

Global Shelter Cluster

2013 Achievements Report



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INTRODUCTION

In 2013 the Global Shelter Cluster (GSC) enhanced its capacity to better support the country level operations and strengthen the shelter sector worldwide. A team of 15 dedicated people was in place to provide assessment, coordination, information management and administrative support to the 23 clusters and cluster-like mechanisms during the year.

This report aims at highlighting the accomplishments of the different GSC bodies in 2013 in relation to the 2013-2017 Strategy. This document should be shared as widely as possible with all those interested in the work of the GSC and those who wish to be involved with shelter clusters, either at global or country level.

THE GLOBAL SHELTER CLUSTER

The GSC is co-led by IFRC and UNHCR with the active participation of 33 global partners, which seek to effectively coordinate the delivery of shelter support to communities that have been affected by conflict or natural disasters. In 2013, the GSC started implementing the 2013-2017 strategy to strengthen the shelter response of humanitarian actors through leadership, coordination and accountability in the humanitarian shelter sector. The strategy aims at developing a responsive

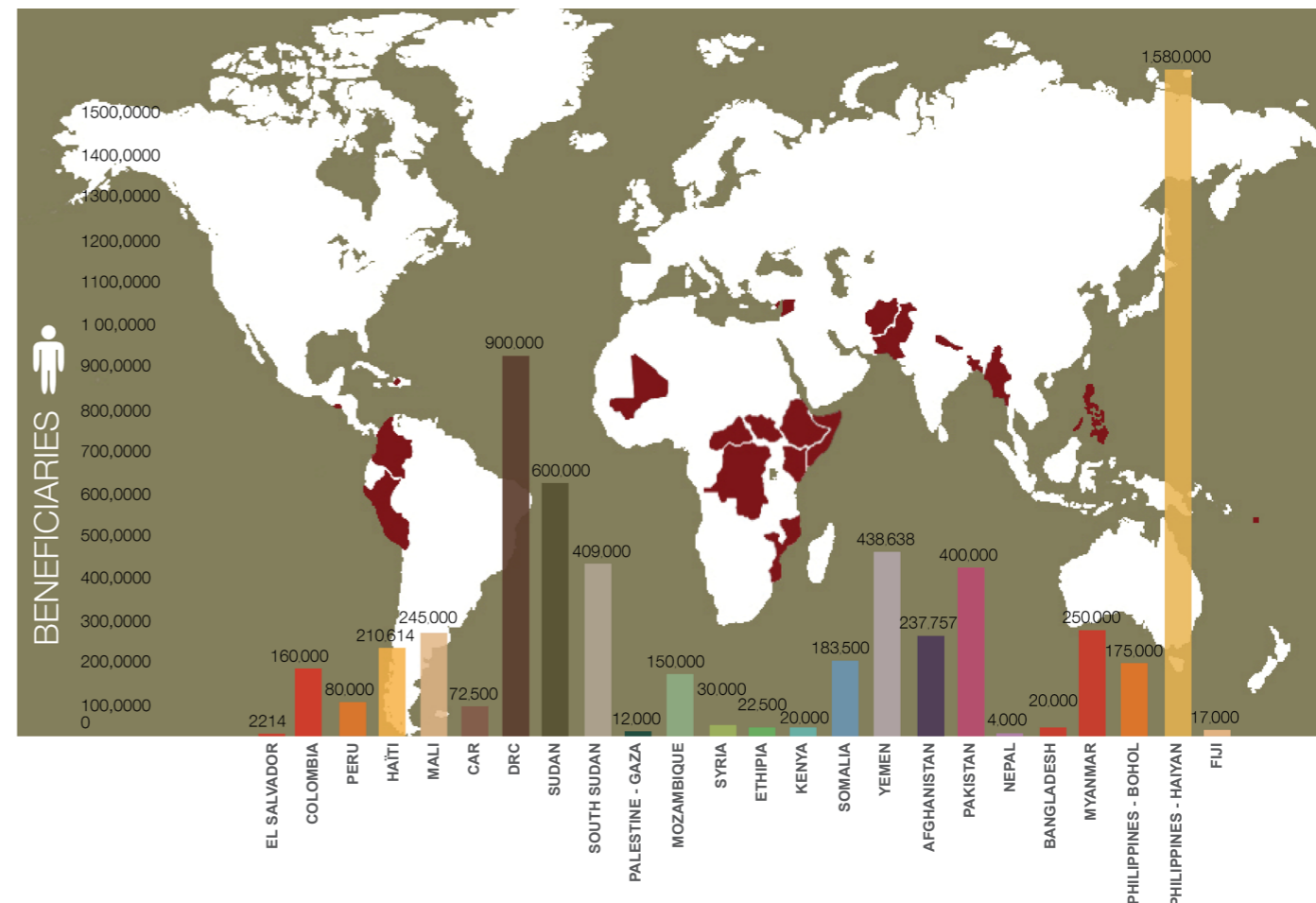
and flexible support to country-level shelter coordination mechanisms, an effective and well-functioning GSC, and improved advocacy and communications to increase the recognition of the shelter and settlement sector.

