



Shelter NFI Cluster South Sudan

ShelterSouthSudan.org

Coordinating Humanitarian Shelter



SOUTH SUDAN

SHELTER AND NON-FOOD ITEMS CLUSTER

Cluster Strategy 2021 - 2022



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1. Overview

The 2021-2022 two-year Shelter and NFI (SNFI) Cluster Strategy for South Sudan builds on the achievements of the 2019-2020 Cluster Strategy, taking into consideration the current dynamics and humanitarian landscape in the country. It is intended to guide interventions for SNFI Cluster members until the end of 2022. It recognizes that contexts across South Sudan are both fluid and highly specific, with unique needs per location.

The strategy has been revised by the Strategic Advisory Group (SAG) with input from other stakeholders including other clusters and partners. It recognises that shelter assistance will increasingly need to be conducted in close coordination with all stakeholders to ensure that approaches are integrated and that broader needs are addressed. It is based on the understanding that shelter and NFI interventions must include better integration with government and civil society.

The strategy holds protection of affected populations at its core. The following core principles are to be mainstreamed throughout shelter and NFI operations:

1. Prioritize health, privacy, safety and dignity,
2. Do no harm,
3. Ensure meaningful access of affected populations,
4. Participation and empowerment of affected people,
5. Accountability,
6. Conflict sensitivity,
7. Housing, Land and Property (HLP) access rights and tenure security, and
8. Environment Protection and Disaster Risk Reduction (DRR).

It includes a breadth of response options comprising of in-kind assistance, cash and markets assistance, integrated programming with limited shelter construction and rehabilitation activities. The strategy also has a strong focus on HLP issues, advocacy for those with shelter and household needs, as well as capacity building of staff, national authorities, civil society and affected populations.

The strategy articulates the SNFI Cluster's goal, objectives and available response options covering a range of situations across South Sudan. This includes new emergency and disaster displacements, care and maintenance of shelter for people in protracted displacements and supporting sustainable returns and recovery where the context allows, and it is safe to do so.



2. Context

After five years of conflict, the people of South Sudan witnessed an important political development in the peace process with the formation of the Transitional Government of National Unity (TGoNU) in February 2020. This milestone achievement has brought optimism to the country as the ceasefire is holding in most parts of the country since the signing of the revitalised peace agreement in 2018. The five year conflict forced nearly 4.2 million people to flee their homes in search of protection and physical security. Of this, nearly 2 million people became internally displaced, while 2.2 million fled to areas outside of South Sudan. People affected by the conflict repeatedly identified security among their primary needs, even when the intensity of conflict was reduced, and clashes were contained to certain regions. Vulnerable people continue to experience impacts of the conflict and the impact of the residual continuous sub-national violence in parts of the country. The situation is further exacerbated by immense flooding in the low-laying floodplains of the country, displacing thousands of affected populations since 2019. This situation is projected to continue through 2021 and into 2022.

In 2020, sub-national violence and flooding continued to force people to flee their homes in search of safety and security, while returning populations were forced into secondary displacements. Difficulties in accessing housing, land and property remains an impediment to durable solutions for returning populations. Effects of the Covid-19 global pandemic have hindered timely assistance to affected populations due to restrictions of movement and delays in transborder clearance of much needed humanitarian supplies. Interventions must be conducted with a lens of conflict sensitivity to avoid doing more harm to affected populations. Effects of floods and fires in IDP camps have become much more frequent calling for disaster reduction measures to be integrated in the SNFI program cycle.

In 2020, the United Nations Mission in South Sudan and the Government of South Sudan agreed to redesignate the former Protection of Civilian (PoC) sites to IDP camps. In the same year, the government of South Sudan launched the Return and Reintegration Framework to provide guidance for the return and reintegration processes. Currently approximately 200,000 individuals still reside in IDP camps and PoCs. Spontaneous returns from within and outside of South Sudan continue to take place with relative peace in return areas, but in many cases, returnees are facing secondary displacements from sub-national violence and flooding. An increasing number of IDPs and returnees from neighboring countries have been seeking durable solutions since 2019, although movement will continue to be fluid as people explore options for return, relocation, or local integration. Initial returns may only be temporary as some family members return to farm and to evaluate the status of their access to livelihoods, services, and support, as well as evaluate whether they have confidence in safety and security to resettle longer term with their families.

