



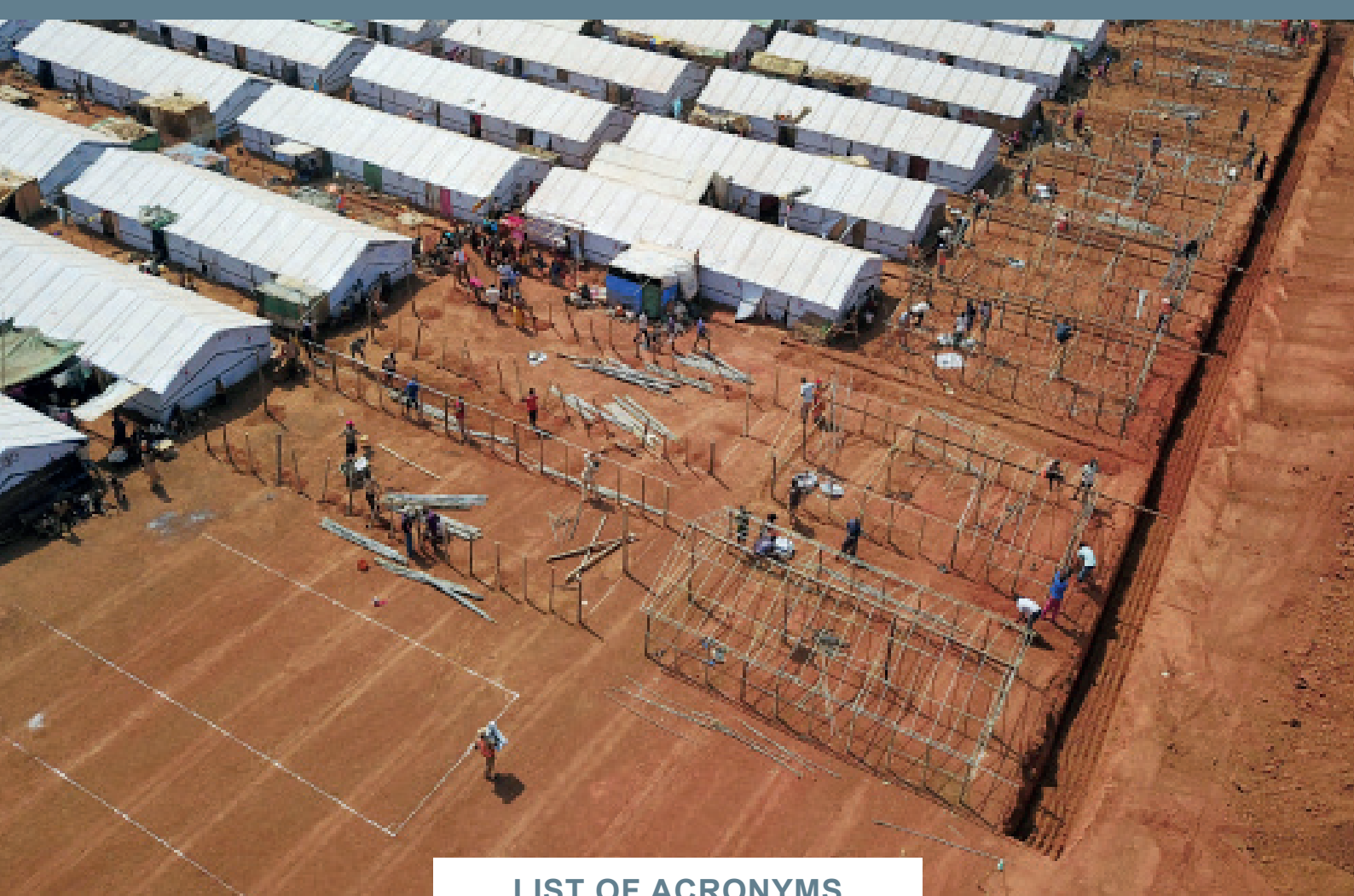
Global Shelter Cluster
ShelterCluster.org
Coordinating Humanitarian Shelter

SHELTER & SETTLEMENTS

THE FOUNDATION OF HUMANITARIAN RESPONSE

Strategy 2018-2022

ANNEXES



LIST OF ACRONYMS

CCCM	Camp Coordination and Camp Management	ICCG	Inter-Cluster Coordination Group
CERF	Central Emergency Response Fund	IFRC	International Federation of Red Cross and Red Crescent Societies
CLA	Cluster Lead Agency	IM	Information Management
CoPs	Communities of Practice	NFIs	Non-Food Items
CPMT	Cluster Performance Monitoring Tool	NRC	Norwegian Refugee Council
GBV	Gender-based Violence	OCHA	UN Office for the Coordination of Humanitarian Affairs
GSC	Global Shelter Cluster	PDM	Post-Distribution Monitoring
HCTs	Humanitarian Country Teams	RFP	Regional Focal Point
HLP	Housing, Land and Property	SAG	Strategic Advisory Group
HNO	Humanitarian Needs Overview	UN	United Nations
HRP	Humanitarian Response Plan	UNHCR	Office of the United Nations High Commissioner for Refugees
HSCT	Humanitarian Shelter Coordination Training	WGs	Working Groups
IASC	Inter-Agency Standing Committee		




TABLE OF CONTENTS

Strategy Annex 1: Outputs table.....	3
Strategy Annex 2: Indicators table.....	11
Strategy Annex 3: Budget table.....	12

This document includes the annexes of Global Shelter Cluster Strategy 2018 – 2022. The back cover of this document provides an overview of the strategy. There are separate documents which provide the narrative of the strategy and an executive summary (these can be downloaded from the [GSC website](#)).


