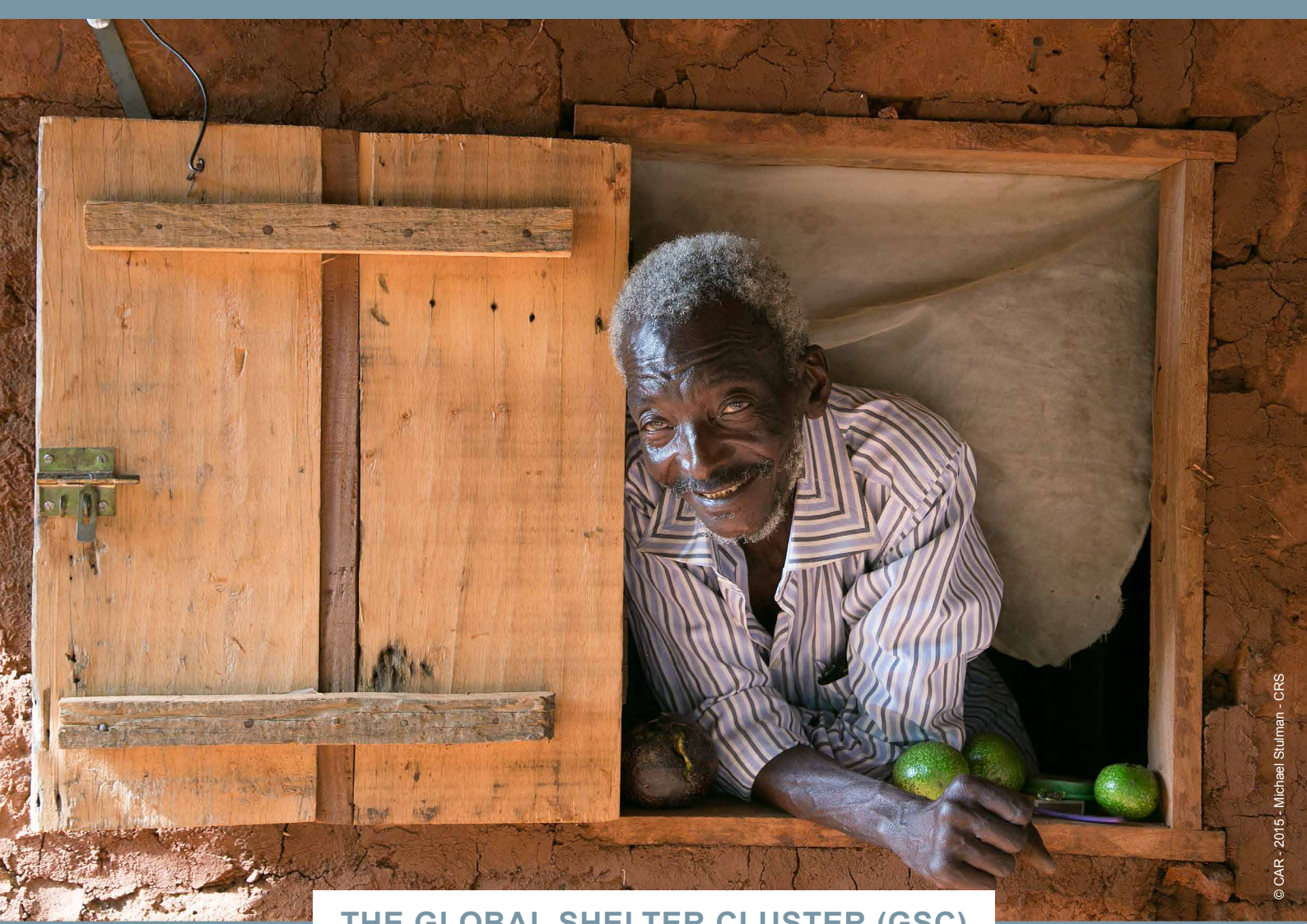


Global Shelter Cluster

2016 ACHIEVEMENTS REPORT





THE GLOBAL SHELTER CLUSTER (GSC)

Co-led by IFRC and UNHCR, the GSC is a coordination mechanism of global partners¹ working together to support people affected by natural disasters and internally displaced people affected by conflict with the means to live in safe, dignified and appropriate shelter. The GSC complements and supports existing local coordination mechanisms and liaises with all shelter actors, including governments, so that people in need of shelter assistance receive the right kind of support as quickly as possible.

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

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

It is estimated that the GSC partners supported approximately 13.1 million beneficiaries in 2016². All of these efforts were possible thanks to the continued financial support of ACTED, DG ECHO³, IFRC, Impact Initiatives/ REACH, IOM, NRC, SDC, UN-Habitat, UNHCR, USAID/ OFDA and other shelter partners whose valuable contributions have made GSC activities more sustainable.



Humanitarian Aid
and Civil Protection



International Federation
of Red Cross and Red Crescent Societies



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

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



NORWEGIAN
REFUGEE COUNCIL



UNHCR
The UN Refugee Agency



ACTED



IOM • OIM

¹ Many partners contribute to the Global Shelter Cluster. During the 2016 Global Shelter Cluster Meeting, for instance, the following 34 partners participated (some were represented by colleagues from multiple levels, e.g. both HQ and field): Architecture Sans Frontières, Australian Red Cross, Canadian Red Cross, CARE, CENDEP Oxford Brookes University, CRS, Danish Refugee Council, DG ECHO, German Red Cross, Groupe URD, Habitat for Humanity, IFRC, IMPACT Initiatives, InterAction, International Medical Corps, IOM, Medair, Norwegian Red Cross, NRC, People in Need, Proact Alliance, REACH, RMIT University, Save the Children, SDC, Shelter Centre, ShelterBox, Sphere Project, Swedish Red Cross, Swiss Red Cross, UN-Habitat, UNHCR, USAID/OFDA and World Vision.