The SNFI Cluster has participated in the development of the South Sudan Humanitarian Response Plans (HRPs) and flash appeals that have articulated a shared vision of how to respond to the affected populations. Partners are encouraged to reflect on the content of the HRP particularly the SNFI pages which, contain the South Sudan country humanitarian context, strategic cluster objectives and indicators, cluster plans, activities and accompanying projects.

To ensure an effective response to the needs of affected people, in January 2021 the cluster had 25 partners working in all states of South Sudan. Coordination is led by IOM, the Cluster Lead Agency and the Norwegian Refugee Council (NRC) as Co-Lead, who is supported by African Development Agency as second Co-Lead. The cluster has a dedicated Information Management Officer who supports with information management and analysis. For purposes of reinforcing cluster coordination countrywide, the cluster works with a network of 10 State Focal Points (SFPs) who support preparedness and response at state level. SFPs support cluster activities in specific areas such as POCs and are responsible to monitoring activities in their respective states. Each SFP has a designated Co-State Focal Point whose responsibility it is to support the SFP.

The Cluster Lead (IOM) manages the shelter and NFI pipeline to enhance preparedness and response through prepositioning emergency shelter and NFI items. In early 2020, the cluster had nine mobile partners based in Juba that could be deployed whenever required to scale-up response and increase access in hard-to-reach areas. The Shelter and NFI Cluster has established Technical Working Group (TWG) focal points for HLP, Pipeline items, Gender/Protection, Resilience, National NGOs, Mobile Response, PDM, Assessment & Analysis and AAP/Communications with Communities.

The SNFI Cluster is a member of several humanitarian coordination mechanisms in the country including the Inter Cluster Coordination Group (ICCG) under the leadership of UNOCHA. This forum meets regularly to discuss multi sectoral issues affecting the population. In addition, the S NFI Cluster is a Co-Lead for the HLP technical working group, which was established to ensure the integration of HLP rights concerns of affected populations in all responses and is a member of the solutions working groups in all the 10 states.



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3. Shelter Cluster Strategy

The overall goal and four objectives of the cluster address;

1. Emergency needs for new displacements and emergencies;
2. Care and maintenance for those in protracted displacements;
3. Transition and recovery assistance where conditions allow; and
4. Support resilience building and access to housing land and property to achieve durable solutions.

The strategy is accompanied by a menu of expanded activities due to the new and evolving context, which began in 2020. The activities that span the different phases of response are tailored to individual contexts. In this document, the shelter cluster summarises the activities according to type of settlement that they pertain to, however there remain many contextual differences between settlement types. For example, the context of Bentiu IDP Camp requires a different shelter response to say those in the former Juba IDP Camp 1 and 3 in Juba, or Bor IDP Camp. The strategy is careful to highlight that needs in multiple contexts need to be addressed, and that although PoCs and IDP Camps have attracted much humanitarian assistance, support is required for those settled in other types of locations such as with host families, or for pastoralists who have received sudden shocks such as unexpected flooding.

3.1 Goal

“Ensure that crisis-affected people can sustainably live in security, safety and dignity by enabling access to adequate shelter and basic household items.”

Objective 1

Improve access to safe and appropriate emergency shelter and lifesaving NFIs to newly displaced people or populations with new vulnerabilities.

Objective 2

Improve the living conditions of highly vulnerable protracted IDPs, returnees and host communities who are unable to meet their SNFI needs.

Objective 3

Support the most vulnerable returnees, host communities and IDPs with durable solutions, and rebuild lives through the implementation of shelter and NFI interventions.

Objective 4

Support recovery, resilience building and access to land, housing, and property of returning populations to achieve durable solutions.

