



CARIBBEAN DEVELOPMENT PARTNERS GROUP FOR DISASTER MANAGEMENT (CDPG-DM)

Emergency Shelter Thematic Working Group (STWG)

Standard Operating Procedure

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DRAFT

1. Introduction

1.1 Background

The Regional Response Mechanism (RRM) is an operational framework for disaster response management in the Caribbean, coordinated by the Caribbean Disaster Emergency Management Agency (CDEMA). The RRM operates across regional, sub-regional, and national levels to facilitate coordinated disaster response, resource allocation, and technical assistance.

Under the umbrella of the RRM, the Caribbean Development Partners Group for Disaster Management (CDPG-DM) serves as the primary regional coordination mechanism for international, regional, and non-governmental partners supporting disaster management in the CDEMA Participating States (PSs). The CDPG-DM is co-chaired by the Executive Director of CDEMA and the United Nations Resident Coordinator (UNRC).

To enhance operational efficiency, technical coordination, and resource alignment, the CDPG-DM is structured around ten (10) Thematic Working Groups (TWGs). Coordination; Health (including Mental Health and Psychosocial Support); Relief and Logistics; Emergency Information and Communication Technologies; Water, Sanitation and Hygiene (WASH); Protection; Emergency Shelter; Early Recovery; Civil-Military Coordination; and Private Sector. The co-lead model pairs each TWG with a regional and a UN/international lead, aligned with the UN Cluster System where feasible. These TWGs bring together specialized agencies, technical experts, and operational partners to prepare for, respond to, and support recovery from disaster events in the Caribbean.

Within this structure, the **Emergency Shelter Thematic Working Group (STWG)** serves as the primary regional coordination platform for emergency shelter, settlements, the distribution of non-food items (NFIs), and Housing, Land and Property (HLP) considerations. The STWG brings together regional and international partners, technical agencies, non-governmental organisations (NGOs), Red Cross partners, academia, private sector organisations, and other stakeholders to strengthen preparedness and support CDEMA Participating States in emergency shelter coordination, temporary shelter and settlements, displacement management, and the provision of NFI assistance during emergencies. The STWG operates in alignment with CDEMA's Comprehensive Disaster Management (CDM) Strategy, the *Sphere Handbook: Humanitarian Charter and Minimum Standards in Humanitarian Response*, and relevant international humanitarian principles, supporting preparedness, response, and the transition to early recovery across CDEMA PSs.

The STWG was established in recognition of the Caribbean's unique shelter challenges, including frequent exposure to hurricanes, earthquakes, floods, volcanic eruptions, and other hazards that can result in widespread displacement, damage to housing, and disruption of essential services. It provides a neutral and inclusive platform for collaboration among national disaster management authorities, regional organisations, United Nations agencies, NGOs, Red Cross partners, academia, private sector organisations, and development partners to strengthen coordinated shelter preparedness and response across the region.

The STWG promotes joint planning, information sharing, technical coordination, and coordinated action among national, regional, and international partners to strengthen shelter preparedness and response capacity across the Caribbean. It supports the coordination of family shelter / housing assistance, settlements, NFI distribution, site (and emergency shelter) management, and Housing, Land and Property (HLP) considerations while ensuring that shelter interventions are safe, dignified, nationally led, integrated with the wider humanitarian response, and aligned with nationally identified priorities. The STWG also works closely with the other relevant CDPG-DM TWGs to ensure that shelter priorities, operational gaps, and resource requirements are reflected in regional planning and coordinated response efforts.

1.2 Purpose of this SOP

This SOP outlines the standard procedures for the activation, coordination, operation, reporting, and deactivation of the STWG under the CDPG-DM structure.

It is intended to:

- Provide multi-hazard operational guidance for family shelter, NFI, site / emergency shelter management, and HLP response in the Caribbean.
- Define coordination interfaces between the STWG and other CDPG-DM Thematic Working Groups.
- Establish reporting, information management, and assessment standards.
- Align regional shelter coordination with the Global Shelter, Land and Site Coordination Cluster (co-led by IOM and IFRC).

