Shelter Cluster Ukraine

Shelter Cluster Ukraine

ShelterCluster.org
Coordinating Humanitarian Shelter

Shelter Cluster Strategy
(Draft Revision)

Strategy Status	Version	Status	Effective date	Next revision
	2.0	First review	1st June 2017	

Shelter Cluster Structure

Response name	Emergency Shelter and Non Food Items for Ukraine
Lead Agency	UNHCR
Shelter Coordinator Contact	**Name:** Igor Chantefort **Email:** chantefo@unhcr.org **Mobile:** +380 50 463 7122
Government counterpart agency and contact	**Agency:** Ministry of Temporary Occupied Territory and Internally Displaced Person liaising with Ministry of Regional Development & Ministry of Social Policy **Name:** <name> **Email:** <email> **Mobile:** <mobile> On Oblast level for Donetsk, Donetsk Oblast Civil-Military Administration DOMCA **Name:** <name> **Email:** <email> **Mobile:** <mobile> Department of Housing and Utilities For Luhansk, Luhansk Oblast Civil-Military Administration (LOMCA) **Name:** <name> **Email:** <email> **Mobile:** <mobile> Department of Housing and Utilities
Sub national cluster and contact	**Northern Donbas:** People in Need Name: Renee Wynveen Email: renee.wynveen@peopleinneed.cz; Coord1.ukraine@sheltercluster.org Mobile: +380 66 589 18 12 **Southern Donbas & related regions:** UNHCR Mariupol office **Name:** Dumitru Lipcanu **Email:** lipcanu@unhcr.org **Mobile:** +380 50 445 88 43

|	
	In addition, decentralized coordination meetings will occur with the support of UNHCR field offices wherever there is capacity to support the Cluster. See Annex 2 for suggested structure – a working document.
Strategic Advisory Group (SAG)	Permanent Members: ECHO, OFDA, DFID, UNHCR, Co Chair, NGO Forum UN, INGO and NGO for 2017: IOM, DRC, NRC, (PiN), ADRA, Caritas Ukraine Government representatives: Min Tot, MoSP, SES. Observers (if requested): ICRC, MSF Quorum: 5 representatives The **Strategic Advisory Group** (SAG) is a small representative decision-making body of the Cluster led by the Cluster coordinator, as set out in its Terms of Reference (Annex 4 to the Strategy). The SAG will identify and recommend activities and type of implementation and will set up the framework as to when and where such activities are falling within the sector's mandate. The SAG will meet at a minimum twice per year (more often if required during acute crisis), or ad-hoc at the request of the Cluster Coordinator or at least three permanent members of the Group. As principle, the cluster team should report exclusively achievements , challenges and way forward and not participate directly on decision vote, in a tie, the cluster coordinator will exceptionally be granted with a vote restricted to the specific related topic. As an alternative, decisions could also be submitted and approved in plenary sessions if the SAG presence is not able to be requested on short notice. As an entity, the SAG should not participate to the revision of submission for the Humanitarian Response Plan, but this does not prevent members of the SAG from participating in the vetting process as stand alone agencies.
Relevant Technical Working Groups (TWiGs)	**Technical Working Groups** (TWIGs) are established and provided with Terms of Reference by the Shelter Cluster Team and relevant partners on an ad-hoc basis, as is deemed necessary. The Cluster Coordinator appoints a designated Focal Point to facilitate the work of the group. Such groups have a limited life-span and disband once the outputs delineated in the TORs have been achieved. Composition of such groups is determined through a self-selection process depending on available technical skills, interest, and capacities from among the UN agencies, non-governmental, governmental, commercial, and academic sectors. In principle, anyone can join such a group although, in practice, the Focal Point is advised not to let the group grow beyond an approximate amount of fifteen members. It may be that sub-groups need to be formed to explore specific issues. In this event, the TWIG Focal Point will appoint a responsible person to report back to the TWIG. The TWIG Focal Point is responsible for

updating the Cluster on the status of work-in-progress. Final outputs/recommendations of the TWIG are presented to Cluster stakeholders in plenary coordination meetings in oral and written form for feedback and comment. Once sufficient time has elapsed, the SAG will endorse the recommendations of the TWIG and post the written guidelines to the appropriate website. Cluster partners are then expected to apply such recommendations.