3.2 Guiding Principle

- **Do no harm:** Shelter and NFI assistance should prioritize the safety, health, security, privacy and dignity of those that it seeks to assist. Careful assessment and analysis that incorporates conflict sensitive approaches is required in all contexts to ensure responses meet the diverse needs of men, women, girls and boys. Responses must not exacerbate existing tensions or lead to other unwanted impacts such as increased exposure of women to GBV risks, deprivation or coercion.
- **Ensure meaningful access of affected populations:** Shelter and NFI programs should ensure that services are proportionate to needs and all people regardless of gender, age, disability, ethnicity or any other diversities have equitable access to impartial assistance. This means that particular attention should be made to understand barriers to access that could influence people's ability to participate in a shelter and NFI intervention. Additionally, shelter and NFI programmes shall ensure that SNFI services are within safe and easy reach locations, potential dates of distribution are known by the beneficiaries and NFIs provided are culturally appropriate.
- **Participation and empowerment of affected people:** Participation of the community in all phases of the project cycle is crucial for quality programming to ensure ownership. SNFI programmes should support the development of self-protection capacities and empower communities to be involved in monitoring projects undertaken in their communities.

- **Accountability:** Humanitarian agencies are primarily accountable to the crisis-affected people that they seek to assist in all stages of the response. Responses should set up appropriate mechanisms to provide information to the community transparently, so they can make informed choices concerning the projects, are provided with opportunities to give feedback on interventions, and can share concerns and submit complaints. SNFI programmes should ensure that they have both their own project mechanisms and independent feedback mechanisms to collect concerns, feedback and complaints. SNFI partners should also ensure that all staff partaking in distributions are trained on Prevention of Sexual Exploitation and Abuse (PSEA).
- **Assistance should be targeted:** SNFIs are distributed on the basis of assessed need. SNFI assistance in particular is not a right. Need for SNFIs is not the same as need for food. SNFI programmes should not assume that people who for example received food assistance also need SNFIs. In all SNFI responses, the most vulnerable should be targeted. Vulnerable populations are defined as those affected by human or natural disasters and are at risk of health problems, issues related to their status and are unable to meet their basic SNFI needs due to physical and/or economic constraints.
- **Focus on resilience:** All shelter and NFI response should recognise that there are long-term impacts of their interventions. Whilst meeting priority humanitarian needs, all efforts should be made to avoid creating dependency and build resilience of crisis-affected populations to future shocks. SNFI Cluster Partners should identify local coping strategies and not undermine them. SNFI distributions are not a sustainable service; beneficiaries must be encouraged to find alternative ways of dealing with predictable situations in the long term to avoid dependency on aid.
- **Expectations must be managed right from the beginning of the response cycle:** Clear communication with OCHA, partners, community leaders and beneficiaries are crucial for dignity and safety of all.
- **Coordination and partnership:** SNFI responses must integrate with other responses and work in partnership with national authorities and civil society. Integrated responses are required to ensure that needs are consistently met, and that people's priority needs are addressed.
- **Context driven responses:** Given the scale of the current crisis, partners must keep in mind competing priorities for limited resources. All perceived crises in the country are not necessarily emergencies requiring SNFI support. Responses to incidents of cattle raiding, fire and flood should be reviewed with an eye to the greater context, the extent of need and criticality of the event.



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4. Response Options

All responses are based on needs assessments. Response options are flexible and can be adapted to the needs of a given situation.

