



## Status

Strategy Status	Version	Status	Effective date	Next revision
	1	ENDORSED	23 November 2018	December 2018

## Shelter Cluster Structure

<b>Response name</b>	Cameroon NWSW crisis
<b>Cluster Lead Agency</b>	UNHCR
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<b>Strategic Advisory Group (SAG) - Agencies</b>	UNHCR, DRC, IRC, NRC, Plan International, INTERSOS, PEP Africa and EPDA. <i>Pending 2 LNGOs from NW.</i> After 6 months there will be a rotation of the LNGOs
<b>Cluster partner Members</b>	ACI, Action Against Hunger, ADA, AMEF, AWECBAWAC, CHAMEG, DMF, DRC, EPDA, FAHP, FOCHIWE, FORUDEF, FOWEC, GFDLP, HOVO, INTERSOS, IRC, IRUWAGO, IYEC, JEPF, LUKMEF, MERHRAF, NRC, PAIDWA, PEP Africa, PLAN International, Reach Out, UAC, UNHCR, Vision in Action, VOW, MBONWEH-WDA, Women Connect, YDC.
<b>Relevant Technical Working Groups (TWiGs)</b>	<b>TWiG n°1: Shelter and the NFIs Kits</b> Technical Working Group for the harmonisation of the Shelter and NFI kits contents. Participants: DRC, EPDA, IRC, MBONWEH-WDA, NRC, Plan International, Reach Out, UNHCR, PEP Africa, Action Against Hunger, WASH Cluster. <b>TWiG n°2: Information management tools</b> <i>Ad hoc</i> meetings Technical Working Group on information management tools to build the reporting (4W) and assessments capacity of partners. Participation is open to all members.

## Shelter Cluster Strategy

<b>Situation</b>	<p>On the 17th of October 2018, the Shelter/NFI Cluster was activated for the South-West and North-West regions of Cameroon, together with 7 other clusters, to support the response to the recent crisis occurring in both these regions. The Shelter/NFI cluster in SW-NW Cameroon is led by UNHCR.</p> <p>Since 2016, political and social instability has had a negative impact on the civilian population of Cameroon's South-West and North-West Regions, hosting four million inhabitants (16% of the total population). Since November 2017, the escalation of tension and upsurge in hostilities between non-state armed groups and defence and security forces have triggered humanitarian needs across the two regions, linked to significant internal displacement. In May 2018, the humanitarian community launched an Emergency Response Plan for the North-West and South-West regions of Cameroon requesting 15.2 million USD with 160,000 persons targeted. Shelter and NFIs was identified as the key sectorial priority after food, followed by health, WASH, education and protection. Initially eighty percent of the displaced population found</p>
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refugee in rural areas often in congested locations or in the bush. They left everything behind when they fled. In June 2018, the Government of Cameroon launched a 2018-2019 Emergency Humanitarian Response Plan, separately from the humanitarian community's ERP.

Local partners are at the forefront of the response and have flagged that the shelter needs are critical, but the provision of shelter has been challenging. The conflict has been destructive, with significant loss of life, destruction of homes and villages and break down of health services and education system. The operating environment is extremely tense with high levels of suspicion and fear among the population. Civilians continue to bear the brunt of the conflict and have high levels of unmet needs. More capacity and scaling-up of the response is needed as there are an estimated 351,000 IDPs in the South-West and the North-West regions. According to the latest estimations from October 2018, 246,000 have been displaced inside the South West, 104,000 in the North West, and 90,000 to neighbouring West and Littoral. Host households and communities have also been made extremely vulnerable by the crisis and need to be considered in the humanitarian response. The hosting population in the four regions is estimated to reach 157,000.

This crisis is taking place against a backdrop of a larger humanitarian emergency affecting 3.3 million people across Cameroon. The Humanitarian Response Plan 2017-2020, launched in January 2018, is a multi-year plan in order to create better synergies with the UNDAF coordination arrangements also being implemented in the country. The HRP targets the needs of IDPs, host communities, refugees, returnees, and other populations impacted in Cameroon's extreme north and eastern regions. The Refugee Coordination Model has been the primary coordination mechanism in those regions, with UNHCR leading the Shelter/NFI Working Group in country. The SWNW Shelter/NFI cluster is part of the national Shelter and NFI coordination mechanism. It will coordinate with the existing Shelter/NFI working group by sharing information and exchanging, also it will work closely with other clusters such as Protection, Wash, and Health (etc.), to ensure adequate and integrated responses.

