



Global Shelter Cluster
ShelterCluster.org
Coordinating Humanitarian Shelter

2020 ACHIEVEMENTS REPORT



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

GLOBAL SHELTER CLUSTER (GSC)

Co-led by the International Federation of Red Cross and Red Crescent Societies and the Office of the United Nations High Commissioner for Refugees, the GSC is a platform of shelter and settlement partners. Its mission is to support crisis-affected people to live in safe, dignified and appropriate shelter and settlements. The GSC and country Shelter Clusters work collectively with national response actors to support people affected by natural disasters and conflict with timely, effective and predictable shelter and settlement responses.

Since the Cluster Approach was rolled out in 2006 the GSC has worked with an ever-growing range of partners. There is growing recognition that shelter and settlement responses not only provide physical dwellings but also stable foundations to rebuild lives and support a range of multi-sectoral outcomes. Building on its commitment to partnership, the GSC is implementing its 2018-2022 strategy collaboratively with many other actors under the guidance of its Strategic Advisory Group and the Global Shelter Cluster lead agencies.

During 2020, GSC partners supported 15.5 million persons with shelter and NFI assistance. These efforts including support to the GSC coordination structures, working groups, communities of practice, and the GSC website were possible thanks to the support of all partners whose contributions have made GSC activities more sustainable.

Front Cover photo: Iraq: Camps housing internally displaced families are being closed across Iraq, December 2020 @UNHCR

For more information on the Global Shelter Cluster 2018-2022 Strategy Scan the following QR Code



MAINSTREAMED PROTECTION, GENDER, DISABILITY AND ENVIRONMENT

30
ACTIVE CLUSTERS

\$1.6B
FUNDING REQUIRED

\$646.2M
FUNDING RECEIVED

15.5M¹
PEOPLE SUPPORTED
1 Presence of unique beneficiaries between Shelter and NFI. Calculation varies by context.

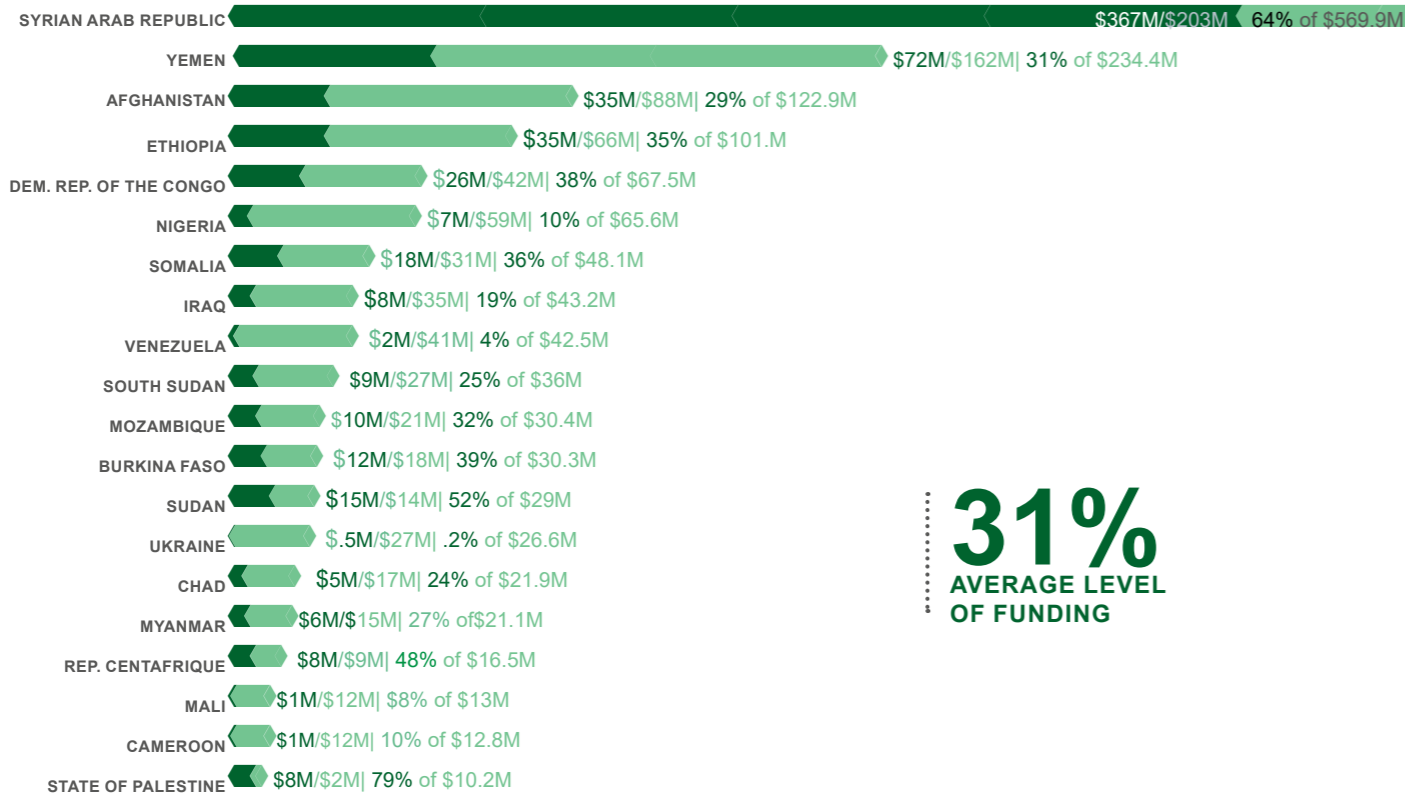
6.4M
PEOPLE SUPPORTED WITH SHELTER INTERVENTIONS