2013 FOR THE GSC

To advance the implementation of the GSC Strategy, a global and regional structure was set up with the contribution from DG ECHO to ensure continuous service delivery to country level clusters. This collaboration also allowed an expansion of country and global level cluster communication and shelter sector advocacy. In addition, the work of the GSC Strategic Advisory Group and Working Groups was enhanced through the allocation of funds for their activities.

Remote and in-country support was provided to the 23 active shelter clusters and shelter cluster-like situations, including two Level 3 emergencies. In 2013, more than 5,7 million people were directly assisted from shelter and NFI projects implemented by the member agencies, of which 1,5 million in response to the Typhoon Haiyan in the Philippines.

5,7 MILLION SHELTER + NFI PROJECTS BENEFICIARIES



In 2013

- 1 GSC Strategy
- 1 GSC Communication and Advocacy Strategy (draft)
- 3 independent reviews
- 7 assessments
- 15 members of a Support Team provided information management, coordination, assessment, monitoring, evaluation and contingency planning support worldwide
- 23 active clusters or cluster-like mechanisms
- 29 support missions from surge capacity to 14 countries
- 85 members from 31 organizations participated in the Global Shelter Cluster Meeting
- 27,879 visitors on the Shelter Cluster Website

Compared with 2012

Increase

- Number of global partners : +10% (30 > 33)
- Number of country level partners : +16% (300 > 350)
- Number of directly assisted population by cluster member agencies : +47% (3 million > 5,7 million)
- Number or visitors to the Shelter Cluster website : +54% (+/-15,000 > 27,897)
- Number of participants in the Global Shelter Cluster Meeting : +30% (65 > 85)

GLOBAL SHELTER CLUSTER STRATEGY

Developed as an output of the 2012 GSC Meeting, the 2013-2017 Global Shelter Cluster Strategy was approved by the Strategic Advisory Group in early 2013. It has the goal to more effectively meet the sheltering needs of populations affected by humanitarian crises, by strengthening the shelter response

of humanitarian actors through leadership, coordination and accountability in the humanitarian shelter sector. The strategy has three aims: responsive country support, effective global shelter cluster, and enhanced advocacy and communication, and respective outcomes.

RESPONSIVE AND FLEXIBLE SUPPORT TO COUNTRY-LEVEL SHELTER COORDINATION MECHANISMS *(Impacted Outcomes in 2013: 1.1, 1.2, 1.4, 1.5, 1.10)*

► GLOBAL AND REGIONAL FOCAL POINTS

To address the need to deploy staff with the right skills and experience early on from the beginning of a humanitarian crisis, the GSC Support Team was reinforced in 2013 with Global and Regional Focal Points (GFPs and RFPs). The GFPs and RFPs provide coordination, information management, assessment, communication and advocacy, surge capacity, and contingency planning support to country-level clusters.

In 2013, the GFPs and RFPs have dedicated 78% of their time providing support to the field remotely or through field missions, contributing to enhance the delivery of coordination tasks. The team undertook a total of 29 support missions to 14 countries.

► **3 Global Focal Points for Coordination** enhanced the coordination provided by country level clusters, overseeing that country-level clusters were fulfilling the six core functions defined by the IASC, focused on supporting service delivery, informing strategic decision-making, planning and strategy development, advocacy, and monitoring and reporting.

► **1 Global Focal Point for Information Management** and a Shelter Cluster Assistant support has concentrated in helping country-level service delivery, inform strategic decision-making, advocacy, monitoring and reporting.

