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

# Coordination Toolkit 2020

COMPANION TO THE TOOLKIT

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## Introduction

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The Coordination Toolkit has been compiled for Shelter Cluster Coordinators, Co-chairs, Sub-National and Technical Coordinators at country level. The aim of the Coordination Toolkit is to:

1. Save time by having editable examples,
2. Stimulate and inspire coordination teams to draft more guidance notes, standards, strategies, factsheets and Cluster related documentation,
3. Standardise formats,
4. Standardise the basic set of documents all Clusters should aspire to draft,
5. Create a common understanding by highlighting key resource documents to be read and studied.

The Toolkit comes in two parts:

- This Companion to the Toolkit which introduces each document with the author (or country of origin), date and a brief description. Some have been written by the authors, others are taken from the document's introduction.
- The actual documents themselves which are stored on the GSC's Dropbox and can be accessed by the GSC webpage <https://www.sheltercluster.org/coordination-toolkit>.

Each document has been carefully selected

## Access

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This Companion to the Coordination Toolkit and all the 135 documents described are on the GSC's Dropbox either to browse individually or for download as a single resource. This will allow the documents to be available immediately from your hard-drive. Please visit: <https://www.sheltercluster.org/coordination-toolkit>

## Updating

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The GSC will regularly review and update this Companion document and review the documents included in the Coordination Toolkit ensuring the most up-to-date versions are available and any additional resources which have been recently published. New sections will be added to reflect any new themes, processes or priorities arising over the year.

The Toolkit is only as good as its contents and is even more useful and of value when users upload documents and tools that may not be available anywhere else on the GSC's website or on the

for inclusion to keep the size of the Toolkit to a minimum. Where possible, editable WORD files have been used.

The documents chosen for the toolkit aim to represent the best examples available which can be used to inspire and be adapted for the Cluster specific context. Although every context is different, generally having a starting point of a reference document aids the drafting process.

The Coordination Toolkit is not a comprehensive collection of Shelter related documents, standards and research papers covering all aspects of the Cluster's work. There are other resources available when there is a need to investigate deeper into a particular subject. The ShelterCluster.org website has thousands of documents (over 10,000) <https://www.sheltercluster.org/search-documents> or for a more refined selection of just over 300 try <https://www.sheltercluster.org/working-group/resources/documents>.

While the majority of resources are presented in English, where available, translations are provided.

web. These documents with their personalised introduction are what will give the GSC's toolkit a unique and distinctive 'flavour'.

Users are encouraged to make suggestions with regards to content. Please click on the link at <https://www.sheltercluster.org/coordination-toolkit> where there is a 'Readme' file on how to upload your contribution and what additional information is required. This should take no more than 5 minutes. Each year the GSC will review these and update the Companion and Toolkit accordingly.

## Structure

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The toolkit reflects the evolution of a typical Cluster. The structure recognises that different documents need to be drafted or referenced at various Phases of a Cluster's life-cycle. Grouping resources together in this manner rather than on the IASC Core Function structure or in thematic allows Country Level staff to easily access the tools when they need them and then file back into the Toolkit.

A further rationale for this structure is that Cluster documents evolve in time. Just as a Shelter Cluster's strategy changes over time and adapts to the situation as more information becomes available and resources and partners join the Cluster, so having examples of strategies at Phase 4 of a Cluster's life-cycle does not assist Coordinators at Phase 1, 2 or 3. Phase 1 strategies are often limited to one -page while a Phase 4 strategy is more detailed and developed linking in with the overall Country strategy and other Clusters. The key is to develop a quick simple strategy that can be articulated to external stakeholders and used as the foundation for a more in-depth strategy.

This adheres to the philosophy that key Cluster documents should be developed as quickly as possible and will reflect the situation at that particular 'stage' of Phase of the crisis and that while relevant at that point in time, most will need to be updated and refreshed as the situation develops.

There are four Phases reflecting the maturing of a Cluster and within each there are four to six sections where documents are filed. Each document is given a unique reference:

Phase – Section – Document Number

e.g.: **1Ai** is the first document in Section A of Phase 1.

There is overlap between Phases and clearly there will be need to get involved in topics and themes as and when the context requires, rather in the linear form presented here. Assessments is in Phase 3 although if the MIRA is used, this may happen in Phase 1. The Phases provide only a framework - structure for the Toolkit, something to aid filing – the important components are the actual documents rather than when they are presented.

At the beginning of 2020, the Global Shelter Cluster Team in cooperation with REACH Initiatives with funding from UNHCR has made the first revision of the toolkit to include 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.

## STRUCTURE OF THE COORDINATION TOOLKIT



PHASE	Sections within each Phase where documents and templates are filed. Reference will be the 'Phase' followed by the 'Section' – e.g. 2B
<b>1. ACTIVATION &amp; RAPID ACTIONS</b>	<ul style="list-style-type: none"> <li>A. <b>Essential Reading:</b> e.g. IASC Reference Module for Cluster Coordination at the Country Level</li> <li>B. <b>Cluster Terms of Reference:</b> Includes early strategies</li> <li>C. <b>Cluster Management:</b> Presentations, meeting minutes, SOPs and protocols</li> <li>D. <b>SAG:</b> Examples SAG Terms of Reference, structures, examples of how the SAGs were formed, elected and operated</li> <li>E. <b>Terms of Reference / Job Descriptions:</b> Sample and template job descriptions and ToRs for Cluster Positions</li> <li>F. <b>Emergency Funding Appeals:</b> Examples of flash appeals</li> <li>G. <b>Initial Situation Analysis:</b> Assessment registry and Secondary Data Review (SDR)</li> <li>H. <b>IM Frameworks and Tools:</b> Activity reporting, website, branding guidelines, gap analysis, factsheets</li> </ul>
<b>2. EMERGENCY PHASE</b>	<ul style="list-style-type: none"> <li>A. <b>TWiG:</b> Example of TWiG ToRs. Examples of different topics covered by TWiGs. Examples of outputs</li> <li>B. <b>Communications and Advocacy:</b> Examples of Cluster fact sheet summaries / overviews and monthly. Also includes key messages and simple mass communication formats</li> <li>C. <b>NFI:</b> Standards, technical specifications. Good standard texts</li> <li>D. <b>Emergency Shelter:</b> Standards, technical specifications. Good standard texts</li> <li>E. <b>Gender, Age, Diversity and Protection Mainstreaming:</b> how and when they can be applied. Quick wins and linkages</li> <li>F. <b>In-depth sectoral needs assessment:</b> core indicators, inter-sectoral needs assessment and analysis, Shelter needs assessment</li> <li>G. <b>Response Monitoring and gap analysis:</b> monitoring plan and gap analysis</li> </ul>
<b>3. EARLY RECOVERY / MORE DURABLE PHASE</b>	<ul style="list-style-type: none"> <li>A. <b>Technical Documents:</b> Written by the Cluster in similar formats, often cross referenced and signed-off by SAG.</li> <li>B. <b>HLP and the Cluster:</b> Where and how does it fit in? Key issues and how the Shelter Cluster can play its role with the Protection Cluster.</li> <li>C. <b>HRP and Pooled Funds:</b> Humanitarian Response Plan and standard funding cycles</li> <li>D. <b>Ongoing Assessment and Gap Analysis:</b> Crossing over from Phases 1, 2 &amp; 3, what are the key resources needed to ensure we have quality data?</li> <li>E. <b>Contingency Planning:</b> Global guidance and three examples from three different countries.</li> </ul>
<b>4. LONG-TERM CLUSTER SET-UP &amp; PHASING OUT</b>	<ul style="list-style-type: none"> <li>A. <b>Full Strategies:</b> Including a Strategic Operational Framework which brings together all workstreams of the Cluster</li> <li>B. <b>Reconstruction:</b> Key resources from non-field level Clusters focusing on reconstruction</li> <li>C. <b>Cash:</b> For shelter and NFIs</li> <li>D. <b>Phasing Out:</b> Transition, monitoring and evaluations</li> <li>E. <b>Phasing Out of IM Functions:</b> How to handover basic IM functions to local actors</li> </ul>



## Phases



### PHASE 1: ACTIVATION AND RAPID ACTIONS

There are six Sections in Phase 1. The number of sections in Phase 1 reflects the demanding time of Phase 1 and the array of different issues that a Cluster faces.