**Population groups**

The Shelter/NFI strategy is mainly targeting IDPs as they are identified as being the most exposed to both environmental and man-made hazards, but attention is also given to the most vulnerable host families as well as non-displaced or IDPs who might have returned to their place of origin, anticipating for mid to long-term solutions. Six population groups have been identified for both displaced and non-displaced.

**(Displaced) Population self-settled in rural areas** are either living in makeshift shelters or sharing very basic agricultural facilities with other families, like cocoa ovens, which only provide them with a common roof. Sanitation facilities are totally absent, most IDPs lack proper waterproof coverage and they have very few to no basic household items, as most escaped their home without anything. It is important to note that SW and NW regions have different rural environment, the SW being covered with tropical forest while the NW has a savanna-like flora. The climate is also seemingly colder in the NW. Moreover, some families are prone to multiple displacement following security constraints, fear of arrests and ongoing conflicts.



**(Displaced) Population in host families** mostly live in overcrowded and cramped situation. Due to socio-economic and cultural differences in the NW and the SW, it is important to note that the shelter conditions are different in both regions. According to local partners, the IDPs hosted in the NW region seem to be in better conditions than the ones in the SW, Littoral and West, as traditional houses are bigger in the NW than in the later where 8 to 10 members share the same room. The sanitation facilities seem overstretched for this population group due to the general overcrowding and NFI needs are as acute as for the first population group for the same reason.

**(Displaced) Population renting accommodations** are at risk of eviction due to lack of formal contracts (as traditionally they only have informal agreements) and the fact that often they have to pay upfront the rent for the full period of time they can afford (3, 6 to 12 month). There have been reported evictions, rise in rent and people forced to leave when their resources are depleted as they are unable to pay anymore. Most shelter conditions are under the minimum standards, as houses or rooms are shared between several families to cope with the economic constraints. Sanitation facilities and NFI needs are the same as above for the same reasons.

**(Non-displaced) Host families** are under a lot of pressure even more so as the time passes and no support is given. As many have been supporting relatives or friends for a long time their resources are being depleted. Their basic household items, sanitation and kitchen facilities are overstretched and often in poor state.

**(Non-displaced) Population with partially damaged houses** are to date mostly displaced in informal settlements, in host families or renting accommodations, as their area of origin are currently not yet considered as safe to return. Damages range from bullet holes in walls, to broken windows and doors and burnt roofs. Most partially damaged houses are in rural villages and have masonry walls and light roofs. Many of these houses have been looted or/and their furniture damaged.

**(Non-displaced) Population with totally damaged houses** are currently displaced in other accommodations. Totally damages houses were wooden or thatch houses that were completely burnt and in rural villages where insecurity impedes people from returning.

According to the limited information available, to the assessments conducted in March and to an update on the situation in the SW region based the observation of local partners present in the area, the displaced population in the four regions is currently distributed as below:

**In the SW region:**

- 40% is self-settled in rural areas,
- 50% is living in hosting families,
- 10% is renting accommodations.

**In the NW region:** (the information is very limited, thus roughly estimated)

- 70% is self-settled in rural areas,
- 30% in hosting families.

**In Littoral and West regions:**

- 95% is living in hosting families,
- 5% only is currently renting accommodations.



