

# Global Shelter Cluster

## 2015 Achievements Report





## THE GLOBAL SHELTER CLUSTER (GSC)

Co-led by IFRC and UNHCR, the GSC is a coordination mechanism of 41 global partners<sup>1</sup> working together to support people affected by natural disasters and internally displaced people affected by conflict with the means to live in safe, dignified and appropriate shelter. The GSC enables better coordination among all shelter actors, including local and national governments, so that people in need of shelter assistance receive the right kind of support as quickly as possible.

All activities of the GSC are undertaken within the framework of the *Global Shelter Cluster Strategy 2013-2017*, which was developed and agreed upon by shelter partners to strengthen the shelter response of humanitarian


actors through leadership, coordination and accountability in the humanitarian shelter sector. The Strategy aims to develop a responsive and flexible support to country-level shelter coordination mechanisms, an effective and well-functioning GSC, and improved advocacy and communications to increase the recognition of the shelter and settlements sector.

It is estimated that the GSC partners supported approximately 17.8 million beneficiaries in 2015<sup>2</sup>. All of these efforts were possible thanks to the continued financial support of DG *ECHO*<sup>3</sup>, UNHCR, IFRC, NRC, ACTED, IOM, SDC and other shelter partners whose valuable contributions have made GSC activities more sustainable.



Humanitarian Aid and Civil Protection

 International Federation of Red Cross and Red Crescent Societies

 Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

Federal Department of Foreign Affairs FDFA  
Swiss Agency for Development and Cooperation SDC