#### 1A: ESSENTIAL READING

There are only five documents in this section, all of which are for reference only. Uniquely there are no templates or Cluster produced examples. It is recommended that they are read and used to ground and reference future documents such as the Terms of Reference and the overall aims and objectives of the Cluster. Can be used as part of the orientation for colleagues new to the world of Clusters.

**1Ai** IASC 2015 **Reference Module for Cluster Coordination at the Country Level** (available in [French](#) and [English](#)). This is a seminal reference document for the Cluster. A full and comprehensive understanding of the principles is the bedrock for navigating the inter-cluster coordination structure and engaging with the higher levels of the humanitarian architecture.

**1Aii** GSC 2018 **Strategy Summary 2018-2022 & GSC 2013 - Strategy Summary 2013-2017** (one-pager). Next in this section are the current and previous GSC strategies. As well as sections on the Global structure, strategic approaches and cross cutting themes, there are dedicated sections on the four strategic areas of workstreams: Coordination, Advocacy, Evidence-Based Response and Capacity.

**1Aiii** OCHA 2012 **The Cluster Approach**. Simple two-pager from OCHA that sets-out their view of the Cluster and what they perceive as their role. Always important to understand all sides of a structure.

**1Aiv** IFRC 2012 **Shelter Coordination in Natural Disasters**. This handbook provides an overview of the IFRC's approach to shelter coordination with its partners. It is aimed at shelter coordination personnel, to provide a summary of the coordination functions; agency decision-makers at global or country level who may be contributing personnel to a Shelter Coordination Team or participating in a country level cluster; and donors and affected governments to ensure a better understanding of the coordination role and how this common, interagency platform can contribute to enhanced humanitarian response.

**1Av** GSC 2013 **The Cluster Approach**. This PPT provides a background to the Cluster approach from the perspective of the GSC. A good resource with slides that can be adapted to create a country specific presentation.

#### 1B: CLUSTER TERMS OF REFERENCE

There is a clear distinction between a Cluster TOR and a Cluster Strategy.

A TOR defines the structure, form and operation of a Cluster and can be heavily based on other examples and templates. Once written it is relatively static and will need only periodic review and update.

A Strategy is unique for the context and time of its writing and will evolve rapidly in the first few months of a situation and may continue to progress and expand. This evolution of the strategy is captured by including early strategies (South Sudan) and then in **Phase 4A** more polished and advanced strategies.

It is important that both the ToR and Strategy (even if it is one-page) are endorsed by the SAG and published immediately.

**1Bi** Pakistan 2015 **ToR**. Covers the form and structure of the Cluster.

**1Bii** *Yemen 2015 & 2017 ToR*. These two examples span over two years and chronicling the development of the Cluster and changes in its nature as the situation in Yemen changed. The 2017 version has a link to the strategy and so clearly draws a separation between a ToR and a Strategy. The 2017 version is more polished and refined although the base text is the same, Sections on Responsibilities, Participation & Membership and the mechanics of the Cluster have changed as the Cluster and its leadership have matured.

**1Biii** *Nepal April 2015 & May 2015 Strategy*. The *April version is a one-page narrative* which sets out the situation and then bullet points activities. Often this is all that is needed at the beginning – something to start the conversation and consultative process and to feed other stakeholders when they ask “what are you doing?”. The *May version is more formed* and structured but still a working draft – a living document.

**1Biv** *South Sudan 2014 Strategy*. Written in January at the beginning of the response, *the five page Strategy* represents the early thoughts of the Cluster. The next version (**Phase 4, Section A**) at 17 pages was published just 10 weeks later and is more comprehensive. The January 2014 version is a place-holder and was necessary to communicate quickly the key aims and objectives of the Cluster. This phased approach to the strategy is encouraged.

**1Bv** *Yemen 2015 Strategy*. Included as it is a *joint NFI / Shelter and CCCM strategy*. Regardless that it is a joint Cluster strategy the cross-cutting issues presented are a good reference.

## 1C: CLUSTER MANAGEMENT

This section catches documents and templates that are needed to successfully manage a Cluster and keep it operational. It is recommended that these are used as templates so that a more standard approach and corporate philosophy to documentation is adopted.

**1Ci** *Ukraine 2017 and DR Congo 2020 Attendance Sheet*. The examples of the attendance sheets in this folder represent sheets that can be used for the first meeting. To facilitate future meetings, make it easy for participants by having them sign in next to their name.

**1Cii** *Somalia 2017 Minutes of Meeting*. A good example of a set of minutes including date, location, attendance, agenda and follow-up. Also included is a longer Introduction setting the scene. There is debate if a formal presentation is used (see **1Ciii** below) whether a set of minutes needs to be produced. It is recommended that a set of minutes is always produced and the presentation is referenced to ensure that the minutes are shorter - less about presentations but more about actions, decisions and steps-forward.

**1Ciii** *Iraq 2017 Cluster Meeting Presentation*. It is always recommended to acknowledge contribution from other agencies to the Cluster and ensure that all participants know who and how to contact the relevant focal points – i.e. the IM!

**1Civ** *Ethiopia 2016 Standard Operating Procedures*. This one-page SOP sets out a simple procedure – in this example related to NFIs. SOPs are quick to write and provide clear guidance and support to partners. Later they can be grouped and included in a Standard Operating Framework (SOF) style document. An SOP is not a guidance note or position paper – it is more prescriptive and procedural.

**1Cv** *Syria X-Border Information Sharing Protocol*. A comprehensive protocol for confidentiality between the Cluster and its partners. The seven pages of tables detailing different types of information and associated protocols is a thorough check-list.

**1Cvi** *Yemen 2017 Meeting and Mission Action and Follow-up*. A simple tool designed to monitor action points from meetings and missions with what, who and when columns.

**1Cvii** *GSC Proposed Filing Tree and Naming Conventions*.

## 1D: SAG: THE CREATION OF THE SAG IS ONE OF THE FIRST PRIORITIES

The full participation in the Cluster of the key players or ‘heavy lifters’ is essential to ensure that the strategies

and aims of the Cluster are in line with the activities of the partners but also to provide legitimacy for the Cluster. A formal ToR will be one of the first points on the agenda, however experience suggests that the partners will be more interested in strategies than ToRs. Therefore, having a draft version to present is recommended. This section contains four recent ones to use as templates.

**1Di** *Afghanistan 2015 SAG ToR*.

**1Dii** *S Sudan 2014 SAG ToR*.

**1Diii** *Somalia 2017 SAG ToR*.

**1Div** *Yemen 2017 SAG ToR*. Joint Shelter and CCCM SAG.

**1Dv** *Venezuela 2020 SAG ToR*.

## 1E: TERMS OF REFERENCES / JOB DESCRIPTIONS (JDS)

Writing and editing job descriptions is always low on the priority list but without tailored and refined JDs, recruitment may be delayed and more staff means more time to prioritise the essential tasks. This Section presents the best examples for a variety of roles within the Cluster. Experience suggests that time spent preparing and working through the ToRs / JDs is time well spent as having clear roles and responsibilities defined in the Cluster creates a sound foundation for growth.

