STRATEGIC OPERATING FRAMEWORK

Shelter Cluster Somalia
ShelterCluster.org
Coordinating Humanitarian Shelter

Strategic Operating Framework 2016-2018
Shelter Cluster Somalia

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SOMALIA
2016-2018

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Acronyms & Abbreviations

4W	Who, What, When, and Where
ARC	American Refugee Committee
BBS	Building back safer
CGI	Corrugated Galvanised Iron
CHF	Common Humanitarian Funds
CRC	Cluster Review Committee
DRC	Danish Refugee Council
ECHO	European Community Humanitarian Aid Office
HC	Humanitarian Coordinator
HRP	Humanitarian Response Plan
HLP	Housing, Land, and Property
ICCG	Inter Cluster Coordination Group
ICU	Islamic Courts Union
IDP	Internally Displaced Person
LRRD	Linking Relief, Rehabilitation, and Development
LBC	Local building Culture
M&E	Monitoring and Evaluation
NFI	Non-Food Item
NRC	Norwegian Refugee Council
SAG	Strategic Advisory Group
SC	Shelter Cluster
SIRNA	Somalia Inter-Cluster Rapid Needs Assessment
SOF	Strategic Operating Framework
SSWG	Shelter and Settlements Working Group
ToR	Terms of Reference
TWG	Technical Working Group
UN	United Nations
UNOCHA	United Nations Office for Coordination of Humanitarian Affairs
UNHCR	United Nations High Commissioner for Refugees
UNHABITAT	United Nations Human Settlements Programme
WASH	Water, Sanitation, and Hygiene

Acknowledgements

What is Coordination? There are many definitions regarding what coordination is all about. One definition puts it all in a nutshell: *'the organization of the different elements of a complex body or activity so as to enable them to work together effectively'*. The Shelter Cluster in Somalia has tried to push this theoretical definition to a practical level using remote management as a guiding principle. Although many of the things in life are driven by individuals, the achievements of the cluster cannot be allocated to a single individual or an organization. The strength of the Shelter Cluster lies in the unique way the cluster has been structured, taking a very strong de-centralized position. The Regional Hubs form the back-bone of the cluster and without them the cluster would have no sense or added value as the cluster would not be rooted at the local level. The cluster has therefore capacitated these structures enabling them to lead the process of coordination at field level as close as possible to the population that we are serving.

This Strategic Operating Framework (SOF) provides the proof of this strong cooperation and collaboration. It builds and expands on the former SOF that was made in April 2012. The new updated SOF provides an overall vision to all partners (old and new) on what shelter means in Somalia. Together with other documentation on the Sheltercluster.org website, it provides the necessary guidance for implementing shelter and NFI activities in a remote managed operation like Somalia.

The Shelter Cluster in Somalia has driven a more technology-oriented approach to humanitarian action. Although the technology has provided us with a new way of tackling remote management, the risks, limitations and failures of technology have become more apparent also. We need to remain cautious but nevertheless also innovative with these new upcoming ideas. *What matters is not technology, but how we use it." (World Disaster Report 2013)*

The SOF and the accomplishments of the Shelter Cluster would not have been possible without the strong support from the donors, the shelter agencies, the lead agencies, UNOCHA and many other stakeholders. Many thanks goes to the different organizations who have voluntarily taken up the positions of regional coordinators like ARC, DFI, DRC, NRC, SYPD, UNHABITAT and UNHCR. Special appreciation goes to the different individuals at field level, who are the eyes and ears on the ground, constantly pushing, reflecting, judging and feeding the coordination system: Ahmed Asha Mohamed and Mohamed Jama in Somaliland; Abdirahman Hirad, Ahmed Salad, Mohamed Salah and Abdihakim Mohamed Farah in Puntland; Abdi Abdikarim Hussein in Beletweyne; Abdi Gudle in Baidoa; Abdirahman Farah Barkhadle and Yussuf Hussein Ahmed in Lower Juba region; Idris Ibrahim Mohamed and Kassim Abdalla in Gedo region; and Badar Abdulkadir and Nurta Adan Mohamed in Banaadir. A special thank you also goes to all donors, but especially ECHO and NORCAP who have been pushing and supporting the Shelter Cluster since its real conception in 2011. Special thanks also goes to Clay Westrope, who helped consolidate all material regarding the SOF and provided support in an initial draft.

Executive Summary

This SOF serves as a key document for Shelter Cluster (SC) partners and other shelter stakeholders to understand how the cluster operates and the key points for which the cluster advocates and mandates. The document outlines the operational structure and the strategic objectives of the cluster. The SOF aims to harmonize the overall strategy and the approaches related to Shelter activities. Standards are incorporated within the document, but provide a lot of flexibility due to the vast area of shelter programme coverage, geographic and climatic variations, variable access conditions, capacity of the partners, different target populations and variable support of the local authorities.

The Somalia Shelter Cluster (SC) has historically provided emergency assistance to newly displaced people affected by natural and human-caused disasters (e.g., flood, fire, drought, conflict and evictions). However, with the overall security situation having improved since the beginning of 2013, the cluster is placing more of an emphasis on sustainable shelter solutions for protractedly displaced persons and is moving away from lifesaving activities.

In an effort to provide more sustainable forms of assistance, the SC has taken a leadership role in inter-cluster coordination. Through initiatives such as conducting inter-cluster assessments across a number of key settlements over the past three years as well as being a key facilitator of the Somalia Inter-Cluster Rapid Needs Assessment (SIRNA) process, the SC has advocated for coordinated cluster response and information collection. The strength of the cluster lies in its service delivery focus. Drawing on an assessment and mapping process refined over the previous three years, the cluster is able to use highly reliable data to provide a targeted response to individuals most in need. This reliance on coordination and responses based on accurate information has allowed the cluster to build upon its emergency provision core competencies and move into more sustainable forms of assistance.

The cluster acts as a coordination, advocacy, and technical support body to ensure that member agencies have the resources and capacity needed to provide the highest quality shelter assistance possible. The cluster does this by offering a number of services, including: (1) providing guidance through the Strategic Operating Framework (SOF) to enhance accountability and effectiveness of shelter interventions in Somalia; (2) maintaining coordination mechanisms through a platform of information sharing, both at the national and regional levels, in close collaboration with government counterparts; (3) representing the interests of SC members in discussions with the Humanitarian Coordinator (HC) at inter-cluster meetings and with other stakeholders on the prioritization of shelter issues for humanitarian action and resource mobilization; (4) identifying advocacy concerns, including resource requirements, and contributing to broader advocacy initiatives; (5) ensuring that adequate monitoring mechanisms are in place to review the impact of cluster member activities and the progress against implementation plans; and, (6) providing leadership in emergency and crisis preparedness by putting in place contingency plans in areas and situations where there is a high risk of recurring disasters and where sufficient capacity exists within the cluster.

With its core focus being service delivery, the SC has created a number of training modules, technical reference documents, and coordination systems intended to improve and complement the activities of its member agencies. Furthermore specific training modules have been developed for capacity building of agency staff: monitoring and evaluation, building back safer, local building culture, and linking relief-rehabilitation-development.

Introduction and needs overview

Currently, there are an estimated 1.1 million internally displaced persons (IDPs)[1] in Somalia. Some of these individuals have been displaced for nearly two decades as a result of famine, conflict, and natural disaster. The shelter needs of the 1.1 million protracted internally displaced persons vary from region to region but remain alarming nonetheless. Data collected through an infrastructure mapping exercise for 694 settlements in 14 different urban centres (Afmadow, Baidoa, Bossaso, Burao, Dhobley, Gaalkacyo North and South, Hargeysa, Jowhar, Kismayo, Luuq, Marka, and Mogadishu) underlines this alarming situation. 47 per cent of these settlements were categorized as unplanned (only 7 per cent of all internally displaced persons in Mogadishu live in planned settlements), 68 per cent did not have any formal land tenure agreement and 17 per cent openly reported to be paying rent. In addition, 79 per cent of shelters were categorized as buuls or tents (some 43 per cent of which only had one layer) and 56 per cent of shelters had a door of which 74 per cent were lockable from the inside. Furthermore, most non-food items (blankets, mats, and plastic sheeting) were provided to internally displaced persons more than two years ago. As a result, settlements are often considerably over-congested, lack basic services such as education, health and WASH, and suffer from disease outbreaks, flooding and fires. Protection risks and violations are prevalent in all settlements.

Nevertheless, there have been slight improvements in transitional shelter solutions and now 45 per cent of internally displaced persons in Puntland and Somaliland live in planned settlements with improved transitional or permanent shelter solutions. The Shelter Cluster has been working closely with the Protection Cluster, especially in southern and central Somalia, to strengthen the security of the shelters: doors and locks have been included in shelter kit packages, as well as land tenure.

Since the beginning of 2015, the Protection Cluster reported about 166,000 people displaced by forced evictions and armed conflict throughout the country. As a result, according to the Shelter Cluster, trends show that displaced people either form new settlements or join already existing settlements or join family members in their host community settings. Therefore, internally displaced persons can be categorized in two groups depending on their duration of displacement: protracted and short-term/localized displacements.

As well as the above-mentioned factors contributing to further internal displacement within Somalia, a mixture of clan-related conflict and flooding in southern and central Somalia in 2015 have added to the overriding shelter needs for internally displaced persons. The likely impacts of the 2015/16 El Niño could worsen the overall humanitarian situation. Due to topography and precipitation patterns, areas around the Juba and Shabelle river valleys will suffer from increased seasonal flooding, and it is anticipated that this will increase urban migration in search of humanitarian assistance.

The lack of access to housing, land and property rights, as well as insecurity of tenure, are major obstacles to more sustainable solutions to displacement. As a result, increasing forced evictions are likely to further rise as the security situation stabilizes, urbanization continues, land values rise, and foreign and domestic investment increases. There remains an urgent need for improved transitional and permanent shelters that offer more protection, privacy and dignity over longer periods of time; this in turn requires improved security of tenure that Shelter and Protection clusters are striving to enhance.

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[1] The population figure of 1.1 million IDPs is outdated. It is crucial that the IDP population estimate is updated through a country-wide exercise to get an updated figure. Nevertheless, according to the mapping exercise data collected by the Shelter Cluster, the figure of 1.1 M does not seem over-exaggerated.

Humanitarian Response Plan

The Shelter Cluster's main target population is restricted to internally displaced persons. The current SC strategy targets 480,000 of the 1.1 million people displaced. The Shelter Cluster strategy has three main objectives: Emergency, Transitional and Durable Solutions. Capacity-building and a coordination component has been embedded within all of the pillars. The cluster will continue to provide emergency assistance to newly displaced people affected by natural and man-made disasters (flood, fire, drought, conflict and evictions). It will distribute a minimum non-food item kit[2] and an emergency shelter kit (if necessary) for those in need through prepositioned stocks held across Somalia or through alternative modalities like cash/voucher systems where market systems function. The Shelter Cluster will continue to ensure that adequate mechanisms are put in place to ensure timely delivery of emergency assistance (standard inter-cluster needs assessment, standard reports, lead-agency/shelter partners' roles and responsibilities, infrastructure mapping activities etc.)

As durable solutions are not achievable in all protracted situations, there is also a need to stabilize the living conditions of these communities through a sustainable approach. Transitional shelter solutions that are relevant to the displacement situation, and which take into account prevailing tenure considerations will be provided in protracted internally displaced persons settlements that have traditionally been located in and around the urban centres of Somalia. The concept of transitional shelter[3] covers all interventions from upgraded shelter kits to hybrid solutions. The typology will depend on factors including land tenure, funding levels, specific needs, agency experience, support from local authorities and location of the internally displaced persons settlements, and beneficiaries' preferences.