 UNHCR  
The UN Refugee Agency

 NORWEGIAN  
REFUGEE COUNCIL

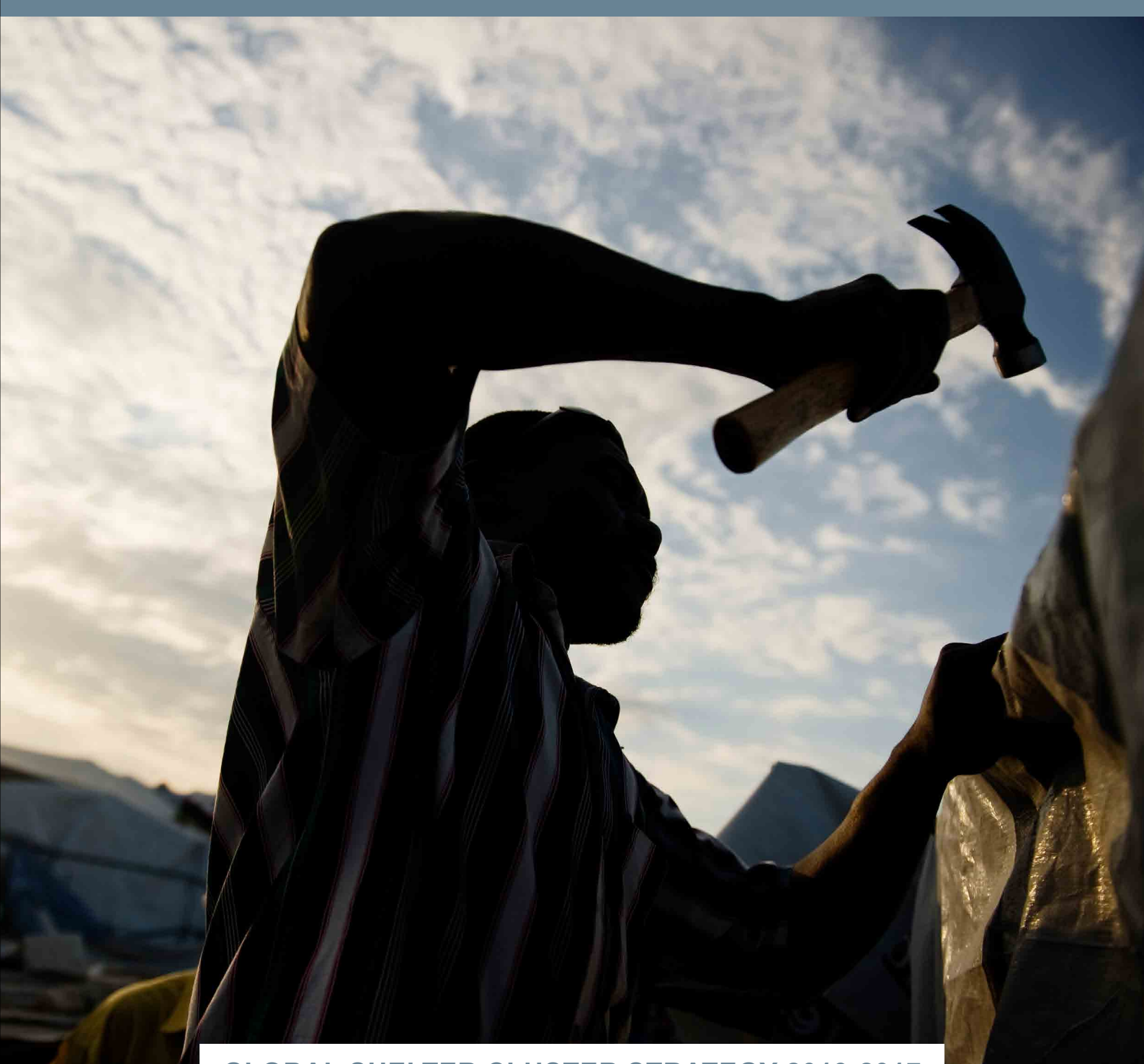
 ACTED

 IOM+OIM

<sup>1</sup> Current cluster partners include ACTED, Australian Red Cross, British Red Cross, Care International, CRS, Cordaid, Danish Refugee Council, ECHO, Emergency Architects Foundation, DFID, German Red Cross, Global Communities, Habitat for Humanity International, IFRC, IMPACT, InterAction, International Rescue Committee, IOM, Luxembourg Red Cross, Medair, NRC, OFDA, Oxford-Brookes University, ProAct Network, Relief International, RICS, Save The Children UK, Shelter Centre, Shelter for Life International, Shelter Box, Swedish Red Cross, UN-HABITAT, UNHCR, UNOCHA, UNRWA and World Vision International. The Global Shelter Cluster is open to participation by all not-for-profit agencies and institutions engaged in humanitarian shelter.

<sup>2</sup> Figures estimated from humanitarian dashboards, situation reports, GSC fact sheets and partners' reports.

<sup>3</sup> Additional information on the DG ECHO contribution to the GSC can be found [here](#).



## GLOBAL SHELTER CLUSTER STRATEGY 2013-2017

Developed as an output of the 2012 GSC Meeting, the 2013-2017 Global Shelter Cluster Strategy was approved by the Strategic Advisory Group in early 2013. It has the **goal** to more effectively meet the sheltering needs of pop-

ulations affected by humanitarian crises, by strengthening the shelter response of humanitarian actors through leadership, coordination and accountability in the humanitarian shelter sector. The Strategy has **three strategic aims**:

**1** Responsive and flexible support to country-level shelter coordination mechanisms.

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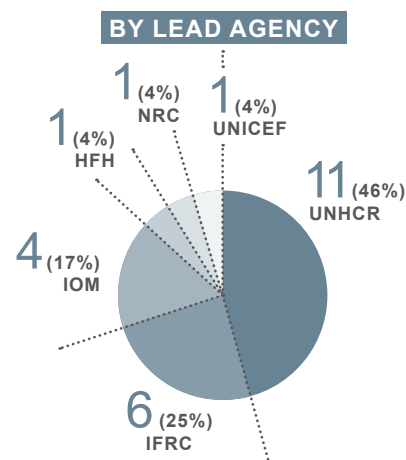
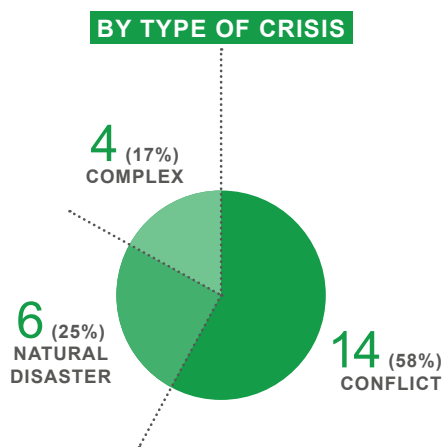
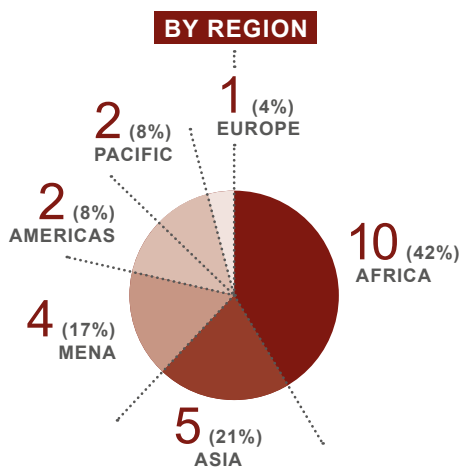
**2** An effective and well-functioning Global Shelter Cluster.