The last two documents look at the organogram of the Cluster and how the Cluster may evolve. A longer-term vision with respect to staff and recruitment is essential especially as access, financial resources and the number of partners grow.

**1Ei** *UNHCR 2018 Cluster Coordinator JD*. Example of a standard terms of reference from UNHCR that can be used to assess and measure performance. Also a good aide memoir of the myriad of tasks and roles a CC plays.

**1Eii** *IFRC 2018 Cluster Coordinator JD*. Example of a standard terms of reference (key functions only) from IFRC that can be used to assess and measure performance.

**1Eiii** *Somalia 2016 Regional Sub-National CC ToR*

**1Eiv** *GSC Technical Advisor Template ToR*

**1Ev** *GSC National IMO Template ToR*

**1Evi** *Somalia 2016 Cluster Structure*. Powerpoint which details how the Cluster is organised and how the field offices / hubs function.

**1Evi** *Iraq 2017 Organogram for the Cluster*. Useful to communicate staffing needs internally but also to communicate with external stakeholder, particularly potential partners for secondments.

## 1F: EMERGENCY FUNDING APPEALS

During this Phase it is not uncommon that the Cluster is asked to contribute towards a Flash Appeal or Emergency HRP. The processes can be very time consuming and detract from other important Cluster functions. As the documents from Iraq (Mosul) and Nepal demonstrate the Cluster’s input into the final OCHA produced document is limited (often two or three pages of text or even a few paragraphs). The key is to maintain engagement in the process while also ensuring that the Cluster continues to function and grow.

**1Fi** *Iraq 2016 - Mosul Flash Appeal*. Written and produced by OCHA in a matter of weeks, the process was distracting and at times arbitrary due to the myriad of unknowns and assumptions. The needs were very difficult to quantify and the main partners were unsure what they could do due to access constraints.



The [WORD document](#) shows the original template prepared by the Cluster. The final draft of the consolidated appeal used a fraction of the original text.

**1Fii** [Nepal 2015 - Flash Appeal](#). Example of a well written flash appeal.

**1Fiii** [Bangladesh 2017 - Emergency HRP](#). Rather than a Flash appeal, an emergency HRP was written in the autumn of 2017. The Sector representing Shelter and NFI section (page 27) sets out the immediate needs and strategy in very concise prose. Here the challenge is to try to capture all the issues with such a limited word count. The final HRP was launched in early 2018 and is online for comparison purposes.

## 1G: INITIAL SITUATION ANALYSIS: REGISTRY, SDR, SHELTER PROFILES

During this initial phase, it is important for the Cluster to immediately establish a clear overview of the shelter situation, to highlight information gaps and ensure that response planning will be evidence-based. This can be done through identifying existing data and information sources, as well as setting up a system to track partner assessment plans. At this stage, the Shelter Cluster should begin to work with partners in order to identify the predominant shelter typologies of the affected population and the materials used in vernacular construction in order to start planning what kind of response is most appropriate.

**1Gi** [Assessment Registry - Syria interactive SNFI Assessment Registry Dashboard](#). An assessment registry can be a simple Excel sheet or a dashboard, to keep track of relevant assessments being conducted by cluster partners. This can enhance coordination of information sharing between Shelter Cluster partners and can prevent multiple Shelter Cluster partners conducting multiple shelter assessments in the same location. In Syria, a dashboard was used to communicate assessments in a simple format for all Shelter Cluster partners. <https://www.sheltercluster.org/syria-hub/syria-interactive-snfi-assessment-registry>

**1Gii** [Secondary Data Review Secondary Data Review Guidance UNHCR](#). Reviewing secondary data and information on a regular basis helps consolidate knowledge on the situation and identify information gaps.

**1Giii** [Secondary Data Review Technical Essay on Housing Sector in Ukraine](#). The Shelter Cluster in Ukraine in order to lay the groundwork for recovery interventions conducted research of available data on the housing sector in Ukraine and published a paper to generate discussions on longer-term housing solutions, housing finance, housing policies, and tenure security.

**1Giv** [Secondary Data Review Syria Shelter NFI Needs Secondary Data Review](#). The Shelter Cluster in Syria partnered with REACH Initiatives in order to lay the groundwork for the first extensive assessment on Shelter and NFI availability, access, and needs. This required a review of existing assessments and other data sources from the Syria SNFI Assessment registry. The SDR process requires analysing assessments and documents and identifying common trends and gaps that the fuller assessment can address.

**1Gv** [Secondary Data Review Philippines Typhoon Yolanda 2014 Secondary Data Review](#). ACAPS conducted a multi-sectorial secondary data review which included relevant information about the context of the Philippines but also an overview of main materials used in shelters, estimations of how many houses had been damaged, and the locations of these homes. Principles for building back safer from other responses were also included.

**1Gvi** [Shelter Profiles Detailed Country Profile Fiji](#). In order to ensure the quality of the response, the Shelter Cluster should ensure a basic mapping of shelter typologies, vernacular construction techniques, and materials used in local shelters. This detailed document was produced with support from CRAterre about the local construction practices in Fiji. This work can be outsourced to specialised stakeholders. The Global Shelter Cluster team can support in arranging such support for country-level clusters. This work has informed both shelter response and preparedness actions for the Shelter Cluster partners and government in Fiji.

**1Gvii** [Shelter Profiles Local Construction Catalogue in the Democratic Republic of Congo](#). The Shelter Cluster in the Democratic Republic of Congo partnered with UNHCR and CRAterre to make a catalogue of local construction techniques and materials in order to better inform the response. This catalogue is a resource to inform partners' shelter activities.

## 1H: SHELTER CLUSTER IM FRAMEWORKS AND TOOLS

A strategic approach to information management should be taken, through identifying methods to improve support to core coordination functions. In the early stages of the crisis and in forming the Shelter Cluster Strategy, an information management system should be established. Documents in this section focus on establishing tools and systems through adapting existing global templates as necessary. An activity reporting tool should also be established to facilitate coordination.

**1Hi** [Information Management Strategy Overview of Shelter Cluster Information Management Activities](#). This document gives a basic overview of the main activities that a Shelter Cluster Information Management Officer should put in place to support the activities of the Shelter Cluster. These elements should appear in the Shelter Cluster's Information Management Strategy.

**1Hii** [Information Management Strategy Syria Information Management Strategy 2017](#). In 2017, the Syria Shelter Cluster established an Information Management Strategy to spell out the data sources, tools, databases, reports that would need to be established to support the implementation of the Cluster's Shelter and NFI response. The strategy spells out which member of the team is responsible for producing and supporting the information management processes and the periodicity by which these should be produced.

**1Hiii** [Information Management Strategy Yemen Information Management Strategy 2018-19](#). Similar to the Information Management Strategy in Syria, the Yemen Shelter Cluster spells out the tools, reports, and databases to support the implementation of the Humanitarian Response Plan and the Shelter Cluster strategy. The strategy includes a matrices of periodicity of reporting and of which member of the national or subnational Shelter Cluster team is responsible for supporting and producing these reports.

**1Hiv** [4/5W Activity Reporting Explainer Document](#). This document explains the major categories of 5Ws in shelter programming and the major considerations of how they can be analysed to make conclusions about the broader shelter response.

