was not achieved. The evidence also presented that donors do not provide funding for housing reconstruction projects without verifying returnee and property ownership. As a result, finding, retrieving, and establishing contact with the owners was a major concern that hindered the project planning, and addressing the issue of tenure and land ownership required a lot of time. This was attributed to the use of manual mapping for recording and retrieving data at a large-scale.

In addition, participants from the AEC specialists and the UN-sponsored organisation group encountered restrictions over health and safety practices on sites. The difficulties with health and safety practices include clearing of debris and explosive hazards as well as security clearances to conduct reconstruction. Several interviewees (Participant 13, 16, 20, and 21) expressed that these difficulties stemmed from the implementation of health and safety practises on large-scale projects. It was also difficult for housing projects to be designed in accordance with local cultural context due to large-scale geographical planning. The housing projects only featured basic fixtures and fittings, disrupting the urban-cultural fabric of the neighbourhood. However, standardised housing designs set by UN-sponsored organisations and applied in different parts of the country has contributed to impeding many planning activities in housing reconstruction. Thus, the evidence from the interviews (Participant 1, 2, 16, 17, 20, 21) demonstrated that large-scale geographical planning of housing reconstruction projects has therefore led to poor returnee and land ownership identification, inadequate health and safety practises, and insufficient standards of housing design. In part, this is due to a poor understanding of the vulnerabilities, capacities and context of communities. This resulted from inadequate community involvement and input throughout the project planning phase. Further, since the scope of coordination is wide-ranging, this inhibits information exchange and stakeholder collaboration. Therefore, the evidence from the interviews suggested that planning projects according to neighbourhood, areas or town can increase the likelihood of sufficient project delivery.

Ayad (2011) indicates that within an area-based planning, the "area" and "problem" are linked in the sense that the problem is to be addressed specifically within an area, town or neighbourhood. As supported by Harfst (2006), an area-based approach targets specific geographical areas in a country, characterised by a particular development problem, through an integrated, inclusive and adaptable approach. This will assist in strengthening stakeholder engagement and collaboration in planning housing reconstruction projects. In essence, as conveyed by Participant 3, 8, 14 and 19, housing reconstruction projects that are area-based address particular problems in a holistic manner. This takes into account and makes use of the complex interactions between stakeholders and specific circumstances within a specific geographical area. An area-based approach can increase integration of community members in planning housing reconstruction projects as community integration was

identified as a critical asset for international implementing agencies and AEC specialists when attempting to understand the context. This will also allow direct access of the community for technical support as well as being easier to monitor and evaluate progress. In addition, as Participants 1, 2, 13, 14 conveyed, coordination within grid areas can enhance the initial needs assessment by strengthening local stakeholder integration in identifying damages, vulnerability criteria, housing design and verification of returnees as well as ownership, thus in turn increase donor trust and funding.

It was not specified in the initial conceptual framework whether project planning would take place at the national, regional, or local level. However, identifying the project scope should be considered as an initial step to conduct project planning. Therefore, based on the evidence presented, when planning housing reconstruction projects, a specific geographical area such as a neighbourhood or town should be selected. Thus, selecting a specific area first then planning projects accordingly can help understand the cultural and social context as well as develop an inclusive housing reconstruction program based on community needs. As Participant 14, a Global Lead for Shelter at the Norwegian Refugee Council, expressed area-based planning assist in coordination through improving information management and monitoring project progress. This is achieved when information transfer is conducted at a smaller scale. The participants from the NGO, UN-sponsored agencies and research and academic stakeholder group have suggested implementing comprehensive planning that is area-specific, whereby a list of priorities is created and rehabilitated, while information is efficiently and effectively facilitated. As conveyed by Participant 3, Technical Advisor at UN-Habitat, this will also promote coordination to take place within grid areas and neighbourhoods and improve other planning activities such as building local authorities and communities' capacities, strengthening collaboration among stakeholders, developing specific standards of project planning, introducing holistic management tools, and improving information transfer.

7.1.2 Stakeholder Identification and Consultation

According to the information from the interviews, when planning housing reconstruction projects, a proper needs assessment is needed to understand the community as well as the context as these are the critical factors that, if overlooked, could lead to project failure. Stakeholders differ fundamentally per area and therefore project planning is dependent on understanding stakeholders' roles and gaps. A lack of stakeholder involvement can lead to short-term disputes and long-term development problems. As the evidence from the interviews conveyed, in many cases, international implementing agencies did not have sufficient knowledge of the context and are not properly engaged with the local authorities and beneficiaries, as they were introduced late in the process. This was in the interest of speed and time. In addition, the evidence conveyed that NGOs represent the local communities and are possible conduits

to address their needs, gaps, and realities. However, in many cases, UN-sponsored organisations did not consider the input of international and local NGOs when taking decisions regarding housing reconstruction projects. This has resulted in funding restrictions imposed by donors. Therefore, the evidence presented from the interviewees (Participants 1, 2, 5, 8, 13) that the current practices do not identify stakeholders' roles and gaps prior to planning housing reconstruction projects. This has resulted in inadequate distribution of roles and responsibilities and contributed to the unsuccessful planning of housing reconstruction projects, duplication of efforts and poor understanding of local context. Therefore, Participants (8, 4, 12, 15) expressed stakeholder identification and consultation of stakeholders at the onset of project planning can ensure adequate distribution of roles and responsibilities, increase the understanding of the context, introduce skills and resources as well as strengthens cooperation between stakeholders. The literature is in line with the evidence from the interview. According to Mannakkara and Wilkinson (2013) and Islam et al. (2018), stakeholders' roles must be clearly defined, distributed, and identified when planning housing reconstruction projects. The purpose is to introduce stakeholders' capacities to assist with project planning (Barenstein, 2015; Joseph, 2015). It is important to ensure cooperation and collaboration among various stakeholders to guarantee effective governance, therefore, Yang et al. (2009), Davidson et al. (2007) and Anilkumar and Banerji (2021) emphasize that the key to mobilizing stakeholders' creativity, resources, and capabilities is to identify, communicate and empower stakeholders at the onset of project planning.

In the initial conceptual framework identifying stakeholders, their roles and gaps are set after conducting a context analysis, assessing local needs and capacity, and establishing project support. However, based on the evidence from the interviews, stakeholder identification should be conducted by project initiators prior to establishing planning activities. The purpose is to identify the skills, capacities, and challenges of various stakeholders and incorporate them into the planning process. This will also enable project participants to collaborate and define an inclusive planning program. Therefore, a successful housing reconstruction intervention depends on an in-depth understanding of stakeholders with a specific area.

7.1.3 Context Analysis

As the research evidence demonstrated, reconstruction of permanent housing units is an expensive process, requiring investment and access to resources. In this regard, donors typically impose budget constraints, which prompted standard design and classification systems to prioritize the most vulnerable without paying much attention to cultural context. The study showed that many donors are physically distant and are not well informed of the context yet set standards with little regard to local realities. However, it is imperative that project initiators conduct a context analysis at the initial stages of project planning, as it helps inform donors on the current realities and assist in planning better housing projects.

This can be conducted through on-ground visits, focus groups, surveys as well as discussions with representatives and mediators to represent the local counterparts. In addition, the evidence from the interviews indicated that the design and standards of housing projects were not adapted to the local culture and that there is often no consideration for local conditions, requirements, and capacities. Participants 2, 12, 14, 19 noted that the main factors affecting the decisions will be context analysis and the needs of the population.

The evidence from the interviews indicated that the initial needs assessment did not include a context analysis in the interest of speed, but this had negative consequences such as the construction of standardised housing units and hostility from local counterparts. Participants 4, 16, 20, 21 reported the hostility from local counterparts includes local authorities being uncooperative, local communities raising disputes as well as the exclusion of resources from the local private sectors. This heightened social and economic distress as well as long-term peacebuilding initiatives. The information from the interviews showed that donors encourage local involvement in development projects, but in fear of corruption and risk they perceive it to be context-specific. As such, addressing these concerns will require increasing dialogue with appropriate stakeholders so that the context can be understood, damage can be assessed, and disputes are mitigated in the early stages of project development. Therefore, initiatives to understand the local context can establish trust with the community and improve participation. This can be achieved, as Participants 3, 4, 8, 12, 14 expressed, through community leaders, religious leaders or community liaison officer to grasp the cultural and social context of the area and act focal entities with the beneficiaries and non-beneficiaries. The community has access to resources and information and integrating community members is also a huge benefit for working groups when aspiring to capture the context. Additionally, they assist in acquiring cheaper labour and resources since they understand the area and are able to manage it more effectively.

Several research on post-conflict reconstruction share the proposition that each reconstruction intervention is unique (UNDP, 2008; Tzifakis, 2013). As such each post-conflict country is different based on the nature of the resolution, the magnitude of destruction, the initial economic conditions, the international support, the socio-cultural fabric and the interests of donors towards the country (Makdisi and Soto, 2020). As expected, context analysis is a key variable in planning housing reconstruction projects and therefore should be tailored to meet the needs of each area. According to the evidence from the primary data collected, context analysis is necessary in order to define objectives, identify limitations, and assess local capacities. Bruen et al. (2013) emphasize the need to have a clear understanding of the context prior to setting project parameters, objectives and standards. Hence, an analysis of the context can provide a better understanding of the cultural factors and resources as well

as facilitate community engagement. The information from the interviews showed that it is imperative that housing reconstruction is not considered a household unit of measurement, but rather an integral part of neighbourhoods, cities, and regions. Therefore, planning housing reconstruction according to particular areas is essential to achieve context-specific housing reconstruction projects. This also encourages stakeholder inclusion and participation. According to Barakat (2003), the results of a context analysis will dictate the rest of the intervention, including determining whether additional assessments are required, the potential for reconstruction and possible directions for action.

In the initial conceptual framework, context analysis was called feasibility study and placed under project identification phase. However, context analysis should take a more prominent position and to fit with industrial terms should be renamed from feasibility study to context analysis. The context analysis should entail from rapid stakeholder consultation and dialogue with appropriate local authorities, community representatives and research institutes on understanding the context, assess limitations and local capacity, mitigate problems while planning housing interventions. This will help define standards and objectives to a particular project and enhance information transfer between stakeholders at the onset of project planning. By achieving this, a head start on project development can enable better collaborative environments for project design and delivery. Apart from understanding the context within a particular area the context analysis incorporates means to assess local capacity and strategies to build capacity. This will assist in the long-term development of a country in contrary to the short-term solutions previously implemented in agency-led interventions.

7.1.4 Assessment and Building of Local Capacity

The evidence from the interviews indicated that working groups and implementation agencies partake in a consultative process to plan and design housing reconstruction projects. The goal is to provide communities with housing at a time when their livelihoods are hindered and to mobilise rapid shelter needs. This approach has been criticized during the interviews by donors as well as researchers and academics (Participants 6, 7, 8, 12), due to gaps in community and government capacity building efforts. Donors tend to advocate for long-term peacebuilding initiatives. This includes developing the capacity of local counterparts to raise local ownership that can gradually transition to national-led reconstruction programs. However, as noted in the information from the interviews, Participants 6, 10, 12, 15 reported that donors are physically distant from the area with little to no communication with other stakeholders, except for UN-sponsored organizations executing reconstruction programs in post-conflict countries. In the absence of local integration and long-term capacity building strategies, donors tend to restrict budgets and provide short-term contracts (Participant 3, 6, 7,10). In contrast, several UN Advisors and

AEC specialists have indicated that soft capacity building strategies are introduced as part of reconstruction programmes through skill training and creating jobs by hiring of skilled and unskilled labour. However, short-term contracts have prevented these capacity building strategies from taking place. This, as Participants 8, 10, 12, 13 conveyed, runs the risk of increasing social and economic distress to an already fragile community. A clear lack of communication exists between project initiators; therefore, assessing local capacity can contribute to an improved understanding of the local environment and also yield information at the early stages of project planning. The introduction of capacity building strategies at the early stages of project planning can also enhance trust between local and international counterparts, which subsequently enhances collaboration efforts to develop better projects.

Assessment of local capacity is one of the key factors to identify capabilities and information regarding local stakeholders during planning housing reconstruction projects. The study found that when planning housing reconstruction projects, it is important to assess local capacity and plan programmes based on the capabilities of local institutions, authorities, communities and resources. This can help classify what capacities exist to deal with the situation and what additional assistance is required. This aligns with the literature as understanding local capacity to acquire resources to meet reconstruction needs impact planning in post-conflict reconstruction projects (Saleh et al., 2021; Chang et al., 2012). Through addressing local needs and considering local capacity, implementing agencies can achieve sustainable recovery such as social equality and risk mitigation. Therefore, maximizing stakeholders' capacity through coordination and partnerships can help develop sustainable housing reconstruction programmes (Pribadi et al., 2014). In addition, capacity building will encourage ownership and trust. Thus, international actors should initiate support while the local counterparts' capacity is being developed for gradual yet sustainable transition of leadership.

According to Fanany et al. (2010), the purpose of capacity building is to increase the performance of individuals, groups and organizations in each area. In the study, Participant 8, 11, 12, 13 emphasize the importance of enhancing government capacity. Developing government capacity is one of the most effective ways to improve housing programmes performance and sustainability. As a result, community engagement and mobilization will improve, international partners will have a sustainable exit strategy, the government's capacities for managing developmental programs will be restored, and long-term sustainable recovery can be accomplished. The evidence from Participants 6, 7, 15 of the study shows that donors advocate for community mobilisation and is considered a crucial parameter for any long-term recovery process. As Participant 2, 3, 10, 13 stated, community capacity building is achieved through skill training and utilizing skilled and unskilled labour within housing reconstruction projects,

as well as partnering with the local private sector. This will enhance the community livelihoods as well as the social and economic development of the country.

In current practice, capacity building strategies for local counterparts have been an afterthought or have been introduced late in the process. The reason for this is that international implementing agencies believe rapid rehousing of the displaced populations is the only critical factor in post-conflict countries. The lack of capacity building strategies has led to long-term development issues and hindered the nation's holistic recovery. In addition, it has resulted in cost overruns and long-term dependence on international organizations to govern reconstruction initiatives. As Participant 8 conveyed, developing capacity building strategies at project planning can facilitate the exit of international implementing agencies and improve the leadership of local counterparts. While capacity building was introduced as one of the tasks set to increase collaboration in the initial conceptual framework, it should be given greater importance. This is possible when capacity building strategies are tailored to specific geographic regions and through early stakeholder consultation as well as assessment of local context. Therefore, capacity building strategies should be introduced early on in project planning before planning activities commence.

7.1.5 Uniform Reconstruction Strategy

The evidence from the interview revealed that housing reconstruction projects are employed by implementing agencies that follow different standards. As Participant 1, 2, 8, 16 acknowledged, in many cases, it is not uncommon for different standards to be applied in the same geographical area, and even in some cases, in the same buildings or neighbourhood. This is a result of disparate strategy that is set up for housing reconstruction. There were incidents when one apartment owner who gets more money for housing repair, while the next-door neighbour gets less, creating resentment, which is not good for social cohesion and for the overall social fabric.

In addition, incidents of duplication of efforts were reported as a result of unequal distribution of funds or in some cases as a result of parallel funding (Participants 1, 10, 15, 16). This resulted in variances in quality and housing types, delays that lead to complaints from beneficiaries. The causes of these challenges can be attributed to the rapid and ad-hoc manner in which housing reconstruction interventions are planned without considering stakeholder coordination. Therefore, a reconstruction strategy established at the beginning will ensure inclusive and consultative decision-making to the development of housing reconstruction projects. The information from the interviews that the reconstruction strategy should be uniform and, based on reports from donors and UN Advisors

(Participants 6, 7, 8), should outline how reconstruction will be carried out, what roles will the stakeholders take, and how the reconstruction will be financed. In addition, as Participant 15 and 17 stated that the reconstruction strategy should also outline how the coordination is going to be conducted as well as how will reconstruction be monitored and implemented. This will support impartial distribution of resources, decrease duplication of efforts, increase stakeholder coordination and enhance quality design. Therefore, another factor that can influence collaboration between stakeholders during planning of housing reconstruction projects is to clearly define standards and objectives. The findings in this study show that the lack of reconstruction strategy has resulted in poor trust and accountability between stakeholders as well as poor implementation of reconstruction projects. This aligns with the literature as reconstruction of housing projects were characterized by ineffective housing reconstruction strategies (Jayasuriya and Mccawley, 2008; Earnest, 2015; Bilau, et al, 2018). As a result, the community is isolated and the quality of implementation is compromised (Barenstein, 2015; Joseph, 2015; Islam et al., 2018). In addition, inappropriate reconstruction strategy can result in project delays and cost overruns (Ophiyandri et al., 2013). Jha and Duyne (2010) suggested that the reconstruction standards must include risk management, monitoring, and evaluation of the capabilities of the organizations as well as the mechanism to coordinate their involvement.

In the conceptual framework identifying project objectives was set to strengthen collaboration efforts. The purpose of this endeavour is to outline the project scope, objectives, deliverables and timeline of the project. However, the housing reconstruction strategy is dependent on the context, therefore should be considered within a particular area and is established through rapid consultations with the identified stakeholders. In this way, a holistic agenda for achieving certain goals can be analysed and distributed. This will also increase local authorities' and community's cooperation. The reconstruction strategy can also translate to local housing programs and a general strategy for the country. This also supports capacity building strategies. Additionally, consultation with stakeholders will help define standards for a particular project and improve trust and accountability. This will increase the likelihood of continued funding by donors and reduce the risk of project failure, corruption and other challenges. Furthermore, it places the community at the forefront of the development and planning as well as involving them in decision-making.

7.1.6 Local Stakeholder Consultation in Housing Design

The evidence from the interviews (Participants, 1, 2, 14, 16, 20) demonstrated the standards of housing design were not based on cultural context and thus only included basic fixtures and fittings. The design was based on pre-established standards set by UN-sponsored organisations. As a result, the community

disapproved of the housing and the working groups faced aggressiveness, riots, and site closures in response. While the evidence also showed that the design of housing was set based on budget constraints and therefore a selection criterion was established. This was rebutted by Participants 2, 12, 15 and demonstrated that it was due to poor initiatives to engage local stakeholders in the planning stage of housing reconstruction projects. This also resulted in local authorities being uncooperative (Participants, 16, 20, 21). For this reason, it is necessary to consult with the local community at project *planning*. Community consultation and involvement also includes contracting local personnel's and private sectors as well as establishing relationships with local authorities. Thus, as the evidence demonstrated (Participants 5, 10, 11, 12, 13, 18), involving the local community will boost the economy and improve the livelihood of the beneficiaries. Additionally, their local knowledge can assist in developing culturally-appropriate housing projects. Therefore, another factor that influences collaboration at project planning is local stakeholder consultation and involvement.

As the research findings indicated, there was insufficient local community participation in planning of housing reconstruction projects. This aligns with the literature as there was poor involvement from community members in housing reconstruction projects (Davidson et al., 2007; Kovács et al., 2010; Bilau, et al., 2018; Islam et al., 2018). In post-conflict Kosovo, Earnest (2015) argued that agencies worked without the participation of local communities. In the absence of community participation, houses were not sized, designed, or built in a manner that suited the local culture (Ahmed, 2011; Chang et al., 2011). Furthermore, lack of communication with local authorities also produced poor housing units (Al-Qeeq and El-Wazir, 2010). Similarly, in the research findings, the lack of collaboration efforts with local counterparts has resulted in difficulties in project delivery. Therefore, community groups and local authorities need to be included in planning housing programme to foster social cohesion and capacity building. This can be done, as Participants 4, 5, 14, 16, 17 conveyed, through consultation exercises with local stakeholders to obtain information as well as consult on what houses they require, what areas need to be repaired, what design they prefer, what documents and clearances are required etc. Thus, without taking these voices into consideration there is a risk of making decisions that benefit some at the expense of others.

As all communities are unique with diverse housing needs, community participation in planning housing reconstruction projects is an important component to achieve project sustainability. Local stakeholder consultation at the early stage of planning not only helps understand community views and feedback but also ensures that all local stakeholders have a say in the development of their community. Therefore, community mobilisation entails focusing attention on issues that are significant to a group and enacting changes to address these issues by bringing people together to develop team-based solutions. This can be achieved through different measures of communication such as meetings, focus

groups, surveys, and information sessions (Participant 1, 4, 5, 16, 18). Community consultation during the planning stages of housing reconstruction projects informs the design of the housing and aids in knowledge provision. As a result of the evidence from the interviews (Participant 1, 7, 12, 14, 15), stakeholder consultation must be iterative. Thus, it is important to consult with local stakeholders during the development of the reconstruction strategy, housing design, and delivery of the project. This is because there are several factors influencing a project's success: the understanding of local context and culture, the inclusion of skilled technical personnel, and the continuous consultation and involvement of local counterparts. In current practices, international implementing agencies (project initiators) use professional judgement to respond to destruction with little regard to local stakeholders needs and requirements. The reason for this was the lack of guidelines to incorporate local stakeholder consultation into the early stages of project planning in an effort to rapidly rehouse the displaced population. However, continuous engagement with local stakeholders has been advocated for the purpose of creating housing units that are culturally appropriate.

Initially, local stakeholder consultation was introduced as part of the conceptual framework to strengthen collaboration efforts and inform the design of the housing project, however, an iterative process of local stakeholder consultation should be established in which local stakeholder consultation occurs in several stages. This can effectively contribute to the planning of housing projects as trust can be built, local skills and capacities can be utilized, and information can be continuously disseminated. As the research evidence (Participants 3, 4, 8, 12, 14), indicated the iterative process of stakeholder consultation can be achieved through partnerships with community representatives such as community leaders, religious leaders, local NGOs, designating a community liaison officer or creating community committee groups to understand the cultural and social context of the local environment. Furthermore, it will serve as an entity that bridges the gap between the community and implementing agencies as well as voices the concerns and requirements of the population.

7.1.7 Project Planning: Adapt to Existing Planning Guidelines

The information from the interviews (Participants 1, 2, 3, 10, 14, 16) indicated the importance to adapt the framework to pre-existing planning guidelines. This also includes the organisational management facilitator as well as the coordination system. In most cases, international implementing agencies never start with a blank slate because there are always pre-existing planning guidelines, stakeholders and measures set in post-conflict conditions. This is in line with the literature, as Anilkumar and Banerji (2021) indicated that project management activities for post-conflict conditions are largely modified from traditional activities. Therefore, implementing project management approaches can produce better

project outcomes in post-conflict environments. This is supported by Bilau et al. (2015) that best practices and the knowledge made available during traditional construction can be applied during post-conflict situations. However, the evidence from the interviews demonstrated that many of these guidelines are ineffective due to the lack of stakeholder engagement. As Participants 2, 3, 10, 11, 15, 16 indicated that the several activities conveyed in the initial framework are already happening in practice. However, the current practices in planning post-conflict housing reconstruction projects follow a standardised approach agreed by international implementing agencies that is generally applied in different parts of the country with little regard to the local factors. This can affect the end-result. While the conceptual framework presented elements that were generally thought of as stages in practice, some did not fit the practical terms used. Therefore, the terms should be adjusted to conform to existing planning guidelines and to incorporate the missing stages. This consists of incorporating the internationally acknowledged activities of planning housing reconstruction projects (6.1) which include initial needs assessment (6.2.2), damage assessment (6.2.3), local authorities and community consultation (6.2.4), allocate funding (6.2.5) as well as establish procurement (6.2.6). There is, however, room for improvement within these existing planning guidelines to improve collaboration between stakeholders. This can be achieved through introducing area-based planning followed by stakeholder identification and consultation, context analysis to assess local needs and capacity as well as establish a uniform reconstruction strategy. These improvements will introduce information that can inform planning activities and guidelines.

7.1.8 Robust Coordination and Communication System

The research evidence (Participants 1, 2, 3, 17, 18, 20, 21) specified that data scarcity or loss was one of the main impediments faced during planning of post-conflict housing reconstruction projects. Alternative manual methods of gathering information were employed. It was, however, a lengthy process that contributed to data shortages and poor-quality projects. This has resulted in rigid bureaucratic structures heightening delays in project procurement, and any change in the project required significant time for approvals and sign-offs. In addition, the process of finding, retrieving and contacting the owner was a major implication that held up project completion as argued by Participants 1, 4, 13, 16, 17. Furthermore, when donors finance development projects, they often assess several factors contributing to effective development principles, including lines of accountability, sustainability and effectiveness (Participants 6, 8, 7). Therefore, efforts should be coordinated better at the project planning stage to avoid duplication of work, facilitate information sharing and facilitate effective cooperation among project initiators, stakeholders and shareholders. As the evidence from interviews presented (Participants 1, 2, 13, 14, 19), to accomplish this, an approach that coordinates, documents, and tracks different activities at once to a particular area, project or neighbourhood is essential. Thus,

coordination at a project level is required among stakeholders to reduce duplication of projects, enhance information transfer, enable efficient communication and reporting among project participants as well as facilitate rigour monitoring of project progress. This as the participants noted can be achieved through the introduction of technological interfaces such as computer aided software.

In addition, the information from the interviews (Participants, 12, 14, 15,19) demonstrated that major key parties are not often present in coordination spaces set by project initiators. This is in the interest of speed and time for fast reconstruction programmes. These key stakeholders and shareholders that were not present include NGOs, local authorities and community members or representatives. However, the research findings from this study presented that one of the main reasons for the recurrence of housing reconstruction challenges was the exclusion of certain interest groups during the planning stage of housing reconstruction projects in the interest of speed and inadequate planning. As the evidence from the interviews recognised that ineffective coordination of stakeholders was a significant barrier to project success. Therefore, the presence of an innovative system that can track and enhance coordination between project participants as well as facilitate communication can increase collaboration efforts between stakeholders.

Bahmani and Zhang (2022) and Ismail et al. (2014) emphasize that successful planning of reconstruction projects is through effective consultation and communication with stakeholders, well-defined coordination and an easy-to-use information management system. As such the lack of coordination among stakeholders in reconstruction projects makes the transfer of data challenging (Norling, 2013, Bilau et al., 2015; Fayazi et al., 2017). This aligns with the research findings as the disparity in the quality and types of reconstruction interventions was a result of poor coordination at a project level. This as presented by Participants 1, 2, 8, 16, 17, 20, 21, resulted in poor identification of returnee and land ownership, overlapping and duplication of efforts, poor documentation of projects, technical delays in project completion and unequal distribution of housing types among communities. In addition, the lack of data availability is attributed to out-dated technological solutions for poor mapping and sharing information. Therefore, the coordination system should manage information transfer to address these challenges. This information should also include risk and procurement as well housing damages, mapping, progress, and completion.

In addition, insufficient coordination systems resulted in poor monitoring and evaluation of projects (Participants 1, 6, 13, 17,18). This can also be attributed to the scarce personnel for project monitoring and evaluation which resulted in project failure (Leitmann, 2007; Steinberg, 2007; Boen, 2014). As

such Liu et al. (2016) suggest standardization of data management mechanism and Hidayat (2013) suggests effective project monitoring and control to achieve successful project delivery. This aligns with the findings from the primary data as referred in section (6.4), that coordination in current practices should integrate a holistic monitoring system, management information system as well as risk assessment to monitor and govern the entirety of the project process. This will also increase accountability and transparency and in turn foster trust among project initiators.

The initial conceptual framework presented a coordination system primarily aimed at stakeholder involvement and information exchange, but the interviews revealed the benefits of area-based coordination. Thus, coordination that is deployed to a geographical-specific location will increase efficient data transfer, easier identification of returnees and land ownership, reinstate accountability and transparency as well as enhance monitoring and evaluation of project progression and completion.

7.1.9 Facilitator at Project Planning

The information from the interviews shows that there has been poor coordination between stakeholders (non-beneficiaries) and shareholders (beneficiaries), which results in detrimental delays in housing reconstruction projects. The case of Iraq is an example given by Participant 15, as over 7 years have passed, and people are still unable to return because of damaged housing. Therefore, an intermediary that mediates between implementing agencies and their local counterparts that is dedicated to coordination might be useful to help facilitate these efforts. This is further supported by Participants 2, 3, 6, 8, 12, 13, 14, 18, 19. In addition, the facilitator could help set the reconstruction strategy, distribute resources and tasks, disseminate information and monitor work and progress. Further, as the evidence demonstrated that local authorities and communities were not involved in planning, which is why a mediator is able to represent the local counterparts and serve as a channel to voice their needs, gaps and realities. This also fosters trust between stakeholders and shareholders and in return strengthens collaboration efforts.

Therefore, the information from the interviews shows that the presence of a facilitator improves collaboration at project planning. This has been linked to increase stakeholder cooperation and information transfer. Haas et al. (1977) indicate that quality of leadership and planning of housing reconstruction is characterized as good institutional arrangement. Rubin et al. (1985) argue that leadership, ability to act, knowledge of available resources and capacity of local officials determine success or failure of a reconstruction program. Furthermore, according to Ophiyandri et al. (2013), the establishment of a mediator as well as its capacity and competence determines the success or failure of the housing reconstruction programmes. This aligns with the research findings as it indicated that

mediators are an effective tool for strengthening collaboration and developing partnerships since they facilitate community consultation, foster trust, and transparency among different stakeholders, enhance resource distribution, communication, and information transfer, as well as monitor and oversee the project processes. However, as indicated in the literature and research evidence, the facilitator should exhibit competence, neutrality and impartiality.

7.1.10 INGOs as Organizational Management Facilitator

The evidence from the research findings showed that given the complexity of stakeholders involved in post-conflict housing reconstruction projects, the facilitator must demonstrate competence, neutrality and impartiality so that stakeholders' needs are met and trust between different parties is fostered (Participant 3, 6, 7, 12, 10, 18). The information from the interviews further demonstrated that project initiators tend to exclude key parties in planning post-conflict housing reconstruction projects or in some cases are brought in too late. This generally produces low quality housing units, can result in project delays and cost overruns as well as often heighten social resentment and exclusion. Therefore, Yi and Yang (2013) and Jordan and Javernick-Will (2014) suggest that local counterparts and international agencies should form partnerships in order to increase community participation in project planning. This correlates with the evidence from the primary data (Participants 3, 10, 14, 15, 18) as the mediator requires a clear understanding of the needs of the community. This includes a good understanding of the community's culture and values as well as a good understanding of local resources. Therefore, the facilitators are tasked with the challenge of articulating housing programmes that will lead to the successful recovery of a community. Increasing community involvement is beneficial, but the evidence from the interviews (Participants 1, 2, 4, 17) also shows that it may be difficult to handle and manage the community and that constant oversight and monitoring is necessary. Given the magnitude of this task, successful mediators require the establishment of an environment that enables integrated participation of different stakeholders.

Throughout the research, it was highlighted that the organisational management facilitator should be an impartial and competent player who ensures that all parties are informed of each other's concerns and opinions. Therefore, the evidence from the interviews presented that international facilitators are more credible than local counterparts due to their legitimacy, authority and effective management among local stakeholders. Several studies discuss the role of INGOs in housing reconstruction projects, as intermediaries between beneficiaries, local authorities and international agencies (Soelaksono, 2009; Von-Meding et al., 2009; Golini and Landoni, 2014; Baruah, 2015). As a result, international non-governmental organizations (INGOs) can play an important role in the planning and implementation of

high-quality, culturally-appropriate housing projects, as well as the enhancement of livelihoods, and the reduction of physical and social vulnerabilities. This is consistent with the information from the primary data (Participants 3, 5, 8, 14, 15, 18) as INGOs can serve as facilitators to strengthen collaboration efforts between stakeholders and shareholders as well as help serve as an interface between communities and agencies. The research findings indicate that context-specific housing reconstruction is a more efficient way to produce efficient housing units. Consequently, area-based planning can be activated with the aid of INGOs in partnership with local NGOs to better convey the needs and wants of the communities as well as increase engagement and consultation.

Furthermore, as presented by Participants (1, 2, 5, 7, 9, 14), a number of INGOs which operate as working groups to plan and manage housing reconstruction programs, receive funding from donors are a part of the Shelter cluster and have successfully integrated collaboration efforts into their programs. This was portrayed in the evidence from the interviews, in the case of Lebanon and Syria. Such international NGOs include the Norwegian Refugee Council, Wa'ad and SOS Chritiens d'Orient. In addition, some international NGOs work in partnership with UN-sponsored organisations on their housing interventions and assist in implementing community training programmes and skills training. International NGOs also assist UN-sponsored organisations in mapping housing damages and mobilize community members to obtain information on housing design, repairs and needs.

In many post-conflict countries, an NGO coordination body is deployed. The evidence (Participant 6, 8, 14, 15) showed that the coordination body serves as an advocacy group that allows NGOs to work with country directors, local authorities, and aid agencies. They work on common issues, changes and concerns regarding reconstruction as well as highlight the gaps and discrepancies in housing interventions. Their role is to supervise and assure that the responses reflect the needs of the population. In addition, the presence of INGOs in planning reconstruction projects is a condition set by donors. This is conveyed by Participants 6, 7, 8, 15 as they are considered the voice of the community. Therefore, if INGOs are assigned as an OMF this will increase project financing, ensure transparency and accountability as well as enable long-term developmental progress. The research findings further presented that there is an ongoing question set by international partners to build the local capacity of countries. This also includes the building of local NGOs capacity to lead responses and engage with the government. Therefore, INGOS could assist in the former since they are the link between local partners and international partners.