Strategy Annex 1 Outputs table

In order to achieve the results in the strategy the following actions need to be implemented by the Global Shelter Cluster, by country-level clusters and by individual partner agencies.


STRATEGIC AREAS	RESULTS	OUTPUTS/ACTION		
		GLOBAL	COUNTRY	AGENCY
1  COORDINATION Coordination contributes to an effective and accountable response	1.1 PREDICTABLE, TIMELY, EFFECTIVE Support and services for Shelter Clusters	Preparedness, surge, support - coordination, IM, and technical		
		1.1.G.1 Provide surge, remote and preparedness support to cluster coordination - coordinators, information management (IM), and technical support, and regional coordination	1.1.C.1 Disseminate information on support services available to partners	1.1.A.1 Disseminate information on support services available to staff
			1.1.C.2 Request global advice or deployment if needed to fill gaps	1.1.A.2 Support an effective coordinated response through participation in SAGs, WG and sharing of information
		1.1.G.2 Review Global Focal Point (GFP)/Regional/Roving Focal Point (RFP) mechanisms to enable greater flexibility of deployment		
		1.1.G.3 Role of shelter clusters on NFIs is clear and communicated	1.1.C.3 Disseminate role of cluster on NFIs	1.1.A.3 Disseminate role of cluster on NFIs to staff
		1.1.G.4 Support more regional coordination structures in bridging learning between global and national mechanisms		
		Strengthening Information Management		
		1.1.G.5 Monitor and assess the impact of gaps in IM	1.1.C.4 Contribute to assessment of gaps in IM	1.1.A.4 Contribute to assessment of impact of gaps in IM
		1.1.G.6 Review how partner rosters can support gaps in all areas of coordination support		
		1.2 LOCALISED AND AREA-BASED Strengthened and localised area-based coordination	Localised coordination capacity	
	1.2.G.1 Framework to assess coordination capacity gaps and clarify means available to support countries develop capacity		1.2.C.1 Assess capacity of country level coordination	1.2.A.1 Consider strengthening agency contribution to coordination capacity
	1.2.G.2 Strategy and guidance on greater localisation and gender-sensitive country coordination		1.2.C.2 Review constraints and put strategy in place for localised and gender-balanced coordination	
			1.2.C.3 Promote different mechanisms by which national actors can participate and influence shelter response eg SAG, WGs	1.2.A.2 Consider strengthening agency contribution to coordination capacity
			1.2.C.4 Pre-disaster agreements on coordination structures which strengthens integration of government structures, humanitarian and development actors	
			1.2.C.5 Work with other clusters and OCHA to adapt coordination mechanisms to facilitate participation of national actors	
	1.2.G.3 Monitor localisation and gender balance of coordination teams across responses and set targets			
1.2.G.4 Develop further Partner contributions to coordination capacity				
1.2.G.5 Review good practice at integrating private sector support to country disaster preparedness and response	1.2.C.6 Formalise integrating private sector support to country disaster preparedness and response	1.2.A.3 Share experiences of utilisation of private sector in preparedness and response		


STRATEGIC AREAS	RESULTS	OUTPUTS/ACTION		
		GLOBAL	COUNTRY	AGENCY
1 COORDINATION Coordination contributes to an effective and accountable response	1.2 LOCALISED AND AREA-BASED Strengthened and localised area-based coordination	Sub-national coordination		
		1.2.G.6 Pre-disaster agreements on sub-national coordination	1.2.C.7 Implement pre-disaster agreements on sub-national coordination	1.2.A.4 Contribute to and support pre-disaster agreements on sub-national coordination
		1.2.G.7 Ensure sub-national coordination is systematically considered at the onset of coordination set-up, regardless of CLA at country level	1.2.C.8 Ensure sub-national coordination is systematically considered at the onset of coordination set-up	
			1.2.C.9 Work with sub-national government and other structures to promote the rapid activation of sub-national coordination and response structures.	
		1.2.G.8 Prepare a briefing package for sub-national coordination and link into national and Global support	1.2.C.10 Facilitate training and briefing for sub-national coordinators	
		Area-based coordination		
		1.2.G.9 Support a common understanding and definition of area-based approaches among GSC partners, coordinators and other global clusters	1.2.C.11 Advocate a common understanding of area-based approaches among Shelter Cluster partners, key decision-makers and influencers - HC, HCTs, OCHA, inter-cluster fora and donors	
		1.2.G.10 Develop guidelines and tools to support the operationalisation of area-based approaches	1.2.C.12 Communicate and advocate for area-based coordination as an effective approach to response	1.2.A.5 Communicate and advocate for area-based coordination as an effective approach to response
		1.2.G.11 Mainstream area-based coordination concepts/principles into GSC and other relevant cluster coordination training modules	1.2.C.13 Roll-out of modules in targeted country-level cluster training on area-based approaches	
		1.2.G.12 Deploy area-based coordinators in agreed crises/ specific contexts	1.2.C.14 Support the deployment of area-based coordinators to complement the cluster/sector approach	1.2.A.6 Support the piloting of area-based approaches in specific country contexts
		1.2.G.13 Capture and utilise learning/lessons from area-based coordination	1.2.C.15 Capture and utilise learning/lessons from area-based coordination	
		1.2.G.14 Identify donor champions as advocates for area-based approaches	1.2.C.16 Identify donor champions as advocates at country level of area-based approaches	1.2.A.7 Support identification of donor champions as advocates for area-based approaches
		1.2.G.15 Demonstrate value of area-based approaches as part of preparedness	1.2.C.17 Support demonstrating value of area-based approaches as part of preparedness	1.2.A.8 Support demonstrating value of area-based approaches as part of preparedness
		1.2.G.16 Communications and advocacy materials developed on the added value of area-based approaches for use by shelter and other partners	1.2.C.18 Advocate for the operationalisation of area-based approaches	1.2.A.9 Advocate for the operationalisation of area-based approaches
		Performance monitoring		
		1.2.G.17 Monitor and support countries to undertake annual performance monitoring exercises based on consistent indicators and criteria	1.2.C.19 Carry out annual performance monitoring of response coordination and develop action plans to improve areas of weakness	1.2.A.10 Participate in performance monitoring and action planning exercises to improve response
		1.2.G.18 Translate performance monitoring system into key operational languages		