**1Hv** [Activity Info Reporting Tool Afghanistan](#). The Shelter Cluster in Afghanistan and other Clusters use Activity Info to facilitate consolidation of reporting online and in a dashboard. This excel document is an example of the main fields Shelter Cluster partners have to complete.

**1Hvi** [5W 5W Reporting and data cleaning methodology Ukraine](#). This template demonstrates how the Shelter Cluster in Ukraine updated their 5W database and reconciled activities between buildings, households, individuals, and locations. The database is also a good example of how the information management officer used unique identifiers for entries from partners.

**1Hvii** [Shelter Cluster Factsheet Shelter Cluster Factsheet Guidance 2020](#). This document provides guidance on how to produce a country-level Shelter Cluster factsheet to report on achievements, showcase the shelter response, and advocate for additional Shelter capacity.

**1Hviii** [Examples of Shelter Cluster Factsheet Examples of offline and online versions of country-level factsheets](#). Some examples of factsheets are provided to understand how both online and offline versions of the factsheet should look. (Bahamas, Iraq, Ukraine, and Vanuatu).

**1Hix** [Shelter Cluster Website Tipsheet on how to use the website and application](#). This tip sheet reviews some of the main functionalities of the Shelter Cluster web page and application and how it can be used to communicate better with cluster partners, organise and archive relevant cluster documents, and collect data.

**1Hx** [Shelter Cluster Visibility Templates for country-level Shelter Clusters](#). This folder includes the Shelter Cluster Brand Guidelines in addition to basic templates to set up country-level Shelter Cluster logos, brands, publications, and business card templates.

## PHASE 2: EMERGENCY PHASE



By **Phase 2** the Cluster is up and running and functioning. Basic documents have been produced, the SAG is operational and staff are on board or in the pipeline. This Phase is the largest collection of documents, reflecting not only the length of this Phase but also the importance of the processes and the documents that need to be produced now that the initial immediate **Phase 1** is drawing to a close.

### 2A: TWIG

After the SAG, the next formal group(s) that is usually formed are Technical Working Groups. TWiGs can be formed to work on a single topic and may be formed and closed in a single session and produce a one-page guidance note. Other TWiGs may be formed at the beginning and last for months or years and address topics and issues as they come. A formal chair from an active member may make the process more inclusive and practical. Regardless of how the TWiG is being used, it is an important forum and can be a very dynamic and active group and become more popular than the general Cluster meetings!

**2Ai** *Ukraine 2017* **TWiG ToR Permanent Shelter**. A simple and straight forward ToR with a generic introduction, aims, objectives, composition and mechanics of the TWiG highlighted.

**2Aii** *Afghanistan 2015* **TWiG ToR General**. The ToR covers many different topics and is a good starting point for a TWiG.

**2Aiii** *Yemen 2017* **TWiG ToR Cash**. The most concise of three examples at only 1 page. Covers the basics.

### 2B: COMMUNICATIONS AND ADVOCACY

Communicating who we are, what we do and how we do it is key to getting engagement at all levels. This Section is included in Phase 2 as being able to articulate what the Cluster is doing and who are the partners in an easily shareable format is essential and will save time and energy when dealing with other stakeholders. Included here are examples of simple factsheets, examples of other visual 'dashboards' and graphics which quickly and easily convey information about the Cluster and its activities. It will also give recognition to partners and so reinforce their desire to participate. Going further, are broader guides on communication and advocacy issues. For more standard templates and guidance refer to the GSC website - (<https://www.sheltercluster.org/resources/library/communication-and-advocacy>)

**2Bi** *GSC & Ukraine 2017* **About the Shelter Cluster**. A simple one-pager that highlights the purpose and structure of the Cluster but also 'what it can do for you'. Not all actors will be familiar with Cluster system, especially local partners and Government stakeholders so a simple one-pager in the working language and the local language is recommended. Also included is the [WORD template](#).

**2Bii** *Somalia 2012 & Ethiopia 2017* **Cluster Bulletins**. These two to three-page bulletins provide a snapshot and update of the Clusters as well as achievements and were produced outside of the mandatory GSC Factsheet timings. Useful to keep the Cluster's activities in the media and also enables partners to get involved.

**2Biii** *Nepal 2015* **Key Messages**. A simpler format than the Factsheet or Bulletin approach documenting and compiling Key Messages can significantly aid communication with stakeholders and quickly become a backbone of the document that are sent to new partners and donors as part of an orientation or induction process.

**2Biv** *S Sudan 2014* **Graphical and Visual Representation**. Heavy text and long prose can deter some audiences. These two examples from South Sudan are very [visual](#) and quick to digest.

**2Bv** *GSC 2014* **Communications and Advocacy Strategy for the Global Shelter Cluster 2014 - 2017**. This Strategy contextualises why we communicate what we do and links it with the three GSC objectives on Communication and Advocacy and how country level work contributes to the shared goal.

**2Bvi** *ODI 2005* **How to Write a Communication Strategy**. This very simple guideline from the RAPID team of the ODI (<https://www.odi.org/publications/5186-planning-tools-how-write-communications-strategy>) acts as an aide memoire when trying to communicate key messages or issues from the Cluster.

### 2C: NFI

Like it or not, Non Food Items and Shelter come together. Whether you see them as Essential Household Items (EHIs) or Core Relief Items (CRIs) or a catch all for anything that is not food, they remain popular with donors, local Government, humanitarian actors and can be life-saving. Creating and agreeing the contents of a standard kit as early as possible is good practice and will save time and energy later in the process. Additional resources can be found at: <https://www.sheltercluster.org/working-group/working-group-nfi-practices>

**2Ci** *Iraq 2017* **Non-Food Items (NFI) Technical Guidance**. This is the recommended format with a good standard introductory text. The specifications have been revised and finalised - it is Version 12 of the document.

**2Cii** *IASC 2008* **Selecting NFIs for Shelter**. This ten-year old publication is essential reading and covers the whole NFI theme including climate issues, the process of selecting and specifications. A classic and timeless text.

**2Ciii** *Yemen 2017 & Nigeria* **Guidelines for the Distribution of Shelter/NFI Kits**. Although the major NGOs will have internal SOPs for distributions in-time, a contextualised guideline with minimum standards will still provide a good reference point in the event that their internal SOPs are under development. For smaller and local organisations drawn to the NFI sector, well developed guidelines can be essential to avoid difficult distributions and set best practice.

### 2D: EMERGENCY SHELTER

The importance of emergency shelter is context dependent. Tents may be the go-to solution which simplifies the process as standards are established and guidance is provided. However, for other contexts an alternative may be the preferred solution and so a process of design and consultation is needed. This will be a far from perfect process and will be lengthy and iterative. Ensuring there is a common position which is followed by the majority is the mark of successful technical coordination.

**2Di** *Bangladesh 2017* **Upgrade Shelter Kit (USK) Technical Guidance**. A context specific kit but demonstrates the preferred layout, a good introduction and the level of information needed. This is version 2.0, version 1.0 was produced in the first weeks of the crisis and was updated using field experience. In the same way a Strategy evolves, a working document (Version 1.0) is highly recommended as a starting point and to allow the consultation and buy-in.

**2Dii** *Iraq 2017* **Tent Guidance Note**. The tent was the emergency and mid-term shelter solution. However, with so many actors including the Government, there was an array of tents being used. The guidance note was intended to allow actors to see what was already being used and to 'recommend' the preferred types. Standardisation of tents as early as possible will create an easier environment for all and increase predictability of response.

**2Diii** *Yemen 2016* **Tent Policy Guidance Note**. Although tents will remain a key emergency shelter typology, there are many situations where there is opposition to their use. This Note from Yemen is a good example of a policy or position paper which lays out the Cluster's position while keeping a word of caution.