In addition, the literature and the research findings further indicated that in any phase of the project, transferring knowledge to a target population is top priority (Steinfort, 2010; Golini and Landoni, 2014). Therefore, as indicated by the evidence attained from the research findings, INGOs can mobilise

community organisations and assist in transferring of knowledge. Communication between stakeholders when planning housing reconstruction projects is of utmost importance. This incorporates communication with local governments, research institutes, and project initiators in order to understand the context, assess damage, and resolve disputes. Therefore, as the research findings indicated (Participants 5, 8, 14, 18), successful dialogue can be achieved through liaison officers by grassroots organisations that set up platforms within a given geographical area to represent public opinion as well as monitor funding and housing reconstruction programmes.

7.2 REFINEMENT OF THE CONCEPTUAL FRAMEWORK

The purpose of this section is to highlight the refinements made to the original conceptual framework in developing the revised model for strengthening stakeholder collaboration during the planning stage of post-conflict housing reconstruction. These refinements were based on participants' views and insights and towards maximising its potential value for practical application as well as to ensure robust solutions and conclusions. The final model is presented in Figure 7.1 and represents the culmination of the research findings. The aim of the model is to support and improve the existing planning process in post-conflict housing reconstruction.

Collaboration during the planning of housing reconstruction projects is essential for increasing stakeholder satisfaction and ensuring efficient project delivery. The model will therefore lay the basis for better planning of housing reconstruction projects in post-conflict conditions and will serve as a resource for researchers and practitioners for future studies on the subject. The introduction of the OMF mediation role to facilitate coordination as one of the institutional mechanisms increases stakeholders' inclusion and participation. As a result, relevant housing reconstruction institutions can be identified as well as the appropriate planning environment so that a consistent, integrated strategy can be developed. This will assist stakeholders to collaborate effectively, resulting in cost-efficient and durable solutions, quality designs as well as increase trust and accountability. The refined model for strengthening stakeholder collaboration during the planning stage of post-conflict housing reconstruction consists of major constituents, discussed in the following:

Project Context: The aim for planning housing reconstruction projects is to provide housing to the displaced population in order to achieve long-term community support. This can be achieved through engaging and consulting with local authorities and creating strong community-based programs. Therefore, it is important to ensure that local stakeholders are included during each phase so as not to alienate or neglect any one stakeholder. The research findings presented that area-based planning can

improve the ability to understand and address cultural and social issues. Through the refinement of the conceptual framework, selecting a specific geographical area for planning reconstruction projects will be introduced, as this can assist in developing an inclusive housing reconstruction program that will meet the needs and wants of the local population as it increases collaboration efforts. The area-based planning also assists in improving coordination through better information management and monitoring project progress and completion.

Project Coordination: The research findings indicated that area-based coordination occurs around grid areas, through which priority lists are developed and rehabilitated, and information is more efficiently disseminated. Therefore, to govern the project process holistically, monitoring of project, management of information and assessment of risk should be incorporated into the coordination system. It identifies what needs to be monitored, which indicators need to be monitored, and how information and decisions are analysed and reported. Incorporating a range of indicators into a monitoring system is vital for effective project coordination. These indicators encompass project progress, quality assurance, resource utilization, information dissemination, and risk assessment. Additionally, monitoring procurement processes, stakeholder engagement, environmental, sustainable, and financial performance provides a holistic view of the project's development. By evaluating these diverse aspects, the coordination system can ensure informed decision-making, timely adjustments, and ultimately successful project outcomes. This also entails mapping the number of houses and maintaining technical standards. It is also important that the coordination system manages the transfer of information. The information includes risk, procurement, and construction rates. Failure to effectively address risks related to returnees, property, housing, and land rights could result in significant and swift financial losses. As a precautionary measure, the regular maintenance and frequent review of a risk log are essential.

Project Accountability: The research findings indicated that donor funding plays a critical role in supporting community development and reconstruction efforts in post-conflict environments. Many donor organizations assess projects to determine whether their funds should be invested or not. In many cases, however, these assessments are done in isolation from the other stakeholders involved. The assessment includes lines of accountability, sustainability of intervention, effectiveness, and community ownership. The refinement to the framework will therefore further support these different actors by providing a standard for assessing potential projects before investments can be made. As such, several participants within the donor stakeholder group have found the framework as useful in their own assessments. This was conveyed by Participant 6, Senior Funding Manager at a Swedish-based Funding Agency, a key donor for UNDP's Housing Interventions in Iraq:

“In the assessment phase, this proposal would be very useful. If they came to us and said, we're going to build this system, we're going to do it regularly, where these are the stakeholders, these are the ...etc, etc, then we might be saying, UNDP is taking this seriously, we can playball here. Because, we have quite a lot of money, which we can put on other projects. And this kind of thing is extremely important to us. So, it's our impetus to make sure that these kinds of codified accountability structures exist.”

Project Stakeholders: The research findings have suggested that stakeholders' participation is required to strengthen collaboration efforts. It is important to increase involvement of stakeholders that were previously excluded from the planning process. Therefore, a refinement to the conceptual framework would be to identify stakeholders' roles and gaps so as to understand stakeholders to a specific context and then accordingly plan housing reconstruction projects. This is to ensure adequate distribution of roles, responsibilities, and milestones between project participants. Thus, stakeholder consultation and identification at the beginning of a project will maximize trust and synergy. In addition, one of the tasks to strengthen collaboration in the initial conceptual framework was assessing and building local capacity as that will contribute to the country's overall development. However, the framework should be revised to introduce capacity building after identifying and consulting with stakeholders to develop context-specific capacity building strategies.

Project Facilitator: The research findings indicated that collaboration at project planning stage can reduce conflict between stakeholders, decrease duplication of efforts, enhance data transfer and enable efficient communication among stakeholders. The role of the facilitator is ideally suited for this purpose as it allows for effective communication between all parties involved in a project, mediate disputes and the adversarial relationship between stakeholders, achieve mutual agreements and implement continuous integration. Therefore, it appeared from the research findings that long-term developmental solutions can be achieved when introducing a facilitator at project planning stage to improve community consultation, to foster trust and transparency among different stakeholders, to enhance resource distribution as well as to monitor and oversee projects. This will increase the likelihood of project success and serve both shareholders' (beneficiaries) and stakeholders' (non-beneficiaries) needs. This role should possess characteristics that strengthen relationships between key stakeholders and develop trust in order to acquire funds and manage projects more effectively. The research findings thus identified that INGOs can serve as facilitators to strengthen collaboration efforts between stakeholders and shareholders as well as help serve as an interface between communities and international agencies. Therefore, they will be introduced in the refined model.

Project Planning: The research findings indicated that the refined model should incorporate the missing planning stages as well as adjust the terms in order to adapt to existing planning guidelines as stated in section 7.1.7. However, the refined model introduced improvements within these existing planning guidelines to strengthen collaboration efforts between stakeholders. This includes a contextual analysis as it is crucial to the success of a projects plan. This also includes assessing local counterparts. Therefore, it is necessary to acquire a full overview of the context can establish a uniform reconstruction strategy that comprises of an inclusive project plan with a defined scope and objectives. In this way, a holistic agenda for achieving goals can be analysed and distributed. As a result, stakeholder participation and communication improve, as does trust and inclusion. The iterative process of stakeholder consultation was also considered as a refinement to the conceptual framework, by which there are several stages that local stakeholder consultation occurs so they can effectively contribute to the planning and design of housing projects as well as build trust and relationships.

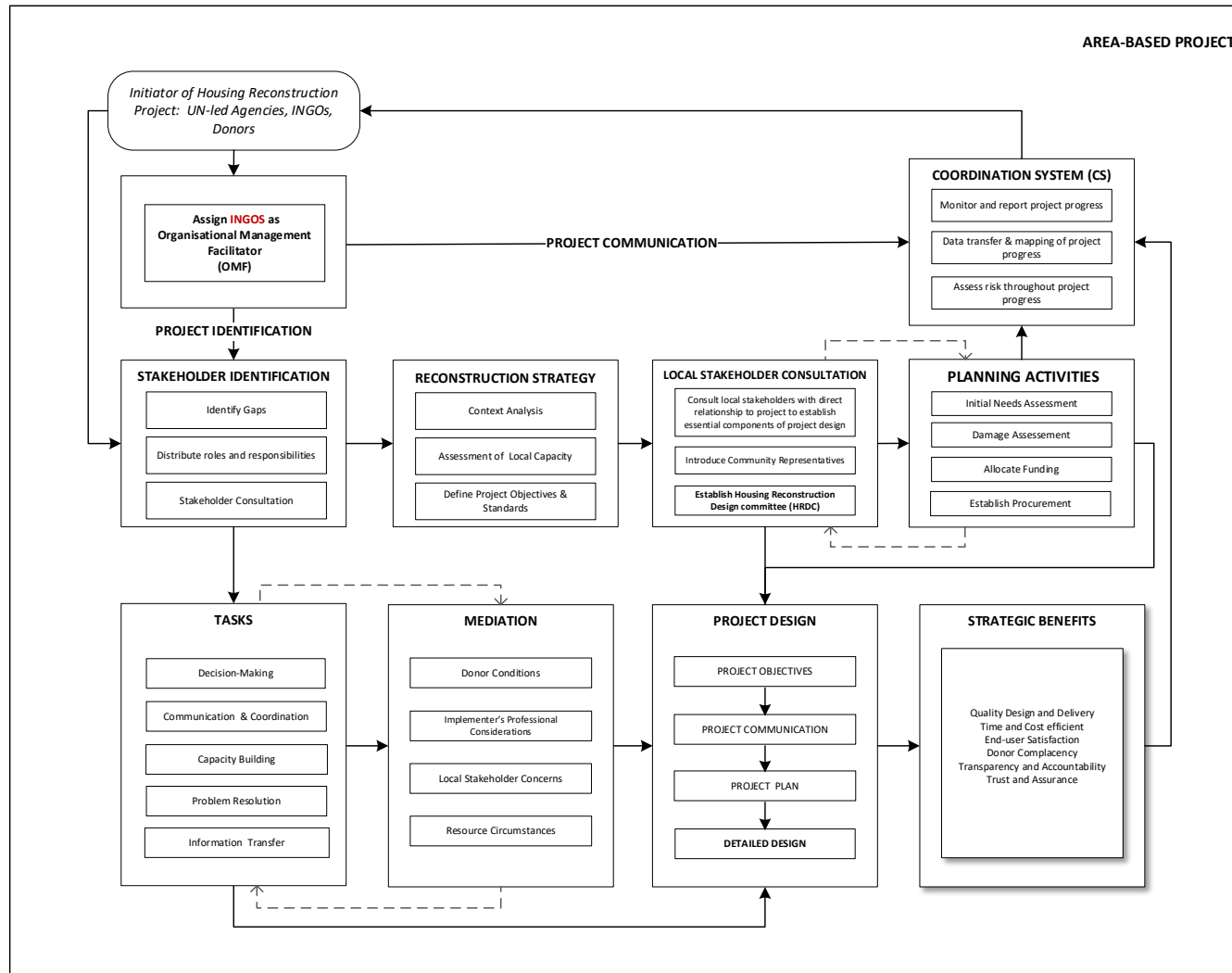


Figure 7. 1: Model for strengthening stakeholder collaboration during the planning stage of post-conflict housing reconstruction.

7.3 SUMMARY

This chapter discussed and reflected upon the findings from the semi-structured interviews. The aim of the semi-structured interviews was first to collect data from key stakeholders involved in planning post-conflict housing reconstruction projects and second, to elicit the views of various stakeholders on the conceptual framework. As a result of this analysis, the findings of the semi-structured interviews are discussed, and elements that serve to strengthen collaboration to improve project planning are compared with the existing literature. Thus, when referencing the literature, the results of this study are broadly consistent with previous studies, and when viewed collectively, they are sufficiently aligned.

According to the participants from the semi-structured interview, the conceptual framework represents the first steps to successful project planning, however it needs refinement to better serve practical applications. Therefore, the refined model for strengthening stakeholder collaboration during the planning stage of housing reconstruction has been presented and discussed, with emphasis on the ways to improve the model. The elements in the refined model were discussed in this chapter as well as their practical relevance in the industry. The next chapter (Chapter 8) will draw conclusions on the entire research, highlight the implications and limitations as well as make relevant recommendations.

CHAPTER 8: CONCLUSIONS AND RECOMMENDATIONS

8.1 INTRODUCTION

This research has undertaken a comprehensive analysis of the activities taken during the planning stage of housing reconstruction in post-conflict conditions, with a particular focus on stakeholder engagement. A new model for strengthening stakeholder collaboration during the planning stage of post-conflict housing reconstruction has been developed. This chapter summarises the entire research and presents the main conclusions, contribution to knowledge and the practical implications. The limitations of the research are then presented. Finally, the key implications arising from the findings and recommendations for future research are presented. This chapter will therefore serve the last objective (Objective 7), which is to draw conclusions from the findings of the study and make recommendations for further research.

8.2 REVIEW OF RESEARCH OBJECTIVES

In Chapter 1 of the thesis, the background and rationale of the research was presented to highlight the current issues in post-conflict housing reconstruction. The main issue that was identified was the lack of appropriate planning in these projects including poor or inadequate stakeholder engagement. This requires rethinking the current models of project planning to increase stakeholder engagement. The research was driven by the fact that planning post-conflict housing reconstruction projects is very challenging since current planning methods exclude certain interest groups from the process, thereby explaining why the challenges keep resurfacing.

Therefore, the aim of this study was to develop a model to strengthen stakeholder collaboration during the planning stage of housing reconstruction projects under post-conflict conditions. Consequently, several research objectives were developed in order to collectively achieve this aim. Here, the six research objectives are revisited to highlight the extent to which they were accomplished throughout the stages of this research.

Objective 1

To undertake a critical review of the existing literature on post-conflict housing reconstruction practices and identifying the factors and challenges that influence housing reconstruction projects.

This objective was addressed in Chapter 2 of the thesis with a comprehensive review of extant literature on current housing reconstruction practices. The review of the literature exposed various factors and challenges that influence housing reconstruction projects in post-conflict conditions. In addition, the literature review revealed that as part of a larger peace plan, the reconstruction of housing can be a crucial catalyst for community reintegration, nation-building and overall recovery. However, it is necessary to distinguish between emergency services and interventions established in conjunction with long-term development.

Many drawbacks arise from rapid reconstruction with little regard to local stakeholders' interests during project planning. Often, project initiators make erratic decisions under time constraints. Therefore, the fragmented approach to planning, lack of local knowledge and engagement, poor resource allocation, budget, and time constraints pose challenges to deliver quality units to end-users. In addition, the adversarial relationships between stakeholders at project planning exacerbates social divide and financial costs. The research demonstrated that effective management of the challenges and factors during project planning increases the likelihood of a successful project. This can be achieved through strengthening stakeholder engagement. However, there is a dearth of practical and theoretical knowledge in the extant literature with respect to how to plan housing reconstruction projects after conflict.

Objective 2

To review the existing literature on project planning in post-conflict housing reconstruction to identify the key stakeholders involved and their roles and responsibilities.

This objective was addressed in Chapter 3 of the thesis through an in-depth review of the different methods used to manage housing reconstruction projects specifically during the planning stage. The literature also revealed the stakeholders that take part in the planning stages of housing reconstruction project and their level of involvement. Among these are project initiators who plan housing reconstruction projects such as international aid agencies, INGOs and donors as well as subsidiary actors who are excluded from the planning process such as beneficiaries, community representatives and local authorities.

Following a critical review for collaborative planning practices, the literature review provided a basis for identifying ways of improving housing reconstruction in post-conflict conditions. Therefore, the existing literature revealed that collaborative environments are significant drivers for efficient planning and practices that can facilitate cost- and time-effective solutions.

Objective 3

To develop a conceptual framework for strengthening stakeholder collaboration during the planning stage of post-conflict housing reconstruction projects in order to assist in understanding the planning of post-conflict housing reconstruction and identifying the potential challenges and solutions.

The literature revealed a lack of frameworks that address stakeholder engagement at the planning stage. This objective was addressed in Chapter 4. This chapter presents a conceptual framework developed in the light of the extant literature on post-conflict housing reconstruction in the context of the reoccurring challenges and factors associated with housing reconstruction projects (Chapter Two) and the concepts for better-practices in project planning (Chapter Three). The review of existing methods was undertaken with the intent of obtaining insight on the components and tasks that strengthen collaboration and stakeholder engagement and the links that bring project participants together. Therefore, the conceptual framework explained the stages to planning of housing reconstruction projects in post-conflict conditions and components to strengthen collaboration and stakeholder engagement.

The framework presented the components and relationships that can increase collaboration, coordination, and communication as an appropriate methodology to achieve the research aim. A key feature of the conceptual framework is the establishment of an organisational management facilitator, as an intermediary to bridge the existing communication gaps between project participants. Therefore, the conceptual framework has been developed as a basis for improving collaborative planning practices in housing reconstruction. This is set on three principles that include establishing an organisational management facilitator (OMF), establishing an on-ground housing reconstruction design committee (HRDC) and establishing a coordination system for stakeholders, information and resources (CS).

Objective 4

To elicit the views of key experienced stakeholders in order to collect and analyse primary data to test the working components and links identified by the conceptual framework, with particular attention to the collaboration, coordination and communication during the planning stage of housing reconstruction projects under post-conflict conditions.

A review of the research philosophies and research methods led to the adoption of an interpretivists research paradigm for this study, as presented in Chapter 5. This research paradigm was adopted because the research aims to understand participants' perspectives on the various concepts questioned as well as to formulate robust and objective recommendations and interpretations of the findings. The purposive heterogeneous sampling approach and pre-established criteria were applied to the selection of interview participants in order to capture a range of perspectives about the research. This strategy ensured that an unbiased perspective was obtained.

Interview questions were designed to elicit the views of participants on the working components and links identified by the conceptual framework, with particular attention to collaboration, coordination, and communication during the planning stage of housing reconstruction projects under post-conflict conditions. The data collection tool used in this research was semi-structured interviews which allowed open-ended answers from the interviewees. This enabled a holistic and in-depth analysis that this research required. In total, twenty-two participants were interviewed, which have provided sufficient information and allowed a conclusion to be drawn. Through the semi-structured interviews participants provided information on six main themes: (1) Stages of planning in housing reconstruction; (2) Stakeholder involvement during the planning stage of housing reconstruction; (3) Restrictions and limitations during the stages of planning in housing reconstruction; (4) Participant's opinion on collaboration during the planning stage of housing reconstruction; (5) Participant's opinion on coordination and communication during the planning stage of housing reconstruction; and (6) Participant's opinion on the conceptual framework.

Objective 5

To endorse the research findings as well as refine the conceptual framework to maximize its potential value for practical application in the planning stage of housing reconstruction projects.

This objective was addressed in Chapter 7 of the thesis. According to the evidence arising from the interviews, the conceptual framework was refined in response to the analysis and interpretation of the views of experts. An indication of synchronicity and concurrence was observed, which indicated an agreement between research findings and established knowledge. As part of developing the final model for strengthening stakeholder collaboration during the planning stage of post-conflict housing reconstruction, the chapter endorses the research findings and identifies the refinements made to the original conceptual framework. The purpose is to maximize its potential value during the planning stage of housing reconstruction.

The evidence from the interviews indicated that components to strengthen collaboration during project planning can be attained through improving data transfer, enhancing community involvement, developing local capacity, developing a reconstruction strategy, analysing the context, and introducing a facilitator at project planning. The introduction of INGOs as the organisational management facilitator is seen as a key change towards bridging the existing engagement gap between project participants, stakeholders (project initiators) and shareholders (beneficiaries). In addition, planning housing reconstruction should be area-based, and coordination should incorporate holistic monitoring and information management to ensure compliance and evaluate potential risks. As collaboration during the planning of housing reconstruction projects is essential for increasing stakeholder satisfaction and ensuring efficient project delivery, the refined model will therefore lay the basis for better planning of housing reconstruction projects in post-conflict conditions and will serve as a resource for researchers and practitioners for future studies on the subject. In addition, the introduction of the OMF mediation role to facilitate coordination as an institutional mechanism will increase stakeholder inclusion and participation.

Objective 6

To draw conclusions from the findings to serve as guidance for relevant stakeholders to design and deliver better housing units to the affected population in post-conflict conditions and make recommendations for further research.

The achievement of this objective is addressed in this chapter as presented in the following sections below.

8.3 MAIN CONCLUSIONS

Based on the results of this study, the following conclusions were drawn:

1. The research presented that current housing reconstruction practices in post-conflict settings have designed and delivered poor housing units as a result of ineffective stakeholder engagement. This identified the need to redesign current models of engagement in order to facilitate better planning of projects.
2. It is possible to bridge the communication gap between project stakeholders by introducing an organizational management facilitator as an intermediary to combine the top-down and bottom-up practices. This reduces rigidity and disorder and improves stakeholder collaboration.
3. INGOs play an important role in the planning stage of post-conflict housing reconstruction projects. However, the role of INGOs in project planning should be realigned so that they serve as organizational management facilitators between project participants. Thus, INGOs can act as vital conduits for knowledge transfer between beneficiaries and non-beneficiaries which is critical to the achievement of project objectives.
4. The study determined that an analysis of the context within a specific geographical area such as a town or neighborhood is essential at the project planning stage of these post-conflict reconstruction projects. This is crucial for identifying the limitations and advantages of a particular response and can guide the creation of a cohesive reconstruction strategy with a clear plan and objectives.
5. Evidence showed that area-based project planning can improve coordination. Thus, coordination measures that are deployed to a geographically specific location will enhance information exchange and accessibility, facilitate identification of returnees and land ownership, improve accountability and transparency, and enable improved monitoring and evaluation of project progress and completion.

8.4 CONTRIBUTION TO KNOWLEDGE

This study has developed a new approach to improve the planning stage of post-conflict housing reconstruction projects through the adoption of more collaborative practices to increase stakeholder engagement. The contributions to knowledge will be addressed in this section under two headings. (1) Contribution to the research field of post-conflict reconstruction (PCR); (2) Contribution to the practice of planning post-conflict housing reconstruction projects.

8.4.1 Contribution to the research field of post-conflict reconstruction (PCR)

There has been a dearth of research in project planning for post-conflict housing reconstruction, particularly in the context of stakeholder involvement. While most literature establishes the need for enhancing stakeholder involvement in project planning, previous research has failed to present how to adapt stakeholder engagement within the planning stage of housing reconstruction projects. As a result, this research contributes by filling this apparent knowledge gap. This was achieved by exploring collaborative planning practices in post-conflict housing reconstruction.

Therefore, the first contribution is towards the research field of post-conflict reconstruction (PCR), as the research integrates the appropriate literature on post-conflict reconstruction to enhance the understanding of planning housing reconstruction projects from stakeholders' perspective. This research has evaluated current housing reconstruction methods when investigating PCR challenges and factors. This provided new insights into the fundamental inadequacies and limitations of the current practices to planning housing reconstruction. Secondly, the study assimilates past research findings to create a cohesive and comprehensive understanding of post-conflict housing reconstruction interventions within project planning and stakeholder involvement. Thirdly, based on the research analysis and findings, the study introduces the first set of collaborative planning guidelines from expert practitioners' perspectives. This serves as a useful resource for researchers and practitioners for future studies on the subject. The findings of this research have therefore been published in a peer-reviewed journal as seen in Appendix G.

8.4.2 Contribution to the practice of planning post-conflict housing reconstruction projects

This research has presented a new approach to enhance collaboration efforts during the planning of housing reconstruction. As current housing reconstruction practices in post-conflict settings have many limitations, the research suggests re-designing current approaches so that INGOS can facilitate better planning of projects. Therefore, this study has developed a new approach to improve the planning of post-conflict housing reconstruction through the adoption of more collaborative practices to increase stakeholder engagement.

Therefore, the second contribution is towards the practice of planning housing reconstruction projects in post-conflict conditions. A distinguishing attribute of the model is that it integrates planning processes and stakeholder roles, which have traditionally been theorized separately in previous research. The model comprises of the planning stages for housing reconstruction projects, components to strengthen collaborative efforts and roles that bring project stakeholders together. Thus, the findings show eligibility of the model by expert practitioners who have confirmed its benefits including timeliness, relevance and functionality. Furthermore, this study introduced the first detailed documentation on how the stages of planning are conducted in post-conflict housing reconstruction with the assistance of international-sponsored agencies. This is grounded on how different stakeholders and shareholders are involved, so as to study and recognise how they influence collaboration, coordination and communication. The research findings further clarified the planning stages of post-conflict housing reconstruction projects, the roles of each stakeholder and shareholder within these stages and their level of involvement. As such, this is a contribution to knowledge as there is currently a lack of theoretical and practical evidence on how these mechanisms work in the real world.

In addition, distinctive insights have been gained towards improving our understanding of key factors for strengthening stakeholder engagement at project planning. Thus, the refined model redefines stakeholder roles in order to put stakeholder engagement at the centre of project planning. The purpose is to increase communication and knowledge transfer between project participants. As a result, improving collaboration measures will increase stakeholder engagement and satisfaction.

8.5 IMPLICATIONS OF THE FINDINGS

The findings of this research have several important implications for project participants involved in post-conflict housing reconstruction. This includes UN-sponsored agencies, INGOs, local authorities, donors, and communities. The practical implications of the findings are discussed below:

INGOs: INGOs are globally recognised for their achievements, which reflect not only in measurable results, but also in the sense that they serve as the voice of the people and as their advocates for change. They may be an essential tool to strengthen collaboration during planning of housing reconstruction projects. By implementing this model in practice, INGOs can play a significant role to support the interest of the community. In current practices, the absence of subsidiary actors (local counterparts) in planning housing reconstruction projects is a fundamental problem. Thus, the key to effective planning in housing reconstruction is to reinforce the relationship between beneficiaries and non-beneficiaries. These reforms usher inclusion and may likely result in negotiation, dialogue, and partnerships. However, all these may not be feasible without collaboration, which INGOs should constantly commit to ensure. Therefore, through utilizing this model, INGOs are facilitators to communicate project objectives and requirements between project participants. This can increase information transfer, enhance trust, increase engagement, as well as sustain stakeholder interests.

- **Donors:** In housing reconstruction projects, donors have the most influence since they fund the entire project. Without funding, there can be no reconstruction. Donors, however, are physically distant from the context, as well as do not have a good understanding of what is going on. As a result, short-term contracts are funded based on fear of risks and corruption. Since donors have the most leverage during the planning phase of housing reconstruction, they will also benefit from the model. Through the use of the model in practice, dialogue will be strengthened between donors and project initiators while a plan is in place. As a result, trust will be built since there are codified accountability mechanisms and constant transfer of information. This will also reduce fear of risk and corruption. In turn, the model informs donors on the different stages of planning within a project and how this would assist in delivering quality housing. This improves donors' understanding and allows donors to assess risk more accurately. Thus, by improving project planning, donors can offer long-term funding contracts, which are crucial to a country's continuous development.
- **Community Members:** It is extremely important for the community to have access to housing that meets their needs and requirements. In implementing this model, the participation of local communities in project planning can present knowledge of the environment which is critical to

- the success of the project. It is the knowledge of the local context by the communities that determines the factors to consider when planning housing reconstruction projects. Therefore, the model will introduce the community in project planning with the assistance of facilitators. This will allow the community to voice their needs, skills, capacities, and requirements which will increase the likelihood of establishing culturally-appropriate housing projects as well as reduce the risks of future alteration and rejection. Additionally, it will enhance social cohesion and inclusion, thereby contributing to the community's overall development. In practice, the model involves communities in different stages of project planning, which will increase communication and information exchange, which are crucial to the success of a project.
- **AEC Specialists:** The model will be of help to AEC specialists during the design and construction of housing reconstruction projects. One of the key factors that influence construction is the level of information included within planning. This includes pre-construction information, key design information and identification of risks and resources. Therefore, in practice, the model provides information that promote a clear understanding of planning housing reconstruction projects. This will assist AEC specialists with the guidance to design housing reconstruction projects that are culturally appropriate while increasing professional dialogue with other project participants regarding risk mitigation and long-term durable considerations. Additionally, the model allows context-based information to be obtained, which will facilitate resource evaluation and will allow alternative measures to be considered for project planning. This is essential for AEC specialists as to offer advice to improve housing reconstruction projects in post-conflict conditions and make recommendations ideal for a particular project.
- **Local government:** In principle, governments of any given post-conflict state are in need for external assistance in the planning and construction of housing projects. In current interventions local authorities are subsidiary actors that are absent from the planning stage of housing reconstruction projects. This has discouraged governmental inclusion in reconstruction programmes and the overall development of the nation. However, a key donor mandate is the inclusion of local authorities within interventions. Therefore, the model, in practice, will encourage cooperation of local authorities thereby advancing their role in the planning of housing reconstruction projects. In this way, community engagement is enhanced, information is transferred, sustainable exit strategies for international communities are supported, and governmental capabilities are restored. This model can also be translated into a government-led housing development plan within the country. Therefore, collaboration with other project

participants can initiate support while the state's capacity is being developed for a gradual yet sustainable transition of management.

- **UN-sponsored organizations (project initiators):** UN-sponsored organizations will also benefit from the opportunity to apply and use the model. Often, UN advisors find it challenging to determine the best ways to plan housing reconstruction projects under the pressure of urgency and constraints. In practice it is vital to ensure that housing projects within a community are successful. In order for housing projects to be successful, UN advisors need to build an environment that is conducive to stakeholders' interests. In this regard, as project initiators, UN sponsored organizations should establish dialogue, so that stakeholders' doubts and fears can be alleviated. Therefore, the model is designed to provide a basis for strengthening stakeholder engagement during project planning. Through the utilization of the model, UN advisors are given a guide to help with project planning while incorporating elements of collaboration. This improves the design and delivery of projects while taking into account local context to value stakeholder considerations more accurately. This may also enable UN advisors to correct the issues that was unavoidably caused by their planning activities.

8.6 LIMITATIONS

The limitations of qualitative research are inevitable and must be acknowledged in the following section and further discussed in the recommendation for future research (Section 8.7):

- Post-conflict housing reconstruction is a very complex subject involving many factors such as political, social, legal, and environmental aspects. Due to the limited time and resources available, this research mainly focused on the activities regarding the planning stage of PCR projects and the stakeholder engagement aspect.
- The data for this study was collected from a limited research samples from a limited number of settings. While these are countries that have emerged from conflict, there may be other settings where the challenges in housing reconstruction may not be exactly the same. As a result, the research findings, opinions, and responses from interview participants may not be applicable to other conflict-affected settings.
- The planning stage in post-conflict housing reconstruction is the focus of the research. In current planning interventions local counterparts are subsidiary actors that are absent from the planning stage of housing reconstruction projects. Thus, in light of the research scope and the limited time and resources, the selection of interview samples was limited to only actors currently active in the planning stages of housing reconstruction.

8.7 RECOMMENDATIONS FOR FURTHER RESEARCH

This research, having focused on developing the model for strengthening stakeholder collaboration at project planning, cannot claim to have addressed in full all issues related to the subject. Therefore, further research is recommended in the following areas:

- This research was conducted within a number of post-conflict settings and involved various expert practitioners from different stakeholder groups. However, similar study can be expanded to include other stakeholders from a variety of other fields and settings such as local communities and local authorities.
- According to the study, it is possible to integrate technological solutions such as computer-aided software that can assist in planning housing reconstruction projects. Project participants can use these solutions to transfer and share information, as well as to map project progress and input information from different stakeholders. While the refined model considered an area-based coordination system as a factor to strengthen collaboration, further research is needed to investigate the potential of such technology to improve the planning of post-conflict housing reconstruction practices. This may also include the application of BIM solutions.
- It is recommended that the model be applied in real-life scenarios by the project initiators of post-conflict housing reconstruction, in order to further explore its potential. In this way, a better understanding of post-conflict housing reconstruction can be gained. This could also encourage transfer of knowledge and lessons learnt between countries to advance research on post-conflict housing reconstruction.
- The study has identified the challenges and possible solutions to strengthen collaborative practices in planning post-conflict housing reconstruction projects, which was accomplished through interviews with different expert practitioners. It is recommended however to identify the influences that shape their perspectives.

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APPENDICES

APPENDIX-A**Letter of Assistance**

Interview on: Reconstruction of housing projects in post-conflict countries: Formulating a Planning Framework to strengthen collaboration and engagement between project participants.

Dear Sir/Mam

I have the pleasure to introduce myself as a post-graduate student at Birmingham City University, and currently working on a research related to identifying ways to strengthen collaboration during the planning stage of housing reconstruction in post-conflict conditions.

The aim of a study is to develop a model that strengthens collaboration efforts between project participants during the planning stage of housing reconstruction in post-conflict conditions. Since you are an expert in the field your input is of value. The interview is online and will take 45-60 minutes. The aim of the research is to capture different expert practitioners' experiences and perspectives to promote planning practices in housing reconstruction under post-conflict conditions.