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**3** Increased recognition of the shelter and settlements sector as an essential component of the humanitarian response, through enhanced advocacy and communication.

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## RESPONSIVE AND FLEXIBLE SUPPORT TO COUNTRY LEVEL



### TOP 5 CLUSTER CHALLENGES

## DATA

Timely, relevant and accurate data is unavailable due to for instance access constraints or lack of engagement, which hampers evidence-based coordination.

The wordcloud provides an overview of the 5 most common challenges as reported by the clusters in their monthly factsheets.

## FUNDING

Underfunding due to for instance lack of donor interest or cumbersome procedures can lead to delays in implementation or needs that are only partially met.

Insecurity of staff and the unpredictable nature of a crisis can for instance result in limited access and the need to maintain considerable monitoring capacity and a high level of flexibility.

## SECURITY

## CAPACITY

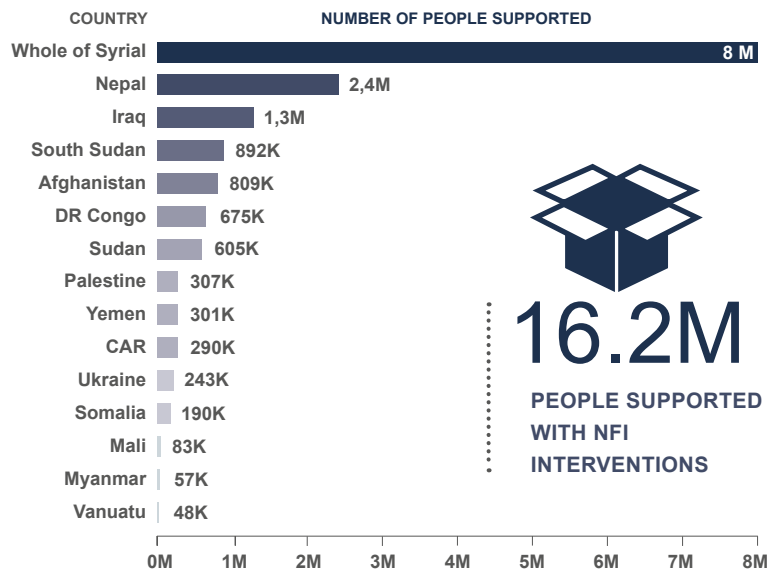
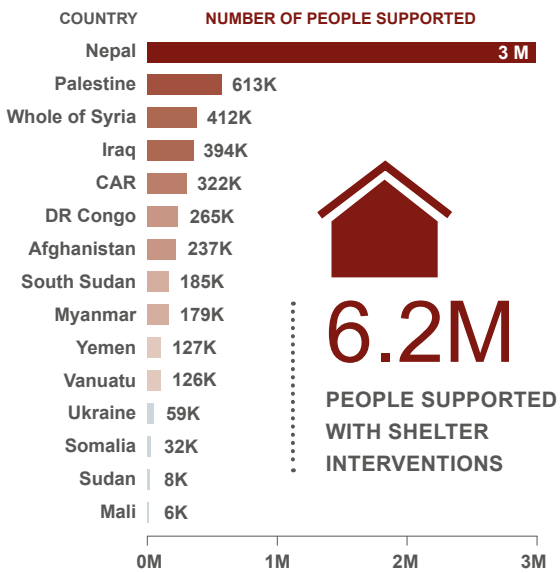
Limited capacity to implement as a result of for instance high turnover of staff, lack of expertise, under resourced cluster partners or low number of cluster partners.

## ACCESS

Lack of access due to for instance insecurity, natural disasters or lack of infrastructure such as roads and bridges can cause delays in response and variations in terms of assistance provided.

