© Panoramic of emergency/transitional shelters beyond the NRC shelter team.
Bossaso, Somalia. NRC staff, March 1, 2012

INFORMATION MANAGEMENT & ASSESSMENT TOOLKIT 2021

Global Shelter Cluster
ShelterCluster.org
Coordinating Humanitarian Shelter

COMPANION TO THE TOOLKIT

TABLE OF CONTENTS

Introduction

The Information Management (IM) & Assessment (IMAS) toolkit has been developed for Shelter cluster coordinators, and information management officers at country level. Building on the work done in reference to information management and assessments in the GSC coordination toolkit (CTK), the purpose of the IMAS is to serve as one point of reference for information management and assessment tasks and activities in support to core coordination functions.

The aim of the IMAS toolkit is to:
1. Save time by having editable examples.
2. Inspire coordination teams and IMOs with guidance notes, standards, strategies, factsheets and Cluster related documentation relating to IM and assessments that they can adapt to their contexts to facilitate coordination.
3. Standardise - within reason - the basic set of tools a Cluster could put in place to facilitate the coordination of the shelter response in country.
4. Create a common understanding of information management and assessments by highlighting key resource documents.
5. Provide a framework for IM and assessment processes.

The toolkit comes in two parts:
* This companion to the toolkit which introduces each section of the toolkit and related documents (with the author (or country of origin), date and a brief description).
* The documents themselves, which can be accessed from the GSC webpage, hyperlinks in this document, or the GSC IMAS toolkit dropbox.

Each document has been carefully selected for inclusion to keep the size of the toolkit to a minimum. Where possible, editable word or excel files have been used.

The documents that were chosen for the toolkit aim to represent the best examples available and should be used to inspire and be adapted by other clusters to their specific context. Although all contexts have their own specificities, having a starting point or a reference document will generally support drafting.

The IMAS toolkit is not a comprehensive collection of all IM & Assessment shelter cluster documents. Other resources are available through the sheltercluster.org website, which has thousands of documents, both from the global cluster and country-specific ones.

Access

This Companion to the IMAS toolkit and the documents it introduces and links to are available on the GSC's Dropbox either to browse individually or for download as a single resource. This will allow for documents to be available directly from your hard-drive. Some external resources useful to support in the different IM an assessment functions outlined throughout the toolkit are instead provided through external links.

Updating

The IMAS toolkit will be regularly reviewed and updated to ensure that it includes up-to-date best practice documents. New sections will be added to reflect new themes or type of documents, process or priorities that may arise.

The IMAS toolkit is only as good as its content and is even more useful and of value when users upload documents and tools that may not be available anywhere else on the GSC website or on the web.

Users are therefore encouraged to make suggestions with regards to content. Please click on this **link** on the **IMAS toolkit page** in the "updating" section where there is a "Readme" file on how to upload your contribution and what additional information is required. This should take no more than 5 minutes. The GSC team will regularly review these and update the IMAS toolkit and the companion accordingly.

Structure

The toolkit is organized around the four phases of a Cluster lifecycle (activation and rapid actions, followed by an emergency phase, early recovery and more durable phase, and finally long term set up and phasing out), in alignment with the GSC CTK. The intent behind this structure is to facilitate access to tools for country clusters depending on the phase in which they are currently operating, keeping in mind that tools developed during earlier phases will continue to be relevant, as long as they are updated and refreshed.

Because information management has to be set-up efficiently from day one of cluster activation, most documents supporting IM functions (namely templates, tools, etc.) will need to be developed from the get-go, which is why most IM resources are concentrated in phase 1 of the toolkit.

Moving forward, as the assessment and analysis component of cluster coordination becomes increasingly important, general assessment guidance and most assessment examples or other documentation is included as of phase 2. Other documents included in phase 3 mainly relate to reinforcing those already rolled out in previous phases, while in phase 4, a few examples of what phasing out would look like are covered.