**2Div** *IASC / OXFAM 2007* **Plastic Sheeting Guide**. A guide to the specification and use of plastic sheeting in humanitarian relief - the classic resource in pink. Now available in [French](#), [Spanish](#), English and Bahasa Indonesian.

**2Dv** *IFRC 2009* **Shelter Kit Guidelines**. These exhaustive guidelines are the source of all recent country specific kits and so are a must read during the designing of a kit to meet the unique needs of a new case load. An essential starting point.

## 2E: GENDER AGE, DIVERSITY (GAD) AND PROTECTION MAINSTREAMING

As soon as the possible, issues around GAD should be addressed and mainstreamed in the activities of partners. This section has the key resource documents that all Coordinators and staff should be familiar with. Shelter is physical Protection and is central to providing a safe and dignified foundation for recovery. Expanding on this is a one pager written by the GSC on How Shelter Contributes to Protection Outcomes. Other key documentation on Protection and Shelter are also included in this section.

**2Ei** [IFRC 2015 Minimum Standard Commitments to Gender and Diversity in Emergency Programming](#). The 'go to' text for the whole sector. The text walks the reader through all the Sectors and has five pages on Emergency Shelter and four on NFIs. The whole document is a useful reference but a minimum are the nine pages devoted to Emergency Shelter and NFIs.

**2Eii** [IFRC 2015 All Under One Roof Disability-inclusive Shelter and Settlements in Emergencies](#). Another go-to text on how to bridge the gap between good intentions and practical implementation by offering technical guidance for disability-inclusive shelter and settlement support in emergencies.

**2Eiii** [GSC 2016 Tools to Reduce the Risk of GBV in Shelter Programmes](#). Although still in Trial Version, this 68-page toolkit works through Assessments, Risk & Mitigation and lastly How to Respond. An essential resource for those looking to update their knowledge and understanding of the subject.

**2Eiv** [GSC 2017 Site Planning Guidance to Reduce the Risk of Gender-Based Violence](#). Now in its 3rd edition the booklet touches on shelter programming although its primary target is the site planning component.

**2Ev** [UNHCR 2017 How Shelter Contributes to Protection Outcomes](#). This one-pager provides a checklist of the linkages and provides good language for use by Cluster Coordinators and the staff.

**2Evi** [GPC 2017 Protection Mainstreaming Toolkit](#). The Toolkit provides guidance to conduct risk analysis and mitigation as well as to monitor and evaluate the impact of having mainstreamed protection principles in humanitarian strategies and programmes.

**2Evii** [GPC 2017 Brief on Protection Mainstreaming](#). This simple one-pager can be shared with all those associated with the Shelter Cluster.

**2Evi** [GPC 2017 Checklist on Incorporating Protection](#). Another useful guide and at two pages provides a good compendium to the larger Toolkit - **2Evi**.

**2Eix** [GPC 2014 Shelter Programs, Tips for Protection Mainstreaming](#). Targeting Shelter actors, this provides good practical tips on how we can build PM into our programmes.

## 2F: IN-DEPTH SECTORAL NEEDS ASSESSMENT

After establishing an overview of the situation, determining an assessment and analysis strategy facilitates ongoing needs assessment and analysis throughout the response. This strategy should fit into the main Shelter Cluster Strategy as often in the emergency phase, it is important to define what is known and what is not known. The Shelter Cluster Strategy should define how the Shelter Cluster will better define these knowledge gaps, so as to better respond to the shelter needs. It may be necessary to collect additional primary data through an in-depth sectoral assessment, depending on information gaps identified. For examples of previous Shelter Cluster assessments done in partnership with REACH Initiatives, please see the Shelter Cluster web page: <https://www.sheltercluster.org/resources/reach-partnership>. Key documents for the assessment process include ToRs (outlining objectives, methodology and implementation plan), data collection questionnaires, and final outputs (reports, factsheets, presentations, maps).

**2Fi** [Global Shelter Cluster Core Indicators Guidelines](#). These should be based on cluster priorities and mainstreamed into data collection initiatives already ongoing in the country.

**2Fii** [Global Shelter Cluster Assessment Guidelines](#). This document gives a basic overview of how to design a Shelter Cluster assessment.

**2Fiii** [UNHCR Needs Assessment Handbook](#). This manual is a more generalist humanitarian needs assessment handbook that breaks down which type of methodologies may be the most appropriate for various population groups and what other actors from other sectors may consider as important. This handbook can also help Shelter Cluster teams engage with UNHCR as Cluster Lead Agency.

**2Fiv** [MIRA Needs Assessment Handbook](#). The MIRA is a joint needs assessment tool that can be used in sudden on set, scale up, or sustained emergencies. Done in cooperation with other clusters, it is usually done prior to sectoral assessments.

**2Fv** [Kobo data collection training Ukraine Shelter Cluster Training Powerpoint](#). This helpful powerpoint explains how to go from non-user to super user in Kobo. It also explains basic concepts of how to design a survey and to analyse the data collected.

**2Fvi** [Inter-Sectoral Needs Assessment and Analysis/MSNA/MCNA REACH Repository](#). Many humanitarian responses now conduct an annual multi-sector or multi-cluster needs assessment as a basis to inform the Humanitarian Needs Overview. The Cluster can at times establish mechanisms to consolidate primary data collection between Cluster partners. The Cluster should also seek to triangulate data coming from other intersectoral sources including REACH multi sector needs assessments or from other cluster assessments that may be relevant to inform the shelter response. For example, indicators from livelihoods can be useful for indicating affordability of housing, while WASH assessments may inform on available water and sanitation services relevant for shelter programming. [IOM's DTM](#) is a counting tool that sometimes can provide useful insights on the number and types of shelters in a location. As far as possible, country-level Shelter Clusters should ensure that there are various sources of data in place and to validate findings with cluster partners in the field.

**2Fvii** [Shelter Assessment Data Collection Tools REACH Data Collection Tools and Terms of References](#). This folder contains a number of examples of shelter data collection forms completed by the Shelter Cluster Team and REACH Initiatives. Prior to designing the tools, it is an important to draft a [terms of reference](#) in order to ensure that the objectives and outcomes of the assessment are clear. There are examples of household questionnaires, key informant interview, and a focus group discussion.

**2Fviii** [Shelter Assessment Reports and Products REACH and Shelter Cluster Reports](#). In order to support Shelter Cluster partners and donors in understanding the shelter situation, various products can be produced using the analysis produced from the assessment. Some example of the types of assessments and data that can be produced. Please see the [online toolkit](#) for the links to a myriad of published reports.

o **Large-scale SNFI needs assessments (baseline or during protracted crises)**- In the beginning of the crisis, a baseline needs assessment is necessary to determine the gap in the crisis and to support in identifying the various shelter typologies necessary to inform the cluster's first strategy. The Shelter Cluster can use this baseline assessment to put in place more permanent monitoring systems. In protracted crises, a large-scale SNFI needs assessment may be required due to flare ups occurring in addition to the protracted case load.

o **Post-natural disaster rapid assessments**- Natural disasters and vulnerabilities to natural disasters are an aspect of every shelter response even in conflict situations. These natural disasters may exacerbate the shelter needs of those already displaced or it could impact on the resilience of shelters built after a crisis. These types of assessments are necessary for both contingency planning and to respond in the aftermath of a natural disaster.

o **Joint shelter and other cluster assessments**- Due to the similarity in profile or the need for clusters to plan joint activities, it may be useful to pool resources with other Clusters and conduct joint assessments. The Shelter and WASH Clusters have a long history of conducting joint assessments.

o **Specialised or thematic assessments**- In order to improve the quality of the response, the Shelter Cluster can facilitate coordinated assessments of the capacity of shelter and NFI markets, winterization assessments, and other assessments that are necessary to inform the shelter-specific response of the partners.