10.4M
PEOPLE SUPPORTED WITH NFI INTERVENTIONS

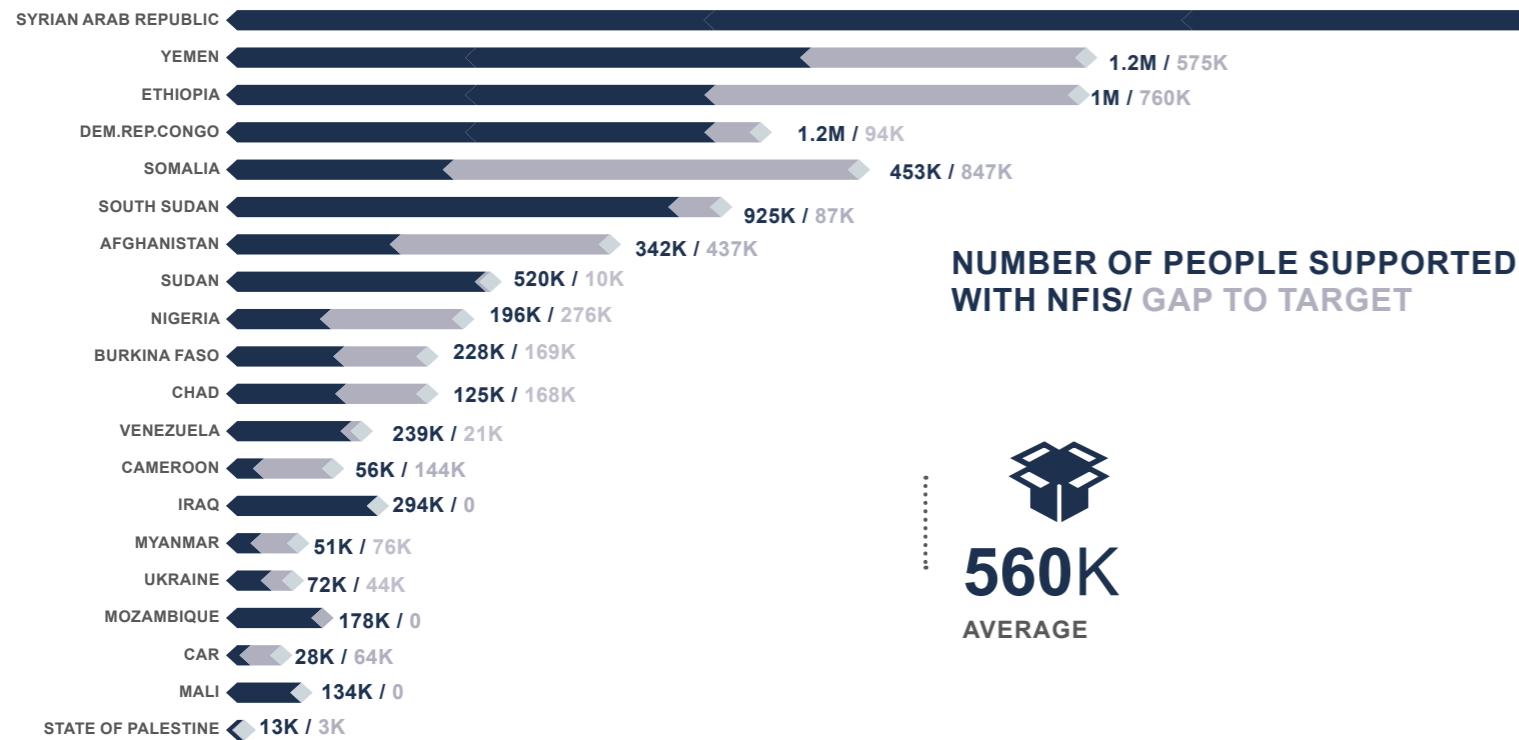
59%
FUNDING GAP

FUNDING RECEIVED / FUNDING GAP

804
PARTNERS



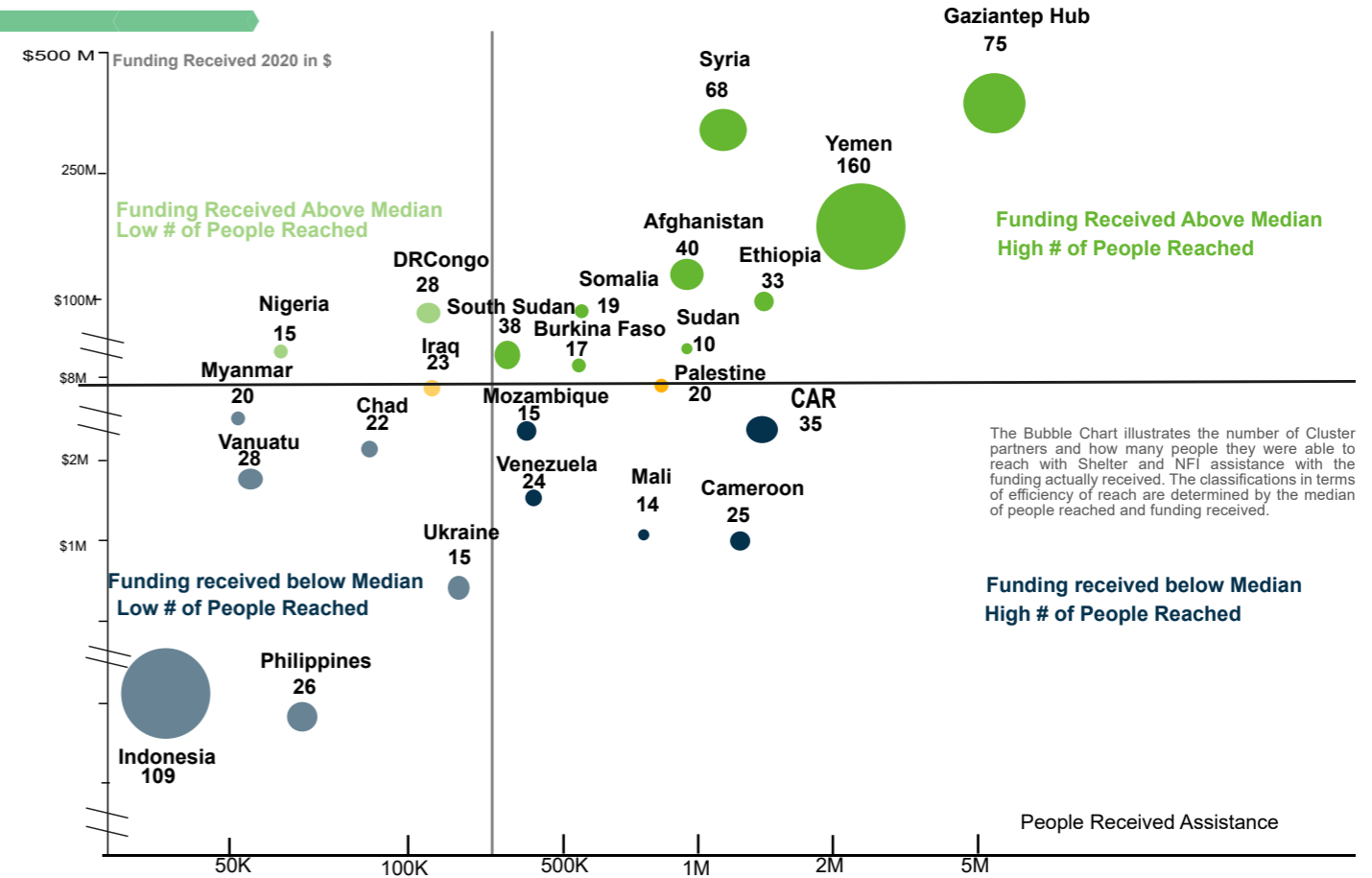
31%
AVERAGE LEVEL OF FUNDING



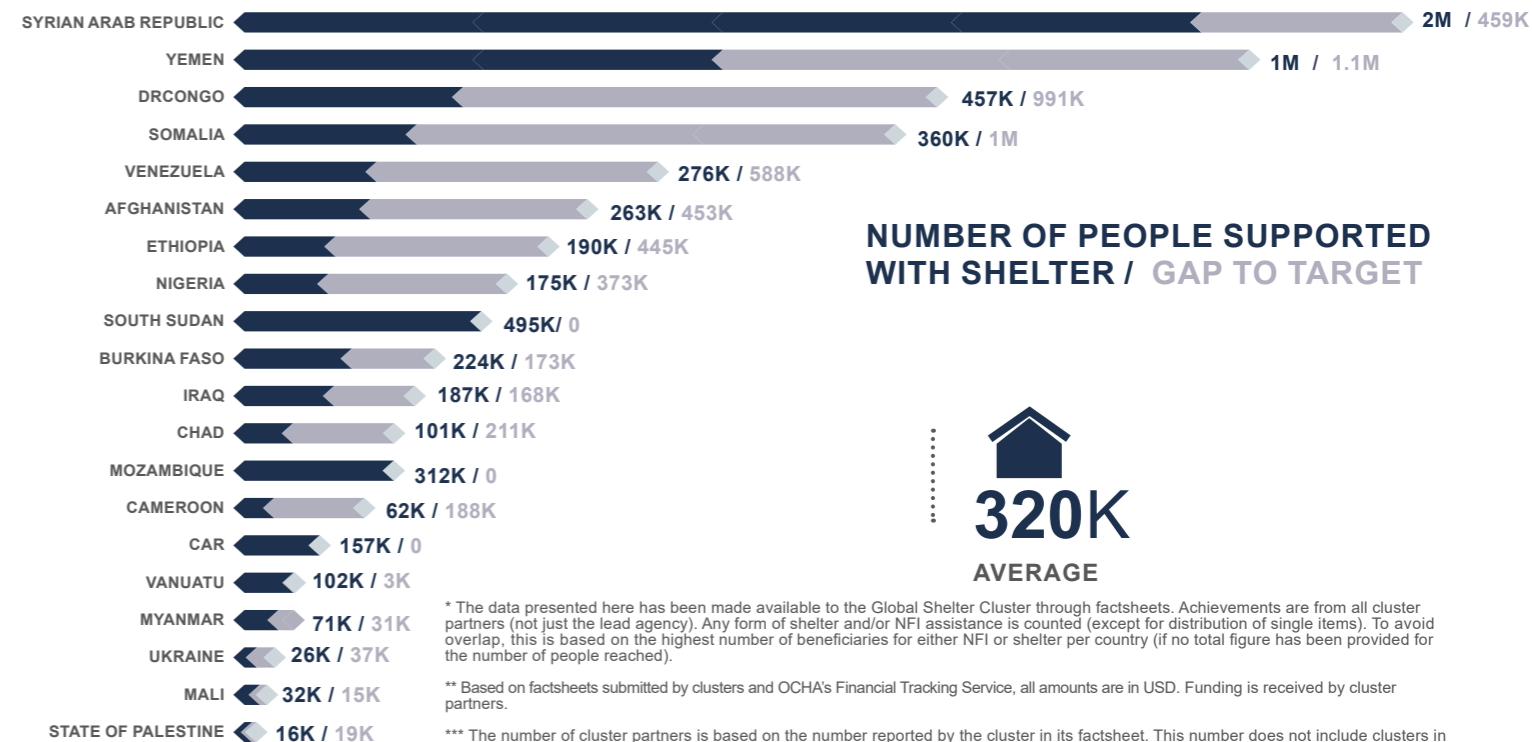
NUMBER OF PEOPLE SUPPORTED WITH NFIS/ GAP TO TARGET

560K
AVERAGE

NUMBER OF PARTNERS PER COUNTRY



The Bubble Chart illustrates the number of Cluster partners and how many people they were able to reach with Shelter and NFI assistance with the funding actually received. The classifications in terms of efficiency of reach are determined by the median of people reached and funding received.