It would be of great pleasure If you can participate to complete this research, feel free to suggest a day and time that suits you and I will do my best to make myself available.

Your contribution to my research is immensely important.

Kind Regards

Heba Iskandarani

Birmingham City University

Email: heba.iskandarani@mail.bcu.ac.uk

APPENDIX-B**INTERVIEW GUIDE**

Section A: General Questions	
1.	What is your position in planning housing reconstruction programmes? <i>When are you involved/ how are you/organisation consulted (& by whom)?</i>
2.	In your opinion who are the main parties in the planning stages of Housing reconstruction projects? <i>i.e., individuals/ organisations/stakeholders</i>
3.	Is there an agency specific for housing reconstruction programmes? <i>Why yes? Why not?</i>
4.	Who initiated projects in previous housing reconstruction programs? <i>Did that work? How? Why?</i>
5.	How are the following involved in housing reconstruction programs? <i>Why? Why not? When?</i> <ol style="list-style-type: none"> Community/End-Users International NGOs Donors Local Authorities /Local Governments Local NGOs Construction Field Expertise <i>i.e., Planners, Contractors, Suppliers, AEC Specialists (International/Local).</i>
6.	Based on your experience, what are the issues/constraints in Project Planning of housing reconstruction projects? Checklist (My eyes only): <ul style="list-style-type: none"> ○ Housing needs and community engagement ○ Resources and Materials ○ Risk Assessment ○ Legal Ownership ○ Design of housing projects ○ Contractual Obligations ○ Corruption in housing reconstruction sector ○ Economic constraints on housing provisions ○ Financial Negligence ○ Public Reintegration ○ Restoration of local institutions for regulatory frameworks
Section B: Coordination and Communication	
7.	Based on your experience, who manages and coordinates housing reconstruction programmes? <i>Why? Did that work?</i>
8.	How was coordination done during the Initial Project Planning of housing reconstruction programmes?
9.	How do you communicate between parties? <i>How often? Which methods are used? Why?</i>
10.	In your view do you think the communication and coordination system works? <i>Yes/Why? No/Why not?</i>
11.	How can we coordinate and communicate differently?
Section C: Community participation and needs	
12.	In your opinion are the community needs and interests met and/or visible in the housing projects? <i>How so? i.e., housing needs, division of property, cultural/social elements, assistance in housing projects.</i>
13.	How can we involve the community during Initial Project Planning of housing programmes?
Section D: Tasks	
14.	Who do you turn to for the following tasks? <i>Are they suitable for that role? How are they done? How can we do it differently</i> <ol style="list-style-type: none"> Retrieving information <i>i.e., local knowledge, design reports, damage assessment etc.</i> Training of community and staff Resolving issues Distributing of resources <i>i.e., materials, labour, equipment, tools etc.</i> Monitoring and reporting progress and programmes

G. Making decisions	
Section E: Management	
15.	In brief, how is the management of HRP conducted/ picked? Is it good? <i>If yes, why? If no, why not?</i>
16.	In your experience, what kind of constraints do different parties set in HRP? <i>Does each party have its own set of constraints? How does it affect your position?</i>
17.	In your opinion which party/individual/organisation should manage the planning of housing reconstruction projects? <i>Why?</i>
18.	Who do you think has the final say (decision) in the Planning stages of housing projects? <i>Do you/they consult with other parties? Who makes decisions?</i>
19.	In case of project issues which party is held accountable/liable? <i>Why? I.e., delay, cost overruns, project failure, non-compliant to end-users or other parties etc.</i>
Section F: Collaboration	
20.	At the moment do different parties work together? <i>If yes how? If no, why not? Is there any evidence of collaboration?</i>
21.	How can we include certain interest groups (that were excluded before) in HRP/decision-making? <i>i.e., how can we please them?</i>
22.	In your opinion how can we enhance collaboration between parties during Initial Project Planning of housing projects? <i>(How can we engage stakeholders (beneficiaries/non-beneficiaries) to increase participation)?</i>
23.	Do you think we need a mediator/facilitator to manage the different needs of the parties in HRP? <i>If yes, why? If no, why not?</i>
24.	Based on your observations, who of the following should be the mediator/facilitator in planning of housing reconstruction programs? <i>Why?</i>
	<ul style="list-style-type: none"> A. End-users B. Donors C. Governments D. International NGOs E. Local NGOs D. Other <i>please identify</i>
25.	How do you view the role that INGOs play in housing reconstruction? <i>Can they be more involved?</i>
Section G: Better-practices	
26.	How can we better accomplish these goals according to your experience?
	<ul style="list-style-type: none"> A. Quality Planning and Design B. Time and Cost-efficient solutions C. Donor and End-user Complaint D. Long-term durable and accepted homes
Section H: Conceptual Framework	
27.	What are your views of this framework for strengthening collaboration efforts for housing reconstruction projects? <i>Changes? Additions? (After showing the framework and explaining the sections and the relationships).</i>
28.	In your opinion which party/stakeholder would you consider suitable as the OMF? <i>Why?</i>
	<p style="text-align: center;"><u>Checklist (My eyes only):</u></p> <ul style="list-style-type: none"> ○ Transparency and accountability ○ Managerial competency ○ Monitoring and evaluation ○ Knowledge transfer ○ Capacity building ○ Resource allocation ○ Communication and coordination
29.	In your opinion what criteria should be set to select an on-ground housing design committee (HRDC)?
30.	In your opinion what methods/ideas and tools could be used for an effective/consistent coordination & communication system?

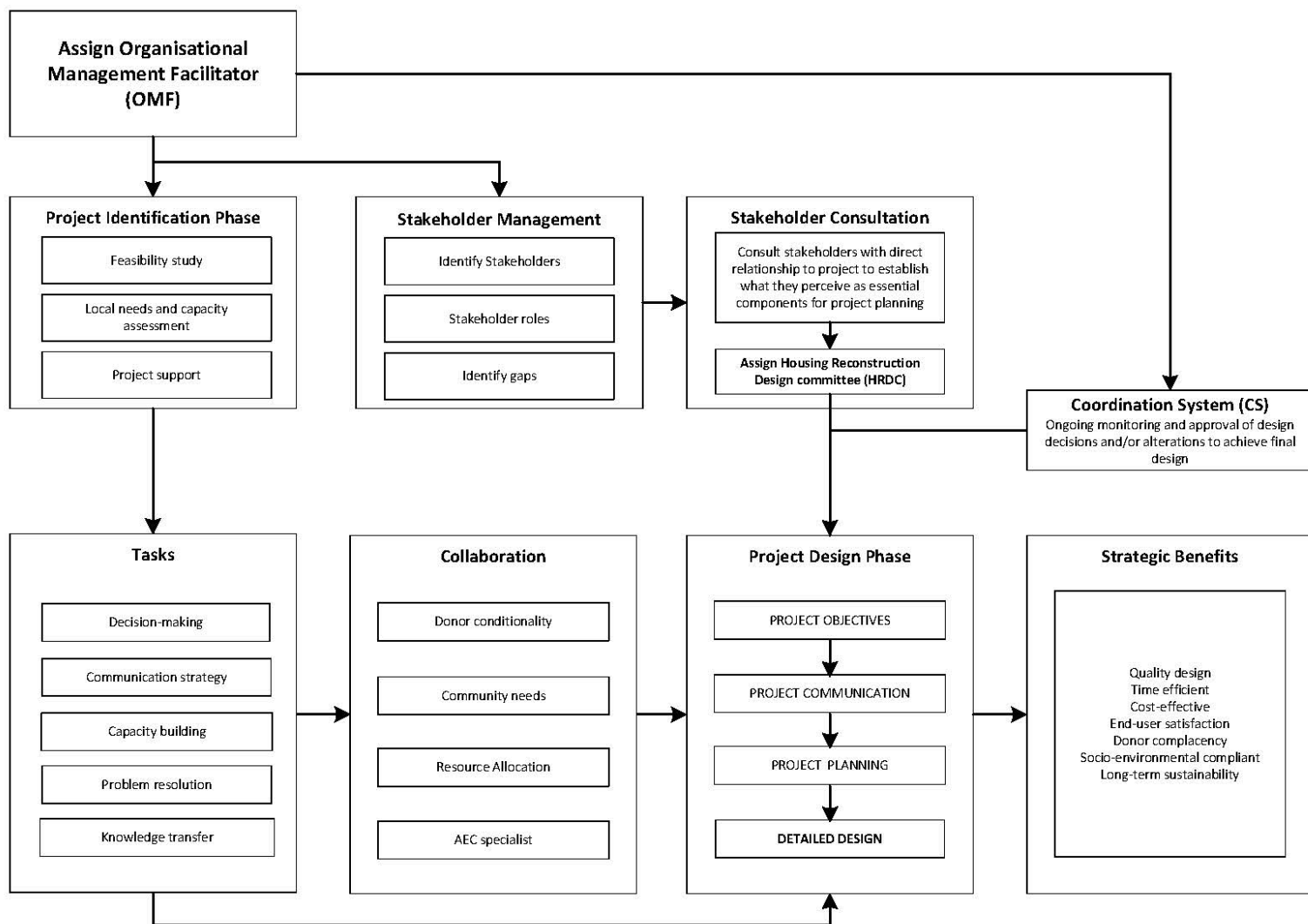


Figure 4.2: Conceptual framework for strengthening collaboration during planning of housing reconstruction projects under post-conflict conditions

APPENDIX-C

CONSENT FORM

School of Engineering and the Built Environment

This research is being undertaken by Heba Iskandarani for research dissertation on the PhD in planning and is being supervised by David Proverbs; David.Proverbs2@bcu.ac.uk and Hong Xiao; Hong.Xiao@bcu.ac.uk during the period 10.09.2019 to 10.09.2022. This research aims is ‘to develop a model to strengthen stakeholder collaboration during the planning stage of post-conflict housing programs and contribute towards the sustainable development of the reconstruction process’, a copy of the final report will be made available to all participants when the work is submitted and graded in 10.09.2022.

Please note that you are able to withdraw form this study at any time up until 05.05.2022 without giving reason or explanation. All responses will be treated in the strictest of confidentiality and will not be share willingly or otherwise with any third party. Data and information analysed will be anonymised to preserve your identity and all information collected will be securely destroyed upon successful completion of the award.

SECTION ONE

Title of study: Towards improving the project planning stage of post-conflict housing reconstruction projects

Researchers’ contact email: heba.iskandarani@mail.bcu.ac.uk

SECTION TWO - INFORMATION

Please can you answer the following questions by placing a tick (✓) in the appropriate boxes below. Thank you for completing this consent form.

Question	Response	
	Yes	No
Have you read and fully understood the letter/information sheet that accompanies this invitation to participate in this research?		
Do you agree to participate in this proposed dissertation research conducted by the School of Engineering and the built Environment?		
Have you been given opportunity to ask additional questions about the research study?		
Do you understand that you are free to withdraw from this study, at any time and without giving reasons?		
Do you give permission for the research team members Heba Iskandarani, David Proverbs and Hong Xiao to have access to your anonymised responses and/or data/information?		
Do you understand that all information and data collated will be anonymised, securely stored during the research period and securely destroyed at the end of this study?		

Any other additional comments:

NB: Please sign below to confirm that you have voluntarily decided to participate in this dissertation study (as detailed above) and that you have read and fully understood the accompanying letter/information sheet. Your signature will also certify that you have had every opportunity to pose questions about the research and that your questions have been satisfactorily answered.

SIGNATORIES TO THIS CONSENT

Signature of Participant:

Date:

Name (block letters):

Signature of Researcher:

Date:

Name (block letters):

Signature of Supervisor 1:

Date:

Name (block letters):

Signature of Supervisor 2:

Date:

Name (block letters):

APPENDIX-D

INFORMATION SHEET

School of Engineering and the Built Environment

This research is being undertaken by Heba Iskandarani on the PhD in planning and is being supervised by Professor David Proverbs; david.proverbs@wlv.ac.uk and Doctor Hong Xiao; hong.xiao@bcu.ac.uk during the period 10.09.2021 to 15.12.2021 This research aims is ‘to develop a Design Management Framework to improve post-conflict housing programs and contribute towards the sustainable development of the reconstruction process’, a copy of the final report will be made available to all participants when the work is submitted and graded in 10.09.2022.

QUESTIONS AND ANSWERS – ABOUT THIS RESEARCH

Please note that this information sheet is here to provide basic information about this research project and why you have been invited to participate – specifically common questions arising are listed and answers to these provided. Any further queries will be answered prior to agreeing to your consent to participate. Thank you.

No	Question	Answer
1	Title of your project?	Towards improving the project planning stage of post-conflict housing reconstruction projects
2	What is this research about?	<p>This research project is to investigate reconstruction of housing projects in post-conflict conditions and specifically seeks to <i>develop a model to strengthen collaboration efforts during planning of post-conflict housing programs and contribute towards the sustainable development of the reconstruction processes.</i></p> <p>The objectives are to:</p> <ol style="list-style-type: none"> 1. Review past post-conflict reconstruction methods in housing projects and identify the challenges, issues and factors that influence the reconstruction of housing projects. 2. Review innovative planning methods with the aim of identifying suitable methods associated with post-conflict reconstruction of housing projects. 3. Develop a set of guidelines that implement collaborative planning practices for reconstruction of housing projects. 4. Consult with experienced stakeholders on the developed guidelines and make necessary adjustments. 6. Endorse the research findings and evaluate their relevance to reconstruction of housing projects from stakeholders’ perspective.

		7. Draw conclusions to serve as guidance for stakeholders to strengthen collaboration efforts during the planning stage of housing reconstruction and recommendations for further research.
3	Why have I been invited to participate?	You have been invited to participate as a professionally competent and knowledgeable practitioner who has accrued insight in reconstruction programs and your views and opinions will be invaluable.
4	What input do you require from me?	The research will require information and data from you, colleagues within your organisation or about your organisation directly. This data and information will include: secondary data such as past reports and/or perceptions and opinions.
5	Where will data collection take place?	Data collection will take place via online virtual platforms i.e. Zoom, Skype and Microsoft teams.
6	How often will I need to participate in this research and for how long?	You will be required to partake once that will only take approximately 20 minutes.
7	At what stage in the process will I have the opportunity to discuss my participation?	You will be able to comment upon your participation at the end of the research.
8	Who is responsible for the information and data collected when this study is complete?	Responsibility for information and data collected is the responsibility of me, Heba Iskandarani , the lead researcher who must abide by Birmingham City University research ethics rules and regulations.
9	Who will have access to the information and data?	Only I, Heba Iskandarani the lead researcher and at Birmingham City University.
10	What will happen to the information/data supplied when this research is complete?	At the end of the study, all information and data will be securely disposed of (including raw data) and only anonymised data will be used for publishing the findings as part of this research. At no time will any data be passed to a third party (willingly or otherwise).
11	How will the information and data be used?	The information and data will be used to create a PhD thesis that will not contain any personal details of participants or organisations supporting this work. The study results will also be published in conference proceedings or peer reviewed journal articles. Further, the PhD thesis will be uploaded to BCU library upon completion. Participants in the research study can have access to summary of the research findings upon request. The research will be further disseminated to a wider audience through other channels such as seminars and workshops.
12	How long is the research project duration?	The research commences in 10.09.2021 and finishes by 15.12.2021 . Contact with participants will only be at short, intermittent periods so as not to disrupt your working arrangements.
13	Is my data and information secure?	All information is stored electronically on the University's secure 'One Drive' and/or locked away in a secure cupboard.
14	Can I have access to the research results?	Yes, a summary of the research findings from this study results will be made freely available to all participants.

15	What if I do not wish to participate in this research project?	Participation is completely voluntary and you do not have to participate.
16	What if I change my mind during the research project?	You can withdraw from the research at any stage of the process, your details and information collected will be immediately and securely destroyed. However, anonymised, processed, aggregated and analysed data will be used and cannot be withdrawn.
17	Who do I contact if I experience any concerns or if the study generates any adverse effects?	In the first instance, you need to contact my supervisor Professor David Proverbs; david.proverbs@wlv.ac.uk and Doctor Hong Xiao; hong.xiao@bcu.ac.uk who should refer the matter to the Faculty Academic Ethics Committee.

APPENDIX-E



Ethical Approval Letter

Faculty of Computing, Engineering & the Built Environment Research Office Millennium Point, Curzon Street
Birmingham
B4 7XG

BCU_ethics@bcu.ac.uk 18/Aug/2021
Miss Heba Iskandarani

Dear Heba,

Re: Iskandarani /#7605 /sub2 /R(A) /2021 /Aug /CEBE FAEC - Reconstruction of housing projects in post-conflict Middle East: Developing a Design Management Framework for long-term sustainable development.

Thank you for your application and documentation regarding the above activity. I am pleased to take Chair's Action and approve this activity.

Provided that you are granted Permission of Access by relevant parties (meeting requirements as laid out by them), you may begin your activity.

I can also confirm that any person participating in the project is covered under the University's insurance arrangements.

Please note that ethics approval only covers your activity as it has been detailed in your ethics application. If you wish to make any changes to the activity, then you must submit an Amendment application for approval of the proposed changes.

Examples of changes include (but are not limited to) adding a new study site, a new method of participant recruitment, adding a new method of data collection and/or change of Project Lead.

Please also note that the Computing, Engineering and the Built Environment Faculty Academic Ethics Committee should be notified of any serious adverse effects arising as a result of this activity.

If for any reason the Committee feels that the activity is no longer ethically sound, it reserves the right to withdraw its approval. In the unlikely event of issues arising which would lead to this, you will be consulted.

Keep a copy of this letter along with the corresponding application for your records as evidence of approval.

If you have any queries, please contact BCU_ethics@bcu.ac.uk
I wish you every success with your activity.

Yours Sincerely,

Professor Peter Larkham

On behalf of the Computing, Engineering, and the Built Environment Faculty Academic Ethics Committee

APPENDIX-F

INTERVIEW TRANSCRIPTS

COPY OF TRANSCRIPT 1

Participant No.: 1

Stakeholder Group: AEC Specialist

Interviewer:

Hello, hope you are well, first thing before we start this interview do you consent to this interview being recorded?

Participant 1:

Yes, I do.

Interviewer:

Okay, great. Um, if you want, I'll give you a brief summary of the research that I'm creating. And then you can tell me what you do and then we can start. So, what I was my research focus is basically creating some sort of framework or guideline for the planning stage, which is the four stage initial stages before construction before implementation. In RIBA for looking at it in the UK RIBA stage, which is RIBA 1-4. It's pretty much after evidence found on the literature, I've noticed that there's a lack of planning between the main parties happening in reconstruction, specifically in housing projects, there's not much coordination or communication happening between these parties. So, I'm trying to see if we can efficiently not fix it, because it's impossible to fix. But other more efficient solutions stood up to that stage. Maybe we could provide better end user product, which is better house. And so that's a brief summary of the research. And if you could start on telling me what you do?

Participant 1:

right? Well, at the minute, I'm a stabilization specialist within the UNDP FFS project, which is Funding Facility for stabilization. It's working in five governance in northern Iraq, which were occupied by ISIS. And we are controlled by a steering committee in Baghdad, who we report to, which is made up of the prime minister's office CommSec and UNDP. And us on the ground, so we implement where they save those 31 towns, which are in the five governates, so Anbar, Diyala, Salah Dean, Kirkuk, and Nineveh I concentrate on Nineveh except for Mosul, because as you go, Kirkuk and or Salah Dean because they're accessible from Erbil, which is where we're located. And the rest is done from the central office in Baghdad.

Interviewer:

Alright, then. That's great. Thank you. So, the first question is, what is your position in housing reconstruction?

Participant 1:

Right. Stabilization specialists, I've got that area that Nineveh, Kirkuk nor Salah Dean I'm the one that makes the decisions on the ground. So, it's different from Mosul. Because what we're looking at now is changed since I first started. So, five years ago, we were doing the odd bit of housing in, you know, Christian areas, or reasonably accessible areas. But last year, the government started to close camps quickly, and move people IDPs out of the camps and forcing them back to their hometowns, which meant that a lot of them weren't in Mosul. We're in villages, and we haven't got as far as doing villages. So now, we've got a slightly speeded up program where we're doing housing in villages to try and compensate for these people being returned. So, we've got kind of thrust on us when we were trying to still concentrate on the major parts of infrastructure, like water, electricity, health, education, and the municipality to get in the function. Now looking back on the towns,

Interviewer:

alright, and when are you involved, like at what stage?

Participant 1:

the whole stages, I'm part of the team that will go out and look on the ground and see where the returnees are going to, and then we'll pick the village that we're going to work at, and then we I will then get my housing team to go in, do an initial assessment of the village or town, come back, and then I'll go and get funding. And once I got funding, then we'll go in to start redoing the houses. So, we have a vulnerability criterion. So that takes precedent over returnees. So, we're looking for the most vulnerable, the ones that can't afford to rebuild their own houses, because there is a government compensation scheme. But it's not very functional at the minute. So, most people don't have the ability to go back and build their own house because ISIS kind of leveled everything when they left shot up transformers blew-up or wellheads, and leveled houses. So, a lot of people going back to just a ruin and they are allowed to take their tent from the camps when they leave and our personal goods. But that's about it. So, they're returning to demolished house, they can put up a tent, which helps us knowing that people have returned. But other than that, it's our selecting through our criteria as to which ones we can do

Interviewer:

and what organization consults you to come and do the is it the government?

Participant 1:

Yeah, we were totally for the Government of Iraq. But it's difficult to explain because you There's five governates and they all have different mechanisms. So, if I'm working, say Kirkuk, I'm working through the governor of Kirkuk, and a construction Committee, which is made up of the line ministries, Department of Planning, and other bodies like that, who work with us, you know as to where we return. So, they've nominated say, for Kirkuk, we're working in the Hawija area. And in Hawija, we've got four districts who Hawija, Zab, Abbasi, and Riyadh. So, we work on those four. And at the minute, we're trying to expand into Al-Dibs and Doquq, because those areas needing more than this area, but the initial consent was for that area. So unfortunately, I can only work where I'm sent. So that bit is a bit of a restriction coming from the government. But we can move that in the AL-Shirqat, which is north Salahuddin we don't work for the governor, because the tribal problems, I suppose you might call it means that the North Salahuddin people are ignored by the governor and his people. So, we work for the mayor of Shirqat with his Lion Ministries to best serve whether returning population is and the same problem in Nineveh. It's not like Hugo can just go to part of Mosul, and you'll find that we've got to go out and find the villages. But also, we've got to match the returnees with the villagers. So, you know, it's difficult to go to a camp and say, are you going to return? And where do you return to? So it's easier for us to go to where the governor and the mayor, and the town pointed to us, we can go and have a look. And if we see returnees, you know, tents or things like that, then that normally influences where we're going to work. But for me, I haven't got the same funding that goes to Mosul, I have to kind of prioritize where I'm going to put my housing and what kind of money we're going to spend.

Interviewer:

Alright, and that agency, that housing reconstruction agency that's been created, do you think it's deficient?

Participant 1:

Um, well, I mean, there's no such agency as such, it's working with us, it's our team. They're as efficient as we allow them to be. So. Yeah, they're effective. I mean, I send them into an area and I get the assessments done. So, it's a straightforward building assessment, like it would be for an emergency team going after Cyclone resign. So they do the assessment of the buildings. And then we then get the same team working with the, the mayor, the Mukhtas, and other people to find out about the social standing of people. we need to get to talk to local leaders to find out you if the social problems are actually what they say they are. Because a lot of people are just saying what they wanted one laughs to hear, because they're just they needed a house built.

Interviewer: Alright. And in your opinion, who are the main parties in this planning stage?

Participant 1:

Myself, my engineers, the shelter cluster, and the other NGOs in the area?

Interviewer:

Do you think that shall go cluster? Because you go and hunt? Yvonne was talking about? Do you think that cluster is efficient? or should there be a cluster? That's basically just for long term reconstruct housing projects?

Participant 1:

Um, well, we've been with the shelter cluster since the start now. They're very good. Well, first of all, there's two problems with one is that it's split in two. So one deals with NFIs nonfood item distribution. So we're not interested

in that, because that's not part of our program. So we deal with the shelter. Now, it has been very good at categorizing the buildings. So we know 1234. We also know, as per the damage of the building, we also know what everybody else is kind of spending per building. So it gives us a good indication to try and keep a reasonable level. Now, if you take an example, we're spending for a complete new build in some of the villages, whether it be a mud heart, or just a straightforward single skin brick, 7500 to give them, you know, what the requirement was, is a bathroom, a kitchen, a sitting room, and a bedroom. So we give them four rooms back, and we give them running water and you know, a functioning bathroom, and a kitchen. Then we also deal with what we call the protection issue. So we tried to do the wall, the windows, the doors, the fence, so that they got a bit of you know, family protection inside the house. So that's the basic requirements of any new build or rebuild. So yes, they gave us good directions at the start. The problem would be the constant mapping of it all, you know, to keep the deconfliction you know, we have a lot of trouble, especially in the villages coming across smaller NGOs that are just doing say five or 10 houses. When we're doing hundreds, and they're suddenly complaining, you're taking our house. Well, we register all our sites with a shelter cluster. Now, if a small NGO doesn't, you know, there's the confliction. And then we've got to move our place. So it is good and it is bad. I know that's not a good answer. But so yeah.

Interviewer:

no, it's getting there. I think it's a, it feeds into the research. Don't worry, whatever you're saying. But like, in your opinion, it should be, should we have a different cluster? That's just for long term developmental housing, apart from shelter? Because shelter is such a vague terminology, not a vague, it's a broad terminology providing shelter, whether it extends whether it's new build that is temporarily or is it development, like proper housing built, which locked with long term plans, could the UN needed new shelter cluster that is just for housing reconstruction with expertise and a coordination system, etc., in your opinion,

Participant 1:

right, one of my previous jobs, I was the emergency Officer for trocaire. And I was deployed into about 11 countries in three years, and after cyclones, earthquakes and things like that. So they have a very much easier breakdown. Because, you know, part of my job there was he as part of the development team of the early recovery house. But I mean, you've got a very strict, you go in, you're only there for you four weeks maximum. So therefore, the early recovery is kind of tarpaulins, Poles, wires, whatever, just to give them the shelter, basic shelter, then you get on to sort of search the emergency part, then you get onto the early recovery, where you start to become more hardened accommodation, you've got the bunkers, and everything else had different designs, the long term we don't actually get into the shelter doesn't normally get into rebuilding housing. Whereas here we're going in, we're not we're skipping those first two steps. And going straight into the third step, which is the concrete building, or the mud hut or whatever that was there. So, you know, it's, it doesn't need its own category, it just needs to be reflective, that, you know, we've got 123 steps. And they just got to realize this is step three, and we need to move forward with it.

Interviewer:

Alright, thank you. So how are the following involved? How is the community or end user involved in these housing programs?

Participant 1:

The community is your in our case, the one that returns so therefore, they're the ones that are going to be benefited benefits and the end result, they are also the ones that help us with our criteria to make sure we're doing the most vulnerable. So not only do they put up names, but also, they help verify it. So, the Mukhtar the elder, or the leader of the village, will reinforce anything that's put forward by somebody else or question it. So, we go through the local community to try and work with the most vulnerable to the best we can within the budget.

Interviewer:

And are their needs met? In your opinion? Do you think they, they're happy with the end product? Apart from that, they're completely they want the home that say, Okay, we need a home, I don't care. But do you think their needs are actually met?

Participant 1:

This is coming back to their basic needs are met, and when we talk to them, when we're doing a total rebuild your 7500. We tell them this is just a starter house to get you back. Because as soon as you're back, then you can start your livelihood, the farming that went on before for in my case? So, it gets some back to the farm? Is it really what they want? No, that ideally like to go back to the same size house they had or whatever. But we can't deal with that. I mean, I'll give an example. The Christian area is very much white-collar workers or blue-collar

workers. Now, they aren't interested in us rebuilding houses, because our budget, as they say is too small. They would like us to spend a minimum of 10,000 for refurbish a house. And if the house isn't there, they wanted to spend 60,000 to build a new house. Well, that's way outside our budget. And whole remit of the program is to get as many people back. Well, 60,000 will give me you know, 90 houses somewhere else, you know, nine houses somewhere else. So, it has to be reflected in that. So, for the ones that are coming back to the villages, they're happy they've got something because it gets them back to the farm. But are they fully happy? Probably not. But they've got to be a realist. We can't do everything unfortunately, but we can give them shelter.

Interviewer:

And you think that will cause some sort of long-term issues such as an urban planning issue? infrastructure because they can reconstruct and alter these buildings.

Participant 1:

Well these buildings in such a way you can just add on what you remember Is it these are villages that, first of all, there is no urban planning Well, I mean, technically there is. But there is nothing I mean, these are mud huts, or single skin block buildings, they own the compound, they do what they want inside it. So, we will give them the small that will build a building wherever they want it knowing that they'll probably extend it later on when they get some farming income or something else. So, we try to work with the end recipient to help get whatever we can get him to stat, he realizes he's not going to get everything. So, they do think about, say, rebuilding the back-left corner, because we'll extend it to the right later on. But I mean, that's not their decision, not ours.

Interviewer:

And how can we involve them more? should we are should we not?

Participant 1:

Right? For me, I say not. But for others, they say yes. Now, the reason I say that is because we've also got IOM and other NGOs who are doing, we'll give you the money, you build the house yourself. Now, that's fine. And it does give them income and everything else. But it does take them away from doing their daytime job, and it doesn't get them back straightaway. So, for us, we come in with contractors and do the work. And the house owner just watches we do it, we deliver it and go. But that means that house owner can still go about his daily business. And the contract is done normally within, you know, six, maximum of six months. Whereas if they're building themselves, it can take up to two years. So, it's a catch 22? Do you want the person to feel involved and dirt and use the money that way? Or do you want to just give them a house and then get back to business? So, we work with the latter one because that's what we want?

Interviewer:

And in terms of donors, how are they involved?

Participant 1:

They're the ones that give us the money they have been watching and realize that we've moved from the kind of basic essential services like water, electricity, yeah, we're getting on top of that now. And they realize now that housing is the next major hurdle to people returning. I mean, this and security are the two biggest things listed every time you ask anybody. So, they're getting more behind doing the housing. But once again, I mean, they're looking for value for money. You know, they want to see return ease, but they don't want to see mansions. So, we've got a balance of book up there.

Interviewer:

Do you think that's the constraint, that's the main constraint that they provide to you?

Participant 1:

here we see; you've got to remember that Iraq is a rich country. And it says, you know, we will give the people these people compensation. But the trouble is that these compensation officers may have set up, but they're not delivering the money to the people because the country is broke. So, you know, there's this balancing act between, you know, you're a rich country, and your people are being abused. So they're just assisting but yeah, I don't see. I mean, Canada was the first one to say there the other day, they're going to start winding down their assistance and go more into humanitarian rather than this against ISIS, the program we're on. So, I think more countries will do that. And that means that Iraq is going to have to step up itself. But so far, it hasn't really done that.

Interviewer:

And how are the government involved?

Participant 1:

The government, I mean, they closed the camps as they caused us mad rush as such as how they actually involved. Like I said, they got a compensation scheme, but when it comes to delivering or not doing it, so we keep them informed as to every project we do. So, they know where we're building and what we're doing. But other than that, they're not really involved. Will they get involved? They don't actually have other than this compensation scheme, they don't actually have a mechanism to do housing. They don't do government housing, so there is no government housing schemes such and they don't do cash handouts, you have to be a martyr or a widow or so. So, it's difficult to see how they're involved except for by slowly stepping up on the emergence of the essential services.

Interviewer:

And the international and local NGOs.

Participant 1:

Well, I mean, they're the ones doing the heavy lifting at the minute. You're if they weren't there, then it'd be interested to see what the government would actually step up and do their we're all concentrating on you. The humanitarian side more than your infrastructure, whereas we're concentrating on the infrastructure. So, there's a thing called durable solutions. I don't know if you're aware of that.

Interviewer: yeah

Participant 1:

It's the durable solution to why people how to keep people where they return to. So, it's fit in this country is split into we got seven trial plots. So we are Sinjar, Ba'aj, Shirqat, Hawija, Mosul, Anbar, and Diyala, and it's got to kind of leads one is development, which is in most cases UNDP. The other case, it's the humanitarian side. So, we're being tasked with doing the heavy lifting of the infrastructure, so water, electricity, education, health into these areas, these five areas, and then the NGO, INGO coming in behind and concentrating on the livelihood side. So, we will try and get the people back and get all the central services for them. And then the NGO world will try and keep them there by giving them back their livelihoods getting the markets up and running, helping them get their farm operational. So, I know it's only in five or seven areas. But we're hoping to expand it in a year's time and take on more areas. But we're trying these are the minimum.

Interviewer:

In your opinion, what are the limitations and constraints or issues and constraints you find in the planning of housing projects?