## 2G: RESPONSE MONITORING AND GAP ANALYSIS

Accurate and timely response monitoring is essential for coordinating activities and identifying gaps in the response. In this phase, the activity reporting tools prepared during Phase I should be operationalised by clusters and used as a basis for two-way communication with partners. This should be a first step to ensure monitoring of both response inputs (funding, capacity, coordination performance) and response outputs against pre-defined targets (technical quality, relevancy, strategic indicators, geographical coverage). Lessons learned should be regularly shared with Shelter Cluster partners in order to make adjustments in programming.

**2Gi** *Response Monitoring Plan Shelter Cluster Strategies* It is important to include in the Shelter Cluster Strategy or in a specific response plan, some main indicators that Shelter Cluster partners can commit to collecting. These will be useful for not only analysing the output of the response but also in knowing the quality of the response. Two examples from the *Ukraine winterization recommendations* and the *initial Shelter sector strategy in Burkina Faso* are included.

**2Gii** *Post Distribution Monitoring Tools Emergency Shelter, Cash for Rent, NFI, Modalities* This folder contains an assortment of tools that country-level Shelter Clusters have used to monitor the impact of their response. It is important to discuss with Shelter Cluster partners what indicators will be the most useful. Each PDM tool should be contextualised to fit the response. PDMs can also provide additional information to know the effectiveness of modalities used in the response.

**2Giii** *Response Monitoring Reports Trend Analysis, PDM Reports, Specific Response Analysis* This folder contains a number of reports that country-level Shelter Clusters have produced to better monitor their response on the output level but also on the outcome level.

o **Trend Analysis**- Several Shelter Clusters have produced *analytical reports* based on 5W information and the specific activities of their Shelter Cluster partners in order to analyse trends in protracted crisis situations. The Shelter and NFI sectors in Syria have produced bi-monthly trends analyses in order to inform partners about gaps, activities and the outputs of the sector. Ukraine has done several versions of the annual report: a deep dive in 2016 as an attempt to monitor against the Shelter Cluster's baseline assessment and a shorter summary in 2018.

o **PDM Reports**- Based on the results of the Post Distribution Monitoring, a report should be produced to summarise the main findings. If a set of common indicators are provided, the Shelter Cluster Team can take on the role to compile the main findings and trends between Shelter Cluster partners (as in the case of the *cash PDM from Ukraine*) or hire an agency to support in the data collection (as in the case of *Yemen*)

o **Specific Response Monitoring**- When there are escalations in the response or a scale up of a response due to seasonal changes, country-level Shelter Clusters can produce reports updating Shelter Cluster partners and stakeholders on the specific response to the situation. Several examples of this include updates on winterization (*Iraq* and *Ukraine*), updates on an escalation of needs (*Palestine* and *NW-Syria*), or sudden onset natural disaster.

**2Giv** *Subnational Shelter Cluster Field Monitoring Ukraine Shelter Cluster* Due to the fact that Subnational Shelter Clusters are close to the field, the Subnational Shelter Cluster Coordinator can work with partners in order to monitor shelter activities in the field, conduct joint monitoring, and evaluate joint responses. Based on this monitoring and to encourage the development of lessons learned and to bridge the gap between actors based at subnational level and those based in the towns of the response, the Ukraine Shelter Cluster established joint field notes to report on the results of this monitoring.



## PHASE 3: EARLY RECOVERY / MORE DURABLE PHASE

There are five Sections in **Phase 3**. By this Phase the Cluster is really performing and hopefully the less emergency nature of the situation allows the Cluster to look at more longer term and durable issues and look up from the immediate NFI and emergency shelter needs towards cross cutting thematic.

### 3A: TECHNICAL DOCUMENTS

The production of technical documents which provide guidance and support for members is a cornerstone of Cluster activities. It contributes towards ensuring that the humanitarian response is predictable and the same no matter where or who delivers it. The technical documentation here is written and produced by the Cluster and is context specific. NFIs and Emergency Shelter have already been covered in **Phase 2** as they will need to be produced first. For non-Cluster written standard texts on reconstruction, see **Phase 4, Section B**. For more on assessments for war damaged or structurally damaged buildings please look at work done by the Iraq, Ukraine and Syria Clusters.

**3Ai** *Iraq 2017, Fiji 2016, Myanmar 2015 Technical Documents Table*. These are simple tables detailing all relevant documents associated with the Cluster – similar to a Table of Contents or Index. The Iraq example, is only Cluster produced technical documents while the Fiji and Myanmar examples capture relevant documentation produced by others. Both approaches are valid although it is recommended to separate out Cluster produced and non-Cluster documentation.

**3Aii** *Iraq 2017 and Ukraine 2017 Technical Guidelines*. The Iraq guidelines, now in version 6, cover the winter as well the summer and pull together several resources into a single place. The Ukrainian document complements this with recommendations gained from their winterization activities.

**3Aiii** *Palestine 2018 Urban Guidelines*. Suitable for many urban settings, these comprehensive guidelines will assist any Cluster looking to refine what is and what is not included within their scope.

**3Aiv** *Philippines 2016, Fiji 2016 and Bangladesh 2018 Technical Documents Graphics*. There is a wealth of graphically presented technical training materials to accompany activities. Cluster produced documentation enables a common message to be delivered by all actors while reducing the burden from individual agencies. Getting the material right in terms of technical level, what can be undertaken and how it is presented is difficult and relies on field testing and collaboration with all, especially the intended audience.

**3Av** *Ukraine 2016 Cluster Guidelines Structural Repairs and Reconstruction*. These guidelines serve to promote good practices in providing durable shelter solutions by exploring existing practices and building practices in order to provide Shelter Cluster partners with guidance and best practice for structural repairs and reconstruction.

### 3B: HLP AND THE CLUSTER

As we move away from the emergency phase and towards return, recovery or transition to better shelter, it is of paramount importance that we understand HLP issues, what they mean for the Cluster and its partners and where and how they sit in the humanitarian architecture. HLP will usually sit under the Protection Cluster and so it is important to form close links and tap into that expertise as soon as possible.

**3Bi** *GSC 2013 Land Rights and Shelter the Due Diligence Standard*. This checklist aims to assist shelter actors to ensure that they respect existing rights over plots of land on which they intend to construct shelter and minimise the risk that may contribute to land disputes. It is also intended to help assisting managers and implementers of shelter programmes in field locations to identify land rights in contexts where information is difficult to obtain.

**3Bii** *NRC and IFRC 2016 Importance of Addressing HLP*. This joint publication seeks to demonstrate that HLP is a cross-sectoral issue, which although acknowledged by some sectors, is still a barrier to operations. It's a good introductory text with case studies and is written for audiences who are not specialists and so is a good introductory text.

**3Biii** *Turkey X-Border 2017 HLP Due Diligence*. A very accessible guideline produced by the Cluster with



their TWiG which highlights the process of research, analysis and monitoring to ensure the protection of HLP rights throughout the shelter program cycle. Although context specific, it sets out clear steps that any Cluster can take to ensure there is due diligence and that we have our eyes wide open when dealing with HLP issues.

**3Biv** [Ukraine 2017](#) **Foreign Experience of Housing Solutions and Compensation for Destroyed/Damaged Housing for IDPs**. Using case studies from eight other countries (mainly eastern European) this 20-page document details their experiences before concluding and drawing eight lessons learnt.