1.3 Scope and Applicability

This SOP applies to the STWG and its members during:

- Preparedness / non-emergency periods;
- Anticipatory action, monitoring, and readiness phases;
- RRM / CDPG-DM activation;
- Emergency response;
- Coordinated de-escalation of operations and phased transition into early recovery;
- Post-response review, including the After-Action Review (AAR) phase.

It is applicable to all hazard events to which the RRM and the CDPG-DM provide support, including sudden-onset, slow-onset (including drought, extreme heat and other climate-driven hazards), natural, technological, biological, and complex hazards affecting one or more CDEMA PSs.

1.4 Relationship to the CDPG-DM Operations Plan

This SOP provides thematic-specific guidance for the operation of the STWG and shall be implemented in conjunction with the CDPG-DM Operations Plan.

The CDPG-DM Operations Plan establishes the overarching coordination arrangements, governance structure, activation procedures, and operational framework for the CDPG-DM. This SOP complements that framework by outlining the specific roles, responsibilities, procedures, and coordination arrangements for the STWG.

In the event of any inconsistency, the provisions of the CDPG-DM Operations Plan shall take precedence.

2. STWG Mandate, Objectives and Core Functions

2.1 Mandate of the TWG

The Emergency Shelter TWG is mandated to ensure that persons displaced or made homeless by disaster events in CDEMA PSs have access to safe, dignified, accessible and appropriate shelter solutions through coordinated regional and international support. The mandate covers three integrated domains: (1) family shelter / housing assistance — including NFI distribution, transitional shelter, self-recovery support, cash assistance for repair where appropriate, and community and household-level debris clearance where this is required to make homes and settlements safe to return to; (2) site planning and management — including collective centre / emergency shelter activation, management, and closure; and (3) Housing, Land and Property (HLP) rights — including tenure documentation, eviction prevention, planned relocation, and support to households with informal or undocumented tenure.

Debris clearance at large urban or infrastructure scale remains with the Early Recovery TWG. The division of labour is confirmed at the start of each response (see section 6.3).

Terminology. This SOP uses the terms used by national counterparts in the Caribbean: family shelter / housing assistance for the support provided, and emergency shelter for the building — the collective centre or public shelter — in which people are accommodated. Terminology for relief items is under review internationally (non-food items, essential household items, critical relief items); this SOP uses non-food items (NFI) pending a decision by the Global Shelter, Land and Site Coordination Cluster.

2.2 Objectives / Core Functions

The objectives of the STWG are to:

- Coordinate partner interventions in family shelter / housing, NFI, site / emergency shelter management, and HLP to avoid duplication and maximise impact.
- Develop and maintain fit-for-purpose, multi-hazard response strategies informed by verified assessment data.
- Support planning and execution of preparedness activities, including pre-positioning, capacity building, and simulation exercises.
- Facilitate joint needs analyses, structural damage assessments, and information products.
- Mobilise regional and international shelter and NFI resources and match them to verified needs in CDEMA PSs.

- Promote the protection of Housing, Land and Property (HLP) rights in all phases of response and recovery.
- Facilitate enhanced information exchange and timely reporting to the CDPG-DM, RCC, and the global cluster system.
- Identify cross-TWG coordination requirements and resolve mandate overlaps with other CDPG-DM TWGs.
- Ensure that shelter responses are accessible and inclusive, addressing the needs of persons with disabilities, older persons, children, and households accompanied by pets or service animals, in the design, equipment and management of emergency shelters.
- Promote agreed quality and ethical standards for shelter and relief items, including technical specifications, supply-chain due diligence against forced labour and child labour, and compliance with PSEA obligations.
- Align the STWG's technical agenda, terminology and tools with the Global Shelter, Land and Site Coordination Cluster so that regional and global practice reinforce each other.

3. Governance and Structure

3.1 Position within the CDPG-DM Architecture

The STWG operates under the authority of the CDPG-DM and supports the coordination of regional and international humanitarian assistance through the RRM.