² Based on factsheets and dashboards submitted to GSC (or other sources in case factsheets were unavailable).

³ Additional information on the DG ECHO contribution to the GSC can be found here.



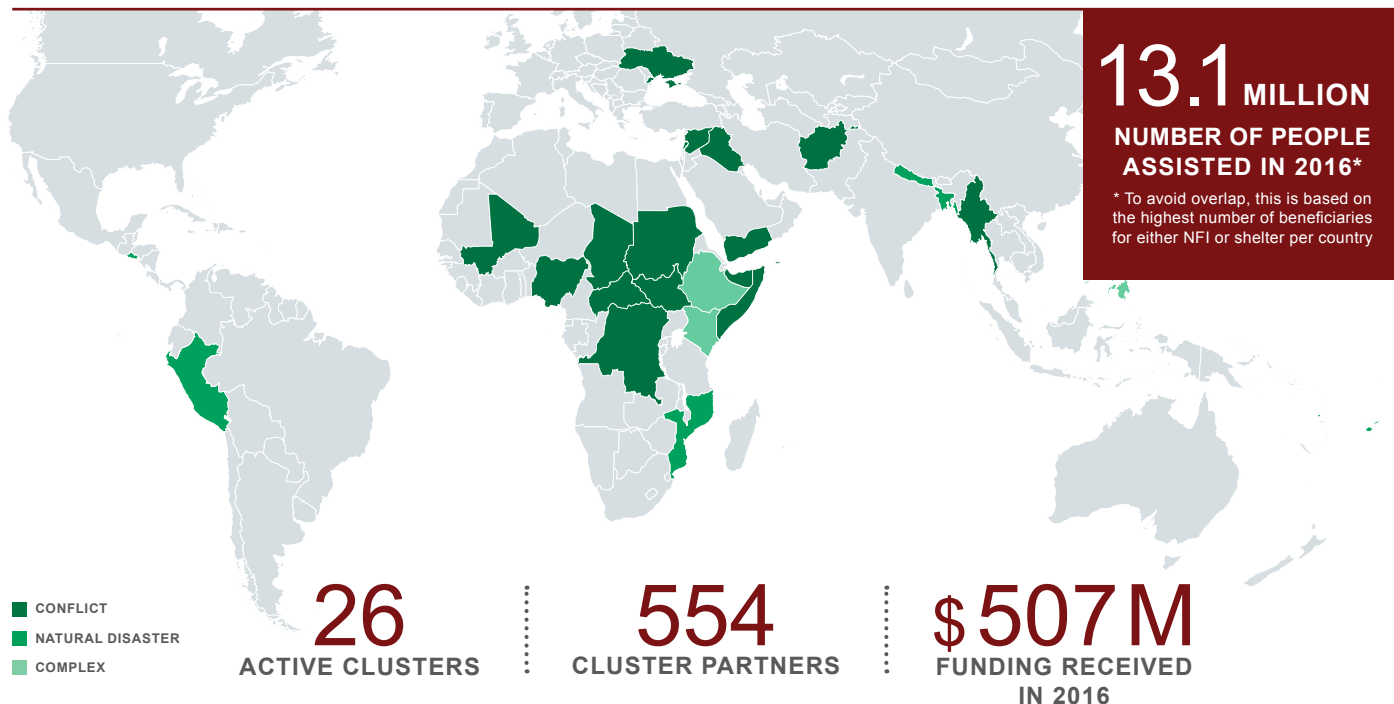
GLOBAL SHELTER CLUSTER STRATEGY 2013-2017

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

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

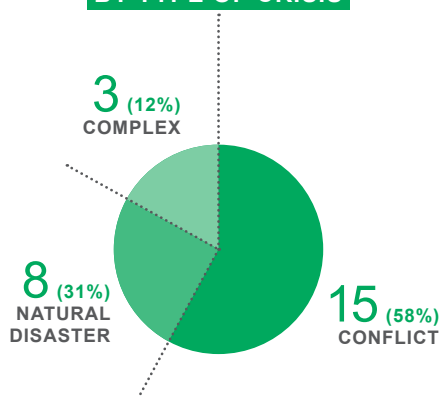
- 1** Responsive and flexible support to country-level shelter coordination mechanisms.
- 2** An effective and well-functioning Global Shelter Cluster.
- 3** Increased recognition of the shelter and settlements sector as an essential component of the humanitarian response, through enhanced advocacy and communication.

RESPONSIVE AND FLEXIBLE SUPPORT TO COUNTRY LEVEL

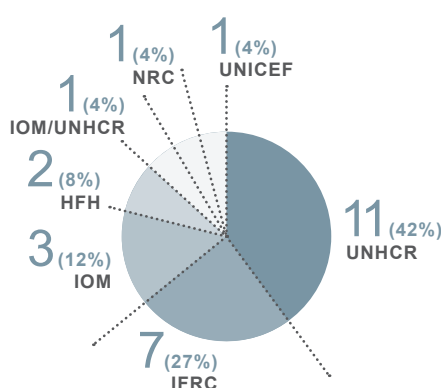


NUMBER OF CLUSTERS

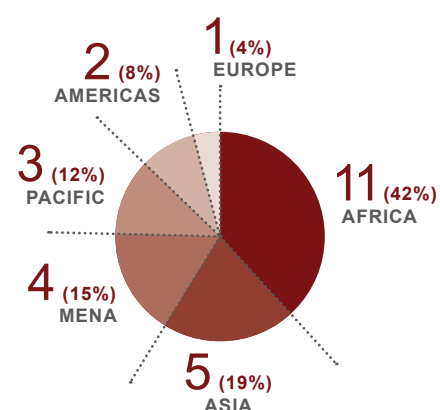
BY TYPE OF CRISIS



BY LEAD AGENCY



BY REGION



ACCESS

Difficult access, due to insecurity, natural disasters, geographical factors or lack of infrastructure, hampers planning and implementation.