The provision of transitional and permanent shelter solutions will be preceded by consultations with women, girls, boys and men from the community on the proper layout of the site, plot demarcation, fire prevention and the provision of basic services, which will be addressed concurrently in coordination with the other relevant clusters (i.e. WASH, Health, Education and Food). In particular, the views of women and girls, specifically on protection needs, will be considered during the design of the shelter and planning of settlements so that a safe and secure environment can be created. SPHERE standards will help guide the process of shelter design. Community participation and ownership are underlying themes which are embedded in all cluster activities, with a strong focus on shifting away from contractor-driven to owner-driven approaches.

The Shelter Cluster has a strong focus on capacity building and promoting tools regarding remote management in Somalia, looking at a strong service delivery approach. In July 2015, the Shelter Cluster has finalized a very practical and user-friendly monitoring and evaluation framework for project implementation purposes. Mobile technology has supported the accountability of the cluster to get field evidence data in a systematic way (mapping exercises, assessments, 4W monitoring, etc.). General mainstreaming sessions and trainings will be organized in close partnership with the protection cluster in the following fields: Housing, Land and Property (HLP)[4].

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[2] EAP minimum package consists of one reinforced plastic tarpaulins (4m x 5m), three woven dry raised blanket (150 x200 cm), one synthetic sleeping mat (2.7m x 1.8m), one kitchen set, two non-collapsible jerry cans (20 litres), sanitary clothes, underwear and one bar of soap (750g) agreed by the cluster in 2011.
[3] See definition paper on Sustainable Shelter Solutions: www.sheltercluster.org

Shelter Cluster Operational Structure

The following section provides an overview of the mandate and objectives of the SC. The section also provides details on the operational structure of the cluster and the function of the various bodies that contribute to the cluster's operational framework. The key objective of the SC is to enhance the coordination and effectiveness of provision of shelter and non-food item (NFI) assistance. Specifically, the SC is responsible for facilitating and coordinating the activities and structures in the image below. Further details can be found on the sheltercluster.org website.
https://www.sheltercluster.org/response/national-cluster
https://www.sheltercluster.org/library/tor-and-sc-structure

Governing Bodies

The SC is chaired by the United Nations Refugee Agency (UNHCR) and is committed to its obligations specified within its role as Global Shelter Cluster lead in conflict situations. UN-HABITAT is the co-chair. The selection of a co-chair is regularly reviewed with the objective of periodic rotation. The SC coordinator is accountable to the Humanitarian Coordinator and reports regularly to the lead agency (UNHCR), with the aim of ensuring a more effective, coordinated response capacity with respect to the evolving humanitarian crisis in Somalia.

At the national level, the SC consists of a Secretariat, a Cluster Review Committee (CRC), a Strategic Advisory Group (SAG), and a Technical Working Group (TWG). In Somalia, there are also Regional SCs that are responsible for specific geographic regions within Somalia, Somaliland, and Puntland. In the Somalia context, the shelter partners and lead agency share the roles and responsibilities to fill critical gaps with dedicated field staff and resources. The lead agency dedicates resources at the national level while the shelter partners dedicate resources at the regional level.
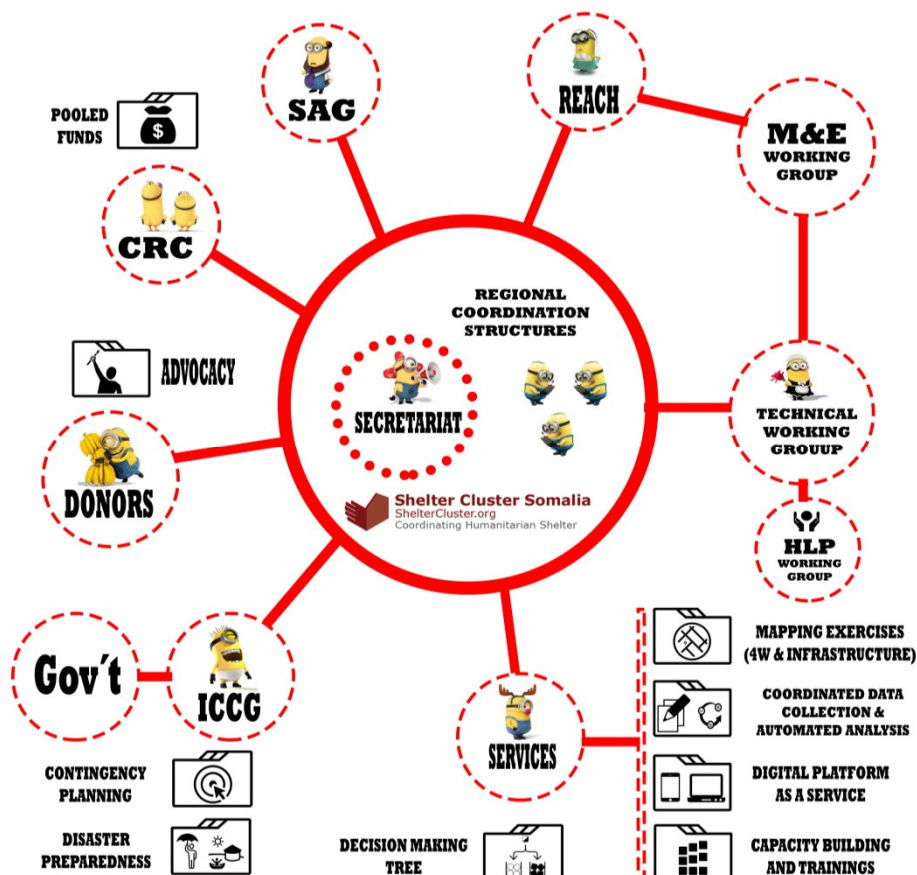
Secretariat

The Secretariat's role is to manage the day-to-day operation of the SC and to ensure the cluster is meeting its stated objectives. The coordinator works within the Secretariat coordinating activities and operations in partnership with shelter partners and the governing bodies below. The main activities of the Secretariat include service delivery, needs assessments, 4W mapping, infrastructure mapping, and capacity building. The Secretariat holds quarterly meetings in Nairobi, but is working to have these in Mogadishu when access and security allows.

Strategic Advisory Group (SAG)

The Strategic Advisory Group (SAG) provides policy and strategic direction to the work of the SC. The SAG is comprised of up to ten members from key UN and shelter focused non-governmental organisations (NGOs) and the SC Chair and co-chair. Membership criteria emphasis is placed on organisations that have significant technical expertise and experience in Somalia.
https://www.sheltercluster.org/library/sag-and-crc

Cluster Review Committee (CRC)

The role of the Cluster Review Committee (CRC) is to review SC proposals for funding under the Humanitarian Response Plan (HRP), Common Humanitarian Fund (CHF), or Emergency Reserve. Prior to the project being submitted to OCHA's Funding Unit, the CRC must determine whether the proposal is in line with the SC's objectives. The CRC is comprised of two international NGOs, two local NGOs, and two UN agencies, together with the chair/co-chair.

Technical Working Group

There are three Technical Working Groups (TWG) currently active within the SC. The Sustainable Shelter Solutions Working Group (SSWG) produces policy and practical guidance, including tools and training. This working group is comprised of any agencies interested in participating in the monthly meetings. Technical guidance has focused on topics such as cash programming, HLP, shelter typologies, and mobile data collection. The other TWG is currently focused on training five organizations on the monitoring and evaluation tools developed for cluster members. Additionally, the HLP working group, led by the Protection Cluster, provides an opportunity for inter-cluster coordination and technical support.
https://www.sheltercluster.org/working-group/sustainable-solutions-working-group

Regional Shelter Clusters

The Regional SCs oversee a specific geographic area and, in consultation with the national SC, can determine which working groups or task forces that it wishes to establish. Both the lead agency and shelter members are able to take such a role on a voluntary basis and upon approval of the SAG. If different organisations are applying for the same geographic area, the organisation with the strongest capacity in the field is appointed. The selection of regional SC coordinators is regularly reviewed with the objective of periodic rotation. Meetings occur on a monthly basis.

The regionalization of the cluster is a relatively new structure for the cluster. By decentralizing decision-making and coordination, the regional bodies have been empowered and responses more appropriate to the regional context are now possible. Currently, the regional structures are organized around the following hubs: Banadir, Kismaayo and Dhobley (Lower/Middle Juba), Doolow (Gedo), Baidoa (Bay/Bakool), Galgaduud/Hiraan. Mudug, Nugaal, Bari, Somaliland, Lower and Middle Shabelle. Regional coordinators are trained at least once a year to ensure that strategies, processes, and technical knowledge are aligned across the cluster within Somalia. Having the same agencies/individuals dealing with cluster coordination in the field has This has generally contributed to a strong regional network, a wide range of coordinated field data collection, organization of field trainings and improved collaboration with local authorities.

Shelter Cluster Objectives

The Somalia Shelter Cluster aims to be a forum where all actors can discuss and agree on issues related to shelter and non-food items (NFI) in order to achieve effective action in the country. As noted above, its stated objective is to enhance the coordination and effectiveness of provision of shelter and NFI assistance. The following section will outline in further detail the specific objectives, providing a framework of action for the cluster.

SHELTER OBJECTIVE 1:

1 Contribute to the protection of newly displaced[11] people and those affected by natural hazards

RELATES TO SO1, SO2

SHELTER OBJECTIVE 2:

2 Improve the living conditions of the protracted internally displaced persons

RELATES TO SO3

SHELTER OBJECTIVE 3:

3 Facilitate access to durable solutions for IDPs that are willing to locally integrate or return to their place of origin

RELATES TO SO3

Emergency Shelter and NFIs

https://www.sheltercluster.org/library/non-food-items

As outlined in the HRP, the SC provides emergency assistance to newly displaced people affected by natural and human-caused disasters (flood, fire, drought, conflict and evictions). It distributes a minimum NFI kit (see table below) and an Emergency Shelter Kit (if necessary) for those in need through prepositioned stocks held across Somalia. The Shelter Cluster also ensures that adequate mechanisms are put in place for timely delivery of emergency assistance. While pre-positioned emergency stocks of NFI kits and Emergency Shelter Kits remains the most common distribution modality employed by partners, the SC advocates for the use of cash and voucher-based programming wherever the conditions are conducive.

Table 1: Minimum Emergency Assistance Package (EAP)

Quantity	Item
1	Reinforced plastic tarpaulin (4m x 5m)
3	Woven dry raised blankets (150cm x 200cm)
1	Synthetic sleeping mat (2.7m x 1.8m)
1	Kitchen set
2	Collapsible jerry cans (20 litres)
Unit	Sanitary cloths and underwear
1	Bar soap (750g)

Sustainable Shelter Solutions

https://www.sheltercluster.org/working-group/sustainable-solutions-working-group

Sustainable shelter solutions are a strategic focus of the SC. While emergency assistance remains a key activity of SC partners, the SC strives for sustainable shelter solutions throughout its transitional and permanent shelter pillars. As stated above, the Shelter Cluster is transitioning away from care and maintenance and moving towards durable solutions, particularly in contexts in which permanent shelter solutions are considered attainable. However, the needs to accomplish durable solutions in rural and urban settings vary widely and the Somalia context is challenging for long-term programming. It would be impossible in the near-term to accomplish all the criteria required to achieve durable solutions[5] for the displaced populations in Somalia. This is mainly due to problems related to land tenure, IDP legal rights status, and low humanitarian funding levels. The SC, therefore, focuses on sustainable shelter solutions to ensure that communities are more resilient to future shocks. Sustainable shelter approaches need to be addressed as a holistic package and need a strong integrated approach with all other sectors (e.g., water, sanitation, and hygiene (WASH, education, health). The following concepts are key to the sustainable shelter solution approach and will be outlined below: (1) security of land tenure, (2) livelihoods strategy, (3) spatial integration of the settlement and integration of infrastructure services, and (4) culturally adapted shelter and settlement design, including protection concerns.