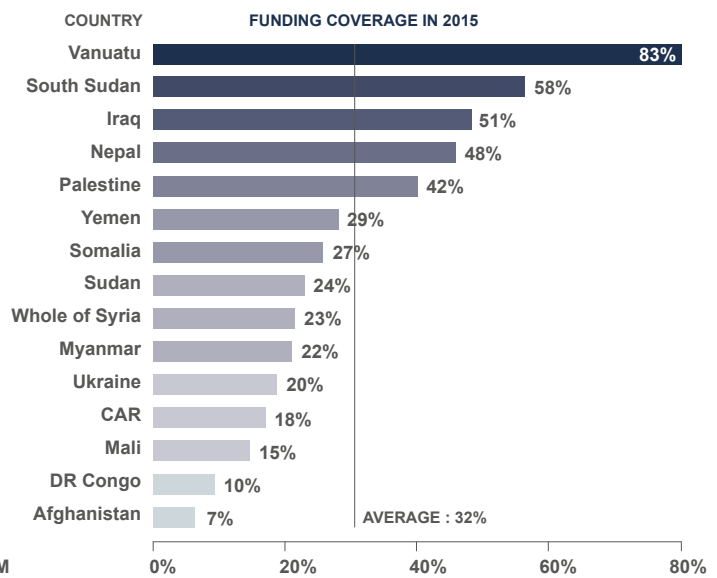
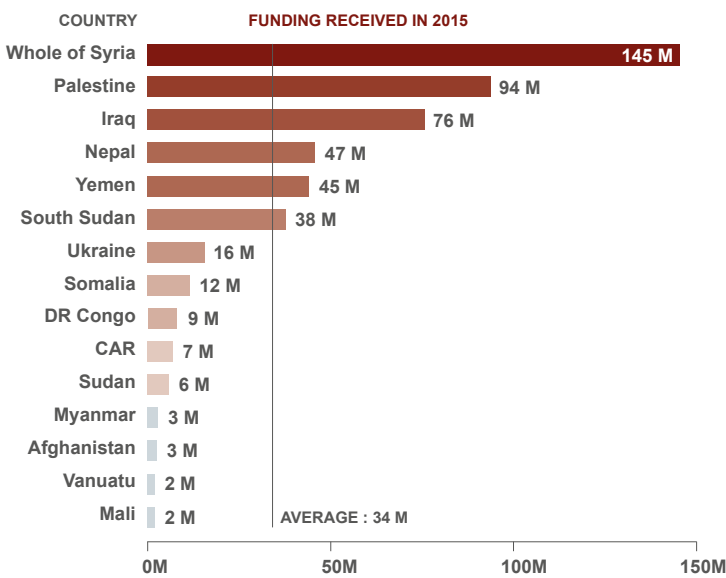


## THE TOP 15 COUNTRIES RECEIVING SHELTER AND/OR NFI SUPPORT



## CLUSTER FUNDING ANALYSIS

Based on factsheets submitted by clusters and OCHA's FTS, all amounts are in USD





## GLOBAL FOCAL POINTS AND ROVING FOCAL POINTS

### ► GLOBAL AND REGIONAL FOCAL POINTS

Global Focal Points (GFPs) and Roving Focal Points (RFPs) provide coordination, information management, assessment, monitoring and evaluation, surge capacity, and contingency planning support to country-level clusters.

- Four GFPs for Coordination
- Two GFPs for Information Management
- One GSC Associate for Information Management
- One GFP for Assessment, Monitoring and Evaluation
- Two Roving Focal Points for Coordination - one for Americas, and one based in Asia-Pacific.

Thanks to this flexible structure, in 2015 the GSC managed to deploy a trained and experienced shelter cluster coordinator

to existing national clusters, as well as new emergency situations (Nepal, Cyclone Pam in Vanuatu, and floods in Malawi and Mozambique). A total of 25 clusters or cluster-like arrangements were active in 2015, with that number dropping to 24 after cluster deactivation in Malawi at the end of 2015.

FROM JANUARY TO DECEMBER 2015, THE GLOBAL SUPPORT TEAM UNDERTOOK A TOTAL OF

**32** FIELD MISSIONS TO **20** COUNTRIES

to provide coordination, information management, and overall support and guidance to national and sub-national shelter clusters.