TOP CLUSTER CHALLENGES

ADAPTATION

Adapting response to address varying need in protracted displacement compared to recurring, cyclical, short-term displacement.

DATA

Data and information is unavailable, outdated or not accurate due to for instance access constraints or lack of information management capacity.

FUNDING

Underfunding due to increased needs, lack of donor interest or cumbersome application procedures for country-based pooled funds.

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

PREDICTABILITY

Abrupt and unpredictable displacement, following natural disasters, tensions or conflict, prevents appropriate planning and implementation.

Lack of suitable local construction materials due, to for instance, seasonal climatic conditions or soil type.

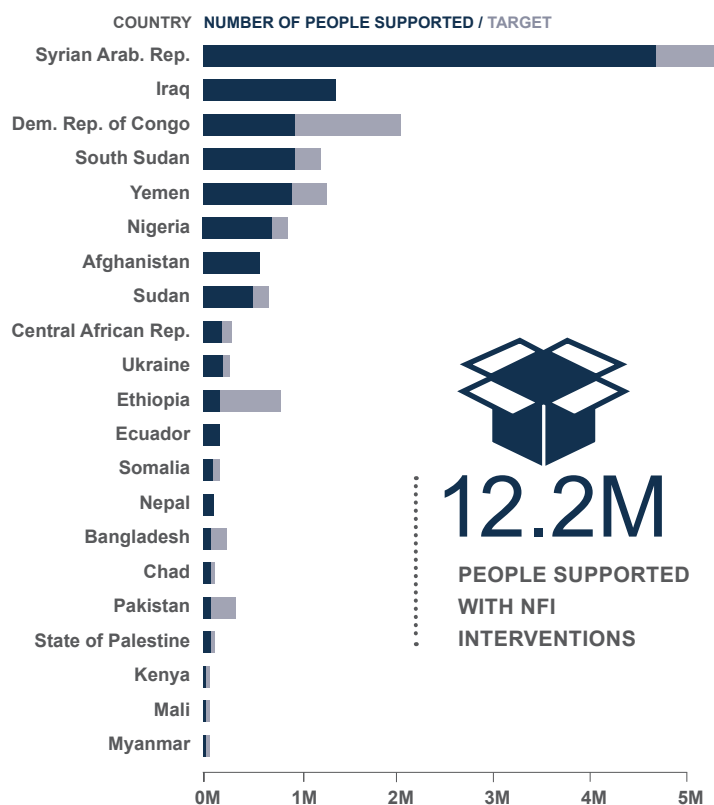
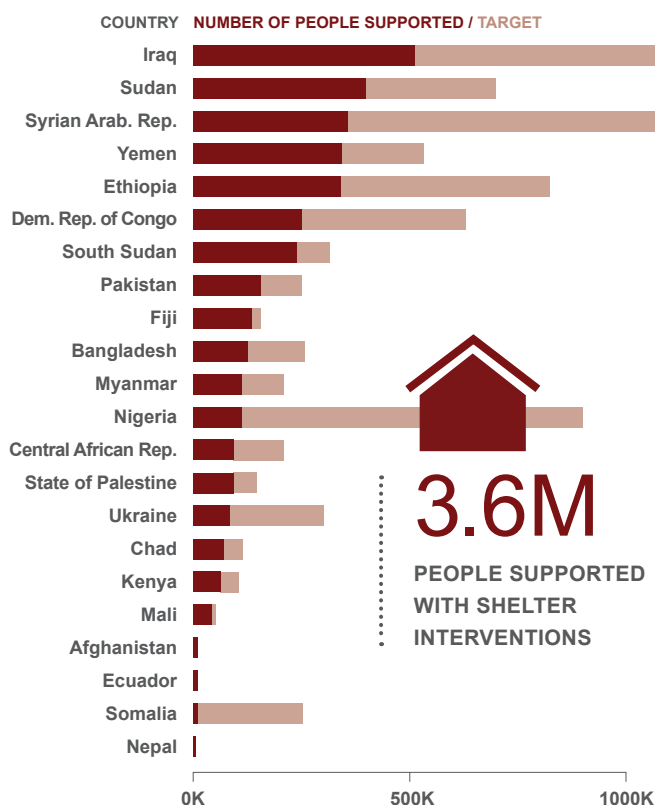
BUREAUCRACY

Complexity and length of formal requirements and administrative procedures.