► **1 Global Focal Point for Communications and Advocacy and a dedicated Communications and Advocacy Assistance** capacity supported country-level clusters by providing direct expertise and producing tools that can be adapted by country-level cluster coordinators.

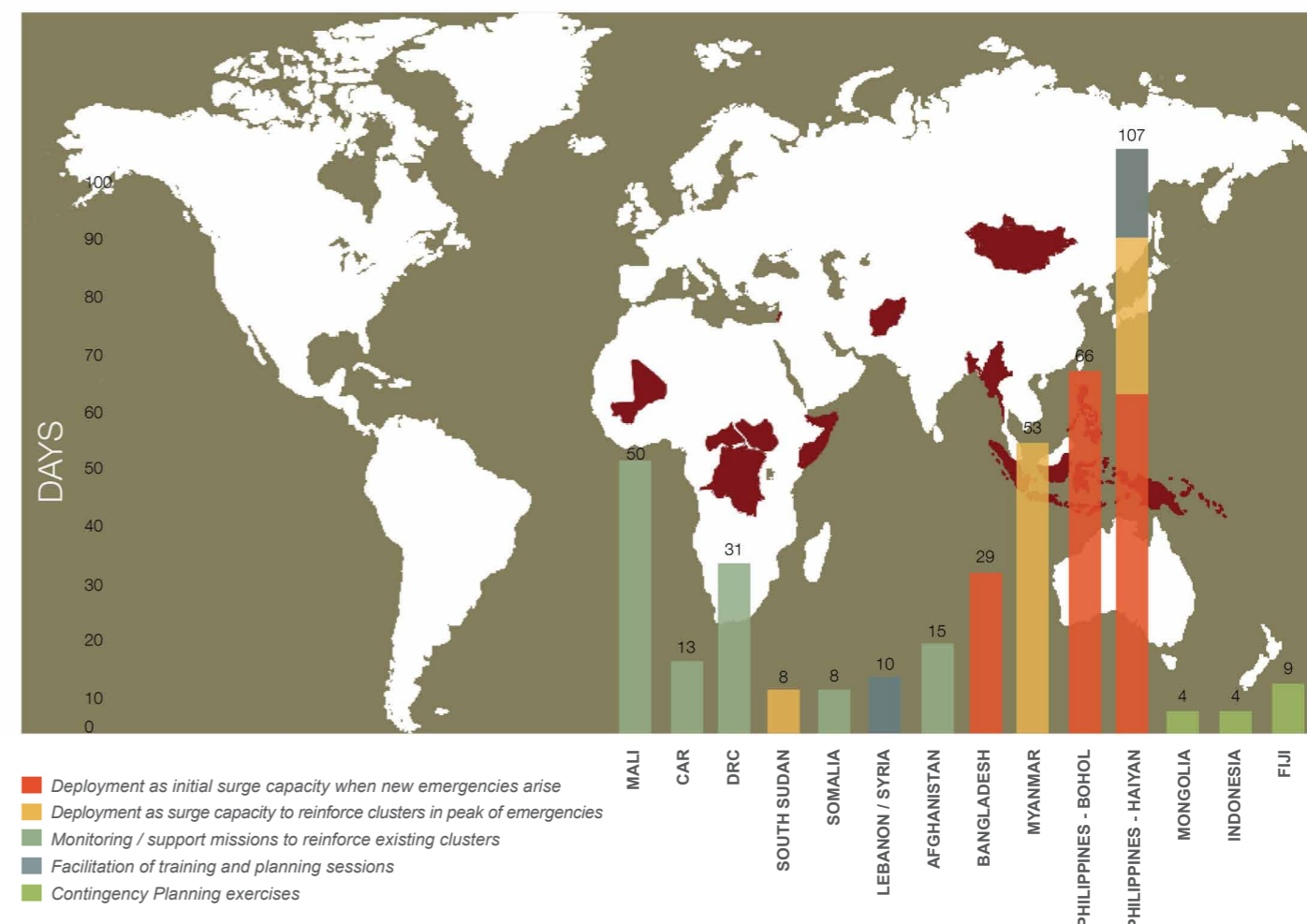
► **1 Global Focal Point for Assessment, Monitoring and Evaluation** helped county-level shelter clusters inform strategic decision-making, and monitoring and reporting activities.