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[5] IASC Framework on Durable Solutions for IDPs: access to livelihoods; restoration of HLP ; participation in public affairs; and access to effective remedies/justice

Shelter Terminologies

Can we look at shelter as a process and not as a product? Terminologies such as "Transitional shelter", "Progressive shelter" and "Core shelter" are often used for shelter after disasters and as a result of conflicts. Most terminologies relate to an approach rather than a phase of response, recognising that post–disaster shelter is often built, upgraded and maintained by the affected populations themselves, and this self-management should be supported."[6] The Shelter Cluster in Somalia mainly uses the terminology: Emergency, Transitional and Permanent shelter.

Transitional Shelter

The SC seeks to provide transitional shelter solutions that are relevant to the displacement situation and that take into account prevailing tenure considerations in stabilized IDP settlements that have traditionally been located in and around the urban centres of Somalia. Transitional shelter is an incremental process that supports households affected by conflicts and disasters as they seek to maintain alternative options for their recovery. The concept of transitional shelter fits well within the focus of resilience and sustainability and covers all interventions from shelter kits to corrugated galvanized iron shelters. The typology depends on factors including land tenure, funding levels, specific needs, agency experience, support from local authorities, and beneficiary preferences *(image from Post Disaster Shelter 10 designs)*.
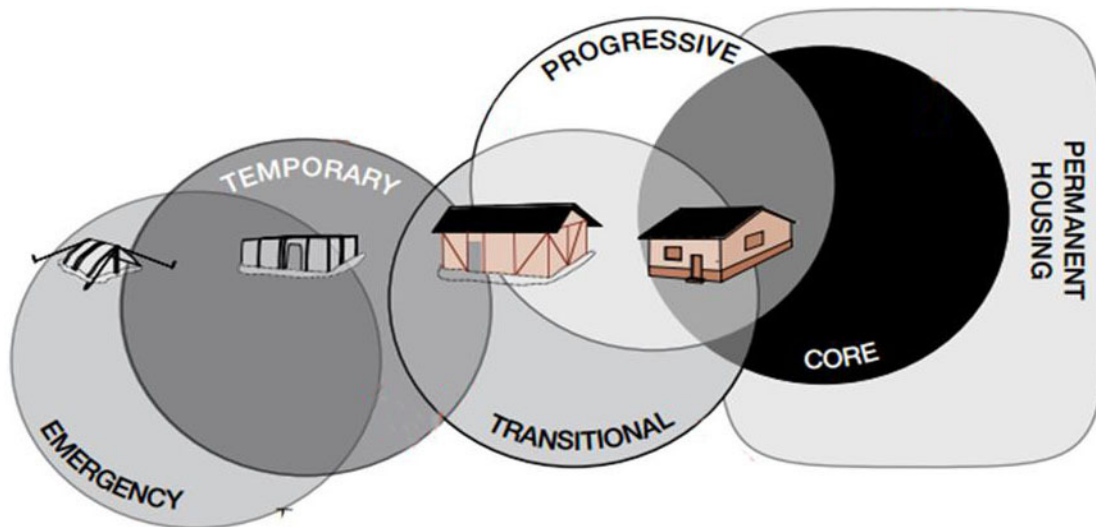
Permanent Shelter

Where relevant and realistic, the SC advocates for durable solutions and permanent shelter. The cluster (in close cooperation with the Protection cluster) continues to advocate for more secure forms of tenure and work with the authorities to work towards durable solutions for the IDPs. The SC works very closely with the Durable Solutions Unit within UNHCR targeting mainly those who are willing to locally integrate and are in need of permanent shelter. Where suitable land is available, direct assistance is provided for the creation of new settlements, with a strong focus on integrated services (Health, Education, WASH) and settlement planning. The primary responsibility to provide durable solutions for IDPs, however, needs to be assumed by the national authorities. It is most crucial that all stakeholders respect the individual right of each IDP to make an informed and voluntary choice for his/her durable solution. Humanitarian and development actors both have a role to play in supporting durable solutions from the beginning of the process.

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[6] IFRC: Post Disaster Shelter 10 designs

Shelter Typologies

The SC advocates for shelter typologies that have been proven in the field and that include the concepts noted below. Based on consultations with SC partners and government officials, the SC has created seven shelter typologies for Somalia. These designs include both transitional and permanent shelter with detailed specifications and descriptions. While these are typologies that have been proven successful, they are not without certain limitations that are also noted in the profiles. The SC promotes these typologies for use in Somalia and encourages shelter partners to test and improve the designs.
https://www.sheltercluster.org/library/02-typologies-somalia

Mogadishu Hybrid

The square timber and plastic sheet structure measures 4m x 4m with a pitched roof made of timber and corrugated galvanised iron (CGI) sheets. The structure features 1 window, 1 door, and minimal ventilation over the door and window. This transitional shelter is upgradable and can last for three years as long as the timber is protected from termites and the plastic sheeting is replaced every year. The hybrid design offers high potential for upgrade and expansion to suit families' changing needs over the lifespan of the shelter.

Puntland Hybrid

The square plywood and cement structure measures 4.4m x 4.4m with a pitched roof made of timber and CGI sheets. The structure features 2 windows and 1 door. The plaster foundation is 1m high and the structure sits on a plot 70m^2. This transitional shelter is upgradable and can last for up to 5 years as long as the timber is protected from termites. The hybrid design offers potential for upgrade and expansion to suit families' changing needs over the lifespan of the shelter.
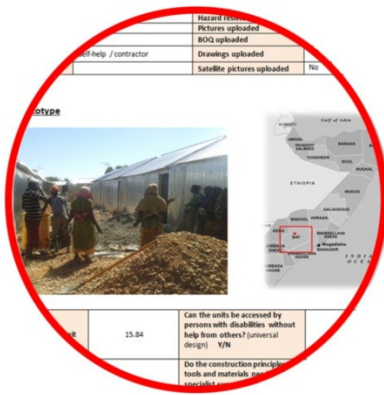
Gaalkacyo Hybrid

The square timber, CGI, and plastic sheet structure measures 12.96 m2 with a pitched roof made of timber and CGI sheets. The structure features 2 windows and 1 door. 80% of the walks are constructed of CGI sheeting, while the remaining 20% is plastic sheeting. This transitional shelter is upgradable and can last for one to two years as long as the timber is protected from termites and the plastic sheeting is replaced every year. The hybrid design offers high potential for upgrade and expansion to suit families' changing needs over the lifespan of the shelter, as the materials can be disassembled and reassembled.

Baidoa CGI

The rectangular timber and CGI structure measures 15.84 m2 with a pitched roof made of timber and CGI sheets. The structure features 2 windows, 1 door, and ventilation vents at the base of the roof. This transitional shelter is upgradable and can last for two to five years as long as the timber is protected from termites. The design offers high potential for upgrade and expansion to suit families' changing needs over the lifespan of the shelter.
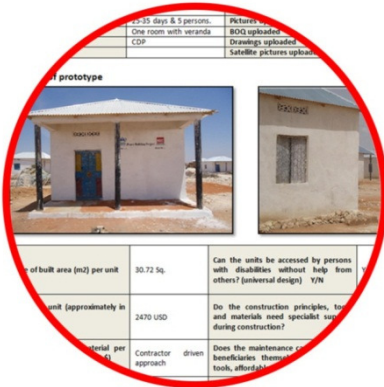
Gaalkacyo Stone & Mud Mortar

The square stone and mud mortar structure measures 4.8m x 4.8m with a double-pitched roof made of timber and CGI sheets. The structure also features a 1.6m2 veranda, 2 windows, 1 metal door, and ventilation over the door and windows. This permanent shelter is highly durable with an estimated lifespan of 20-30 years with regular maintenance. The stone and mud design offers high quality and durability for the estimated unit cost, prioritizing local materials and maintaining minimal negative impact on the environment. This design is easily expandable to suit families' changing needs over the lifespan of the shelter.

Gaalkacyo Stone Block

The square stone block structure measures 4m x 4m with a pitched roof made of timber and CGI sheets. The structure features 2 windows, 1 door, and ventilation over the door and windows. The total plot size measures 10m x 10m and includes a small toilet on the compound. This permanent shelter is highly durable with an estimated lifespan of 20 years with regular maintenance. The stone block design offers high quality and durability for the estimated unit cost, prioritizing local materials and maintaining minimal negative impact on the environment. In addition, the high priority placed on locally available material (stone) ensures easy maintenance.

Doolow SSB

The square soil block structure measures 4m x 4m with a flat roof made of timber and CGI sheets and a ceiling height of 3m. The structure features 2 windows, 1 door and a shared latrine for every two households. This permanent shelter is highly durable, lasting for 10-15 years with regular maintenance. The structure offers good ventilation and stays relatively cool in the hot climate. All materials are locally sourced and beneficiaries can be trained.

Gaalkacyo (Abdirahman Hirad Mohamed NRC)

Creation of access roads
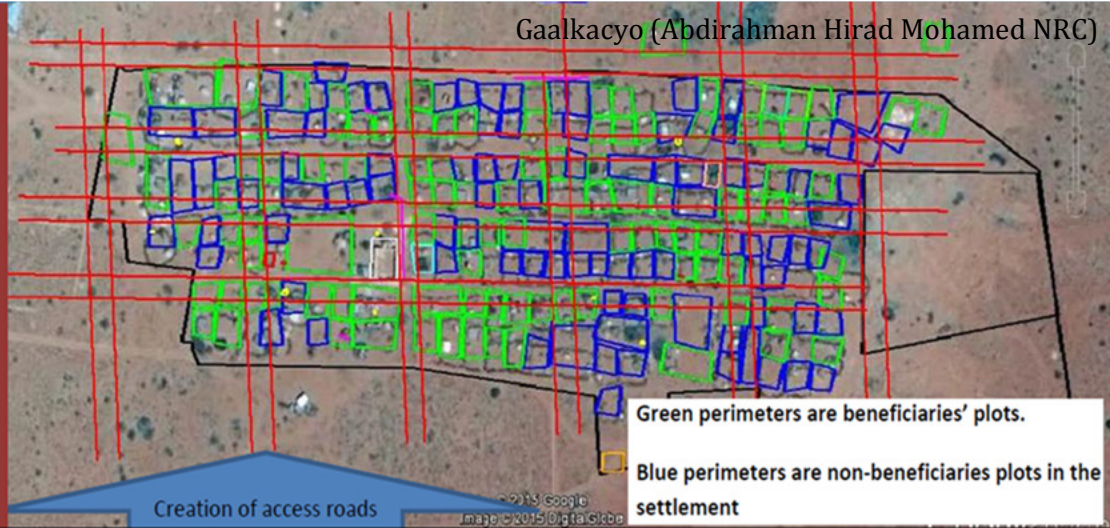
Green perimeters are beneficiaries' plots.

Blue perimeters are non-beneficiaries plots in the settlement

Luuq (Kassim Abdallah, DRC)

Baidoa (Abdi Mohamed Gudle NRC)

Bossaso (Miguel Gomez NRC)

Shelter Cluster Key Concepts

The following concepts form the foundation of all activities for which the SC advocates and coordinates. These concepts are necessary to integrate into shelter programming to ensure sustainable shelter is achieved.

Housing, Land, & Property

https://www.sheltercluster.org/library/03-housing-land-and-property

Most land in Somalia is privately owned. Dominant clans control land and are often hesitant or unwilling to sell land to outsiders or members of other clans. Lack of access to land and insecurity of tenure are major obstacles to durable solutions and represent a root problem that must be addressed in order to affect change. In urban areas of Somalia, evictions are common and likely to increase as the security situation stabilizes, urbanization continues, and foreign and domestic investment increases. Rural-urban migration and growing urbanisation add their own complexity to the situation, as these are global phenomena in developing countries that need to be taken into account

The SC uses the concept of due diligence as a standard for all sustainable shelter solutions decisions pertaining to Housing, Land, and Property (HLP). This concept requires shelter actors to: (1) achieve as much legal certainty about land rights as is reasonable, given the context and constraints on resources and time; and (2) reduce, as much as possible, the risk that the construction of shelter causes or contributes to increasing tensions and conflicts around land; and (3) avoid future eviction of the beneficiaries.