For example, during a rapid action, when the priority is to provide emergency shelter and NFI, first and foremost, information management officers and cluster coordinators will need to know basic information about the context, access, as well as who is already present in country and able to deploy. In the longer-run (phase 2 and above), for efficient use of resources in responding to beneficiary needs, cluster coordination platforms will need to be able to track how well activities and achievements are aligned with cluster targets on which funding was attributed for year-long cycles.
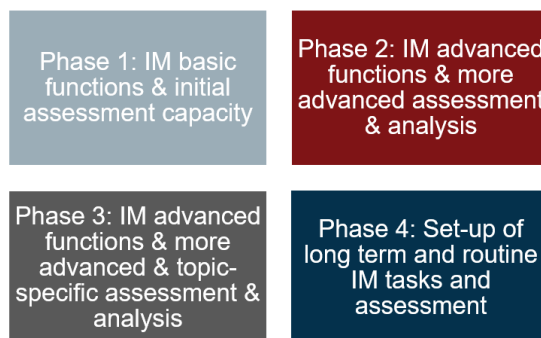
To be sure, detailed gap analysis, essential in phase 2 and above, will not be relevant for the first one, during which, rather, a quick who, where and what matrix should be produced instead.

Each document is provided with a unique reference as follows: Phase – Section – Document Number.

Because phases sometimes overlap and are aimed to serve as a framework rather than be prescriptive, whenever relevant, it will be important to search through the toolkit by keyword and/or topic as well, if one does not find the document that is being sought in a specific phase.

The IMAS toolkit builds on the work done in the CTK on information management and assessments and is the result of cooperation between the GSC team and REACH Initiative, made possible with funding from UNHCR.

The chart below summarizes the rationale behind how documents have been attributed to each of the cluster life-cycle phases:

Phase 1: IM basic functions & initial assessment capacity	Phase 2: IM advanced functions & more advanced assessment & analysis
Phase 3: IM advanced functions & more advanced & topic-specific assessment & analysis	Phase 4: Set-up of long term and routine IM tasks and assessment

STRUCTURE OF THE IMAS TOOLKIT

PHASE	Sections within each Phase where documents and templates are filed. Refence will be the 'Phase' followed by the 'Section' – e.g. 2B
1. ACTIVATION & RAPID ACTIONS	A. **IM strategy, framework, workplan**: Includes documents that serve as a backbone and frame IM and assessment activities B. **IM generic tools**: useful basic IM tools, including visibility and communication guides, admin tools, and blank templates C. **IMO roles & responsibilities:** an outlook of IMO's role and responsibilities relating to core cluster coordination functions D. **Activity reporting**: covers basic W-matrices, one of the most important IM documents for efficient cluster coordination E. **Initial situation analysis**: essential tools to be able to rapidly assess a situation following a sudden onset crisis
2. EMERGENCY PHASE	A. **Assessment strategies**: key document from clusters to plan their assessments (who, when, what) throughout the response B. **Core Indicators:** reference point on how to measure humanitarian shelter needs, response progress, and intervention performance C. **Multi & Sector specific assessments:** many examples of best practice assessments, by theme and type of data collection D. **Response monitoring & gap analysis:** tools to track and monitor activities against HRP or other targets
3. EARLY RECOVERY / MORE DURABLE PHASE	A. **HNO – Calculating People in Need / Severity:** examples on how to calculate PiN figures for the Humanitarian Needs Overview B. **Humanitarian Response Planning:** examples and guidance for prioritization from an IM perspective C. **Ongoing gap analysis & cluster performance tools:** tools to track and monitor cluster performance D. **Advocacy & reporting:** Reference to the type of product that can help with advocacy and reporting E. **Early recovery multi or sector specific assessments:** examples of best practice assessments, by theme and type of data collection
4. LONG-TERM CLUSTER SET-UP & PHASING OUT	A. **IM and assessment capacity building:** Link to several IM trainings that could prove useful in the long term B. **Phasing out of IM functions:** Resources that provide support in passing on cluster IM functions to local institutions, as clusters prepare to exit.

Phases

PHASE 1: ACTIVATION AND RAPID ACTIONS

Whether a cluster is being activated in response to a sudden onset disaster, intensification of conflict or other humanitarian crisis, one of the priorities will be to set-up an efficient system of information management that enables tracking and use of information for rapid responses. As such, documents included in Phase 1 cover technical basics and will be useful throughout the cluster lifecycle.

1A: IM STRATEGY, FRAMEWORK, WORKPLAN

The IM strategy lays out information management priorities, objectives, and, in turn, the tasks and activities that clusters should endeavour, to achieve the objectives. The strategy is a key document that serves as a backbone to operationalizing the IM function of supporting core coordination functions.

1Ai. This **GSC** *guidance document* outlines how to develop an IM strategy, best practices and tips.

1Aii & 1Aiii. These **IM Strategy examples** from *Yemen* (2018) and *Syria* (2017) how to put them into practice.

1Aiv & 1Av. For IM strategy-type examples in French, those from the Democratic Republic of Congo (2020) and *Chad (2018)* (where the shelter cluster is merged with the CCCM one), also introduce the IM function within the cluster by outlining ongoing and planned tasks specific to IM and assessment.