► **Regional Focal Points for Asia Pacific, Americas, MENA and Africa** undertook a number of missions related to contingency planning and preparedness and provided surge capacity support to emergencies when required.

GLOBAL & REGIONAL FOCAL POINT MISSIONS	RESPONSES / COUNTRIES
Deployment as initial surge capacity when new emergencies arise	Bangladesh Tropical Storm Mahasen Philippines Bohol earthquake - Philippines cyclone Haiyan
Deployment as surge capacity to reinforce clusters in peak of emergencies	Myanmar - Philippines cyclone Haiyan - South Sudan
Monitoring/support missions to reinforce existing clusters	Afghanistan - Central African Republic Democratic Republic of Congo - Somalia
Facilitation of training and planning sessions	Lebanon (in support of the Syria sector) Philippines cyclone Haiyan
Contingency planning exercises	Fiji - Indonesia - Mongolia - Nepal
Covering gaps between cluster coordinators	Mali

GLOBAL AND REGIONAL FOCAL POINTS

TOTAL : **29** SUPPORT MISSIONS TO **14** COUNTRIES, **445** DAYS



► ASSESSMENT, MONITORING AND EVALUATION

Continuing its partnership with the Global Shelter Cluster, REACH, a joint initiative from ACTED and IMPACT Initiatives, and the United Nations Operational Satellite Applications Programme (UNOSAT), facilitated in 2013 baseline assessments and sector evaluation in 7 emergencies in 5 countries.

- Bangladesh : Tropical Storm Mahasen
- Mali : conflict

- Philippines : Bopha Earthquake baseline assessment
- Philippines Cyclone Pablo sector response evaluation
- Philippines : Typhoon Haiyan baseline assessment
- South Sudan flood vulnerability assessment and contingency plan
- Somalia shelter cluster IDP settlement assessments

An evaluation was also commissioned by UNCHR in Mali to pilot the evaluation guidelines produced by an external consultant under the GSC Accountability Working Group.

► TOOLS AND GUIDANCE

Website

The Global Shelter Cluster website (www.sheltercluster.org) is actively supporting the sharing and dissemination of information in country-level clusters. The website also serves as the GSC's library and knowledge management system for past responses, providing valuable information services for the Global Shelter Cluster activities and useful reference materials for all shelter agencies.

During 2013, the website continued to grow in content, usage, and functions to better communicate important information through a single point-of-entry. It has been promoted as a vital source of information to cluster partners regardless of which agency is the cluster lead at country level. The site had an average of 79 visits per day from 39 single visitors in 2013. Users spent, on average, 5:20 minutes on

the website visiting 4 pages per visit. Additionally, 48% of all visits are from new visitors, which signal an increased number of users.

The website had visits from 171 different countries. Of these countries, 33 had originated more than 100 visits, and 4 of them more than 1,000 visits. The top 25 countries originating visits to the website were : Switzerland, Philippines, United States, United Kingdom, Canada, Germany, Myanmar, Japan, Australia, France, Kenya, Pakistan, Italy, Spain, India, Thailand, Netherlands, Bangladesh, Denmark, Belgium, Yemen, Lebanon, Haiti, Indonesia, and Norway.

Coordination Tool Kit

Launched during the 2013 Shelter Cluster Coordination Workshop, the Coordination Tool Kit aims at providing tools, guidance and document templates to support the coordination at country level. It was developed based on the feedback provided by cluster members in the 2012 Global Shelter Cluster Meeting and contains the outcomes of the Working Groups in 2013. The kit follows the structure of the IASC cluster core functions, and contains strategy and factsheet templates, inter-cluster and cross-cutting matrices, and information management and communication tools, among others. The Coordination Tool Kit is available on the Shelter Cluster website and key documents have been translated to Arabic, French, Spanish and Portuguese.

EFFECTIVE AND WELL-FUNCTIONING GLOBAL SHELTER CLUSTER

(Impacted Outcomes in 2013: 2.1, 2.2, 2.4, 2.5, 2.8, 2.9, 2.10)

► SUPPORT TEAM

In 2013 the dedicated support team was reinforced with people seconded from different GSC members and partners. In addition to country assistance, this team is the support cell and secretariat of the GSC, as well as being responsible for the day-to-day running of the GSC. The team facilitates the work of the SAG, Working Groups, and Communities of Practice of the Global Shelter Cluster, and also provides inputs to inter-agency discussions and inter-cluster coordination at the global level, and contributes to building capacity and enhancing preparedness.