STRATEGIC AREAS	RESULTS	OUTPUTS/ACTION		
		GLOBAL	COUNTRY	AGENCY
1 COORDINATION Coordination contributes to an effective and accountable response	1.3 TRANSITION TO RECOVERY Facilitating transition to recovery coordination, enhancing engagement with governments and development actors	1.3.G.1 Develop and agree interim coordination solutions for transition and recovery coordination	1.3.C.1 Facilitate pre-disaster agreements on recovery coordination structures, strengthening linkages between government, humanitarian and development actors	
		1.3.G.2 Facilitate a Shelter Recovery Forum of humanitarian and development actors to agree how shelter recovery and its coordination can be best supported		
		1.3.G.3 Work with Global Early Recovery Cluster to agree what support can be expected to support shelter and settlement recovery	1.3.C.2 Work with Early Recovery Cluster to agree what support can be expected to support recovery	
		1.3.G.4 Develop guidance for cluster handover and transition from humanitarian to recovery shelter coordination		
		1.3.G.5 Develop communications and advocate for immediate support for shelter and settlement recovery coordination structures post-disaster	1.3.C.3 Communicate and advocate for immediate support for recovery coordination structures post-disaster	1.3.A.1 Communicate and advocate for immediate support for recovery coordination structures post-disaster
		1.3.G.6 Gather evidence around and disseminate best practice solutions for transition and shelter and settlement recovery coordination		
		1.3.G.7 Agree the GSC's role and the potential to support post-disaster self-recovery to increase impact in DRR and resilience	1.3.C.4 Agree self-recovery support strategy	1.3.A.1 Participate in agreeing GSC self-recovery role and its importance
	1.4 INTEGRATED RESPONSE Effective inter-cluster coordination and joint response planning approaches	1.4.G.1 Active participation in inter-cluster/sectoral coordination and design of overall integrated strategic response objectives	1.4.C.1 Active participation in inter-cluster/sectoral coordination and design of overall integrated strategic response objectives	1.4.A.1 Advocate for effective inter-sector integrated strategic response objectives
		1.4.G.2 Advocate with other global clusters to the Emergency Directors Group (EDG)/IASC Working Group, to review the impact where there is no activation of the Cluster System and the responsibilities of global clusters in non-activated responses	1.4.C.2 Feed into review of quality of coordination and response where no cluster system exists	1.4.A.2 Feed into review of quality of coordination and response where no cluster system exists
		1.4.G.3 Advocate with global clusters and NGO coordination fora to the EDG/IASC Working Group to implement a review of the involvement of clusters in humanitarian decision-making architecture, the effectiveness of inter-cluster coordination and Humanitarian Response Plan (HRP) processes and practice	1.4.C.3 Advocate for in-country reviews of inter-cluster/sectoral coordination and HRP processes and practice	1.4.A.3 Support advocacy and communication for the review of the effectiveness of inter-cluster coordination and HRP processes and practice through internal and inter-agency fora (e.g. NGO coordination fora, EDG representatives etc.)
			1.4.C.4 Prepare country cases and advocacy for the global review of inter-cluster coordination and HRP processes and practice	
		1.4.G.4 Review merged CCCM and Shelter Cluster responses for quality of shelter coordination support services and response	1.4.C.5 Support review of quality of shelter coordination support and response when merged with CCCM	1.4.A.4 Feed into review of quality of shelter coordination support and response when merged with CCCM