The STWG reports to the CDPG-DM through its Co-Leads and supports the RCC and UNETTs / UN OCHA with relevant information and coordination inputs.

The STWG is embedded within the Caribbean's emergency and response coordination architecture and ensures structured collaboration across regional and national levels:

Regional Level	Coordination
Caribbean Development Partners Group for Disaster Management (CDPG-DM)	The CDPG-DM provides the overarching regional framework for coordinating partner support to affected CDEMA PSs. Within this structure, the STWG coordinates regional support for emergency shelter, non-food items, collective centres or displacement sites, and Housing, Land and Property considerations. The STWG promotes joint planning, information sharing, harmonised technical approaches, and the alignment of shelter-sector assistance with national priorities and identified needs. It also ensures that shelter gaps, resource requirements, and cross-sector dependencies are reflected in wider CDPG-DM coordination and decision-making.
Regional Coordination Centre (RCC)	During activation, the STWG provides the RCC and CTWG with regular updates on shelter damage, displacement, collective-centre occupancy, NFI requirements, partner coverage, available stocks, assessment findings, and operational constraints. Information gathered from STWG partners is consolidated by the Co-Leads and shared through the regional coordination architecture to support prioritisation, resource mobilisation, and the Common Operational Picture (COP). The STWG also coordinates closely with the Relief and Logistics, WASH, Protection, Health, Early Recovery, and Civil-Military Coordination TWGs where shelter operations depend on shared services, technical expertise, access, or complementary interventions.
National Level	Coordination
National (NEOC Level)	At the national level, the STWG engages with NEOCs, national disaster management organisations, ministries and departments responsible for housing, public works, social development, lands, local government, and emergency shelter management, as applicable. It also works with national Red Cross societies, local authorities, civil-society organisations, and other shelter partners supporting assessments, collective-centre management, NFI distribution, structural evaluations, and self-recovery. National authorities retain responsibility for establishing shelter priorities and directing operations,

	while STWG focal points help link national requirements with regional partner capacities, technical support, and resource mobilisation.
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3.2 TWG Co-Leads

The STWG shall be co-led by:

- Regional Co-Lead: Caribbean Disaster Emergency Management Agency (CDEMA)
- International / UN Co-Lead: International Organisation for Migration (IOM), Caribbean Office

Additional Co-Leads may be added by agreement of the CDPG-DM Co-Chairs and the existing Co-Leads where an organisation has the capacity to take on the role. The Co-Leads may also establish sub-groups on specific topics — for example information management, debris clearance, or relief-item standards — to be led by a member organisation.

3.3 Role of TWG Co-Leads

The STWG Co-Leads are responsible for:

- Represent the STWG in Coordination TWG meetings, CDPG-DM, and other coordination forums.
- Ensure timely sharing of operational updates, emerging issues, resource requirements, and technical advice with the Coordination TWG.
- Facilitate collaboration across TWGs to ensure regional partner support is coordinated, complementary, and responsive to the priorities of affected PSs.
- Promote the integration of cross-cutting issues, including protection, accountability to affected populations, gender, disability inclusion, and information management, into STWG activities where appropriate.
- Strengthen linkages between regional coordination mechanisms, national authorities, and relevant global coordination structures within the STWG's area of responsibility.
- Lead post-activation reviews and ensuring lessons learned are incorporated into future preparedness planning and updates to the SOP.
- Convene, facilitate, and document all STWG meetings during preparedness and response phases;
- Represent the STWG in CDPG and RCC coordination meetings and providing shelter sector updates;
- Issue STWG activation notifications and ensuring all members are mobilised;
- Coordinate the development and validation of information products, including Situation Reports (SitReps), needs analyses, and resource tracking;
- Maintain the STWG membership roster and ensuring contact details are current;
- Lead engagement with CDEMA PSs, NDMOs on shelter coordination;
- Ensure alignment of STWG activities with the Global Shelter, Land and Site Coordination Cluster and IOM/IFRC global guidance;
- Support post-response reviews and incorporating lessons learned into SOP updates.