NUMBER OF PEOPLE SUPPORTED WITH SHELTER / GAP TO TARGET

320K
AVERAGE

* The data presented here has been made available to the Global Shelter Cluster through factsheets. Achievements are from all cluster partners (not just the lead agency). Any form of shelter and/or NFI assistance is counted (except for distribution of single items). To avoid overlap, this is based on the highest number of beneficiaries for either NFI or shelter per country (if no total figure has been provided for the number of people reached).

** Based on factsheets submitted by clusters and OCHA's Financial Tracking Service, all amounts are in USD. Funding is received by cluster partners.

*** The number of cluster partners is based on the number reported by the cluster in its factsheet. This number does not include clusters in preparedness mode.

30

CLUSTERS

1

CLUSTER ACTIVATION

3

SYSTEM-WIDE EMERGENCIES

1949

PERSON DAYS

244

DAYS ON MISSION

737

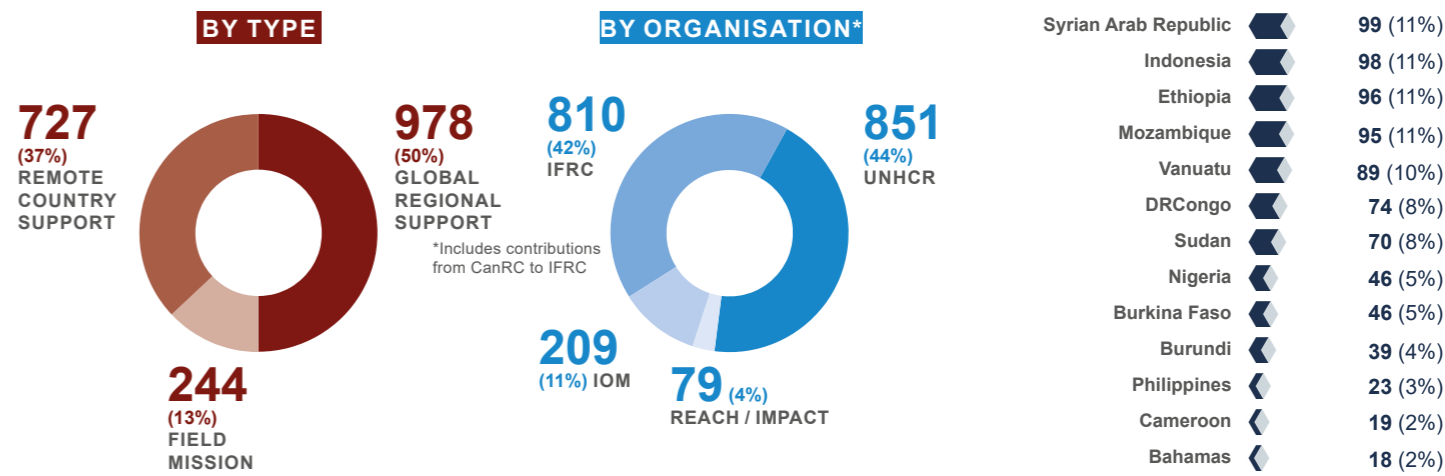
DAYS REMOTE SUPPORT

GLOBAL SUPPORT TEAM ACTIVITIES

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

1949

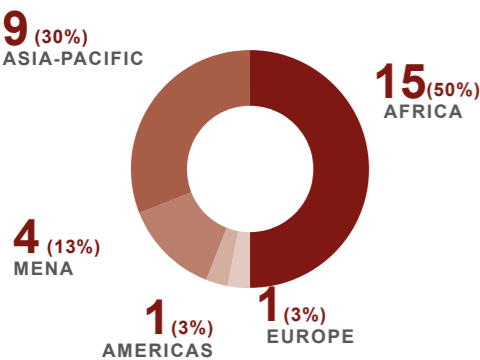
TOTAL # OF DAYS



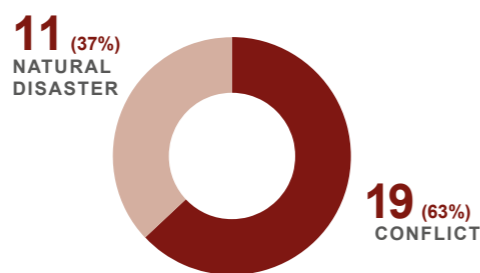
Only countries with more than 15 days of support are shown

11 NATURAL DISASTERS 19 CONFLICT BREAKDOWN OF CLUSTERS

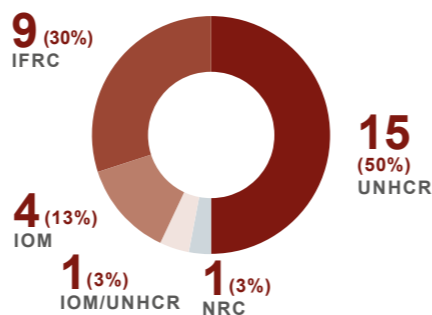
BY REGION



BY TYPE OF CRISIS



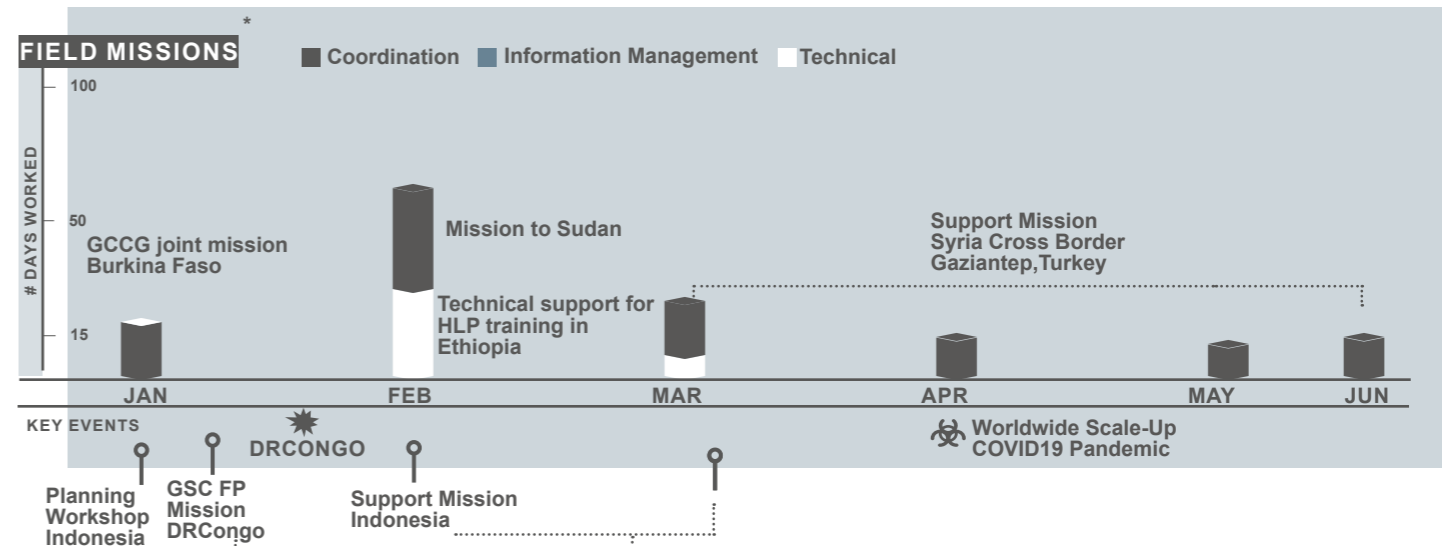
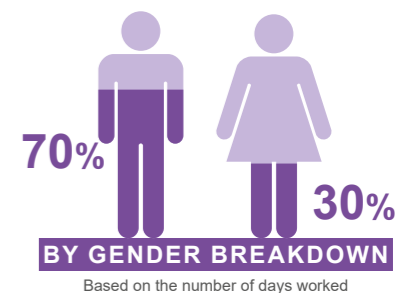
BY LEAD AGENCY



SYSTEM-WIDE LEVEL 3 EMERGENCIES



CHANGED CLUSTER



* In 2020, missions only happened during the first half of the year due to travel restrictions.