CAPACITY

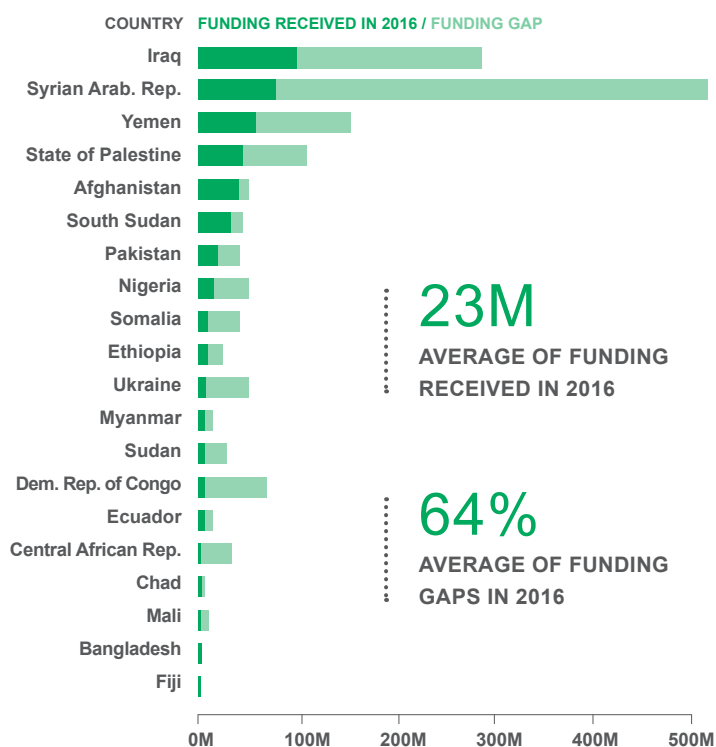
This wordcloud provides an overview of the most common challenges as reported by the clusters in their monthly factsheets.

COUNTRIES RECEIVING SHELTER AND/OR NFI SUPPORT



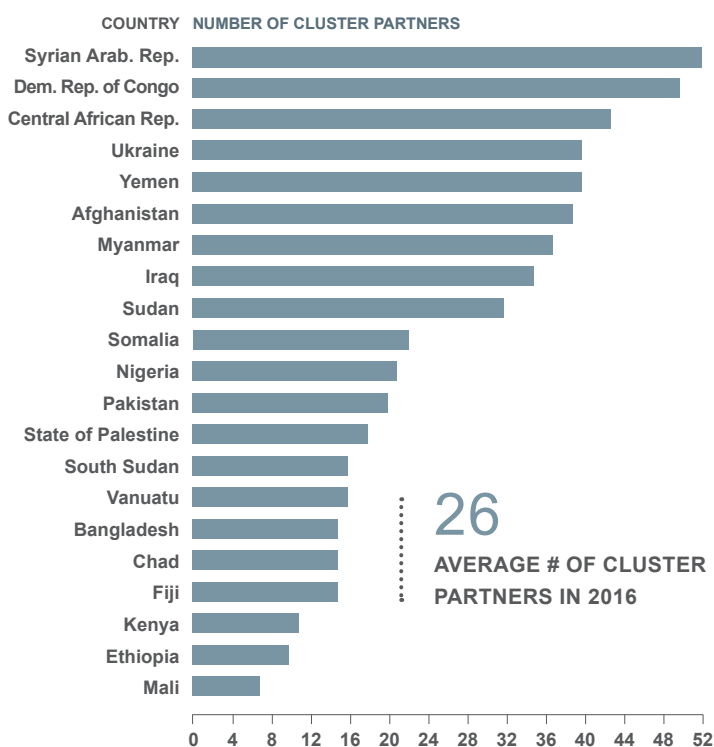
CLUSTER FUNDING ANALYSIS

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



CLUSTER PARTNERS PER COUNTRY

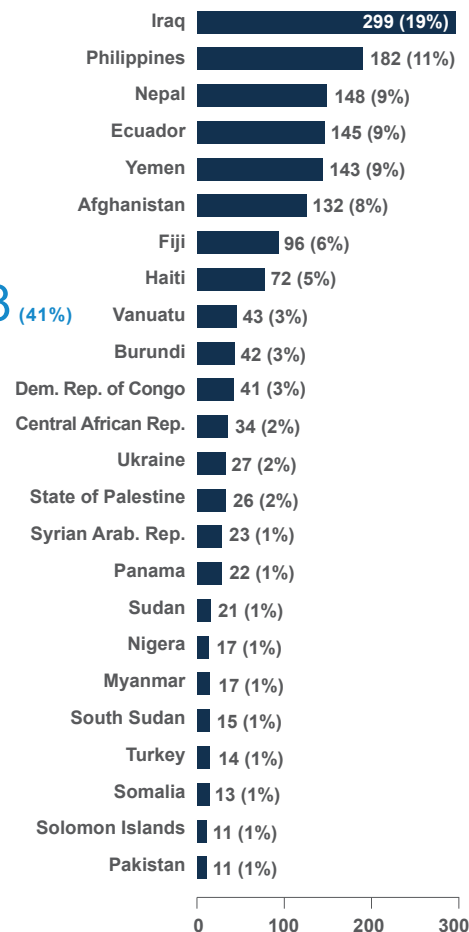
Based on factsheets submitted by clusters