	Settlement Sites	POC/Former PoC Sites	Collective Centres	Host Community	Mobile Populations	Returnees
Emergency	A.1 In-kind: loose items - for new influx; human or natural induced disasters			A.1 In-kind: loose items		
					A.2 In-kind: survival kit	
	A.3 In-kind: stoves					A.3 In-kind: stoves
						A.4 In-kind: return packages
Transition	B.1 CVA: Market Assessments					
	B.2 CVA: HH Items					
	B.3 CVA: Rehab/Reinforcement/Construction					
				B.4 CVA: Rental Subsidy newly displaced		B.4 CVA: Rental Subsidy new returns
	C.1 Shelter Construction/Rehab/Reinforcement Focus is on programme design, not shelter design					C.1 Shelter Construction/Rehab
				C.2 Livestock Shelter		C.2 Livestock Shelter
	D. Transportation Support to return sites					
	E. HLP Support					
	F. Coordination and Partnerships					
	G. Advocacy					
	H. Capacity Building and Disaster Risk Reduction					

Mainstreaming Protection: Protection risk reduction, Gender inclusion - GBV risk reduction - Disability inclusion - Monitoring - Community feedback mechanisms - Environment-Community mobilization and participation

Graphic to show shelter response options, from emergency (orange) to transition/recovery activities D-F are common to all phases of response. Throughout all operations protection must be mainstreamed.

Mainstreaming Protection

Central to all response options is that the design and delivery of all SNFI programmes should incorporate principles to protect and promote the rights of affected populations. The following protection principles are to be mainstreamed:

1. **Protection Risk Reduction:** Cluster programming will collaborate with protection partners and specialists to identify protection risks in all areas of the response and to develop risk mitigation strategies that prioritise safety and dignity and avoid causing harm.
2. **GBV Risk Reduction:** Cluster programming will ensure that the different needs of women, girls, boys, and men are taken into consideration through analysis of disaggregated sex and age data during the humanitarian program cycle.
3. **Targeting:** The Cluster will require targeted assistance that aims to identify and prioritise the most vulnerable families, especially woman and child-headed households.
4. **HIV/AIDS:** The Cluster will promote integration of HIV/AIDS programming with the aim to reach priority target population groups such as vulnerable populations, including returnees, within geographical areas with high HIV transmission and burden. To ensure an effective response, this should not be limited to areas where there are already cases in the community (e.g., in greater Equatoria).
5. **HLP:** (See section 4.2.E) The Cluster will endorse shelter programming that actively considers HLP rights throughout the assessment, implementation, monitoring and evaluation phases.
6. **Conflict Sensitivity:** The Cluster will work with security analysts and conflict-sensitivity practitioners to better understand the impact of shelter programming before approving interventions.
7. **Disability Inclusion:** Shelter partners will consider the needs of physically challenged persons in each response. This includes actively consulting the individuals and actively including them during each stage of the response, particularly focusing on access, security concerns, and active participation.

Environment

The Cluster recognises that care for the local environment is essential for the long-term livelihoods of those who live on the land. Large populations living at high densities, such as IDP/POC sites, can cause significant damage to local environments primarily through collecting large volumes of firewood, creating high densities of grazing livestock, and impacting waste and sanitation facilities. Additionally, borrow pits for adobe blocks - and to a lesser degree timber and grasses harvested for shelter construction - can lead to environmental degradation. Shelter actors should prepare and implement rapid environmental and social impact assessments along with mitigation and rehabilitation measures. The Cluster actively encourages partners to reduce their environmental impact and to manage waste with projects that prioritize fuel efficiency and work with WASH actors among other approaches.

Additionally, shelter responses that include training and planning for Disaster Risk Reduction (DRR) are encouraged. Shelter actors should engage the following DRR partners: IOM, WFP, Flood Mitigation Initiative and UNDP. DRR is vital to the reduction of repeated interventions to recurring events. It also promotes local coping mechanisms and reduces the reliance on imported plastic sheeting as the primary emergency response solution. Thus, minimizing the environmental impact of emergency shelter responses. DRR activities can include innovative construction solutions to combat natural disaster events such as abnormal flooding and minimising the impact of human-made disasters.