The following Technical Working Groups are currently established:

i. **Permanent Shelter Solutions** and linkage to recovery
ii. **Shelter and NFI monetization (on hold from second half of 2016 to now)**
iii. **HLP** (Housing, Land and Property Rights) [in partnership with the Protection Cluster] moderator: NRC

Additional TWIGS may be activated at the request of the SAG or of the Cluster Coordinator or Co-Chair and validated by the Cluster. See ToRs in annex.
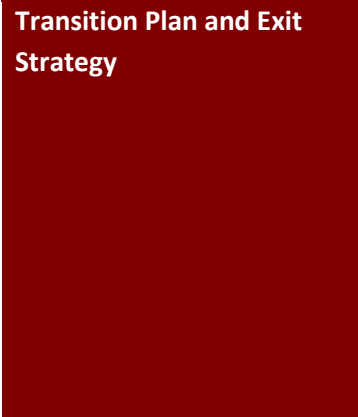
Transition Plan and Exit Strategy

Following the Cluster evaluation of December 2015 and the Cluster Coordination Performance Monitoring, a draft version of a transition plan was presented to the SAG of May 2016 clearly underlining compulsory conditions, stakeholders and elements necessary to gradually hand over cluster responsibilities.

During the SAG of January 2017, a revised version of the time specifying the slow mobilization of future incumbents for coordination duties was discussed and the concept to retain residual coordination duties was mentioned in order to ensure effective transition.

Shelter Cluster Strategy
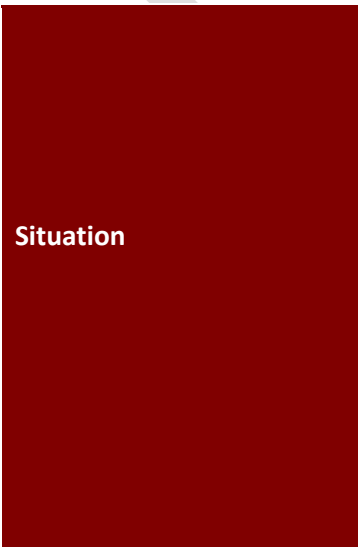
Situation

Background:

The humanitarian Shelter and NFI response between 2014-2015 largely focused on acute emergency response prioritizing light and medium repairs, with only 2% of reported Shelter activities corresponding with heavy repairs and reconstruction efforts. In 2016, activities related to transitional measures increased in implementation, but still heavy repairs and reconstructions are not sufficient.[1] In 2015, the declaration of de facto authorities in NGCA to revoke the accreditation of several key shelter actors significantly reduced the humanitarian coverage of shelter needs on that side of the contact line. While the conflict was not expected to prolong for this period, IDPs have grown increasingly weary of the burdens placed on them to afford rent, utilities, and heating. The number of IDPs involuntarily returning to NGCA is growing.

---

[1] Shelter Cluster annual report 2016 [hyperlink]

Shelter Cluster Strategy
(Draft Revision)

Although Ukraine is a middle income country, the capacity of the government, further limited by six years of economic crisis prior to the start of this humanitarian crisis, to fully provide services in government-controlled areas (GCA) is constrained. The crisis has put the government under pressure to produce stronger housing policies, which were lacking for many years prior to the start of the crisis. While access to commodities have been mostly restored in GCA, access remains limited in NGCA. Prices of food and non-food items in Ukraine have been steadily increasing, and limited access to non-government controlled areas (NCGA) has resulted in disruption of supply to local markets. Since access to cash, income or social benefits has been reduced particularly for those remaining in NCGA, displaced and conflict-affected population households have struggled to independently meet their needs. In urban areas, the influx of those internally displaced by the conflict have placed a strain on the hosting population, in particular in areas with a high ratio of IDPs compared to local population.

