

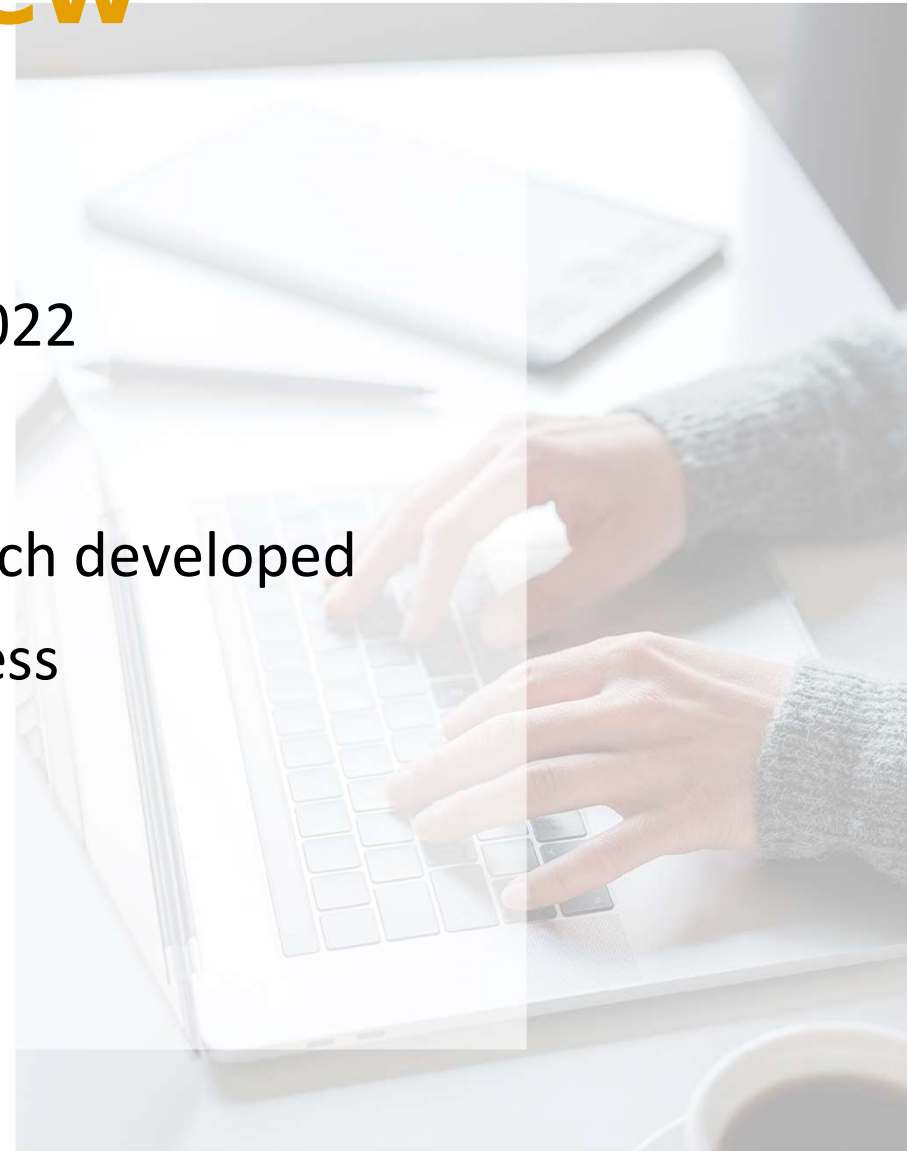
Evaluation of the GSC 2018-22 Strategy

Shelter week
July 2022



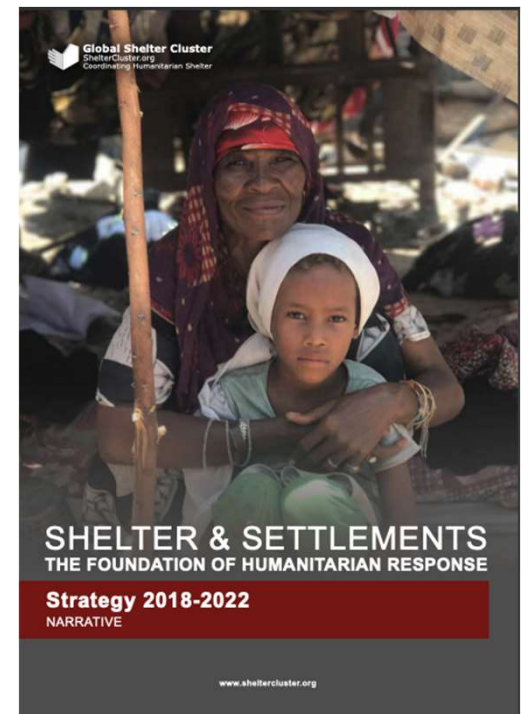
Overview

- Took place between 25 November 2021 and 20 May 2022
- Independent team
- Evaluation framework and approach developed and agreed during inception process
- Data collection:
 - >270 documents
 - >40 interviewees
 - Survey of global stakeholders



Context

- Three “ages” of GSC strategic formalization
 - Mostly informal – until 2012
 - One-page strategy – 2013-17
 - More robust, current strategy – 2018-22
- Formalization trend reflects strength of partnership
- Developed explicitly to be inclusive of the broad and diverse set of stakeholders represented in the cluster, resulting in buy-in and coherence



KEY FINDINGS



COUNTRY Shelter Cluster
ShelterCluster.org
Coordinating Humanitarian Shelter

Overall relevance



- **Wide-ranging and cutting edge** for the time, almost no gaps mentioned
- **Continued relevance**, including through COVID
- **Identity and purpose** of the document a little **ambiguous**
 - Neither operational nor inspirational
 - Did bring partners together
- **Prioritization not readily apparent** to all
- **Relevance varied** to different stakeholders



A background image showing several people working on a large wooden structure, possibly a shelter or a bridge, in an outdoor setting. The structure is made of many wooden poles and beams, and some people are standing on it. The sky is overcast.

Resourcing

- Strategy was **ambitious in scope**, not necessarily aligned to **resource realities**
- **Prioritizing resources** was a challenge
- Some did point to strategy's **utility to fundraise**
- Funding situation did bounce back, but **strategy impact not clear** in either direction



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Measuring the strategy

- Monitoring framework established and implemented