✔ Target achieved ✘ Target not achieved yet

GSC STRATEGIC AREAS AND RESULTS	INDICATORS	TARGET 2020	ACTUAL RESULT 2020	MEANS OF VERIFICATION
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	90%	94% ✔	GSC Satisfaction Survey 2020
	Average time (hours) in which a trained and experienced coordinator is deployed to newly activated country-level clusters	< 72 HRS	< 72 HRS ✔	Senior Shelter Cluster Coordinator in the Democratic Republic of Congo at the time of the activation of the Shelter Cluster.
	% of country-level clusters that undertake a cluster performance review with partners and implement the action plan recommendations at least once per year	60%	38% ✘	GSC web page on CCPM, country-level Shelter Clusters action plans produced as a result of that review

At the end of 2020 a total of 30 clusters or cluster-like arrangements were active. There was one Cluster activation in 2020 in the Democratic Republic of Congo in response to new displacement of over 940,000 people in addition to the country's 5 million protracted displaced population. To better address these needs, a new Shelter Cluster was established to replace the previous NFI/Shelter Cluster which had a strong focus on NFIs. Other countries experienced flare ups or deteriorations in their crises including in Burkina Faso, Mozambique, the Philippines, and Syria. During the year, COVID19 also complicated the shelter response leading to modifications in distribution modalities and shelter provision.

In the 12 country-level Shelter Clusters reporting activities, 2.2 million people were supported with COVID19 specific shelter and NFI activities. Country-level Clusters focused on beneficiary sensitization occasionally handing out masks, gloves, and other PPE during activities. A total of 1.4 million were reached with such activities. This is largely due to limited funding for COVID19 specific shelter activities. Only 24% of required funds were received. The GSC supported these clusters with surge capacity and remote support in the areas of coordination, information management, and assessment. For COVID19, the Global Shelter Cluster support team created a specific [COVID19 library](#) to support countries in their shelter response.

In the first half of 2020, the GSC managed to continue support to country-level clusters through field missions prior to and despite travel restrictions put in place due to the COVID19 pandemic. The following support was provided by deploying GSC Support Team members **on mission**:

- 9 days were spent in Burkina Faso in January as part of a Global Cluster Coordination Group mission.
- 30 days were spent in the Democratic Republic of Congo to support in the activation of the Shelter Cluster under the lead of UNHCR.
- 14 days were spent in Sudan to assess the human resource needs of the Cluster.
- 40 days were spent in Mozambique to support the Cluster during the HRP process and in planning an exit strategy.
- In the aftermath of displacement at the beginning of 2020, 79 days were spent in Gaziantep, Turkey supporting Cross-Border Coordination in Syria on assessments and coordination.
- 42 days were spent supporting Indonesia on transition and information management.

The GSC continued to provide **remote support** to active system-wide level 3 emergencies: Syria (active since 15 January 2013) with 102 days of support and Yemen (active since 1 July 2015) with 8 days of support. Other clusters and Working Groups received support from the GSC resources (staff, lead agency funding, etc.). In April, system-wide scale-up protocols adapted to the particularities of the COVID-19 emergency were activated. The Global Shelter Cluster spent 99 days remotely supporting countries in adapting their responses to COVID19 needs and in providing resources through a dedicated Shelter Cluster resource page.

► STRATEGIC ADVISORY GROUP

The Global Shelter Cluster Strategic Advisory Group (SAG) had the following members in 2020: ACTED/ IMPACT Initiatives, Australian Red Cross, Care International, Catholic Relief Services, Danish Refugee Council, Habitat for Humanity, IFRC, InterAction, IOM, Norwegian Refugee Council, and UNHCR. The GSC SAG met monthly to discuss and address gaps in the shelter response to COVID19, agree on presenting proposals to USAID-BHA and ECHO, prepare the GSC meeting, agree on priority themes for research, found ways to advance localization, reinforce the linkages with Housing Land and Property, produce a statement on World Habitat Day, and took other actions to advance the GSC Strategy 2018-2022.

► GLOBAL SUPPORT TEAM

In 2020, the GSC continued to provide immediate and medium-term support to country-level clusters.

The existing Global Focal Points and Roving Focal Points provided overall **1949 days of support** which included **244 days of on-request in-country support** and **727 days of remote country support**, responding to new emergencies and strengthening existing coordination mechanisms.

The GSC Support Team undertook **15 missions to 7 countries** mainly in Africa and the Middle East.

The global Support Team consisted of:

- **2 GSC Coordinators** from the Global Co-Lead Agencies (IFRC and UNHCR)
- **2 Deputy GSC Coordinators** (IFRC and UNHCR)
- **3 Global Focal Points (GFPs)** for Coordination (1 IFRC and 2 UNHCR)
- **2 GFPs for Information Management** (IFRC and UNHCR)
- **1 Roving Technical Coordinator** (IFRC)
- **1 GSC Associate** (IFRC)
- **1 Regional Focal Point for Asia-Pacific** (IFRC)
- **1 Roving Shelter-HLP Advisor** (hosted by IOM)
- **1 Assessment Focal Point** (REACH)

► WORKING GROUPS

Working Groups are task-oriented and time-bound structures with clear deliverables that are established by the SAG to address identified needs. There are 9 active Working Groups on the following topics:

► Construction Standards

In 2020, based on feedback and lessons learned from the field, the standards were updated to include key actions for each standard, design and supervision costs were set at 10% of the value of construction, and a stronger focus on environment and engagement with communities was added.

► NFI practices

The Global Shelter Cluster's NFI WG maintained focus of collection of best practices from the field. Many partners took an interest in the work that country-level Shelter Clusters were doing on energy. Partners completed a [survey](#), in which they requested more guidance and training in the area NFIs.

► Shelter Vulnerability Classification

The Shelter Vulnerability Classification Working Group collaborated with other clusters on the Joint Intersectoral Analysis Group to prepare indicators for the 2021 Humanitarian Needs Overview.

► Promoting Safer Building

The PSB WG, co-led by CARE UK and CRAterre, held three workshops during 2020. They were all directed towards the goal of developing guidance on the implementation of programmes that support self-recovery. The first was on

[context analysis](#), the second on implementation, and the final one on monitoring, evaluation, assessment, and learning (MEAL). A report for each is available on the WG [webpage](#) of the GSC website. The workshops were well-attended by NGOs, UN Agencies, Red Cross and Red Crescent Societies, Academica, and the private sector, and there was consistency in attendance.

One of the most significant outputs of the working group was the work on shelter and health that culminated in the production of [Towards Healthier Homes](#). Another output was the dissemination in Malawi of tools and guidance for [contextualized analysis](#) of local construction.

Moreover, for the first time a global open-source database of IEC materials, the Shelter Compendium, was created under the PSB WG. The Shelter Compendium compiled over 700 IEC materials, and the key material in the Shelter Compendium database was reviewed by technical experts. The overview publication and the [online database platform](#) will be released in 2021.

► Shelter and Cash

During the October 2020 GSC meeting, attendees to the cash working group agreed for the working group to evolve into a community of practice. New working group co-chairs therefore requested the Strategic Advisory Group to endorse this proposal with the [change](#) expected to begin in 2021. This will enable shelter-related cash and markets communication to continue without the pressure of having to publish more products.