Community Mobilization and Communication with Communities

1. SNFI actors will aim to engage the community in a way that stimulates active participation in programming. This approach will ensure the participation and empowerment of communities, which promotes interventions with sustainable impacts.
2. Ongoing interaction with community development/mobilisation mechanisms that collect information about the most needy and vulnerable individuals (through community referral mechanisms) will be maintained by SNFI actors and shared with the Cluster.
3. The Cluster will work with local authorities and beneficiaries to identify vulnerabilities and needs, plan interventions, and give feedback on the appropriateness of responses in order to mitigate harm within the community.
4. SNFI actors will incorporate community sensitisation on IDP targeting mechanisms throughout their interventions to reduce social tensions that may occur.
5. The Cluster will prioritise assistance delivery mechanisms that ensure in-kind and cash and voucher based SNFI assistance are equally accessible to targeted IDPs. AAP awareness will be provided to the community throughout the project cycle.

Monitoring

The Cluster will promote effective monitoring and feedback for each response. Partners will use the national cluster's Rapid Monitoring Tool and PDM Toolkit documents to evaluate the cluster response cycle. State Focal Points will analyse and inform the Cluster coordination team about trends found in each state's PDM reports. These trends will inform future interventions and criteria for Cluster approval.

4.A In-kind Assistance

The primary approach for SNFIs is to ship "loose items" according to assessed needs. In some sudden onset local crises, survival kits, consisting of assistance from multiple sectors will be shipped, whilst for returns, return kits are to be developed. SNFIs are commonly provided through the common pipeline/partners stocks.

A.1 In-kind Assistance: loose items

"Loose items" include the following items, selected subject to assessments:

A. Basic lifesaving NFIs during the emergency phase:

- Plastic sheeting¹
- Blankets
- Mosquito nets
- Kangas
- Sleeping mats (medium 4' x 6' size)
- Solar lamps (through the approval of the Protection Cluster)
- Plastic sandals (through the approval of the Protection Cluster)
- Face masks to meet covid-19 preventative measures

¹ Tarpaulins are distributed with emergency items (tarpaulins plus household items) only where populations have experience in using them to build shelters.

B. Emergency shelter materials during the emergency shelter phase:

- Plastic sheeting
- Local poles
- Rubber rope/nylon rope
- Bamboo sticks
- Bundles of grass, especially in Greater Equatoria (to be discussed with the Cash Working Group (CWG))
- Local framing sticks (to be discussed with the CWG)
- Iron sheets: The iron sheet/ Corrugated Galvanized Iron (CGI) sheets are used for general roofing purposes, particularly during the construction of permanent or semi-permanent shelters.
- The Iron Sheets in settlement programming where communities contribute local building materials and partners support communities with iron sheets and cash for work activities. CGI sheets are used to build back better, particularly for IDPs returning to their area of origin.
- Nails and construction tools (noting these should first be discussed with the CWG)

A.2 In-kind Assistance: survival kits

Contents and distribution of survival kits should be coordinated with OCHA, as well as the WASH, FSL, Nutrition and Protection Clusters.

A.3 In-kind Assistance: stoves efficiency

In some displacement locations, energy-efficient cooking stoves should be provided to reduce firewood usage and improve fuel efficiency and form part of the GBV risk mitigation matters. Alternatively, Training of Trainers (TOT) sessions on how to make stoves locally can be provided for homeowners based on assessment training needs at the household level, in coordination with the Protection Cluster.

A.4 In-kind Assistance: return packages

Return packages can be provided through in-kind or CVA as per the recommended emergency kits based on multi-sectoral, joint and impartial needs analysis of the target population in close coordination with stakeholders. The purpose of return packages will be for people returning from displacement sites to their places of origin. As with survival kits, they will be multi-purpose.

A.5 In-kind Assistance: recovery and developmental phase

Both in-kind and CVA methodologies will be pragmatic to encourage an owner-driven shelter approach. The Cluster and NGOs will complete more training workshops (i.e., construction training/training of trainers), revise shelter design for/per region, advocate for the security of tenure regarding due diligence HLP and land re-acquisition to enhance re-integration and land acquisition opportunities. In all country sites, cluster partners shall disseminate information about better housing practices that are culturally acceptable to strengthen community-based coping strategies.