Hosted by ACTED, Australian Red Cross, IFRC, NRC, UN-Habitat and UNHCR, the Support Team is composed of :

- Two Deputy Cluster Coordinators;
- Four Global Focal Points (GFP) for coordination;
- One GFP for Information Management and an Assistant
- One GFP for Advocacy and Communication and an Assistant
- One GFP for Assessment, Monitoring, and Evaluation
- Five Regional Focal Points;
- One ECHO Grant Management Assistant.

► STRATEGIC ADVISORY GROUP

The Strategic Advisory Group (SAG) is a self-selected group of agencies and institutions participating in the Global Shelter Cluster (GSC) that works to advance the cluster strategic direction, overall priorities, and advocacy, in support of country-level shelter coordination.

The SAG met regularly in 2013, with a total of six meetings during the year, including a SAG Retreat in December. Through these meetings, the SAG provided direction to the Working

Groups and the Support Team to ensure that the priorities for 2013 established in the Strategy 2013-2017 were being addressed. The SAG advised on the structure and content of the GSC mid-year teleconference, the GSC meeting, and the coordination workshop.

The 2013 SAG members were: ACTED, CARE, Habitat for Humanity, IOM, NRC, Oxfam GB, IFRC, UNHCR and World Vision Int'l.

► WORKING GROUPS

During its annual meeting the GSC defines key issues that humanitarian shelter actors wish to address collectively over the coming year. These issues provide the rationale for the creation or continuation of specific thematic Working Groups (WGs). The SAG oversees the work plans of the WGs to ensure that the most relevant issues are addressed with the

resources available, by developing guidance and tools that were used systematically at country-level. In 2013, four WGs were established : Coherence, Accountability, Shelter in Recovery, and Regulatory Barriers in the Provision of Shelter.

WORKING GROUP

OUTPUT IN 2013

COHERENCE

CO-LEADS	MEMBERS	PEER REVIEW
UNHCR, CRS	HfH, IFRC, IOM, Shelter Center, UNHABITAT	CARE (engagement with national actors), NRC

- Inter-Cluster matrices: Shelter-WASH; Shelter-Early Recovery; and Shelter-CCCM
- Guidance on minimum requirements for country level cluster leads and services to be provided
- Clarification document on shelter clusters' coordination role with funding mechanisms
- Guidance on cross-cutting issues: environment, protection, and gender
- Guidance on scope of country-level shelter clusters.

ACCOUNTABILITY

CO-LEADS	MEMBERS	PEER REVIEW
IOM, IMPACT	ACTED, CARE, IFRC, NRC, Shelter Center, UNHABITAT, UNHCR	HfH, InterAction, Oxford-Brookes University

- Design and roll out of Shelter Information System encompassing the entire project cycle. The indicator guidelines and compendium updated and the beta version of the Shelter Information Portal developed
- Development and piloting of shelter evaluations. One shelter response evaluation piloted in the Philippines. Guidelines for undertaking evaluations of the cluster drafted and piloted in Mali
- Template and guidance for in country shelter strategy
- Draft guidance note on accountability.

SHELTER IN RECOVERY

CO-LEADS	MEMBERS	PEER REVIEW
UNHABITAT, HfH	CARE, IFRC, Shelter Center	Inter Action

- Paper on the definition of 'Shelter Recovery and Reconstruction'
- Draft Key Recovery Framework highlights the connections between shelter, recovery and reconstruction both after and before a disaster
- Policy note providing guidance to shelter actors on effective shelter programming developed
- Draft ToR for handing over the leadership of the cluster beyond emergency
- Draft of Shelter Recovery Advisor's (SRA) role description and checklist of advocacy activities for the SRA at different stages in a response
- Draft of a registry of agencies' with Shelter Recovery Advisor candidates and a joint deployment mechanism for their early deployment as part of the Shelter Cluster Coordination Team
- Draft of an advocacy paper template on longer term funding needs of shelter recovery.