► Shelter Projects

In 2020 the Shelter Projects Working Group focused on the development of two main publications: firstly, the upcoming edition



COORDINATION

of Shelter Projects – **Shelter Projects 2019-20** – which will feature approximately 30 new case studies and will be launched in May 2021 and secondly, on the development of a short publication – [Shelter Projects Essentials](#) - which uses extracts of case studies to illustrate aspects of good shelter and settlements programming, and will be launched in March 2021. In addition, two thematic booklets which compiled existing case studies – one with a focus on [Haiti](#) to mark 10 years on from the 2010 earthquake, and another with a focus on [Central and West Africa](#) - were launched at the Africa Shelter Forum. The Shelter Projects Working Group also engaged in and supported multiple regional forums, including the Africa Shelter Forum, the Asia Pacific Shelter Forum and the UK Shelter Forum.

► Settlements Approaches in Urban Areas

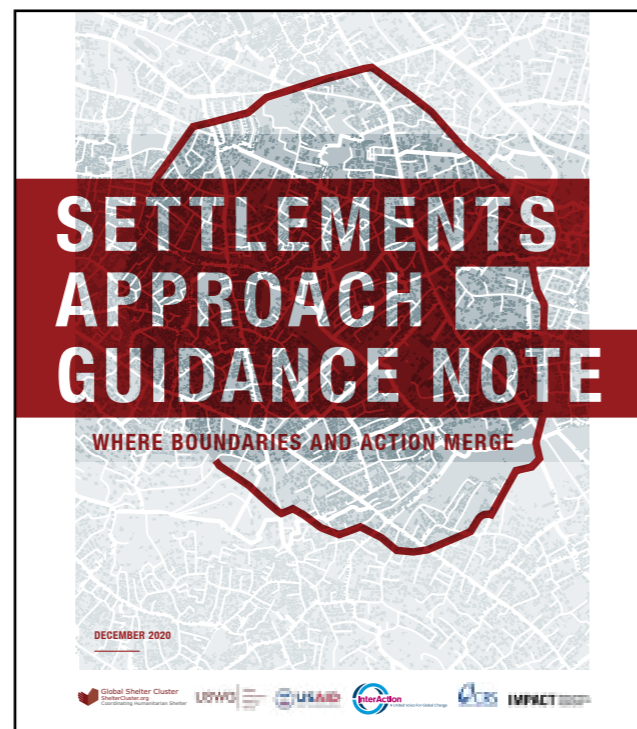
In 2020, the USWG reached the key milestone of publishing the [Settlements Approach Guidance Note](#) that provides a comprehensive overview of the characteristics and the operationalization of place and community-based approaches in crisis contexts. The Guidance was disseminated to more than 300 humanitarian professionals in a series of workshops held in December 2020. The guidance note is a result of two years of consultation and collaborative work among settlement experts from all sectors. After numerous in-person consultations and face to face engagement undertaken in 2019, the USWG shifted to a remote mode of consultations in 2020, allowing it to target a wider audience through online webinars.

► Inclusion of Persons with Disabilities in Shelter Programming

The working group is supporting a detailed study at field level in Cox's Bazar on how the inclusion of persons with disabilities has been integrated within shelter and settlements programming throughout the programme cycle. In 2020 the inception report was completed, and the field work will commence after the lifting of COVID-19 restrictions. The working group has also supported the PSB working group by contributing to the development of their protocol and by drafting an opinion piece on accessible and inclusive IEC materials as part of the IEC Compendium. The WG helped has also shared best practices around inclusive shelter programming and contributed to the GSC survey on minimum commitments for inclusion.

► Diaspora Engagement in Shelter Response

In 2020 the Working Group, comprised of diaspora and institutional actors, focused on the conception and creation of Standard Operating Procedures (SOPs) on “**Diaspora Engagement in Shelter Assistance**” to propose a step-by-step procedure for a more coordinated and effective engagement of diasporas in shelter response and at different stages of the



crisis management cycle. Through a consultative process, members developed a final draft of the SOPs and an accompanying annex flowchart to visualize the framework for greater coordination, communication and collaboration between diaspora and shelter actors at the global and country level.

► Environmental Community of Practice

The ECoP has been involved in supporting shelter and settlements operations, initiatives, and events on an ad-hoc basis, including the following: Life Cycle Analysis (Roadmap for Research chapter and tool development), COVID-19 Environment Guidance, support for the study [Environmental Mainstreaming in Humanitarian Interventions](#), Operational Support (Lebanon - explosion, Sudan - Darfur shelter replacement, Mauritius - environmental impact assessment, DRC – shelter policy, and Venezuela – energy), Humanitarian Plastics Program Proposal, asbestos scoping, Experts' Site Planning Workshop, Global Shelter Cluster/Field Cluster Coordinators Session on Greening Response, environmental guidance for Hurricanes Eta and Iota and Cyclone Eloise and development of a matrix of programs and initiatives in the environment-humanitarian sectors.



Global Shelter Cluster 2020 Achievements Report

For more information, visit the WG pages on the GSC website: www.sheltercluster.org/working-group/active-working-groups



COORDINATION

► COORDINATION PERFORMANCE MONITORING

8 country clusters (Chad, the Democratic Republic of Congo, Indonesia, Mozambique, South Sudan, Sudan, Vanuatu, and Yemen) out of the 21 in response mode¹ have been formally assessed by their partners or the GSC. Most clusters used the light version of the Cluster Coordination Performance Monitoring Tool ten-question survey. The results of the surveys provided the basis for agreeing on concrete actions to improve the performance of the cluster and informed Shelter Cluster strategies at country-level. The Global Shelter Cluster counts the CCPM exercise as completed when countries publish these concrete actions into a form of a working plan.

¹Afghanistan, Burkina Faso, Cameroon, CAR, Chad, DR Congo, Ethiopia, Indonesia, Iraq, Mali, Mozambique, Myanmar, Nigeria, Palestine, Somalia, South Sudan, Sudan, Syria, Ukraine, Venezuela, Yemen.

The remaining 9 clusters are in preparedness mode.



Photo: Maryam Camp Syrian Arab Republic @HIHFAD Date: April 2020

Other Shelter Coordination Responses

Libya Shelter WG Conflict Response December 2020

UNHCR continues to provide dedicated shelter coordination capacity to the Shelter Working Group in Libya. In 2020, 36,000 people were newly displaced and the working group estimated that over 300,000 people were in need of shelter and NFI assistance. In 2020, Shelter WG partners reached 160,000 people with assistance.

Vietnam Flood Response November 2020

In November 2020, over 200,000 houses were flooded and many destroyed by flooding and strong winds in Vietnam. The Shelter/NFI Sector participated in a response plan to support 154,000 people in ensuring that evacuation centers were safe, providing the most vulnerable with NFIs, and in repairing and rebuilding damaged houses.



© HHFAD / NFI distribution / Syria (2020)

GLOBAL SCALE UP TO COVID19

Starting in March 2020, COVID19 changed how country-level Shelter Clusters operated, but it did not remove the imperative to provide life-saving assistance to people displaced by conflict and natural disasters. Below is a summary of how country-level Shelter Clusters adjusted to the reality of the Global Pandemic.

► GSC Key Messages

The Global Shelter Cluster developed key messages for country-level Shelter Clusters on how to modify their assistance and prepare for the worst case scenario of infections being spread in congested camp-like settings.

► COVID19 and Shelter Webpage

A [web page](#) was created to pool resources and guidance from health and shelter actors. Resources were available in 10 languages from 11 different countries.

► Country-level Guidance

Many country-level Shelter Clusters produced guidance for practitioners on how to continue to provide life-saving NFIs and shelter while maintaining social-distancing during distributions and shelter activities. Country-support was mostly in the form of information, education, and communication (IEC) Materials.

► COVID19 Specific assistance

12 country-level Shelter Clusters reported COVID19 specific shelter assistance throughout the year. 2 million people received support with NFIs, and 142,000 people were supported with shelter interventions to mitigate transmissions risks associated with COVID19. The countries reporting COVID19 specific assistance include Afghanistan, Burkina Faso, Cameroon, Chad, the Democratic Republic of Congo, Iraq, Libya (WG), Nigeria, Palestine, Somalia, Syrian Arab Republic, and Venezuela.



Distributing **essential humanitarian assistance** in a way that avoids spreading the disease.