3.4 TWG Secretariat / Rapporteur

The Rapporteur function is carried by the STWG Co-Leads during preparedness periods. During each response activation the Co-Leads shall designate a Rapporteur from among STWG members, on a rotating basis. Members are encouraged to volunteer for the role — including national organisations, national shelter working groups, and seconded, junior or intern staff supported by the Co-Leads. The Rapporteur is responsible for:

- Circulate meeting agendas at least 48 hours in advance (24 hours for sudden-onset events);
- Take and distribute meeting minutes within 24 hours;
- Maintain the STWG membership roster (name, organisation, email, WhatsApp, backup contact);
- Manage shared document storage and version control on the CDPG-DM shared drive;
- Update the resource tracking matrix and collective centre registry during activations;
- Coordinate the production of STWG SitReps (see Annex C template).

3.5 TWG Members

Core Members - Regular participating organisations with defined roles within the STWG:

- CDEMA (Regional Co-Lead) - Regional coordination, logistics, RRM activation, stockpile coordination
- IOM Caribbean Regional Office, Barbados (International Co-Lead) - Shelter, NFI, CCCM, HLP, DTM/Kobo

Ad Hoc Members - Engaged on a hazard or country-specific basis:

- Country-specific NDMOs (e.g., NODS Antigua & Barbuda, NADMA Grenada) - National coordination and field access
- IFRC - Shelter, NFI, cash, MHPSS, community volunteers, DREF access
- National Red Cross Societies (island-level) - Community assessment, distribution, first response
- RE-ACT Disaster Response (UK) - Deployable technical and logistics volunteers; Caribbean strategy group
- UNICEF - Hygiene kits, MHPSS, child-friendly spaces, CVA
- ShelterBox - Emergency tent and shelter kits
- GEM Caribbean - NFI collection and distribution
- ADRA - Emergency relief distribution, shelter repair, and community-level response
- All Hands and Hearts - Roof repair and reconstruction programmes, debris clearance, skilled volunteer teams
- Caritas Antilles / Caritas Network, CRS - Community-based distribution, shelter repair, parish-network reach
- CORE - Emergency response, shelter and settlements programming, cash assistance
- GSD - Role description to be confirmed with the organisation
- Habitat for Humanity - Shelter construction, NFI, reconstruction, skilled volunteers
- UWI Seismic Research Centre (SRC) - Technical briefings and seismic/tsunami hazard monitoring
- Global Shelter, Land and Site Coordination Cluster - Global technical guidance, standards, and the link to the international cluster system
- UNESCO Regional Office for the Caribbean - Media and public information in emergencies; communication and information sector assessment
- Free the Slaves - Advisory on ethical supply chains, forced labour and human trafficking risk

3.6 Membership Responsibilities

STWG members are expected to:

- Attend STWG meetings and provide timely updates on organisational activities and available resources;
- Maintain up-to-date contact details in the STWG roster (Annex A) and respond to activation messages within 2 hours;
- Share situational and operational data with the STWG in a timely manner, using agreed templates;
- Identify and make available technical staff, NFI stocks, and other resources in line with organisational commitments;
- Avoid parallel coordination structures that duplicate or undermine STWG functions;
- Respect agreed information management protocols and public communication channels;
- Participate in post-response reviews and contribute to lessons learned and SOP updates.
- Confirm, at sign-up and at least annually, which contact details may be published in the STWG roster (see section 4.3).

4. Preparedness / Non-Emergency Procedures

4.1 Regular Meetings

During non-emergency periods, the STWG shall meet at an agreed frequency.

The STWG meets biweekly (every two weeks) during non-emergency periods.

Meeting cadence is:

- Biweekly: Full STWG coordination call (60 minutes) - review preparedness, resource mapping, capacity building, and TWG objectives;
- Monthly: Technical deep-dive session on a specific topic (e.g., assessment tool, HLP, collective centre / emergency shelter management, NFI pre-positioning);

- Annually: In-person workshop or simulation exercise (e.g., Exercise SYNERGY) to test procedures and update the SOP;
- On demand: Immediate call within 4 hours of a significant seismic / hurricane / hazard event affecting the Caribbean.