**3Bv** [S Sudan 2015](#) **Shelter and Land Rights Due Diligence**. This 48-page guide aims to assist shelter actors in South Sudan to understand existing land rights over plots of land and to minimize the risk of shelter activities further contributing to land disputes in South Sudan.

**3Bvi** [NRC 2016](#) **Securing Tenure in Shelter Operations**. This guidance is part of NRC's efforts to develop an operational definition of security of tenure applicable in humanitarian settings, which will enable the organisation to effectively address the shelter needs of its beneficiaries. It incorporates learning from field operations as they apply basic concepts of tenure security together with knowledge of the local context to devise shelter solutions based on the legal realities and the diversity of tenure systems and tenure forms in place.

### 3C: HRP AND POOLED FUNDS

The [HRP](#) and pooled funding cycles and preparations can take considerable time and if not approached in an efficient manner can be a significant distraction. This Section contains useful resource documents to assist in the process.

**3Ci** [IASC 2012](#) **Guidance : Role of Cluster Coordinators in the Consolidated Appeal Process**. Although a little dated and referring to CAPs, this guideline is consistent with the IASC Generic Terms of Reference for Sector/Cluster Leads at the Country Level and is a useful starting point when the Appeal Process starts. A useful resource when discussing what is expected with the coordinating body although care should be exercised as it is over six-years old.

**3Cii** [Iraq 2017](#) **Guidance Sent to Partners Prior to the HRP Process**. These two documents, version 1 and version 2 are. The more guidance and direction given to partners before the applications the better as there are less individual partner questions during the project preparation and proposals are in-line with strategy and so the process of vetting them is less cumbersome.

**3Ciii** [Somalia 2013 & 2014](#) **Guidance Notes**. Two examples of from the CHF process in Somalia.

**3Civ** [Iraq 2017 & Somalia 2013](#) **Selection Criteria for Partners**. Useful document to send to partners is the selection criteria that will be used. Again, this reduces bilateral discussions but also ensures transparency.

### 3D: ONGOING ASSESSMENT AND GAP ANALYSIS ACTIVITIES

It is crucial that assessment activities started in Phases 1 and 2 continue throughout the response and are adjusted as appropriate. Building a systematic evidence base is essential for enabling resources to be efficiently allocated, as well as widening access to additional resources. Clusters should ensure that previously established systems are kept up-to-date. These include secondary data analyses, assessment registries, assessment and analysis strategy, core indicators and activation of primary data collection / assessment initiatives. If both a solid evidence base and response monitoring exists, these can be used to create gap analysis products on a regular basis to be used for advocacy. For clusters with more advanced data systems and enough capacity, additional tools can be put in place to provide additional services to partners.

**3Di** [Iraq](#) **Database on War Damaged Housing** As a complement to the 5W, the Iraq Shelter Cluster in partnership with UNHabitat developed a database of war-damaged houses which covered the exact locations where partners were conducting repair support to war-damaged homes. For more information, please see <https://www.sheltercluster.org/iraq/iraq-war-damaged-shelter-rehabilitation-interactive-dashboard>

**3Dii** [Ukraine](#) **Damage Database** The Ukraine Shelter Cluster sought to set up an excel solution to track all damages regardless of whether they were repaired by partners or not. This was a way to also support local authorities in tracking damages, showing the gap for repairs, and in highlighting tenure and longer-term com-

pensation cases. The tool was managed by the Subnational Shelter Cluster and helped partners to coordinate responses to the address level.

**3Diii** [Global](#) **Cluster Coordination Performance Monitoring** Country-level Shelter Clusters should conduct regular Cluster Coordination Performance Monitoring. While the Information Management Officer can support in a quantitative analysis, this exercise can also be done qualitatively. For more information, please see: <https://www.sheltercluster.org/resources/cluster-coordination-performance-monitoring>.

### 3E: CONTINGENCY PLANNING

At some stage in any emergency there will be a call from OCHA to contribute to a contingency plan based on different scenarios. Equally, there is mileage in the Cluster having its own contingency discussions and tracking closely what is available in country, in the pipeline and partner plans.

**3Ei** [IASC 2015](#) **Emergency Response Preparedness (ERP) package**. The ERP replaces the 'Inter-Agency Contingency Planning Guidelines for Humanitarian Assistance' as developed in 2001 and updated in 2007. The package provides practical guidance to assist Resident/Humanitarian Coordinators and humanitarian country teams in preparing to respond to potential emergencies with appropriate humanitarian assistance and protection. Although not specifically aimed at Cluster level planning, it does provide useful background reading on Minimum Packages, Risk Analysis and Monitoring.

**3Eii** [Yemen 2017](#) **Contingency Plan Summary for Conflict Escalation in Al Hudaydah**. Prepared by the HCT, a good example of the output from a joint contingency planning exercise. Role of Shelter / NFI mentioned in main text and then in detail on page 14 onwards.

**3Eiii** [Ukraine 2017](#) **Scenario Development based on Current Situation and Lessons Learned from 2 years of Humanitarian Shelter Response in Ukraine**. Cluster produced guidance to tackle context where the conflict would go into long periods of lull and then flare up. Standard indicators to measure the pace of conflict and therefore guide the response.

**3Eiv** [Iraq 2016/7](#) **Contingency Planning Tools**. Developed for the Mosul response including, [stock overview comms](#), [key messages on stock](#), [partner stock sheet](#) and [stock map](#). Key here is to capture the stock levels from the partners and ensure that this information is clearly and concisely communicated to all parties so there are 'no surprises' in the event there is sudden high need and that the donors understand where they need to invest.

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

This last Phase is for categories and themes which become relevant as the situation settles, staff is onboard and the initial emergency Phase fades.

### 4A: FULL STRATEGIES

Linked with [Phase 1, Section B](#), this section provides examples of full strategies. These vary considerably in how they were written and in their depth and scope. [4Ai](#) is a Standard Operating Framework from Somalia, perhaps the most comprehensive strategy and over-view of any Cluster worldwide. The creation of a SOF may not be applicable for all Clusters but should be considered as phase-out strategy as more development partners enter the theatre and with the input of local actors can form a comprehensive hand-over document.

**4Ai** [Somalia 2012 and 2015](#) **Standard Operating Framework (SOF)**. By Phase 4 the Cluster will have produced an array of documentation from guidance notes and position papers to assessments and methodologies. Producing a SOF is a way to start to bring all this material together and fill in the gaps. Here are two examples from Somalia. As stressed with strategies, the process of documenting what the Cluster does takes time. The two documents are vastly different in terms of depth, presentation and scale but both were produced in consultation with partners and aims of both were to provide guidance. The 2015 version is still



used widely by partners and is especially appreciated by local partners and so is a key resource during Phase 4 and the hand-over to local partners.

**What is a SOF?** A SOF serves as a key document for partners and other shelter stakeholders to understand how the cluster operates and the key points for which the cluster advocates and mandates. The document outlines the operational structure and the strategic objectives of the cluster. The SOF aims to harmonize the overall strategy and the approaches related to Shelter activities. Standards are incorporated within the document, but provide a lot of flexibility due to the vast area of shelter programme coverage, geographic and climatic variations, variable access conditions, capacity of the partners, different target populations and variable support of the local authorities.

**4Aii** [S Sudan 2014 Cluster Strategy](#). This v2 is the development of the Strategy from the five-page version presented in [Phase 1, Section B](#) and demonstrates the evolution of a strategy.