STRATEGIC AREAS	RESULTS	OUTPUTS/ACTION		
		GLOBAL	COUNTRY	AGENCY
 <p>2</p> <p>ADVOCACY Increased recognition of shelter and settlement in humanitarian response and recovery</p>	<p>2.1</p> <p>IMPORTANCE OF SHELTER AND SETTLEMENT Strengthened understanding of shelter and settlement's critical multi-sector impact</p>	2.1.G.1 GFP for Advocacy and Communication	2.1.C.1 Engage internal advocacy departments in key sector advocacy and communications support	2.1.A.1 Engage internal advocacy departments in key sector advocacy and communications support
		2.1.G.2 Development of professional communications briefs, presentations, case studies, video and other advocacy tools (from shelter evidence research in Strategic Area 3) for global and country level use	2.1.C.2 Utilisation and dissemination of globally produced advocacy and communication tools	2.1.A.2 Utilisation and dissemination of advocacy and communication tools to staff
		2.1.G.3 Global Strategy for advocacy and communication	2.1.C.3 Identify key advocacy issues for specific shelter and settlement advocacy and communication tools	2.1.A.3 Propose issues/countries where strengthened communication and advocacy for shelter is needed
		2.1.G.4 Advocacy presentations of evidence to communicate importance of shelter and its multi-sectoral relevance to key stakeholders - Emergency Directors, CERF Secretariat, HCs, OCHA, Global clusters, HCs/HCTs during field visits	2.1.C.4 Presentation of shelter advocacy and multi-sectoral relevance to donors, HC, HCT, OCHA and other clusters	2.1.A.4 Presentation of shelter advocacy and multi-sectoral relevance to donors, HCs, HCTs, other clusters, NGO fora, EDGs etc
		2.1.G.5 Work with other sectors to ensure linkages with shelter are clear and enable them to be more active advocates for the shelter sector	2.1.C.5 Work with other sectors to ensure linkages with shelter are clear and enable them to be more active advocates for the shelter sector	
	<p>2.2</p> <p>ENGAGEMENT Increased donor and agency engagement and support for shelter and settlement sector</p>	Donor engagement		
		2.2.G.1 Review of key donor shelter policies and implications for support at country and global level	2.2.C.1 Contribute to analysis and understanding of donor shelter policies and successful strategies in supporting shelter	2.2.A.1 Contribute to analysis and understanding of donor shelter policies and successful strategies in supporting shelter
		2.2.G.2 Donor shelter policy and practice briefs prepared for country cluster and agency use		
		2.2.G.3 Define and implement engagement strategies for key non-traditional donors		
		2.2.G.4 Tailored engagement with key traditional and non-traditional donors to support global and country response		
		2.2.G.5 Expand Donor Consultation Group and increase effective involvement of donors in promoting the importance of shelter	2.2.C.2 Set-up country-level Donor Consultation Groups	2.2.A.2 Support and participate in Donor Consultation Groups at country level
		2.2.G.6 GCLAs and GSC Partners engage with internal fundraising mechanisms to support profile and funding of shelter responses	2.2.C.3 Work with other sectors to advocate for a balanced integrated approach to the implementation and funding of humanitarian response and recovery to achieve results	2.2.A.3 Engage with internal fundraising mechanisms to support and provide guidance to shelter response strategies
		Agency engagement		
		2.2.G.7 Identify new and diverse operational agencies to engage in the GSC, utilising the initial analysis from the evaluation as a starting point	2.2.C.4 Feed into global engagement of additional key actors	2.2.A.4 Contribute and practically support identification of new and diverse range of sector actors
		2.2.G.8 Work with existing and new GSC partners to develop strategies for scale up in shelter and settlement in critical responses	2.2.C.5 Contribute to strategies for scale up in critical responses	2.2.A.5 Participate and engage senior management within own organisation in the analysis of scale-up
2.2.G.9 Review how a broader range of agencies can be involved in key advocacy for the sector				

STRATEGIC AREAS	RESULTS	OUTPUTS/ACTION		
		GLOBAL	COUNTRY	AGENCY
2 ADVOCACY Increased recognition of shelter and settlement in humanitarian response and recovery	2.3 RESPONSE FUNDING Critical funding and response gaps are monitored, communicated and supported	2.3.G.1 GFP for Grant Management, Donor Engagement and Resource Mobilisation		
		2.3.G.2 Comprehensive analysis and overview of funding and funding gaps at country level and compare with funding of other sectors over time	2.3.C.1 Develop comprehensive shelter response strategy outside of general HRP mechanisms	
		2.3.G.3 Setup a mechanism to monitor quarterly critical country funding gaps and review/agree plan of action with country clusters, global partners and Donor Consultation Group		
		2.3.G.4 Support country clusters to develop resource mobilisation strategy and follow-on engagement with donors	2.3.C.2 Develop resource needs and mobilisation strategy	2.3.A.1 Support shelter sector resource needs and mobilisation strategy
		2.3.G.5 Develop guidance and case studies for country clusters on gathering evidence on the impact of underfunding of shelter response	2.3.C.3 Gather evidence of the impact of underfunding of shelter response using globally developed tools	2.3.A.2 Support and contribute to gathering of evidence to demonstrate the impact of underfunding of shelter response
		Advocating strategies for effective shelter outcomes in cash programming		
	2.4 INFLUENCING Engaging others: appropriate urban assistance, cash and markets-based programming, area-based approaches	2.4.G.1 GFP for Cash & Shelter (100% dedicated) - Participation and contribution to broader inter-sectoral/inter-agency cash coordination to keep the wider humanitarian community updated of progress in sectoral cash and markets-based approaches	2.4.C.1 Participation and contribution to broader inter-sectoral/inter-agency cash coordination at country level	2.4.A.1 Advocate for appropriate application of cash and markets-based programming
		2.4.G.2 Develop communication and advocacy tools, informed by evidence-based research, to communicate the impacts of the use of different cash and markets modalities in shelter	2.4.C.2 Utilise global communication and advocacy tools to communicate the impacts of the use of different cash and markets modalities in shelter (particularly multi-purpose cash)	2.4.A.2 Contribute to research and data collection on use of cash and markets modalities in shelter response
		2.4.G.3 Communicate and disseminate the appropriate application of cash and markets-based programming to key stakeholders - agency, cluster, inter-cluster (OCHA), HCT, HC and donors	2.4.C.3 Support the appropriate application of cash and markets-based programming to key stakeholders - agency, cluster, inter-cluster (OCHA), HCT, HC and donors	2.4.A.3 Disseminate evidence-based communications on the impact of different cash and markets modalities in shelter responses to support appropriate response choices
		2.4.G.4 Support learning within the GSC from other cash responses		
		Delivering appropriate humanitarian shelter and settlement assistance in urban contexts		
		2.4.G.5 GFP for Urban Response (25%)		
		2.4.G.6 Pursue opportunities for GSC members to engage development and Global cities networks	2.4.C.4 Pursue opportunities for shelter cluster members to engage with municipal structure, local governments, urban planning departments and insitutes	2.4.A.4 Increase the role of civil society in program design and implementation
	2.4.G.7 Guidance on effective shelter and settlement responses in urban contexts	2.4.C.5 Provide opportunities to share information, strategies and lessons between clusters and partners on effective shelter and settlement urban responses	2.4.A.5 Increased knowledge and programming among agency sectoral staff.	