4.2 Preparedness Planning

The STWG shall:

- Maintain and annually update this SOP, incorporating lessons from exercises and real activations;
- Conduct at least one multi-hazard tabletop exercise per year (or participate in CDEMA/RRM exercises such as Exercise SYNERGY);
- Maintain a live resource and capacity matrix updated quarterly by Co-Leads;
- Support CDEMA PSs in reviewing and pre-identifying collective centre sites, especially for earthquake scenarios (noting that pre-existing buildings may be unsafe);
- Develop and maintain assessment capacity among STWG members for rapid post-hazard structural assessment;
- Develop pre-positioning strategy for the Eastern Caribbean;
- Engage diaspora organisations and private sector to maintain in-kind donation pathways in line with the Responsible Donations framework;
- Maintain training roster of PASSA facilitators, HLP specialists, Rapid Needs Assessment Teams (RNAT) trained engineers, and collective centre managers;
- Develop and publish shelter preparedness messaging for CDEMA PSs ahead of hurricane season (June–November).
- Maintain accessibility and inclusion standards for emergency shelters, and pre-position mobility and accessibility kits — including partitioning, lighting and assistive items — in a selected number of emergency shelters;
- Ensure that items procured, donated or pre-positioned meet agreed technical specifications and ethical sourcing requirements, including due diligence against forced and child labour, in coordination with the Relief and Logistics TWG and recognised international relief-item standards;

4.3 Contact and Membership Management

The STWG shall maintain:

- A single consolidated membership database covering both the email list and the WhatsApp group;
- Emergency focal points;
- Alternate focal points;
- Partner organisation profiles;
- Technical rosters, where applicable;
- A record, for each member, of which contact details may be published;
- A published roster (Annex A) limited to organisational focal-point contact details, unless the individual concerned has consented to the publication of personal details;
- A membership sign-up form capturing organisation, focal point, alternate focal point, communication channels, and publication consent.

4.4 Resource and Capacity Mapping

The STWG shall maintain a regularly updated resource matrix, including:

Resource / Capacity	Partner	Quantity / Scale	Location	Availability	Mobilisation Time	Constraints
Emergency shelter tarpaulins (heavy duty)	IOM Caribbean RO / CDEMA stockpile	t.b.d.	Bridgetown, Barbados	Within 24–48 hrs by air/sea	2–3 days to field	
NFI Family Kit (blankets, mats, cookware, hygiene)	IOM / CDEMA / Red Cross NSs	t.b.d.	Barbados + Trinidad	Within 24–48 hrs	2–3 days to field	
Structural	IOM / REACT	t.b.d.	Deployable	Within 24 hrs	Visa/travel	

assessment teams (RNAT)	UK		regionally	(virtual) / 48 hrs (field)	logistics	
Emergency tent kits	ShelterBox	t.b.d.	Barbados (proposed)	48–72 hrs	Final pre-pos agreement TBC	
NFI (GEM Caribbean)	GEM Caribbean	t.b.d.	Miami, USA	3–5 days by air freight	Customs clearance in receiving country	
DREF / emergency funds for Red Cross response	IFRC / NatSoc	t.b.d.	Port of Spain + islands	48–72 hrs (DREF approval)	DREF application process (~48 hrs)	
Collective centre management support	IOM / UNHCR (on request)	t.b.d.	Barbados RO	Within 48 hrs	Depends on access and scale	
PASSA community shelter assessment training	IOM (trained facilitators on roster)	t.b.d.	Regional	3–5 days (mobilisation)	Facilitator availability	
HLP rapid assessment and documentation	IOM / NRC (TBC)	t.b.d.	Barbados / remote	Within 3–5 days	HLP lead TBC	
Hygiene kits, MHPSS, CFS materials	UNICEF ECA	t.b.d.	Panama + Barbados	24–48 hrs	Procurement lead times for scale-up	
Cash and voucher assistance (CVA) capability	IFRC / Red Cross NSs / UNICEF	t.b.d.	Regional	Operational within 72 hrs	Recipient identification and verification	
Humanitarian cargo air freight (emergency)	WFP (logistics cluster support)	t.b.d.	Regional / Miami	48–72 hrs (LOU required)	Subject to RL TWG activation	

Figures in the resource matrix are supplied by the partner organisations themselves and are recorded as t.b.d. until confirmed. The Co-Leads circulate a short capacity questionnaire at least annually and ahead of each hurricane season, and do not populate the matrix with estimates.