<p><b>Constraints</b></p>	<p>The shelter response has to take into consideration the following constraints identified and highlighted by the shelter cluster partners:</p> <p><b>Access to the affected population</b></p> <ul style="list-style-type: none"> <li>• Security constraints</li> <li>• IDPs multiple displacements (“loss” of key informants)</li> <li>• Fear of identification of the IDPs</li> <li>• Loss of identification documents</li> </ul> <p><b>Limited information</b></p> <ul style="list-style-type: none"> <li>• Number of displaced population and disaggregated data</li> <li>• Places where the people are going to and coming from</li> <li>• Level of destruction of their houses and villages</li> <li>• Shelter and NFIs specific needs of different groups</li> <li>• Resources of people and resilience capacity</li> <li>• House, Land and Property (HLP) and actual renting conditions</li> </ul> <p><b>Fluid and unpredictable situation</b></p> <ul style="list-style-type: none"> <li>• Difficulties to foresee the crisis evolution, therefore to imagine future scenarios and plan for long-term interventions</li> </ul>
<p><b>Country Strategic Response Plan (SRP) Objectives</b></p>	<p>HRP 2017/2020 Strategic Objective under which the Cluster Objectives fall:</p> <p><b>Objective n° 1:</b> Provide to people in emergency a coordinated, innovative, integrated and adapted assistance, necessary for their survival, that integrates and meets their needs</p>
<p><b>Cluster Objectives</b></p>	<p><b>Shelter Cluster Objective 1 (emergency objective):</b> The most vulnerable displaced population and host families are reached with timely, appropriate life-sustaining NFIs and emergency shelter support</p> <p><b>Shelter Cluster Objective 2 (long-term objective):</b> The affected population receive shelter support that contribute to long-term self-recovery</p>
<p><b>Key Issues</b></p>	<ul style="list-style-type: none"> <li>• <b>Vulnerability criteria</b> (such as women and children headed households, families with sick, disabled members, pregnant or elderly members, etc.) must be agreed on by all cluster partners and harmonised between clusters to ensure a coherent humanitarian response.</li> <li>• <b>Protection mainstreaming</b> must be ensured in all Shelter and NFI interventions. Shelter/NFI interventions must be designed with the principle of “do no harm” and with a protection lens. Partners are encouraged to engage in protection capacity building training offered by the protection cluster and report any protection concern they encounter in delivering shelter and NFI support.</li> <li>• <b>Contingency planning.</b> Partners must engage in contingency planning as needed.</li> <li>• <b>Cross-cutting issues</b> are to be mainstreamed in NFI and shelter interventions, such as environment, gender as well as inclusion of people with disabilities.</li> <li>• <b>Context-specific response.</b> In light of the various population groups, sheltering solutions and different needs, shelter interventions must be tailored to be need-based and context-specific.</li> </ul>



	<ul style="list-style-type: none"> <li>• <b>Capacity building on NFI distributions and Shelter activities.</b> Considering their limited experience in humanitarian NFI distributions and shelter activities, local partners have raised the need for related capacity building. The shelter/NFI cluster together with experienced agencies will engage in building the capacity of local partners.</li> </ul>
<p><b>Advocacy messages</b></p>	<p><b>Advocacy messages on House, Land and Property (HLP).</b> Partners are encouraged to engage in advocacy interventions in order to protect the rights of IDPs renting accommodations and avoid their evictions, such as negotiating with the landlords to improve rent conditions and secure their tenure. The HLP situation and constraints (ownership, legal documentation, etc.) must be taken into account for all shelter activities undertaken especially when building, even temporary structures.</p> <p><b>Advocacy messages on access.</b> Access to the affected population is a major constraint for humanitarian actors including shelter/NFI partners. Advocacy for improved, safe and regular access must be ensured at all levels and supported by all actors, especially considering hard to reach areas.</p> <p><b>Advocacy for Cash Based Interventions (CBI).</b> Considering the limited capacity of partners, functioning markets and the demonstrated resilient abilities of the affected population, CBI seems to be a suitable and wishful modality. The Shelter Cluster with its partners must find ways to advocate for and propose CBI interventions in alternative to direct cash distribution, such as vouchers for NFI, shelter materials, tools or rent support, in order to engage dialogue with the authorities on the matter.</p>
<p><b>Assessments</b></p>	<p><b>Assessments currently done:</b></p> <ol style="list-style-type: none"> <li>1. <u>MIRA (Multi-Sector Initial Rapid Assessment):</u> <ul style="list-style-type: none"> <li>• Mars 2018: SW region</li> <li>• September 2018: Workshop for information triangulation SW</li> <li>• October 2018: Littoral and West regions</li> </ul> </li> <li>2. <u>Shelter cluster partners' assessments:</u> <ul style="list-style-type: none"> <li>• YDC: September 2018: IDPs in parts of Kupe / Muanenguba &amp;Fako Divisions needs assessment</li> <li>• IRC: 3 October 2018: SW needs assessment</li> </ul> </li> </ol> <p><b>Assessments Planned:</b></p> <ul style="list-style-type: none"> <li>• Joint Shelter/NFI and Wash needs assessment within a REACH mission</li> <li>• Needs assessment in the NW region planned by NRC</li> <li>• Displacement Tracking Matrix (DTM) by IOM</li> </ul>
<p><b>Monitoring and Evaluation</b></p>	<ul style="list-style-type: none"> <li>• 4W reporting</li> <li>• Agency monitoring</li> <li>• Cluster monitoring</li> </ul>