STRATEGIC AREAS	RESULTS	OUTPUTS/ACTION		
		GLOBAL	COUNTRY	AGENCY
 <p>EVIDENCE-BASED RESPONSE Shelter response informed by evidence, best practice and learning</p>	3.1 AVAILABLE AND USED Evidence available and used to inform planning, coordination and decision making	3.1.G.1 GFP for Assessments, Monitoring and Evaluation (REACH- 50%)	3.1.C.1 Request global advice or deployment if needed to fill gap	3.1.A.1 Feedback to GSC on assessment tools and services
		3.1.G.2 Needs assessment support (helpdesk, remote and surge) available to agencies and country clusters	3.1.C.2 Disseminate needs assessment support services available to partners	3.1.A.2 Share needs assessment support services with staff
		3.1.G.3 Develop and maintain the Assessment Toolbox - gather and disseminate learning on its usefulness and subsequently update	3.1.C.3 Coordinate SC partner participation / contribution to assessments (facilitated by Global Support Team)	3.1.A.3 Participate and contribute resources to assessments and MSNA (facilitated by Global Support Team)
		3.1.G.4 Review shelter data and information evidence available ahead of key milestones and identify information gaps	3.1.C.4 Review shelter data and information evidence available ahead of key milestones and identify information gaps	3.1.A.4 Review shelter data and information evidence available ahead of key milestones and identify information gaps
		3.1.G.5 Develop tools, guidance and pilots to move shelter response monitoring from output to outcome		
		3.1.G.6 Identify and support opportunities for multi-sectoral needs assessment (MSNA)	3.1.C.5 Identify, advocate for and support multi-sectoral needs assessments and request global support as needed	3.1.A.5 Participate in multi-sectoral needs assessments
		3.1.G.7 Design and commission external/joint evaluations of country-level clusters	3.1.C.6 Support the design and implementation of external/joint evaluations of country-level clusters	3.1.A.6 Support the design and implementation of external/joint evaluations of country-level clusters
		3.1.G.8 Develop a two-way communication application: pilots and roll-out	3.1.C.7 Support the testing and roll-out of the two-way communication application	3.1.A.7 Support the testing and roll-out of the two-way communication application
		3.1.G.9 Develop agreed upon tools and procedures for classifying and communicating the nature and severity of vulnerabilities	3.1.C.8 Support the piloting of tools and procedures for classifying and communicating the nature and severity of vulnerabilities	3.1.A.8 Support the piloting of tools and procedures for classifying and communicating the nature and severity of vulnerabilities
	3.2 EVIDENCE GAPS FILLED Key shelter and settlement evidence gaps filled	3.2.G.1 Work with academia to research longer-term issues of importance to the sector	3.2.C.1 Identify country and regional academia to work with shelter in research to determine the evidence base for shelter	
		3.2.G.2 Work with academia to gather evidence in support of existing known urgent gaps in (1) the multi-sectoral importance of shelter and (2) the use of cash modalities	3.2.C.2 Work with global research to gather evidence on effectiveness of cash modalities and multi-sectoral importance of shelter and settlement	3.2.A.1 Support global research to gather evidence on effectiveness of cash modalities
	3.3 CAPITALISATION Knowledge Management systems in place to capitalise on lessons learned as well as best practice in order to bring about change in sector policy and practice	3.3.G.1 GFP for Learning and Knowledge Management - to gather and disseminate country-level lessons and best practice	3.3.C.1 Disseminate sources for best-practice and link with GSC for expert support	
		3.3.G.2 Develop a GSC strategy for Evidence, Best Practice and Institutionalisation	3.3.C.2 Contribute to identifying issues which require policy and practice changes	3.3.A.1 Institutionalise policy and practice changes where agreed
		3.3.G.3 Develop case studies and best practice around Cash and Shelter from existing evidence		
		3.3.G.4 Review existing Shelter Cluster documentation to extract and summarise good practise in coordination and response	3.3.C.3 Facilitate a process to produce a summary of relevant country lessons learned and process	
		3.3.G.5 Continue investment in GSC website redesign to support knowledge management		

