
TECHNICAL ANNEX
DIPECHO HIP (SOUTH EAST ASIA)

FINANCIAL, ADMINISTRATIVE AND OPERATIONAL INFORMATION

The provisions of the financing decision ECHO/WWD/BUD/2014/01000 and the General Conditions of the Agreement with the European Commission shall take precedence over the provisions in this document.

1. CONTACTS

Operational Unit in charge DG ECHO/B5

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2. FINANCIAL INFO

Indicative Allocation: EUR 11 300 000

Disaster Preparedness: EUR 11 300 000

3. PROPOSAL ASSESSMENT

3.1. Administrative info

Assessment round 1

- a) Indicative amount: up to EUR 11 000 000 (Subject to the availability of payment appropriations. The amount awarded may be lower than the overall indicative amount, or spread over time).
- b) Description of the humanitarian aid interventions relating to this assessment round: All interventions as described in section 3.4 of the HIP.
- c) Costs will be eligible from 01/01/2014¹. Actions will start from 01/03/2014.
- d) The expected initial duration for the Action is up to 18 months
- e) Potential partners: All DG ECHO Partners
- f) Information to be provided: Single Form 2014²
- g) Indicative date for receipt of the above requested information: by 13/12/2013³.

¹ The eligibility date of the action is not linked to the date of receipt of the single form. It is either the eligibility date set in the single form or the eligibility date of the HIP, whatever occurs latest.

² Single Forms 2014 will be submitted to DG ECHO using APPEL

³ The Commission reserves the right to consider Single Forms transmitted after this date, especially in case certain needs/priorities are not covered by the received Single Forms.

Assessment round 2

- a) Indicative amount: up to EUR 300 000
- b) Description of the humanitarian aid interventions relating to this assessment round: community and township disaster risk reduction activities in Rakhine State, Myanmar.
- c) Costs will be eligible from 01/01/2014⁴. Actions will start from 01/03/2014.
- d) The expected initial duration for the Action is up to 18 months
- e) Preselected partner: ActionAid-led MCCR consortium due to its specific capacity to deliver assistance as described above (under b) in the targeted areas

3.2 Operational requirements:**3.2.1 Assessment criteria:**

The assessment of proposals will look at:

- The compliance with the proposed strategy (HIP) and the operational requirements described in this section;
- Commonly used principles such as: quality of the needs assessment and of the logical framework, relevance of the intervention and coverage, feasibility, applicant's implementation capacity and knowledge of the country/region.
- In case of actions already being implemented on the ground, where DG ECHO is requested to fund a continuation, a visit of the on-going action may be conducted to determine the feasibility and quality of the Action proposed.

3.2.2 Operational guidelines:**3.2.2.1 General Guidelines**

In the design of your operation, please take account of ECHO policies and guidelines where appropriate (see below for key documents and principles).

Disaster Risk Reduction (DRR)

http://ec.europa.eu/echo/files/policies/prevention_preparedness/DRR_thematic_policy_doc.pdf

The EU resilience communication and Action Plan

http://ec.europa.eu/echo/policies/resilience/resilience_en.htm

Gender

http://ec.europa.eu/echo/files/policies/sectoral/Gender_SWD_2013.pdf

Food Assistance

http://ec.europa.eu/echo/policies/food_assistance_en.htm

Nutrition

⁴ The eligibility date of the action is not linked to the date of receipt of the single form. It is either the eligibility date set in the single form or the eligibility date of the HIP, whatever occurs latest.

http://ec.europa.eu/echo/files/news/201303_SWDundernutritioninemergencies.pdf

Cash and vouchers

http://ec.europa.eu/echo/policies/sectoral/cash_en.htm

Protection

http://ec.europa.eu/echo/policies/sectoral/protection_en.htm

Children in Conflict

http://ec.europa.eu/echo/files/policies/sectoral/children_2008_Emergency_Crisis_Situations_en.pdf

Emergency medical assistance

http://ec.europa.eu/echo/policies/sectoral/health_en.htm

Civil–military coordination

http://ec.europa.eu/echo/policies/sectoral/civil_military_en.htm

Water and sanitation

http://ec.europa.eu/echo/files/policies/sectoral/WASH_SWD.pdf

Visibility guidelines toolkit and visual identity

http://ec.europa.eu/echo/partners/humanitarian_aid/visibility_en.htm

http://ec.europa.eu/echo/media/identity_en.htm

A set of overall principles needs to guide every operation supported by ECHO.