1Avi. Meanwhile, the **GSC** *overview of IM activities* can be used by national clusters as a way to benchmark active IM activities in country, which can be a useful exercise prior to developing a strategy.

1B: GENERIC TOOLS

Organizing and presenting essential information in a way that is accessible, digestible and straightforward allows for information management tasks and activities to be conducted more smoothly.

This section proposes a series of tools to enable the set-up of a **cluster identity**:

1Bi & **1Bii.** First and foremost, it links to **Shelter Cluster** *visibility templates* (including InDesign, PowerBI and QGIS templates) and Shelter Cluster *brand guidelines* (incl. logos, etc.) as well as the shelter cluster *website cheat sheet*. This example developed in response to the *typhoon Goni* (which uses both the ArcGIS Esri online platform and Power BI) in the Philippines provides an example of a webpage set-up in response to a sudden onset disaster, while this one from *Iraq* is an example for one set-up in the context of a protracted crisis in later stages of a cluster lifecycle, with a dashboard containing several pages to visualize granular information on the response.

1Biii. Meanwhile, the inclusion of documents in this toolkit such as *templates* for contact lists, minutes of meeting, handover notes, etc. serve as a reminder of the importance of consistently keeping these documents updated and filing them properly.

1Biv & **1Bv**. The toolkit also links to the *OCHA IM toolbox* to highlight the importance for clusters to use common operational datasets (COD), *available through HDX*, and particularly established P-codes, when conducting IM and assessments activities in country. This will allow for better harmonization and coordination within the overall humanitarian response. In addition to the OCHA toolbox and for more information, this *story map* introduces COD. Furthermore, Shelter Clusters should work in collaboration with the CCCM Cluster to ensure that camps have p-codes to ensure effective coverage of shelter gaps in camps.

Finally, this section also includes the link to several **external tools and platform**s that can be useful

for a variety of IM tasks, including survey tools (*kobo UNHCR server* and *Kobo loader UNHCR Github*, *kobo OCHA server*, *survey monkey*, *google forms*), *Activity Info*, Maps.me (which provides offline maps useful during data collection), *ArcGis/Esri training catalogue* and *QGIS training material*, *Humanitarian data exchange (HDX)*, etc.

1C: IM OFFICER ROLES & RESPONSIBILITIES

IMO roles and responsibilities are outlined throughout this toolkit, and should cover each component. The best way to formalize and monitor IMO roles & responsibilities is through the establishment of an IM Strategy which also covers who is in charge of what in terms of IM and assessments (See 1.A).

1Ci. As a more general document, this 2008 **Inter Agency Standing Committee** *(IASC) document* introduces the cluster IMO function.

1Cii. These *examples* can also serve as reference points for developing specific **IMO terms of reference.**

Different agencies have defined **Standard Job Descriptions** for different members of the team working on information management, data management, GIS, or assessments. When aiming to recruit additional staff to work on information management for your Cluster team, these standard job descriptions may be helpful. Please see these links depending on the agency doing the recruitment:

1Ciii. *UNHCR Information and Data Management* (internal - accessible through the intranet)

1Civ. *UNHCR Statistics and Data Analysis* (internal - accessible through the intranet)

1Cv & **1Cvi.** *REACH GIS Specialist* generic ToR and *REACH Assessment Specialist* generic ToR

1D: ACTIVITY REPORTING

At every stage of a cluster life-cycle and whichever the type of emergency, activity reporting is one of the key main tasks of the IMO both in terms of internal tracking of activities to be able to properly coordinate among partners, but also with regards to requirements vis-à-vis OCHA. Tracking activities is usually done through a matrix* (depending on the context, 4W, 5W, etc.) although the way partners report and/or the cluster chooses to collect activity reporting data may differ.

1Di. This *note from the GSC* explains why activity reporting is necessary for shelter cluster coordination.

1Dii, **1Diii** & **1Div**. **W-matrices** from *Afghanistan*, *Ukraine* and *North West Syria* (2020) are a good place to start. The Ukraine 5W, is a good example of how the IMO uses unique identifiers for entries from partners. This method also enabled the Shelter Cluster to come up with a method for estimating a more realistic calculation of unique beneficiaries in the case that one household may have received SNFI assistance.

1Dv. Meanwhile, the **example from NW Syria** includes guidance embedded in the document, as well as a *brief user guide* to facilitate updating the 4W.