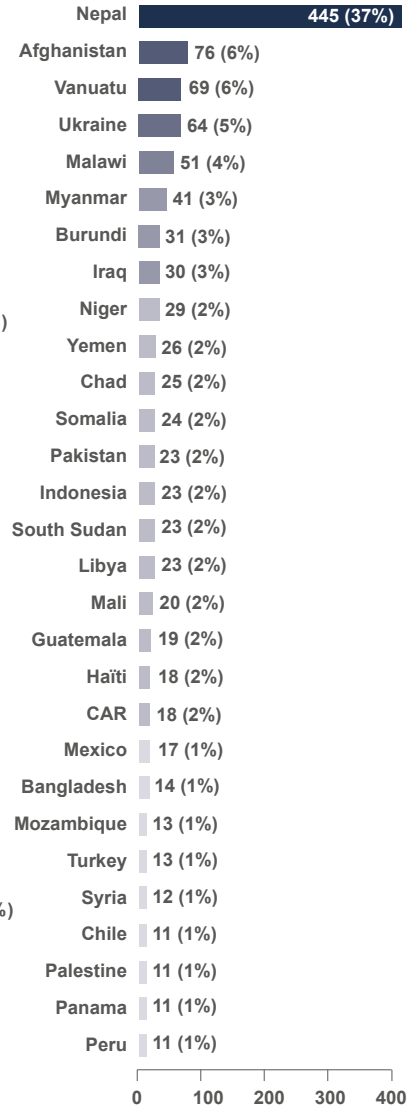
# ► GLOBAL SUPPORT TEAM ACTIVITIES 2015

Data includes information received to date from members of the GSC Support Team, except for the Global Cluster Coordinators.

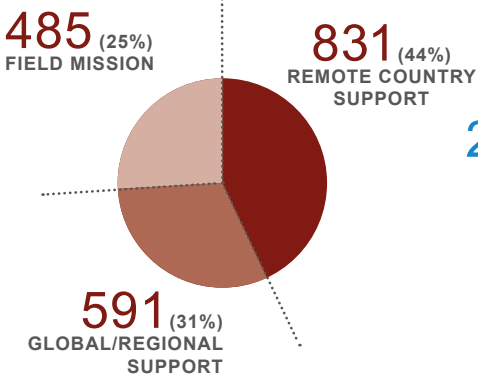
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TOTAL # OF DAYS

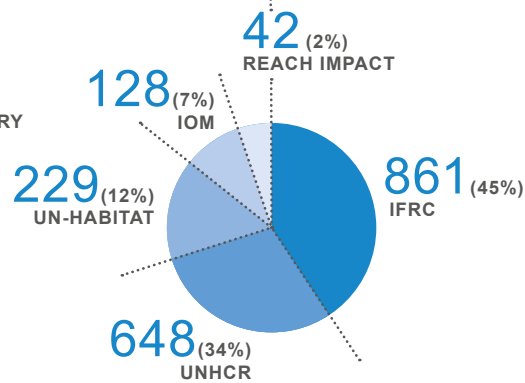
## BY COUNTRY



## BY TYPE

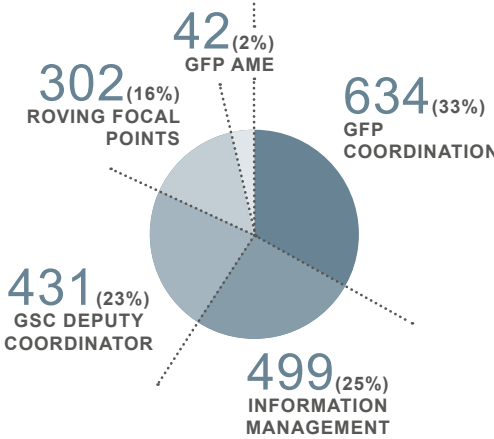


## BY ORGANIZATION\*

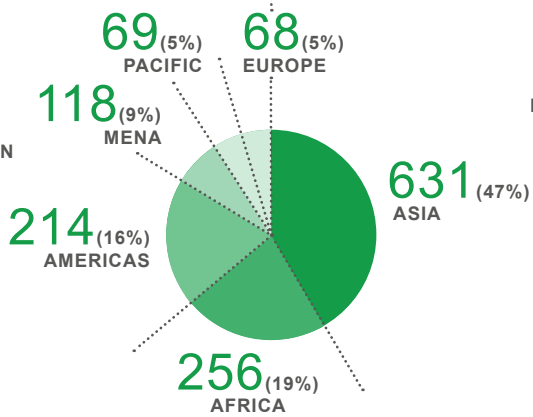


\*Include contributions from CanRC to IFRC, from NORCAP to UNHABITAT, and from SDC to UNHCR