4.5 Tools, Templates and Information Products

The STWG shall maintain relevant tools such as:

- STWG Member Roster (Annex A) - updated quarterly and published via [Sheltercluster.org/Caribbean](https://sheltercluster.org/Caribbean); the published version carries organisational focal-point contact details unless the individual has consented to publication of personal details; all members confirm contact details at each activation;
- Multi-Hazard Activation Checklist (Annex B) - first 6 hours, covering all hazard types;
- STWG Situation Report (SitRep) Template (Annex C) - standardised format, AI-compatible, aligned with CDPG-DM reporting cycle;
- STWG Scenario Response and Reporting Tool - pre-loaded with Caribbean shelter data, scenario parameters, partner contacts;

- RNAT Assessment Template - post-earthquake structural screening tool (Caribbean-adapted, English and Spanish);
- Collective Centre Registry - site details, capacity, management status, services provided;
- NFI Tracking Sheet - distribution pipeline, quantities, locations, beneficiary numbers;
- HLP Rapid Assessment Form - tenure, documentation, eviction risk indicators;
- Community Information Form (KoboToolbox) - rapid shelter data collection by community volunteers.

5. Activation Procedures

5.1 Activation Authority

Activation of the STWG shall be authorised by the CDPG-DM Co-Chairs or in alignment with CDPG-DM activation protocols.

5.2 Activation Notification

Upon activation, the STWG Co-Leads shall issue an activation message to all members.

The activation message should include:

- Nature, location, and preliminary magnitude/scale of the hazard event;
- Confirmed CDPG-DM activation level (L1 / L2 / L3) and status;
- Preliminary indication of shelter and displacement impact (if available);
- Opening of STWG communication channels: email listserv and WhatsApp group;
- Date, time, and link for the first STWG coordination call (within 4 hours for sudden-onset events);
- Instructions on immediate preparatory actions (e.g., check resource availability, alert deployment teams).

5.3 Initial TWG Meeting

The first STWG meeting should be convened within 4 hours of activation for sudden-onset events (earthquake, tsunami) and within 12–24 hours for gradual-onset events (hurricane, flood). The initial meeting shall address:

- Confirmation of activated partners and their availability;
- Preliminary shelter impact briefing (government, CDEMA, UWI SRC for seismic events);
- Agreement on STWG operating rhythm and meeting frequency for the response;
- Assignment of the Rapporteur and information management responsibilities;
- Review of pre-positioned resources and deployment pipeline;
- Initial geographic prioritisation for assessment and response;
- Key gaps, constraints, and immediate cross-TWG coordination needs (especially Relief & Logistics, Protection);
- Timeline for first STWG SitReps to CDPG-DM / RCC.

6. Emergency Response Procedures

6.1 Operating Rhythm

During activation, the STWG shall establish an operating rhythm based on the scale and urgency of the event.

This may include:

- H+0–72 (acute phase): Daily STWG calls (60 min), daily SitRep to CDPG-DM, continuous WhatsApp monitoring;
- Day 4–14 (sub-acute): Every-other-day calls, SitRep every 48 hours, joint field assessment coordination;
- Day 15+ (operational phase): Twice-weekly calls, weekly SitRep, transition planning discussions;
- All phases: Real-time updates via STWG WhatsApp group; shared dashboard on CDPG-DM shared drive; CLS updates via Logistics TWG.

6.2 Coordination with the CDPG-DM

The STWG shall provide regular updates to the CDPG-DM to include:

CDPG-DM Emergency Shelter Thematic Working Group SOP

- Partner activities;
- Resources available;
- Gaps and constraints;
- Support required from other TWGs;
- Decisions required from the CDPG-DM Co-Chairs.