Once the datasets are populated with the information necessary to track activities, it is recommended to communicate this information in a way that is useful to partners to facilitate their own bilateral coordination. Shelter Clusters have done this through static or interactive dashboards at the local level, skype groups, factsheets, or even simple gap analysis through excel. One such example may be the coordination of winterization response. In Ukraine, the Subnational Shelter Cluster created a dashboard in Tableau, while in NW Syria a simple gap analysis was done to compare needs assessment data with the activities reported by partners. A damage database was also exchanged offline at Subnational level to facilitate coordination of coverage of repairs to damaged homes all along the 467 km long contact line.

1Dvi & **1Dvii.** The toolkit includes here the link to a *dashboard* that was developed in the **Philippines using PowerBi** (files accessible *here*) following the typhoon Goni in November 2020, and thus presents the information that was collected using 4W during the rapid cluster intervention. The PowerBi dashboard is a good example of the type of output that can be produced using activity tracking data following a sudden onset disaster. More examples of how to analyse activity reporting data are available in section 2.D.

1Dviii & **1Dix**. Finally, the GSC recommends/requests that country clusters use it to develop **standardized factsheets** summarizing key information on the response. *Guidance* for developing these factsheets is available, together with *access* to all factsheets from shelter cluster operations.

*To note that although other tools exist to track activities, matrices in an excel format continue to be a safe and straightforward way to carry out activity tracking due to the ease of editing entries and quick way of producing analysis. Excel matrices are also efficient to roll-out both during sudden activation, and also in cases where there is a certain level of sensitivity with data, or access, which makes it challenging to keep track of progress though online platforms. Given the nature of shelter activities in some contexts, there may be a frequent need to edit planned or ongoing shelter figures throughout the construction season or after the construction season has finalized. Monitoring and evaluation of activities also may enable one to verify whether the completed activities match the coverage reported by partners. The ability to retroactively clean data is another advantage of the excel format compared to some online versions. Some clusters have found that kobo data entry incentivizes partners to report and helps keep data cleaner than partner excel entry. This is a hybrid version and enables the Cluster team to maintain autonomy over the editing and analysis of the data, while supporting partners to easily enter their activities. Other platforms do not enable such autonomy to retroactively edit activities that may have finalized over a year or more.

1E: INITIAL SITUATION ANALYSIS

When a cluster is activated or a cluster has to respond to an emergency within a protracted emergency, one of the first steps is understanding as much as possible the environment in which it will be operating.

1Ei. To introduce this section and illustrate what can be meant by initial situation analysis, the following *interactive map* developed in response to the Goni typhoon in the **Philippines** in November 2020 is a best practice example on how to visualize key information of the overall conditions following a disaster. It does so by visualizing severity through a simple severity index based on population density and number of households damaged/destroyed, as well as showing the typhoon path.

Several tools are available to conduct an initial situation analysis, including first and foremost remote-sensing and Secondary Data Reviews (SDR). SDR can help answer essential questions necessary before any intervention: do we have access (both physical and security-wise)? Have similar events occurred in the past and if yes, what worked and what didn't? What is the information we're missing and need? Who is already in-country? In what type of housing did the population live prior to the crisis? What are the shelter types in which the affected population is living now? What is the capacity of the local population?

1Eii & **1Eiii**. Support to implement a full SDR can be found in this *guidance document* from **ACAPS** (for sudden onset disasters) or this one from *UNHCR*.

1Eiv & **1Ev**. As additional resources, the JIPS *matrix* and *template* also provide solid starting points for framing and help begin the SDR process.

1Evi. When fully carried-out, the SDR can take weeks and require full-time attention, which, very often, will not be possible during sudden onset disasters or other rapid interventions. Instead, clusters can opt for rapid versions, which aim to cover the essential only. This short note briefs on how to proceed with rapid SDR (upcoming).

Although most examples hereafter were conducted during later stages of the cluster lifecycle, they are included here to serve as inspiration to put in place SDR (rapid or not) processes during activation and rapid action. To note as well that the content of the SDR will ultimately depend on the context and research objectives.

1Evii & **1Eviii** & **1Eix**. Outputs from *Syria* (REACH, 2016), *Ukraine* (2016) and the *Philippines (ACAPS*, 2013) are examples of the different type of output that can produced following an SDR. The latter was conducted following a disaster, while the first two were conducted in the context of protracted crises.

1Ex & **1Exi**. A couple of other products from **Syria**, including this *dashboard that registers assessments* and this document, that *tracks Shelter types*, are examples of types of outputs that can be developed/drafted following a thorough SDR.