The due diligence standard requires shelter actors to establish an on-going process that both anticipates and responds to issues relating to land rights, as they emerge or where there is a risk that they may emerge during shelter construction. This requires awareness amongst key staff members of the connections between land rights and shelter as well as the mainstreaming of basic land rights verification and monitoring in all shelter activities (either directly or through out-sourcing). The creation of information sharing protocols and establishments of internal rules and procedures are also key when applying the due diligence standard.

Site and settlement planning

https://www.sheltercluster.org/library/04-site-and-settlement-planning

The organization of sites and shelters can have a significant impact on the well-being of the internal displaced populations. Over-crowding and lack of privacy are commonly found in IDP settlements. Furthermore, gatekeepers/landowners often ask high rent prices. Forced evictions, targeted violence and intimidation against many of the displaced in Somalia (often in urban centers) are all common complaints. Furthermore, in the Somalia context, fire-outbreaks can be common and need to be tackled through site planning. Site planning should also take into account the following (SPHERE standards): Use local planning practices, HLP rights and usage, inclusion of essential services and facilities, access to the site, site selection & drainage, site planning, minimum surface areas, fire safety and inclusion of vector risks.

Gaalkacyo (Martijn Goddeeris NRC)

Mogadishu (Badar Abdulkadir Abdulle NRC)

Bossaso (Miguel Gomez NRC)

Mogadishu (Nurta Mohamed Adan UNHCR)

Mogadishu (Nurta Mohamed Adan UNHCR)

Mogadishu (Issa Oyow, Diakonie)

Owner-Driven Approaches

https://www.sheltercluster.org/library/05-owner-driven-approaches

In the Somalia context, contractor-driven approaches have been the preferred labour assistance method due to difficult access, clan-based tensions, political support, availability of skilled labour and existing capacity. Since the beginning of 2011 in Somalia, there has been a step-by-step approach to increase the inclusion of the beneficiaries in all parts of the process, from the project set-up until the construction itself and the handover.

In an owner driven approach, the prioritization of needs and the decision-making are in the hands of the affected families, giving them ownership of their project. Owner driven does not imply that the affected family should provide construction labour, but it requires that they manage the reconstruction with technical assistance. Owner driven projects are defined by three fundamental requirements: (1) participatory process of decision-making, (2) adequate technical support, and (3) adequate financial assistance.

How the beneficiaries or communities participate, the extent of the technical support provided and the amount and distribution mechanism of the financial assistance should be determined based on detailed field assessments including assessments of the capacity of families and communities to manage the process.

Protection Mainstreaming and Gender

https://www.sheltercluster.org/library/06-protection-mainstreaming-and-gender

It is crucial to differentiate the needs of women, men, girls and boys and particular attention should go to persons with special needs, such as elderly, disabled or chronically ill people. Disaggregated data is key to get an comprehensive overview of the overall needs. Shelter Cluster has also worked in the past to put in place a standardized dignity kit in close collaboration with the Protection Cluster. For more information, see Standards and harmonized approaches.

Shelter/NFI and protection responses are closely intertwined. Therefore, protection considerations, notably the principles of do no harm and non-discrimination need to prevail in shelter assessments, programme design, while implementing as well as when monitoring and evaluating. Thereby ensure to prioritize (1) Safety & security, including land tenure security, and dignity; (2) Meaningful access, including for women, children, persons with disabilities or other persons with special needs; (3) Accountability, for example through community-based feedback mechanism; and (4) Information, consultation, participation and community empowerment. The following measures are examples:

- Assessments: Ensure that the situation of all displaced populations, including those outside settlements living with host families, are reflected in shelter and NFI assessments.
- Design: Inform and consult beneficiaries prior to the shelter project implementation and include them in the shelter design and layout.
- Implementation: Ensure that site planning for new shelter projects, such as for relocations, are not located in a hazardous location, such as disaster-prone areas or near a military installation.
- Monitoring & evaluation: Use a community-feedback mechanism that can inform the monitoring and evaluation for our shelter project or NFI distribution.

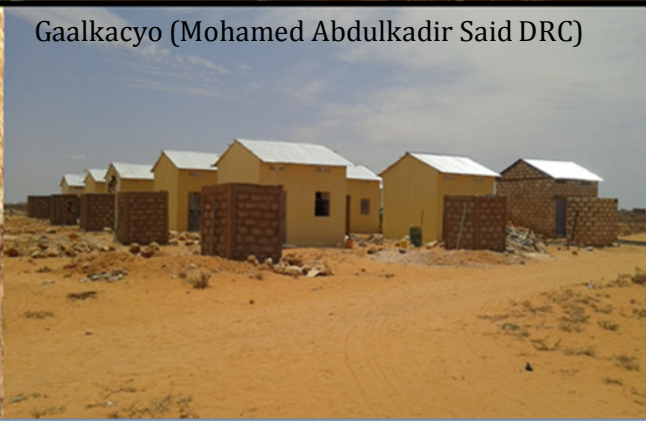Doolow (Chiara Jasna Vaccaro DRC)

Kismaayo (Abdirahman Farah Barkhadle ARC)

Luuq (Chiara Jasna Vaccaro DRC)

Gaalkacyo (Mohamed Abdulkadir Said DRC)

Localized Solutions

https://www.sheltercluster.org/library/07-localized-solutions-and-building-back-safer

Linked to the move toward owner-driven approaches and community participation is the concept of localised shelter solutions for transitional and permanent shelter. This concept prioritises the local building practices and materials in shelter construction. The assumption is that local communities know best what materials work for their local environment, what shelter design is most appropriate for the culture and climactic context, and how to maintain shelters built in these ways. The role of the SC is to use localised solutions as a foundation upon which to provide technical and financial support for the highest quality and most appropriate shelter possible. Community participation and ownership are underlying themes that are embedded in all cluster activities, with a strong focus on shifting away from contractor-driven to owner-driven approaches. Cluster members participated in a one-week training that covered the concepts of localised solutions, building back safer, and linking relief, rehabilitation, and development (LRRD). More information can also be found on the training pages on the sheltercluster.org.

Building Back Safer

https://www.sheltercluster.org/library/07-localized-solutions-and-building-back-safer

A key concept to ensuring sustainable shelter solutions are, indeed, sustainable is that of building back safer. Often when vulnerable groups are displaced and decide to settle in a new location, resources and knowledge are limited to ensure that the new shelter is resistant to future natural hazards. When SC partners employ the concept of building back safer, they are ensuring that households and communities understand how to be prepared, find a safe location to build, consider the house's shape and position when constructing the shelter, build a strong foundation, tie-down the structure from the bottom-up, include bracing, form strong joints, and construct a strong roof. The SC advocates that building back safer be integrated into all SC partner designs. More information can also be found on the training pages on the sheltercluster.org.

Modalities

http://www.sheltercluster.org/library/08-modalities

According to the NRC Shelter Handbook, there are 18 shelter assistance methods that are normally combined to support the affected population, depending upon the nature of the shelter or settlement programme. Most of these are commonly used by many humanitarian organizations. Others, like loans and credits, are generally more often used in more development oriented programmes.

In the Somalia context, there is a strong push stepping away from contractor driven to more owner driven approaches. Many organizations have started to look at the use of local markets and local materials, pushing towards cash and voucher mechanisms. Nevertheless, we have to be cautious with this shift of thinking and doing. *Will providing cash be cost-effective? What are the risks of inflation in the price of building materials? Are there particular environmental concerns (de-forestation)? How will agencies ensure that buildings are safe and disaster-resistant (minimum standards)? Are there enough individuals with the right skills and capacity to build houses if people are given cash (both beneficiaries' own skills and those of specialist craftsmen and contractors)? How much cash is appropriates?*[7]

---

[7] HPN: Learning from cash responses after the Tsunami

Shelter Cluster Service Delivery and Mobile Technology

The Somalia Shelter Cluster has developed a focus on service delivery for its members in order to ensure the highest quality shelter programming possible in Somalia. This effort has largely been realized by developing tools and guidelines that set a minimum standard for cluster members. The cluster coordinates inter-cluster assessments and the cluster mapping exercise, enabling agencies to utilize information on key indicators and design contextually appropriate shelter programming. Furthermore, these tools, guidelines, and concepts are provided to agencies through regular trainings in the field, Nairobi, and through the regional hubs. Utilizing the wide reach and participation in the SSWG, the cluster has supported the development of a network of skilled shelter practitioners in each region of Somalia.

Mobile Technology

Integral to the success and efficiency of the tools developed by the SC is mobile technology. All agencies in Somalia face difficulties and delays in collecting the information they need. The situation is made worse by security challenges and the shortage of funds and staff. Outside the humanitarian sector, mobile phones and handheld computers are used to track goods, monitor trends, and transfer data electronically. The SC has piloted software that uses mobile phones to collect data. The cluster has trained field staff - non-specialists - in partner agencies. Enumerators use smartphones to collect the information they want about shelter needs and settlement infrastructure, including WASH, street lights, shops, schools and health centres. They send the information to a data cloud. From there it can be downloaded and analysed by authorised users of the cluster's digital platform in reports, maps and information sheets.

"What matters is not technology, but how we use it!" (World Disaster Report 2013) With mobile coverage reaching the last frontiers of the world, in time everybody will be connected. Isn't it time for communities to have a direct communication line with those that are serving them? Isn't it time that communities can communicate globally their issues directly?

Monitoring & Evaluation Framework

https://www.sheltercluster.org/library/09-monitoring-and-evaluation-framework

The SC has long advocated for effective monitoring and evaluation (M&E) in shelter projects. Recently, the cluster has developed tools and other resources that can be used by shelter-implementing agencies to ensure each partner has the resources needed when applying M&E to their shelter programming. REACH has provided support to the Shelter Cluster to develop a manual for cluster partners to use a more systematic approach to the collection, management, and reporting of key data in order to inform and improve operational and strategic decision-making and allow for the evaluation of the outputs and outcomes of its shelter programming. By refining currently available tools and best practices, already existing Shelter Cluster documents were incorporated as a backbone to the design of the M&E system. This M&E framework is intended to not only to measure impact of cluster partner activities across all indicators, but also can be used as a project reporting tool to track progress and gaps. It is important to note that the cluster only monitors the objectives in the HRP. This M&E Framework is intended only to support and complement agency M&E systems. There are multiple tools that comprise the M&E framework including project reporting and monitoring tools and outcome evaluation instruments. The first three tools outlined in this section are required and managed by the SC. However, as noted above, the SC only suggests using the remaining instruments and processes outlined.

Shelter Cluster Mapping Exercise

http://www.sheltercluster.org/library/mapping-exercise-shelter-cluster
http://www.sheltercluster.org/library/01-mapping-exercise

The objective of the infrastructure mapping exercise is to provide a useful and timely 'snapshot' of the IDP settlements in a respective urban centre, with a main aim to map out the basic services that IDPs can access in their respective settlements. The factsheet does not aim to provide detailed programmatic information; rather it is designed to share with a broad audience a concise overview of the current situation in this area. All data is collected through mobile technology, analyzed and disseminated by the SC All data is available to the wider humanitarian community for further detailed analysis. On page 22-23, an overview is provided from all the mapping exercises.