Participant 1:

For me, it's well one is finance. I mean, that's the lead. The second one is I've got balanced returnees to the villages. So, I've got to find out where these people are returning to, and then get down and talk to them doctors and the elders in the area and find out just what assistance I need. Now my area is huge. And I've got you know, say Ba'aj town has 153 different villages. And Sinjar would be similar. So, I've got huge amount of area. So, we really got to kind of balance the returnee numbers to the village to see what I go in there or not.

Interviewer:

Alright. And in terms of coordination and communication, who manages and coordinates coordinated housing projects or program?

Participant 1:

Well, we informed the shelter cluster, and on the ground will form the mayor and the local line ministries, what we're doing, and the governor is informed of the project when it starts and director of planning for the network or whichever government, we're in. So, the government are aware of what's going on. They don't get they don't get a financial figure; they get told that we're rebuilding X number of houses in this village. And then, do we work in the local community? They're the ones that select and then we try to do as many houses as we can within the budget.

Interviewer:

And how do you communicate between these different parties, such as the governors, the mayor, the people, etc.? What kind of methods or tools and how often?

Participant 1:

Right, so I've got six, seven MSA, so municipal stabilization advisors. Now they're based out in the fields and they're co located with the local mayors. So, they are my eyes and ears and they talk with them there. They literally sit in his office every day, and they talk to them there. And they talk to the Lion Ministries and they keep you informed about what's happening actually on the ground in these places. So that's my initial point of contact. Then I've got engineers now, like I said, my areas huge. So, the West areas, Sinjar, I've got Sinjar engineers, they are people from Sinjar. And they live and work there. They don't come to the office and are building this I call them in same in Hawija. Same in Shirqat same in Qiyarrah, these people are based there. And then I have a set of QA QC engineers who monitor the projects that are ongoing. And they once again are based in the areas they live. So as soon as I get done and see this area, then moving forward. You know, the area coordinator who works in Erbil with me who spoke speaks to local languages, because I've got about four different languages from my area. He then works with the MSA is and the engineers, we take the town, we go down, we work as a local community, do the selection, and then we keep everybody informed, and the feedback comes from them as to you know, what they need or what they don't need. So, I've got about four or five channels of information. Do you

Interviewer:

think that system works?

Participant 1:

Yes, it does its very effective.

Interviewer:

Can you do it differently?

Participant 1:

I'm not really because you I mean, I go to a meeting, I hear something. I get onto my guys and I can you confirm or deny something within about 10 minutes of being questioned on it. So, would I I'd like more Yes, but I've got to be reflective on a budget. So yeah, I would like to have, you know, more every time covered, but I can't go to that budget. So, it's just a major-towns are covered. But it is a good system, it works very well. And as for, you know, the engineers on the ground, because they're local, they know how to get around. And they don't have to worry about checkpoints and things like that. So that works well. But the other thing to remember is the UNDP. That procurement method means that they're not involved, so they can't be bribed, or anything else. This is all done in Erbil. So, the contract is awarded, we have no idea until the contractor turns up who it is. So, they can't be influenced on the ground. So yeah, it's fairly impartial and very good.

Interviewer:

Yeah. Are you in contact with the donors? Yep.

Participant 1:

We have a donor relation team. But the donors like to talk to the ground truth, occasionally just to get, you know, get their own views. But also, we tried to get the donors out on the ground to actually see the projects. And then, at the minute, I've got this housing project, which is a complete rebuild. So, you're we're talking to donors, the initial one was Sweden, that's funding this, showing them what we're doing with our money and how, you know, this is why it's going to cost this amount. And this is what you're going to end up with. So, they have an idea the whole way through, you know, yes, is a good while, can we not go bigger? Can we not do that to you? We've got all the justification. So yeah, we keep in touch with them. Okay.

Interviewer:

And how would you turn to for the following tasks, retrieving information, such as local knowledge, design reports, damage assessments, etc.

Participant 1:

I'll turn to my MSA, the mayor's, the Mukhtars and my engineers

Interviewer:

and training the community and stuff?

Participant 1:

We do that when we're doing the project. So, we might lead engineer for the housing team. And then why QA QC staff and the engineers down there would do that

Interviewer:

distributes distributing of resources, such as material materials, labor, equipment, tools, etc.

Participant 1:

We emphasize on the contracts that your why you can employ anybody you like; we encourage that they use local laborers for from the area to do the unskilled tasks. We appreciate that skill tasks, you may not find the right person in the area. But unskilled we emphasize to use the local people so that we can get your buy in from the local people as well.

Interviewer:

And resolving issued disputes, whether we're the donor, whether with the NGOs, government or end user? you or someone else?

Participant 1:

no, no, we have a complaints procedure, which is totally impartial and goes up and ends up my office and I get the complaints. But normally, we can resolve it the biggest complaint we have is over the selection. Why wasn't my house chosen? So, but yeah, we do have a complaint procedure that's totally independent. And that gets regulated by the m&e staff, which is run from Baghdad, not from us in the office in Erbil. So, it's totally impartial from that site as UNDP. But it's totally impartial. You know, I get given the complaints when they come in. And then we respond accordingly.

Interviewer:

And monitoring and report reporting progress and programs.

Participant 1:

That's done by the m&e team, which is once again an independent team, by Baghdad. But I also have, so for every project I have is a focal engineer who's the one who's done the BOQ and the scope of work. But then I also have a QA QC, who will visit the project every day, and make sure that the project is actually performed to as set out in the bill of quantity. Now, even as a government project, then we'd expect the government to put together a team of QA QC guys to monitor alongside ours. But for housing, we rely on the end user the recipient of the house to keep this right. Okay.

Interviewer:

Go how in brief the management of housing reconstruction program, how was it conducted or picked the management team?

Participant 1:

Well, that's when it comes back to the breakdown the areas so Hugo got Mosul, I got upside from that, it comes down to you what we you know, the amount of resources dedicated to it. So, Hugo would have a huge big team because he's done 7500 houses in the last year and a bit, whereas I've only done 5500 houses but it's been spread over four years and really spread out so I have one dedicated housing engineer, but he's worked with different teams and different places. So, you know, the management will be myself, the area coordinator and the housing engineer. But the rest will be the whatever team is in the right area at the time.

Interviewer:

And in your experience, the constraints that different parties set in housing construction program, how does that affect your position?

Participant 1:

There? Well, I mean, to be perfectly honest, there are no constraints. So, the constraints that are in place for I would say, We self-imposed. So, we've agreed that we're only going to do five rooms or the X number of rooms. Because that was agreed that shelter cluster, we agreed at the start, we don't need to do up to category three, which was, you know, 60%, damaged, or whatever. We've had to change that, because our area has more completely destroyed houses. But also, you know, we've, you, we any constraint has been your self-imposed rather than imposed by anybody else, except for coarser Christians who want bigger and better than everywhere else. So, yeah, it's been self-imposed. And we just have to reflect on what's there and what we can do.

Interviewer:

You think you need a party or an individual or an organization that should manage these planning of reconstruction programs, for example, a mediator that would coordinate between these different parties?

Participant 1:

okay, so one of the new tasks I have is rebuilding a town called Kojo, which the Arabs, the ISIS surrounded and then killed all the occupants back in 2014. So, they're the remaining inhabitants want the town rebuild, but it can't be in the old place. So, we're moving at about four kilometers down the road. Now, the problems of not a new town were the problems between the government departments are changing the land ownership from agriculture to municipality and a municipality to housing has taken eight, nine months, it's the Prime Minister visited that site twice, it's a major issue. But yet, bureaucratic red tape has got in the way. This affects us here on this bill. But also, when we're rebuilding schools or other infrastructure, one of the things you got to do is get the paperwork and make sure they're on the ground. And quite often, it's been an agreement that oh, this is owned by the Justice Department when reality is not. So, it would be useful to have a kind of arbitration body that could get these land issues sorted, because we've had to stop and walk away from all this work, because it will take the Iraqi Government two to three years to get it sorted. So, we've moved you to another school rather than this school, we've moved to another courthouse or something. So, it would be handy if we had an arbitration body that could push through these land issues, but that'd be about the only one I'd be looking for.

Interviewer:

Just for land issues, then?

Participant 1:

Yeah, I mean, it's a major issue.

Interviewer:

Yeah. There's a lot of people who said the same thing we've interviewed legal ownership was one of the major issues you guys have.

Participant 1:

Well, we don't have the same problems, legal ownership. I mean, I've listened to a lot of them, because there's a thing called arborization, which happened under Saddam time, so he took all the farmers from being independent farmers, you with house on their farm, and build collectives, so moved them into these villages or collectives, and they were given a house they were never given land or ownership. So, when we arrive, they don't actually own the land. is the joys of living in Iraq. We get blackouts every now and then.

Interviewer:

No, it's alright. Yeah, I'm used to that they're not the same.

Participant 1:

So, I don't know what you got out of that but do the collectives they don't actually own the personal property, they just have the right to live in the collective.

Interviewer:

Okay. Um, in case of project issues, which party is held accountable or liable? Is it the donor? Is it UNDP? You? the government? and user?

Participant 1:

It will be all on the contractor, because we will hold them accountable if they're not producing the delivery of the goods. And we're accountable to the donor, if something goes wrong that we didn't agree to? Do we don't conform?

Interviewer:

At the moment? Did different parties work together? Is there any evidence of collaboration?

Participant 1:

Um, well, we, I mean, if you take a small town called Karwan, which is southwest of Sinjar, we worked alongside IOM and two other NGOs. So, we took on doing the education, health, electricity in every house, but we also have just finished redoing 330 houses, an IOM has come in behind and they're doing 96 houses. And the two other NGOs are doing about 25. So, between the three of five of us, you know, we should have the majority of the housing in that town done. So, it's working together. I don't know how collaborators it was more by accident, probably. But yeah, we do all try to work together and make sure you know, there are meetings in every district

every month you to try and deconflict any major project going on. But when it gets down to the small individual farmers, you they're very, it's much harder to deconflict because they all have the same name, or they all live in Sinjar, because there is no postal address. It just says Sinjar.

Interviewer:

And I'm in terms of enhancing collaboration between parties, how can we do it? With like certain groups, interests are in the decision making in some way.

Participant 1:

Like I said, we have the monthly meeting. But I mean, this is where you asked earlier, I mean, is the shelter cluster up to scratch, I would like to see, the more dominant, you know, they come in and actually run it rather than just be a kind of body that every talks to if they actually do mentioned and mapped and had available on a day to day basis and really pushed it. I think we could do a better project. But you know, at the minute, it's very much done by everybody else. deconflict rather than shelter cluster taking the lead.

Interviewer: Okay. How can we better accomplish these goals quality planning and design?

Participant 1:

Well, it's unfortunate because everything is money driven. Do you need to make sure the QA QC is you know, we were doing the best for what we've got to get them the most money wise for what we were doing. Design. Once again, we're working with so many different designs, we're just giving back the full parts of the house to make it functional. If it was like an emergency work where you're working in a bigger area, then you could probably come around to design. But at the minute we're dealing with houses are already there, and we're just refurbishing what's there. So, there'll be a difficult one. You know, these new bills once again, it's constrained by the fact financial side. So, yeah, we've got to give them the four rooms and a roof and plaster walls and electric plug, and all these things so they can become a functioning house. But we've got to keep it within a price to the donor except so, you know, it's constrained by finance.

Interviewer:

and time and cost-efficient solution is same thing?

Participant 1:

Well, cost efficiency to us is working for a contractor. So, for say, a caravan, we actually had 270 houses under the contract. But because, you know, when you do your final measurements, you find you've got a bit of underspend, we're actually able to do 330 houses. So, it's actual managing the contract to get the maximum bang for buck the end of it.

Interviewer:

And donor and end user compliant?

Participant 1:

They don't really interfere; they've let us get on and do what we need to do. You know, even you know, the donors, some donors very much earmark money. I mean, I've got, you know, is it is Turkmens, Christians, everything else, I've never had any constraint about, you know, this money for housing has to go here or there. So, I had no constraints from the donor on this at all.

Interviewer:

And long-term durable and accepted homes sustainable long-term homes.

Participant 1:

Well, that's why we're working on this prototype of the 7500. To build a house, you know, it's got to be waterproof, it's got to be storm proof, it's got to be like you say durable, so we've got to plaster the outside, we've got to put on a roof, we've got to have downspouts, you've got to have drainage, you've got to have a septic tank. So, all those things are taken into consideration when we're doing this. Because, you know, we're not, we know that some of these farmers who are moving back are never going to change what we give them. So, we have to make it last as long as possible. We appreciate some we'll be able to do something later on. But the initial the bulk of them will probably live in what we give them for next 10 years, maybe building on one room or something and that will be it so we do try to go for sustainability.

Interviewer:

Okay, so I've done I've developed this framework, and I would like your insight on the matter, I'm going to show it to you and give you a brief like two minutes for your insight, criticism, thoughts, alterations would be valuable to be fair. Sure. So, this is something I've developed from the literature obviously needs to be altered or tweaked after the interviews have been done. So pretty much what I've after reading, I found out that there's a lot of there's either a top down approach or a bottom up approach. And my approach would be a collaborative mixed method approach in planning. How can of all of these parties how to create some sort of plan before implementation to create efficient solutions. So, in my opinion, we would set an organization management facilitator, and they would do the project identification phase in parallel to stakeholder management and consultation. And in the project identification phase, as you can see a feasibility study a local needs assessment and provide Project Support. stakeholder management, I didn't want to identify the stakeholders and their gaps, consult with them. And after consulting with the stakeholders, which are all the parties, which end user's government donors, AAC specialists expertise, we assign a design committee on ground and a coordination system. This coordination system is to ongoing to monitor and evaluate the decisions created at the end by the housing reconstruction committee, because there's always deviations and say corruption or issues. So the task, our method is as follows decision making the final decisions communication, capacity building problem resolution and knowledge transfer, they collaborate with the following, which are the main parties, as I said, and we create the project design phase and reach a detailed design to achieve efficient implementation as you can see here, in your opinion, any thoughts or ideas would be great. You Start

Participant 1:

Go back to the project identification phase. You got a feasibility study? That's no problem. Then you've got local needs and Capacity Assessment. I think you need to put in a vulnerability thing in there. Because when you're talking about areas you've got to take into effect disabled, single headed houses, gender, all these things of which we have to take into consideration because you when you go You've got a budget, you can't do everybody. So therefore, you've got to prioritize and those normally are people that can't or won't have the ability to build a house back themselves. Some of these people you'll do, they will have the ability to expand later on, but at the minute they won't. So, I think you need to put in a vulnerability assessment there as well.

Interviewer:

Okay, great. Anything else?

Participant 1:

I'm just going down through it. Okay. identify gaps. Can you explain the stakeholder consultation, consults stakeholders with direct relationship to projects to establish what the previous...?

Interviewer:

what they perceive as essential components for project planning, and then consult with the donor the end user, the mayor, what is required for the housing per se, they reach sort of consensus, because there's always an issue between the donor or the end user or the UN, that then end users not happy either the donor is not happy. So they've created two frameworks before, which is the donor comes reconstructs leaves without looking into what the end user requires, or the other one, which is cash for shelter, where we give them money to the community that the community decides, or there's another one that's given to the government. And given the government is corrupt. Let's talk about the Middle East. That's how it is. Lebanon is a beautiful case, and that the money, the amount of money that went to Lebanon to reconstruct certain parts of Lebanon has never been seen anything the government just piled it up. So, I'm looking in a way that this management facilitator should overlook all of these small details so that we could reach a consensus that can provide some sort of 5050 Acceptance between all

Participant 1:

Yeah, no, I'm trying to think I mean, Hugo probably mentioned it that when they're doing building block backbox, or houses or come across a ISIS member house, they're told by local community not to touch in my area, in Mahalabia, we're actually doing a project totally for ISIS people being returned, because the local communities have accepted. And I'm just trying to think where you could fit that in, because it's a major issue, certainly for Iraq, that you certain areas have now come to some sort of agreement process, and must be somewhere in the stakeholders consultation, that you're the social cohesion side gets taken in. I don't see that that's a bit. I'm looking for the social cohesion. And I don't know whether that's stakeholder's consultation or project identification, been something like that, because in Mahalabia is one area and now a Nimrud, they've now got a committee where the chief of police, the mayor, and the aggrieved family decide whether the ISIS family can return or not. And in about 85%, they've allowed it in 20 15%. They haven't. But it's part of the building program here. And it should be your social cohesion, I think should be added in some work.

Interviewer:

Okay, this out of curiosity, there's the donor have any constraints on these ISIS townss?

Participant 1:

No, I've never heard it. In fact, you know, one of them is the we're building on behalf of the social cohesion program, which would give money towards, you know, social cohesion. It wouldn't, it wouldn't stipulate it has to go to ISIS housing or whatever. But it would go towards building back. Now, it's quite controversial, because we're building just ISIS houses, ISIS people house, nobody else's houses. So we've actually had to do another program to balance so that people can understand that we're doing this first to get the people back, and then we're going to be doing a an ordinary house you hold so that people don't think that just because they're ISIS, they got the house build. So, we're having to balance that up.

Interviewer:

All right. So, in your opinion, who should the OMF be that top? If I give you a lead, INGOs, local NGOs, the government, the end user, if other will be great, or the donor, which is a constant in monitoring and evaluation and like technically. I don't know. If other it's great, but it's just an idea.

Participant 1:

It probably actually needs to be a hate to say it a committee.

Interviewer:

But you, Ivan and Hugo said the exact same thing, which is interesting. Exactly.

Participant 1:

Well, we all hate to committees, but when it needs you, it can't just be one person's decision that needs to balance in so many different things. Certainly, For us here. So therefore, you'd need the shelter cluster of the government. We don't think you'd want to put those in there. But you would want to put the big actors in there, like UNDP, or whatever. So, we have a say, because you, we know, whether returnees are going IOM would give you the numbers on those, that kind of thing. So, I think it would have to be a committee of really relevant people.

Interviewer:

And in terms of housing reconstruction, design committee, what do you think the selection process should be to assign him? Criteria to be set.

Participant 1:

Well, I mean, we were lucky, we had a set by the shelter cluster, so we knew what we had to build, which was given security and given you know, four rooms, as a basic thing. And if you can do more for the value, great, go ahead and do it. Because in some houses 2500, we're just rebuild back the last back wall and do whatever, and they've got a house back. But in other cases, it would only give you the four basic rooms. So, I think you need something like a shelter committee, a shelter cluster. And I think it needs to have more teeth than it does at the minute because you some of the Christian NGOs have been spending considerably more on Christian area housing than any, we could afford anywhere else. So, it is depending where you live as to what you get. So yeah.

Interviewer:

And you said the strategic board here, don't you think that's your strategic board? Is the housing reconstruction design committee. And this one is bigger international party to over to overlook what's happening?

Participant 1:

Well, the thing is that you need to be down at grassroots level. I mean, when people in Baghdad talk about housing, they talk about, you know, Kirkuk it needs 10,000 houses, well, then that's great. So, what? but actually, when you get down on the ground, you need to know, are you going to Kufa, you're going to Al-dibs, you're going to concentrate on where the businesses are, you've got to tie it in with other programs. So that you get when people return, you get the sustainability of them actually staying there. Mosul is different. It's a town, you've got the businesses and everything else. Whereas these villages they're not, you've got to go to where the market is built that bubble and then expand that bubble outwards.

Interviewer:

And the coordination system, in your opinion, what methods ideas and tools should be used for an effective coordination system?

Participant 1:

Well, they've all got this online one, but I mean, it needs to be. It needs to be more effective. I mean, I have my own GIS guy who can map out every house we've done. Now, he should be able to just import that onto the shelter cluster. And then everybody knows what house we've done, because there is no postal address as such. So instead of just sending grids, and grids and grids, because, you know, nobody reads grids, it's a big Excel sheet, you need a visual thing, you need a map. So, if we're talking, say, a town, then on that town is a map of every house done by whatever agency, so everybody is fully aware. Because at the minute, because finances are so bad in Iraq, we finish a house. And we know, we put a sign out saying UNDP, 01, whatever the number of the houses so we can monitor. As soon as we leave, we know they're grinding off those numbers hoping that an NGO will come and they'll be able to get another bit done. So that's why we need a better mechanism to coordinate and every goes through one easy access point that, you know, is easily mapped and easily seen to the people coming into town. We'll know UNDP has done that. IOM has done that, and then these houses are the last last ones to be done. So that's what I think they need.

Interviewer:

Alright, and overall, the framework, any thoughts or ideas, then?

Participant 1:

No, I mean, project planning phase. Yeah. I mean, that's wishful thinking and a lot of time for us. It's just a lot of reconstruction. When I was working for the emergency team, yes, project planning was part of that effort. And it is important to move forward with you. housing solutions that we can actually work with may not just be refurbishing moving forward, it could be just a blow-up house, rather than anything else. I mean, these 3d printed things are great. Someone that maybe a way forward, but for us here we're just refurbishing houses unfortunately.

Interviewer:

Alright, that's it. Thank you so much.

Participant 1:

No problem.

Interviewer: Thank you. I appreciate it. If you have any more any ideas or comments or thoughts, you can just email me it would be great. And if you could tell me if you could ask someone else like if you have any other participants in mind If you can just show their emails it would be great to

Participant 1:

Okay, I'll sign that forms and back to you sometime today probably.

Interviewer:

Alright, thank you so much. I appreciate it. You gave me great insight; I think the best among the rest. So, thank you so much. Okay, thank you. Bye

COPY OF TRANSCRIPT 3

Participant No.: 3

Stakeholder Group: UN-led agency advisor

Interviewer

Pending, I think you should accept the recording

Participant 3

No, just a notification.

Interviewer

Alright, and so do you consent to this interview?

Participant 3

Yeah.

Interviewer

Alright then, Um, if you want, I could give you a brief summary about my research project prior to the beginning.

Participant 3

Yeah.

Interviewer

Pretty much I'm doing this. I found a research gap that in housing reconstruction specifically in post war, as well as post disaster, that there was a lack of planning and designing happening. Before anything commences, let's say it's like in the planning stage, and for looking at the Rebbe, it's the first four stages, it's pretty, it's lack. And the end, the end product of the housing would be would not meet the requirements of the end-users, or sometimes not meeting the requirements of the donors, given the fact that there is weak coordination or communication happening between all of these important parties. So technically, I'm trying to develop some sort of, let's say, guideline conceptual framework to see if we could efficiently create better homes that could please all these important parties that are happening, that are a part of this reconstruction program. So planning is pretty much the initial stages. It's not the actual design of the housing, or the urban planning of things. I have to declare that because those two terminologies are very, let's say, vague in terms of every expertise, let's say. So yeah, that's my research in a nutshell. If you, I'll start my interview, if you want to explain what you do first, so that I could put that as a note.

Participant 3

Sure, yeah. I'm a technical advisor for basically, urban recovery and reconstruction in region. So I worked previously in Iraq for a few years. And then on Yemen, and at the moment, I'm advising on Syria as well. So it involves developing urban recovery plans, coordination with different stakeholders, such as the, you know, shelter clusters, government and UN agencies. I've been involved with the shelter cluster in Iraq, on housing reconstruction, yes, some house housing restriction guidelines, some standards.

Interviewer

Yeah. All right. Thank you so much. I'm gonna start with the questions. So. So what the first question is, what is your position in housing construction programs

Participant 3

My position in housing... what do you mean my position?

Interviewer

Like, what do you do in housing reconstruction programs

Participant 3

Right. So I'm not directly involved in the managing of the interim housing. Usually, we call it housing rehabilitation in our field. Because from the UN side, there is not a lot of housing reconstruction in the sense that people don't reconstruct, usually we don't reconstruct houses from scratch, right? You could imagine that you have housing reconstruction, you know, just build a completely new houses in a place for old house would be, that's not normally not what we do. And there's actually very few agencies that do that. Those kinds of things are normally done, either, you know, through grants of central governments, because it's too expensive. And you don't reach enough people with the amount of money that you have. So usually, what happens is that we tackle a range of houses based on damage classifications. So damage classification, going from light damage, medium damage, severe damage or completely destroyed. And so, for example, I help setting up the process of damage assessments, then helping design some programs for housing rehabilitations. This, let's say, on the smaller scale, and then some, you know, other people implemented and then also working on, let's say, even the largest scale, which is the planning framework for housing rehabilitations.

Interviewer

And when are you involved?

Participant 3

From now to, for about four years now, I think,

Interviewer

like how are you in when are you involved in this housing rehabilitation at the beginning, someone calls you in. So do you start it to someone else contact you to do all of that. In the phases that say.

Participant 3

right, yeah, it doesn't. So the environment is it's a little bit of an entrepreneurial environment, I would say, in the sense that let's say you have a case of, let's say, Ramadi, you know, in Iraq, severely, you know, damage due to fighting. We basically know about that. And then what we do is normally we sort of pre-fund our own Damage Assessment Program. So they can either be done with, let's say, very light surveys of satellite damage assessments, where we classify damages on satellite based on, you know, some amount of medium high or low damage. Or we try to field assessments, where we have engineers going to the fields and then classify the amount of damage based on some preset standards. The so I just play a part in that process.

Interviewer

By whom are you consulted

Participant 3

By whom are we consulted?

Interviewer

Yeah, to come in and do X y&z, your damage assessment and planning?

Participant 3

It can be on the request of a government. It can be on our own initiative, knowing that there is damage to somewhere,

Interviewer

okay. In your opinion, who are the main parties in the initial planning, project planning of these projects?

Participant 3

Yeah, I can only talk about the UN side. So our main counterparts are, of course, the local government. The, you know, once we start a project, let's say, the house owners and local communities. And then donors are very important. If you don't have money, then the sort of larger coordination, there's basically there's a lot of, larger coordination structures, just within the UN. So you try to coordinate with those. They can be coordinated through either through a country team, which is the, you know, the collection of UN agencies that working in a country, they have representatives to UN country team, which try to coordinate amongst each other on development issues, sometimes reconstruction issues, and then you have, let's say, the humanitarian coordination structure, which goes, you know, which is sort of normally managed by OSHA, but then it's coordinated in more detail through different clusters. Do you know anything about the cluster system?

Interviewer

Yeah

Participant 3

Okay, so the humanitarian response is usually is coordinated through sub teams. So you have health cluster, or shelter cluster or protection cluster. And those are coordination structures that try to bring together NGOs to UN, government, and national NGOs as well to basically coordinate about around certain teams. So for example, in the case of shelter, you would have a shelter cluster that could be that could sit at different points in in a country, you have the main one in the capital, one that you have, let's say, smaller ones in regions. And they coordinate everything around, for example, needs assessment. So what are the needs around, you know, just providing shelter for small repairs, or let's say, winterization of house. Then this, then the idea is, of course, that you need to harmonize some approaches. Right, so you need to harmonize the approach to reconstruction. And what does that mean, It means that if you have similar amounts of damage or similar amounts of needs, that you also have similar types of interventions in the same places, with the idea being that the assistance that people get that it's not just dependent on luckily, basically what agencies coming in, so that some agencies provide a higher type of support and other agencies because then you will have people that are trying to shop around for different types of organizations. So there's coordination and harmonization about levels of intervention for housing rehabilitation there. And then there's also the question of spatial coordination. So first of all, collecting all the assessments, where are the highest needs in terms of damaged structures? And then, you know, we tried to coordinate saying that, okay, you know, more people should start working in the city or more people should start working that city. And then there are some of them there also on, let's say, spatial coordination. So what neighborhood who is working, though, that is sometimes difficult.

Interviewer

Initiated projects and previous housing reconstruction program. So who begins? who starts it? And contacts all of you?

Participant 3

Who started? Yeah, that's, that's a beautiful question. I mean, there's always, I mean, we always work based on the need, right. So if we know that there are something destroyed somewhere, there's usually an initiative of the UN agency to start a process of damage assessments. Interviews with households sometimes as well. And then then with that, what you usually tried to do is to find donors to fund the project. Sometimes it goes through central allocation structures, such as I don't know, like humanitarian pool fund, right. So there's usually a big pool fund that country donors contribute to, which then gets distributed over various UN agencies. It's not always, usually these things are really for, let's say, high needs, or really humanitarian needs, and housing reconstruction, rehabilitation, a little bit between military and development. So that's always a bit difficult.

Interviewer

Okay,

Participant 3

Now.

Interviewer

In your opinion, how are the following involved in housing reconstruction, the community and end-users?

Participant 3

The community and end-users are of course, very important. The. Okay, so. So for example, one issue for housing reconstruction is its own ownership. So who owns the house?

Interviewer

Okay.

Participant 3

So, in some context, you may have, you know, the case of secondary occupation, which is, you know, someone lives in a house is not theirs. And then it's very difficult for us to rehabilitate it. So there's always a question of verifying ownership of houses, that's very, that's, that's always a sticking point. And the community can be involved in that with basically verifying the identity of the owner.

Interviewer

Okay.

Participant 3

And then, in other programs, what we sometimes do is that we couple housing, rehabilitation to skill training. So where we train people in, you know, smart infrastructure rehabilitation or electricity, or let's say, you know, basically small, small, small scales, small building scales that they then can utilize in the in the housing rehabilitation process.

Interviewer

Okay, How about international NGOs?

Participant 3

International NGOs can play a role in that. Yeah. So they, usually when we do training programs, they play a role in that, NGOs. Community mobilization, international NGOs play a role in that. So community mobilization can be important. For example, sometimes we have funds for smaller areas, where in addition to housing rehabilitation, we can do some small infrastructure repairs, or let's say, your school and then we use NGOs to do some, some consultation exercises on you know, what, what houses are what areas need to be, you know, they, what of the infrastructure repairs they prefer to have done.

Interviewer

And that's the only thing that international NGOs do? in hostage reconstruction?

Participant 3

No, sometimes they even do housing rehabilitation themselves as well. Yeah, sure. There's, there's actually quite a few NGOs to do housing rehabilitation. We have. We developed a dashboard for Iraq once that gives an overview of all the actors that are currently working in housing rehabilitation in Iraq. You will see there was a lot of international NGOs there too.

Interviewer

Do you have access to that? if it's possible.

Participant 3

Let me see. Housing rehabilitation. Share content, screen window. Can you see this?

Interviewer

Yeah, Yeah.

Participant 3

Oh, no, doesn't work. Oh, wait. Yeah okay here, here you can see it. So you see the amount of housing rehabilitations in each area. You can zoom in, 20,000 Mosul and you can go to these are the organizations you'll see with 5000 units PF did 50,000 which is an amazing amount of houses. But you see here also all the INGOs, a lot of religious organizations are working in Iraq for example, specifically around NIDA because there's a lot of sort of Christian communities there. Samaritan's Purse, for example, you can zoom in here. This is the target houses status. The damage assessments for satellite damage assessments and then also the rehabilitated houses. Partners reporting, here, here's the link I'll share to you. You can see here the damage classifications. So no negligible damage, minor damages, major damage, severe damage, destroyed damage, or rehabilitation not feasible. And then here's the emergency repairs of water and shelter guidelines. So here's the document with some of the guidelines. Basically, the process of how to do it. Verification of ownership, community awareness, owners knowledge is important, categorization, preparation for bill of quantities. Minimum scopes, buildings with different types of values. Trying to say something about, you know, the types of damages and the types of repairs that you can do. Yeah, we develop this in a in a, in an we developed this in a technical working group in Iraq with the government, NGOs, and UN agencies to create a harmonized standard for housing interventions.

Interviewer

Okay, I will look into that to see, I see how you say you have to consult with beneficiaries at the beginning. A question should be a question based on the communication with communities. That's another question. So in the process. Okay, how about governments? When are they involved in housing construction programs?

Participant 3

Yeah, it's a little bit different, in the sense, and you have different processes for housing reconstruction, of course, you have processes that go through UN agencies, which are about emergency repairs, and then you have government led processes. Government led processes are a bit more opaque to us. But they range from, for example, compensation for war damages. That's a bit of a different process where, where governments, they do their own assessments. And then they define, let's say a compensation that house owners can get and house owners will have to something with the money and repair own houses. Sometimes they also do housing reconstruction themselves, but this really falls outside of the scope of our work normally.

Interviewer

And donors, they just provide money. They have no say in anything?

Participant 3

Donors provide money, but they can of course. You know, for donors, it's usually more for strategic questions. So in which areas are we planning to housing rehabilitation, they will provide the standards. So for example, they will ask for, you know, more inclusion of more. Let's say they want to charge you to certain type of group or they want to, they want, you know, they prefer to target a certain type of neighborhood. But it's normally in sort of consultation with donors. So we do some suggestions, what neighborhoods need to be done in collaboration with the local government, usually. And then donors, and then we say why, why it's important why this neighborhood is important to the overall recovery of the city. And then a donor agrees with it, or doesn't agree with it, or ask for revisions. But they don't usually visit the sites themselves in advance of the reconstruction process.

Interviewer

Do they provide any constraints or limitations?

Participant 3

Sure, yeah. I mean, in. So that really depends on the country. So for example, constraints in Iraq are not that many, usually. And normally, constraints are amount, the amount of money that we can spend on each house, because they want to see value for money. They want to see reaching the most amount of beneficiaries for the least amount of money. And but in other countries such as Syria, there's normally usually bit constraint for, well, actually, there's not a lot of reconstruction being done there right now. Because reconstruction and rehabilitation really falls

in domain of development. And there, there's a lot of red lines for donors, because they don't want to be seen supporting the central government usually.