Support for the Development of Information Products

The STWG shall provide timely and accurate information to support the development of information products, including Information Notes, SitReps, and Infographics.

Information provided should include:

- **What:** operations being undertaken by the TWG;
- **Who:** agencies/partners supporting the operations;
- **Where:** locations of operations (countries, parishes, communities);
- **Whom:** beneficiaries of the operations (disaggregated by sex and age, where possible); and
- **When:** timelines of operations, including start dates and expected duration.

6.3 Cross-TWG Coordination

The STWG maintains the following primary coordination interfaces with other CDPG-DM TWGs:

- Relief & Logistics TWG - NFI pipeline management, cargo tracking (CLS), last-mile delivery, pre-positioning strategy; STWG provides demand signal, Logistics TWG confirms supply pipeline;
- WASH TWG - Joint needs analysis at collective centres; WASH services integrated into shelter site plans; coordination on contamination assessment for water supply;
- Protection TWG - HLP rapid assessment, gender-based violence (GBV) risk mitigation in collective centres; child protection in displacement settings; HLP rights referrals; inclusion of persons with disabilities and older persons in shelter site planning and management;
- Early Recovery TWG - Transition from emergency shelter to transitional and permanent housing; Build Back Better integration; repair and reconstruction coordination; division of labour on debris clearance — community and household-level clearance enabling safe shelter is coordinated through the STWG, while large-scale urban and infrastructure clearance sits with Early Recovery;
- Civil-Military Coordination TWG - Coordination of military engineering assets for structural assessment and rubble management; use of military transport for NFI delivery to inaccessible areas;
- Health TWG - Identification of medical facilities requiring shelter or structural safety assessment; health facility site planning in collective centres;
- Private Sector TWG - Responsible donation framework; corporate NFI partnerships (Good360, Amazon, Airbnb); diaspora engagement for shelter support.
- Education partners (UNICEF, national Ministries of Education, and the relevant CDPG-DM interlocutor) - School buildings are the most commonly used emergency shelters in the Caribbean; coordination on site selection, provision of alternative learning space, and the timely return of children to education.

6.4 Resource Tracking

The STWG shall coordinate with the Relief and Logistics TWG to support the updating of the **CDEMA Logistics System (CLS)** and maintain an accurate and up-to-date inventory of humanitarian relief items relevant to the STWG's mandate.

The STWG shall also maintain and regularly update a database of emergency response personnel, aligned with its area of responsibility, who are available for deployment to Regional Response Teams and to support operations within the RCC.

The STWG shall promote the application of agreed technical specifications and ethical sourcing standards to items entering the response, and shall raise questions of supplier due diligence — including forced and child labour — with the Relief and Logistics TWG and, where required, through the Global Shelter, Land and Site Coordination Cluster.

6.5 Information Management Products

The STWG shall produce and maintain the following information products during response:

- STWG Situation Report (SitRep) - standardised format (Annex C); produced every 24–48 hours; submitted to CDPG-DM/RCC; includes shelter needs, assessment data, partner activities, gaps, and resource pipeline;
- Displacement and Emergency Shelter / Collective Centre Tracker - updated daily during the acute phase; tracks site name, location, population, management status, services available; produced jointly with, and in support of, the national emergency operations centre where the national authority maintains its own tracker;
- NFI Distribution Pipeline - tracks quantities ordered, in transit, delivered, and pending, including last-mile distribution to the final distribution point; updated per distribution event; reporting tools shall be simple and low-bandwidth — mobile or messaging-based where possible — rather than relying on complex spreadsheets;
- Damage Assessment Summary - aggregates RNAT structural assessment results; categorised by Inspected / Restricted Use / Unsafe placards;
- STWG Partner Activity Matrix - 4Ws (Who, What, Where, Whom) for shelter and NFI activities;
- HLP Status Brief - identifies tenure, legal, and documentation issues; feeds into Protection TWG and Early Recovery planning;
- External Shelter Bulletin - simplified public-facing summary for media and government; cleared through CDPG-DM communications cell before release.