STRATEGIC AREAS	RESULTS	OUTPUTS/ACTION		
		GLOBAL	COUNTRY	AGENCY
3 EVIDENCE-BASED RESPONSE Shelter response informed by evidence, best practice and learning	3.3 CAPITALISATION Knowledge Management systems in place to capitalise on lessons learned as well as best practice in order to bring about change in sector policy and practice	3.3.G.6 Organise inter-agency reviews of country shelter responses	3.3.C.4 Participate in inter-agency reviews of country responses	3.3.A.1 Participate in inter-agency reviews of country responses
		3.3.G.7 Annual Review of Shelter and Settlement Lessons Workshop	3.3.C.5 Participate in and contribute to workshop	3.3.A.2 Participate in and contribute to workshop
		3.3.G.8 Improve Communities of Practice (CoPs) operationalisation to facilitate access to expert knowledge and relevant country information	3.3.C.6 Contribute expertise to CoPs	3.3.A.3 Contribute expertise to CoPs
		3.3.G.9 Lead the collection, editing and publication of 'Shelter Projects' 2017-2018, 2019-2020 and 2021-2022	3.3.C.7 Contribute to 'Shelter Projects' publications	3.3.A.4 Contribute to 'Shelter Projects' publications
		3.3.G.10 Review 'Shelter Projects' publications' effectiveness in supporting best-practice and learning		
		3.3.G.11 Annual GSC events (Coordinators Workshop, GSC Meeting and Shelter Technical Meeting) to capitalise on lessons learned	3.3.C.8 Participate in annual GSC events	3.3.A.5 Participate in annual GSC events
4  CAPACITY Shelter sector capacity to address ongoing and emerging challenges	4.1 SKILLS Increased and localised shelter response capacity	HR, capacity development and access to training		
		4.1.G.1 Capacity assessment framework to review gaps and capacity development needs	4.1.C.1 Implement capacity assessment of shelter actors to increase understanding of capacity gaps	4.1.A.1 Participate in capacity assessment
		4.1.G.2 Development of a comprehensive HR Strategy	4.1.C.2 Contribute to comprehensive HR strategy for coordination	4.1.A.2 Contribute to comprehensive HR strategy for coordination
		4.1.G.3 Guidance on increasing localisation and gender-sensitive shelter profiles	4.1.C.3 Strategy in place for an inter-agency localisation and gender-sensitive capacity building	4.1.A.3 Uptake into agency policy of guidance on greater localisation and gender-sensitive sector profiles
		4.1.G.4 Integrate/consolidate existing GSC rosters		
		4.1.G.5 Review potential partnerships with institutions and universities in meeting medium to long-term capacity building goals	4.1.C.4 Identify institutions/universities in region/country that may be able to support medium to long-term capacity building	
		4.1.G.6 Humanitarian Shelter Coordination Training (HSCT)	4.1.C.5 Support participation of SC Teams and national/government actors in HSCT	4.1.A.4 Support participation of SC Teams and national/government actors in HSCT
		4.1.G.7 Support mentoring/shadowing opportunities for coordination trainees	4.1.C.6 Request and support coordination trainees	4.1.A.5 Request and support coordination trainees
		4.1.G.8 Update and maintain Coordination Toolkit	4.1.C.7 Feedback to GSC on coordination Services and Toolkit	
		4.1.G.9 Update Inter-Cluster Matrices between shelter and other clusters	4.1.C.8 Utilise and disseminate updated Inter-Cluster Matrices between Shelter and other clusters	4.1.A.6 Utilise and disseminate updated Inter-Cluster Matrices between Shelter and other clusters
		4.1.G.10 Translation of GSC guidance and tools into key operational languages	4.1.C.9 Translation of national cluster guidance into national language where not covered at Global level	4.1.A.7 Support translation of cluster guidance at global and national level and disseminate translated guidance to staff

STRATEGIC AREAS	RESULTS	OUTPUTS/ACTION		
		GLOBAL	COUNTRY	AGENCY
4 CAPACITY Shelter sector capacity to address ongoing and emerging challenges	4.1 SKILLS Increased and localised shelter response capacity	HR, capacity development and access to training		
		4.1.G.11 Relevant online trainings integrated into the GSC website and available in key operational languages	4.1.C.10 Promote available online and direct training opportunities	4.1.A.8 Open in-house training to other agencies and national partners
		4.1.G.12 Assessment Coordination Training developed and piloted in country-level shelter clusters	4.1.C.11 Participate in and facilitate assessment training	4.1.A.9 Host and facilitate participation in assessment trainings
		4.1.G.13 Increase prominence of cross-cutting issues and emerging modalities in global coordination training packages		
		Inclusion of people with disabilities		
		4.1.G.14 Test and review current disability inclusion tools (incl capacity development workshops)		
		4.1.G.15 Support to country-level participants to take part in Working Group		
		4.1.G.16 Development and piloting of updated GSC tools (including All Under One Roof), standards, training modules		
		4.1.G.17 Support the deployment of inclusive shelter experts, as required		
		Environment		
	4.1.G.18 Support Environment CoP - interns and staff time			
	4.1.G.19 GFP for Environment (IFRC - 100%)			
	4.2 PREPAREDNESS Country workshops and HLP	4.2.G.1 Support/facilitate preparedness workshops at national/sub-national level	4.2.C.1 Participate in/host preparedness workshops	4.2.A.1 Participate in/host preparedness workshops
		4.2.G.2 Develop capacity of country coordinators and Global Support Team in HLP	4.2.C.2 Shelter coordination teams engage key stakeholders to strengthen security of tenure for affected populations	4.2.A.2 Contribute to training of coordinators in HLP
		4.2.G.3 GFP for HLP		
		4.2.G.4 HLP roving advisors support country clusters in engaging with stakeholders to strengthen security of tenure analysis and implementation	4.2.C.3 Shelter coordination teams engage key stakeholders to strengthen security of tenure for affected populations	4.2.A.3 Include security of tenure in assessments, planning and monitoring as a vulnerability criteria in response decisions
		4.2.G.5 Support the development of HLP country profiles (or collation of existing) to inform country-level security of tenure strategies	4.2.C.4 Work with HLP expertise in developing and collating HLP country profiles	4.2.A.4 Contribute to the development of HLP country profiles and preparedness activities
		4.2.G.6 Development of HLP online learning platforms		
		4.2.G.7 Technical development/updating of HLP guidance and training materials		
4.2.G.8 M&E evaluation of impact on global HLP initiatives at country level				