REGULATORY BARRIERS IN THE PROVISION OF SHELTER

CO-LEADS	MEMBERS
IFRC, NRC	HfH, IOM, Shelter Center, UNHABITAT, UNHCR, World Vision

- Development of a one-day training module on HLP for shelter practitioners and pilot in the Philippines
- Draft of an HLP check list for shelter practitioners linked to training and resource guides.
- Draft of a half a day work shop/consultation on community land mapping experience in the shelter sector (Haiti, Afghanistan) to capture and highlight best practice and lessons of experience.

► GLOBAL SHELTER CLUSTER MEETINGS

Mid-year GSC meeting/teleconference

Held on June 11th 2013, the mid-year meeting/teleconference aimed at addressing issues emerging from country level clusters and review progress on the 2013 GSC activities. It was attended by 11 different organizations totaling 21 participants. A general update was provided to GSC agencies on the activities of the SAG and the GSC Working Groups, as well as the GSC Support Team. Issues raised from country level clusters were integrated into the work plan of these GSC bodies where possible.

Annual Global Shelter Cluster Meeting

On October the 31st and November the 1st 2013, the GSC held its annual meeting at the IFRC Headquarters in Geneva. With the highest number of participating agencies to date (85 participants from 31 organizations), the GSC addressed issues emerging from country level clusters and IASC global level cluster-related initiatives (in particular the transformative agenda). The GSC also reviewed deliverables from 2013 activities, endorsed the nominations of agencies to a new GSC Strategic Advisory Group, and defined the GSC priorities for 2014 based on the GSC Strategy 2013-2017.

► CAPACITY BUILDING

Coordinators workshop

Prior to the Global Shelter Cluster meeting, a two-day workshop was held with personnel working in the coordination of country-level shelter clusters. The objective of the workshop was to review and revise shelter coordination methodologies, tools and practice. Drawing on the experiences of shelter cluster coordination over the past year, participants reviewed what had worked well and what needed improvement, and got up-to-date with recent developments in country-level shelter cluster coordination guidance and tools. A full day of sessions on issues of common interest was held jointly with all personnel. Another day was spent separately with the personnel and their deploying organization discussing internal matters and procedures.

Shelter Coordination training

In order to build the capacity to provide coordination services to shelter actors at country level, the 10th edition of the IFRC Shelter Coordination Training - SCT (Global shelter surge capacity for cluster deployments) was organized during the 2nd/3rd quarter of 2013. The training was made up of two components : a 5-week tutored online component through the IFRC's Learning Platform, followed by a 1-week residential component. A total of 29 participants started this training from 7 Red Cross National Societies, IFRC Secretariat staff members and 6 Shelter Clusters Partners. Out of 29, a total of 25 participants successfully completed the course and were included in the IFRC shelter surge capacity

roster. The training has been revised to incorporate new guidance arising from the Transformative Agenda process.

Co-lead training

The coordination and leadership training is organized by UNCHR to enhance necessary soft skills for those coordinating the CCCM, Protection and Shelter clusters. The training consists of an online module and a week residential component. Two co-lead trainings were organized in 2013 totalling 70 participants from UNHCR and partner agencies. This training is being revised to incorporate the new tools developed by the clusters.

IASC AND INTER-CLUSTER COORDINATION CAPACITY BUILDING

In 2013, the participation of the Global Shelter Cluster in IASC meetings and events has continued. Either the Global Shelter Cluster Coordinators or the Deputy Coordinators regularly participated in the Global Cluster Coordinators group and in other inter-cluster coordination fora. The Global Focal Point for Information Management is an active member of the inter-cluster IM working group, and contributed towards sub-working groups on IM training, fundamental operational datasets, humanitarian indicator registry, and the Coordination Performance Monitoring tool. The GSC was fully involved in the preparation and roll-out of the simulation of the Level 3 protocols that took place in Scharwtberg, Switzerland, as well as in two other simulations in Indonesia. Contributions were also provided to IASC documents such as the Reference Module on Country-Level Cluster Coordination. The inter-cluster coordination and collaboration increased both at global and country-level in 2013. As an example, assessments have been jointly undertaken with the WASH, CCCM, and Early Recovery Clusters.

The three clusters in which UNHCR has a leadership or co-leadership role (Shelter, CCCM and Protection) continue to enhance their partnership at the global and country level. This was translated in the common understanding on the revision of guidance and tools, such as the Cluster Performance Monitoring Tool, briefings and debriefings, regular exchange of information, tools, and good practices.