6.6 External Communications and Public Information

External communications shall be coordinated through agreed CDPG-DM, CDEMA, UNETTs / UN OCHA, and national public information channels.

STWG members should avoid releasing unverified operational information that could compromise national messaging, affected populations, or partner coordination.

7. Early Recovery Procedures

7.1 Transition from Response to Early Recovery

The STWG shall support the transition from immediate response to early recovery by identifying:

- Areas with sufficient structural stock for limited repair support (vs. areas requiring full reconstruction);
- HLP issues - unresolved tenure, contested land, evictions - that could block self-recovery;
- Collective centre populations with no viable return or durable solution pathway;
- Coordination entry points for reconstruction-phase partners;
- Build Back Better (BBB) technical standards for government-led reconstruction;
- Transition of STWG from daily operational coordination to strategic oversight and advocacy.

8. Deactivation Procedures

8.1 Deactivation Authority

Deactivation shall be authorised by the CDPG-DM Co-Chairs in alignment with CDPG-DM procedures.

8.2 Deactivation Actions

- Circulate deactivation notice to all STWG members at least 5 days in advance;
- Produce final STWG Situation Report summarising total response scope, partners, beneficiaries, and remaining gaps;
- Close STWG-specific operational communication channels (WhatsApp response group); revert to standing preparedness channels;
- Compile and share STWG lessons learned document with CDPG-DM / CDEMA;
- Update resource and capacity matrix to reflect stocks used, replenishment status, and resource gaps identified;

- Handover any ongoing collective centre populations, HLP cases, or NFI pipeline issues to the relevant national authority or recovery-phase coordinator;
- Schedule post-response SOP review meeting within 30 days of deactivation to incorporate lessons learned.

9. Reporting and Documentation

The STWG shall maintain appropriate reporting, documentation, and information management practices to support preparedness, response, recovery, accountability, institutional learning, and effective coordination across the CDPG-DM and the RRM.

The STWG shall maintain an organised repository of relevant documentation and information products through the designated CDPG-DM information management platform or other agreed information-sharing mechanisms. Where appropriate, access to documentation may be restricted based on the sensitivity of the information and the intended audience.

The STWG shall develop, maintain, and disseminate relevant documentation and information products, including but not limited to:

- Meeting agendas, minutes, decisions, and action trackers.
- SitReps, operational updates, and technical briefings.
- Sector-specific assessments, analyses, guidance notes, and technical recommendations.
- Standard Operating Procedures (SOPs), contingency plans, Concepts of Operations (ConOps), and other planning documents.
- Training materials, workshop reports, simulation exercise (SIMEX) documentation, AARs, lessons identified, and improvement plans.
- Resource inventories, stakeholder matrices, contact directories, and coordination frameworks.
- Maps, dashboards, infographics, and other information management products relevant to the TWG's area of responsibility.
- Any additional technical products required to support preparedness, response, early recovery, and coordination activities.

During emergency activations, the STWG shall ensure the timely production and sharing of operational information to support situational awareness, evidence-based decision-making, and coordinated action. Key updates, operational priorities, resource requirements, and emerging issues shall be routinely shared with the Coordination TWG to support the development of a COP and consolidated regional reporting.

The STWG shall contribute to the CDPG-DM 3/4/5W¹ reporting process (Who is doing What, Where, for Whom, and When, as applicable) and any other agreed regional information management products to support a consolidated COP, identify operational gaps and overlaps, and inform strategic decision-making by the CDPG-DM, the RCC, and participating partners.

The TWG Co-Leads shall be responsible for ensuring that key documentation, information products, and reporting mechanisms are maintained, periodically reviewed, and updated to reflect changes in operational requirements, regional priorities, and lessons identified through exercises and emergency responses.

¹ 3/4/5W is a humanitarian information management reporting framework used to capture Who is doing What, Where, for Whom, and When, providing a common operational picture to support coordination, identify gaps and overlaps, and inform operational decision-making