Somalia Inter-Cluster Rapid Needs Assessment

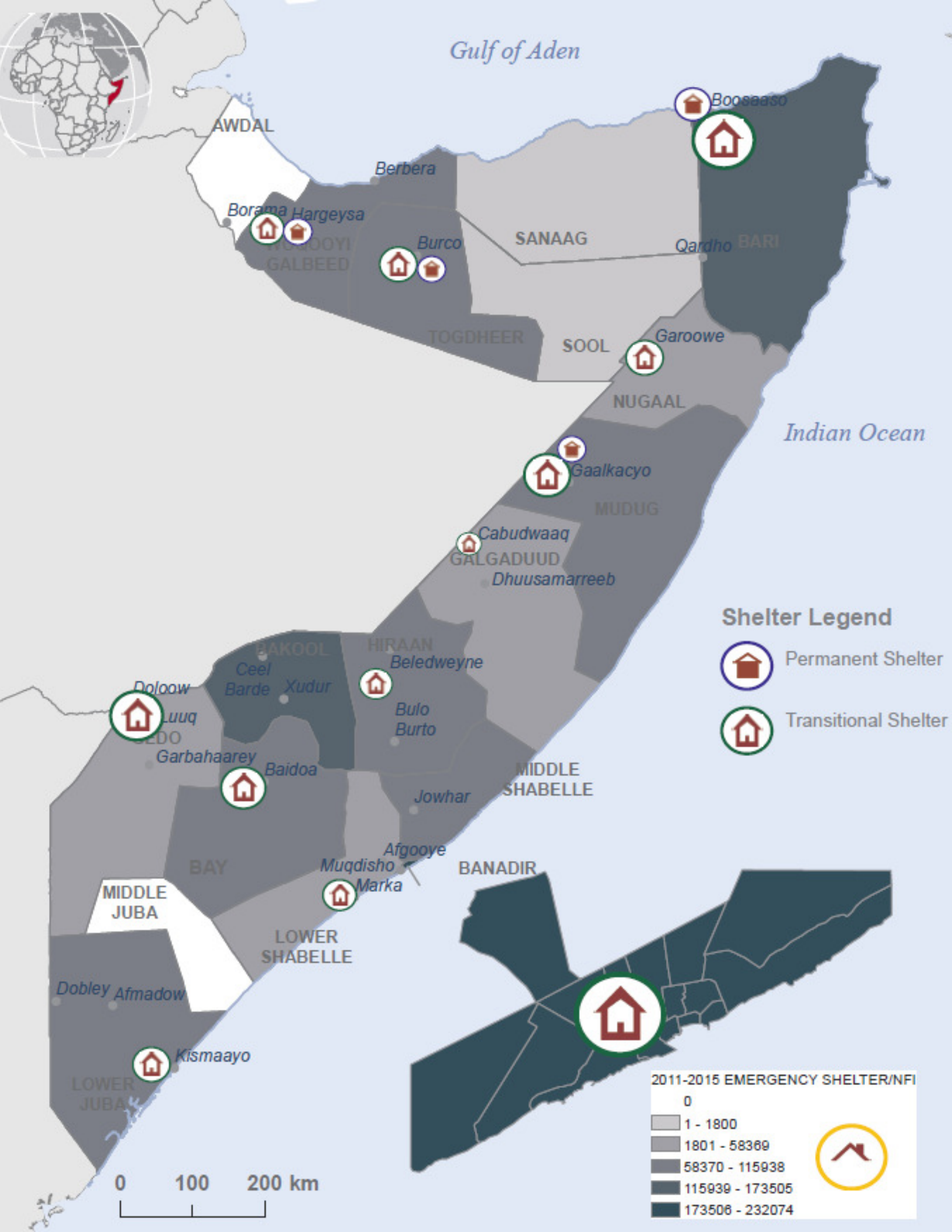http://www.sheltercluster.org/library/SIRNA

The SIRNA is designed to serve as a standard, easily accessible inter-cluster tool that can provide a comprehensive needs overview of a population after a crisis is first reported. SIRNA implementation requires the following steps: (1) notification of emergency, (2) deployment preparation, (3) deployment, (4) data collection, (5) data reporting, (6) cluster validation, (7) reporting revision, (8) publishing, (9) dissemination. The first five stages may be completed within days or weeks, depending on the context and capacities in the region. The SIRNA tool as it currently exists is receiving technical input from all clusters and has been adapted to be applicable to IDP and host communities as well as urban and rural populations.

Who, What, When, Where (4W)

http://www.sheltercluster.org/library/4w-matrix

In order to coordinate needs and response in a timely and effective manor, the SC is promoting the use of mobile devices to collect 4W information. The cluster's digital platform software is being used to capture these data. This allows for information to be gathered quickly and ties all information to a GPS point, ensuring its accuracy and adding credibility to SC reporting. The 4W data collection process allows the SC to understand the status of each agency's shelter projects, how many beneficiaries have been reached, and other critical information such as HLP and site planning.

Gulf of Aden

AWDAL

Berbera

Borama *Hargeysa*
WOQOOYI
GALBEED

Burco

SANAAG

Qardho

BARI

Boosaaso

TOGDHEER

SOOL

Garoowe

NUGAAL

Indian Ocean

Gaalkacyo

MUDUG

Cabudwaaq
GALGADUUD

Dhuusamarreeb

Shelter Legend

Permanent Shelter

Transitional Shelter

BAKOOL   HIRAAN

Ceel   *Beledweyne*
Barde   *Xudur*

Doloow   *Bulo*
Luuq   *Burto*
GEDO

Garbahaarey   MIDDLE
Baidoa   SHABELLE

BAY   *Jowhar*

Afgooye
MIDDLE   *Muqdisho*   BANADIR
JUBA   *Marka*

LOWER
SHABELLE

Dobley *Afmadow*

Kismaayo   **2011-2015 EMERGENCY SHELTER/NFI**

LOWER   0
JUBA
                    1 - 1800

0   100   200 km   1801 - 58369

                    58370 - 115938

                    115939 - 173505

                    173506 - 232074

Post distribution Monitoring

http://www.sheltercluster.org/library/post-distribution-monitoring-tool

The PDM is a post distribution exercise of a location- and time-specific NFI distribution, conducted independently from the NFI distribution exercise itself. The PDM exercise is normally conducted 4-6 weeks after the NFI distribution has ended and is implemented with or through an NGO partner or independent consultant. PDM results are largely quantitative, and highlight broad trends in order to inform programming. These results should be fed back into the project cycle in order to improve the way assistance is designed and delivered, responsive to the preferences of beneficiaries and sensitive to potential protection risks that could be caused by NFI assistance.

Item	Weight
Jerry cans	4
Cooking pots	5
Wash basins	3
Sleeping mats	6
Blankets	7
Knives	2
Plastic sheeting	8

NFI SCORE
The NFI scoring aims to provide a standard methodology for assessing NFI vulnerability among IDP households. It is based on a set of questions designed to assess a household's access to six different types of NFIs. The numerical responses, along with baseline data on the size of the household, are then used to calculate the household's NFI vulnerability. The system includes a weighting factor per item due to their importance in a given emergency context. The scoring system is experimental, and is not a global standard.

Other Monitoring & Evaluation Tools

The M&E Framework promoted by the SC includes several other instruments that correspond to the programme cycles of NFI/emergency, transitional, and permanent shelter programming. The tools outlined above are directly managed by the SC. The remaining instruments and processes that comprise the M&E Framework are intended for cluster partners to include in their internal M&E.

The programme cycles for NFI and emergency shelter consist of a needs assessment, baseline assessment, registration of beneficiaries, monitoring of the distribution, and an evaluation of the way in which the NFIs or shelter were used. The primary aim of the monitoring and evaluation framework for NFIs and emergency shelter is to understand whether the items reached the registered beneficiaries, if they addressed the immediate needs and satisfaction of the selected beneficiaries, if the items were used as expected, and the outcomes associated with their use.

Similar to NFIs and emergency shelter, the programme cycles for transitional and permanent shelter begins with a needs assessment, baseline assessment, and registration of beneficiaries. However, the higher-level investment of resources requires an additional construction monitoring process to track the progress and delivery of shelters. The final post-construction evaluation measures the outcomes associated with this shelter intervention. Permanent shelter requires the highest level of detail; M&E is done for all beneficiary households, not a sample, like the other types.
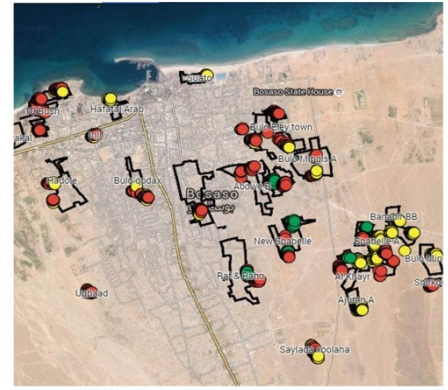
Left page: overview of achievements regarding shelter and NFI from 2011-2015.
Page 22-23: overview of the mapping exercises that have been done in Somalia.
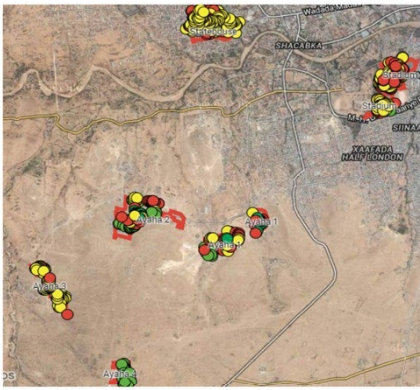
1. HARGEYSA
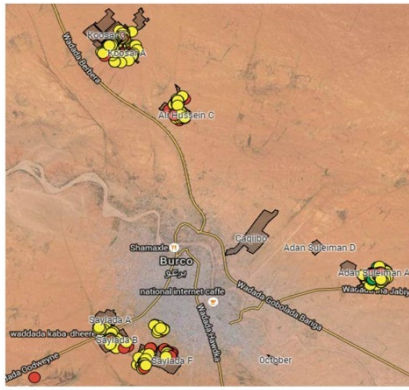
2. BURAO

3. BOSSASO

GENERAL DATA

According to data collected during the KII, it was reported that there are 173474 households[11] living in **694 settlements.** On average, 8% of the households were reported to be from the host community.

In determining the **place of Origin** of the Displaced Population, the KIIs suggest that the majority of IDPs in the 14 targeted locations are from Banadir, Lower Shabelle and Bay region.

When asking the key informant on **past emergencies**, it was reported that 25% reported a fire-outbreak in the past, 60% reported a disease outbreak and 17% reported flooding in their respective settlement.

When determining the **type of settlement**, it was concluded that 19% of IDPs live in a planned[13] settlement **while 47% lives in an un-planned settlement.**

Table: Activities reported at the com centre

Activity	%
Community support	57%
Nutrition programmes	10%
Learning opportunities	15%
Recreation	20%
Entertainment	35%

127 **community centres** were mapped out with 43% having access to latrines. Community support activities were reported at 57%.

112 **garbage collection** points in 694 settlements were mapped out. It was reported that 43% of all garbage collection had been done in the past month.

SHELTER/NFI

In total, 23702 density points were taken during the exercise. On average, there are **5.62 persons per household** and each household occupies **1.81 buuls**. In total, 56% of all the structures are fixed with **doors,** of which 74% are **lockable.** In total, 73% of all shelters are categorized as buuls.

In general, the IDP population has 45% access to **mats,** 70% access to **jerry cans,** 18% access to **blankets** and 90% access to **cooking pots.**

Table: Shelter typologies *(Data was analysed in 59settlements)*

What	%
Buul with 1 layer	43%
Buul with 2 layers	15%
Buul with >2 layers	14%
Vernacular Buul	1%
Tents	6%
Timber frame / plastic sheeting	6%
Timber shelter	%
Corrugated Iron Sheet	13%
Solid house	2%

Table: Access to NFIs *(The analysis is based on a multi-select question and therefore totals can be more than 100 %)*

Time-period	%
Mats	45%
Plastic Sheeting	19%
Blankets	18%
Jerry can	70%
Washbasin	46%
Knives	79%
Cooking pots	90%

PROTECTION

59% of KII reported that they were residing on **privately owned land**. 56% reported there was No Land Tenure Agreement, 17% of KII responded that they were currently paying rent.

When discussing access to protection services, 67% of KII reported the existence of **persons with specific needs**[15] living in the settlement.

Regarding **evictions**, it was reported through the KII, that 25% had received an eviction notice. *(Data was analysed in 609 settlements)*

54% of settlements reported having **committees.** 51% of all committees reported security concerns. *(Data was analysed in 609 settlements)*

21% of all KII reported they did not believe in **Durable Solutions**. Of those that believed in a durable solution, 22% opted to locally integrate, 7% was willing to resettle, while 32% preferred to return.