## BY FUNCTION

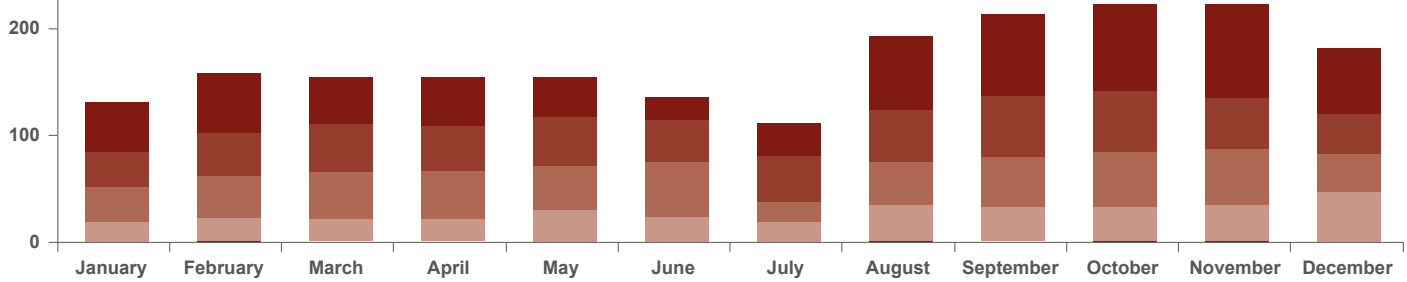


## BY REGION



\*Only countries with more than 10 days of support are shown

## TIMELINE



## ► ASSESSMENT, MONITORING AND EVALUATION (AME)

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Between January and December 2015, the GSC (through REACH teams) directly supported shelter cluster members and other shelter stakeholders through four baseline assessments in Vanuatu (Cyclone Pam), Nepal (earthquake), Ukraine (conflict), and Niger (conflict) and two outcome monitoring assessments in Vanuatu and Nepal. GSC/REACH also supported with two additional assessments in Libya (for the shelter section of the Multi-Sector Needs Assessment) and Malawi (providing remote support to the Shelter Cluster assessment).

## ► EVALUATIONS AND LEARNING

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The support missions from the different members of the GSC Support Team are always used as a way to share learning by capturing good practices and lessons learned from the country, sharing experiences from other countries, and sharing GSC policy and guidance. On top of these missions, the GSC undertook in 2015 external reviews of two country-level clusters: Vanuatu, tropical Cyclone Pam, and the conflict in Ukraine. These reviews are publicly available in the shelter cluster website [here](#).

The good practices and lessons learned were shared in different ways: through the coordination community of practice, through the remote support and missions undertaken by the members of the Support Team, during the Global Shelter coordination workshop and in trainings.

## ► GLOBAL SHELTER COORDINATION WORKSHOP

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The Shelter Coordination Workshop took place in Geneva on October 5-6, 2015. This annual event was open to all personnel leading country-level shelter clusters. A total of 17 country-level shelter clusters (70% of the total 25) were represented in the

workshop. The objective of the workshop was to review and revise shelter coordination methodologies, tools and practice. Drawing on the experiences of shelter cluster coordination over the past year, participants reviewed what had worked well and what needed improvement, and got up-to-date with recent developments in country-level shelter cluster coordination guidance and tools. Further information can be found [here](#).

## ► SHELTER COORDINATION TRAINING

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The GSC “Humanitarian Shelter Coordination” course aims to equip participants with the skills required to coordinate a shelter response in a humanitarian crisis caused by a natural disaster, a conflict or a combination of both. It provides participants with an overview of the humanitarian reform process and the transformative agenda, the interagency cluster approach, the role of the Shelter Cluster and the principles and practice of humanitarian shelter coordination. The course is accredited by Oxford Brookes University. 28 participants from 5 Red Cross Red Crescent National Societies, SDC, CRS, Save the Children, Shelter Box and UNHCR and independent individuals attended the course. Many of the members of the Support Team, including the Global Cluster Coordinators participate in the training as facilitators or resource persons.

## ► CO-LEAD TRAINING

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UNHCR undertook two editions of its Coordination and Leadership training. This training brings together cluster coordinators or future cluster coordinators from the three clusters led by UNHCR: Shelter, Protection, and CCCM. The training is open to participants from other organizations and has a particular focus on conflict.