Inadequate shelter can increase respiratory diseases which aggravate the impact of the virus.



Decongesting and reducing human density in settlements to maintain social distancing and reduce transmission.



Expanding the shelters of vulnerable households to **reduce overcrowding** and mitigate the spread of the virus.



Planning and building **isolation areas and medical facilities** according to health criteria.



ADVOCACY

⊗ Target not achieved yet

STRATEGIC AREAS AND RESULTS	INDICATORS	TAR-GET 2020	ACTUAL RESULT 2020	MEANS OF VERIFICATION
ADVOCACY Increased recognition of shelter and settlement in humanitarian response and recovery	% of the total humanitarian funding received that is allocated to the Shelter Sector, disaggregated by region and crisis type	4.7%	2% ¹ ⊗	FTS or country-level Factsheets data
2.1 Strengthened understanding of shelter and settlements's critical multi-sectoral impact	# of advocacy statements/positions established and regularly updated	5	4 ⊗	GSC website, this year World Habitat Day Statement
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 people assisted vs people targeted, disaggregated by region and crisis type	65%	61% ⊗	GSC website

1 FTS Globally, also takes into account COVID19 specific funds for 2020.

► IASC ACTIVITIES AND INTER-CLUSTER COORDINATION

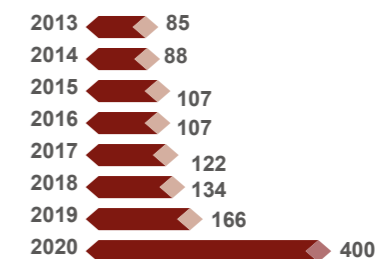
The Global Shelter Cluster Coordinators (IFRC and UNHCR) regularly participate in IASC discussions and decision-making through the Global Cluster Coordination Group. This forum also provides an avenue for multi-sectoral interaction with country operations through the briefings with Humanitarian Coordinators or heads of OCHA. In addition, the Global Shelter Cluster Support Team regularly participates in other inter-agency coordination fora such as: the HPC Steering Group, the Joint Intersectoral Analysis Group (JIAG), and the Geneva Based Cash Working Group among others.

► GLOBAL SHELTER CLUSTER MEETING

Due to COVID19, the GSC face-to-face meeting initially planned for June 2020 was postponed to a series of [online events that took place from 1 – 30 October 2020](#). Participants came from 90 different organisations from 34 different countries including 20 of the 30 activated country-level shelter clusters. The GSC relied on 61 session chairs to organize 53 sessions with 1000 participations from 400 unique participants. The theme of the meeting was Impact of Shelter and Settlements, and four plenary sessions were held including an opening and closing session, a Keynote Address by the UN Special Rapporteur on the Right to Adequate Housing, and an Ignite Talk on the Impact of Shelter

and Settlements on health, livelihoods, education, and localization. Side sessions included country presentations, GSC Working Group or Community of Practice presentations. Thematic sessions focused on COVID19, Localization, and Regional Fora.

NUMBER OF GSC MEETING PARTICIPANTS



► GSC COORDINATION WORKSHOP

The [Global Shelter Coordination Workshop](#) took place virtually in 2020 as a series of sessions spread across two weeks in September. This annual event (open to all staff participating in Shelter Coordination Teams in country-level clusters) provides an opportunity to review and revise shelter coordination methodologies, tools and practices. The sessions this year included Greening the Response, Flood Response, COVID19 and the Shelter Response, Settlement Approach and Site Planning Coordination, Information Management best practices, and a session facilitated by the Protection Cluster open to all humanitarians on Due Diligence.



© 06 August, 2020/UNHCR/Cameroon/IDPs after attack in the Far North of the country.



ADVOCACY

► GSC GLOBAL UPDATES AND TWITTER

A total of 35 Global Updates providing information on country level shelter clusters and global initiatives were sent to an audience of 620 people. Through these updates, cluster partners were informed of cluster activations, responses to new emergencies, and global cluster activities. The [GSC Twitter account](#) has been monitored and maintained, sharing relevant information with country-level clusters and re-tweeting. The number of followers of the Shelter Cluster twitter account has increased from 3289 in 2019 to 3685 in 2020 (11% increase). The Shelter Cluster published 121 Tweets in 2020, and retweeted 352 times. The top tweet of 2020 was from Interaction's campaign on The Wider Impacts of Shelter, specifically on how shelter impacts and improves mental health, which received 3587 impressions. The most active day was on World Habitat Day.

► REPRESENTATION IN GLOBAL EVENTS

On Tuesday the 11th of February 2020, the Global Shelter Cluster hosted a special event at the 10th World Urban Forum in Abu Dhabi. The session was called "Improving Shelter Coordination and Response in Crises: Looking Back to Move Forward". The event enabled Global Shelter Cluster stakeholders from various backgrounds and expertise to exchange with one another. The Global Shelter Cluster Coordinators briefed participants about the work of the Global Shelter Cluster and consulted them on how to improve implementation of its Global Shelter Cluster Strategy. The Global Shelter Cluster Coordinators from IFRC and UNHCR were joined by other Global Shelter Cluster partners including UNHABITAT, the Urban Services Authority from Colombia, Care International, and the Kenyan Red Cross.

On the 5th of October, the Global Shelter Cluster along with many partners and country-level Shelter Clusters shared key advocacy messages through their Twitter accounts in support of World Habitat Day. The theme of World Habitat Day was "Housing for All: A Better Urban Future." Partner agencies included Interaction, Catholic Relief Services, Danish Refugee Council, IFRC, IOM, and UNHCR. The GSC also issued a [statement](#) for the day.

► GSC FACTSHEETS

In 2020, 26 country-level shelter clusters or subnational clusters submitted their fact sheets providing the GSC with key data and information on their respective yearly resources, achievements, and challenges. This effort has allowed the GSC to have a better understanding for turning key data into evidence-based advocacy. Beyond the GSC factsheet template, several countries have also created their own monthly template for tracking their responses. Countries such as [Burkina Faso](#) and [Syria](#) created their own country factsheets that enabled them to better monitor the implementation of the response and identify gaps.



Global Shelter Cluster event World Urban Forum February 2020 (see Advocacy section for more information)

CLUSTER CHALLENGES

This wordcloud provides an overview of the most common challenges reported by the clusters in their factsheets.

FUNDING COVID19 ACCESS

Underfunding due to increasing needs, lack of donor understanding for longer-term shelter solutions, and consequent inability to meet the needs of the target population. Underfunding has also depleted supply lines in many countries resulting in a lack of quality materials to deliver shelter solutions

Cluster partners faced travel and movement restrictions which delayed or stopped some activities altogether. Delivery of materials was also delayed and personnel had to adjust to remote work which made monitoring of activities more complicated.

Limited ability to access all geographical areas due to limited funding, lack of fuel, insecurity, and other logistical constraints. This also limits Clusters' ability to identify needs and gaps in the response. Flooding this year hampered access in some contexts.

STOCKPILES

Depletion of emergency stockpiles has slowed timely response to sudden displacements or increases in damages to shelter and infrastructure. The Pandemic accentuated lack of stocks due to interruption to supply routes.

CAPACITY

Limited capacity to plan and implement due to high turnover of staff, lack of critical expertise, low number of cluster partners compared to needs.

DATA

Lack of household data to identify gaps at village or settlement level to facilitate coordination; lack of clear data on funding; lack of partners' incentive to report

SHELTER-TYPE

Emergency shelter not adequate or sustainable for protracted situations, need to transfer knowledge to local population to solve some of the longer-term shelter issues, but difficult to conduct such programming in protracted situations.

MATERIAL

Local markets in crisis fail to provide quality construction materials and heating sources for winterization.

FLOODING

Many conflict contexts faced unprecedented flooding in 2020 which compounded shelter needs and logistical challenges.