16% of KII reported access to psychological counselling. 23% of KII reported access to legal counselling. *(Data was analysed in 609 settlements)*

Table: % of different security concerns addressed by the committee. *Data was analysed in 609 settlements. The analysis is based on a multi-select question and therefore totals can be more than 100%.*

Security concern	%
Evictions	39%
Disputes with host community	47%
Conflict with police	16%
Conflict with local militia	10%
GBV	26%
Conflict with Amisom	1%
Discrimination	11%
Violence against children	11%
Other	3%
None	1%

Table: % of groups of Refugees reported in the settlements. *(In total 29% of KII reported having refugees in their settlement)*

Group	%
Ethiopia	24%
Kenya	76%

29% of KII reported having refugees in their settlement. 66% of all KIIs reported to have new arrivals.

Table: different land tenure agreements (LTA)[14]

(LTD=land title deed)	%
No LTA	56%
Informal LTA, clan consent	5%
Individual permanent LTD	2%
Communal permanent LTD	3%
2-5 year LTA	17%
5-10 year LTA	6%
>10 year LTA	4%
Don't know	7%

Table: Vulnerable populations *Data was analysed in 609 settlements in Hargeysa, Jowhar, Marka, Baidoa, Mogadishu, Kismaayo, Dhobley, Diff and Afmadow. The analysis is based on a multi-select question and therefore totals can be more than 100%.*

Time-period	%
Disabled	27%
Elderly_living_alone	25%
Female_Headed_HH	23%
Child_Headed_HH	10%
People_with_chronic_illness	7%
People_with_mental_health_problems	10%
Traumatized_survivors_of_violence	%
Other	%

In total, 238 **solar lighting posts** were mapped out, with a functionality rate of 83% . Only 16 settlements out of 694 settlements reported having solar lighting.

79% of solar posts are reported to improve **night activities** and 83% was reported to improve **the security.** In 47% of all cases, the community committee takes care of the maintenance.
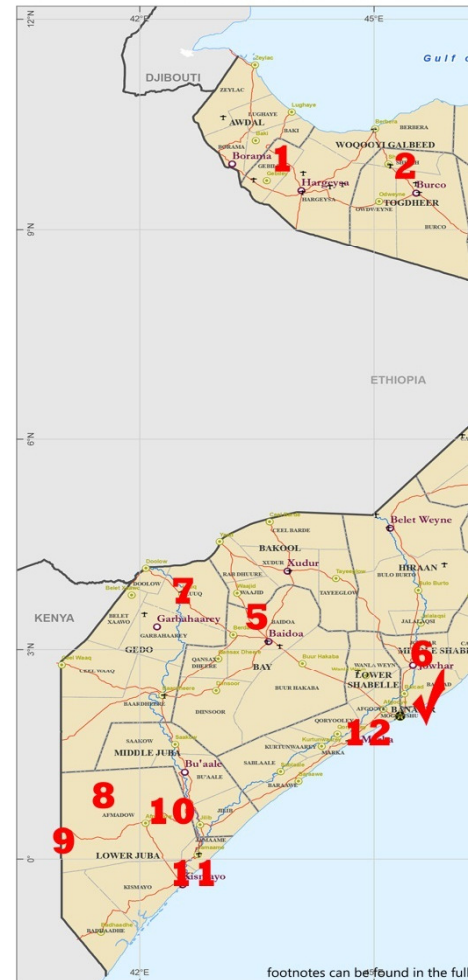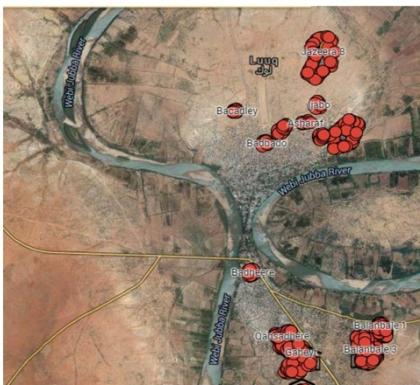
Table: Maintenance of solar posts

Who	%
NGO/INGO	46%
Community Committee	47%
Unknown	8%

Table: Reasons of non-functionality reported *The analysis is based on a multi-select question and therefore totals can be more than 100 %.*

Reason	%
Battery broken	25%
Parts stolen	7%
Lamp broken	40%
Other	15%
Unknown	22%

INFRASTRUCTURE M

footnotes can be found in the full

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7. LUUQ

8. DIFF

9. DHOBLEY

4. S/GAALKACYO

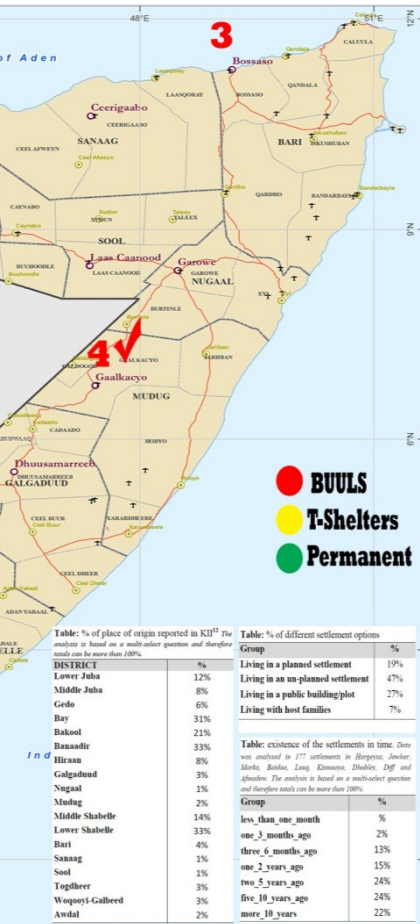## 5. BAIDOA

6. JOWHAR

APPING EXERCISE

Table: % of place of origin reported in KII[12] *The analysis is based on a multi-select question and therefore totals can be more than 100%.*

DISTRICT	%
Lower Juba	12%
Middle Juba	8%
Gedo	6%
Bay	31%
Bakool	21%
Banaadir	33%
Hiraan	8%
Galgaduud	3%
Nugaal	1%
Mudug	2%
Middle Shabelle	14%
Lower Shabelle	33%
Bari	4%
Sanaag	1%
Sool	1%
Togdheer	3%
Woqooyi-Galbeed	3%
Awdal	2%

Table: % of different settlement options

Group	%
Living in a planned settlement	19%
Living in an un-planned settlement	47%
Living in a public building/plot	27%
Living with host families	7%

Table: existence of the settlements in time. *Data was analysed in 177 settlements in Hargeysa, Jowhar, Marka, Baidoa, Luuq, Kismaayo, Dhobley, Diff and Afmadow. The analysis is based on a multi-select question and therefore totals can be more than 100%.*
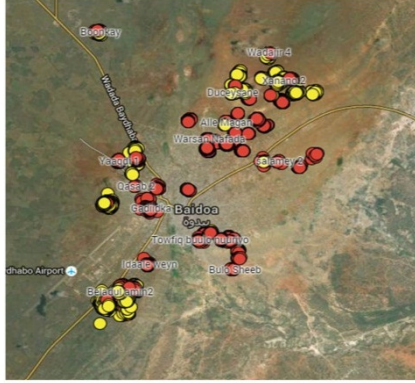
Group	%
less_than_one_month	%
one_3_months_ago	2%
three_6_months_ago	13%
one_2_years_ago	15%
two_5_years_ago	24%
five_10_years_ago	24%
more_10_years	22%

● BUULS
● T-Shelters
● Permanent
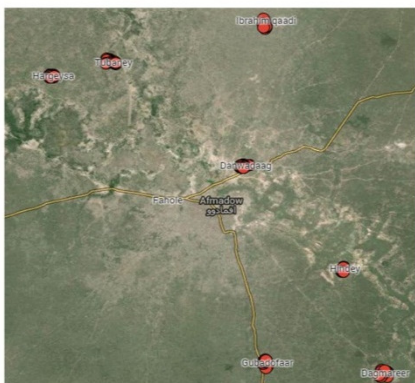
⚕ HEALTH

KII stated that the closest **health** facility that IDPs/host community have access to is on average a **39** minute walk from their place of residence.

50 Health facilities were captured in all **694** settlements.[20] Of this **82%** of them are **functioning** and **72%** of health facilities reported to have a **lockable room**. In total, 153 **rooms** were reported in all the health facilities.

76% of health facilities reported having access to **water**. 50 % of the health facilities reported having access to **electricity**.

In total, there are 30 **nurses**, 20 **community health workers**, 11 **doctors** and 24 **midwifes** employed in the health facilities.

In 12% of the KII, it was reported that the population had access to **nutrition** programmes. 21% of KII reported the existence of **Child Friendly Spaces.**

Table: Running of the health facility

Services	%
INGO	23%
LNGO	20%
Private	23%
Public	34%

Table: Typologies of Health Facilities

Typology	%
Health Centres	50%
Primary Health Care Unit	30%
Mobile clinics	2%
Hospital	4%
Other	12%

Table 15a: Services available
(The analysis is based on a multi-select question and therefore totals can be more than 100 %.)

Services	%
Maternal health services	36%
Vaccination services	32%
Paediatric services	30%
Outpatient services	48%
Inpatient services	24%

📖 EDUCATION

248 schools were mapped out in all **694** settlements[21] of which **86%** were functioning. In total, **569 classrooms** were reported. **50%** of all schools reported having a school committee.

The closest **school** where IDPs have access to is reported to be (on average) a **29** minute walk.

The number of schools with access to **latrines** was reported at 50%. Of these 90% are **functioning,** and 47% are **segregated** male/female.

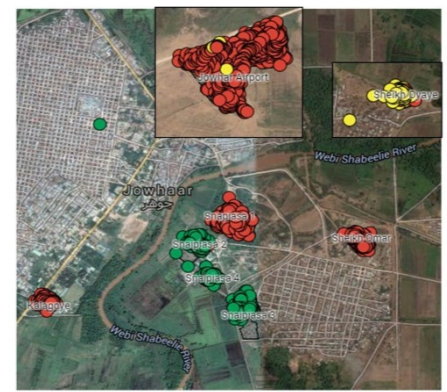15% of schools reported being connected to the municipal water system.

In total, 12,696 **male** students and 9,616 **female** students have access to these schools. 17,092 **IDP children** have access to these schools.

In total, there were 294 female and 574 male teachers reported respectively 62% and 59% being paid incentives. 4% of the schools were categorized as religious.

Table: Who runs the school? *Data was analysed in 98 schools.*

Who	%
Private	8%
Community	52%
Government	6%
Imam	34%

Table: What kind of school is it? *Data was analysed in 98 schools.*

Reason	%
Primary	57%
ECD Primary Adult	0%
ECD Primary	1%
ECD Adult	1%
ECD	0%
Koranic	41%

Table: Access to services in the school *(The analysis is based on a multi-select question and therefore totals can be more than 100 %.)*

Services at schools	%
Access to municipal water	15%
Rainwater harvesting	6%
Access to borehole	2%
Access to watertank	9%
Access to shallow well	3%
Other	6%
None	87%

🚰 WASH

Data regarding latrines was analysed in 694 settlements.[17] 6% of all settlements didn't have access to any latrines. 47% of all settlements didn't have access to any water point within their settlement.

In total, 8322 **latrines** were captured in all settlements and in total 11972 **dropping holes** were reported[18]. 89% of **latrines** were categorized as **functional.**

According to the data collected, 63% of all latrines were categorized as **communal** and 37% categorized as individual. 78% were reported as **lockable.** In total, 67% of all latrines are reported to be **maintained.**

11% of the latrines had **hand washing** next to it. 9% of hand washing stations had soap. Most of the latrines that had hand washing, were functional with taps. *(Data was analysed in 177 settlements in Hargeysa, Jowhar, Marka, Baidoa, Luuq, Kismaayo, Dhobley, Diff and Afmadow)*

In total, 2,528 **water points** were captured in all settlements, with a total of 2,739 taps. 30% are connected to the **municipal water system.**

88% of all water points were categorized as **functional.** 22% of the surrounding communities had said that the price of water had increased.