# EFFECTIVE AND WELL-FUNCTIONING GLOBAL SHELTER CLUSTER

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## ► STRATEGIC ADVISORY GROUP (SAG)

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The participation in the SAG reflects the diverse nature of the wider GSC network, and the focus of the cluster on enhanced operational humanitarian response at country level. Additionally, the SAG membership as a whole represents the capacities and competencies dealing with the full disaster management cycle and cross-cutting issues to ensure a strategic representation of shelter and settlements topics. The SAG continued monitoring the progress of the GSC and country-level clusters. During 2015, the SAG held a total of ten meetings/teleconferences. Additionally, during 2015’s annual retreat, the SAG addressed

a number of issues of concern to GSC agencies and institutions, including GSC governance, the use, monitoring and coordination of cash-based interventions and the GSC plans for 2016-2017. The feedback received from SAG members indicates that the SAG is increasingly seen as a **forum** for discussion and decision-making, which is **formal, open, equitable, representative, and moderated**. Members of the SAG in 2015 were: UN-HABITAT, NRC, ACTED, Habitat for Humanity, IOM, InterAction, World Vision International, Care International, Australian Red Cross, and the two co-leads IFRC, and UNHCR.



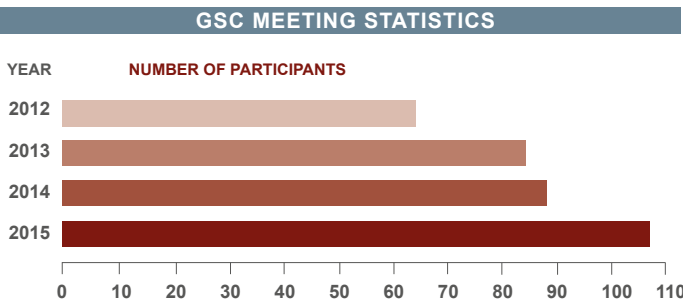
► WORKING GROUPS (WGs) AND COMMUNITIES OF PRACTICE (COPs)

The GSC's Working Groups are task-oriented and temporary structures with clear executable deliverables that are established by the SAG to address particular identified needs. Communities of Practice are thematic groups of professional/expert individuals that provide technical and surge support to Global or Country-level clusters, develop "good practices", and address critical issues within their areas of expertise.

During 2015, the GSC SAG decided to make a number of changes in order to increase the effectiveness and impact of both Working Groups and Communities of Practice. These changes have been put into practice in 2016.

► GLOBAL SHELTER CLUSTER MEETING

Framed along the pillars of the GSC 2013-2017 Strategy, agencies and institutions participating in the GSC addressed issues emerging from country level clusters and IASC global level cluster-related initiatives, reviewed GSC progress and deliverables from the implementation of the GSC Strategy and activities in 2015, endorsed the nominations of agencies to a new GSC SAG, and defined the GSC priorities for the implementation of the GSC Strategy in 2016. This meeting was attended by 107 participants from 43 different organizations, more than any previous GSC Meetings.<sup>4</sup>



► IASC ACTIVITIES AND INTER-CLUSTER COORDINATION

The Global Shelter Cluster has actively contributed to IASC activities particularly through the Global Cluster Coordinators Group. The GSC Coordinators or Deputy Coordinators participated in the meetings of this group and in the retreat that took place in Annecy bringing together all the Global Cluster Coordinators. The Global Focal Points for Information Management continued participating in the inter-cluster Information Management Working Group.

► GLOBAL SHELTER CLUSTER WEBSITE SHELTERCLUSTER.ORG

The GSC website sheltercluster.org continued to be the key platform to exchange data for the cluster. From 1 January 2015 to 31 December 2015, the sheltercluster.org website had 90,065 visits from 60,194 unique visitors with 229,997 page views. This represents a 190% increase in the number of unique visitors and a 120% increase in visits compared to the same period of 2014.<sup>5</sup>

During the reporting period the site had an average of 247 visits per day from 165 unique visitors. Users spent an average of 3 minutes on the website, visiting 2.5 pages per visit. 66% of all visitors were new visitors, indicating that the user base is growing. The most visited day was March 9, 2015 with 3,390 users. 16% of all visits were generated from Nepal. From 1 January 2015 to 31 December 2015, 12 new response pages were created and 2,535 documents were uploaded.<sup>6</sup> The Global Support Team continued the iterative development path of the GSC website platform with a development sprint. This sprint consisted of development and improvement of both front and back end features that will enable a better user experience. Specifically, end users and field administrators will have more control over navigation to sub-site content, creation of events, searching for document content, along with some subtle graphic and workflow improvements.



<sup>4</sup> The 2013 GSC meeting was attended by 85 participants from 31 organizations, while the 2014 was attended by 88 participants from 35 organizations.  
<sup>6</sup> (1) Vanuatu Cyclone Pam 2015, (2) Malawi Floods 2015, (3) Mozambique Floods 2015, (4) Nepal Earthquake 2015, (5) Myanmar Floods 2015, (6) Caribbean / Caribe, (7) Burundi Inter-agency Working Group, (8) Tropical Storm Erica / Tormenta Tropical Erica, (9) Floods in Izabal / Inundaciones en Izabal, (10) Drought Response in LAC, (11) Migration related crises, (12) Argentina Floods / Inundaciones 2015-2016.