The accommodation situation of IDPs further requires localized understanding of the shelter context. In a country where 93% of the housing stock is privately owned[2], government authorities lack the budget to support conflict-damaged homes. Private homeowners require technical shelter assistance, access to materials, and assistance to home and title documents in the short-term and in the longer-term access to justice for the damages they incurred during the conflict. A number of internally displaced and non-displaced households living in urban areas along the contact line reside in multi-story buildings where damage has created a lack of adequate heating and inadequate housing conditions. In areas further away from the contact line, over 60% of IDPs in GCA rent apartments where the pressure to afford utilities, heating, and rent in a protracted crisis is affecting their prospects for permanent stay. The 350 Collective Centres that opened to accommodate IDPs in January 2015 were reduced to an active 271 centres by May 2016 with 52 closing pushing those residing there to either return to NGCA, relocate to another Collective Centre, or dip into negative coping mechanisms to cover additional costs of living.[34] While only about 1% of the internally displaced now reside in such collective centres, they represent the most vulnerable and in need. Around 40 centres are said to exist in Donetsk NGCA while the number of collective centres in Luhansk NGCA is unknown. Winterization needs in NGCA are particularly acute as rural areas have acute lack of access to winter NFIs and adequate shelter. While there has been an attempt by oblast authorities to begin a decommissioning process to build on lessons learned from the Georgian experience, a lack of adequate housing solutions, which satisfy the conditions for durable solutions complicate the initiation of a decommissioning process.

---

[2] UNECE Country Profiles: Ukraine
[3] Ministry of Regional Development, January 2015, with private collective centres data updated by Shelter Cluster
[4] Collective Center factsheet [hyperlink]

Shelter Cluster Strategy
(Draft Revision)

Cities and villages along the contact line in both the NGCA and GCA of Donetsk and Luhansk Oblasts have experienced ongoing shelling and damages since the beginning of the hostilities. In 2016, between 2500 and 3500 households residing in individual houses and apartments suffered ongoing or recurrent damage. The Shelter Cluster has recorded that the in the first 3 months of 2017, a light flare up in the pace of the conflict with between 20-30 buildings newly damaged in any given week. The latest light flare up of hostilities in Avdiivka and in the Jan- Feb 2017 period are a constant reminder that active conflict continues to affect those residing near the contact line[5]. As shelling continues to impact front line communities, the elderly are still spending nights sleeping in bomb shelters. Unemployed people between the ages of 20-55 years of old are often a minority in the contact line, but stay behind to care for elderly parents, care for property, and maintain a livelihood in areas that are shelled on a nightly basis. While often overlooked for humanitarian assistance, they are the future of many of these communities along the contact line and require technical shelter support to rebuild and later refuel the recovery of these conflict-impacted communities.

Finally, the climate in Ukraine has required three winterization responses from humanitarian actors due to the conflict's limitation on accessing goods and adequate shelter in a climate where temperatures can drop to negative 20 below. Humanitarians continue to have to prioritize only the most critical winterization needs while the Regional Administration's subsidies program has had limited success in reaching the most vulnerable. Winterization programming includes cash/vouchers for winter NFIs and fuel for the most vulnerable IDPs in GCA, and direct provision in NGCA. Shelter winterization activities are developed based on local needs, the pace of the conflict, and alongside existing government social benefit programs designed to specifically assist vulnerable people with the expenses imposed by the winter months. Specific package contents or equivalent values will be developed region by region, given variation in local contexts and profile of the Population of Concern. While the de facto authorities in NGCA are providing utilities subsidies for the most economically vulnerable[6], those internally displaced within NGCA do not have any recognized status. This exacerbation of coping mechanisms was further strained in 2016 as the prices for utilities increased by 30%. For a population accustomed to the subsidization of housing expenses, it comes at an unwelcome time as the conflict continues to have no end in sight.