► CAPACITY BUILDING

In 2013 IFRC and UNCHR committed to achieve 100% gender marker code 2a/b for all the projects of shelter clusters led by these two organizations. This initiative shows the continuous progress in the shelter cluster commitment to promote gender equality. This pledge was made in August 2013, and the organizations will work in 2014 on processes and tools to facilitate this achievement with the support of IASC GenCap advisors.

ENHANCED ADVOCACY AND COMMUNICATION

(Impacted outcomes in 2013: 3.3, 3.5, 3.6, 3.7)

One of the Global Shelter Cluster's strategic priorities is to communicate as clearly and consistently as possible the role and activities of the Shelter Cluster. In 2013, a Global Focal Point for Communication and Advocacy was engaged to ensure a clear understanding of the cluster's role in coordinating humanitarian shelter by all stakeholders.

Through the creation of presentation templates, brand and communication guidelines, amongst others, shelter cluster coordinators are now provided with the necessary tools to better communicate and advocate with stakeholders. In addition to

the remote support provided to the countries, the GFP also provided in-country support to Myanmar, Mali and the Philippines, enhancing the sector visibility on these responses.

Further, in the light of the GSC Communication and Advocacy Strategy (pending approval), the global communications were enhanced with active engagement of the cluster on twitter (@sheltercluster), weekly media monitoring reports and targeted shelter cluster updates, strategically increasing the communication tools and channels used by the shelter clusters.

CHANNEL	PURPOSE	TARGET AUDIENCE	FREQUENCY	# IN 2013
Website	Share information related to responses and GSC working groups	Shelter sector, particularly those involved with the Shelter Cluster; donors	Daily	Increase in 40% the number of users
Twitter @sheltercluster	- Increase visibility of website documents - Share information related to the sector	Shelter practitioners; humanitarian community; journalists interested in humanitarian issues; donors	Daily	Reached 350 followers More than 1 thousand tweets
Media monitoring (Storify)	- Provide the GSC and in-country Clusters with an overview of what traditional and social media are saying. - Connect (through Twitter) with influencers who are quoted in the monitoring report.	Global Shelter Cluster team; Country-level coordinators	Weekly / on-demand	33 monitoring reports produced
Global Shelter Cluster updates (email)	Inform and engage stakeholders on key GSC issues	Shelter organizations; donors; humanitarian practitioners interested in the Cluster approach	On demand	21 Global Shelter Cluster Updates, on the global events and L3 activations
Leaflets	Increase visibility of GSC	Donors; UNHCR/IFRC management and staff; other shelter organizations	On demand	1 "About the Shelter Cluster" leaflet, translated to French, Spanish, English and Arabic 1 leaflet on GFP 1 leaflet on the RFP
GSC Meetings	- Accountability and transparency - Revise/adjust strategy	Global Shelter Cluster team; Coordinators; Shelter organizations; donors; humanitarian practitioners interested in the Cluster approach	Twice a year	1 Syrian situation teleconference 1 mid-year teleconference 1 Coordinators Workshop 1 Global Shelter Cluster Meeting

..... 2014 FOR THE SHELTER CLUSTER

With a new structure, a larger team in place, two L3 emergencies, and new initiatives being implemented worldwide, 2013 was a very challenging year for the Global Shelter Cluster. The 2013 GSC Meeting and the SAG Retreat in December 2013 set the direction for 2014, which included a revision of the GSC Strategy and clarification of roles and responsibilities of the different global bodies, highlighting the need to increase the communication between the different members, country team and partners.

Two new areas will be addressed by the working groups in 2014 - Outreach and Capacity, and, Technical and Innovation. The Outreach and Capacity WG will aim at increasing the capacity of the cluster by reaching out to other shelter

actors, enhancing the linkage with the wider sector, and building the capacity of the cluster partners, particularly through training. The Technical and Innovation WG will have the goal to improve the response to shelter needs by reviewing and enhancing shelter solutions. The Accountability, Shelter in Recovery and Regulatory Barriers WGs will continue the work started in 2013.

Finally, the website will go through a renovation to better support the cluster needs and will be migrated to a more user-friendly and interactive cloud-based platform. This will allow a more versatile usage and engagement with cluster partners, and address the gaps in data management and communication flows.