**4Aiii** [Yemen 2017 Cluster Strategy](#). A v2 from the Phase 1 version - more evolved and expanded.

**4Aiv** [Afghanistan 2017 Cluster Strategy](#). The strategy has evolved over a series of versions. A good example of a 17-page strategy.

**4Av** [Ukraine 2017 Cluster Strategy and Matrix](#). Using the GSC format, at 14 pages, slightly shorter than Afghanistan. Also included here is a graphically summary in matrix format that acts a fast reference of the strategy. [Excel version](#) included for ease of replication to any context.

**4Avi** [Nepal 2015 Position Paper on Reconstruction and Recovery](#). A professionally produced paper which is essentially a strategy paper with objectives for the next 6-months. Written very much for the wider audience doubles as a strong advocacy and communication tool and demonstrates that the output from the Strategic process can be presented in different ways.

**4Avii** [IFRC 2008 Developing a Shelter Strategy](#). Although in PPT format, the slides still provide a useful reference point before and during strategy development focusing on transitional settlements and reconstruction after natural disasters.

**4Aviii** [GSC Shelter Cluster Strategy Template](#). Also available in [Arabic](#), [French](#), and [Spanish](#).

## 4B: RECONSTRUCTION

**Section A of Phase 3** contains a limited selection of Cluster written guides to reconstruction. This section introduces nine of the best general guidelines, books and papers on reconstruction written by other institutions and agencies. There is a wealth of knowledge and experience available and much is very context specific and so readers are encouraged to search for resources from other contexts similar to their own.

**4Bi** [Shelter Centre 2011 Transitional Shelter Guidelines](#). The definitive guide to transition shelter.

**4Bii** [IFRC 2011 Transitional Shelters Eight Designs](#). Using eight case studies, the book reviews transitional shelter designs that have been built in significant numbers. It is intended that this information will support the early stages of shelter programmes and inform transitional shelter decision making.

**4Biii** [UNHCR 2016 Shelter Design Catalogue](#). This is a collection of a number of shelter designs developed across a variety of locations, contexts and climates. The catalogue will assist sector specialists in implementing a phased shelter response through more predictable planning and implementation.

**4Biv** [BRE 2008 Cyclone Resistant Houses for Developing Countries](#). A technical guide produced by the Building Research Establishment ([www.bregroup.com](http://www.bregroup.com)). Based in the UK the BRE are an innovative group of researchers, scientists, engineers and technicians who share a common goal - to make the built environment better for all. As well as developing the BREEAM concept of sustainability, BRE is also involved with QSAND working in partnership with IFRC (<http://www.qsand.org/>) promoting sustainable shelter and settlements.

**4Bv** [IFRC 2010 Owner Driven Housing Reconstruction Guidelines](#). These guidelines, produced with substantial contributions from many National Societies, capitalise on the expertise developed within the Movement through a number of post-disaster reconstruction projects. More specifically, they have been created following the successful post-tsunami programme developed in Sri Lanka within a partnership framework, which resulted in community-oriented processes that served to design spatial forms, enable livelihoods and build social infrastructures.

**4Bvi** [IOM 2016 Rehabilitating, Repairing and Upgrading Critical Shelters and Damaged Houses, Iraq](#). From hands-on experience on the ground, this technical booklet presents Shelter guidelines that aim to offer step-by-step guidance in repairing and upgrading critical shelters and damaged houses.

**4Bvii** [ECB 2013 Shelter Accountability Resources](#). A guide to improving accountability to disaster-affected populations during the implementation of humanitarian shelter programmes. The resource helps project managers and decision-makers, as well as those monitoring projects, to plan, implement and monitor shelter activities in a manner that is accountable.

**4Bviii** [Kashmir 2005 Learning from the Shelter Response and Rural Housing Recovery](#). Rarely do we document what we learnt from a response and document the key lessons and so this example, demonstrates how we can capture these in an easy to read appealing format. The lessons from 2005 - 2009 are still relevant and act as a great aide-memoir.

**4Bix** [IOM 2011 One Room Shelter program Pakistan](#). Where do you begin when there are 1.7 million houses damaged or destroyed? The one room shelter strategy was devised in response to the massive early recovery shelter needs across the country. The one room shelter strategy aimed to support the most vulnerable of those with a completely destroyed house to rebuild one durable flood-resistant room, according to local designs and materials, promoting self-recovery and coping strategies wherever possible. This relatively short guide acts as an introduction to the concept and so those interested should refer to other documentation building on the one-room or core-room philosophy.

## 4C: CASH

The growth of cash as part of Shelter and NFI has been steady over the last 10-years and is only likely to continue. There is a wealth of resource material available and specialist organisations like Cash Learning Partnership and over 70 documents listed on the [GSC's Working Group section of their website](#) under the Shelter and Cash Working Group. This Section has been trimmed back to just six documents to set the scene for Cash.

**4Ci** [GSC 2016 Cash Position Paper](#). This 12-page document is the starting point for any reading on the subject.

**4Cii** [GSC Wash and Shelter Cash Advocacy Paper](#). Produced by the two global Clusters, this short advocacy paper for increasing the use of CBT programming sets out the positions of both Clusters.

**4Ciii** [GSC 2016 Cash and Impact on Information Management](#). Although this resource document is not targeted at IMs, this reviews the impact of using more Cash upon existing approaches to information management, which historically has focussed towards the provision of in-kind goods. Essential reading for CCs who want to successfully interface with IMs.

**4Civ** [Ukraine 2017 Guidance on Monetization in the Shelter/NFI Humanitarian Response in Ukraine](#). This 19-page document brings together the experience of using cash in Ukraine and covers several cash based activities such as cash-for-rent and cash repairs.

**4Cv** [Nepal 2015 Technical Annex Cash for Shelter](#). A good resource for planning a cash-based intervention against the backdrop of the 2015 Nepal earthquake. Finishes with hyperlinks to other resources.

**4Cvi** [Afghanistan 2015 ECHO Guidelines for Cash for Shelter](#). These ECHO guidelines offer the point of view of the donor. At 43 pages, it is a comprehensive guide from the donor and has been applied to all of their funded programmes and offers many takeaways for Clusters producing their own guidelines and technical support documents.



## 4D: PHASING OUT

This section also includes monitoring and evaluation of the Cluster and starts with the process of transitioning, phasing out and deactivating the Cluster.

**4Di** *GSC 2018* **Evaluation of the Global Shelter Cluster Strategy (2013-2017)** . At 94 pages the whole document covers a wide variety of issues and topics while pages 17 and 18 cover (actual 35 & 36 - paragraphs 79 - 84) cover Transition and Early Recovery.

**4Dii** *Ukraine 2016* **Shelter Cluster Transitional Plan** .

**4Diii** *IASC 2015* **The Humanitarian Programme Cycle** . Included in the Section as it covers how to plan for an exit strategy from the outset and ensure clarity regarding how to transition effectively and handover to national, local and development partners, as appropriate.

## 4E: PHASING OUT OF INFORMATION MANAGEMENT FUNCTIONS

A transition plan should also mention ways that the Shelter Cluster will hand over information management functions to the appropriate local authorities.

**4Di** *Ukraine* **Government Factsheet** . During the transition phase, the Ukraine Shelter Cluster seconded an Information Management Officer with the government ministry. The ministry with their support started to produce their own factsheets and update on the situation.

**4Dii** *Ukraine* **Government 5W Data Portal** . With the support of the World Bank, all humanitarian actors handed over their 5W and other relevant information to the government ministry. The Shelter Cluster handed over its damage database and provided regular support to improve the appearance of this data in the government portal. For more information, please see <https://portal.mtot.gov.ua/en/home>