Interviewer

And the structure. You were saying something?

Participant 3

Sorry,

Interviewer

what were you saying?

Participant 3

Well, donor, some want to be seen supporting the central government in Syria. So there are there's a lot of limitations on reconstruction generally, and in other countries such as, such as Yemen, there's a bit more freedom for reconstruction also really depends on the donor. I mean, you have donors like the EU, that have, you know, specific focuses. And then you have donors such as Gulf state donors that are a bit more easy with giving money for housing reconstruction. For the EU, it always has to be coupled with a very strong social skills building or local economic development.

Interviewer

And apart from legal ownership, what other issues do you think there are in parts of planning?

Participant 3

Apart from legal ownership, the biggest ones are usually the mining. So making sure that there is no unexploded ordinances in the houses anymore. And rubble clearance, Rubble clearance, so that basically, the removal of the rubble, basically destroyed, you know, destroyed parts of the house, then the question there is, you can't, it's really difficult to, well, one reason that it's important that it's very important to have legal documentation is that you cannot remove rubble from a plot without consent of the owner. Because if it's on his own plots that represent his own property, basically, you can't just remove it. You know, if they could say, like, there was a lot of stones there on it's my property. And so that's one thing. And you know, if it's a lot of rubble, because it's quite complicated, because you have to, you have to do it at scale. And then of course, in the rubble itself, there's also usually still a lot of unexploded ordinances. So it's a very big challenge. What else are challenges? you can read it in the guidelines actually, but heritage is a challenge. So if you're trying to reconstruct some houses, in heritage areas, you know, can you just rebuild things without reference to the old construction methods and stuff, You know, usually the reconstruction methods used by local contacts are not really great. And if it's, you know, some very nice arc or some very nice sort of aged stuff, it's, you know, you might damage the heritage value, while at the same time you are making sure that people have a house over their head. So it's a bit of a tension point there. Then, of course, you also have political questions that play out more generally on the city level, and then also on a national level. So in which cities are you putting most of your focus and in which neighborhoods do you put most of your focus, and that gives, you know, too much focus on one neighborhood, so we're represent they wanted this the, then you know, it can be a problem. But usually try to manage that through local government structure, but then you have to make sure that these local governments are sort of objective by themselves. So there's a bit of a tension there, which is, you know, you have a bit you kind of have two philosophies, you have sort of the humanitarian approach. And the development approach and development approach really goes into, you know, very important to, to build up the capacity of local governments working with local governments. But that can be from a humanitarian perspective, sometimes it's a bit of a challenge, because that threatens principles of impartiality, and because, you know, from the humanitarian sector, the process is usually just a very blunt, needs assessment. And then creating a hierarchy of needs, so our most needs, or least in need, and then trying to prioritize based on that. But of course, that can be you know, so and then you look at the most vulnerable people, so, you know, people with disabilities, or let's say, people that, you know, single, you know, single female headed households, and then you do some prioritization based on that, but sometimes not that easy. You can't in one

neighborhood, let's say rehabilitate houses of five people and under 6-1, didn't fall within your selection criteria are just like, No, we're not going to do yours. You know, it's, it's, it can be it can become complicated on a community level, to do these kind of things.

Interviewer

In terms of resources, human resources and construction expertise and materials are that is that an issue

Participant 3

Materials can be, okay, so usually, actually, most almost all organizations they work with local contractors. So local contractors will basically deal with the materials issue. It's not something to replicate ourselves, we just what we do is you, you create, you do damage assessment, most of the damage assessment. Firstly, you do global damage assessment, that's a very roughly then you, you select your neighborhoods, and that then if you select your neighborhoods, you do some community awareness and detailed damage assessments. So going into the houses, and then based on that you make a bill of quantities. Bill of quantities meaning, how many What are actually the needs that need to be considered. And then you put the bill of quantities to tendering process. So you let, you just publish it. And then different contractors will tender on it, was a bit the proposals, their financial technical proposals and do a selection based on that.

Interviewer

There is no external construction expertise that say there's no one from abroad coming in. That's all local.

Participant 3

Now, we have local engineers, we have normally international engineers, supervising the process of developing a bill of quantities and supervising the tendering process and also supervising the work of the local contractors. Yeah

Interviewer

And based on your experience, who manage and coordinate these housing reconstruction programs, who's the main Management Coordinator of everything? And everyone, I'd say?

Participant 3

There's usually not the main coordinator of everything. They're just coordination structures. It's a little bit different, I think, from the government sides. But even there, there's usually some coordination structures. So in the UN, the coordination structures are the country team and a shelter cluster. And then, for humanitarian issues, you know, if it's if it goes to really light rehabilitation, let's say fixing holes for winterization it's usually

Interviewer

and did that work? Do you think it works that there's no coordinator or manager, cluster proces

Participant 3

It is pretty difficult. I mean, it would be better if there are more coordination but the I mean, it's always better to have more coordination somehow. But let's say the way international organizations are funded makes it very difficult. Because international organizations are usually funded bilaterally with donors. We have a one to one relation with the donor. And then all these, all these things, or the structures, or let's say, all these projects, they usually are project based. So it's, so it's trying to find fundings for rehabilitation just for this one project, or maybe, you know, for a few projects, but it's always limited in time and scope. So everybody has their own timeline, and then you have to match you know, and then you have to coordinate all that. And then, you know, the idea is that it goes through the shelter cluster, but they always have, you know, problems with, with doing it, it's never really easy. They don't have a full overview, usually, who's doing what or they trying to have it but then the Yeah, it's always a difficult thing.

Interviewer

Then who manages the clusters then?

Participant 3

The clusters are under the coordination of OSHA generally, but the clusters themselves. They consist of people, of staff of different UN agencies, NGOs, usually, it's one usually it's one representative from a UN agency and one representative from an international NGO.

Interviewer

And a local NGO has no part in it

Participant 3

not in leading the cluster, but they are they're part of the becoming part of the strategic work of the cluster program.

Interviewer

Okay. And how do you communicate between parties? How often and what methods do you use?

Participant 3

Normally, what they do is they, through videos, with Meetings, I don't know how often they are actually, I think, like, once a month or something, depending on the location. There's a lot of there's quite some documents on that actually, that you could look up. There, I mean, there is in the, if you're looking at, yeah, I mean, the question is really, from what perspective are looking, looking at it or looking at the perspective of international organizations or from the perspective of local governments, and no local national governments because there's really a different

Interviewer

look at a housing project that's being reconstructed right now in Iraq. Planning the beginning and you're counting the situation in the beginning, what the house is going to be, how many houses you require, etc, etc, etc. How do you, How often do you coordinate between the partner important stakeholders within it, for example, the donor with the donor once the construction specialists, the UN agency, the INGO, like how do you communicate between all of these? Do you have direct communication between everyone?

Participant 3

Yeah, we have direct communication. Sure.

Interviewer

Direct communication and how often?

Participant 3

Well, usually with cluster meetings, I don't remember how often actually, but I think it's like once a month, just to give an update on damage assessments.

Interviewer

Works, the system works?

Participant 3

I mean, it's messy, it's definitely messy. It can be definitely be improved, especially the coordination on a city level is quite difficult I mean, there's a few, the system works with a few let's say planning, analysis planning, programming and monitoring cycles. main cycle is the humanitarian needs overview. You know, you know something about humanitarian needs overview?

Interviewer

The damage assessment and capacity assessment to see

Participant 3

Yeah, so the unitary okay. So, you have, you have the code, you have the HNO and HRP. HNO which is the humanitarian needs review, which is basically an analysis of all the sectors, water, health protection, but also shelter. It's done once a year with all the with all the UN agency and all clusters and they get collated into an a humanitarian needs overview. So that's basically big report. Then, from the humanitarian needs review, there comes a you know, figure for support for each for each for each cluster, you know, how much support is there need for housing and construction and for other things. And then from that, fund request comes, and with that fund request, there is basically donor consultations. And what we tried to do is basically fund the humanitarian response plan. So you have NHO, that's the analysis function. And then you have the humanitarian Response Plan, which is basically the plan. And then based on the on the HRP, we tried to get funding and to implement some things. So,

Interviewer

yeah, you're saying?

Participant 3

let me show you humanitarian.

Interviewer

There's enough support for housing and construction? Or is it like, bottom of the list?

Participant 3

It's the most expensive one.

Interviewer

Okay,

Participant 3

so it's the most, it's the most difficult one to fund.

Interviewer

Is it was the money go allocate it to there? Is that resources allocated to there? Or is it you guys push hard to get allocation for housing?

Participant 3

No, we have to push hard. And we also, and there's basically, I mean, it's everybody pushes hard from the perspective of their own mandate. Because UN agencies are, of course, with can you see, now you can't see this report that I'm showing with let me let me try to show this to you. Start sharing. Right, so this is, for example, 2018, you would say, you know, this is basically a review people need bla bla, then you have breakdowns of, of the different clusters. And then for example, you can go here to shelter non-food items. So let's 23. Let's see. Doesn't say a lot, actually. Yeah. Okay. This is just a overview. This is just the plan. But you have to actually look at the way you see that that's still a bit abstract. So the, the, the plan is always a bit abstract. So usually, it's just it just comes up to amongst needed for per sector. But what will definitely help is it's better coordination city level for exactly how many houses have been destroyed, but it really depends for play. So in some, in some, in some countries, there is a bit more coordination of housing damage assessment function. Another place in Iraq, it was much more messy. So there was very little coordination on the you know, housing rehabilitation.

Interviewer

Do you think we how can we do it differently? How do you think we could coordinate and communicate differently between these parties?

Participant 3

I mean, I think it's better to set up some coordination, more coordination structures on the city level, rather than doing it per region. And then coordinating with very specific focuses, for example, just on housing rehabilitation, I think that can be done. The problem with housing rehabilitation, it's also that idea of housing rehabilitation, or let's say, criterion for success is how many people actually returned to their houses, right? Just repair house, some people don't come back then I'm not sure if it's a very successful project. But in order for that to happen, you need to coordinate different types of innovation in one area. I mean, if there's if you have if you have a house, but you don't have a school, and there's no water, electricity, not going to go back. There's a general perception of unsafety, you're also not going going to go back. So exactly. For that reason, there are some new concepts coming in the humanitarian and development space, they call the area based approach. So the idea is that you try to coordinate not specifically, only run sectors, but also around grid areas for example neighborhoods. Then ideas that within the neighborhood, you create a list of priorities that can that if you know, rehabilitated, you can facilitate return in a better way. There's a lot there's a lot of work on that. If you look at the documentation of the alliance of crisis, Alliance of crisis so you'll find some documentation that's

Interviewer

Are the community's interests in met are visible in the housing projects in these current housing projects. Let's say because you save your worries, they don't come back

Participant 3

Yeah, so it really depends on how this designs. So sometimes it happens that there's only regulation being done, but there are there are some other factors that are not that were not met. And then, you know, doesn't really work. But yeah, that really depends on the designer to protect the coordination, basically the level of damage to the housing with other facilities. Let me share this with you.

Interviewer

In your opinion, do you think, in your opinion, how can we involve the community so that we can avoid issues arising issues such as not coming back in or etc, or abandoning or altering these projects?

Participant 3

Yeah, community awareness from beginning it's important, it is sometimes quite difficult, because if you have a whole area, and this whole area is severely damaged, then there is also not there are also people are also not living here. So if you want to, if you want to renovate houses, you have to find owners first. Because they're not there. They're often in other places, or our cities, sometimes they move abroad. So this whole process of retrieving or let's say, getting in touch with the owner, that's a long one and can be really something that holds up a project.

Interviewer

Um, how would you turn to for the following tasks? And are they suitable for the role, retrieving information like local knowledge, design reports, damage assessments, etc?

Participant 3

I'm sorry, who do you what?

Interviewer

turn to for the following tasks? How to retrieve information or knowledge transfer?

Participant 3

how to retrieve information

Interviewer

and how to get it?

Participant 3

What kind information?

Interviewer

Let's talk about local knowledge, with the knowledge is, the public with the public

Participant 3

In case with a find local knowledge?

Interviewer

As then? Who's the what type? Sorry, It can be like, the people who are living in the housing, who are they? What ethnicity they are, what religion they are, what do they require? What were their housing before?

Participant 3

Right. Usually, we use NGOs, for that.

Interviewer

NGOs, local or international?

Participant 3

local, local NGOs, community outreach, community mobilization, community mobilization,

Interviewer

and training of community and staff, as you said, the international NGOs does it, the UN.

Participant 3

training of staff also usually we use local NGOs. Yeah, we develop part training theories with them and together with them, and then they usually do the trainings

Interviewer

and resolving issues. Disputes and for example, human resources, contracts, contract agreements, materials let's say community issues in general, like,

Participant 3

yeah, community disputes. Actually, I'm not so sure. Someone else can talk about that better.

Interviewer

About how but

Participant 3

it definitely happens. I mean, it definitely there's a lot of different problems, for example. You know, you have neighborhood sometimes in which a few people were ISIS, for example, right. And then everybody included is saying, like, don't do that house, because they don't want to be done. And so how to deal with those kind of situations

Interviewer

And taking decisions. Who takes the final say, who makes the decision?

Participant 3

who will make the final decision on?

Interviewer

on like for example, sign off the housing project, not the donor? Has the donor?

Participant 3

For the money? Yeah, definitely. Yeah.

Interviewer

Also the donor, can the donor pull out and go like, I'm done, not pull out. Can he stop the project? The donor or them the organization?

Participant 3

They can, but they won't they will only do it if there are let's say if something becomes public have some corruption case or something.

Interviewer

Okay. And who does the monitoring and reporting of progress of programs?

Participant 3

The monitoring, I mean, they're hugely depends on the donor actually. But normally we have an evaluation process at the end of the project. And some projects we have a midterm evaluation and a final evaluation from an external evaluator

Interviewer

In brief, how is the management of housing reconstruction program conducted? Do you think it's good?

Participant 3

How's the management, housing reconstruction, I mean, for us, it's definitely housing rehabilitation, but housing, I mean, for how the housing management being done. Yeah, it's, it's, it's pretty messy. But I think it's the messiness comes more from the donor landscape.

Interviewer

Why so?

Participant 3

Because the donor landscape is set up in such a way that everybody is just scrambling to get funds for the next project. Everybody is always a bit overstressed. Because at the same time, you're managing your own project, but you also have to look a bit longer, just to continue operations. And that makes it difficult to coordinate with other people, let's say, there's a few pool funds, but let's say if you have very large funds for reconstruction, the management is definitely easier to come can build up of more of your own capacity and more of internal management to do things. So for example, there was a huge project of UNDP, which they set up through their own fundraising mechanism. Fund for it's called fund for stabilization FFIS, you can Google that. But then, we were also quite pioneering in a lot of areas, I have to say in in Sinjar and Iraq. In Mosul, while we're wanting to first do housing rehabilitation there. In Ramadi is wel

Interviewer

What other constraints to other party set? You said donor put constraints. Do the end-users put constraint? Do the construction contractors put constraints? government?

Participant 3

Sure, I mean, the government have a role in defining what areas we can work, actually. Owners themselves they have their own, you know, desires of their the rooms that they want to have. And then constructors that have their you know, they bid on a project, and then they just want to, you know, do it as cheap as possible, of course, they want to make as much money as possible. So they all start to cut corners

Interviewer

And that's something you guys face, it's major, that's one of your major issues.

Participant 3

Well, Major, I mean, you have some quality controls, but there's always problems with contractors, but I don't think it's unique to reconstructions ever

Interviewer

Yeah. Another question. In your opinion, which party individual organizations should manage these planning, the planning of housing reconstruction projects?

Participant 3

which individual agency?

Interviewer

let's say an individual, a person, a person, or an organization, or a party, which one you think should manage these different part of the planning because of the different constraints of the parties? And

Participant 3

yeah, the problem with UN organizations is that they are not in a hierarchy. They have all different mandates, and they're all sort of equal anyway. So it's very difficult to set up a body that's higher than that. So for that reason, there's basically coordination structures that are done through meeting of heads, or, let's say, semi-independent coordination bodies, such as a shelter or shelter or, you know, shelter cluster, and I think it's, I think, in principle, it's good to coordinate through shelter clusters. But you know, in practice, it's always more difficult

Interviewer

In case of project issues, such as delay, cost overruns, project failure, noncompliant to end-user or donor or other parties, who is held accountable or liable

Participant 3

Well, usually we're accountable. Let's say, in theory, we should be of course, most accountable to the to the end-users. Are they happy with the results? But in practice, I think in practice, you're usually most accountable to the donor. Because they are the one who are giving you money and doing every ration.

Interviewer

Donor doesn't show you guys case, there was a possible threat or some sort of project failure, let's say example.

Participant 3

Yeah, it happens. And of course, we are accountable to donor address of cost overrun, but. Yeah, like, if it happens, the thing is like a bit difficult to, like, if we have a cost overrun, it's not like the UN is gonna pay for the extra cost.

Interviewer

That's true.

Participant 3

I mean, actually, there is no, there cannot be a cost overrun, we can just, we can just we can just run out of budget without having delivered the right amount of things. Because what if the money's gone, the money is gone, right? Like we don't, I can't, we cannot spend more than we have, we're going to mount for the project, it gets deposited in trenches on the UN account. And then we spend it as best as we can. And then sometimes there's time overruns, then we can ask for extensions, we can ask for cost extensions, but they're usually much more difficult to get than time extensions

Interviewer

At the moment, the different parties work together, is there any evidence of collaboration between the INGO, the local NGO, the end-user, the donor, construction, or the contractors?

Participant 3

What do you mean with evidence for collaboration?

Interviewer

Like do you think there is collaboration happening? Not evidence, obviously not actual, Like? Is there collaboration happening between those four parties? Or six

Participant 3

Yeah, okay. Define collaboration here.

Interviewer

Collaboration and ongoing conversation happening between all to please all someone that could? That's what I'm trying? Yeah, that's collaboration, in my opinion,

Participant 3

There is actually ongoing conversation. Yeah,

Interviewer

but it's a participatory approach. Are you guys looking towards?

Participant 3

Yeah, I mean, definitely there is there's, we always I mean, just to just to get donor funding, it requires a long process of, of basically showing your competence, showing that you can implement things and then delivering results at the end with local communities, there's also always participation, because you know, you can do it without it. You can just, you can you can't just go somewhere we have a data house, you know, it's not a thing. You need to consult with them, you know, normally need to talk about their own house, you know, now, they're there. They're usually a long, long process,

Interviewer

and how do you think we could collaborate, enhance collaboration between?

Participant 3

How do you think that you can enhance collaboration? Well, there's a lot of different models that are being tried. That, yeah, there's, I mean, there are models of basically just direct implementation. So that is just giving, using a contractor to reconstruct a house, then you have models of cash assistance, where it just give people a grant to rebuild their own houses. Right. Then there are models of community grants, where, you know, the idea is that you give a large sum of money to a community, and then they can do their own. They can hire their own contractors through their own coordination structures. There are some cases where we focus really on skill building, and it's really about people with constructing their own houses. So how to enhance collaboration? Yeah, it's a difficult one. And it really depends on what model you're using and

Interviewer

Follow up questions. You think we need the mediator because it's to a mediator or facilitator or an intermediary to manage the different needs of the different parties and housing reconstruction programs? And if yes, who?

Participant 3

Yeah. mediator. Yeah, the question is, like, what what does mediator do? And what does, you know, I mean, I can imagine that there are someone like, like all functions that a mediator all functions that the mediator should

perform, I think in a way are done within the system, but I do, I can imagine some kind of some ombudsman type of guy that basically helps being the interface between communities and actually when agencies in terms of quality of rehabilitation and complaints and these kind of things, then of course, there's all there's the there's a lot of ways in which people are trying to set up a little bit of such mediation structures such as in Iraq, to try to set up community community centers. kinda forgot what happened with this. Community Centers. Community Resource Centers. Yeah. Okay. So there was sort of an attempt to be a mediation, to play a mediation role between communities and UN organizations. And also international organizations, actually, but I'm not 100% sure what happened with that.

Interviewer

Okay. Apart from the mediator, do you think the local NGO, the international NGO, governments, donors are the end-users should be the mediator? Between all of those, all of those in that category. Do you think is the best one?

Participant 3

definitely don't want a mediator, a lot of stuff and a lot of donors, and a lot of donors usually have very little presence on the ground. So they usually sit in embassies, right. So that kind of is like the we don't want to set up such structures. NGOs, could be mediators, but there are not. They usually not big enough for that. And they're not really not all that saver, they're not necessarily impartial.

Interviewer

Local or international?

Participant 3

Local NGOs, they often have an interest or they're affiliated with some, some party, this sort of that group. So it's a bit difficult.

Interviewer

Do you think the UN should be a mediator?

Participant 3

The UN can be mediator. Yeah, I mean, we tried to set up some programs where there are sort of increased accountability, for example, through these kind of community centers. Sometimes the government is a bit of a mediator, but it's also not very impartial.

Interviewer

The end-users are not, let's say

Participant 3

I mean, end-users can be mediators. So for example, we do mediate sometimes through community representatives. So for example. Mukhtars, so then the Mukhtar is the main focal point between communities and us. And then we

Interviewer

hire a bit bigger, which is donor government, and you are not community and you're not end user and UN. Let's say the hierarchal position above a bit.

Participant 3

And then who does the mediate between? Because if it's between communities, and the UN agencies, it will be usually the Mukhtars. But then,

Interviewer

so I'm looking at it, a mediator in the center. I'll show you. So this is the framework. Let me show you this. This is the final question. I'm sorry, I took up your time, I hope. Let me show you. How do I share your screen? Sorry.

I skipped a few questions because of time, I'm sorry. So this is something I've developed in terms of this is a framework I've developed. I don't know if you could see it proper, I could send it to you, if you want.

Interviewer

So this is a framework I've developed in terms of creating some sort of collaboration among these main issue, let's say parties, which are donor conditions, or conditionality or their constraints, community needs resource allocation, or the people who provide resources, such as contractors, and on ground specialists, which is architects, designers, civil engineers, etc. So after looking into the literature review, and reading about different approaches, there was a bottom up approach. Top down approach, owner driven, donor driven, I'm looking at a mixed method approach, which is more of a collaborative approach. In my opinion is, let's assign an organizational management facilitator, mediator etc. That creates project identification manages the stakeholders, as you can see here, and then consult with these stakeholders to design an on ground house and reconstruction community which is local based, let's say. And it's an ongoing coordination system, which is ongoing monitoring and approval of design decisions and alterations to achieve final designs, their tasks is pretty much decision making community strategy, communication strategy, capacity building problem resolution, knowledge transfer, they collaborate with the following. And we get a final design to get strategic benefits, which is the following which is quality design, time efficient, cost effective and user satisfaction, donor compliant and user compliant. In your opinion, what do you think of this framework?

Participant 3

No, it can be useful to have such a framework. I, I, we, we thought about setting up something a little bit like that, through some kind of local task force, we call it the Mosul self-rehabilitation facility. But they never really got from the ground. I can show you a little bit. Where is it?

Interviewer

So my question was, Who do you think the OMF should be?. In short, the organizational management facilitator who think has the criteria or the credentials to actually collaborate within these main parties to reach some sort of consensus? Because usually, there's either a complete disregard of

Participant 3

yeah, if you do, you're doing something like that. I would, first of all, I would probably do it on a on a on a on a city level. All right, because you want you want somewhere where people can actually go, if you're looking for technical support and so. And then what you probably also what you probably need is some kind of strategic board that consists from representatives from different stakeholders. So the strategic board should have someone from a UN agency, it should have some committee representative, and it should have, you know, someone from the government, you cannot have one entity that is basically loose from all the other entities. It needs.

Interviewer

Yeah, it should be one of each. So

Participant 3

yeah, yeah, you need you need a steering committee should have different things. There was something like that setup, actually, for Mosul, as well. From the government side, I have to say, and this was the entity that was trying to support let's say, or let's say, manage the process overall a bit, and it was called the Mosul, what was called? I actually forgot what it was called. The guy basically, the one that was mentioned that part at that point was, was a former Dean from university. And it was generally coordinated by consultants from the university and Mosul, from the University of Mosul. It became, it became a bit difficult at some point, because they had, you know, they had political affiliations, and they got a little bit in an election governor. So the word coordination structure, but I don't think there was enough, there was enough political integration for it to be very sustainable.

Interviewer

Because I was, as I read and research to say, we cannot fully trust the government, given the political affiliations, cannot fully trust on ground or let's say, let's say a person from the ground as well, because of the political affiliations or religious affiliations. That's why in my opinion, I thought international organizations should be this

should be the OMF, and they create an on ground design committee which is here that is constantly coordinated and evaluated. So they take the decisions however this person is or this organization on top is constantly evaluating their approval to meet some sort of grounds because I doubt the donor would accept a governmental entity or not, you know, that political affiliated person I don't think that put build trust into that need to put trust into that, you know, what I mean?

Participant 3

can be but they can be as, as you know, just just Yeah, either for example, as observers to to a steering committee for example.

Interviewer

And it is. According to the framework. I asked you which party stakeholder Would you consider suitable as OMF. In your opinion, what criteria should be set to select an on ground house and design Committee, which is done after the stakeholder consultation? So here, if we're looking at stakeholders in this consultation, as you said, and observer, multiple people from different parties, as in, as you said, and then they create some sort of design Committee, which, if you said put it in the beginning, don't you think this should be here with a constant evaluation from the sense so we don't reach the political sort of the reach the correction or political affiliations or etc. Find this more sustainable, let's say

Participant 3

Assign housing construction design committee. I don't think like in our work, how, like, let's say the design is not the big, it's not a big part of the work, actually, weirdly enough, because there's very little design being done. There's nobody's doing new houses. It's just people are just rehabilitating houses.

Participant 3

Why not? Design is more not design of housing. The architectural perspective design is planning. It's nice. It's not, because that's a word because as an architect myself design is actually designing the house on how it looks like, courtyard, but in a project management perspective, program coordinating perspective, it's more of planning in the initial stages of right structure. Yeah. Maybe that term is a bit off putting that's true, because it's kind of. I will change the terminology.

Interviewer

But, as a whole, what do you think as of this,

Participant 3

Your framework looks interesting, and I think the analysis of the potential of INGOs largely correct.

Interviewer

I think I took over your time a bit more. Thank you so much, and I appreciate it for your time.

Participant 3

Okay, thank you. Goodbye

COPY OF TRANSCRIPT 12

Participant No.: 12

Stakeholder Group: Researcher and Academic

Interviewer

Hello, hope you are well, do you consent for this recording?

Participant 12

Yes.

Interviewer

Okay, great. Anyway, I'm going to give you a brief recap of my research. So technically, I'm looking into creating a more collaborative of approach in housing reconstruction, specifically at the initial stages, not in construction phase, but mostly how these stakeholders could communicate among one another at the beginning, prior to actual implementation, during the development phase, to increase, let's say, efficiency and long-term approaches. Apart from the owner driven and the door driven, I'm looking at a mixed method approach. And to be honest, Dr. Sultan, your papers are an inspiration to my Ph.D. I've been citing you in my Ph.D. all over the place, especially the one with housing reconstruction and conflict. And you did a full-on analysis about it. So, it's pretty much given the fact that the top-down and the bottom-up approach have been not as efficient as they are, I'm looking in a way on how to create some sort of planning mechanism at the initial stages of planning for these massive stakeholders or different stakeholders on creating an efficient plan prior to construction. So that's my research. I'm doing a Ph.D. at Birmingham City University. I'm going into my third year now, and this stage is to collect data. And I've done a conceptual framework from the literature that has been acquired and would love to get your validation or constructed criticism or any sort of response from your end would be great. So, I could feed into my conceptual framework after data collection.

Participant 12

Okay. Very good. Birmingham City

Interviewer

University.

Participant 12

Birmingham University.

Interviewer

Yeah. It's different. There are two schools.

Participant 12

It's in Birmingham also.

Interviewer

Yeah. I've done my master's in project management at University of Birmingham, and I've had an undergraduate degree in architecture from AUD, American University in Dubai. And then I pursued my PhD in planning and in the built environment. So that's my path in education.

Participant 12

Okay.

Interviewer

All right.

Participant 12

Very good. I think it's a very important subject. How do you want to conduct this? You have specific questions, or you want me to talk?

Interviewer

I do have specific questions but given the fact that the problem is because you're a researcher, I don't know if you've actually worked on ground, because I've spoken to cluster shelters and different, let's say people who are on field, I would love to ask these questions and see if you could respond back, but you could give me your opinion. I have read a few from your papers and you've said, let's move forward to a participatory approach. Let's move forward and to create some more collaborative approach. And I want to see your insight on the matter because of, I think, the lack of coordination that's been happening in the planning stage. We see that these housing projects are not meeting the end-users needs and the donors are never happy. So if you want to give me a brief overview or thoughts on the matter would be great, and then we could see and eventually we'll ask these questions.

Participant 12

Okay, well, obviously I'm focused on my thinking about housing in conflict areas and occasionally post-natural disasters, but mostly in conflict areas. And the satisfaction of the users is only one element. It's very complex and it involves things like legality. It also involves politics. And as you may have seen in some of my papers, it even touches on democratization and democracy because people means votes. So where you have people settled dictates what kind of politics you are aiming for when in Syria, they're trying to push people from one area to the other. They're trying to strengthen certain areas and force people to vote in a certain way. This is very unique to conflict context, all these dimensions. I think they're understudied and not understood properly by those agencies who respond in the name of humanitarian only. And if you look on the internet, you will find a short article I did in Al Jazeera maybe a week or two weeks ago. Al Jazeera Arabic. It's my first time on Al Arabic. It is about a visit I conducted to Northern Syria and the housing situation that I saw. Millions of people still living in tents for ten years. I think they have really detached them of any form of dignity. It's going to be enormous risk in the future. This is the next generation that will revolve, not revolve for democracy or anything will be really just out of anger against everyone. And housing is critical. It's very important. I still believe it is understudied. I still believe people either focus too much on the short term, but then they forget or ignore the long term or they run out of

Interviewer

Funding?

Participant 12

stamina. No one thinks about them. Also, it is detached from the politics and detached often from the war and peace reality around it. As a result, we get what we get and people not just under satisfied or not satisfied at all. It is starting to become a social end in many societies. It creates a lot of problems. In the areas we listed amongst the Syrians, they talk about issues that they never even considered before, all the way from kidnapping kids to prostitution to one camp attacking the other. Privacy issues. It's a problem. Women in particular are really overburdened by this. Of course, the woman by nature and maybe social construct is the person who's responsible for the house and as a result she ends up shouldering much more responsibility than a man. And of course it affects her differently. One of their main issues is Privacy and other minor issues. For women, it's much more complicated. I feel the international community. There are a lot of legal and rights agendas for women empowerment, but that does not translate to anything practical when it comes to housing post complex. And they want to empower them to be politically active. But on day to day basis. On day to day basis, they're being disempowered by being allowed to live in some terrible circumstances. Participation. There is no escaping it whenever the other people will participate. Even if you dictate on them a certain environment they will take action and try and amend and correct and you will see many examples around the world where people have changed the environment slowly and painfully and at a great expense but they change it because they will not accept to stay as

an idol, observing participants in all this. The problem I think is when do you allow them to participate and how the process works and to what extent we take into consideration the trauma they've been through, the social challenges between themselves amongst them, between them and other communities, and the social loss. A lot of these people come to these camps having been exhausted and this is the last resort. They could not find any other solution so they joined the displaced groups. It's not a choice. It's not like when you go to develop a village that is settled with proper urban rules, et cetera. Yeah, this is as a starting point I think the subject needs to be studied multidimensional. It does deserve serious attention.

Interviewer

In your opinion, you think one of the main issues is because they don't plan at the initial stages within these cluster shelters or NRC or the government that they construct without looking into things at the beginning.

Participant 12

There are many issues we have mentioned some of those in my writings before but one important aspect is that they arrive often too late. They follow the refugees rather than they can in advance where people could end up not so we have a crisis. They know there's a crisis. We know we predict things will happen instead of being Proactive and work with the local authorities and others where you place these people, nothing happens until people arrive, because most of these agencies cannot justify the funding until there are pictures in the media. So they cannot really start the ball rolling until they have a crisis. And by then, I think often they find it themselves too late and they can do very little and they get overwhelmed very quickly. And then you start with the difficulties in the context. The second reason I think they don't really know the context and they can't engage with local authorities properly. And when they do, they come too late. By the time they establish contact, trust, start talking to the locals. It takes a long, long time. And related to that, increasingly the conflicts we are witnessing, particularly in our Arab world here in Yemen, Syria, Iraq, Northern Iraq, had very little external involvement in terms of agencies having their first personnel on the ground because of Daesh. Daesh made them run away from this context. It's not like in the old days of Afghanistan or the old days of Africa. The NGOs were feeling a little bit secure. They could come in and out. What Daesh did has really scared them. Even the Americans and the soldiers, they're no longer willing to have soldiers on the ground. They're only willing to hit from air. And that has reflected on the contact between the agencies and the communities. So there's no real relationship going on. Another basic problem is the one we explored earlier is that they don't study things within their political context. They insist on humanitarian being divorced from politics, which is good as a principle when you give it. But it has to consider politics. You have to be extremely careful. You have to understand there's no point of view providing assistance, which, for example, reinforces somebody else's strategy for ethnic lensing. You have to be very watchful for these kind of actions, and this doesn't happen often. There are other smaller technical issues to do with understanding people, communication, skills, languages, understanding cultures, appreciating what people had before. Often people are asked, would you like a new home in the face of this placement? And the answer will be yes, because they can only imagine what they had. They cannot imagine it's going to be a tent or a three-by-three room. They think of what they have. So the expectation is always when you say, I want to help you reconstruct and you can help them reconstruct their old house. And this obviously is missing. Finally, I think in terms of support, financial support, it's a very expensive sector. It's not like food, it's not like water. It demands investment in terms of resources, but also infrastructure. You have to have plans to create bricks, you have to have access to cement. You have to have steel bars, steel tubes, et cetera. And in certain contexts, like in Gaza, these are not allowed any because of the blockade and because they are perceived as essentially they can be used for security purposes.