4.B Cash and Voucher Assistance (CVA)

SNFI programmes will consider restricted CVA as one of the default modalities to transfer assistance to target populations where it is appropriate and feasible to improve their shelters and household items. The starting point is to be conducting a thorough market assessment, targeting market actors and households with a focus on protection risk analysis. The protection risk analysis exercise will ensure that safety concerns and any risks associated with CVA and appropriate risk mitigation strategies are set in place. Restricted CVA can be used in many ways; to support with the purchase of household items and shelter kits; for the transportation cost, possessions or materials; for the purchase of fuel or stoves; for training or for part of a cash-for-work programme where a competitive functional market is available and people have meaningful access to those markets. When conducted, CVA assessments should be coordinated with other sectors' stakeholders, especially with the Cash Working Group (CWG) and transfer values of assistance will be calculated on the agreed Multi-sector Survival Minimum Expenditure Basket (MEB).

B.1 Cash and Voucher Assistance: market assessment

All CVA programmes must start with pre-crisis, rapid emergency and post-conflict market mapping and analysis using the unified tool(s). This approach will determine what is appropriate, feasible and effective in the local market, and to ensure that vulnerable people have meaningful access to the markets and will also support partners to understand the SNFI market system. Where feasible, financial service providers (FSPS) will be used to deliver both loose NFIs and shelter materials to the target population.

Market access can be impeded in many ways, including seasonal flooding, fighting, social exclusion, through challenges for people with disabilities to access the markets or gender-related constraints. Whilst a market assessment is a key pillar of programming using CVA, it should also be a consideration for in-kind assistance as to whether local markets can supply the required volume and quality of shelter items.

B.2 Cash and Voucher Assistance: household items

CVA can be used as one of the modalities (either unrestricted or restricted) to access a set of basic or recovery household items. The assistance can be delivered through a range of delivery mechanisms including paper vouchers, E-vouchers, E-cash, direct cash and regular or one-off transfer value corresponding to the amount to the households, where people are free to purchase what they need.

B.3 Cash and Voucher Assistance: construction

CVA (either alone or sometimes combined with in-kind) can be used for emergency or transitional shelter construction, either through Cluster partners or use of local vendors and/or service providers. Focus will be on market-based programming and will ensure HLP due diligence is conducted. In this way, the focus on a localised approach will involve active participation of the target population from phased payments, with each tranche being conditional on the previous payment being made to linked in-kind contribution to cover labour or transport.

B.4 Cash and Voucher Assistance: rental subsidy

Although not yet implemented in South Sudan, rental subsidies may be considered under certain circumstances especially in returnee and integration processes. Care should be taken to ensure that a rental subsidy approach is not followed by evictions and that it does not undermine community coping mechanisms.

4.C Shelter Construction / Rehab / Reinforcement

C.1 Shelter construction / rehab / reinforcement

Whilst there may never be donor resources to fund construction of transitional shelters or core houses for all crisis-affected people in South Sudan, there are certain locations and contexts where targeted shelter construction assistance may be the best solution. These contexts include:

- In POCs – where access to materials is limited and there is a need for consistency in site planning to mitigate broader risks. In some sites, robust shelters have been constructed for displaced people and are followed up with reinforcement or repair activities, for example to mitigate flood risks.
- In collective centres with no HLP issues and where the structures are insufficient for the population living there.
- For returnees in safe areas where multisectoral area-based approaches are adopted, of which shelter is a part of. Initial pilots have been completed in urban areas, but this could expand to some rural locations.
- In all cases where focus is on programme design and not the shelter design. This means that shelters must not be constructed without agreements on security of tenure, access to sanitation, security, livelihoods, and community engagement. Construction programmes should also be accompanied by training and capacity building for communities and individuals. Training for shelter partners should also be organised.

C.1 Livestock shelter

In some locations provision for livestock shelter must be considered. This includes negotiations for land access and secure locations for the livestock. It should be closely coordinated with livelihood actors, as well as the WASH Cluster for water provision.