The humanitarian principles of humanity, neutrality, impartiality and independence, in line with the European Consensus on Humanitarian Aid, and strict adherence to a "**do no harm**" approach remain paramount.

The safe and secure provision of aid: the ability to safely deliver assistance to all areas must be preserved. ECHO requests its partners to include in the project proposal details on how safety and security of staff (including the staff of implementing partners) and assets is being considered as well as an analysis of threats and plans to mitigate and limit exposure to risks. ECHO or its partners can request the suspension of ongoing actions as a result of serious threats to the safety of staff.

Accountability: partners remain accountable for their operations, in particular:

- the identification of the beneficiaries and of their needs using, for example, baseline surveys, KAP-surveys, Lot Quality Assurance Sampling (LQAS) or beneficiary profiling;
- management and monitoring of operations, and having adequate systems in place to facilitate this;
- reporting on activities and outcomes, and the associated capacities to collect and analyse information;
- identification and analysis of logistic and access constraints and risks, and the steps taken to address them.

Gender-Age Mainstreaming: Ensuring gender-age mainstreaming is of paramount importance to ECHO, since it is an issue of quality programming. Gender and age matter in humanitarian aid because women, girls, boys, men and elderly women and men are affected by crises in different ways. Thus, the assistance needs to be adapted to their specific needs - otherwise it risks being off-target, failing its objectives or even doing harm to beneficiaries. It is also a matter of compliance with the EU humanitarian mandate and the humanitarian principles, in line with international conventions and commitments. All project proposals/reports must demonstrate integration of gender and age in a coherent manner throughout the Single Form, including in the needs assessment and risk analysis, the logical framework, description of activities and the gender-age marker section.

Protection Mainstreaming: Mainstreaming of basic protection principles in traditional assistance programmes is of paramount importance to ECHO. This approach is closely linked to the principle of 'do no harm', and also extends the commitment of safe and equal access to assistance as well as the need for special measures to ensure access for particularly vulnerable groups. All proposals MUST demonstrate integration of these principles, not only in section 5.3. of the Single Form, but also in its substantive sections, i.e. the logical framework, activity descriptions, etc. Protection mainstreaming should, in particular, be reflected in any actions implemented in a displacement hosting context (be it refugees or IDPs), where considerations on the relationship with host communities are of utmost importance for the protection of the displaced population.

While humanitarian assistance often focuses on community-level interventions, it is important to remember that, in order to fully address many protection issues, it is also necessary to consider the relevance and feasibility of advocacy (structural level) interventions aimed at (a) stopping the violations by perpetrators and/or (b) convincing the duty-bearers to fulfil their responsibilities.

Do no harm: Partners should ensure that the context analysis takes into account threats in addition to vulnerabilities and capacities of affected populations. The analysis should bring out both external threats to the target population as well as the coping strategies adopted to counteract the vulnerabilities. The risk equation model provides a useful tool to conduct this analysis. The model stipulates that *Risks equals Threats multiplied by Vulnerabilities divided by Capacities*, and the way to reduce risks is by reducing the threats and vulnerabilities and increasing the capacities. Depending on the type of threat faced by the population in question, reducing it can be anything from possible/straightforward to impossible/dangerous. In the latter case, one will resort to focusing on vulnerabilities and capacities, but the fact that the analysis has acknowledged the threat will contribute to ensuring that the response subsequently selected does not exacerbate the population's exposure to the risk.

Disaster Risk Reduction (DRR):

For targeted DRR interventions, the information in the Single Form should clearly show that:

- all risks have been clearly identified, including their possible interactions;
- the intervention strengthens and promotes the role of the state and non-state actors in disaster reduction and climate change adaptation from national to local levels;
- the measures planned are effective in strengthening the capacity of communities and local authorities to plan and implement local level disaster risk reduction activities in a sustainable way, and have the potential to be replicated in other similar contexts;

- the intervention contributes to improving the mechanisms to coordinate disaster risk reduction programmes and stakeholders at national to local levels.
- the action is designed incorporating the existing good practice in this field;
- the partner has an appropriate monitoring, evaluation and learning mechanism to ensure evidence of the impact of the action and good practice are gathered, and effectively disseminated.