At this stage of the response, the SDR serves to help in identifying what is known to the Shelter Cluster and its partners and what is not. This will help in drafting the first Shelter Cluster Strategy for the response and also in setting about to do an assessment which will identify the critical pieces of data that are not known necessary for providing a shelter response.

PHASE 2: EMERGENCY PHASE

Phases 2 and 3 of a cluster lifecycle will usually be embedded within a humanitarian program cycle (HPC), a series of coordinated actions that frame the implementation of humanitarian interventions. By kick-starting the process, the analysis of humanitarian needs provides clusters with an overview of the magnitude and type of needs, which then informs strategic objectives and in turn, affects funding for the implementation of activities. Monitoring of activities is essential to ensure that these activities are aligned with the objectives identified at the beginning of the cycle.

This section of the toolkit provides a first set of tools and examples to support IM & assessment functions relating to the HPC & beyond. Sections 2.A to 2.C focus on the coordinated assessment process whose purpose is to inform the shelter response and identify critical gaps. It is important to note that the ongoing SDR process, introduced in the previous phase, should be further reinforced during the emergency phase of a cluster life-cycle, to ensure that the coordinated assessment process and its components are carried out as efficiently as possible. Section 2.D focuses instead on monitoring of the response and the analysis of gaps between objectives and implementation.

2A: ASSESSMENT STRATEGIES

To complement the cluster strategy and information management strategy, clusters can also develop an assessment strategy, which outlines the cluster coordinated assessment process throughout the response. In a nutshell, the strategy should establish key information & analysis needs of the cluster and how these sources of information will be analysed to inform the work of the Shelter Cluster.

2Ai. The strategy can either be a stand-alone document or be embedded within the cluster strategy or information management one, but either way, should cover essential points outlined in this **GSC** *guidance (draft)*. The Information Management strategies presented in 1.A are good examples of how parts of an assessment strategy can be embedded within the IM one.

2Aii. Also available in the IMAS toolkit is an example of an *assessment matrix* to accompany an assessment strategy, that lists the types of assessments to be conducted, where, how, and at what frequency.

The assessment strategy also establishes how all members of the team are involved in analysing the various pieces of data that inform the Shelter Cluster processes and how this data will inform important decision-making and implementation for the Shelter Cluster.

2B: CORE INDICATORS

Core indicators specific to the context in which a cluster is operating is one of the most important components of both assessment coordination and activity tracking, which is why effort should be dedicated to develop a list that is endorsed by all partners and relevant stakeholders. A list of core need indicator will allow for assessments conducted in country to be comparable with each other and to measure progress over time. Same goes for outcome indicators, that allow to track activities, and analyse gaps, at the cluster level.

2Bi. Refer to these **GSC** *guidelines for core indicators* for more information.

2Bii. **Other sources**, such as the *Sphere standards*, *Humanitarian Indicators*, and *inter-sector JIAF SNFI* Indicators (subject to revision in 2021) on shelter and settlements are also an important point of reference when developing a country specific list.

2C: MULTI AND SECTOR SPECIFIC ASSESSMENTS

This section includes a series of best practice assessments, with examples of terms of reference (including questionnaires and data analysis plans) and final outputs (reports, factsheets). They are divided between

assessments specific to SNFI, joint multi-sector assessments, and cross-cutting assessments.

SNFI Assessments

SNFI assessments conducted by shelter clusters in partnership with REACH or other partners are accessible through the GSC dropbox.

2Ci, **2Cii**, **2Ciii**. You can select to access *terms of reference*, *data collection tools* or *reports* directly. To view all **REACH assessments** conducted with **shelter clusters**, you can swift through the *REACH Resource Center*.

In addition, you will also find in this section of the toolkit:

2Civ. Tools specific to *assessments in collective centers*: collective centers can be both officially or unofficially set-up both in response to a sudden onset disaster as a short temporary solution, or following displacement. In these specific settings, it is important to tailor assessments to understand needs pertaining to them.

2Cv. *Other examples of tools* for data collections, including specific to **urban settings**.

2Cvi. **Examples of NFI scorecards** (for example from *DRC (2019)*; *Nepal (2018)*, *Afghanistan (2018)*): NFI scorecards are useful to be able to assess the level of need in terms of NFI, which might significantly differ not only between contexts, but within a context depending on the time of the year as well (notably in the winter).