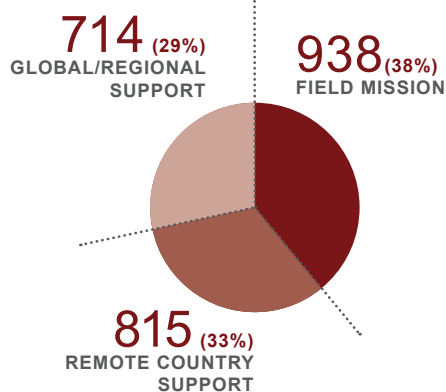
GLOBAL SUPPORT TEAM ACTIVITIES 2016

2466
TOTAL # OF DAYS

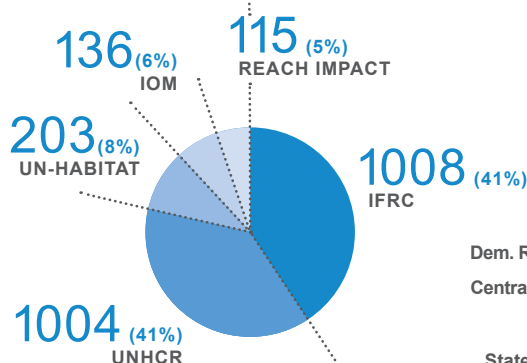
BY COUNTRY



BY TYPE

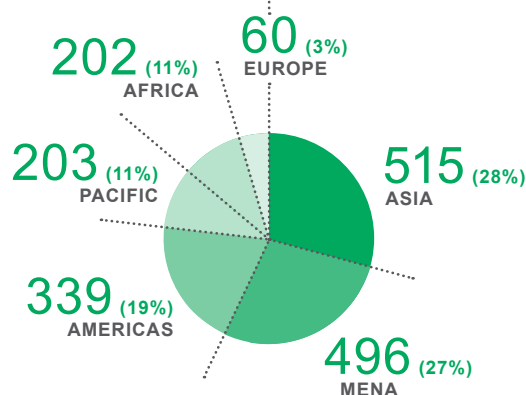


BY ORGANIZATION*

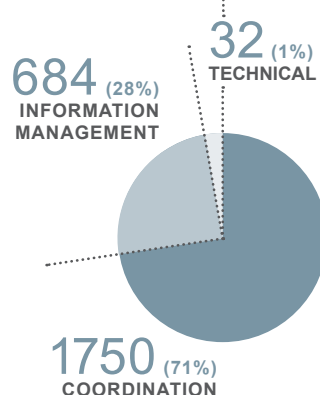


*Includes contributions from CanRC to IFRC, from NORCAP to UNHABITAT, and from SDC to UNHCR

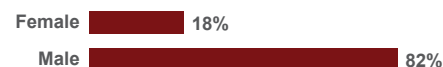
BY REGION



BY FUNCTION

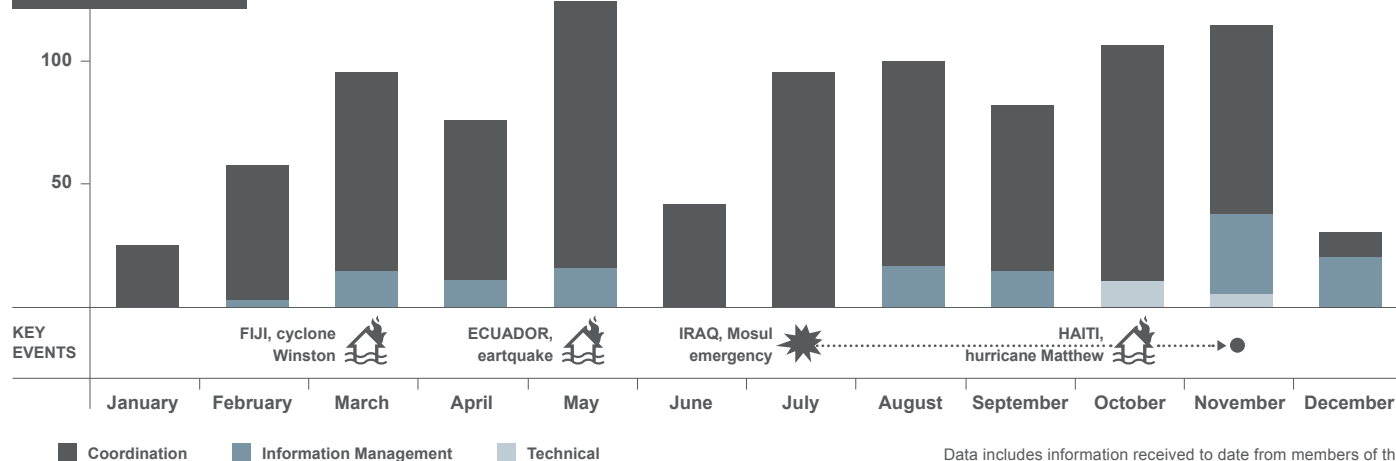


BY GENDER BREAKDOWN



Based on the number of days worked

FIELD MISSIONS



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

GLOBAL FOCAL POINTS AND REGIONAL FOCAL POINTS

► GLOBAL AND REGIONAL FOCAL POINTS

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

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

The following additional roles have been introduced in 2016:

TWO SENIOR ROVING CLUSTER COORDINATORS (created in early 2016)

The GSC introduced the role of Senior Roving Cluster Coordinator (SRCC) to sustain essential country-level coordination from surge capacity through to the securing of longer term deployments. Two SRCCs on retainer contracts were recruited and made available for deployments for up to six months to operationalise clusters in response to new crises or scale up existing shelter response in the face of escalating humanitarian needs.

One of them was deployed to cover the recruitment gap between national coordinators in Yemen for 95 days and both of them were deployed to Iraq to support coordination efforts in Baghdad (188 days) and KR-I (211 days). In the case of Iraq, a double deployment was considered necessary in order to be able to ramp up the preparedness activities for the Mosul offensive while at the same time covering the recruitment gap between national and sub-national coordinators.

TWO SENIOR ROVING TECHNICAL COORDINATORS (created in late 2016 after a recommendation from the GSC SAG)

The GSC introduced another new role to fill a gap identified during the SAG discussions and the annual GSC meeting in October. Two Senior Roving Technical Coordinators (one at 50% and one at 100% dedication) were recruited in October and December 2016 respectively and will continue to provide dedicated technical expertise to country-level clusters in 2017.

Thanks to this flexible structure, in 2016 the GSC managed to deploy trained and experienced shelter cluster coordinators to existing national clusters, as well as new emergency situations. A total of 26 clusters or cluster-like arrangements were active in 2016.