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Pillar	Indicator	Type	Targets and baseline			Actual results				Average	Target Achieved?
			2020	2022	Baseline	2020 (mid)	2020	2021 (Mid)	2021 (draft)		
1. Coordination	% of stakeholders who are satisfied with the performance of the Shelter Cluster disaggregated by country-level and global	Outcome	90%	90%	90%	88%	94%	94%	88%	91%	Yes
	Average time (hours) in which a trained and experienced coordinator is deployed to newly activated country-level clusters	Output	<72 HRS	<72 HRS	<72 HRS	<72 HRS	<72 HRS	<72 HRS	<72 HRS	<72 HRS	Yes
	% of country-level clusters that undertake a cluster performance review	Output	60%	80%	15%	27%	38%	45%	35%	36%	No
2. Advocacy	% of the total humanitarian funding received that is allocated to the Shelter Sector, disaggregated by region and crisis type	Outcome	4.7%	5.7%	3.7%	4%	2%	1.7%	4.2%	3%	No
	# of advocacy statements / positions established and regularly updated	Output	5	10	2	3	4	0	5	3	No
	% of people assisted vs people targeted, disaggregated by region and crisis type	Output	65%	70%	57%	27%	61%	22%	61%	43%	No
3. Evidence-Based Response	% of cluster partners reporting that response strategies are “appropriate” based upon the existing evidence	Outcome	68%	75%	62.5%	74%	75%	75%	74%	75%	Yes
	Summary of shelter lessons learned is regularly collected and disseminated	Output	3	5	1	3	16	8	29	14	Yes
	% of shelter cluster coordinators and partners reporting that they have access and use evidence, learning and best practice	Output	>90%	>90%	>90%	>90%	97%	97%	91%	95%	Yes
4. Capacity	% of cluster coordination team members who feel prepared / have access to tools to address ongoing and emerging challenges	Outcome	70%	80%	57.5%	98%	63%	63%	90%	79%	Yes
	# of people trained in key cluster coordination roles during the reporting period	Output	60	80	43	100	100	0	21	55	No
	# of people trained in coordination trainings who are deployed in deputy / junior coordination roles to country-level clusters during the reporting period	Output	5	10	0	4	4	0	12	5	Yes