2Cvii & **2Cviii**. **Remote-sensing** *guidance*: in addition to providing information in a way no other tool can, remote sensing can, as previously mentioned, be the main way to assess initial damage following an emergency, and direct the response accordingly. These *examples from REACH Yemen* shows how remote sensing was able to present data at different levels of information in a context in which it is challenging to collect primary data.

2Cix. Finally, this section of the toolkit also links to the **UNDP** Housing and Building Damage Assessment (*HBDA*) tool, developed in partnership with REACH.

Joint multi-sector assessments

As in the CTK, this section links to examples of assessments that are conducted jointly with other clusters to achieve common objectives both within or outside the HPC:

2Cx. *Joint cluster assessments*, for examples with WASH.

2Cxi. *Inter-sector/MSNA/MCNA*, which are household-level assessments facilitated by REACH that are conducted jointly by all clusters to inform the HNO and be able to calculate severity and people in need figures.

2Cxii. The *Settlement approach guidance note*, published at the end of 2020 and the result of work conducted over the past few years by the **Urban Settlement Working Group**, hosted by the GSC and chaired by IMPACT, CRS and Inter Action, and funded by USAID. This multi-sector approach, which proposes a new way to approach humanitarian interventions, particularly in urban settings, holds an important assessment component as well in which shelter actors are involved. The guidance note links to assessments that were conducted to conduct research throughout to inform the development of the approach.

2Cxiii. A *shelter assessment* conducted **in Syria by HNAP** on shelter types and population monitoring, that included a multi-sector component to help determine shelter adequacy.

2Cxiv. **IOM's** *Data tracking matrix* which provide key displacement data and key informant level information on displacement sites, including a *decision tree* that guides you through the decision of whether to use DTM or not.

2Cxv. The *MIRA* **needs assessment handbook**, useful for the implementation of rapid assessments.

Cross-cutting assessments

GBV in assessments: As with all assessments, the GBV component should be mainstreamed when conducting SNFI assessments.

2Cxvi. The **GSC GBV** *working group material & guidance* provides with useful tools to endorse when addressing GBV issues through assessments and also how to refer cases of suspected GBV to experts.

2Cvii. For an example of GBV Shelter specific tools, see the **Niger** *focus group discussion question grid*.

Cash & market assessments: with cash becoming more and more prevalent as a distribution modality, cash & market assessments are essential as they will directly inform programming, and not only provide evidence for decision-making at the strategic level.

2Cxviii. *Several examples* of **shelter market assessments** are included in the toolkit.

General assessment guidance & Research cycle

This section of the toolkit provides general assessment resources as well as guidance on the different stages of the research cycle.

2Cxix. In terms of general guidance, refer to the **GSC** *assessment guidelines*, that serve as a reference point to assessments in the context of shelter interventions. *The guidelines are currently undergoing revisions.*

2Cxx. The **UNHCR** *needs assessment handbook* is also a useful point of reference.

2Cxxi. Meanwhile, the **REACH** *research guidelines* provide detailed guidance over the different steps of an assessment research cycle, including the *research design*, *data collection & processing*, and *data analysis & validation* stages. For a more extensive module on the research design (including sampling), the full **IMPACT Initiatives** *research design guidelines* are also available.

2D: RESPONSE MONITORING & GAP ANALYSIS

Response monitoring & gap analysis is conducted to measure progress against objectives outlined at the beginning of the shelter response, at the strategic, programmatic and operational levels. Activity reporting tools introduced in phase 1 should be reinforced here to be able to monitor the response more closely, and, in parallel, continue to analyze gaps.

The tools presented below are examples on how to proceed:

2Di & **2Dii**.This *survey from the* **Venezuela** cluster helps map cluster partners' capacity, while this one helps track specifically *information on collective centres* that are being implemented in country.

2Diii & **2DiV**. At the end of 2020, the Shelter cluster in **Sudan** developed pilot tools to support monitoring the response through 2021: the first is a *gap analysis tool* that uses information collected through activity info forms submitted to partners, keep an up to date analysis of gaps, measures progress against HRP objectives, and generally provides an extensive 5-W overview of the shelter response in country. The second is a *stock and pipeline* tool that uses NFI stock inventories (including contingency stocks from partners) to measure availability of stocks against the number of NFI targets at the cluster level per funding stream, including contingency planning.

2Dv. This *kobo form in* **Chad** collects activity tracking information from partners which is then processed at the cluster level.

2Dvi. This **Burkina Faso** *tool* (2020) tracks presence and capacity of local actors, necessary from a cluster coordination perspective to ensure that all geographic areas it has prioritized can be covered.