Interviewer

Do you think, in your opinion, because there's three phases, the emergency housing, the temporary housing and development, long term, do you think that the temporary housing is evolving into becoming long term and should be, let's say, eliminated from this agenda, that the humanitarian assistance come in and do?

Participant 12

Yeah, I think after the country, the transitional housing that they refer to, is good for about a year or two. Beyond that, you have to think of something more permanent. But that doesn't mean and you will see that in the article a

bit about Syria. That doesn't mean that people give up their right to return. It means that people enforce the right for dignity and the right for good living. Keeping a person or a family living under a tent for ten years is not doing anything for the right to return. If anything, it is producing a sick family, very weakened family with a lot of social problems, and their attempt to return would be even weaker. So the argument that's out there is that we need temporary accommodation, because if you do, permanent means you are accepting their displacement in this part of the world. And this is what they've done with the Palestinians for 17 years. And in Lebanon. Did not reduce their willingness to return their needs or they want to return. But it has created a lot of illness in the Palestinian society. You probably know the situation.

Participant 12

I'm from there. I am from Sabra. Just saying. Putting it out there. The problem is that's one of the reasons why I went tapped into this research is because, yes, they've used let's say the Palestinian refugee crisis abroad is quite demeaning, but these transitional homes have turned into long-term homes with bad infrastructure. I'm not saying this is we're losing our right to return. However, it's been 100 years and these people are still living in very bad conditions. Do you know there's a Gray area in that context?

Participant 12

Yes. But if it was properly planned and if they knew the local authorities and use the local context, you can choose sites that are close to cities, for example. And develop them regardless of who actually lives in it. And you give them good infrastructure. Now if a refugee is here, if not, they move on. Somebody else moves in. Cities always grow. And there will be any additional capacity that can be used. The problem is that as they did with the Palestinians, they go to Virgin land, very far from any social or economic infrastructure, and they start to put them in these isolated pockets because they don't want them to mix. These tents that they built were isolated, were far away from city centers. The city is caught up with them. A very good example is Nahr al-Bared. I don't know if you know Nahr al-Bared.

Interviewer

Yes, I know. There's a new project on it and it's actually working. We'll move into that in a bit.

Participant 12

I evaluated Nahr al-Bared maybe six years ago. I can't remember some time ago. And the guy who did it, the young man who was the examiner for his PhD also. Anyway, it's a very good example, the rebuilding of Nahr al-Bared. Not the actual, but this is what happens and this is what we saw in Syria today that they went and they started to build a refugee camp in the middle of nowhere and then they become cities of their own. They become a burden. Of course, it's very difficult to justify keeping them investing in them but if you have it closer to an established city, if you build a school, and the school belongs to the city. It doesn't belong to the refugee. If you build a hospital, it belongs to the city. A road will service the city. So the refugee is a temporary use of this place and then they move on. Now this thinking is what I advocate for. Of course, nobody listens because they don't want to enter into the politics of understanding the context and talking to people about where to locate, how to locate and also paying rent for land. Agencies go to ambiguous land. That is somebody who said, well, this is owned by the state and they set up their camp there thinking they're selling money but on the long run, they're not sending money. It's much more expensive. It's much better to go into closer to a city. Rent a land properly, have property that gives people security so that you do things according to the book.

Interviewer

Okay, great. In terms of the government, in your opinion, should the government be the one, let's say, initiating these housing reconstruction projects or should it be an international or an external, let's say organization?

Participant 12

That depends on which government you're talking about. In conflict contexts, we often have more than one government. They're all contested.

Interviewer

Let's say Iraq. Right now.

Participant 12

The international community ends up doing is divorcing it from government on the basis that it is contested and they do their own thing, which is not ideal. I think local authorities, regardless of who they are, should be involved.

Interviewer

Yeah, and when should they be involved?

Participant 12

Everything. They should be around the table from day one. The same as the users. The users are not brought in until too late in the process. None of the settlements I listed in Syria has community management committees. They don't structure them. They fear there's a fear of organizing people. Of course, they themselves feel that as well, because they don't want to be accused of politics. But in general, there is a need for people to be mobilized, organized, represented and represented down from the table from day one, not just as users at the end, but in the planning process.

Interviewer

But it happened in Nahr al-Bared, by the way, in two projects, one in Gaza and one in Nahr al-Bared, by the UNRWA, where they created some sort of participatory approach.

Participant 12

Yes, it was demanded by the people, but it was a different context, Nahr al-Bared or Gaza is a rebuilding of a camp that people feel they've been displaced multiple times and they didn't want to be displaced yet again. And I think it's an ironic place. I quite like it. And they're attaching themselves to their place of displacement as part of their right to return that they want counted. But yeah, I think the more people involved, the better.

Interviewer

And how do you think we should involve an end-user at the beginning?

Participant 12

How?

Interviewer

Yeah,

Participant 12

by helping them organize themselves and having representatives and creating more transparent ways of decision making. There are many ways.

Interviewer

And do you think the donor would allow this?

Participant 12

No. It depends. UNRWA allows it, because UNRWA understand the long term issue of the Palestinian and responsibility. It's the only agency responsible for them. It's in their interest for them to participate. And of course, it builds on them having engaged them for many, many years before that as a refugees. So they know all the families, they know decision makers, they know the politics of the camps. They understand that within the camps there are Hamas and Fatah and everybody else to me. But this is why UNRWA was easy surrounding it. And I think they produce better architecture even. For other donors, in principle, they will all agree. In practice, they think of it as an added burden. Any involvement needs time, needs education, needs sensitization of these people. You have to sit with them, you have to meet with them, have to find them, you have to go down to their level and so on. All of that is additional burden on a lot of people.

Interviewer

In your opinion, how could we create that connection point in the middle? How can we please the donor that it's Okay.

Participant 12

This is related to your doctorate.

Interviewer

Yes. I want to get more information from you. I made a framework which I will show you later.

Participant 12

Show me your framework.

Interviewer

The problem is that I cannot share my screen. You are blocking me.

Participant 12

Not a problem

Interviewer

If I could send it to you, it'd be great for you to see because I've created some sort of I've submitted a Journal paper to Emerald Inside, and it's just been accepted for the first approval. It's going to the second approval. Long story short, my research is to create and I named it, in my opinion, on organizational management facilitator that sits, in a metaphorical speaking, sits on a table with everyone and represent both organization till we reach a better housing development or housing design. I would love to show it to you, but I could email it to you if you want. And you could see it.

Participant 12

Now, what you described is what was done by this young man in Nahr al-Bared. I was his examiner for his PhD. You should look him up. He's a very nice Lebanese Palestinian young architect. I think he did. His doctorate, you should look it up at Louvain University in Belgium.

Interviewer

All right.

Participant 12

He assumed that role informally, and he was a middle man between all these people put them all together. And I think you're right. It is a very good model. But we can't rely on it and rising informally all the time. It has to be structured, it has to be thought through. And I like the idea of architecture as a facilitator.

Interviewer

Yes, I am defending my end was to put an INGO as the facilitator, as an international organization.

Participant 12

The organization is too much, they spend half of the money.

Interviewer

Maybe because the people accept the INGO, the government also accepts the INGO. Donor accepts INGO. Do you know what I mean? You need someone to represent the three parties and they all accept the him.

Participant 12

Maybe. I think it depends on the context

Interviewer

that's my argument.

Participant 12

Who actually does it? The most important is the role is there and then each context could be a different person. Maybe due to the war, the best one to bring is a foreigner. Maybe for other cases it would be a local person.

Interviewer

Strategic board. Because I've also got responses on the idea of it becoming a strategic board of a representative from each stakeholder.

Participant 12

They're over coordinated, over-organized to too many meetings. They spend hours in these meetings of coordination. But I don't think they need another layer of bureaucracy, anything else to be fairly flexible. The best coordination is the one that's done by somebody you don't feel. You don't see them as a burden on the others. I think it has to be context by context, judge, but the idea is good.

Interviewer

Can I email it to you and you could see it so we could talk about it?

Participant 12

No, I have to stop the meeting after 10 minutes.

Interviewer

Only 10 minutes! Okay. Organizational management facilitator in your opinion, has to be on ground, for example, project based or city base or town base. And I'm just picking your brain on things.

Participant 12

Again, it depends. It depends on the scale of the emergency and the problem. In Syria, I think they desperately lack this law. On the national level, there's a lot of issues going on. It should be, I have an article called Evolution of post-war recovery being third World quarterly. I talk about the model similar to that where it's authoritarian kind of authoritarian reconstruction that you need people to guide you. This whole over participation is also a problem. There are different values that should be attached to different people participating. The major value should be to the user. The lesser value to the donor. Here we have the opposite. The major value for the donor and the lesser value for the user. You have to challenge their arrangements. The people who needs the support, should contribute in the thinking process.

Interviewer

One other question. Do you think there should be a cluster shelter within the United Nations that is housing development and not shelter? The shelter is used as an emergency phase, not as a development. I asked this question to all the cluster shelters and all the NGOs, they have a shelter cluster called The shelter, which is an emergency phase. They give out tents and temporary housing. They do not have an actual, let's say, research or organization that is within the shelter, these clusters that are housing development.

Participant 12

This exists. And the assumption is that as you move out of emergency, you hand over to UNDP and UN-Habitat. And this transition is not working well. Again, if you look up in peace building and development, it is an article there on the Nexus between humanitarian development and peace. And it tackles some of these issues. So the Nexus may be one way out, yes you work in the humanitarian field, but it has to have two eyes in addition to humanitarian. Do not do anything that is short term shelter, if you think is going to affect negatively the peaceful development in this context and the same with development, any housing, anything you do in shelter should really

have a long term developmental impact. Hopefully any positive impact. For example, They add a lot of plastic sheets, this was disastrous. They used to give Palestinians corrugated iron sheets. This Pestos was a disaster. The iron sheets, I think they're great, fantastic in that it is a material that lasts and this the galvanized steel. It works for roofing. But also, as you graduate from that temporary arrangement, you can use it in other things. People recycle it into additional buildings or sell it or use it in a wide variety of uses. Plastic sheets is nothing but environmental disaster. If you went to Syria, you will find everything is like Christmas. Full of plastic. They say it is cheaper. It is cheaper today but it will not be cheaper later on. Things like this. They used clay for building, even the cement bricks, It can be redone, it can be taken down. It can be crushed used as a rubber. It is hard to do anything with plastic material. Unfortunately, they still use it. The canvas that they use, much better for the environment. They import it from Turkey or from Italy. We need to think as a region, I think they need to have supplies that is building on this issue. Just imagine if we have a factory for manufacturing tents. Our Bedouin will use it. On purpose. They buy it so that they benefit. But then you used it elsewhere. Unfortunately, they do not have this orientation. When you talk about it, they think you're mad. Because they think It's not possible

Interviewer

In your opinion, and this is the last question, do we have to make an organization in the housing reconstruction development, Middle East based. We have similar cultural cinema, social values, et cetera, et cetera, et cetera, which is expert related within, let's say, United Nations, et cetera. With housing development only. We need to narrow down in my opinion, it's such a broad aspect, a broad sector, a broad information out there. If we narrow down this organization just for housing development, with field expertise in the manner to move forward, to actually use them once a crisis hits.

Participant 12

In our culture, is very important. They have to have some organization culture specific for our region. The Arab have a problem, they have a lot of money but they have a lot of refugees. 70% of the world's refugee are in our Arab countries. Syria, Palestine, Yemen, Libya, Somal. They are all from Arab countries. But there is no correct Arab action. If you look up on the internet, Arab center for Research and Policy Studies in Washington, DC. They did a book about the Arab region, and I have a chapter on an Arab or Arab reconstruction agenda. I don't think specifically for housing. We need one, but we need one for reconstruction as a whole. We have to rethink the future of all these more affected areas and within that housing. But there are many other bigger problems that have to be addressed by the Arabs themselves. Yeah. I think something more specific would be helpful. But I warn against creating yet another organization. They love creating organizations, but then they take a life of their, forget about the problem, and continue as an organization. There are a lot of organizations. And I think they should merge. They should restructure. To create anything, it has to be recycled as a result of undoing something else. But to create another layer is not going to help.

COPY OF TRANSCRIPT 6

Participant No.: 6

Stakeholder Group: Donor

Interviewer

Good morning, hope you are well, first thing before we start this interview, do you consent for this recording?

Participant 6

Absolutely, yes.

Interviewer

Okay, fine. So Well, the first question is going to be, what is your position in housing reconstruction programs?

Participant 6

Yeah, so I work for a donor, I am program manager in a large donor agency. See that, agency and work with bilateral aid to Iraq. Now I manage a portfolio of projects, and manage this, which contribution to them my manager series, piece of security projects, but also, I manage what's known as the United Nations Fund for Stabilization. The ffs. We call it, so UNDP stabilization fund. But I call it FFS for the course of this meeting, because it is what we call it.

Interviewer

When are you involved in housing reconstruction program? So,

Participant 6

Yeah, so the FFS, has like a ton of different projects, everything from water to electricity to a lot of hospitals, and it focuses on the kind of the areas where IS had previously, what we call newly liberated areas from IS on Reconstruction. And housing is a large part of that. So my role to simplify that I manage Swedish contribution to a fund, which manages large scale housing reconstruction, and as a donor, a couple of steps removed from the house, so to speak,

Interviewer

and by whom are you consulted to tap into these projects? Or programs?

Participant 6

How do you mean?

Interviewer

so for example, who calls you in? Or do you just choose a country and send out the money? Or is there someone before you that goes, like we require this amount of funding for this project? Or do you direct it as a donation directly?

Participant 6

So, I mean, then not a number of ways, looking at I mean, we receive our instructions from Swedish government through you know, we answered the Swedish parliament, and the Swedish government give us five year strategies, which you know, passed, have a budget and passed to the government. And we have five year strategy for Iraq, which began 2017. And in that strategic strategy, it is said, one of our goals is we're going to work on Reconstruction stabilization. Now, how we operationalize that is up to us. And then we do an analysis of needs, we do an analysis, we do what's known as multi-dimensional poverty analysis. We talk to our partners in the country, we do have a presence in Iraq as well at the embassy. And we make decisions about how we spend the money, which is allocated to us by Parliament in accordance to the goals set out to us by Parliament. And in this case, I don't remember. I mean, I wasn't involved in the setting up of this fund, but it was a kind of joint, I think there are 28 countries participating in this fund. And they kind of kicked off, I think it was a collaboration between UNDP and the Government of Iraq, who started this. And so at some point, we were requested to contribute. We did our due diligence we prepared, we made sure it was in line with our priorities, and we signed an agreement. And then we follow up, of course, and, you know, work with them and sit on the board. And you know, and during the course of this five years, we will pay out about 400 million Swedish Krona into this fund 40 million pounds approximately,

Interviewer

In your opinion, who are the main parties in this initial project planning of housing reconstruction?

Participant 6

Well, in this case, I mean,

Interviewer

the case of Iraq, let's say in a housing reconstruction project in Iraq,

Participant 6

Only speak to Iraq. So there are numerous levels to this, and it's not like so, I've never seen these houses. I don't know what they look like, I don't even listen. Like that's not that's the level I operate on. And that's, that's not unusual. That's just to kind of give you the context.

Interviewer

Ok

Participant 6

I work, me and the team and the agency on a strategic level, we work on the level of what are the goals we want to achieve in Iraq, which is, you know, from Parliament, and Parliament tells us, you know, one of the goals is, kind of remember exactly what you know, and I'll pull this up for you. If you could just hang on for one sec. And the, English translate. Sorry. I will find exactly what, who's told us exactly what, for your purposes, it might be useful.

Interviewer

Yeah, it would be because somehow it is the second question.

Interviewer

Yes, okay, so the exact kind of instruction we received from the government was to work for, quote, "increased resilience in especially vulnerable areas, focusing on improved and equal access to basic social services." That's the level where that's, that's what we received that that's the quote, which we received from the government, which we had five years to kind of work on. And then we took that and looked at how can we operationalize this. And all the studies show that one of the key social kind of one of the key things which contribute to stability in these areas, especially vulnerable areas is lack of housing. So then we go looking for a project which can do that. So for us as a donor, the main stakeholders in this is us, is, you know, our bosses or government, because they set the broad outlines, and then our implementing partner, who in this case is UNDP.

Interviewer

UNDP

Participant 6

We don't go a level below that.

Interviewer

So your direct contact with UNDP. And that's that.

Participant 6

Exactly. They plan and design the project, they report to us, they spend the money, we audit, that's, we don't engage with beneficiaries in this case, and we don't engage with contractors or the people who build or design the houses, we delegate that to UNDP, we trust UNDP in this.

Participant 6

How about the governmental entities from Iraq?

Interviewer

Well, we don't engage with them. But we have as an agreement that we'd only support UNDP if they worked with the governmental agencies in Iraq. So we haven't, that's one of the premises of the project is that they have an

ongoing dialogue. Otherwise, we pretty much got funded, we can't just fund rogue UN agencies, you know, that's kind of, due diligence, so to speak.

Interviewer

All right. Okay, so based on your experience, what are the issues and constraints in project planning of housing reconstruction projects? From your opinion, what were your constraints you faced or have faced? Yeah.

Participant 6

Well, again, so for your purposes, as a donor, we don't see the day-to-day stuff, you know, I don't see we don't see. We don't see, you know, getting housing or getting x y z or doing what. That's not really. That's not what we see. What we see is looking at housing construction. It's expensive. Tell me if this isn't interesting

Interviewer

No, no, no, It is. It is. I have a checklist. So yeah. Don't worry.

Participant 6

It's expensive. It's high. It's high.

Interviewer

Risk?

Participant 6

Yeah, risk. There's a corruption risk. Of course, just building a house anywhere, there's a corruption risk. That's a risk we keep we take into account. It's expensive. So there's always a kind of idea of what else could this money be doing? Building houses doesn't reach the people. The big question was does that reach the people who are most vulnerable? Often that is not the case. In housing reconstruction, I mean, it reaches the kind of broader, people who can afford housing, it's, you know, is it poverty, alleviating, everything we have to do has poverty alleviating. Now, in this case, we can justify it because it's very, a couple of things are clear. First of all, it's very clear that the people who lived in these areas, the House, are some of the most vulnerable because they were forced to flee. And second of all, we could see that it has a clear connection to the large IDP communities in Iraq. So in fact, by financing kind of reconstruction, you are indirectly reaching them and kind of allowing people to return home to their homes. But in other countries, I would assume that this is seen as too costly. For you know, it's the value for money is, you know, there, you know, you can always you always have to be, does this help more than, you know, buying a grain of, sorry to simplify, like buying a grain of wheat, you know, this is cost-intensive. Yeah, that's, like, that's just from our perspective, it's cost-intensive, large, you know, large corruption risks, and it takes a long time. You know, we're talking results over a longer period, and that isn't always attractive to donors.

Interviewer

Okay. That's great. The, who manages and coordinates these house and reconstruction programs?

Participant 6

So in our case, it's UNDP.

Interviewer

UNDP. And do you think it works?

Participant 6

The results are good.

Interviewer

The results are good. Okay.

Participant 6

I can't, I mean, I can't speak to you know,

Interviewer

their name?

Participant 6

The structures, but the houses are there that we constructed

Interviewer

and the name of the donor, are you guys satisfied of the end users, end result?

Participant 6

They're hitting their targets, which we set out and agreed. And so we're happy with that dimension of the project. Yes.

Interviewer

Do you think in your opinion, that you need to be in direct contact, in direct contact with the beneficiaries in some way or form?

Participant 6

That's a very good question. I mean, there are two answers. As a good development professional, the answer is yes. You know, we should always be in contact with the end beneficiaries. That's our responsibility, right? That's, that's our responsibility when we spent taxpayer money is to make sure that it reaches the beneficiaries, make sure that reaches those furthest behind and make sure that we're kind of delivering on their needs. And, you know, we always try to travel and follow up and, you know, visit beneficiary, you know, that's, that's part of our role. So, like, from a moral perspective, yes. From a project management perspective. No. we, like we trust you UNDP to have processes, which, you know, engage with end users. Because to be honest, like, when we speak to end users, if they have like, specific demands on you know, housing, etc, we can't, but that's not the level we operate at, you know, that's what we need to know, is this working? We like we can't engage with, you know, the architectural design of it, or which parts of town it's been, you know, that kind of stuff, that's just not the level we operate on.

Interviewer

And how often do you communicate with the UNDP?

Participant 6

Regularly, weekly,

Interviewer

Weekly. Is this sustainable?

Participant 6

Communication or the?

Interviewer

Yeah, the weekly communication.

Participant 6

Yeah, I think so. I think it's. Maybe next month, but then, you know, depends, we have periods of quite intense follow up periods, when we you know, we let them get on with their work, as I mentioned, you know, this is not the only project I manage,

Interviewer

yeah. And how do you coordinate and communicate with them? Like, is there some sort of communication strategy or system that happens between you guys any sort of platform or tool or method or just?

Participant 6

Quite standard for the industry, you know, we got a few. But you know, on that point of contact, I, we have an agreement. They have a point of contact to managers, partnerships, and you know, we manage things thereby, we have informally, in the agreement we sign, there are reporting requirements, of course, they have to report multiple times a year to us, they have to do an audit, they have to provide financial information. And they have to have an annual meeting with us. So there's one traditionally determined annual meeting, which we have usually a couple of weeks after their annual report is handed in to us. And that's usually three or four hours. But that's, you know, that's formally, informally, we speak quite.

Interviewer

And you think the system works? This coordination system communication system works?

Participant 6

That's Fine. For our purposes. Yeah. I mean, if we were, if I was building the house, I'd like to speak more often.

Interviewer

Exactly. And if you don't think it should be done differently at all, you're fine with satisfied with the situation with the communication goes up

Participant 6

So this is how Swedish development agencies and I can add from experience different manage all their projects. This is not specific for housing reconstruction. This is just how we manage all our grants.

Interviewer

Okay. Well, I don't think you I don't know if you can answer this question, in your opinion, or the community needs an interest met, are visible in the housing projects you own?

Participant 6

I mean, I don't know.

Interviewer

You don't know.

Participant 6

But we do have, of course, we do, of course, have indicators to follow up the success of the project.

Interviewer

Okay.

Participant 6

And there's based on some degree of our understanding of need, right. So we follow up, we know, we have goals of how many houses and units should be constructed every year. And then we work with the IOM to check because a lot of these homes, excuse me, lot of these housing units are focused on internally displaced people's ability to return to their kind of places of origin within the country. And we work with the IOM to follow up, you know, are people returning to these houses as an indicator of you know, whether it's working or not, again, so, but that's on the macro level. The micro level, We don't, you know, but, you know, we can see that, you know, I think the latest report, we had said that over 250,000 individuals have moved into houses which have been constructed. So that's, I mean, that's the level we operate on.

Interviewer

Okay. As a donor group. In a donor perspective, how do you think or how can you, What do you think of a way to involve the community more? Do you ever have you ever thought about some sort of the has a donor looked into that tapped into the department on how to involve the community more, which causes the causes cost efficient and time efficient solutions, which clearly is one of your constraints, in your opinion, So have you ever thought into it?

Participant 6

Yeah. So of course, like we consider, you know, when we develop any project, one of the main questions we have to ask is one of ownership. Right? We have to ask ourselves, what, what level of community ownership and sustainability is there in this project. And that this project is them, you know, the FFS is no different. We, we've also suffered every step of the way, how local communities are involved, check that local communities are involved. And we have an ongoing dialogue with UNDP about that. But, you know, again, here, we don't speak specifically about housing projects, you know, because we're also doing schools. And, you know, there's a lot of like, literally, bridges are being built with this fund as well. So, you know, we don't get in. And I think that's quite standard for donors. I don't know, if you'll speak to anyone else. But like, this is a collection of infrastructure projects. And community engagement is important. And we talked about community engagement, and we have demands when it comes to community engagement. And we have a dialogue with UNDP about that, but we don't engage with the community, we just expect UNDP to do it. It's best practice.

Interviewer

Okay, who do you turn to follow for the following tasks per se? How can you retrieve information in sort of knowledge design reports, damage assessments, etc?

Participant 6

Yeah, UNDP

Interviewer

and the training of community and stuff?

Participant 6

I think the answer will be UNDP for this.

Interviewer

resolving issues? UNDP everything's UNDP. Making this making decisions, who takes the final decision? So for example, that's the prototype, do you sign it off? Or does UNDP sign off?

Participant 6

I only sign off. I only sign off the project in the beginning. And then I sign off the annual reports, and I sign off the payments

Interviewer

All right. So

Participant 6

like anything which comes close to an operational decision that comes nowhere close to me.

Interviewer

However, if the House wants to stop like the project, you need to stop the project, It's your say at the end of the day?

Participant 6

Well, no. No. Because

Interviewer

that something like that. I'm thinking something as drastic, for example, I want to stop this project or something you didn't like, can you

Participant 6

I can pull the Swedish funding

Interviewer

You can pull the Swedish funding,

Participant 6

But that would be a breach of contract. So that would need to be that would be that would be Yeah, I wouldn't have a reason to do that.

Interviewer

I know you wouldn't have a reason but let's say so the final say goes back to you goes back to the fund or the donor let's say. If we're looking at in a more metaphor, metaphorical perspective,

Participant 6

I see I see what you're I see what you're asking that, like, formally, the chain of command is, you know, the money comes from us. We approved the project document, however, there are 28 donors in this project, you know, and there's, you know, there's a board and stuff, but like, yeah, like formally, the money trickles down, you know, the donors provide the money, UNDP implement, UNDP delegates,

Interviewer

resources and materials,

Participant 6

you know, thing. There'll be a project manager and UNDP, who, you know, buys the blueprints and signs them off, etc. But, so yeah, formerly, we're above them in the hierarchy. But it would be on it would not be acceptable for us to get involved in those kinds of decisions. You know? Well, we could get involved in it's like areas and broad stroke strategy. And, you know, should there be a shift of emphasis from housing to health care, You know, do we need to shift with COVID for instance, we shifted a lot of money into, you know, primary health care, etc. So, we're on that level, you know, but like, it's looking at one individual housing unit, no, no way.

Interviewer

Okay. In management, how was the management of the housing reconstruction project conducted? You have know?

Participant 6

I wouldn't know,

Interviewer

you wouldn't know,

Participant 6

it will be done according to UNDP internal process, it's

Interviewer

interesting, you completely trust the UNDP. I'm not dissing them, I'm proud of that. I'm not against it, I'm actually it helps my project. But yeah,

Participant 6

you you're something you're across, you know, a very key thing in, you know, development, you know, the donors, we trust, or we give significant resources to these human agencies. And in return, we get results. And in return, we get, you know, they manage and implement. Now, it's a bit more complicated than just trust. But without getting too much into it, you know, we are responsible for that money when it comes to UNDP, whether it's, you know, housing reconstruction project, or whether it's. But we have an agreement between the Swedish government and UNDP, in New York, where we do annual reviews of all of UNDP structures, we audit their entire organization, we have, you know, dialogue at like ministerial levels, you know, we have central agreements with them. And we have central reviews, and we, you know, so we have a certain sense of trust, which is based on kind of long-standing institutional arrangements. But then, of course, you know, we also, before we went into this project, we, you know, ran quite a thorough investigation of UNDP Iraq, we looked at their previous results, what they could do, we looked at their internal structures, we looked at their internal decision-making processes, we

looked at our last five audits, we, we do due diligence on the organization, so that we can trust it to do XYZ it. So it's not just a matter of giving the money away, you know, that there are layers and layers and layers, which often have kind of checks and balances. But ultimately, they deliver it, we're not, I can't build a house. Frankly, I'm not in Iraq. So there has to be a level of trust.

Interviewer

Do you provide any sort of constraints to the UNDP? Because they're the management structure. So what constraints as a donor do they provide? Do they provide to the, to the management structure?

Participant 6

we provide a lot of constraints. I mean, they have to tell us exactly what they're going to spend every budget line on. And then we audit it. It's not a matter of we don't, it's not like it's not pile of money. It's, you know, it's a pre-agreed project, whereby X amount of money will be spent on this, and then they provide a budget beforehand, and then every year we follow up and audit them and check it. And you know, that's a precondition for next year's payments, you know, so, not, see those unique, we prefer a bit more flexibility. But if you want to defer it, for instance, they would also have there'd be much more they wanted the budget broken down a lot more, you know, every single point. So, yeah, we follow up, you know, that way, but none of that requires us to, you know, make a decision on, you know, specific housing projects.

Interviewer

Yeah. And, in your opinion, is that has this been an ongoing thing where you provide the funding directly to the INGO? Or was it before I've read like that the donors used to come in with their designs with the reconstruction policies and ideas and housing projects, reconstructing Leave, Is this something new that has been going where you put a middleman in between?

Participant 6

This is how it's all done in everywhere. I know in like in 70s We used to do things differently, but I can't fully speak to that.

Interviewer

Okay. So, are you happy that the UNDP is the management structure of the house and reconstruction programs? Are you satisfied as a donor? Are donor satisfied?

Participant 6

I think there's a broad satisfaction. There's a there's an evaluation. If you're interested, I can obviously share.

Interviewer

Yes, please.

Participant 6

But the Evaluate is broadly, not just, you know, not just the housing dimensions, but lots of other things. But, you know, there's broad satisfaction. And this is also, you know, I think what you need to note here is that the needs were huge, you know, not just housing, but like running water, electricity, a lot of hospitals needed rebuilding, the needs were huge and broad. And there was a lot of international money to do this. But you know, it doesn't work if we go and build one school, and then the Germans build another school somewhere else, and then we'll leave like, that's not going to work, we need to put, this as an effort for the international community to pool billions and billions of pounds and, you know, manage a nationwide reconstruction program. And yeah, UNDP are the only people with the capacity to do that, realistically. I mean, ideally, the Iraqi Government would do it, but they just don't. So

Interviewer

because of corruption, etc.

Participant 6

Yeah, yeah, capacity. So we go in through, we go into through UNDP. And they have the capacity to do that. Now, you know, there are always complaints, there's always in a big project like this, but it's been broadly successful.

Interviewer

It gives a project issues, who is held accountable? Are you guys held accountable? Or is the UNDP, for example, cost delays, project failure and non-compliant to end users or other parties. These are just examples.

Participant 6

Well, it would depend on the issue, but I mean, accountability

Interviewer

or liable for the project delay or failure, for example,

Participant 6

digital liability, etc, is on UNDP, who procure, they're the ones who signed contracts with contractors and you know, manage the funds. They, when the money is transferred to them through this fund, they are responsible for that money, and they're responsible for delivering results. So ultimate accountability is on them. However, you know, it's, it's not a clear line.

Interviewer

It is not a clear line, So, if project fails, and or some sort of cost overrun, you as a donor, would you hold them accountable? Even though the issue was from a contractor, let's say or some sort of?

Participant 6

Yes, we would.

Interviewer

You would. Okay. In your opinion, is there some sort of collaboration between the different parties that are the main parties in the state of the stakeholders that's in housing reconstruction, or any other housing? Sorry, reconstruction project happening in Iraq? Let's say infrastructure, hospitals, housing, etc? Because looking at it in a brief, in a broad perspective, let's not look at it as housing. So do they collaborate? Are the different parties working together? Or it's such a bureaucratic, top-down approach?

Participant 6

Well, I mean, like in most countries, there is quite an extensive aid coordination structure in Iraq. You have the UN resident coordinator, you have the United Nations mission to Iraq, Nami, you have various and coordinating bodies, you have, of course, the government of Iraq, you have EU do a lot of coordination. So you have a lot of coordinating structures. I think in the case of Iraq, I think the general consensus is that that humanitarian coordination is better. It's just that tends to be the case. You know, there's a single humanitarian country plan. It's tied to OHCA, you know, they're just the humanitarians, good coordinating. Sometimes it's been more difficult on the development side, it's much broader, there isn't a consensus what the needs are, but there is an effort to coordinate you know, the UN do take a large role there.