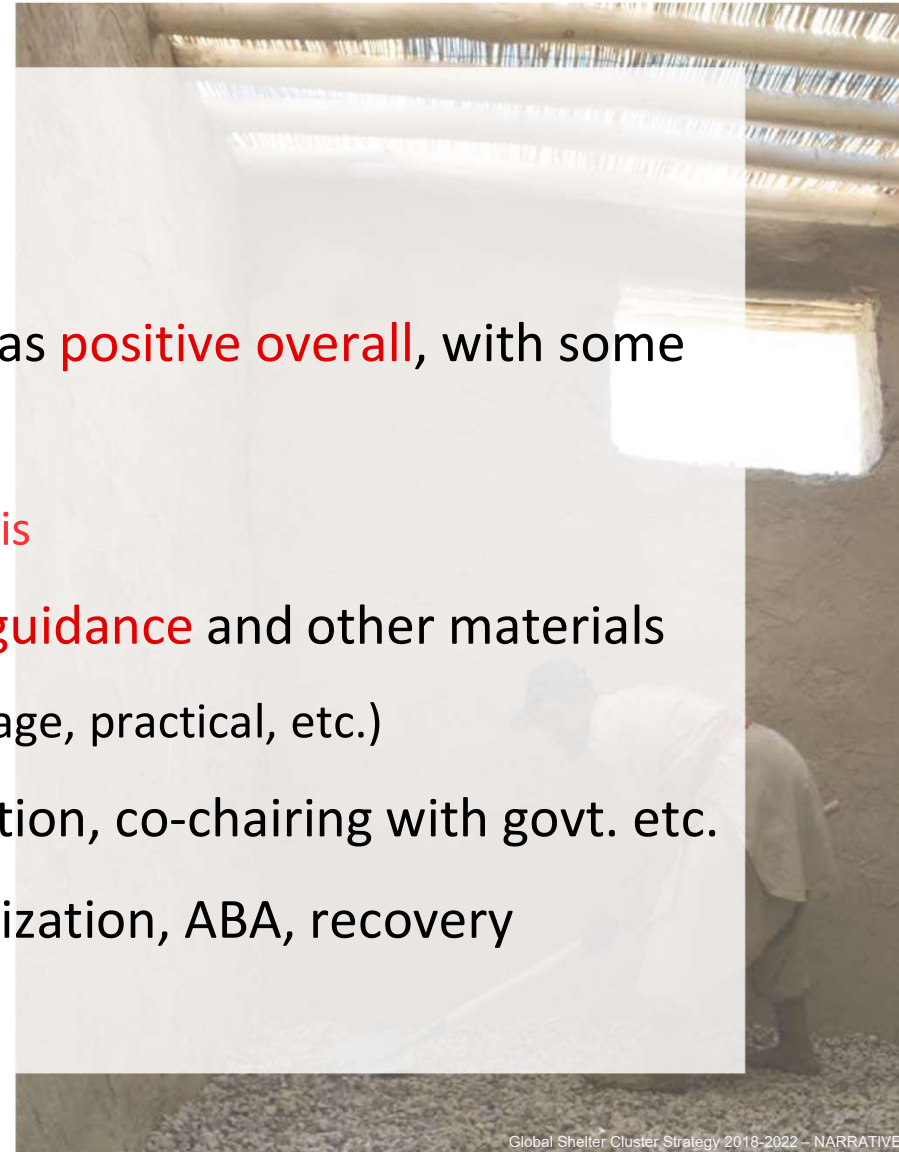
Measuring the strategy

A number of limitations:

- Scope for better capturing **key aspects** of GSC performance
- Reporting **explanations and timeframes** (started late mid-2020)
- **Linkages to existing systems** – notably CCPM
 - Despite push and provision of tools,
CCPM not well taken-up or capitalized upon
- Tracking and consolidated **financial data for the GSC**

Strategic Area 1: Coordination

- Support for country-level clusters by the GSC was **positive overall**, with some variability
 - Drop-in support during and also *after COVID crisis*
- Appreciation for **broad and extensive** range of **guidance** and other materials
 - Not always well-g geared towards the field (language, practical, etc.)
- **Some gaps in guidance** – e.g. non-cluster activation, co-chairing with govt. etc.
- **Key agendas remain not fully realized:** e.g. localization, ABA, recovery



Global Shelter Cluster Strategy 2018-2022 – NARRATIVE



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Strategic Area 2: Advocacy

- GSC is **well-regarded** and **highly visible**, including within CLAs
- Strategy helped **guide advocacy work** at country-level
- GFP offered a **significant boost**
- Efforts to improve **donor engagement** but without clear improvement
 - **Donor Consultation Group is a missed opportunity**
- **Funding drives prioritization** more than the other way around
- Complexity and number of **GSC “priorities”** in strategy **diluted potential for advocacy**



Global Shelter Cluster Strategy 2018-2022 – NARRATIVE (2018)



Strategic Area 3: Evidence-Based Response

- Highlight as **one of four pillars** was **generally appreciated**
- In some cases, **evidence** clearly being **generated, stored, and used**
 - Shelter Projects, Annual meetings clear bright spots
 - Other impressive knowledge bases – e.g. on IEC materials
- **Major limitations in accessibility** due to poor knowledge management systems overall, website in particular
- **Some regression** (e.g. in evaluation), gaps (e.g. NFIs, vulnerability classification)
- GFP taking a **strategic and sensible approach** – positive outlook, pending reliable funding





Strategic Area 4: Capacity

- A lot of effort to enhance localized capacity with clear success stories and limitations
- HLP on a positive course, but requires continuous attention
- IM remains a difficult area to address
 - Skill sets not so clearly defined – profiles often don't match needs
 - Need to break out of specialized roles to more general capacity
- Core capacity in other languages a clear gap

Global Shelter Cluster 2021 Achievements Report (2022)



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Cross-cutting: protection, environment, gender, and disability



- Strategic mentions, but **doesn't really prioritise** these areas
- **Strong efforts by WGs**, CoPs (ECoP), individual country-clusters



- Impact of new **GFP in environment still to be felt**
- Some **frustration around funding** can affect mainstreaming, perception of the centrality of these issues





Big Picture

- The strategy was the **right one for the time**, was incremental and positive step, **inclusiveness helped build buy-in**
- It **remains broad and relevant** enough to encompass GSC work and partners' various comparative advantages and agendas
- **Lack of clear purpose, priorities, and identity** were issues **that compounded against funding** constraints
- Many **aspects** of the strategy **remain areas to achieved**



Main Recommendations

- Instead of full revision of the strategy, opt for a light touch review
- Prioritise delivery of key implementation gaps
- In parallel, work to align with other clusters in two key ways
 - Common strategic focus on the “core business” of global clusters and supporting country-level on their core functions
 - Align approaches to strategies, including timing, to facilitate better inter-linkages
- For next strategy, adopt a “strategic framework” approach with a range of better targeted tools to support implementation