2Dvii & **2Dviii**. These tools from **Syria** allow the cluster to *plan ahead of the winterization response* and *track and plan for stocks* as well.

As introduced in phase 1, section D, response monitoring should be followed by visualization of the data that has been collected. In addition to being a useful way to quickly visualize achievements and view gaps, it also provides transparency on the response and facilitates communication between partners and between the cluster and partners. Best practice examples of dashboards and factsheets produced by shelter clusters in emergency phases and beyond for response monitoring outputs and activity reporting include:

2Dix & **2Dx**. *Burkina Faso* and *NW Syria* **monthly update factsheets**

2Dxi. *Dashboard* from the **Yemen** shelter cluster, also developed using PowerBi

2Dxii & **2Dxiii**. To view other more outputs that can be produced using data collected through response monitoring & gap analysis tools, the CTK drop box includes many examples of *response monitoring* outputs, and for *trend analysis response* outputs.

At the operational and programmatic levels, post distribution monitoring (PDMs) can be conducted to track whether distributions are reaching beneficiaries as they should.

2Dxiv & **2Dxv**. The toolkit includes examples of *PDM tools* and *PDM reports;*

2Dxvi. It will also include a guidance note on PDMs from IOM (upcoming).

2Dxvii. Finally, it links to the **UNHCR Shelter & Settlement** toolbox and training available upon request to UNHCR.

PHASE 3: EARLY RECOVERY / MORE DURABLE PHASE

This phase contains tools that build on those developed in phase 2, while, in addition, including new topics that typically become relevant during early recovery phases of humanitarian shelter interventions.

3A: CALCULATING PEOPLE IN NEED AND ESTABLISHING SEVERITY

IMOs will often be leading the process of calculating the PiN and severity, which will be the main output of needs assessment and analysis. As a cluster enters a more stable and durable phase, more effort should be put into having a PiN and severity that are calculated using a methodologically rigorous approach, and in alignment with what is being done at the inter-sector level, as coordinated by OCHA.

3Ai & **3Aii**. These examples from **Yemen** (*output* & *methodology*), and *Niger* show how data from wide-scale assessments or remote-sensing can be used for the purpose of calculating PiN and/or map severity.

3Aiii. *Remote-sensing* can also be used for the purpose of mapping severity, as this example from **Yemen** illustrates.

During the HNO season, IMOs and cluster coordinators will also have to take part in the inter-sector process coordinated by OCHA. They should therefore become familiar with the process and framework that is being developed at global level, the JIAF. The first step of the JIAF process will be to establish a series of indicators and thresholds for the inter-sector analysis covering different topics (well-being, living conditions, coping mechanism, etc.) for which each cluster will have to propose a series specific to their sector.

3Aiv. To facilitate the process, the **JIAF** has a list of *pre-defined indicators* with thresholds for each sector (subject to revision) that can be used directly in-country or adapted as needed to the context.

3B: HUMANITARIAN RESPONSE PLAN

For general information on IM functions relating to the HRP, please see the **OCHA** *IM toolbox.*

During the Humanitarian Response Plan, an Information Management Officer may be called on to support the Cluster Coordinator in tracking the criteria established for inclusion of HRP and prioritization of projects in line with the Shelter Cluster Strategy.

3Bi. *This document* is an example from **Iraq** establishing the criteria that a Shelter Cluster may prioritize and establish for the Humanitarian Response Plan. These criteria are usually established during Shelter Cluster planning and strategy meetings and approved by the Strategic Advisory Group.

3Bii. Meanwhile, this document from **Ukraine** is an *example of a project table* that will help you in easily analysing whether the submissions of partners to the HRP are in line with the criteria. This also helps in tracking the indicators, gender and age, and geographical coverage, which can help in the approval of projects during the Shelter Cluster review.

3Biii. Finally, here is an *example of a project table* for a merged Shelter-CCCM Cluster in **Chad** and is in French.

3C: ONGOING GAP ANALYSIS & CLUSTER PERFORMANCE TOOLS

As presented in section 2.D, it is important for clusters to set-up tools that allow to track progress against objectives. Similar tools should be adopted during early recovery/more durable phases as well, and adapted accordingly.

3Ci. In addition, by this stage, clusters should also be monitoring the *clusters performance* using tools developed at the **global level.**

3Cii. This *example* from **Chad** is an output from the cluster on its own performance, which serves as a basis to refine the different cluster strategies.