Strengthening coordination: Partners should provide specific information on their active engagement in all types of coordination bodies, formal and informal, and where relevant in cluster/sector and inter-cluster/sector coordination: participation in coordination mechanisms at different levels, not only in terms of meetings but also in terms of joint field assessments and engagement in technical groups and joint planning activities. The partners should actively engage with the relevant local authorities and, when feasible and appropriate, stipulate co-ordination in Memoranda of Understanding. When appropriate, partners should endeavour to exchange views on issues of common interest with actors present in the field (e.g. EU, UN, AU missions, etc.). In certain circumstances, coordination and deconfliction with military actors might be necessary. This should be done in a way that does not endanger humanitarian actors or the humanitarian space, and without prejudice to the mandate and responsibilities of the actor concerned.

Integrated approaches: Whenever possible, integrated approaches with multi- or cross-sectoral programming of preparedness or response in specific geographical areas are encouraged to maximize impact, synergies and cost-effectiveness. Partners are requested to provide information on how their actions are integrated with other actors present in the same area.

Resilience

ECHO's objective is to respond to the acute humanitarian needs of the most vulnerable and exposed people while increasing their **resilience** in line with EU resilience policy. Where feasible, cost effective, and without compromising humanitarian principles, ECHO support will contribute to longer term strategies to build the capacities of the most vulnerable and address underlying reasons for their vulnerability – to all shocks and stresses.

All ECHO partners are expected to identify opportunities to reduce future risks to vulnerable people and to strengthen livelihoods and capacities. ECHO encourages its partners to develop their contextual risk and vulnerability analysis and to adapt their approach to the type of needs and opportunities identified. This requires partners to strengthen their engagement with government services, development actors and with different sectors. In that regard, ECHO partners should indicate how they will increase ownership and capacity of local actors whenever possible: community mobilisation, CSOs, technical dialogue, coordination and gradual transfer of responsibilities to countries' administration or relevant line ministries.

Good coordination and strategic complementarity between humanitarian and development activities (LRRD approach) are essential to the resilience approach.

Community-based approach

In all sectors, interventions should adopt, wherever possible and appropriate, a community-based approach in terms of defining viable options to effectively help increasing resilience.. This includes the identification of critical needs as prioritised by the communities, and the transfer of appropriate knowledge and resources.

Response Analysis to Support Modality Selection for all Resource Transfers is mandatory. DG ECHO will support the most effective and efficient modality of providing assistance, whether it be cash, vouchers or in-kind assistance.

3.2.2.2 Specific Guidelines

Regional (South East Asia) considerations

DG ECHO is encouraging regional projects that will contribute to the following under this Disaster Preparedness Programme 2014-2015:

- Promotion of the roll out and implementation of respective regional and national DRR frameworks and programmes, through enhancing the core interface between DIPECHO projects, the National Disaster Management institutions and structures at all levels; ASEAN and the 6th AMCDRR will be supported.
- Improved advocacy and technical support for DRR to be fully integrated into development planning and funding with the relevant Line Ministries and Departments (education, health, planning, finance, agriculture and rural development among others: the development of effective strategies and mechanisms for the protection of the livelihoods and the reduction of risks in agriculture and associated sectors;
- Enhancing networking and promoting the exchange of experiences and development of joint initiatives related to DRR matters, in particular, in the framework of the preparation and follow-up of the 5th Asian Ministerial Conference for DRR;
- Global Campaigns for Safe Schools and Hospitals: promotion and contribution to these global campaigns at country or at ASEAN level will continue to be of utmost interest to ECHO, with a specific call for adequate balance between hard and soft measures, as well as clear impact indicators;
- Support for participatory and engaging mechanisms and approaches, involving civil society, humanitarian actors, parliamentarians, the media etc.
- In line with the Resilience⁵ Action Plan⁶ of June 2013 DG ECHO and other departments of the EU institutions will share joint analysis, common priorities, coordinated planning, a multisectorial approach that will eventually lead to phase-out and handover of EU funded projects to either to the target community / institution, the relevant authorities, or to an appropriate longer-term funding instrument. This will imply actively advocating towards and engaging with Governmental bodies and development donors on DRR. Potential DIPECHO partners are encouraged to collaborate on strategy formulation and planning together with stakeholders such as other DRR funding bodies, so that activities can be assimilated and carried on by larger funding donors or government bodies.