Table: Reasons of non-functionality latrines *(Data was analysed in 694 settlements. The analysis is based on a multi-select question and therefore totals can be more than 100 %)*

Time-period	%
Pit is full	82%
Super structure cracked	18%
Security	%
Septic tank not connected	4%
Other	8%
Unknown	4%

Table: Reasons of non-functionality water points reported. *Data was analysed in 369 settlements. The analysis is based on a multi-select question and therefore totals can be more than 100 %.*

Time-period	%
Storage tanks broken	33%
Taps broken	27%
Water contaminated	9%
Water trucking stopped	25%
Connection to municipal is broken	%
Insecurity	%
Dominated by host comm.	%
Pump or generator broken	1%
Unknown	14%
Other	8%

Table: Typologies of water points

Time-period	%
Burkad	28%
Water tank	28%
Tank and tap	8%
Water-trucking	1%
Water Kiosk	15%
Other piped systems	10%
Protected well w/o pump	2%
Protected well with pump	3%
Unprotected well	1%

🌾 FOOD SECURITY

In total, 144 **markets** and 1,385 **kiosks** were mapped out. The data collection was done in all 694 settlements. In 54% of all settlements, there were no kiosks reported. 78% of the markets and

Table: typology of the Kiosk. *Data was analysed in 235kiosks.*

Reason	%
Corrugated Iron Sheet	34%
Kiosk in durable materials	3%
Local sticks + cloth + CGI	18%
Local sticks and plastic (fixed location)	14%
Local sticks and plastic (moveable)	31%

Table: price of Sorghum (according to KII) *Data was analysed in 177 settlements.*

Reason	%
Much cheaper than normal	11%
Cheaper than normal	5%
Normal	42%
Higher than normal	40%
Much higher than normal	3%

Table: Items for sale at kiosks. *Data was analysed in 235kiosks. The analysis is based on a multi-select question and therefore totals can be more than 100 %.*

Reason	%
Grains	83%
Vegetables	84%
Pulses	60%
Meat	9%
Fish	9%

Table: Price of Maize (according to KII) *Data was analysed in 177 settlements.*

Reason	%
Much cheaper than normal	10%
Cheaper than normal	4%
Normal	34%
Higher than normal	46%
Much higher than normal	7%

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10. AFMADOW

11. KISMAAYO

12. MARCA

Decision-Making Framework for Sustainable Solutions

As has been discussed above and outlined in the related annexes, there are many important considerations and concepts to take into account when building truly sustainable shelter. While the final decisions about location, shelter typology, and modality of assistance is ultimately in the hands of the communities and implementing shelter actors, the SC has developed a decision making framework to help in this process. The decision-making framework is based on the idea that there are **parameters** external to any shelter project that must be taken into account when deciding the best type and approach to the shelter intervention. The decision making framework will not help you identify what kind of typology to build, or what kind of materials to use. The framework should help to identify and choose from the different **approaches** to ensure that key parameters are addressed in order to achieve more sustainable approaches. For each operation or context, there seems to be a relationship in-between the parameters and the approaches to be used.

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	SITE PLANNING	OWNER DRIVEN	LOCALIZED SOLUTIONS	HLP MAINSTREAMING	ASSISTANCE MODALITIES
ANTICIPATED DURATION OF DISPLACEMENT *short to long term*	+	+		+ +	
The longer the anticipated duration of the displacment, the more emphasis will be put on stronger integration, improved land tenure will be crucial, site planning and ownership will be crucial.					
SCALE OF INTERVENTION *small scale to large operations*	+ +		+ +		+
The larger the scale of the intervention, the more emphasis should be made on localized solutions, but taking in consideration the environment. Site planning is essential dealing with large displaced population groups.					
LEVEL OF ACCESS TO THE BENEFICIARIES *(including security related)*	+ +	+	+		
If there is only limited access with the beneficiaries, owner driven approaches, HLP and localized solutions are difficult to achieve.					
FUNCTIONALITY OF MARKETS *(Market surveys)*	+	+		+ +	
If markets are not functioning, it will be difficult to use any kind of voucher or cash mechanism. Perhaps there is also a small linkage zith localized solutions and ownership.					
ACCESS TO LOCAL FREE RESOURCES *(stones, earth, water...)*	+	+ +	−		
If the people are not allowed to use any of the local free resources, it will be difficult to look at localized solutions on a big scale. HLP mainstreaming will then also be very important to resolve any problems.					
RURAL VERSUS URBAN	+	−	−		−
The more rural, the more emphasis should be made on the use local materials and owner driven aproaches. The use of cash can also be stimulated in rural areas if markets are functioning.					
CAPACITY OF THE IMPLEMENTING PARTNER *(weak to strong)*	+		+ +		+
If the capacity of the partner is weak, you should watch out dealing too much with HLP, CASH and owner driven approaches.					
LOCAL AUTHORITY ENGAGEMENT *(willingness to cooperate)*	+		+ +	+ +	
If there is a strong and good relationship with the government, there is an opportunity to strengthen the HLP component and the use of local materials.					
BENEFICIARY INTENTION *(returning or staying)*		+ +	+	+	
If there is a strong wilingness of the beneficiaries to stay where they are, more longer term programs could be made and more emphasis on HLP, localized solutions should be included.					

EXAMPLE: NEW DISPLACEMENT BAIDOA

There is a displacement caused by the offensive in Bay region. It seems that the situation will remain like this for a while. The numbers that are coming in are very high and they are living in overcrowded settlements within the outskirts of Baidoa. The markets have not been prepared for this and they do not have the amount of emergency items available. people are planning to move back once the situation improves. The host community is very understanding and is already providing shelter (host families) to clan members. Nevertheless, the local authorities are not in favour of any longer termer camps. The environment should remain unstouched.

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	SITE PLANNING	OWNER DRIVEN	LOCALIZED SOLUTIONS	HLP MAINSTREAMING	ASSISTANCE MODALITIES
ANTICIPATED LENGTH OF DISPLACEMENT short to long term		−		− −	
SCALE OF INTERVENTION small scale to large operations	+ +		+ +		+
LEVEL OF ACCESS TO THE BENEFICIARIES (including security related)		+ +	+ +	+	
FUNCTIONALITY OF MARKETS (Market surveys)		−	−		− −
ACCESS TO LOCAL FREE RESOURCES (stones, earth, water…)		−	− −	−	
RURAL VERSUS URBAN	+	−	− −		−
CAPACITY OF THE IMPLEMENTING PARTNER (weak to strong)		−		− −	−
LOCAL AUTHORITY ENGAGEMENT (willingness to cooperate)	−		− −	− −	
BENEFICIARY INTENTION (returning or staying)		− −	−	−	
	+1	−5	−4	−7	−3

CONCLUSION: don't focus too much on any approaches. It will be important to focus on SITE PLANNING in this action plan…

EXAMPLE: PROTRACTED DISPLACEMENT BAIDOA

There are more than 40,000 protracted displaced persons living in Baidoa. The IDPs are a mix of drop out pastoralists, urban migrants, conflict displaced persons and urban poor. Most of the IDPs are clan affiliated to the host communities in Bay region. They are willing to locally integrate and there is a strong willingness of the local authorities to provide them with land. The local markets are functioning very well as road access is getting better. As most beneficiaries are close to the city, it is easy to monitor the projects. this is the thrid year that the shelter partner is implementing shelter projects in this area.

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	SITE PLANNING	OWNER DRIVEN	LOCALIZED SOLUTIONS	HLP MAINSTREAMING	ASSISTANCE MODALITIES
ANTICIPATED LENGTH OF DISPLACEMENT (short to long term)	+	+		+ +	
SCALE OF INTERVENTION small scale to large operations	✕✕✕✕✕✕✕✕				
LEVEL OF ACCESS TO THE BENEFICIARIES (including security related)		+ +	+	+	
FUNCTIONALITY OF MARKETS (Market surveys)		+	+		+ +
ACCESS TO LOCAL FREE RESOURCES (stones, earth, water...)		+	+ +	+	
RURAL VERSUS URBAN	+	− − −			+
CAPACITY OF THE IMPLEMENTING PARTNER (weak to strong)		+		+ +	+
LOCAL AUTHORITY ENGAGEMENT (willingness to cooperate)	+	+ +	+ +		
BENEFICIARY INTENTION (returning or staying)		+ +	+	+	
	+3	**+7**	**+5**	**+9**	**+4**

CONCLUSION: As you can see, the main focus should be on HLP and owner driven approaches. The use of local resources will be important as well.

Annexes: Standards and Harmonized packages

SPHERE guidelines, where possible, should be adopted in Somalia. However, it is very difficult to achieve the standards with the funding level compared to the needs. Therefore the cluster members should work towards the following:

- A minimum NFI package should be received by those that are newly displaced within 2-3 weeks after their respective displacement. Cash based programming as an alternative or a supplement to NFI distribution is currently being explored in protracted settings. It is important to ensure a balance in-between existing stocks and reliance on the local markets.
- Shelter should be of an acceptable standard with the main focus on physical protection and safety (rain, privacy, theft & fire). A shelter should contain at least 30% purchased / distributed material such as tarpaulin, CGI, wood, etc. or traditional material such as hessian. Houses made from 100% combustible recycled material are not acceptable. Sustainable Shelter Solutions should follow SPHERE guidelines for plot size and access to facilities except for latrine coverage where 1 in 20 persons is acceptable.

a. Women's Dignity Kit

When people are displaced, women especially, carry very little with them and often, their personal items like clothing and sanitary items are left behind in favour of other items that are considered essential for the family. Lack of these personal items exposes any woman to ridicule and lack of respect and denies her the dignity she deserves in her community. Pre-tests conducted by the Cluster in December 2011, have strongly recommended that the items in the kit must be culturally appropriate, sufficient in numbers and hygienic for their use. Partners within the Shelter Cluster have been distributing what is commonly referred to as the Dignity Kit based on their individual assessments of the needs of displaced girls and women. Material, content, quantities and pricing of the kit has not been standardized by the Cluster and may not always be practical and at par with the stated needs of the displaced. http://www.sheltercluster.org/library/protection-mainstreaming

Shash: This is the inner black scarf in picture above
Material: Preferably cotton or cotton viscose
Size: At least 36 inches x 36 inches
Cost: USD 3 Per Piece
Colour: Any
Quantity: 3 pieces

Garbasar: Orange shawl in picture above
Material: Preferably cotton or cotton viscose
Size: At least 52 inches x 68 inches
Cost: USD 4 Per piece
Colour: Any
Quantity: 3 pieces

Dirac: Orange dress with blue and white prints in the picture above
Material: Preferably cotton or cotton viscose
Size: At least 62 inches x 40 inches
Cost: USD 5.30 Per piece
Colour: Any
Quantity: 3 pieces

Under Pant:
Material: Cotton
Size: Small, medium, Large
Cost: USD 1 Per Piece
Colour: Any
Quantity: 2 pieces of each size = 6

Sanitary Cloth: This is a piece of cloth that is folded and worn in the panty to absorb menstrual flow.
Size: At least 36 inches x 36 inches
Cost: USD 1 Per Piece
Colour: Any
Quantity: 9 pieces

Gorgorat: This is a petticoat worn underneath the dirac (dress).
Size: At least 37 inches x 27 inches
Cost: USD 4 Per Piece
Colour: Any
Quantity: 3 pieces

Powder Soap
Brand: Available brand
Size: 100gms
Cost: USD 0.30 Per Packet
Quantity: 3 pieces