Intervention context:

---

[5] Technical Note of flare up [hyperlink]
[6] Winterization Guidelines 2016-2017

Shelter Cluster Strategy
(Draft Revision)

Given the ongoing nature of the conflict despite agreed ceasefires, the protracted crisis in Ukraine leads the Shelter Cluster to adopt a **triple-layered strategy:**

- **firstly** the continuation of lifesaving emergency shelter assistance to newly displaced and conflict-affected populations and also covering the needs related to hash seasonal period, emphasizing the ability of local actors to adequately document those needs and coordinate assistance
- **secondly** securing adequate access through transitional measures for populations in protracted situations by focusing on cash for rent and complimenting heavy repairs and reconstruction with community infrastructure improvements, and
- **finally** the development of strategic planning, key advocacy messages, and guidance to provide longer-term shelter solutions for populations seeking either return or integration into host communities.

With differing profiles of the Population of Concern, the Cluster recognises the requirement to identify specific needs of population sub-groups, and subsequently to undertake targeted response planning by area.

An indicative list of sub-groups and key characteristics of the Population of Concern for Shelter Cluster programming include:

Population of Concern	Main characteristics	Comments
IDP	Displaced from place of origin	May have experienced multiple displacements. Accommodation prevalence varies by locality (e.g. host family / privately rented / collective centre)
Conflict-affected population	Non-Displaced Dwelling damaged	Conflict affected population with their dwelling damaged. Addressing shelter needs may reduce likelihood of additional displacements.
Host community	Non-Displaced Dwelling not damaged	According to local context the living conditions of host communities and other categories may be similar and require an expansion of specific types of assistance to include HC beneficiaries
Returnees (sustainable return)	Formerly displaced Dwelling uncertain	Return process may induce direct expenditure (repairs if house is damaged) or indirect (gap coverage for a loss of income)

		If returnees in GCA are accessible, in NGCA estimation and determination of this category is impended due to the political situation. Over the next few years if the conflict is reducing and the situation enables more people to what is now considered NGCA, this population may benefit more directly from repair programs
"Commuters"	Frequent displacement between several dwellings	Triggered by multiple reasons, population commuting across the contact line might need specific solutions (e.g. temporary accommodation instead of durable solution)

A detailed planning (Annex 1) of shelter needs and response will be conducted following completion of the REACH assessment in June 2015, which will provide baseline information for the shelter sector.

Needs	
Baseline #	*To be determined following REACH assessment completion*
Target #	*To be determined following REACH assessment completion*
Shelter #	*To be determined following REACH assessment completion*
NFIs #	*To be determined following REACH assessment completion*
Some IPDs are in need of both shelter and NFI assistance	

Cluster Objectives

1. *Most vulnerable people affected by the conflict living in governmental and non-governmental controlled areas have access to adequate shelter solutions and assistance*

2. *Policies and technical specifications are harmonized and shared; consolidated reports and information are shared.*

Considering the multiple regional contexts, technical specifications and main policies will be prepared region by region (facilitated by co-chairs and incorporating participation Cf the Population of Concern), and reviewed at national level by relevant TWIGs and endorsed by SAG. Such policies include but are not limited to: technical standards,

material and labour supply, recovery and reconstruction, safety, DRR in safer building, hazardous or no-build zones, and HLP.

3. *Shelter and NFI response is reinforced through decentralized coordination.*

Differing contexts and situations lead to a necessity for decentralized coordination. This aims to capture specificities related to the population of concern (IDPs, returnees, affected population etc.) and regional needs linked to shelter and NFI assistance[7]

As next step, the Cluster will activate co-chair agreements based on regional presence and will share the responsibility for liaising, information management, and coordination with NGOs and other local stakeholders. The set up will be as follows (see Annex 2):

- National level, Cluster Lead UNHCR
- Northern Donbas, sub-national coordinator People in Need
- Southern Donetsk and surrounding region (Zaporizhzhia, Dnipropetrovsk), sub-national coordinator to be determined

Decentralized coordination will continue and be enhanced with the support of UNHCR field offices, with the activation of other sub-national coordination if necessary. See Annex 2 for current breakdown – a working document.