FROM JANUARY TO DECEMBER 2016, THE GLOBAL SUPPORT TEAM UNDERTOOK A TOTAL OF

55 FIELD MISSIONS TO **27** COUNTRIES

This was mainly to provide coordination, information management, and overall support and guidance to national and sub-national shelter clusters, but in some cases also to support preparedness/advocacy activities in countries where clusters are not activated or to provide regional support.



► ASSESSMENT, MONITORING AND EVALUATION (AME)

Between January and December 2016, GSC/REACH teams facilitated 6 inter-agency shelter cluster outcome monitoring assessments:

- The Philippines – Shelter Outcome Assessment
- Nepal: Monsoon Preparedness Assessment
- State of Palestine – Qualitative Outcome Evaluation of Gaza Shelter Response
- State of Palestine – Quantitative Outcome Evaluation of Gaza Shelter Response
- The Democratic Republic of the Congo – Evaluation of NFI Rapid Assessment Methodology and Tools
- Afghanistan - Badakhshan Earthquake Evaluation Assessment

All validated assessment reports and related products are available on the [GSC website](#).

In addition, the GSC undertook external reviews of 3 countries: The Philippines (Typhoon Haiyan), Nepal (2015 Earthquake) and Ethiopia (natural disaster and conflict).

All cluster evaluations can be found on the [GSC website](#).



► LEARNING FROM MISSIONS

The GSC Support Team missions are always used as a way to share learning by capturing good practices and lessons learned from the country, sharing experiences from other countries, and disseminating GSC policy and guidance. The good practices and lessons learned were shared in different ways: through the coordination community of practice, through the remote support and missions undertaken by the members of the Support Team, during the Global Shelter coordination workshop and in trainings.

► COUNTRY-LEVEL WORKSHOPS

The GSC supported country or regional level workshops to promote learning in the Democratic Republic of the Congo (NFI fairs and scorecards), Kenya (specifically aimed at meeting household needs) and Panama (specifically aimed at protection needs in sheltering and collective centres). Workshops on various topics were also supported in Burundi, Fiji, Indonesia, Nepal, Pakistan, The Philippines and South Sudan.

► GLOBAL SHELTER COORDINATION WORKSHOP

The Shelter Coordination Workshop took place in Geneva on October 3-4, 2016. This annual event was open to all personnel leading country-level shelter clusters. 88 members of the Shelter Coordination Teams from 28 country and regional clusters, cluster-like, and other coordination mechanisms participated in the event.

The objective of the workshop was to review and revise shelter coordination methodologies, tools and practice. Drawing on the experiences of shelter cluster coordination over the past year, participants reviewed what had worked well and what needed improvement, and got up-to-date with recent developments in country-level shelter cluster coordination guidance and tools. Quote from participant: “Now, I understand the scope and objectives of the GSC and the services it could provide to the shelter cluster at country level.”

Further information can be found on the [GSC website](#).



► 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 caused by a natural disaster, a conflict or a combination of both. The course is accredited by Oxford Brookes University and participants who successfully complete it are included in the shelter coordination surge capacity roster under different capacities.

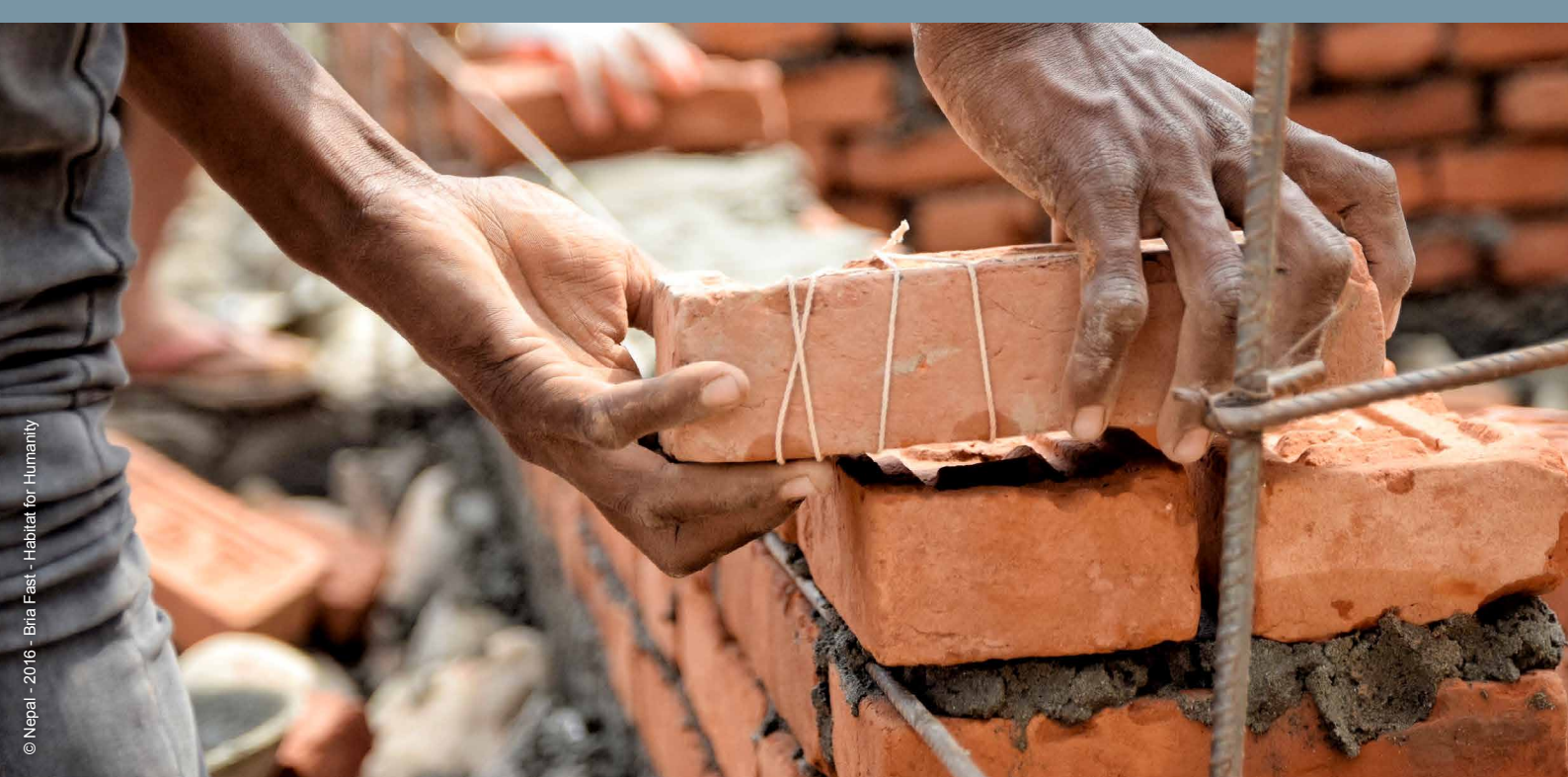
In 2016 two trainings were conducted, the first one started in February with 25 participants and the second one in August with 26 participants, both were followed by a face-to-face workshop. Participants came from CARE, Christian Aid, CRS, DRC, Government of Nepal, Habitat for Humanity, IFRC, IMPACT Initiatives, IOM, NRC, People in Need, Red Cross Red Crescent National Societies, UNHCR and World Vision.