⁵ "In this context, resilience is understood to mean the ability of an individual, a household, a community, a country or a region to prepare for, to withstand, to adapt, and to quickly recover from stresses and shocks without compromising long-term development prospects. The new approach to building resilience provides an opportunity to bring together political dialogue, humanitarian and development work and priorities in a comprehensive, coherent and effective approach to achieve better results on the ground. Building resilience not only reduces suffering and loss of life but is also more cost effective."

⁶ Commission's Communication on the 'EU Approach to Resilience: Learning from Food Security Crises' Doc. 14616/12. Oct 2012, Council Conclusions, May 2013; Commission Action Plan, June 2013.

- Documenting success stories and lessons learned/good practices are key and particular emphasis will be put on documenting and disseminating throughout and beyond South East Asia, experience of exiting from DIPECHO funding, the process, the indicators, the strategy, the partnership, etc. will be looked at, analyzed and shared.

The following section refers to common interventions relative to South East Asia. This is followed by a section which refers to the specificities of each of the five Countries covered by this HIP.

The DIPECHO sectors and types of activities to increase communities' and institutions resilience that national and regional initiatives cover are:

- a) *Local disaster management components*, targeting local actors in disaster prone areas: EWS⁷, mapping, local capacity-building, training.
- b) *Institutional linkages and advocacy*, targeting institutions involved in DM/DRR in particular at regional, national and sub-national levels: advocacy, facilitation of coordination and institutional strengthening.
- c) *Information, education, communication*, targeting direct and indirect beneficiaries: awareness-raising among the general public, education and dissemination.
- d) *Small-scale infrastructure and services*, at community level: infrastructure support and mitigation works, reinforcing critical infrastructure, operation and maintenance systems, non-structural mitigation activities.
- e) *Stock-Building of emergency and relief items*, targeting the reinforcement of the response capacity of local actors and institutions in disaster-prone areas in view of contributing to an adequate response to natural disasters by strengthening the response capacity in the early hours and days of a disaster.
- f) *Livelihoods and economic assets protection*: supporting direct and indirect beneficiaries to adapt, prepare or protect their livelihoods against natural disasters.

⁷ EWS: Early Warning Systems

1. CAMBODIA: Consolidation towards institutionalization of CDBRR including enhancement of Early Warning Systems and Reduction of Nutritional Risks during disasters.

1. Hazards and Geographic priorities

- The most hazard-prone (floods and drought) constitute the geographic focus areas: Banteay Meanchey, Kampong Cham, Kampong Chhnang, Kampong Speu, Kampong Thom, Kratie, Odar Meanchey, Prey Veng, Pursath. Each project should target a maximum of three provinces.
- National, Provincial, sub-provincial levels. Difficulties in targeting national level are understood, but all effort should be made to link it to the targeted provinces.

2. Key messages: Partners should:

- Consolidate earlier achievements and clearly articulate Disaster Recovery, Preparedness and Risk Reduction. New projects will build upon achievements and lessons learned in 15 years of ECHO presence and funding to support Disaster Preparedness, Prevention, Risk Reduction and Response in Cambodia;
- Encourage a Nutrition-sensitive approach, from vulnerability analysis to chosen activities. ECHO will engage in DRR and Nutrition activities when there is good evidence that those will have an impact especially on recurrent disasters;
- Ensure that project design takes into account Commission's Resilience Agenda;
- Ensure projects link in with Village Investment Plans / Village Developments Plans as well as with Development plans on Commune, District and Provincial level. The setup of parallel structures should be avoided and DRR mainstreaming into development plans promoted;
- Design projects with a mix of hard ware (e.g. small scale irrigation construction) and soft measures (training / community organizing). Saving Groups and Rice Banks are substantially contributing to DRR, but they need to be implemented well so that trust is built by communities in such activities;
- Experience in Cambodia has to be proven when included in the proposal;
- Demonstrate the project has linkages (e.g. regarding reporting) with the Hyogo Framework of Action (HFA), the ASEAN Agreement on Disaster Management and Emergency Response (AADMER) and relevant Cambodian legislation, rules, regulations and strategy documents (such as the National Contingency Plan (NCP), the National Strategy Plan (NSP) and the Strategic National Action Plan (SNAP).
- Carry out coordination and joint initiatives linking with the Humanitarian Relief Form, the JAG and the DRR-Forum.
- Consolidate harmonization and standardization efforts need to be undertaken, especially for Provincial Disaster Preparedness plans and in the training curriculum;