As a transitional aim in 2017, the Shelter Cluster in Ukraine also seeks to meet the objective of National Structures acquire sufficient capacity to coordinate and meet residual humanitarian needs in line with Shelter humanitarian principles

Activities

Objective 1 - *Most vulnerable people affected by the conflict living in governmental and non-governmental controlled areas have access to adequate shelter solutions and non-food item assistance*

Activity 1: Winterization Cash grants: Injection of a one off, unconditional cash grant for preparing for winter (utilities + NFI + clothes) through bank transfer or vouchers.

Activity 2: Acute emergency repairs: Only in cases where conflict restarts and for grey areas where active conflict still results in damaged houses. Plastic sheeting, wooden battens for quick repairs of openings and roofs, cement and in some special cases sand

Activity 3: Rehabilitation or repair of housing in conflict-affected areas

---

[7] For instance: solid fuel, repairs, Collective Centers.

Activity 4: Distribution of NFIs, including acute emergency kits and winterisation NFIs, to conflict-affected populations and most-vulnerable and newly-displaced IDPs, monetised where possible*

Activity 5: Facilitation of access to permanent shelter solutions for IDPs not willing or able to return

Activity 6: Support to collective and transit centres, including through basic rehabilitation and repair, provision of NFIs, and support to management, if required

Cash-based interventions, including vouchers, will be preferred as possible in GCA, and NGCA when market and banking context allows

Objective 2 - *Policies and technical specifications are harmonized and shared; consolidated reports and information are shared*

Activity 1: Relevant TWiGs are activated and deliver guidance to Cluster partners

Activity 2: Maps, 5Ws, reports, analytical reports, Factsheets etc. are produced and regularly delivered to partners

Activity 3: Development of harmonization or standardization of assistance incl. NFI kit contents and cash-based intervention amounts

Objective 3 – *Shelter and NFI response is reinforced through decentralized coordination*

Activity 1: Co-chair agreements with INGOs

The cluster will reinforce its support through involving officially INGO via co-chair agreements selected on the basis of their resources capacities and their involvement in sub-national coordination. These agreements will ensure improved accountability and transparency, as well as inclusion of shelter stakeholders at different levels.

Activity 2: Creation of sub-national cluster coordination structure

The differing contexts at a regional level require the adaptation of the coordination structure to reflect each area's requirements in terms of solutions, strategy, and coordination. Sub-national coordination structures in northern Donbas and southern Donetsk are foreseen as the main areas for effective decentralization. Sub-national coordination responsibilities will include identification of a specific response plan, update and follow up of localized information management, partner and stakeholder liaison, and chairing of shelter sub-national meetings, in line with the general framework drafted by the Cluster at national level. Coordination will be strengthened with other Clusters and needs identified will be referred to other Clusters.

Ukraine

Northern Donbas: People in Need
Southern Donetsk and adjacent regions: to be determined

Activity 3 – Establishment of IM systems at national and sub-national level

In addition to the central Cluster Information Management system at national level, the consistency of information flow will be enhanced at sub-national level by co-chair and other designated organizations. This information flow will include but not be restricted to: specific assessments linked to context (e.g. fuel survey), verification of "Who does What Where When" especially with regards to inclusion of local partners, sharing of coordination minutes, and regular updates to tracking stock levels etc.

Objective 4: National Structures acquire sufficient capacity to coordinate and meet residual humanitarian needs in line with humanitarian principles

Activity 1: Co-chairing subnational cluster meetings with local authorities – to ensure that the local authorities maintain ownership of Shelter and NFI coordination especially in information management for recording damages and repairs, referrals, and in identifying which agencies are doing what where

Activity 2: 45 people will be trained on information management and Shelter and NFI standards- Trainings are expected to take place with focal points in Sloviansk, Kramatorsk, Severodonetsk, and Mariupol in order to make national stakeholders better able to manage in crisis situations as was illustrated by the recent flare up in Avdiivka in February 2017.