HLP

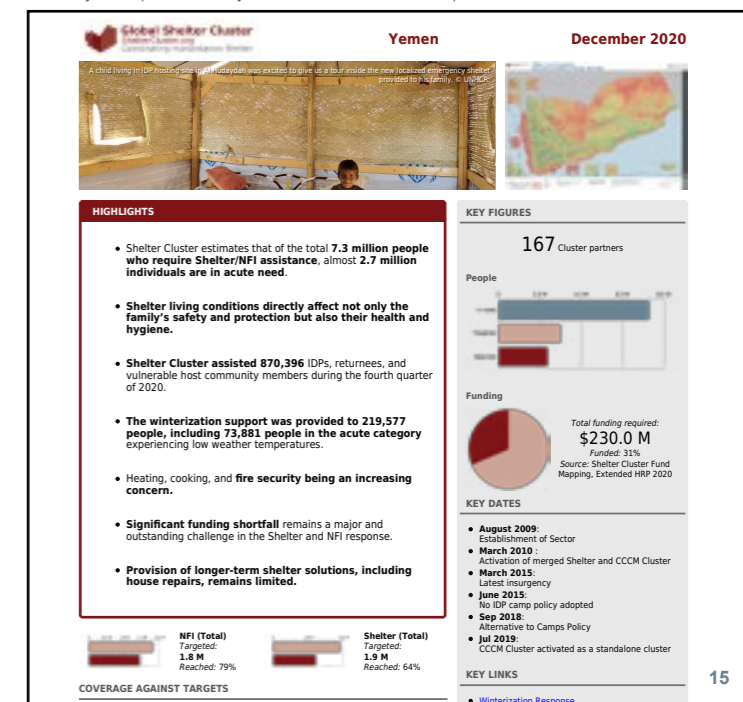
Lack of land for additional shelter, secure enough tenure, and fear of evictions

DISPLACEMENT

Multiple displacements, protracted and new IDP needs differ, monitoring assistance

TRANSITION

Willingness of government to take over, building capacity of right structures to lead shelter response and cover IDP needs





EVIDENCE-BASED RESPONSE

✔ Target achieved

STRATEGIC AREAS AND RESULTS	INDICATORS	TAR-GET 2020	ACTUAL RESULT 2020	MEANS OF VERIFICATION
EVIDENCE-BASED RESPONSE Shelter response informed by evidence, best practice and learning	% of cluster partners reporting that response strategies are “appropriate” based upon the existing evidence	68%	75% ✔	Annual survey administered to stakeholders
3.1 Evidence available and used to inform planning, coordination and decision-making	Summary of shelter lessons learned is regularly collected and disseminated	3	16 ✔	In 2020 Global publications: NFI WG News (5), GSC Coord Workshop (6), GSC Toolkits (2) *3 from previous years
3.2 Key shelter and settlement evidence gaps filled	% of shelter cluster coordinators and partners reporting that they have access and use evidence, learning and best practice	>90%	97% ✔	Annual survey administered to stakeholders
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				

► ASSESSMENTS

In 2020, the GSC continued to support country-level clusters in carrying out field assessments and operational analysis.

Cross Border Operations in Syria

A Global Shelter Cluster Focal Point was deployed to Gaziantep, Turkey to support the SNFI Cluster in designing assessments to identify the gaps in response in urban areas. The mission resulted in the development of two collective centre reports and profiles and a survey tool to assess shelter conditions within the country. An assessment strategy was also developed to link these tools with the implementation of the Shelter Cluster strategy.

Sudan

With funding from UNHCR, the Global Shelter Cluster’s Assessment Focal Point provided support to the shelter sector in Sudan. Several tools were produced including an ActivityInfo activity reporting tool to encourage partners to better report their Shelter and NFI activities. A gap analysis tool, which uses the information from the Activity Info partners’ input, was developed to better determine gaps in the response and to produce dashboards, encouraging better coordination between partners. REACH also supported the shelter sector in producing a tool to track availability of NFI stocks based on warehouse inventories and partners’ availability of stock.



Photo: Caroline Dewast; Project Shelter Construction of NRC in Ituri, DR Congo; Date: November 2020



EVIDENCE-BASED RESPONSE

► GSC WEBSITE AND MOBILE APPLICATION

The GSC website continues to be regarded as the key tool for knowledge management. In 2020, the GSC website had 387,841 page views. The use of the website peaked for the GSC 2020 meeting which was held on line this year. The COVID19 and Shelter Response was the most frequently visited page, while the responses in Yemen, Iraq, Cross Border Operations in NW Syria, and the Democratic Republic of Congo were among the top 10 pages visited. The website and its companion mobile application have had regular updates with new features and improvements to facilitate communication between coordination teams, the partners, and stakeholders they support. Recent improvements include integrating basic email dissemination to group-specific contact lists for each response. Followers of groups will receive daily or weekly alerts when new content is available as well as allowing real-time bespoke mobile alerts from cluster coordination team members to respond to page followers for rapid dissemination of security or strategic information. The GSC website is migrating to the new version of Drupal. This migration will allow for better security and improved functionalities, started at the end of 2020 and will continue in 2021.

► PHOTO GALLERY

The GSC website has made improvements to enable country-level Shelter Clusters to showcase their activities and the conditions in which people are living. Country-level Shelter Cluster galleries produced in 2020 include the following:

- [Improving IDP Settlements in NW Syria](#)
- [Conditions of Collective Centres in NW Syria](#)
- [Reponse Abri Burkina Faso](#)
- [Shelter Cluster Partner Activities NWSW Cameroon](#)

► NEWS FEATURE

The News Feature of the Shelter Cluster website enables country-level Shelter Clusters and working groups to send updates to cluster partners with key information on upcoming activities and new resources available. The news can be received by partners through an email, a notification through the Shelter Cluster app, or shared as a link to that page. News features shared throughout 2020 include the following:

- [GSC NFI WG Discusses Fuel for Cooking and Winterization](#)
- [GSC Meeting NFI WG Session: Markets, Modalities, and Approaches](#)
- [GSC Meeting Open Session on Energy Summary of Session](#)
- [Useful links for Cooking Energy Programme Implementation for Shelter Cluster Partners](#)
- [December 2020 Rapid Response Snippets from Country-level Shelter Cluster Partners](#)
- [Global Shelter Cluster Coordination Workshop Day 1: Greening the Response](#)

- [Settlement Approach and Site Planning Session at the Global Shelter Cluster Coordination Workshop](#)

► GSC TOOLKITS

The Global Shelter Cluster’s toolkits for coordination and information management are resources to support country-level clusters in the implementation of the Shelter Cluster core functions. The tools come from a myriad of contexts where they served to support effective shelter coordination at various stages of a cluster’s life cycle.

In April 2020, the Global Shelter Cluster revised its [coordination toolkit](#). The purpose of the revision was to add new practices since the last publication in 2018 in addition to basic information management, assessment, and monitoring and evaluation best practices. The intended output is to ensure that coordination team members are better placed to be consumers of information products and to be more involved in the analysis of shelter-related data so as to better help the overall Shelter Cluster improve its service delivery and improve the quality of shelter response. The revision of the toolkit was partly supported by REACH Initiatives with the funding and staff support of UNHCR.

In August 2020, the Global Shelter Cluster with funding from UNHCR to REACH Initiatives began work on a new [Information Management and Assessment Toolkit \(IMAS\)](#). This was the first version of this toolkit. Building on the work initiated through the Global Shelter Cluster Coordination Toolkit, it serves as a reference for information management and assessment tasks for Shelter Cluster Coordinators and Information Management Officers. The toolkit includes editable examples from country-level cluster tools in addition to guidance documents on assessments, indicators, remote-sensing, and IM and Assessment Strategy templates.



INFORMATION MANAGEMENT & ASSESSMENT TOOLKIT 2021



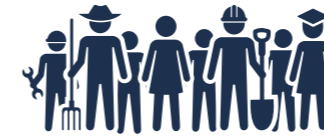
CAPACITY

✔ Target achieved ✘ Target not achieved yet

STRATEGIC AREAS AND RESULTS	INDICATORS	TAR-GET 2020	ACTUAL RESULT 2020	MEANS OF VERIFICATION
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	70%	63% ✘	Annual survey administered to stakeholders
	# of people trained in key cluster coordination roles during the reporting period	60	100 ✔	Due to the COVID19 Pandemic, training events had to be cancelled in 2020.
	# of people trained in coordination trainings who are deployed in deputy/junior coordination roles to country-level clusters during the reporting period	5	4 ✘	Due to travel restrictions imposed by the COVID19 Pandemic and funding constraints, deployments of deputy or junior coordination roles did not occur in 2020.