## ► GSC FACTSHEETS

In 2015, a considerable effort has been made to gather and consolidate key data from country-level clusters in order to inform evidence-based advocacy. This has been done through introducing tools for information systematization like the GSC Factsheet Guidance and information brochures explaining the Global Shelter Cluster and the Cluster Approach in general. These factsheets can be found as annex to this document. The website has a [page](#) collecting all these factsheets and providing overall analysis of the trends and challenges.

## ► GSC UPDATES

A total of 35 global updates providing information on country-level shelter clusters and global initiatives were sent to an audience of 875 people. The GSC Twitter account has been monitored and maintained, forwarding relevant information to country-level clusters and re-tweeting. The number of followers of the GSC Twitter account has increased from 1,084 in 2014 to 1,550 in 2015 (43% increase). 390 messages were tweeted in 2015, bringing the current potential reach of the GSC Twitter account to more than 16 million people.<sup>7</sup>

<sup>7</sup> The potential reach is measured by the number of direct followers of the direct followers of the account.

**Global Shelter Cluster**  
ShelterCluster.org  
Coordinating Humanitarian Shelter

## South Sudan

Dec-15



### NEED ANALYSIS

- 1.6 million people, mostly in deep field locations and hard to reach areas of the country, have been unable to provide basic shelter and household items for themselves due to: continued and repeat displacement, national and local conflict, deteriorating markets, rapid inflation, failed harvests, and extreme weather;
- As IDPs in densely congested Protection of Civilian sites in UN peacekeeping bases are unable to leave the base to collect materials for shelter construction and have limited livelihood opportunities, nearly 200,000 people here require continuous support for shelter repair and maintenance.

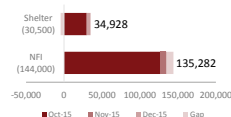
### RESPONSE

- In 2016, the Cluster reached 675,000 people with NFI and 175,000 with shelter assistance;
- In UN bases, the Cluster has provided robust shelters and NFI kits to new arrivals, and shelter reinforcement and repair materials every 6-12 months as displacement protracts;
- In deep field locations, the Cluster provides flexible, light-weight kits to populations cut off from markets and who are often still on the move searching for safety;
- This year, the Cluster began facilitating the rapid delivery of multi-sectoral 'survival kits' on behalf of several Clusters in areas known to have high needs but where access to humanitarian aid has been cut off or denied for long periods of time.

### GAPS / CHALLENGES

- Limited financial, logistical and human resources relative to South Sudan's extremely high needs and difficult operating environment has meant some people in need have not been assisted, and often those who are assisted are only given some of the materials they require;
- Humanitarian access in some areas where needs are critical continues to be either denied or unfeasible due to conflict, flooding and the South Sudan's lack of road and transport infrastructure.

### COVERAGE AGAINST TARGETS (HHs)



### CLUSTER TEAM

- National Coordinator  
Laura Jones (International Organization for Migration)  
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- National Co-Lead  
Persiana Kamberaj (World Vision International)  
[snfclustercoordinator@gmail.com](mailto:snfclustercoordinator@gmail.com) / +211925022398
- Information Management Officer  
Imade Anombawa (International Organization for Migration)  
[manombawa@iom.int](mailto:manombawa@iom.int) / +211920885982

### KEY DATES

The Shelter NFI Cluster was activated in 2011 upon South Sudan's independence from Sudan. Since the current civil war began in December 2013, the Cluster has scaled up drastically to meet needs that have continued to rise and deepen.

Activation of cluster: 2011

### KEY DOCUMENTS

- [Shelter/NFI Cluster Strategy - 2015](#)
- [Response coverage maps](#)

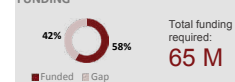
### KEY LINKS

- [sheltersouthsudan.org](http://sheltersouthsudan.org)
- [sheltercluster.org/response/south-sudan](http://sheltercluster.org/response/south-sudan)
- [reliefweb.int/country/ssd](http://reliefweb.int/country/ssd)

### KEY FIGURES

**16** Cluster partners      **1.6 M / 0.9 M** People in need / targeted

### FUNDING



# ANNEX | 2015 FACTSHEETS