Target Groups	Estimated Total Caseload	Emergency Activities (up to 3 month)		Recovery Activities (up to 12 month)		Targets/ Assumptions/Notes
		Target #HH	Approved Interventions and Standards	Target #HH	Interventions to be defined after 2-3 months	
HH informally self-settled in rural areas	137'433 (PIN 80%)	60%	INT 1: NFIs Kits		NA	If people undergo multiple displacements, they might need repeated distributions
	163'201 (PIN 95%)	60%	INT 2: Shelter kits (Light Shelter Kit)		NA	<b>For IDPs prone to multiple displacements</b>
			INT 2: Shelter kits (Standard Shelter kit)		NA	<b>For IDPs in stable environment</b>
		2%	INT 3: Tents		NA	<b>Only for most vulnerable population</b>
	20%	INT 4: Assessments (Conditions assessments + HLP-related assessment)	<#>	Transitional shelter (kits)	<b>For IDPs in stable environment</b> , if they remain after the emergency period, transitional solutions have to defined and/or considered once there is more information available	
Displaced HH living with host families in both rural and urban areas	189'410	60%	INT 1: NFIs kits		NA	For IDPs in both rural and urban areas
	189'410 (PIN 80%)	60%	INT 2: Shelter kits*	<#>	Mid-term solutions to improve the general living conditions **	<b>*Only for host families in rural areas.</b> Kits should provide enough flexibility for various improvement possibilities (extensions, etc.) <b>** Extensions, wash facilities, kitchen, etc.</b>
		30%	INT 4: Assessments (Conditions assessments)	<#>	Assessments can be carried on if needed	Assessments of the conditions will inform mid-term interventions
		-	NA	<#>	Support for renting through CBI.	Advocacy and exploration of CBI. Plan CBI such as vouchers as soon as the modality is accepted, as an alternative to host families.
HH in rented accommodations in urban and semi-urban areas	21'168	60%	INT 1: NFIs kits		NA	
	21'168 (PIN 80%)	20%	INT 5: Advocacy and HLP-related interventions	<#>	Advocacy and HLP-related interventions	Improving renting conditions and avoiding evictions
		-	NA	<#>	Support for renting through CBI.	Advocacy and exploration of CBI. Plan CBI such as vouchers as soon as modality is accepted. We might need to assess the conditions of houses and review interventions accordingly.
<b>SUBTOTAL</b>	400'100					



Non Displaced	Host families requiring assistance	31'400 (PIN 20%)	80%	INT 1: NFIs kits		NA		
			80%	INT 4: Assessments (Conditions assessments)	<#>	Mid-term solutions to improve the general living conditions *	Assessments of the conditions will inform mid-term interventions *Extensions, wash facilities, kitchen, etc.	
	HH with partly damaged house (light non-structural damage and/or roof)	<#>	<#>	10%	NT 1: NFIs kits		NA	For the few families that might be staying in their own damaged houses. Even though we assume most are displaced in other accommodations for security reasons.
			<#>	10%	INT 2: Shelter kits (sealing off kit)		NA	
			<#>	20%	INT 4: Assessments (Damage assessments + HLP-related assessments)	<#>	Repairs (construction materials, CBI, technical support, ...to be defined)	CBI can be planned, such as vouchers, as soon as the modality is accepted.
			<#>	-	NA	<#>	HLP-related activities (if needed)	
	HH with totally damaged house	<#>	<#>	-	NA	<#>	Transitional shelter (kits)* or CBI while reconstructing	*To be defined and/or considered once there is more information available
			<#>	-	NA	<#>	Durable shelter solution (reconstruction, construction materials, CBI, technical support, ...to be defined)	We assume families in this condition are staying in other accommodation for the time being. If we encounter families staying on their premises (makeshift constructions) they can be supported as those self-settled in rural areas
			<#>	20%	INT 4: Assessments (HLP-related assessments)	<#>	Advocacy and HLP-related interventions	
	<b>SUBTOTAL</b>		<#>					
<b>TOTAL CASELOAD</b>		<#>						

**Prioritisation of Interventions:**

- Due to the limited funding and response planned to date, the Shelter/NFI interventions will target in priority IDPs in informally self-settled in rural areas as they are considered as the most vulnerable of the target groups.
- NFI interventions will also target most vulnerable IDPs in host families and rented accommodations as their NFI needs are similar as the ones self-settled in rural areas.
- In all target groups, priority will be given to the most vulnerable population, such as women and children headed households, families with elderly or disabled members, etc.
- People with partially and fully damaged houses are assumed to be displaced in other accommodations and will therefore be targeted in a later stage or if/when areas of return are seen as secured and considered to remain so.