3Ciii. The *example* from **Ukraine** is the result of an independent evaluation of the Shelter Cluster which provided very rich feedback by conducting a survey with partners (Annex E), field observation visits, and interviews with partners and key stakeholders to the cluster. This resource can be used for Shelter Clusters considering an independent evaluation or using elements of this evaluation to conduct a more in-depth analysis than that provided by the more generic CCPM approach.

3D: ADVOCACY & REPORTING

In terms of advocacy and reporting, the key documents that can be used are factsheets and reports included in different parts of this toolkit, both those that are developed following assessments, and those developed following response monitoring and activity tracking.

Beyond the factsheet tool and template that is provided by the Global Shelter Cluster, the Shelter Clusters in Burkina Faso and Cross Border Operations for Syria created detailed templates that met both their advocacy and reporting needs.

3Di. *SNFI Cluster Factsheet November* **2020 NW Syria**

3Dii. **Burkina Faso** *Tableau de Suivi sur la reponse en Abri d'Urgence et en AME*

3E: EARLY RECOVERY MULTI OR SECTOR SPECIFIC ASSESSMENT

During early recovery and more durable phases, more specific assessments or different types might be necessary. For example, clusters may want to conduct in-depth* Housing Land & Property (HLP) assessments.

3Ei. *HLP assessment guidance*, including a generic questionnaire, from the **HLP Area of Responsibility** is a useful document for anyone who wishes to conduct an HLP assessment.

3Eii. This *assessment conducted* in **Iraq by REACH** in partnership with the HLP AoR and Protection cluster can be used as an example of an HLP specific assessment.

To note however that HLP considerations should be taken as of Phase 1, due to do no harm principle, and rapid assessments should therefore include key HLP indicators already. Examples of assessments are included here as examples of in-depth studies that can be conducted on the topic.

The toolkit also includes a few examples of technical assessments focused on shelter types:

3Eiii. This *assessment launched* in **Afghanistan by REACH** and the shelter cluster aims to conduct a detailed review of vernacular architecture types and construction methods across all 34 provinces of Afghanistan. The objective is to compare them to transitional and emergency shelter designs by humanitarian and government partners in Afghanistan for better alignment of the shelter responses, to make use of local materials, building designs, and construction methodologies.

3Eiv. A *study conducted* by **NRC and MobilStudio in Afghanistan** to evaluate shelters also contributes to the general objective of focusing on the shelters themselves. This study also underlines that design by people who are trained in relevant architectural sciences are a key to both analysing and designing good shelter assessments.

3Ev & **3Evi**. In protracted crises, it is also ideal to keep track of damaged houses and building. These examples from **Iraq** (with the *tool* used to collect the data available as well) and *Ukraine* provide an idea of the type of output that can be produced for this purpose.

PHASE 4: LONG-TERM CLUSTER SET-UP AND PHASING OUT

4A: IM AND ASSESSMENT CAPACITY BUILDING

IM-specialized organisations such as *iMMap* and *CartONG* (among others) provide IM trainings that can be organized in person.

4Ai. This *IM training* from the **DRC shelter cluster** (2020), although it wasn't developed for the purpose of IM phasing out, can be used as an example/basis to develop an IM training of cluster partners that can be further developed to build long term capacity.

4Aii is an example of a *Kobo training done for Shelter Cluster partners* in **Afghanistan**.

4Aiii is an example of a *Kobo training designed by the Shelter Cluster* in **Ukraine**.

4Aiv. Finally, this *needs assessment online training* developed by the **Harvard Humanitarian Initiative and Kobo Toolbox, in collaboration with UNOCHA**, is also a good overall introduction to carrying out needs assessments.

4Av. As already included in the CTK, the *UNHCR kobo training toolkit* provides additional information on the most common tool used to collect primary data (kobo).

4B: PHASING OUT OF IM FUNCTIONS

For phasing out of IM functions, the documents included in the CTK on **Ukraine** are also useful here as examples of how a cluster, while exiting, can work with local actors to *handover IM functions*. Particularly if tools created for the response will help local actors with the coordination of the response, these tools should be prioritized for handover. Shelter Cluster teams have used training sessions, on the job coaching, and handover documents (as covered in the CTK) to ensure that tools meet the needs of local actors. Use for future staff and for local government organizations should be a primary consideration in the design and modifications of tools used for the coordination of the shelter response.

Global Shelter Cluster
ShelterCluster.org
Coordinating Humanitarian Shelte

© Democratic Republic of the Congo. Displaced families support each other 28 November, 2018 UNHCR