Interviewer

Okay. And how I think I asked you that question, how can we include certain interest groups that were excluded before in house in reconstruction programs? Let's say.

Participant 6

I'm not sure. I mean, there are what, what Sweden also do is Sweden spend a lot of money funding local civil society organizations. That's very important to us. It's integral to our strategy. We fund everything from human rights NGOs, to women's rights NGOs, to local NGOs, to umbrella organizations, which coordinate local NGOs. And for us, that's, you know, a real tool for counterweighting this, you know, the predominance of UN agencies, etc. And integral to democracy and human rights development. Yeah, I don't know, that doesn't quite answer your question. But

Interviewer

okay, no, I get it. Maybe. We're looking at it from a donor perspective, you guys fund. That's how you help. That's your way of helping, let's say,

Participant 6

yeah, like, I don't know how much it's worth in the industry.

Interviewer

Exactly. You don't know, I should look at it from the UNDP perspective. Now, apart from your perspective, that's what I'm doing to be fair, I'm looking at all these perspectives. I have a few interviews set with a couple of program coordinators from the UNDP in a few days. So I'll let you know if your way works or not. If you aren't, okay. My question, then you're okay, how can we enhance collaboration between these different parties, from beneficiaries to non-beneficiaries to donors and end-users? As a donor group? Do you think we should?

Interviewer

Like how can donors do this?

Participant 6

Yeah, how can we enhance this collaborative, more collaborative approach between all of these parties, because the main stakeholders and they all have a say in it, and they all have interests in it, you want better time and cost-efficient solutions, or the beneficiaries want better housing, the UNDP might want more flexibility in their management, let's say. So do you think? Is there a way to enhance collaboration among all of you? Or are you satisfied with this, let's say, top-down structured approach?

Interviewer

Well, I mean, it's important to us that these projects are firmly rooted in the communities they help. I don't know whether that will be helped by us being involved like that, that is a conversation which needs to happen between implementing partner and community, of course, we demand this of our donors. But you know, that's, it's, as you can imagine, difficult to enforce. And also, I mean, this is just my personal opinion, but so don't quote Seeda on this. But you know, it's a tough balance between being an enforcer donor and partner, you know. I can, I can go in and, you know, nitpick UNDP, but all that is going to do is they're going to hire four more partnership advisors for the money to reply to my emails, instead of, you know, like, there's a balance between trust, and, you know, us demanding things of UNDP in this case, or whoever else it will be. And also, there's a value in flexibility. So, in the beginning of the project, we, you know, we were very clear about, you know, what we want and how we want to be done, and but you know, I, there's no, there's very little reason or very little value for me to travel to X city, and, you know, try to make that conversation happen, or to even be in that conversation to a certain extent. It's that value is not clear to me, obviously, obviously, user perspectives and beneficial perspectives are crucial. But it's not like, it's not all the way up to the donor, it needs to go to the UNDP are the key people who need to take interaction or plan the actual interaction.

Interviewer

So do you think for example, nothing site visits, but you say, Sierra goes every now and then to what's happening there. Are you just getting annual reviews? Or monitoring reports from UNDP?

Participant 6

Yeah, no, but we follow up in person as well.

Interviewer

In person? you follow up in person? Alright.

Participant 6

But that's different. I mean, the follow up in person is about making sure that it's done. You know.

Interviewer

you don't know about the logistics and what's happening within the site. You just give them money. You see if the money's being used or not.

Participant 6

Yeah, we follow up to make sure it works.

Interviewer

And if the money didn't work, what would you. Sorry. if it didn't work for the project, Like if you see there's a little issues happening?

Participant 6

Well, if it wouldn't work, we, I mean, depends on how serious it is, if it's underperforming. If it's underperforming, we look around for other partners at the end of the project, we might not extend it. And of course, we have an ongoing dialogue about how it can be improved. If it's bad, we have reason to end the contract, you know, we've don't continue to fund things which don't work.

Interviewer

Okay.

Participant 6

And if it's corruption, we take legally

Interviewer

You take it legally. Do you think we need a mediator, a facilitator or an intermediary to manage the different needs of the parties in house and reconstruction programs?

Participant 6

I'm not sure. I'm not sure.

Interviewer

You're not sure or do not get the question?

Participant 6

Can you say that again? Sorry.

Interviewer

Do you think we need a mediator to manage the different needs and interests of the part of the different parties in reconstruction programs? Is there a mediator?

Participant 6

I don't know. I don't know. I mean, that right off the bat, that sounds like a good idea. But you know, like any other bureaucratic structure needs to add value. I know that's cliché. But like,

Interviewer

Do you think it would add value if we found a mediator in the center that could some sort of create a communication between all of these elements of parties?

Participant 6

Yeah, but I think it's also important to say, you know, if you have mediator of all these parties who put these parties represent, right, who represents the beneficiaries areas in certain area? What democratic legitimacy do they have? You know. What, if it's a civil society engagement, Who are these civil societies? You know, that there are lots of questions. It's not as easy as saying, we're going to have a mediator which connects, you know, local individuals, you know, there are lots of other questions involved there. But yes, I mean, in theory, that sounds good idea.

Interviewer

In theory, okay. Okay. In your opinion, should? Who do you think the mediator should be if I'm from out of the list in front of me? Do you think it should be someone from an end-user? Or should it be a donor, a governmental entity, international NGOs, or local NGOs? And if you have any other advice, please specify.

Participant 6

So, I mean, that's a good question, actually. And there are I mean, all your questions are good questions.

Participant 6

But there are different schools of thought. And ideally, if you're working in the kind of reconstruction and in large-scale housing projects we do, it should be the government, that's the government, it's fundamentally a task of the government to deal with these issues. However, on the contrary, that just may or may not work, you know, there could be deep conflicts, where the government is seen as a fundamentally illegitimate actor, there's also you know, the government can't do it. Don't have the capacity, don't have the will, you know, answer as I guess, if I can list the building, I'd say 99% of people would say a local NGOs,

Interviewer

local, not International?

Participant 6

No

Interviewer

Why local, though? Aren't you afraid of corruption? Or? Yeah.

Participant 6

I mean, a local NGO would be considered here, the most legitimate voice of beneficiaries. And there is also. At Seeda, we believe there is unique democratic value in local civil society, I, there's a value in it for of its own right. Funding and working with local civil society is normatively positive for us.

Interviewer

Alright.

Participant 6

So you know, everything's context-specific. But probably, if you just ask that question, out into the blue, here in the office, people would say local. Now, that's a lot of work for us. Because just as you say, because of the corruption risk, etc, etc. But you know, normatively, that's the goal, to work as close to local civil society as possible.

Interviewer

And if there's a chance of, let's say, they're corrupted, and you're not, you do not trust, what will you do after the other sets? Other examples I've given you, local, or national, governmental, donor, end-user?

Participant 6

the most common way to work is doing international NGO, forwards funds to a local NGO.

Participant 6

That's the most common way of working because then we give the responsibility and the kind of audit responsibility to the local NGO, who then you know, who are often there and who can build a relationship with the national NGOs and can manage that relationship. Because often, and also it allows us an international NGO to we don't do very small grants, we do quite large grants and all From that they can drown local NGOs. So we have been given large grants to international NGOs with them. delegates to numerous local NGOs.

Interviewer

Alright. So how do you view the role of the international NGOs in housing reconstruction?

Participant 6

I can't speak to other construction in general,

Interviewer

but construction programs, I'd say,

Participant 6

My impression is that, and this is just my impression is that international NGOs don't have the capacity to lead large scale housing reconstruction. It's just a very specific kind of business when it comes to procurement, in construction and government, you know, contracts and legal, you know, it's not typical. I don't know of any international NGOs who major in that. I don't know if you are speaking to any but, you know, it tends to be large intergovernmental organizations. In my experience.

Interviewer

Do you think they could be more involved?

Participant 6

I don't know. Again, I think it's quite difficult, like build. It's not what like, if you go to Red Cross. It's just not what they do. You know, Oxfam. It's not it's not their core business.

Interviewer

Alright. How can we better accomplish these goals, quality planning? In your opinion?

Participant 6

I mean, having not managed it, but I've imagined that the right answer is, you know, strong local connections, strong local consultations, etc. But that is generally a good idea with any project

Interviewer

Time and cost-efficient solutions?

Participant 6

Well, I think the I think the US is a good example of that by pooling, by doing large scale, area-based pooling of funds, because you know, there's a clear economy of size of scale in these things.

Interviewer

Donor and end-user compliant?

Participant 6

I'm not quite sure what that refers to,

Interviewer

given, sometimes donors put on some sort of sets and regulations that are conditions by the donor for the housing reconstruction. I don't know if Seera does it, but certain donors do it. And the end users might not like it, vice versa. Some people give the money directly to the end users, but the money is never used. that say. so. We want so how can we be compliant to both or like accepted by both ends or meeting both conditions or in between both conditions?

Participant 6

When it comes to housing reconstruction, I'm not sure Seera that have any specific it's very rare for us to go in and have demands on you know, the outputs, and we wouldn't have. That's very rare.

Interviewer

Your demands are only funding base, that's it

Participant 6

The demands will be that there's a. Our demand often tied to you know, outputs, annual plans, funding, financial frameworks, etc, etc. And then often they'll be for EMFs, for instance, that it's tied to the number of units. That's what we that's what they reported on. That's

Interviewer

So this is the number of units? Oh, wow. Okay. And I think you want, I don't know, long term durable and accepted homes, you wouldn't know? Never. Would you want to know, though?

Participant 6

I mean, of course, of course, we want to know, how well our projects work. But that often comes in at the evaluation stage that, you know, we evaluate all the time. And that's one of the angles which comes in there. But

Participant 6

That is an ongoing discussion but, but again, I don't know more about house like, I don't I've been in the house, that's about my, you know, that's not my expertise. And I don't think we have any. I dare there's definitely no architects in our unit, probably not in department and, you know, then we don't employ architects you know, to do stuff.

Interviewer

Okay, So, I'm gonna just show you this framework. This and I want to ask for view if you have a view you might, you might not. Alright. Thank you so much, though. I appreciate your time.

Participant 6

I hope Yeah. I'm sorry.

Interviewer

No, no, no, I'm getting honestly

Participant 6

Maybe that is the point. Maybe.

Interviewer

I'm trying to understand the grasp as I said that different perspectives to see if I could come to a better conclusion. So let's see. I am just going to open the screen. I don't know if you could see this.

Interviewer

is it? Like, is it enough? Or should I zoom in for a bit?

Participant 6

You can make it a little bit bigger.

Interviewer

Let me just go down then. Yeah, so um, this is somehow, out of the literature review that I read. I'm trying to develop some sort of framework for better. Let's say collaboration, as I asked you, at first, if we could assign a mediator or facilitator, so I was like, we assign a mediator at the top left. As you can see, they create the project identification phase, which is the assessment and feasibility study, local needs and capacity and look for Project Support, which is technically donor perspective, you come on the third stage over here. They look into the stakeholders as we can say, and identify the stakeholders, the roles and identify the gaps, consult with the stakeholders. And as you can see here, they create a housing we construction design Committee, which is more or less, locally, if we're looking at it in civil society, and national NGOs, contractors, AC specialists, etc, etc, and create a coordination system. Their tasks as an OMF is to create decision making, have ongoing communication strategies, capacity building, which is training the population and resettling them and reintegrating them, problem resolution in case arises and transfers of knowledge between the donors community needs, resource allocators and AAC specialists, which are on ground contractors, construction managers, etc. And thus, the collaboration. On the same time, this the housing reconstruction design company Committee, which is the local based, let's say, architect for looking at it in a more detailed manner, they create the design, and with the OMF constantly

monitoring and altering any design decisions. And then we reached the detailed design, which is the housing projects that say, our infrastructure project, and then we get strategic benefits, which is quality, design, time efficient, cost effective, donor complaints, etc. So, in your opinion, what is your opinion about this framework first?

Participant 6

Well, I think the main my main opinion is UNDP could already be doing this, and I have no idea.

Interviewer

All right.

Participant 6

Like, I think that's the takeaway is none of this touches me.

Interviewer

Okay.

Participant 6

This is not this is not, this is this is granular. This is too granular.

Interviewer

Too granular for you.

Participant 6

This is implementing. Now, of course, I think that this is a bit unique, because it's huge. And there are 28 donors. And you know, there are lots of things going on. So to be involved in one specific dimension of the project, which is, you know, housing reconstruction. You know, to this degree, no, not that's not possible. I mean, I managed seven or eight projects like this, like, it's just not this is not the level we operate on.

Interviewer

You operate on. Alright, then. Fine. So,

Participant 6

so that'd be my main thing. But I think that's quite that's quite an interesting thing to note that donors are

Interviewer

not part of this at all.

Participant 6

I can't speak for other donors. But I think it's quite typical to not be involved at this level, even though this looks very good.

Interviewer

Thank you for saying that, I don't know if you're trying to be nice or not, and I think

Participant 6

It looks very interesting.

Interviewer

Would the donor would want to know what's happening, to be fair, so that you could be fined better, not fine better. And so you can save money, let's say because your main purpose is money.

Participant 6

Yeah, I mean, often our purposes isn't saving money,

Interviewer

let's say that's not saving money.

Participant 6

I mean, look, we're interested in the results. And we want everything to be done that as best practice as possible, when we received the kind of the say, the proposal, when we look at whether we want to kind of commit, there are a number of key questions we have to answer, we have to talk about accountability, we have to look at lines of accountability, we have to, we have to discuss that we have to look at sustainability. We have to assess the sustainability of the intervention, we have to look at community ownership, we have to look at effectiveness, you know, the kind of effective development principles wherever they're called. We have to assess those and we have to write, you know, reams and reams of assessment on these things. So in the assessment phase, this would be very useful.

Interviewer

Okay.

Participant 6

To us, or understanding how this works, because we would need to say, how are you going to ensure accountability? And UNDP would say, Well, look, we've worked through these different ways. And then we'll say, but look, you're just building houses, we don't even know if anyone wants to be there. How will you reassure us that you're doing the right thing? And then they would say, Well, you know, when it comes to community ownership, this is our, these are our mechanisms, these are our structures. And then we would assess those. So that's how that gets. We have a response. Ultimately, we are responsible for the money we spend is done in a way, which is not only effective, and you know, doesn't go to corruption and doesn't do harm. But also, you know, actively encourages national ownership, and sustained and the interventions are sustainable, and good program manager worked would look something like this, would dig into something like this in preparation, and ask the question, know, how are you going to fund this? How are you going to staff this? Who's going to do it? Do you have any experience doing this before? Does it work? You know, it's at the program planning stage, this becomes the most relevant, because that's to be honest, when we have the most leverage. So to answer your question, all these things very relevant. And it's not like we don't care. But it is in the beginning of the project when we plan it, because after it started, it's quite rigorous. You know, we've signed the contracts, they need to do the things and they need to report on them. So a lot of this would be relevant in the early stages, because this would be a way for us to have a conversation with UNDP. About how are they going to ensure that they're not just building weird houses who no one likes, you know, no one wants to live in it. That, of course, is relevant to us. So we of course, want to follow that up in the beginning, we want to ensure that there are mechanisms which prevent that, but there's a difference between ensuring that in the beginning, and being, you know, a part of those mechanisms as the Iraq, which we won't be, okay, if you see what I'm saying,

Participant 6

like this, this is relevant. But to me right now, this part has been going for five years,

Participant 6

yeah, if we are saying at the beginning. But that's the, that's the main aim of this. It's to start it at the initial stages of planning and design of the project. So when we sit on the table before sending the money before sending over troops, etc, etc, to find a way to collaborate between all of the main parties, which are those over here, which are technically the main parties there, would that help you as a donor, if we found that if a strategic guideline was given? a collaborative dialogue guideline was given?

Participant 6

What would help us as a donor is to see that our partner takes this seriously, and that they have internal routines, which allow them to do this. That's what it says, All right. Now, it could be this, it could be something else. But you know, it is good for us to see. I mean, if we let's end this project, we've been, you know, we're concerned about where these designs coming from, where are you building, Why are you doing this? Who's been consulted? And they were like, yeah, we'll ask some NGO, then we probably would have been like, that doesn't sound serious,

Interviewer

okay,

Participant 6

But if they came to us and said, Look, this, we're going to build this system, we have, you know, we're going to do it regularly, where these are the stakeholders, these are the etc, etc, then we might be saying, you know, look, UNDP is taking this seriously, we can play ball here, we can talk about this. Because, you know, in the end, we have quite a lot of money, which we can put on low projects. And this is important to us, this kind of thing is extremely important to us. So it is, you know, it's our impetus to make sure that this, you know, these kinds of codified accountability structures exist.

Interviewer

Okay. Well, thank you so much. Okay. Another final question. I don't want to take up your time because you have 10 more minutes. Who do you believe? Would you trust to be the OMF, which is the top left organization management facilitator, as a donor, who would you trust to handle all of this?

Participant 6

Well, I mean, if this is our funding, it's our implementing partner,

Interviewer

which is UNDP?

Participant 6

Yeah. And that has to be the case. They are legally responsible for the money.

Interviewer

Okay.

Participant 6

They have this, it is their responsibility.

Interviewer

Alright, then I think there's I can't ask you any other question because I had two more but I don't think you could help. Yeah, that's it. In your opinion, what criteria should be set for the on ground housing design Committee, which I think is far off your? It's too on ground as you said. And the last one in your opinion, what method ideas and tools could be used for a consistent coordination and communication system, which is this, you would not know?

Participant

6

I wouldn't know.

Interviewer

But ongoing reporting back to you should happen. Although, yeah, which happens already between you and UNDP. Alright, then I think that's it for now. I appreciate it.

Participant 6

Great. I hope it's been somewhat useful.

Interviewer

No, no, it is. It's nice to see your perspective how you're completely, directly contact the UNDP. And you don't, which is interesting to see. Yeah, thank you so much. I hope I didn't take up much of your time. And somehow that's

Participant 6

absolutely fine. Would you like me to follow up, I could share. There's an annual report for the FFS and there's a evaluation, which I could share, which gives, which shows kind of what level we operate on.

Interviewer

Yeah, that'd be great.

Participant 6

Would it be valuable at all?

Interviewer

Honestly, yeah, it would be valuable to look into that and to see how the level of activity you guys do with these projects. So yeah, that would be amazing. If it's possible, if it's allowed, though.

Interviewer

Thank you very much. I appreciate your help. Thank you so much.

Participant 6

No problem. Best of luck.

Interviewer

Thank you. Thank you. I'll see you. Bye.

COPY OF TRANSCRIPT 15

Participant No.: 15

Stakeholder Group: INGO

Interviewer

Okay. It started to record. Do you consent for this interview?

Participant 15

Yes

Interviewer

All right, fine. If you could tell me what you do would be great.

Participant 15

Sure. So I am the advocacy and policy adviser for the NGO Coordination Committee for Iraq, NCCI. So that's kind of the primary coordination body for NGOs in Iraq, national NGOs and international NGOs. We have about 200 NGOs within NCCI at the moment, and my role is primarily chairing an advocacy working group that they all have access to and simultaneously working with their country directors to basically bring NGOs together on common issues and concerns with the aid response or the context to which they're responding and trying to get them to work together in a collective and coordinated way to push for changes that are needed on that front.

Interviewer

How are you involved in housing projects or housing reconstruction projects?

Participant 15

Yeah, we coordinate all the NGOs on this kind of strategic and advocacy and policy level, but we also sit because we are seen as representatives of the NGO community. We sit in all the operational coordination spaces, too. So, for instance, the Inter Cluster Coordination Group, which includes the Shelter and Non Food Item Cluster, which really looks into some of this stuff. We're also in another based the Durable Solutions Technical Working Group, which has a Housing, Land and Property subgroup, which also talks about some of these things. So we basically hear from our members about the nature of Shields or concerns on the ground and about their programmatic response to them. We don't directly program and we don't actually directly coordinate that programming, but we sit in the spaces where it is coordinated, and we coordinate kind of the strategic and advocacy concerns around it, if that makes sense.

Interviewer

Yeah. And do you think you guys are involved late or right in the beginning?

Participant 15

So NCCI has been in existence since 2003, so we actually predate the coordination structures that have been set up specifically to focus on shelter as well as the other clusters and coordination structures. So we have always had kind of a space in a seat in these places have obviously, we've grown over time. It's up to NGOs if they want to become an NCCI member. There's no membership fee, so there's not that barrier. But, yeah, we are the biggest representative of NGOs in the country, but we don't represent them all. So that means that probably even when we had access to these spaces when they first emerged and we sat there, we wouldn't have necessarily had the same access to information about how the shelter programming and response was looking earlier on simply because we had less members who were programmatically responding to it. So we were not hearing their perspectives as much as we do now.

Interviewer

Do you think as an NGO you should take the lead in housing reconstruction?

Participant 15

No. Well, there's a couple of things here. So from our site, we haven't done this programmatic and operational coordination as a body yet because there has been the humanitarian cluster system dealing with this, the shelter cluster specifically. It's something we're looking at right now, whether we will, moving forward, have more of a role in coordinating program responses, which would include towards shelter because the humanitarian cluster system is winding down and now there's this kind of new they call it a durable solution structure being led by the UN that is supposed to kind of slowly take over, which has a longer-term focus that does have, as I mentioned before, a housing London property subgroup, which will focus to a degree on some of these shelter concerns. Our concern is the way that these coordination structures are set up is quite siloed, and that's not necessarily reflective of people's reality. So we may have to step in to fill kind of the gap between the two. But primarily we want to basically push the structures to coordinate effectively so that there is no gap. But our role is kind of the watchdog to make sure that the coordination reflects the kind of response that is needed on the ground to people's realities. So if we see a gap in shelter needs, like, for instance, if you've got the durable solutions, longer term program response, focusing on reconstruction of housing, and then you've got the humanitarian side maybe focusing on, I don't know, protection risks because people aren't able to resecure their housing or London property. There might be a middle ground space in terms of people's needs that's not being responded to. And our job is to call that out, but not necessarily to lead the coordination on it. But who knows what will happen in the future.

Interviewer

In those meetings, was there any agency specific for housing reconstruction programs, or is it just a shelter cluster?

Participant 15

So you've got UNDP have a massive initiative, a massive program called Fund for Stabilization, FFS, and that has massive housing reconstruction projects. Certainly in Mosul, in Ainwa, I'm not sure where else it covers, but typically the focus is on the governor that were formerly ISIS. So those five governors. So probably the program focuses there. UNDP, are a big actor. IOM also look into this. They have a returns unit. It's called Ru Returns and something unit. It might be reconstruction, actually. And they do things like the sort of using satellite imagery to categorize levels of housing damage and decide what they can reconstruct and what is a bigger project that requires a different actor. So these two are probably the big UN agencies involved. You and habitats to a degree as well, surprisingly. And then for NGOs, most NGOs are quite flexible in their Monday. And so we'll take on work around this. If the funding kind of aligns and if they've got the right presence in the right place.

Interviewer

You say you guys are a watchdog over to look at how things are coordinated, let's say, or how they meet the community's needs. Are the donor and government and UN agencies accepting of that? Do they cause any issues as an NGO?

Participant 15

I'm framing it as watchdog. It's not how we frame it with these guys. Yeah, exactly. Like it could be, as you say, quite confrontational and probably not very helpful. Basically, they invite us all the UN led coordination spaces invite NCCI in. We have a seat there. They don't always love hearing from us because we are often pushing for things to be better than they are. Not to say that they're not already in a reasonable place, but we're always trying to basically elevate examples from NGO programs to show, hey, this is actually what people's realities look like on the ground and the way you set up the structure and this response doesn't reflect that. So we would like to see some shifts that better accommodate that. So we do end up playing that role, but we try as much as possible to do it as a constructive kind of participant in collective decision making, even though in reality is donors in the UN that ultimately call the shots. But we try to influence that as much as possible and remind the UN that they don't implement directly. Very few UN agencies. I think the UNDP and IOM basically do some direct delivery of programming. All the rest is delivered through NGOs. So often if they take decisions without hearings from us and NGOs, by extension, those decisions don't always account for the realities that we see people facing on the ground through our programming because they're not there and they're not programming and they're not in direct

contact with communities and so that's kind of the perspective. We always try to bring an elevate into those collective decision-making spaces. But, yeah, sometimes they don't like what we have to say but they have to live with it because they can't really not give us the NCCI space.

Interviewer

Are they compliant to this decision making or ideas?

Participant 15

Sorry, Interviewer, just bear with me 30 seconds. I just need to respond to a colleague on something time-sensitive. 30 Seconds, and I'll be back with you. Hey, sorry about that. Sorry. Can you repeat your question?

Interviewer

Are they compliant or they do they cause issues?

Participant 15

They are compliant. I mean, they all UN-led mechanisms have to. Well, that's not true, but any UN-led mechanism that's focused on coordinating the response, the response is delivered through NGOs. And so they have to allow space for NGOs to be in the room where the decisions are taken. And if they don't, if they say no, NGOs can't be here, but we're going to make decisions and then tell NGOs they have to deliver them. There would be problems. I mean, we would obviously raise it with donors who are ultimately funding these initiatives, and donors would be the ones to say to the UN, you can't design this programming and this coordination structure without NGOs being in the room. They wouldn't do it. The problem is with that, where we do end up sometimes is we are in the space, but we're not actually listened to, and we're not given the space to actually meaningfully influence decisions. So then, of course, that allows UN agencies leading those structures to say, we consulted NGOs, they were in the room, they were part of the decision. But in reality, the dynamics in the room means that we didn't actually have the space that it looks like we did on the surface. I will caveat that it's a real mixed bag. It really depends on which not just which UN agency, but which individual from that UN agency is sat in the kind of chair seat. A lot of UN people are INGO and understand the added value and distinct capacities of NGOs relative to the UN, and they want to make the most of those. A lot of UN chairs are also life UN staff who have no idea what NGOs do and see them simply as kind of the subcontractors for UN decisions. So it really depends on who you get and which agency as to how much space we get to play that role in a meaningful way.

Interviewer

If I want to understand the mechanisms of things. So you guys bring in the funding and provide it from the donor and give it to the UN for them to create this program?

Participant 15

No. So actually kind of the other way around. Most donor funding goes through the UN, and then the UN will decide, we want to prioritize this kind of a response in these areas, and then they will basically ask NGOs, anyone who's working in these areas and can respond on these programs, please apply for funding through us. There is some direct funding that goes from donors direct to NGOs, but most of it goes through the UN system simply because the UN has a lot of ability to manage big amounts of money, a good track record on risk management, et cetera. So it makes the donor's life easier to kind of, let's say, put a huge amount of money into a massive fund managed by the UN, and then the UN disperses it to multiple NGOs. So it's the UN who has to deal with partnership with many NGOs, and the donor just has to deal with one or two UN agencies. So just bureaucratically, it's easier for them. For us, we get our funding either. Actually, sometimes we are a partner to another NGO that receives funding, and we basically add coordination activities to their program to kind of support the delivery of whatever their program is focused on, or we get some direct funding from the UN and from donors as well. But that's all to support coordination of the response and of kind of related advocacy. It's not something that we then pass on to NGOs or UN agencies.

Interviewer

How are you guys in contact with the government?

Participant 15

So for us, we have a government liaison unit. Our deputy directors are kind of our number two in NCCI, overseas government liaison. We've got a dedicated focal point for the Kurdistan Regional Government, and then we have a dedicated focal point for the government of Iraq based in Baghdad. Our primary interlocutor at the government level is the director for NGOs, which is the body within the government of Iraq that is designated or remitted, let's say, to look at registration of NGOs to ensure implementation of the NGO law. And the NGOs are abiding by it and to kind of manage the access of NGOs to areas where they need to assist people. So there is the government of Iraq INGO in Baghdad, and then there is a KRG Kurdistan Regional Government counterpart in we deal with both of these guys. We do have other government relationships. We engage with the Prime Minister's office, where necessary, with the Ministry of Migration and Displacement, with the Ministry of Planning in terms of specific ministries like Ministry of Agriculture, Ministry of Education. We don't really directly engage with these guys just because we don't have programming and explicit focus in these kind of technical sectors. But the NGOs that are part of NCCI do. So we know which NGOs engage closely with the Ministry of Education because they're the NGOs with programming around schools in education and children. And then the other piece of the government engagement side is they work really closely with the UN, and the UN has a more political mandate than we do and more kind of direct, let's say, provisions within their remit to build those relationships. So they have, like the UN has a, what's it called? Development cooperation framework, which is basically an agreement on ways of working and priorities between the government of Iraq and the UN. We don't have things like that, for instance, because that would be it's fundamentally a political agreement, and non-governmental organizations just can't cross that line. We obviously do engage with the government, but we can't explicitly engage in a primarily political relationship in the same way that the UN can so.

Interviewer

And have they provided any limitations in housing projects or housing programs? The government?

Participant 15

Yeah. So one of the biggest issues around housing is that there is, in theory, a government compensation scheme. If your house was damaged or destroyed during the ISIS conflict, then in theory, you can access compensation fund from the government. I think it's administered through the Ministry of Migration and Displacement. I'd have to check. So, basically rebuild your house. So the problem is that there's a plan. There's a plan at subnational level that's kind of looked at the data available from UN agencies, from NGOs about the scale of the problem in different governorate and at different subnational levels. So, like, how many houses are we talking about? How many people have not been able to go home because their house is damaged or destroyed? And then they've basically created a plan with what are our budget requirements? How much is this going to cost us if we give these guys compensation? And it's a set amount for compensation. And then, of course, Baghdad, when they've done their budget allocations, have not resourced the plan fully. So we have this unfortunate situation right now where you've got the government of Iraq asking humanitarian actors and development actors. You guys need to through your engagement with communities, you need to promote, you need to share information about how they can apply for this compensation fund. And obviously, the government wants people to be able to return home. Right. So they're like, if this is the barrier to someone's return, then tell them that they need to apply for compensation and then they can rebuild it. Problem solved. But this puts us in a tricky position because we know based on monitoring how much of those compensation applications have actually been paid out, that the likelihood is that people will not be able to access that money and certainly not anytime soon. So we also don't want to go to a community member and say, oh, it's the only reason you're not going home is your house is destroyed. Just apply for this fund and then return home. And the money will come because we're not assured that it will come either. So that's the kind of tricky position we're in at the moment where simply the sub-national planning is not resourced effectively by Baghdad based on their resource allocations.

Interviewer

And do you think this compensation approach is not effective in general, or could it work in different countries or not in Iraq?

Participant 15

I think it could work if there was more of a connection between Baghdad's budget decisions and subnational plans. I think in theory, on paper, it's good. It's great. And it absolutely should be the government that even just symbolically that it seemed to be kind of leading this response and then helping people restore their homes and return home. This is a really important part, I think, of Iraq's kind of national healing, that the government sort of takes that responsibility, and it isn't seen as something that just international agencies are coming and doing it's a huge part of their credibility. But unfortunately that's being undermined because this disconnect between the decisions made in Baghdad and the planning that typically reflects people's realities or better reflects people's realities at subnational level. It's actually one of the things we have asked and we can continue to ask the UN to play a role in because they have this more political mandate that they're able to get into spaces like conversations with the government that we can't. We would like them to take on more of a role in kind of budget monitoring. So looking at these sub national plans and say, okay, so your Ministry is asking for this amount at this level to deal with this issue, and then kind of when Baghdad does the budget allocation, that doesn't reflect that, actually talking to them and saying how come? and what's possible with the amount of money that you've got? Because obviously, the government of Iraq does have a pretty healthy income. I think the average is about \$7 billion a month, courtesy of oil revenue primarily. But they have different people have different ideas on what should be prioritized for that budget security, taking the lion's share. And then, unfortunately, there are corruption issues at different levels, which means that a lot of that money doesn't trickle down to where it's needed.

Interviewer

Yeah. And in terms of the end-users, do you think the community is happy with the product that the UN is providing?

Participant 15

It's a good question, and honestly, I'm not entirely sure. One thing that I am kind of curious about is I know how much reconstruction has been ongoing for a few years now, particularly under UNDP's Fund for Stabilization, and I have friends who directly work in it. So I know that they're in Mosul every day looking at this, and work is progressing and ongoing, and yet the scale of the problem still seems to be so huge. So I'm curious about that disconnect. Is it a funding issue? Is it just the logistics of getting this done? Why is it taking so long to rebuild people's houses for them to return home seven years after the territorial defeat of ISIS? Right. We're talking about the damage. That was seven years ago. Seven plus years. So why is it taking us so long? Is it a funding constraint? Is it logistical? What is it? I don't know the answer to the question, but it's a question that I have UNDP might know.

Interviewer

How can we do things differently in terms of the compensation approach and like the UN not being, let's say, not fully recovering after seven years, rehabilitating certain parts of this area after seven years.

Participant 15

Yeah. So I don't know what the constraints are for the UN. I don't know why it's taking them so long. I don't know if it's money. I don't know if it's logistics. So that would be a question for them. I wouldn't like to recommend how to fix that because I'm not sure what the issue is. But on the government side, I think there's got to be more efforts from the UN, probably from the World Bank and IMF as well, to work more closely with Baghdad level government counterparts, with Ministry of Planning, with the Ministry of Finance to make sure that budget allocations speak to subnational plans and where they don't effectively resource them. There's a clear rationale for why, based on the money that was available, we had to give this much over here, and that meant we couldn't fully resource this plan, because that's not the conversation that's happening. There's a real disconnect between that sub-national planning and the decisions made in Baghdad, and there needs to be more international support for a more joined-up conversation. So I think that's the primary part, or primary thing that needs to improve on the government side.