4.D Transportation Support to Return Sites

Where conditions are suitable for returnees to safely reintegrate and logistics transportation is available, then support for returnees' will be considered. This can be linked with site visits, where displaced community committees are accompanied to visit their locations of origin to review safety and conditions for return.

4.E Housing Land and Property (HLP) support

- HLP is a central cause of many of the conflicts in South Sudan. Considering long-term solutions, the Cluster will adhere to due diligence standards by ensuring that sufficient checks and consultations with all stakeholders at all levels are completed. This will help guarantee a high level of certainty regarding land ownership has been made before, during, and after shelter projects and that there is sufficient security of tenure for returning people and those who are displaced. To address HLP issues, the Cluster and partners need to engage at multiple levels to ensure that shelter responses do not lead to long-term tensions or put people at risk of eviction. HLP activities include both engagement in national dialogue and policy, as well as finding local solutions for those who are facing tenure insecurity.
- Central to all response options is the common approach that the design and delivery of all shelter programmes should incorporate protection principles to protect and promote the rights of affected populations.

4.F Coordination and Partnerships

- Core to all shelter responses is coordination with national authorities, community organisations, as well as other sectors and agencies.
- For local responses outside of POCs, the SNFI Cluster will promote Area Based Approaches and coordination modalities. The exact modalities of these require further development and agreement, but the Cluster and its partners will coordinate with the lead agency for each area. The cluster will actively pursue relevant linkages with other clusters at national and sub national levels. In coordination with other clusters, the SNFI Cluster will integrate sectorial activities through proactive engagement in the following areas at minimum: CCCM, due to the high number of displaced people living in formal and informal sites; WASH, to efficiently coordinate mobile interventions in the same locations and ensure no duplication of WASH NFIs; and FSL and WASH, to keep supporting the population on the run, under protection risks and in hard-to-reach areas through multi-sectorial life-saving kits (Survival Kits).

4.G Advocacy

Advocacy on issues affecting shelter needs is a core component of the Cluster's role. Areas of focus will include but not be limited to:

- The role of shelter in recovery, to be advocated within the various recovery platforms such as the Partnership for Recovery and Resilience.
- HLP (see 4.E).
- Local level coordination and area approaches outside of POCs.
- The role and funding of shelter in ongoing emergency response needs and recovery.
- The representation of shelter within protection and CCCM planning for camp closure.
- Note that for timelines of response, funding should align with seasons and the necessary timeframes in order to ensure effective assessment and coordination.

4.H Capacity Building

Capacity building is a core component of shelter responses. It must be conducted by shelter partners in parallel with other actors. These include the following audiences:

- National and Sub-National Government and Traditional Authorities, primarily on the need for targeting of assistance and HLP.
- Humanitarian staff working on shelter programmes, reporting and cluster systems, protection mainstreaming within operations as well as environmental and social safeguards of shelter/settlement sites.
- Affected populations, ensuring their rights in relation to SNFI assistance, HLP related issues and legal procedures are addressed. Further, to provide skills training on how to make and use improved stoves, produce NFIs using local materials and how to construct shelters. There will also be an emphasis on shelter construction training for cluster partners so that they can in turn train the community.
- National NGOs, through deliberate efforts on coaching and mentoring in order to support localisation.
- Many of these training needs link with other sectors/clusters and should be coordinated accordingly, particularly FSL to enhance livelihood opportunities.



5. Exit Strategy

Within the two-year period of this strategy, it is unlikely that the assistance provided by Cluster partners will no longer be needed; hence the exit strategy focuses on:

- Providing support to government departments and national non-governmental organisations/civil society through technical capacity building (e.g., working with the government and non-governmental/civil society organisations on HLP issues and developing tools and methodologies for appropriate responses on shelter and settlement).
- Prioritising immediate critical needs, whilst also working with the government to prioritise support services required to encourage people to return.
- Working with government counterparts to determine long-term solutions using the government-led return and reintegration framework as an entry point.
- Working with local authorities and local CSOs/CBOs to rehabilitate environmental impacts of temporary settlement sites.



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