**Technical Standards and Intervention Types**

INT#	Intervention Name	Description/Specification
INT 1:	NFIs Kit (or core relief items kit)	<b>All groups of IDPs as well as the most vulnerable host families</b> are eligible for the NFIs Kit. The NFIs kit is composed of a sleeping set, a kitchen set and a cleaning set. The exact composition of the NFIs Kit is defined in the annexes in the Technical Guidance for NFIs Kit.
# NOTE	Seasonal clothing	Seasonal clothing, if distributed by partners following a need-based approach, will be reported as a shelter/NFI side-intervention.
INT 2:	Shelter kits	<b>The type of Shelter Kit distributed will depend on the IDP and ND groups:</b> <ul style="list-style-type: none"> <li><b>The Light Shelter Kit:</b> will be distributed to for IDPs informally self-settled in rural environment and prone to multiple displacements.</li> <li><b>The Standard Shelter Kit:</b> will be distributed to IDPs informally self-settled in rural areas in stable environments, IDPs in host families in rural areas and people with partially damaged houses.</li> <li><b>A specific kit (Sealing off Kit)</b> might be identified for partially damaged houses, to enable to cover roof and seal broken openings.</li> </ul> Other kits might be defined on a later stage such as Transitional Shelter Kit for HH informally self-settled in rural areas but in stable environment. The exact composition of the Shelter Kits is defined in the annexes in the Technical Guidance for Shelter Kits.
INT 3:	Tents	<b>Tents should be avoided and provided only to the most vulnerable IDPs in informal self-settlements</b> , such female and child headed households, elderly and disabled. Tents for IDPs prone to multiple displacements must be easy to pack and avoid drawing attention, considering sensitivities regarding identification.
INT 4:	Assessments	Assessments are of three types according to the sheltering situation: <ul style="list-style-type: none"> <li><b>Condition assessment:</b> Assessment on the condition of the houses or apartments of families hosting IDPS in both rural and urban areas and evaluation of the feasibility of possible improvements of particular living conditions such as wash facilities, kitchen, extensions, etc. Also applies to informally self-settled IDPs in stable environments to inform mid-term solutions.</li> <li><b>Damage assessment:</b> technical assessment for partially damage houses to identify the level of damage and inform possible rehabilitation works.</li> <li><b>HLP-related assessment:</b> to understand HLP conditions of renting accommodations and ownership for partially and fully damaged houses in view of more durable solutions.</li> </ul>
INT 5:	Advocacy and HLP-related interventions	Advocacy and HLP-related intervention will consider the renting situation and focus on improving renting conditions (reducing/regulating rent) and avoiding evictions. <b># Note:</b> on the mid/long-term, when considering repair and reconstruction of private houses, interventions will support ownership-related issues such as lack or loss of ownership documentation.





### Intercluster issues

Cluster	Lead-Agency	Comments
<b>Coordination</b>	OCHA	Siterps, shelter advocacy, FA, SRP, intercluster coordination, advocacy with Government
<b>CCCM</b>	Not activated	-
<b>Early Recovery</b>	Not activated	Early recovery sector active at Yaoundé level. In the mid-term address housing and building codes issues.
<b>Education</b>	UNICEF/StC	TBC
<b>Telecom</b>	Not activated	-
<b>Food security</b>	WFP/FAO	Distribution points of food relevant for shelter NFIs distribution. Information on beneficiary groups and vulnerabilities
<b>Health</b>	WHO	Incidence of disease that can be avoided by provision of appropriate shelter and NFI, HIV/AIDs and shelter guidance
<b>Logistics</b>	WFP	Transportation, storage, supply chain, customs clearance, security of movement and humanitarian access
<b>Nutrition</b>	UNICEF	-
<b>Protection</b>	UNHCR	Loss of documentation, HLP, GBV, female and child headed households, elderly and disabled, vulnerability data, relocations and evictions, security
<b>WASH</b>	UNICEF	Ensure shelter sites have WASH facilities, coordinate wash kit with NFI kit contents and coordinate improvement of wash facilities in host families' houses.

Annex material: (to be included)

1. Technical Guidance on NFI and Shelter Kits
2. more TBD