Bar Soap:
Brand: Available brand
Size 250gms
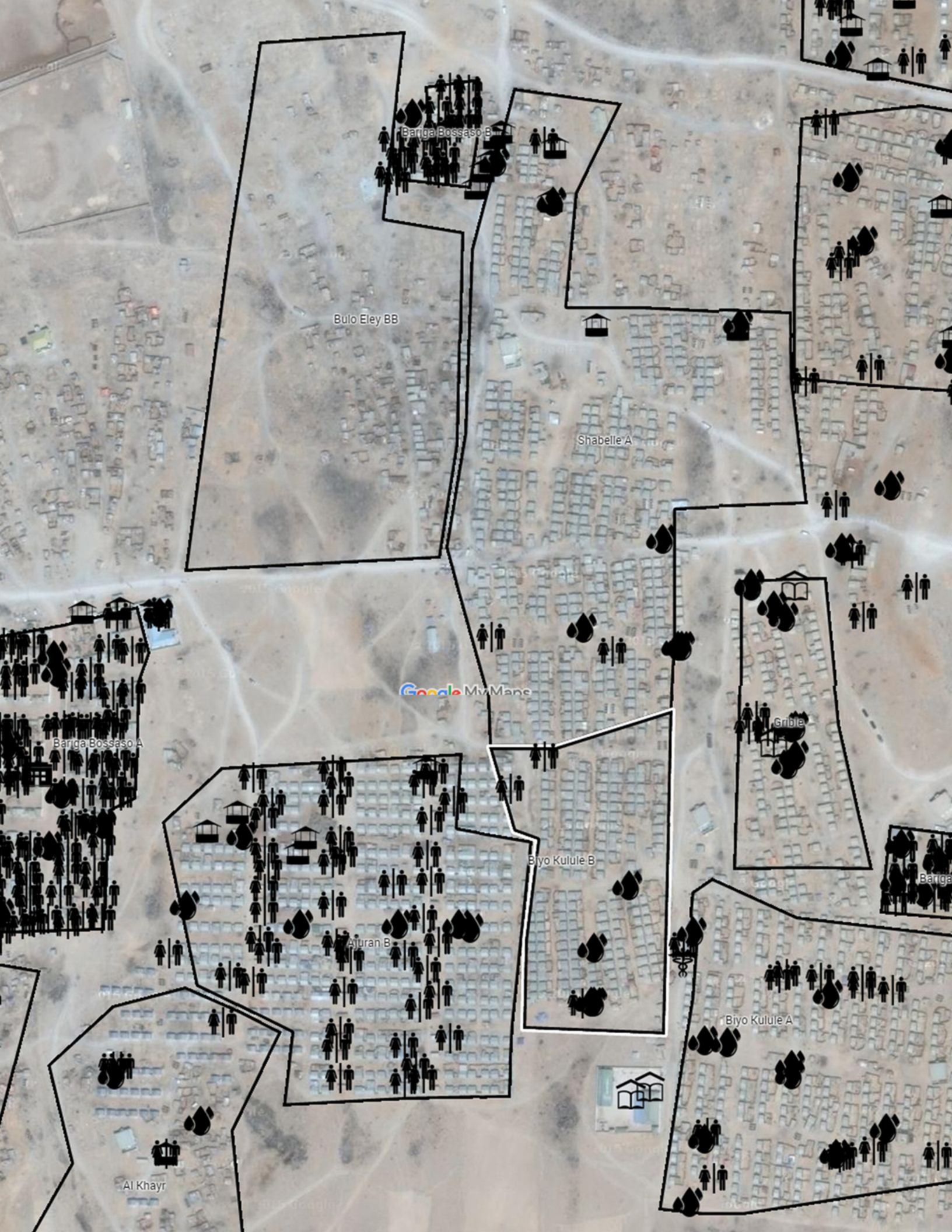Cost: USD 0.30
Quantity: 3 pieces

b. Emergency Assistance Packages

One of the main objectives of the Shelter cluster is to contribute to the protection of the newly displaced persons from life-threatening elements. This is done through the distribution of emergency Assistance packages. In early 2009, consultations started with cluster members regarding the composition of the minimum package. In late 2010, the agreement was reached and the final list was submitted to members for endorsement. In January 2011, some of the members wanted to include clothing to the minimum package. The cloth was not included to the minimum package due to multiple factors, but is a supplementary item that can be included at the discretion of the agency and depending on the needs.

Cluster members are strongly encouraged to include these items as a minimum and add any additional items based on the results of their needs assessments. The quality of items distributed in Somalia varies significantly between agencies. The specifications used above are general and can be verified at the market. For more general reference, see IASC's Selecting NFIs for Shelter. More detailed specification can be found from UNHCR's catalogue (www.unhcr.org/supply/nfi). Additional good references are Oxfam's extensive catalogue and Emergency Relief Items, Compendium of Generic Specifications, May 2000, UNDP.

Applications for NFIs through the Cluster need to address the 3As. These are Access, Assessment and Accountability. **Good access** to the beneficiary population prior and during a distribution is a pre-requisite for a successful distribution. A **good needs assessment** is the foundation of any distribution. Being able to demonstrate to the donor that there is a need and the proposed intervention will address it is essential. **Accountability** does not stop at PDM, but includes distribution reports, photos, interim, financial and final reports. Proposals should address this issue.

Item category	Description	Unit of measure	QTY	Specification
1. Plastic sheet	Reinforced plastic Tarpaulins	4m x 5m	1	Core material is woven fabric - high density polyethylene (HDPE) laminated in white with LDPE. Provided with reinforced eyelets on edges
2. Blanket	Woven dry raised blanket	150 x 200 cm	3	Woven, low thermal resistance blanket, dry raised. Min 30% wool virgin or reconditioned – 1.5 Kg / blanket. Note that UNHCR procure fleece blankets as part of their global framework agreement – see their catalogue for spec.
3. Sleeping mat	Synthetic sleeping mats	0.9m x 1.8m	3	Waterproof, tear proof and material trim-finished - 0.500 Kg / SQM Minimum which means that at this size, total weight is 2.43 Kg

4. Kitchen sets	Type B	Each	1	2 aluminium cooking pots with lids (7 & 5 litre); 5 deep SS plates, diameter 25 cm or 5 bowls, diameter 18 cm; 5 SS cups, volume 0.3 L; 5 SS table-spoons; 1 SS kitchen knife; 15 cm SS blade; serving spoon
5. Jerry cans	10 litres	Each	2	Manufactured from food grade LDPE. Suitable for drinking water with built-in handle. Note that UNHCR supply semi-collapsible jerry cans. However, these are unpopular in Somalia (from PDM feedback) and so the non-collapsible ones are recommended
	20 litres	Each	2	
6. Sanitary Items	Sanitary cloth	Each		Sanitary material for use by females (Cloth). 100 % cotton flannel highly absorbent from bleached or unbleached material.
	Underwear			
	Soap			Toilet soap - , 70% fatty acids, 20% moisture, 0.2% NaOH, 0.5% NaCl – no mercury
7. Bar soap		750 gr.	1	Laundry soap, for hand washing clothes, 70% fatty acids, 23% moisture, 0.1% NaOH, 0.6% NaCl – no mercury
8. Wash Basin	Round Plastic		2	Durable polypropylene, easy to clean. Diameter: 13 1/8". Height 6"

Bariga Bossaso B
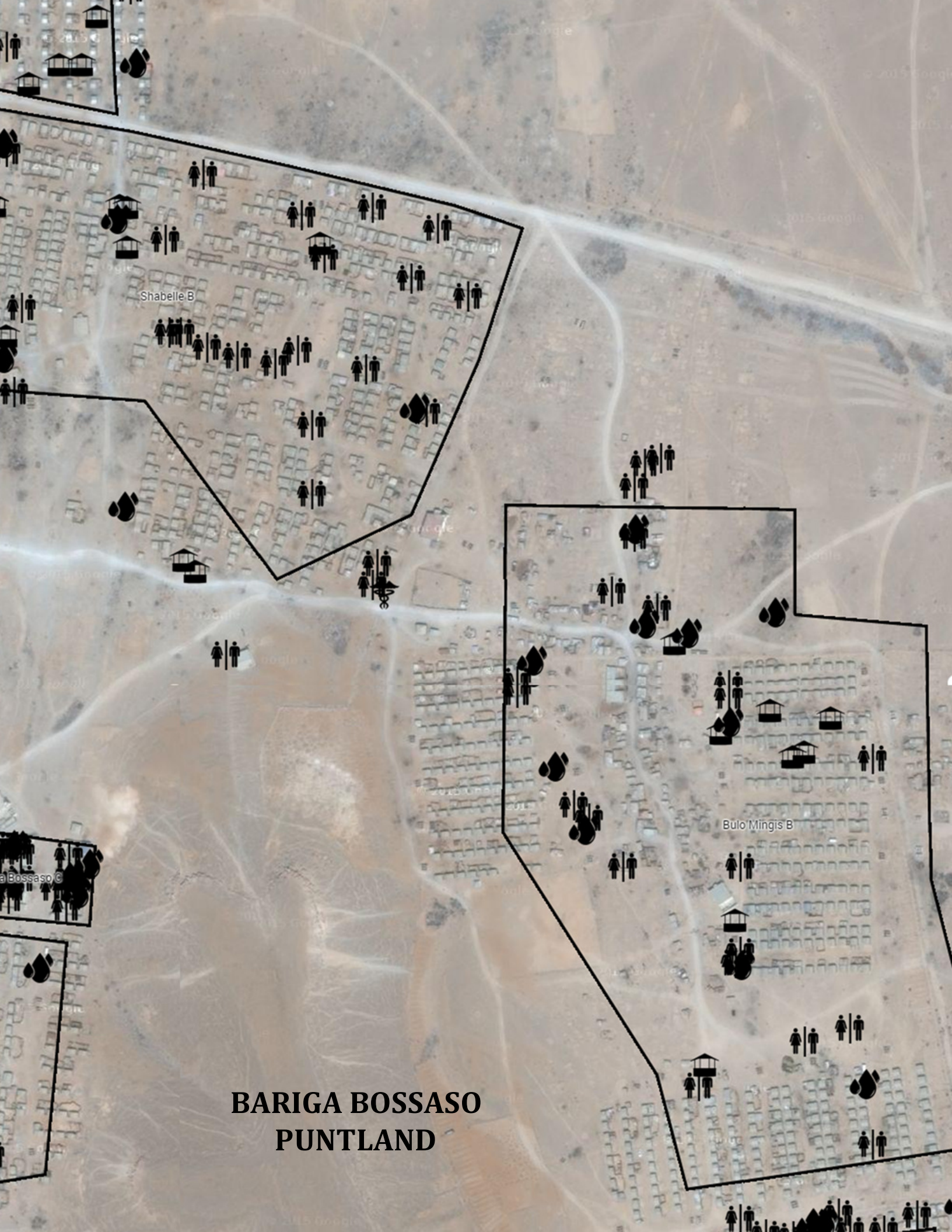
Bulo Eley BB

Shabelle A

Gribie

Bariga Bossaso A
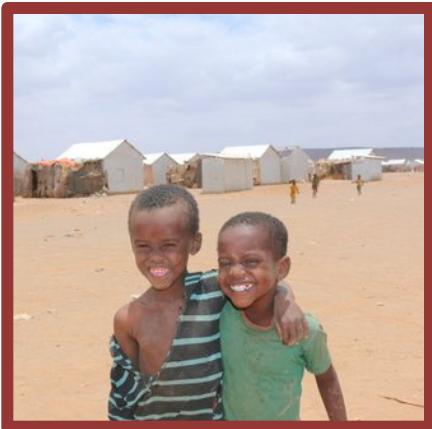
Biyo Kulule B

Ajuran B

Biyo Kulule A

Al Khayr

Shabelle B

Bariga Bossaso C

Bulo Mingis B

**BARIGA BOSSASO
PUNTLAND**

Mogadishu (Badar Abdulkadir Abdulle NRC)

For more information, contact
Martijn Goddeeris
Shelter Cluster Coordinator
goddeeri@unhcr.org

With special thanks to

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