Activity 3: Handover of appropriate coordination tools to local counterparts. At national level, the Shelter Cluster will continue to transfer the 2 main databases of the Shelter and NFI response: the 5W and the damage database- to the Ministry of ToTs and IDPs. The handover at subnational level will focus on referrals and winterization and decentralizing the recording of repairs in the damage database.

Activity 4: Mobilization of government counterparts and development actors to focus on the longer-term recovery of Ukraine. This will include providing guidance on programming which will look at reviving the housing and construction sectors. Simultaneously, this will also focus on the importance of government ministry's mainstreaming of housing policy principles into their longer-term planning while also maintaining the importance of international humanitarian law as more demands for compensation accumulate.

Key Issues / Challenges

Access to beneficiaries

A protracted crisis, secondary displacement, and security restrictions are creating challenges in term of access to beneficiaries particularly in NGCA. The

composition of the Population of Concern is complex, including returnees, those being multiply displaced, and non-displaced affected population remaining in place of origin with damaged housing. Secondary factors affecting the Population of Concern include volatile security conditions, economic uncertainty, and exhaustion of resources and coping mechanisms. While in GCA, Shelter Cluster partners and the Oblast have tried to systematize the information available on damages and repairs, access to information in NGCA continues to be limited due to limitations on data sharing, assessments. The Shelter Cluster will seek to use remote data collection to increase the information available on the shelter situation in NGCA. Increasingly, the Shelter Cluster and its partners will rely on distribution support from national NGOs and CBOs who are able to access the contact line impacted areas and who have had decades of familiarity with these communities.

Availability of goods, and access

Differing regional specificities of needs require tailoring of NFIs and activities according to the geographical areas of interventions. For example, access to heating sources is a particular concern for GCA as compared to NGCA as the humanitarian blockade has limited access to coal which are now separated on both sides of the contact line. While the government of Ukraine tries to tackle its decade of economic woes and gain acceptance among the European countries, its policy for diversifying energy resources over the next years may negatively impact the most vulnerable residing along the contact line in Donbass. Disruption of supply chains into NGCA has limited predictability of goods available on local markets, meaning that monetization of assistance is largely not possible. Furthermore, considerable and evolving challenges are faced in terms of humanitarian access to NCGA.

.

Use of transit and collective centres

At the beginning of the crisis, collective centres were a last resort measure, with people taking resort there during ongoing shelling and returning to their place of origin when the security situation allows. Today, those remaining in collective centres include the disabled, elderly, young employed, and female head of households who have several dependents.

While availability of Collective Centres is a critical contingency measure for potential future mass displacement, they are unsuitable as a longer-term shelter solution. More durable and sustainable solutions suitable for decommissioning include cash assistance, repairs in the case of return, and permanent shelter availability in the case of populations being unable to return.

The number of people per day attempting to access loved ones and services on both sides of the contact line requires people to cue for 4 hours or more. Many people are not able to make it before the checkpoints close for the day. The

	government has requested specific support for temporary accommodation at these centres, but for humanitarian actors this poses 2 challenges. Any type of accommodation must maintain a temporary character in order to not incentivize movements and the checkpoints' location are found in areas, which could be exposed to shelling impacting the safety and security of any potential beneficiaries. Such support from humanitarians would require temporary accommodation to be available equally in both GCA and NGCA to do no further harm.
Vulnerability criteria	The Cluster will discuss and propose for endorsement by the SAG criteria for beneficiary selection for the various types of assistance planned. The suggested vulnerability criteria, prior to endorsement by the SAG, are a combination of personal vulnerability, socio-economic vulnerability and shelter/housing conditions. See Annex 8 for further details.
Cross cutting issues	Cross-cutting issues for shelter and NFI include: • Age • Disabilities • Environment • Gender • Housing, Land and Property • Human Rights considerations, e.g. freedom of movement • Mines and UXOs • Registration & Population tracking • Stockpiling & contingency • Income generation • Owner vs. rental • Humanitarian access to disputed areas & conflict-affected population • Humanitarian access to goods The Shelter Cluster will ensure attention to and mainstreaming of cross-cutting issues in all activities, in cooperation with other Clusters as appropriate, in particular with the Protection and WASH Clusters.
Advocacy	Key advocacy messages and strategy will be developed and validated by the SAG in consultation with the Protection Cluster, including on vulnerability criteria and cross cutting issues. Following Cluster team analysis of any funding gaps, the Cluster Coordinator and Co-chair will advocate with donors on behalf of the members for funding. Given the protracted nature of the crisis, in addition to the coordination of the emergency response the Cluster coordination team will advocate for adequate preparedness toward transition to permanent shelter solutions,