STRATEGIC AREAS	RESULTS	OUTPUTS/ACTION		
		GLOBAL	COUNTRY	AGENCY
	4.3 UTILISING CASH AND MARKETS Shelter responders apply cash and markets modalities appropriately	4.3.G.1 Cash and Market Assessment Expert	4.3.C.1 Disseminate information around the cash and markets expertise available to Shelter Cluster partners - eg CWG, CashCap, CaLP D-group	4.3.A.1 Develop and promote increased cash and markets capacity within shelter teams and practitioners
		4.3.G.2 Support country-level clusters with shelter-related materials to guide appropriate use of cash and markets modalities in achieving shelter outcomes	4.3.C.2 Promote and disseminate existing learning on shelter cash and markets-based programming	4.3.A.2 Represent the shelter sector in the development of new guidance on cash and markets modalities
		4.3.G.3 Develop monitoring guidance to measure the effectiveness of cash in meeting shelter outcomes and impact of cash	4.3.C.3 Work with academia and partners to gather evidence on effectiveness of cash and markets modalities in humanitarian shelter responses	4.3.A.3 Document new learning and best practice from the monitoring and evaluation of shelter and cash programming and share within shelter sector
		4.3.G.4 Cash for Shelter tools and online training package - development		4.3.A.4 Contribute to capacity of shelter partners (esp. national), in training own staff
		4.3.G.5 Promote the use of market analysis tools and guidance in determining appropriate shelter responses	4.3.C.4 Ensure market analysis is considered in the planning of shelter responses, and ensure coordinated market analysis for the shelter sector among partners	4.3.A.5 Ensure market analysis is considered in the planning of shelter responses
	4.4 FUTURE OF SHELTER AND SETTLEMENT Analysis of sector future response needs and capacity	4.4.G.1 Support the publishing of the State of Humanitarian Shelter and Settlement - a global analysis of the shelter sector to determine how 'fit for purpose' the GSC and its partners are for the next 5-10 years	4.4.C.1 Collect and share data to support a global analysis	4.4.A.1 Collect and share data to support a global analysis
		4.4.G.2 Overall analysis of the extent to which clusters are "fit for purpose" and how they link to development, contribute to SDGs and other processes.		
		4.4.G.3 Develop recommendations so the GSC and its partners are able to better respond to shelter needs now and in the future		

Strategy Annex 2 Indicators table

STRATEGIC AREAS AND RESULTS	INDICATORS	TYPE	BASE-LINE*	TARGET 2020*	TARGET 2022*	MEANS OF VERIFICATION
1 COORDINATION Coordination contributes to an effective and accountable response 1.1 Predictable, timely, effective support and services for Shelter Clusters 1.2 Strengthening area-based coordination and promoting settlement approaches 1.3 Facilitating transition to recovery coordination 1.4 Effective inter-cluster coordination and joint response planning	% of stakeholders who are satisfied with the performance of the Shelter Cluster disaggregated by country-level and global	Outcome	90%	90%	90%	Annual survey administered to stakeholders
	Average time (hours) in which a trained and experienced coordinator is deployed to newly activated country-level clusters	Output	< 72 HRS	< 72 HRS	< 72 HRS	Deployment / mission reports, requests from country-level clusters for support
	% of country-level clusters that undertake a cluster performance review with partners and implement the action plan recommendations at least once per year	Output	15%	60%	80%	SAG meeting minutes, GSC website, country Action Plans
2 ADVOCACY Increased recognition of shelter and settlement in humanitarian response and recovery 2.1 Strengthened understanding of shelter and settlements's critical multi-sectoral impact 2.2 Increased donor and agency engagement and support for shelter and settlements sector 2.3 Critical funding and response gaps are monitored, communicated and supported 2.4 Engaging others: appropriate urban assistance, cash and markets-based programming, area-based approaches	% of the total humanitarian funding received that is allocated to the Shelter Sector, disaggregated by region and crisis type	Outcome	3.7%	4.7%	5.7%	FTS or country-level Factsheets data
	# of advocacy statements/positions established and regularly updated	Output	2	5	10	GSC website
	% of people assisted vs people targeted, disaggregated by region and crisis type	Output	57%	65%	70%	GSC website
3 EVIDENCE-BASED RESPONSE Shelter response informed by evidence, best practice and learning 3.1 Evidence available and used to inform planning, coordination and decision-making 3.2 Key shelter and settlement evidence gaps filled 3.3 Knowledge Management systems in place to capitalise on lessons learned as well as best practice in order to bring about change in sector policy and practice	% of cluster partners reporting that response strategies are "appropriate" based upon the existing evidence	Outcome	62.5%	68%	75%	Annual survey administered to stakeholders
	Summary of shelter lessons learned is regularly collected and disseminated	Output	1	3	5	Global publications
	% of shelter cluster coordinators and partners reporting that they have access and use evidence, learning and best practice	Output	>90%	>90%	>90%	Annual survey administered to stakeholders
4 CAPACITY Shelter sector capacity to address ongoing and emerging challenges 4.1 Increased and localised shelter response capacity 4.2 Country workshops and HLP 4.3 Shelter responders apply cash and markets modalities appropriately 4.4 Analysis of sector future response needs & capacity	% of cluster coordination team members who feel prepared/have access to tools to address ongoing and emerging challenges	Outcome	57.5%	70%	80%	Annual survey administered to stakeholders
	# of people trained in key cluster coordination roles during the reporting period	Output	43	60	80	Participants lists
	# of people trained in coordination trainings who are deployed in deputy/junior coordination roles to country-level clusters during the reporting period	Output	0	5	10	Mission/deployment reports

(*) Note: Baseline and targets being finalised

Strategy Annex 3 Budget table

Note: this budget does not cover all global shelter sector development and support needs but reflects minimum to maintain global shelter cluster capacity and make progress in some key cluster related issues. It does not cover national sectoral coordination support nor operational needs.