► CO-LEAD TRAINING

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

► TRAINING ON INFORMATION MANAGEMENT IN EMERGENCIES (TIME)

The UNHCR TIME training was conducted in Neuhausen, Germany from 21st - 26th August 2016 with 26 participants. The course was run over six (rather than five) days to allow a 2.5-day simulation to be incorporated. Overall, the course rated highly with 100% of participants saying that they would recommend the learning programme to others. The GSC has been heavily involved in both the revision of the training and its facilitation.

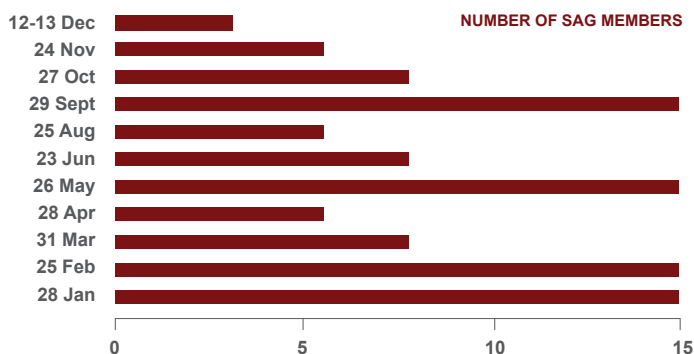


EFFECTIVE AND WELL-FUNCTIONING GLOBAL SHELTER CLUSTER

► STRATEGIC ADVISORY GROUP (SAG)

The 2016 SAG was appointed during the 2015 GSC meeting. It consisted of nine members and the co-leads. The SAG members were: ACTED, Care International, Habitat for Humanity, IOM, InterAction, NRC, Save the Children, UNHABITAT, World Vision International, and the two co-leads IFRC, and UNHCR. More information on the SAG can be found on the [GSC website](#). The SAG held a total of ten meetings/teleconferences in 2016 with the annual SAG retreat taking place in Geneva in December. During this year's, the SAG discussed outcomes of the WHS and Habitat III and their implications to the agencies, implementation of the GSC Strategy and the GSC plans for 2017-2018, a new ECHO ERC proposal (2017-2018), issues related to cash and shelter, a coordinated approach to the Sphere revision, engagement with the HLP AoR, and other issues. More information can be found in the minutes of the SAG retreat on the [GSC website](#).

..... ATTENDANCE OF THE SAG MEETINGS IN 2016



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

The GSC Working Groups are task-oriented and temporary structures with clear executable deliverables that are established by the SAG to address particular identified needs.

During 2016 the following WGs were created:

1/ Shelter and Cash WG: produced a [literature review, implications for IM and cash](#) and a [position paper on cash and shelter](#). The participating agencies were IFRC, British Red Cross, UNHCR and Habitat for Humanity.

2/ Shelter Projects 2015-2016 WG: worked on developing the “[Shelter Projects 2015-2016](#)” publication. Led by IOM, the participating agencies included IFRC, UNHCR, UN Habitat, Habitat for Humanity, USAID-OFDA, CARE International UK, CRS, NRC and World Vision International.

3/ Construction Standards WG: worked to develop a harmonised set of non-technical standards for construction processes that can be adopted in any context, and that will inform a consistent position on construction due diligence that agencies can commit to. This WG is led by Save the Children.

4/ GBV in Shelter Programming WG: produced guidance (including [case studies](#), a [constant companion](#) and a [video](#)) to help shelter actors mainstream GBV risk mitigation, ultimately reducing vulnerabilities to GBV, particularly for women and girls, in [shelter programming](#) and [site planning](#). This WG is led by CARE International UK and IOM.

5/ WG on NFI practices: This Working Group gathered and disseminated good practices on NFIs and meeting household needs. This group is led by UNHCR and IFRC.

6/ The State of Humanitarian Shelter and Settlements WG: aimed to raise the profile and understanding of the humanitarian



shelter and settlements sector, by providing a comprehensive picture of the extent and nature of humanitarian shelter needs and responses. It also offers an analysis of current trends in the humanitarian shelter and settlements sector with the supporting statistical evidence base.