Vanuatu Business Resilience Council
Damages after TC Harold
2020



CAPACITY

Côte d'Ivoire Conflict Preparedness November 2020



Civil unrest broke out in parts of Cote D'Ivoire in November 2020. In response, UNHCR recruited a Shelter Cluster Coordinator to lead the Shelter Working Group and establish preparedness measures to respond to the needs of internally displaced people who have fears with national and municipal elections. As of the end of 2020, only 5200 IDPs remained displaced. This activity demonstrates that early actions such as mobilizing resources for contingency stocks, assessing shelter types, and identifying capacity of Shelter Cluster partners already in country are critical to ensure a timely and effective response.

► WORKSHOPS, TRAININGS AND FORUMS

REGIONAL MEETINGS AND FORUMS

In 2020, regional forums shifted to a virtual format. In July 2020, the 3rd annual Africa Shelter Forum was held virtually and bilingually in French and English with 259 participants from over 140 locations in attendance. The Asia Shelter Forum was held on the 29th of November 2020 with 40 participants in attendance.

Cross Border Operations SNFI Cluster Gaziantep, Turkey Settlement Planning Training April-December 2020



Two settlement planners were recruited in March/April to build partners' capacity in settlement planning for the SNFI Cluster based in Gaziantep, Turkey coordinating shelter interventions in NW Syria. They organised 22 sessions in English and Arabic. To accommodate busy work schedules of several partners, the Shelter Cluster Team provided the same session several times in a day. Video tutorials were also made available through the [Global Shelter Cluster Youtube channel](#), so that other clusters and partners have access to those resources.

Indonesia Various Initiatives September 2020



The Indonesia Shelter Sub-Cluster held a number of capacity building initiatives in 2020. They included women in reconstruction, shelter coordination skills, TAGANA training, Shelter in COVID19, Build Back Better, Shelter and Settlements, Communication Skills, and Safety For Aid Workers. The Shelter Sub-Cluster is coordinated by the Government of Indonesia's Ministry of Social Affairs and supported by the Sub Cluster Support Team.

► HUMANITARIAN SHELTER COORDINATION TRAINING

The GSC "Humanitarian Shelter Coordination" course aims to equip participants with the skills required to coordinate a shelter response in a humanitarian crisis. The course is accredited by Oxford Brookes University and participants who successfully complete it are included in the shelter coordination surge capacity roster. Due to the 2020 COVID19 Pandemic, the HSC residential component could not take place. Students who completed the course on-line component will have an opportunity to take the residential component once travel restrictions are lifted.

► UNHCR INTER-AGENCY COORDINATION LEARNING PROGRAMME (IACLP)

The new UNHCR Inter-Agency Coordination Learning Programme (IACLP) established in 2019 did not take place during 2020 due to the Covid-19 situation, however the UNHCR Global Shelter Cluster team participated in the review and update of the course content prior to the pandemic. During the last quarter of 2020, UNHCR re-launched the course again fully online for 2021. Two cohorts are planned with a total of 40 participants of which 5 have a Shelter Officer or Shelter Coordination background with UNHCR. The outcome sought through this is more informed Senior Management on Shelter Cluster human resource requirements and a greater pool of experts trained on Shelter Cluster coordination in emergencies.



CAPACITY

► UTILISING CASH AND MARKETS

Several years on from the Global Shelter Cluster's position paper on cash and markets in the Shelter Sector, country-level Shelter Clusters have made considerable advancements in the area of cash and shelter outcomes. The Global Shelter Cluster has also provided additional resources and capacity to country-level Shelter Clusters.

CASH AND MARKET RESEARCH



In June 2020, Catholic Relief Services supported the Shelter Cluster in Mozambique with an [Emergency Market Assessment on timber, poles and bamboo](#). The assessment enabled practitioners to make better programming decisions. The report informed an improved shelter strategy which enabled quality control, support to the supply chain, a shift to conventional shelter typologies (bamboo for emergency and transitional shelter and then shift to more durable materials due to lack of ability to treat bamboo), and to do quality cash and technical support programming.

CASHCAP

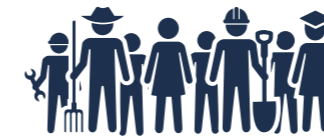
In December 2020, the Global Shelter Cluster launched a [Rental Guidance Report and several tip sheets](#) developed with the support of CashCap. These resources aim to improve the quality of rental market interventions in contexts where Shelter Clusters are activated. Resources and tools were compiled from a variety of countries through [this web page](#).

Country-level Shelter Cash Engagement

The Somalia Shelter Cluster worked with the Somalia Cash Working Group to [develop post distribution monitoring forms to measure Shelter and NFI outcomes](#). The Turkey Cross Border Operations Shelter/NFI Cluster for NW Syria included a [GO-NO GO Matrix for when to consider cash in shelter interventions](#). The same cluster also published a PDM form together with the Gaziantep Cash Working Group in order to also determine whether winterization outcomes are achieved with multi-purpose cash. Market monitoring activities were conducted in Somalia, Syria, and Venezuela. The Shelter Cluster in Burkina Faso launched a technical working group to develop guidance on cash and shelter, with [guidelines published in early 2021](#).



Bakassi IDP Camp, Maiduguri, Borno state, Nigeria © UNHCR/Roland Schönbauer October 2020



CAPACITY

► HOUSING, LAND AND PROPERTY (HLP)

In February 2020, the HLP Advisor deployed to Ethiopia to support HLP actors in the Gambella region. The remaining support in 2020 was provided remotely to 3 countries: Burundi, Ethiopia, and Nigeria. The library of [HLP profiles](#) continued to expand in 2020. These fact sheet and research memos have been developed to provide quick and key information of the legal and procedural context relating to HLP within the target country. They are intended to inform programming and emergency responses, especially those involving shelter interventions. A rapid understanding of the tenure landscape in each country context will assist in delivering stronger and more equitable responses.

In response to COVID19, the HLP Advisor supported the Global Shelter Cluster in publishing a key messages document on [Security of Tenure and COVID19](#). These 4 messages included the following:

- Keep track of eviction cases.
- Consider temporary assistance to tenants and landlords.
- Monitor stigma.
- Advocate for a moratorium on evictions, delaying mortgage payments, and freezing rent.

In addition, the HLP Advisor developed a [video tutorial](#) on key HLP concepts and activities to support shelter practitioners in dealing with HLP issues.



Nouvelle installation à Kongoussi Site de Marché » (C)UNHCR, Aout2020 / Ibrahim Mahamat Alhadi " In Burkina Faso, HLP is critical to ensuring IDPs have shelter when newly displaced.

Strategy Indicators table

✔ Target achieved ✘ Target not achieved yet

STRATEGIC AREAS AND RESULTS	INDICATORS	TYPE	BASE-LINE	TARGET 2020	ACTUAL RESULT 2020	TARGET 2022	MEANS OF VERIFICATION
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%	94% ✔	90%	Annual survey completed by 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 ✔	< 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%	38% ✘	80%	SAG meeting minutes, GSC website, country Action Plans
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%	2% ✘	5.7%	FTS or country-level Factsheets data
	# of advocacy statements/positions established and regularly updated	Output	2	5	4 ✘	10	GSC website
	% of people assisted vs people targeted, disaggregated by region and crisis type	Output	57%	65%	61% ✘	70%	GSC website
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% ✔	75%	Annual survey completed by stakeholders
	Summary of shelter lessons learned is regularly collected and disseminated	Output	1	3	16 ✔	5	Global publications
	% of shelter cluster coordinators and partners reporting that they have access and use evidence, learning and best practice	Output	>90%	>90%	97% ✔	>90%	Annual survey completed by stakeholders
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%	63% ✘	80%	Annual survey completed by stakeholders
	# of people trained in key cluster coordination roles during the reporting period	Output	43	60	100 ✔	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	4 ✘	10	Mission/deployment reports



This photo is a screen capture of the GSC Online annual meeting. Click on the image to access the webpage with all the materials and the minutes.



Global Shelter Cluster

ShelterCluster.org

Coordinating Humanitarian Shelter

CLUSTER LEAD AGENCIES



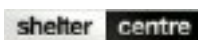
2020 SAG MEMBERS



DONOR CONSULTATION GROUP MEMBERS



OTHER PARTNERS



Swiss Agency for Development and Cooperation SDC