- Outline the potential, capability, motivation and enthusiasm of local stakeholders (government, civil society, NGOs, private sector etc.) to move forwards on DRR, and involve them in the design of the project for both ownership and sustainability concerns.
- Contribute to the improvement through standardization of communication aspects of Early Warning Systems (also new communication/warning means such as SMS and internet): past disasters have indicated that the communities did not get the message or did not understand it. Link this to the information available in the Plans and to the communities about safe areas during times of flooding, their capacity, the people in charge of management and other issues;
- Adaptation of the DM-law would be an important step forwards for DRR. Support in the legislative process through joint advocacy can therefore be included.

2. LAO PDR: *Scale-up CBDRR coverage, support to preservation of livelihoods through DRR.*

1. Hazards and Geographic priorities

- Central and southern provinces of the country for floods, flash-floods, storms, landslides, drought, earthquake, and epidemics, preferably in a multi-hazard framework.
- Focus on marginalized, underserved and underdeveloped parts of the country with high level of exposure and vulnerability.
- Attention should be given to geographical areas and to communities affected by recent major hazards, such as typhoon Ketsana in 2009, tropical storms Haima and Nock Ten in 2011, and the malaria epidemic in the southern provinces, providing linkages to past or ongoing ECHO humanitarian responses.

2. Key messages: Partners should:

- Give priority to CBDRR scale-up, adequately linked with national initiatives on DRR and including capacity-building at all levels.
- Include active support and involvement with NDMO⁸ in developing effective coordination mechanisms at national and local levels, including a functioning national DRR platform that would serve as a forum for technical exchange, lessons learned, joint initiatives, mapping, harmonization and dissemination.
- With the aim of building resilience, present actions targeting protection of livelihoods will be supported, with well-designed cause/effect concepts that translate into sound and feasible DRR measures. This should be linked with relevant Line Ministries and Departments and engage development donors.
- Present projects which identify potentials for CBDRR institutionalization within policy and legal frameworks, with practical options for standardized methodology approved by the relevant authorities.

⁸ National Disaster Management Office

3. MYANMAR: *Scale-up CBDRR and address urban earthquake risks*

1. Hazards and Geographic priorities

- Coastal Areas from Rakhine State to Tanintharyi Region for cyclones, tropical storms, storm surges, tidal waves, preferably in a multi-hazard framework.
- Earthquake Preparedness in urban and peri-urban environments, expanding the work started along the Sagaing fault-line, in particular in Yangon, Mandalay, Sagaing, Taungoo, Bago and Magwe.

2. Key messages: Partners should:

- Strengthen linkages between the various coastal programmes, between community-based activities and the upper administrative levels (Tract, Township, District).
- Expand CBDRR to new Tracts or Townships using replication and dissemination methodologies:-
 - Delta: consolidate the experience developed since 2008, looking at stock-taking, scaling up and comprehensive replication measures in a few Townships.
 - Rakhine: consolidate the efforts made since 2010 in terms of CBDRR, local actors' capacity-building, school preparedness, cross-visits and experience sharing. Replication wherever feasible.
 - South East coastal areas: expand CBDRR models. Multi-hazard approaches can include hazards and risks related to flash-floods and landslides in mountain/hill areas.
- Outline realistic perspectives for CBDRR implementation in the country, identifying potentials for its institutionalization within policy and legal frameworks, with practical options for standardized methodology approved by the relevant authorities.
- Key messages (Earthquake preparedness): Partners should:
 - Support institutional linkages, capacity-building and advocacy towards and with decision-makers and planners, scientific and technical experts, construction actors, the media, the private sector.
 - Show proof of Information, Education, Communication targeting urban populations, local authorities, households, education and health sector staff and “users”.
 - Continue capacity-building training to carry out risk and feasibility assessments, based on the experience developed in Mandalay, Sagaing, Bago and Taungoo; expansion of risk and feasibility assessment in Yangon and other cities such as Magwe.
 - Use existing tools, a comprehensive public campaign on earthquake preparedness at municipal, family, school and health facility levels.