7/ Americas Regional Shelter Cluster Coordination WG: was created as a mechanism to jointly resource this role. It was led by IFRC and UNHABITAT.

Communities of Practice are thematic groups of professional/expert individuals that provide technical and surge support to Global or Country-level clusters, develop “good practices”, and address critical issues within their areas of expertise.

The functions of the CoP include:

- Remote desk support to country-level clusters - providing meaningful responses to questions within a predictable timeframe (24 h).
- Capacity building – complementing existing rosters of personnel and serving as a platform to recruit capacity for surge, remote or otherwise deployed support for responses.
- Identify issues that should be addressed by other GSC bodies: WGs, the SAG, the GSC Support Team.
- Harmonize practices and enhance a common approach.

More information on the Communities of Practice can be found [here](#). These are the current Communities of Practice with links to the platform used (Google Groups) to exchange practices:

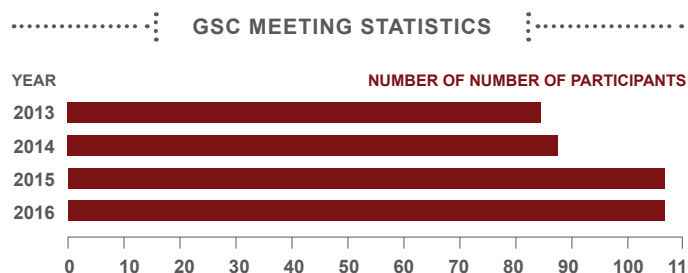
1/ [Coordination](#) - 2/ [Information Management](#) - 3/ [Technical](#)
4/ [Environment](#) - 5/ [Gender and Diversity](#) - 5/ [Recovery](#)

► GLOBAL SHELTER CLUSTER MEETING

Framed along the pillars of the GSC Strategy, the Global Shelter Cluster held its annual meeting in October 2016. A total of 107 participants from 36 different agencies and institutions, addressed

issues emerging from country-level clusters and IASC global level cluster-related initiatives, reviewed GSC progress and deliverables from the implementation of the GSC Strategy and activities in 2016, endorsed the nominations of agencies to a new GSC SAG, and defined the GSC priorities for the implementation of the GSC Strategy in 2017 and beyond.

Further information can be found on the [GSC website](#). The GSC meeting was followed by a Shelter Meeting facilitated by Shelter Centre with support from the GSC, which focussed on sharing practices among presenters.



► IASC ACTIVITIES AND INTER-CLUSTER COORDINATION

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

Furthermore, the SAG Retreat held a joint session with the Global WASH cluster where clusters shared common structural and financial challenges and possible ways of working closer together.



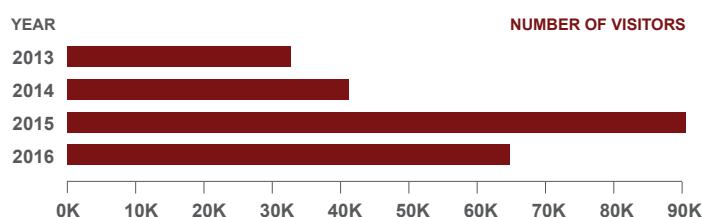
© Somalia - 2015 Nurta Mohamed Adan - UNHCR

ENHANCED ADVOCACY AND COMMUNICATION

► GLOBAL SHELTER CLUSTER WEBSITE

The GSC website sheltercluster.org continues to be the key platform to exchange data for the cluster. From 1 January 2016 to 31 December 2016, the sheltercluster.org website had 65,026 visits from 33,144 unique visitors with 175,572 page views⁴. The site had an average of 178 visits per day from 91 unique visitors. Users spent an average of 4 minutes on the website, visiting 2.7 pages per visit. 50% of all visitors were new visitors, indicating that the site is growing in user base. The most visited day was October 1, 2016 with 4,161 users. Five new response pages were created and 1,599 documents were uploaded. The Global Support Team continued the iterative development path of the ShelterCluster.org web platform. The work consisted of development and improvement of both front and back end features that will enable a better user experience.

..... :: GSC WEBSITE STATISTICS ::



► GSC GLOBAL UPDATES AND TWITTER

A total of 15 global updates providing information on country-level shelter clusters and global initiatives were sent to an audience of 924 people. The GSC Twitter account has been monitored and maintained forwarding relevant information to country-level clusters and re-tweeting. The number of followers of the Shelter Cluster twitter account has increased from 1,550 to 2,039 in 2016 (31% increase). 833 messages were tweeted in 2016. The current potential reach of the Shelter Cluster twitter account is 22,118,039 people.⁶

► GSC FACTSHEETS

During 2016 a considerable effort has been made to continue gathering and consolidating data from an increasing number of country-level clusters.⁷ This effort has allowed the GSC to have a better understanding of key data which in turn informs evidence-based advocacy. The quarterly factsheets filled by cluster coordination teams in-country provide the basis for some of this analysis. The factsheets and some of the analysis undertaken can be found on the [GSC website](http://sheltercluster.org).

⁴ For 2016, due to a technical error, data for the first half of the year is not available, data shown is based on sessions in July-December multiplied by 2.

⁵ (1) [Philippines Typhoon Haima 2016](#), (2) [Bangladesh Cyclone Roanu 2016](#), (3) [Haiti Hurricane Matthew 2016](#), (4) [Ecuador Earthquake 2016](#), (5) [Fiji Cyclone Winston 2016](#).

⁶ The potential reach is measured by the number of direct followers of the direct followers of the account.

⁷ In 2015, factsheets were available for 16 countries. In 2016, this number has increased to 23.



Global Shelter Cluster
ShelterCluster.org
Coordinating Humanitarian Shelter



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www.sheltercluster.org