	including contributing to relevant cross cutting inter-sectorial issues, including HLP, impact of new settlements on the environment, and selection criteria.
Assessments	General Objective: *Provision of strategic information on the shelter and NFI situation and needs in the areas and populations affected by conflict, in respect of the 'Do No Harm' principle* • At the beginning of the crisis, the Shelter Cluster contracted REACH to conduct a household Level IDP assessment focusing on the 5 Eastern Oblasts of Ukraine to act as a baseline assessment for the Shelter Cluster's response in Ukraine. In parallel, the Shelter Cluster has drafted a detailed damage assessment tool to capture condition of damaged dwellings in controlled and non-government controlled area, as well as Housing, Land Tenure and Property conditions. As a mid-term update to the baseline assessment, the Shelter Cluster produced its first annual report in 2016. In order to track damage in a systematic gap analysis, partners are requested to assist the general process feeding in a database with identifying per village, city or blocks the exact number of damaged building and the number of repairs selected for implementation. For further assessment updates on the overall situation of IDP housing at national level, the Shelter Cluster in Ukraine has relied on data coming from the International Organization for Migration's National Monitoring Systems.
Contingency planning	Given the on-going nature of the crisis, and past trends of waves of displacement, the Cluster will undertake contingency planning in line with UNOCHA's requests. In May 2015, under the general coordination of UNOCHA, the contingency plan was revised to cover another 1 year period. While scenarios for the contingency plan were revised in August 2016, the recent flare up in Avdiivka at the end of January and beginning of February 2017 illustrate that this contingency plan needs further editing to be in line with the realities on the ground. Pragmatic and operation oriented, the inter-Cluster team decided to centralise the warehouse tracking and stockpiling monitoring using Shelter Cluster database, a task which the Cluster will continue to undertake as required and requested. Today, the main emergency stock remains under the mandate of 2 agencies, UNHCR and ICRC.
Monitoring and Evaluation	5W Monthly Reporting: Using the activities matrix revised every years, partner agencies are expected to report to the Cluster on activities implemented, including number of beneficiaries per location up to district (lvl2)/city level (lvl4) with type of activity, # of beneficiaries and household, starting and end dates and if available sex and age desegregation.

Damage and Repair Database by address: The Shelter Cluster collects data from partners in order to facilitate intra-village and street level coordination. It is expected that all active shelter humanitarian partners share data through this source which will also be shared with Oblast Department of Housing and Utilities.

On ICG level: The Cluster will collate data on operational presence of partners per region and per district, report on HRP implementation, and conduct gap analysis, disseminating information back to Cluster partners.

Evaluations will be carried out on both coordination and response. On an annual basis, the Shelter Cluster will analyse the response in an annual report format.

Annex list (documents can be downloaded here):

Annex 1: Response Plan Matrix (to be developed from REACH assessment baseline)

Annex 2: Coordination structure (working document)

Annex 3: Cluster ToR

Annex 4: Strategic Advisory Group ToR

Annex 5: TWiG for Permanent shelter solutions and linkage to integration ToR

Annex 6: TWiG for Shelter and NFI monetization ToR

Annex 7: TWiG for Housing, Land and Property ToR (to be developed)

Annex 8: Vulnerability criteria

Annex 9: Inter-Cluster issues

Annex 10: Technical Standards and Intervention Types