Other

- In view of Myanmar's Chairmanship of ASEAN in 2014, specific components can be considered within the AADMER implementation Framework, in close interaction with regional dynamics and programmes.

4. PHILIPPINES: *final exit phase focusing on Advocacy, Consolidation for hand-over of CBDRR experiences and protection of livelihoods.*

1. Hazards and Geographic priorities

- Multi-hazard approach.
- Priority areas will be same than those under ongoing 8th DIPECHO programme, i.e Luzon, Visayas, and Mindanao, with appropriate and relevant linkages to the national level.

2. Key messages. Partners should:

- Consolidate the last phase of CBDRR in relevant areas, using peer-to-peer methodologies of transfer of experience and ensuring linkages at all levels are functioning and strengthened as required;
- Disseminate documented CBDRR successful experiences and advocate for its embedment into existing DRM⁹ frameworks in the Philippines.
- Consolidate the previous initiatives of integrating DRR into Education including endorsement by relevant ministries and authorities and strengthening of efforts aiming at integrating DRR into development sector in general, in the planning, budgeting and programming;
- Protect livelihoods and empower farmers and relevant authorities in forecast, warning, planning and implementing DRR so that it is continued and consolidated using previous experience and lesson learned;
- Document the impact of DIPECHO initiatives in the recent and upcoming disasters, for example developing case studies on the link between emergency response, recovery and CBDRR.
- Map, document, disseminate and hand-over to relevant authorities, EU institutions and other relevant stakeholders the achievements and lessons learned of the various cycles of DIPECHO funding in the Philippines and its contribution to the overall DRR framework and practice.
- Engage with development actors, relevant governmental bodies and longer-term donors.

⁹ DRM: Disaster Risk Management, including Disaster Risk Reduction.

5. VIETNAM: *final exit phase with focus on technical support to the roll out of the National CBDRM program and transfer of experience and capacity to local actors, especially in CBDRR, Education and safe Shelter.*

1. Hazards and Geographic priorities

- Multi-hazard approach.
- Priority areas are the most hazard-prone provinces and districts identified within the National Community-Based Disaster Risk Management (CBDRM) Program, focus being a limited number of complementary actions that offer potential and prepare for wide geographical dissemination across the most hazard-prone and vulnerable areas.

2. Key messages. Partners should

- Transfer CBDRR models into the National CBDRM Program (1002) by contributing to the design of implementation mechanisms and rolling out the Program;
- Link DIPECHO initiatives with relevant stakeholders' ones such as the UN Program Coordination Group for Natural Disasters and Emergencies (PCG-NDE), the World Bank DRM program, the AusAid DRR and Climate Change actions, the JICA and the ADB;
- Support capacity and system-building for national, provincial and district levels to roll out CBDRR, within the framework of the relevant programs and mechanisms;
- Carry out, in parallel and using tested tools and methods, "CBDRR servicing" to, or linkages with, relevant development programs, in particular those focusing on mountainous and ethnic minorities;
- Promote the empowerment, capacity-building and ownership of local stakeholders: local authorities, unions and mass organizations (in particular the Women's Union), the Vietnam Red Cross, local non-governmental and civil society organizations, professional leagues.
- Improve methods (including e-learning) to increase the impact and coverage of current trainings related to the National CBDRM program and MOET action plan.
- Actively contribute to the development and implementation of DRR framework and coordination, in particular the development of DRR legislation and a DRR/CCA National Platform.
- Jointly advocate for measures at national and sub-national levels focusing on CBDRR institutionalization and development of sustainable mechanisms;
- Ensure that existing IEC materials are compiled and harmonized with view to getting them endorsed by relevant governmental bodies and handed over.

- Continue DRR integration into development planning, budgeting and programming with special focus on DRR in education, health, agriculture, including activities such as support for definition of indicators or monitoring measures for National Target Program;
- Advocate and support the Ministry of Education in adopting national safe school guidelines;
- Continue advocacy and support to the Ministry of Construction (MoC) for establishing and disseminating applied safer house and shelter actions and policy with capacity development and support down to the provincial level.
- Support cross-learning exchanges between more experienced provinces and new-implementing provinces as well as between National level authorities and Sub National ones;
- Support the roll out of the safe construction program in 14 provinces;
- Support the establishment of the “Vietnam Centre for Hazard Resistant Construction” to service all provinces with soft and hard Safe Construction skills.