STRATEGIC AREAS	RESULTS	TOTAL COST (EUR)	EXPECTED MAINSTREAMING	TO BE FUNDRAISED (EUR)
1 COORDINATION Coordination contributes to an effective and accountable response	1.1 PREDICTABLE, TIMELY, EFFECTIVE - Support and services for Shelter Clusters	€ 8,752,000	62.5%	€ 3,291,000
	1.2 LOCALISED AND AREA-BASED - Strengthening area-based coordination and promoting settlement approaches	€ 575,000	11.5%	€ 509,500
	1.3 TRANSITION TO RECOVERY - Facilitating transition to recovery coordination, enhancing engagement with governments and development actors	€ 45,000	0%	€ 45,000
	1.4 INTEGRATED RESPONSE - Effective inter-cluster coordination and joint response planning approaches	€ 10,000	0%	€ 10,000
Total for pillar 1		€ 9,382,000	59%	€ 3,855,500
2 ADVOCACY Increased recognition of shelter and settlement in humanitarian response and recovery	2.1 IMPORTANCE OF SHELTER AND SETTLEMENT - Strengthened understanding of shelter and settlement's critical multi-sector impact	€ 248,000	0%	€ 248,000
	2.2 ENGAGEMENT - Increased donor and agency engagement and support for shelter and settlements sector	€ 20,000	0%	€ 20,000
	2.3 RESPONSE FUNDING - Critical funding and response gaps are monitored, communicated and supported	€ 310,000	19.5%	€ 250,000
	2.4 INFLUENCING - Engaging others: appropriate urban assistance, cash and markets-based programming, area-based approaches	€ 1,130,000	8.5%	€ 1,034,000
Total for pillar 2		€ 1,708,000	9%	€ 1,552,000
3 EVIDENCE-BASED RESPONSE Shelter response informed by evidence, best practice and learning	3.1 AVAILABLE AND USED - Evidence available and used to inform planning, coordination and decision-making	€ 1,267,000	3.5%	€ 1,223,000
	3.2 EVIDENCE GAPS FILLED - Key shelter and settlement evidence gaps filled	€ 90,000	0%	€ 90,000
	3.3 CAPITALISATION - Knowledge Management systems in place to capitalise on lessons learned as well as best practice in order to bring about change in sector policy and practice	€ 873,000	58.5%	€ 363,000
Total for pillar 3		€ 2,230,000	25%	€ 1,676,000
4 CAPACITY Shelter sector capacity to address ongoing and emerging challenges	4.1 SKILLS - Increased and localised shelter response capacity	€ 1,056,000	13%	€ 919,800
	4.2 PREPAREDNESS - Country workshops and HLP	€ 1,008,000	23%	€ 776,400
	4.3 UTILISING CASH AND MARKETS - Shelter responders apply cash and markets modalities appropriately	€ 570,000	19.5%	€ 460,000
	4.4 FUTURE OF SHELTER AND SETTLEMENT - Analysis of sector future response needs and capacity	€ 360,000	41.5%	€ 210,000
Total for pillar 4		€ 2,994,000	21%	€ 2,366,200
GOOD SHELTER PROGRAMMING - Cross-cutting issues for effective shelter and settlement response: mainstreamed in the 4 pillars				
Total Strategy		€ 16,314,000	42%	€ 9,449,700



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Global Shelter Cluster Strategy 2018 - 2022

AIM

STRENGTHENED SHELTER AND SETTLEMENTS RESPONSES THAT BUILD RESILIENT COMMUNITIES

1



COORDINATION

Coordination contributes to a localised, predictable, effective and timely response

1.1 PREDICTABLE, TIMELY, EFFECTIVE

Support and services for Shelter Clusters

1.2 LOCALISED AND AREA-BASED

Strengthening area-based coordination and promoting settlement approaches

1.3 TRANSITION TO RECOVERY

Facilitating transition to recovery coordination, enhancing engagement with governments and development actors

1.4 INTEGRATED RESPONSE

Effective inter-cluster coordination and joint response planning approaches

2



ADVOCACY

Increased recognition of shelter and settlement in humanitarian response and recovery

2.1 IMPORTANCE OF SHELTER AND SETTLEMENT

Strengthened understanding of shelter and settlement's critical multi-sector impact

2.2 ENGAGEMENT

Increased donor and agency engagement and support for shelter and settlements sector

2.3 RESPONSE FUNDING

Critical funding and response gaps are monitored, communicated and supported

2.4 INFLUENCING

Engaging others: appropriate urban assistance, cash and markets-based programming, area-based approaches

3



EVIDENCE-BASED RESPONSE

Shelter response informed by evidence, best practice and learning

3.1 AVAILABLE AND USED

Evidence available and used to inform planning, coordination and decision-making

3.2 EVIDENCE GAPS FILLED

Key shelter and settlement evidence gaps filled

3.3 CAPITALISATION

Knowledge management systems in place to capitalise on lessons learned as well as best practice in order to bring about change in sector policy and practice

4



CAPACITY

Shelter sector capacity to address ongoing and emerging challenges

4.1 SKILLS

Increased and localised shelter response capacity

4.2 PREPAREDNESS

Country workshops and HLP

4.3 UTILISING CASH AND MARKETS

Shelter responders apply cash and markets modalities appropriately

4.4 FUTURE OF SHELTER AND SETTLEMENT

Analysis of sector future response needs and capacity

MAINSTREAMED PROTECTION, GENDER, DISABILITY AND ENVIRONMENT



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