Interviewer

Do you think, as NCCI, can they take the lead in managing these housing programs, for example, taking the compensation that is provided by the government and using the funding efficiently with local or local authorities, local community to reconstruct such spaces?

Participant 15

No, I wouldn't put that with NCCI. I mean, for a few reasons, we have quite sensitive government relations. They're improving. But we were actually suspended last year for seven months because the government has a very certain idea of our role and remit and our mandate and are very watchful of where we do things differently than we've done them before or kind of step outside the box that they see that we belong in, especially if they think it in any way is pushing or is applying pressure on the role that the government plays. So we would be the ones who can't do that. And we don't have the same political cover as the UN. You can suspend an NGO. You can kick an NGO out. You can't kick the UN out. I mean, you can, but it would be a huge diplomatic scandal. There's a whole other level of repercussions in terms of your international reputation. So we don't have the leverage and we don't have the kind of clear mandate, I think on taking this on. I think our role and there is a role that we do play, and we are always trying to kind of play even more is about creating shared spaces between the government and NGOs and primarily the director of NGOs within the government and NGOs. So, for instance, if our members had concerns about the compensation scheme and it was causing problems at community level and they wanted to speak with the government about how do we fix this and how do we ensure that the compensation mechanism is working effectively, then we could coordinate a meeting between the NGOs that our members that are programming around shelter and are facing this reality and the DNGO and basically say this is kind of an opportunity for the DNGO to hear from NGOs that are working in contact with these realities about what they're seeing and about what's working and what's not. And then we'd like to hear reflections from the DNGO about how we because obviously it's not the DNGO's compensation scheme, but they are our primary interlock with the government. So we would look to them as kind of a constructive government partner to be like, do you guys have advice on how we can bring this to the attention of relevant ministries within the government? And what role can you play in supporting us to do that? So that's the space that we might find ourselves in, but that's probably its limit.

Interviewer

And you think there's sufficient amount of collaboration happening between all of these stakeholders, including NCCI and the government and the UN shelter?

Participant 15

I think the coordination between shelter actors led by the UN is coordination is never perfect, but the spaces are there, the forums are there, the mechanisms are there. It's fairly decent and fairly well established. I think it's a bit difficult to say about the UN engagement with the government of Iraq on this, because one of our problems is that we struggle to get transparent information from the UN about what those conversations that they have with the government looks like. So based on what we can see, it doesn't look particularly effective or that it's necessarily happening as much as we'd like. But that's because when we asked the question about what it looks like, we don't get an answer. So it doesn't mean it's not happening, but from what we can see, it's insufficient. And then on our side. Yeah. As I said, I think that the role we could play is potentially brokering this space between the DNGO and shelter partners, which. Yeah, it's a role that we play generally. Already, we do bring NGOs together with the DNGO to discuss kind of challenges faced, but that's where I would see us kind of adding value to this if needed, specifically around the shelter piece and the compensation piece.

Interviewer

When you say DNGO, what do you mean?

Participant 15

DNGO is the government of Iraq's, director of NGOs. Yeah. It's the entity that is explicitly mandated to ensure and monitor adherence to NGO law. So there is an NGO law in Iraq and making sure that NGOs are adhering to that. They also kind of hold the access process, the issuance of monthly access letters to NGOs based on application that allow them to pass through checkpoints to go to certain areas and assist people there. So they basically kind of administer and manage NGO operations from that legal standpoint and administrative standpoint in Iraq. There is also at the Kurdistan Regional Government level in Ardabil AAD and another one. And they do talk to each other, but they're not exactly two sides of the same coin. There is a degree of separation as well. And obviously the Kurdish one is administrating NGOs in the Kurdish region of Iraq so Sulaymaniyah and Erbil and Duhok, whereas the government of Iraq, the NGO, is focused on NGOs in federal Iraq. And you have to register

for example as an NGO in both, Erbil and Baghdad, if you want to operate in Kurdish, in Kurdistan, and in federal Iraq.

Interviewer

And how can we do it operate differently or how can we make things better?

Participant 15

Yeah, I really think it's about this. I think it's not the only thing, but I think looking at how well resourced compensation plans are for the government and how well budgeted they are is a big piece of this. And then again, I wouldn't like to say on the UN side in terms of what needs to happen to improve things there, because I'm not really aware of what the constraints are that they're operating under. That would be a question for them, I think. Yeah.

Participant 15

But you have no thoughts or ideas on how we could deliver better housing for the space population?

Interviewer

No. I mean, I think the government-led compensation scheme makes the most sense on paper. As I mentioned, it's a government-owned response, because obviously, ISIS was not the government's responsibility, but it was the government's responsibility, and it is the government's responsibility to protect its citizens, as with any sovereign state. And so there's definitely a lot of distrust of the government following everything that happened with ISIS. And so there is a huge symbolic value in the government stepping up and taking ownership of the response to the destruction caused by ISIS. It's basically a way of saying we weren't able to protect you, but we are taking charge of recreating a safe environment for you to return to. So I do think it's the most important thing. Obviously, the most important thing is people's houses get rebuilt, but ideally, they get rebuilt because of government compensation and not because of international funds, because then you lose that symbolic kind of added value. Obviously, we need to be faster because as mentioned, it's been seven years since the territorial defeat of ISIS, and there's still a huge amount of damaged housing that is blocking people from being able to return. It's not the primary barrier, you've got. Well, it's a bit of a complicated picture. So what the UN will term a return is anyone who's returned to their area of origin. Most NGOs will say someone's only returned when they returned to their physical home. So the number of people who have returned based on UN data is significantly higher than NGO data. And a lot of those people who've been able to return to their area of origin but not their physical home haven't been able to return to their physical home because it's damaged or destroyed. And that is a huge number of people. And yeah, seven years after, why is it still such a high number? I don't know the reason. And again, I think the UN agencies leading the response and coordinating the response on that will have more insight into that. But clearly, we need to be faster. So whether that means it needs to be better resource, whether that means it needs more agencies involved in delivering on it. It shouldn't take this long.

Interviewer

How about organizational restructuring of this bureaucratic system, creating some sort of mediator in the center to facilitate all of these different stakeholders and funding, let's say?

Participant 15

Well, you kind of have that under the humanitarian structure. So we had the shelter and NFI cluster, and that is the kind of go-to kind of an overview of how these things are working. And they've got relationships with different pieces of the coordination architecture, like the Returns working group, et cetera. That was kind of the umbrella. That was the space where a lot of this they were kind of the interlocutor for like, they could give you the big overview of everything. The problem is now the response is kind of fragmenting a bit because there's still a huge amount of humanitarian needs, an immediate kind of emergency shelter needs, etc. But it's not to the same level as it was before. It's more these longer-term needs about rebuilding housing and helping people return home and rebuild their lives. And that doesn't fit under the humanitarian response architecture. That's considered a longer-term response closer to development. And so that's a different set of actors and a different coordination structure which is emerging. It's basically been established since last year, and it's being built up as we speak. So now you have got a bit of confusion over what sits under which one. And for sure, there will be issues and people falling

through the gaps between the two, but I don't think anyone will be. There needs to be. And this is something we're always pushing for across the board. There needs to be better coordination, more effective coordination between the humanitarian side of the response and the longer term because most people are sitting somewhere between the two. But if we ever suggest something like, oh, we need another person or another structure to bridge the gap, usually nobody's really for this because it just complicates the coordination architecture further rather than looking at how to improve it, it adds another actor, adds another layer.

Interviewer

As a development, you say, because now we're transitioning development in the UN as a humanitarian. That's a part of the humanitarian responses. Can the NGO or local or international NGO take the lead between the different local parties? Because the UN wants to back off at some point because they're like, we're not part of that developmental stage of things.

Participant 15

Yeah, I mean, to a degree. So you've got the OCHA is the UN agency that is mandated to lead the humanitarian response. So they are the guys in charge of the humanitarian coordination structures. But then UNDP is the UN development program. So their space actually is development. And then you've got things like agencies like IOM, which is the Office of Migration for the UN, which kind of cuts across the two. You've got UNICEF, which is for children, obviously cuts across the two. UNHCR is more refugees so it's a bit of a mixed picture, but they do have a mandate to work around the development side. The difference is that I think when we're just in a humanitarian, pure humanitarian response day, if OCHA and the whole humanitarian cluster system had to come into the country, it means that the government was not in a position to coordinate humanitarian systems themselves. So there are countries where you wouldn't see OCHA and you wouldn't see this system because they would all be government coordinated spaces and the government would directly coordinate NGOs to basically deliver where that's not possible because the government is just not in a position to do it, not set up for it, not willing, not able. That's when you get OCHA in. Now we're moving towards the longer term and development side of things. There is still a clear mandate for the likes of the UN development program, but now there is more of a question around what role should the UN play in leading and directly coordinating the development response and how much of that should actually be the government with kind of relevant UN agencies playing a role but not being kind of the lead coordinator of that. So that's when I mentioned before the UN development cooperation framework that the agreement that they have with the government of Iraq, that's precisely around this. And in theory, it puts the government back in the driving seat to coordinate their response. That's kind of where it's shifting.

Interviewer

But should the government be monitored?

Participant 15

I don't know if I would use the term monitored. I mean, yeah, ideally, the UN and NGOs would position themselves to play a supportive role, and there would be that space for or the government would feel that level of trust where they would share their challenges that they're facing and kind of NGOs and the UN would help figure that out. In practice, nobody really has the mandate to monitor a sovereign government. It is their rights and their responsibility to coordinate and lead on the response. The only reason they didn't on the humanitarian side is because they were not in a position, too, and they essentially invited the UN in to take the humanitarian coordination on. So, yeah, this is where it gets tricky. We would like to understand how the government wants to coordinate the development response, what they're thinking about, how they're making decisions, and we would like to influence that where we see that decisions being made don't align with what NGOs are seeing on the ground and what the data is showing, but we technically can't tell them what to do.

Interviewer

I'm going to show you this diagram I've created through this literature, and your opinion on the matter would be great. Criticism is good as well. So it's okay. Positive or negative. So I was trying to say that we could conversation, as you can see, to create some sort of facilitator in the center. That's a focal point in the midst of all of the stakeholders and all of this chaos happening. So this facilitator. I call it an organizational management

facilitator, some sort of restructuring happening in that bureaucratic system. It identifies the project. This is a project-based approach. So let's say an area demolished housing. How do we tackle that? Not in a cityscape, not a town. More of a project like let's say 100 houses, one. This is a feasibility study. As you can see, local needs assessment and capacity provides a project support or brings in the project support. Stakeholder management identifies the stakeholders roles, identify the caps and consult with them. And create the Housing design Committee, which is mostly opinion should be local in some way or form. And then create a coordination system for ongoing monitoring and approval of design and decisions. So if these works in parallel, Instead of this bureaucratic up and down, let's finish one checklist after another. The tasks of this OMF are the following decision making, communication strategy, capacity building, problem resolution and knowledge transfer. They create some sort of collaboration platform for the donors, the communities people provide the resources and the engineering specialists. And then we have a project design, let's say strategy up until we reach a detailed design. The concept of this, let's say framework or guideline is to create better strategic benefits, which is cost effective, time efficient, end user compliant and donor compliant social-environmental compliance tools. Given the fact that housing construction projects in previous countries, they've created housing that do not meet the social, political, let's say cultural environment. In your opinion, who should the facilitator be? Is there already a facilitator? My personal because I've done a research, a journal on the matter. I dedicated the INGO and international NGO to be this facilitator because they could be this middle ground between all of these parties in terms of the community and the government and other like fund donors, UN agencies. But it could be wrong. That's just the theory from my end. In your opinion, what do you think is like any ideas, thoughts, criticism?

Interviewer

Yeah. Your question when you said is anyone already doing this? And I think this is part of how things stand currently in Iraq, but you've got probably more than one actor doing different parts of this at the moment. So certainly through the cluster system, through the shelter cluster, their ways of working are very much using a baseline of data from across the country that takes stock of the shelter situation. If we're going to look at this specifically across the five governor's that were formerly held by ISIS, and then that will inform the priorities of the cluster and the funding available through the UN for housing. And then they will kind of ask all the NGOs who program in shelter in these areas, which of you are able to basically take on this funding and deliver against these priorities. So that kind of the whole needs and capacity assessments and project identification phase on that kind of humanitarian side is definitely happening there. In theory, there should be some sort of gap, like where you've got under stakeholder management, identifying gaps and stakeholder roles. You've basically got every governor that's covered under the humanitarian system, which is the five governors that were formerly held by ISIS. You have a OCHA-coordinated general coordination meeting, they call it. That's what the mechanism is called, the GCM. So you've got a URNWA general coordination meeting, you've got a dealer general coordination meeting. And that is exactly where they look at gaps at the governor level. And they say, well, hang on, we've got massive gaps around shelter here. And then they will probably go and speak to the shelter cluster at national level and say, why was this area not prioritized? How does it compare to other places? They will see if they've got is it that they don't have NGOs that have the technical programming expertise in shelter in that governor? If that's the case, then they will see what they can do about that gap, but they'll do some sort of gap analysis, basically. Yeah. So I think probably most of this is happening under the shelter cluster. The big caveat there is the compensation side is seen more as a development and a longer term piece that is not coordinated through there. And that's more IOM. In theory, it would fit under the new durable solution structures, but it's not really happening in practice. Not explicitly

Interviewer

durable solutions like how to create developmental phase because I've spoken to people in UNDP and UNHABITAT, et cetera, and they're like believe because we're doing a humanitarian assistance, we're not looking at development. So I'm looking on how creating these housing projects for long-term development, not temporary. The government should play a role somewhere.

Participant 15

Yeah, exactly. It's supposed to be the government that leads on this, and I don't know where that really fits in. I'm not entirely sure. I think on the humanitarian coordination side and like the aid agency coordination side, you might not have a perfect, like, one person, one facilitator kind of system, like coordinating all of this, but you've got a couple of different spaces where most of this is taken on. I think that piece around coordination between

those structures and the government, particularly around the compensation side, but also just around them taking more leadership and ownership of rebuilding housing. I think that as well as a gap, is anyone dedicated? I don't think. But I would have to check that, for instance, one of the UN agencies, like UNDP or IOM, ideally, they would have a member of staff that they seconded to the relevant Ministry and the government, and that person sat in their office and played that role of coordinating between the government and the aid agencies. I don't think that's happening. And I would say that maybe more of a gap, maybe. I mean, if it were me, it's a question I would put on the table. If I was speaking to UNDP and IOM about the gap, I would say, do you think this is a gap? Do you think this kind of a capacity, like someone who literally sits between the two and is dedicated to this coordination between government and agencies would be useful? From where I stand, it looks like it would be useful, but I caveat that because as I mentioned before, it's quite difficult sometimes for NCCI and NGOs to get real time and transparent information from UN agencies about what their engagement of the government looks like. So we don't always know what conversations are already happening and what support is already being provided based on. From here I can see, it's not happening as much as it could, but that might be because I'm not aware of it.

Interviewer

And the international NGO or local NGO act as mediators for these durable solutions?

Participant 15

If it's mediators between the government and aid agencies, UN will have more ability to do it just because they have a political mandate for government engagement and how it's different. So they can get into some of these spaces around. Yeah, like government budgeting, for instance, that we can't they have more of a protected status here than NGOs. Definitely. National NGOs should be put in kind of the driving seat for the whole of the aid response at this point. And that's another issue, not just about shelter, but just about the way that we're set up the aid response structures are we're built by Westerners primarily and therefore primarily accommodate Western agencies. I won't say international agencies because I don't think that's a fair representation of international suggest inclusive and multicultural. And what we really mean by INGOs usually is Western. And so, yeah, there's definitely another piece to this which is not just the shelter, but in general in the response. How do we get INGOs and UN agencies to take a step back and support national actors, national NGOs to take greater leadership of the response and engagement with the government and support them instead of putting them in the back seat? But that's a whole other piece to this.

Interviewer

Anything else? Any thoughts or ideas?

Participant 15

No, I think that's it from my side. My focus is very much the coordination lens, but I'm sure that you said you've spoken to UN-HABITAT and I'm sure they haven't. What to say about the real operational realities to this

Interviewer

Fine. Thank you so much. Thank you

APPENDIX-G

List of Publications

The following are a list of abstracts of journal papers published or under review:

Published Journal Papers:

- 1) Iskandarani, H., Proverbs, D.G. and Xiao, H., 2022. "Towards improving the design and planning of post-conflict housing reconstruction projects: a conceptual framework", *Built Environment Project and Asset Management*, Vol.13 No.2, pp.253-269.

Towards improving the design and planning of post-conflict housing reconstruction projects: A Conceptual Framework

Abstract

Purpose – There is a significant dearth of theoretical and practical knowledge with respect to the design and planning stages of post-conflict housing reconstruction projects. This research presents the development of a conceptual framework towards improving the design and planning processes of post-conflict housing reconstruction projects.

Design/methodology/approach – A systematic review of the literature on post-conflict housing reconstruction in developing countries, incorporating the themes of collaboration and stakeholder engagement, is presented. A synthesis of this literature is used to inform the development of a conceptual framework that seeks to address the limitations of current housing reconstruction models in post-conflict environments by establishing collaborative approaches at the initial stages of design, as well as the tasks required to achieve efficient results through the aid of relief organisations (NGOs).

Findings – While the review essentially identifies the fundamental issues and inadequacies of the current housing reconstruction models, the proposed framework aims to enable the implementation of better and efficient collaborative design and planning strategies and practices in post-conflict housing reconstruction.

Originality/value –The conceptual framework aims to promote more effective collaboration through the design of post-conflict housing reconstruction projects by strengthening communication and coordination between the key stakeholders. Furthermore, the research highlights several gaps in the extant literature, signposting new directions for future research in the area of stakeholder engagement during the design and planning post-conflict housing.

Keywords – Housing, Reconstruction, Post-conflict reconstruction, Design, Planning, Stakeholders, Project management.

Paper type – Research paper

APPENDIX-H

STAKEHOLDERS	ROLES	REFERENCES
LOCAL COMMUNITY	<ol style="list-style-type: none"> 1. The member of the community are diverse and according to visibility, authority and vulnerability, the degree of involvement will be accordingly tailored. 2. Community leadership should be recognized whether elders, religious figures, council members or secular groups such as local NGOs. 3. Group the community into committees or representatives, to understand requirements, and local knowledge, as exclusion causes a negative response. 	<p>*Fayazi, M.; Arefian, F.F.; Gharaati, M.; Johnson, C.; Lizarralde, G.; Davidson, C. Managing institutional fragmentation and time compression in post-disaster reconstruction-the case of Bam. <i>Int. J. Disaster Risk Reduct.</i> 2017, 21, 340–349.</p> <p>*Sadiqi, Z.; Trigunaryah, B.; Coffey, V. A framework for community participation in post-disaster housing reconstruction projects: A case of Afghanistan. <i>Int. J. Proj. Manag.</i> 2017, 35, 500–912.</p>
LOCAL AUTHORITIES	<ol style="list-style-type: none"> 1. Local authorities are represented by district governments and municipalities and are responsible for providing local assistance, often manage utilities, and aid in identifying land use and ownership. 2. Legitimate authority may not be self-evident, alternative temporary bodies may be set to administer. 	<p>* Haigh, R., Hettige, S., Sakalasuriya, M., Vickneswaran, G. and Weerasena, L.N., (2016). "A study of housing reconstruction and social cohesion among conflict and tsunami affected communities in Sri Lanka", <i>Disaster Prevention and Management</i>, Vol. 25 No. 5, pp. 566-580.</p> <p>*Al-Qeeq, F. and El-Wazir, M. (2010). Sustainable housing strategies in post-war reconstruction of the Gaza Strip. Paper presented at the International Congress: Rehabilitation and Sustainability; The Future is Possible. Barcelona, 4–6 October.</p>
PRIVATE SECTOR	<ol style="list-style-type: none"> 1. Support public services with skills and expertise. 2. Minimize the need for imports and contribute to enhancing the local economy. 3. Inappropriate if reconstruction process became solely a commercial venture, may result in accessibility to housing being dependent on purchasing power. 	<p>* Barakat, S. (2003). Housing reconstruction after conflict and disaster. London: Overseas Development Institute, pp.2-6.</p> <p>*Bilau, A., Witt, E. and Lill, I. (2018). Practice framework for the management of postdisaster housing reconstruction programmes. <i>Sustainability</i>, 10(11): 1–26. https://doi.org/10.3390/su10113929.</p> <p>. (2015). A Framework for managing</p>
NATIONAL GOVERNMENT	<ol style="list-style-type: none"> 1. Maintain responsibility for implementing longer-term housing strategies. 2. Dedicate ministry for reconstruction to establish official sector for housing for long-term capacity building purposes. 3. Political support for the anticipated initiative should be assured locally and nationally. 	<p>* Barakat, S. (2003). Housing reconstruction after conflict and disaster. London: Overseas Development Institute, pp.2-6.</p> <p>*Al-Qeeq, F. and El-Wazir, M. (2010). Sustainable housing strategies in post-war reconstruction of the Gaza Strip. Paper presented at the International Congress: Rehabilitation and Sustainability; The Future is Possible. Barcelona, 4–6 October.</p>
INTERNATIONAL AID AGENCIES	<ol style="list-style-type: none"> 1. Initiate, plan, manage and execute reconstruction activities. 2. Donors rely on international aid agencies for housing interventions, as funding is transferred to international aid agencies for interventions 3. Mostly comprise of UN-sponsored agencies such as UN-Habitat, UNHCR, IOM as well as INGOS such as NRC, RED Cross. 4. Often plan & implement short-sighted decisions with little regard to the community. This results in sub-standard housing units usually abandoned or alter by inhabitants. 	<p>* El-Masri, S. and Kellett, P. (2001). Post-war reconstruction. Participatory approaches to rebuilding the damaged villages of Lebanon: a case study of al-Burjain. <i>Habitat International</i>, 25(4), pp.535-557.</p> <p>* Saleh, N., Enshassi, A. and Sundermeier, M. (2021). Challenges Hindering the Resourcing for Post-Disaster Housing Reconstruction in Gaza. <i>Journal of Construction in Developing Countries</i>, 26(2), pp.183-210.</p>
DONORS	<ol style="list-style-type: none"> 1. Donors include International and regional development banks, multinational and multilateral donors solely for funding purposes. 2. The guidelines for aid is complex many donors mostly focus on bureaucratic distinction between 'relief' initiatives and 'developmental' programming. 3. Donor's aims must be clear at the beginning of the planning stage, as time-scale proposed should be clarified. 4. Capital infusion must be carefully handled that indorses independence, resourcefulness, and sustainability 	<p>* Makdisi, S.A. and Soto, R. (2020), Economic Agenda for Post-conflict Reconstruction, Economic Research Forum (ERF), Giza.</p> <p>*Soelaksono, A. (2009), "NGO and donor coordination to speeds up reconstruction and avoid NGO competition", Paper presented at the 4th Annual International Workshop and Expo on Sumatra Tsunami and Recovery, Banda Aceh, 23-25 November.</p>

Table 3. 1: Roles and responsibilities of stakeholders in post-conflict housing reconstruction.

APPENDIX-I

APPROACH	ADVANTAGES	DISADVANTAGES	REFERENCES
BOTTOM-UP	<ol style="list-style-type: none"> 1. User satisfaction 2. Cost Efficient, for the owners often add their own resources, in terms of savings, labour, help. 3. Quality Efficient, houses built are sometimes better than those produced through donor-driven models as they meet the needs of the community. 4. Owners are involved in most key decisions, there is a greater incorporation of local needs. 5. Strengthens social capital and human skills. 6. Empower communities, which is important in reducing future vulnerability. 	<ol style="list-style-type: none"> 1. May be only appropriate for small, intimate-scale projects. 2. Some argue that the model is slower, expensive, difficult, and time consuming. 3. Lack quality control mechanisms, leads to low quality projects 4. Increase’s risk of corruption and financial losses 5. Impartiality of housing distribution based on the likelihood of connections and affiliations 6. poor monitoring and evaluation of project 	<p>* Ruskulis, O., (2008) <i>Reconstruction for Recovery from Disaster: Strengthening the case for owner-driven processes</i>, Practical Action, Rugby (unpublished).</p> <p>* Schilderman, Theo., (2010). Putting people at the centre of reconstruction. 10.3362/9781780440064.002.</p> <p>* Lyons, M., Boano, C. and Schilderman, T., (2010). <i>Building Back Better</i>. Rugby, Warwickshire: Practical Action.</p>
TOP-DOWN	<ol style="list-style-type: none"> 1. Works on large-scale reconstruction projects. 2. Time and cost efficient. 3. Efficient quality control mechanisms. 4. Less corruption. 5. Appropriate approach in certain specific circumstances. This could be, for instance, in conflict zones, or in situations where local skills are not available. 	<ol style="list-style-type: none"> 1. The needs of individuals are not served well. 2. Increasing the costs of materials and labour supply. 3. Limited contribution to rebuilding local capacities and markets. 4. Insufficient delivery of quality units to end-users, which may lead to poor construction and vulnerability to future disasters. 	<p>* Lyons, M., Boano, C. and Schilderman, T., (2010). <i>Building Back Better</i>. Rugby, Warwickshire: Practical Action.</p> <p>* Tafti, M., (2012). Limitations of the Owner-Driven Model in Post-Disaster Housing Reconstruction in Urban Settlements. <i>The University of Melbourne</i>, 1(1), pp.347-352.</p>

Table 3. 2: Advantages and disadvantages of top-down and bottom-up planning approaches.

APPENDIX-J

FACTORS	CHALLENGES	REFERENCES
SOCIO-ECONOMIC	<p>END-USER STATUS ANALYSIS:</p> <p>1. It is to understand the socio-economic settings of the population for comprehensive reconstruction programmes, which has been lacking in centrally-controlled approach of reconstruction.</p>	<p>* El-Masri, S. and Kellett, P. (2001). Post-war reconstruction. Participatory approaches to rebuilding the damaged villages of Lebanon: a case study of al-Burjain. <i>Habitat International</i>, 25(4), pp.535-557.</p> <p>* Koizumi, N. & McCann, P. (2006) Living on a Plot of Land as a Tenure: The Case of Panama. <i>Journal of Housing Economics</i>, 15 (2006), pp. 349-371.</p>
ECONOMIC/FINANCIAL	<p>RELIANCE ON DONOR AID:</p> <p>1. Foreign aid risks makes post-conflict countries dependent on aid for many years prior to PCR by prioritising short-term needs over long-term programmes.</p> <p>2. The engagement of public and development partners is required to ensure that all parties efficiently work together and maintain donor commitment</p> <p>INCOMPETENT MANAGEMENT:</p> <p>1. Main reason for economic failure in PCR is the form of aid, to whom and what is it directed to, and the incompetent parties handling the aid.</p> <p>FINANCIAL RISK:</p> <p>1. In PCR conditions it is required to strengthen or establish operative mechanisms of public financial management in accordance to the local capacities and fiduciary risks.</p> <p>2. A large part of the post-conflict economy comprises of the construction sector. Therefore, reconstruction of both the public & private infrastructure would produce employment and improve the local economy.</p> <p>3. Limited availability of financing seemed to be the biggest obstacle in meeting subjective criteria for housing.</p>	<p>* Fengler, W., Ihsan, A. and Kaiser, K., (2008). Managing Post-Disaster Reconstruction Finance - International Experience in Public Financial Management. <i>World Bank Policy Research Working Paper</i>, (4475).</p> <p>* Tzifakis, N., (2016). <i>Post-Conflict Economic Reconstruction</i>. 1st ed. Princeton University</p> <p>* Swinford, S. (2018). Foreign aid risks making Third World countries dependent on handouts, official review finds. <i>The Telegraph</i>.</p> <p>* Castillo, G. (2009). <i>Rebuilding War-Torn States</i>. Oxford: Oxford University Press.</p>
SOCIAL	<p>REINTEGRATION AND RESETTLEMENT OF COMMUNITY:</p> <p>1. Knowledge of geographical, ethnic, and religious tensions and careful adjudication of land and housing rights.</p> <p>2. Serious social conflict tends to generate from the pattern of ad-hoc occupation by people other than pre-conflict inhabitants. The presence of a plethora of conflicting customary and informal and formal legal frameworks may generate social tensions and uncertainty.</p> <p>COMMUNITY ENGAGEMENT:</p> <p>1. Low engagement, misinterpretation of the societies' context or the partaking of one group over the others can undermine and weaken the community, or worst, cause social divide.</p> <p>2. Five barriers to community involvement in reconstruction initiatives are lack of community capacity and technical expertise by NGOs, gender problems, government policies and practices, and dearth of security.</p> <p>3. Reconstruction organizations focus on the execution of programmes that are solely technical solutions with minimal social account.</p>	<p>* Nilssen, S. W. (2001). Why prevention and preparedness? Speech at the seminar on Emergency Technology and Management in developing countries in Brcko (Bosnia and Herzegovina) www.etmtraining.polito.it.</p> <p>* Barakat, S. (2003). <i>Housing reconstruction after conflict and disaster</i>. London: Overseas Development Institute, pp.2-6.</p> <p>* Davidson, C., Johnson, C., Lizarralde, G., Dikmen, N. and Sliwinski, A. (2007). Truths and myths about community participation in post-disaster housing projects. <i>Habitat International</i>, 31(1), pp.100-115.</p> <p>* UNDP, (2008). <i>Post-Conflict Economic Recovery; Enabling Local Ingenuity</i>. New York, NY 10017: United Nations Publications.</p> <p>* Seneviratne, K & Amaratunga, Dilanthi & Haigh, Richard. (2010). Post conflict housing reconstruction: Sustainability perspectives of human settlements. COBRA 2010 - Construction, Building and Real Estate Research Conference of the Royal Institution of Chartered Surveyors.</p> <p>* Sadiqi, Zabihullah & Trigunaryyah, Bambang & Coffey, Vaughan. (2016). A framework for community participation in post-disaster housing reconstruction projects: A case of Afghanistan. <i>International Journal of Project Management</i>. 10.1016/j.ijproman.2016.11.008.</p>
POLITICAL	<p>LOCAL INSTITUTIONS:</p> <p>1. Weakened institutional capacities and governance systems.</p> <p>2. Lack the capacity to plan, manage and reconstruction projects.</p> <p>3. Poor trust between local authorities and donors in fear of risk and corruption.</p> <p>POLITICAL RISKS & CORRUPTION:</p> <p>1. Transparency and accountability is weak; the level of immunity for illegal activities increases, allowing corruption and opportunistic behaviours to grow in the public and private sectors</p> <p>2. Local ownership should be directed towards the directly impacted by the reconstruction and should not be confused with national, regional or local government ownership</p> <p>3. Participation of government should be prioritized, to generate power across the population, creates legitimacy and compensates for foreign actors' sense of imposition and improve population's positive involvement to reconstruction programs.</p>	<p>* UNDP, (2008). <i>Post-Conflict Economic Recovery; Enabling Local Ingenuity</i>. New York, NY 10017: United Nations Publications.</p> <p>* ILO, (2010). <i>Local Economic Recovery In Post-Conflict</i>. 1st ed. Geneva: International Labour Office, pp.160-170.</p> <p>* Adedayo, F.O., (2012). Mass Housing in Nigeria, Customize the Brief: Provide a Desired House. <i>Civil and Environmental Research</i>, 2(4), pp.10-19.</p> <p>* Saul, M. (2014). <i>Popular Governance of Post-Conflict Reconstruction: The Role of International Law</i>. Cambridge: Cambridge University Press.</p>
LEGAL	<p>MISMANAGEMENT:</p> <p>1. Illegality of land occupancy or housing discourages donors from investing in housing.</p> <p>2. In post-conflict environments where the rule of law is less stable, it can be difficult to enforce legally-binding contracts.</p> <p>OWNERSHIP RISKS:</p> <p>1. Legal framework and local authorities may have collapsed; if legal documents are lost, legal status and allocation of property ownership may be difficult to establish.</p> <p>2. Measures must be established to connect beneficiaries with para-legal or legal support in addressing issues related to proving ownership and other concerns related to accessing housing and land.</p>	<p>* UNDP, (2008). <i>Post-Conflict Economic Recovery; Enabling Local Ingenuity</i>. New York, NY 10017: United Nations Publications</p> <p>* Lyons, M., Boano, C. and Schilderman, T., (2010). <i>Building Back Better</i>. Rugby, Warwickshire: Practical Action.</p> <p>* Tafti, M., (2012). Limitations of the Owner-Driven Model in Post-Disaster Housing Reconstruction in Urban Settlements. <i>The University of Melbourne</i>, 1(1), pp.347-352.</p>

Table 2. 1: Factors and challenges affecting post-conflict housing reconstruction activities.