

Evaluation of the GSC 2018-22 Strategy

Shelter week
July 2022



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Promote access to a safe, secure and dignified environment, with adequate living spaces, and to basic services and socioeconomic opportunities for women and men of all ages affected by humanitarian crises.



EVALUATION PROCESS



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Overview

- Took place between 25 November 2021 and 20 May 2022
- Independent team
 - Humanitarian & Development Consulting Pty Ltd
 - Socorro Global Humanitarian Consultants
- Evaluation framework and approach developed and agreed during inception process



Evaluation framework and approach



- Evaluation framework (criteria):
 - Relevance
 - Efficiency
 - Effectiveness and Impact
- Data collection:
 - >270 documents
 - >40 interviewees
 - Survey of global stakeholders
- Coding for qualitative and quantitative analysis
- Interim findings, consultation and review of draft report
- Some important limitations



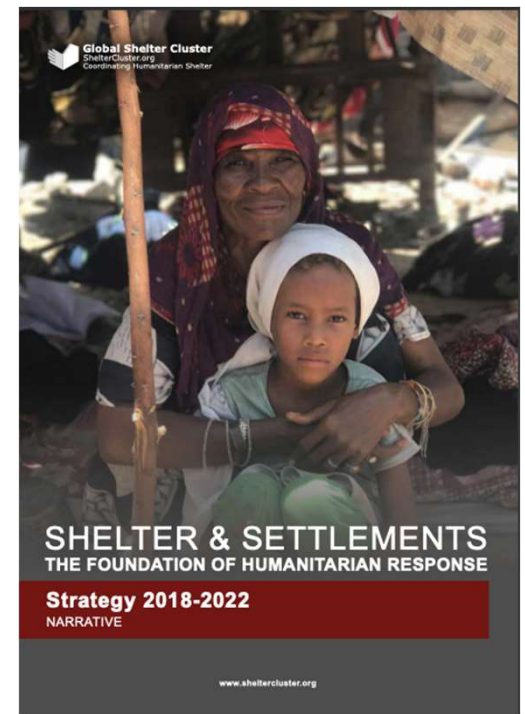
RECALLING THE STRATEGY



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Context

- Three “ages” of GSC strategic formalization
 - Mostly informal – until 2012
 - One-page strategy – 2013-17
 - More robust, current strategy – 2018-22
- Developed explicitly to be inclusive of the broad and diverse set of stakeholders represented in the cluster
- Development process was highly consultative



GSC Vision, mission, and aim



Vision: A World Where Everyone Feels at Home.



Mission: The Global Shelter Cluster collectively supports crisis affected people to live in safe, dignified and appropriate shelter and settlements.

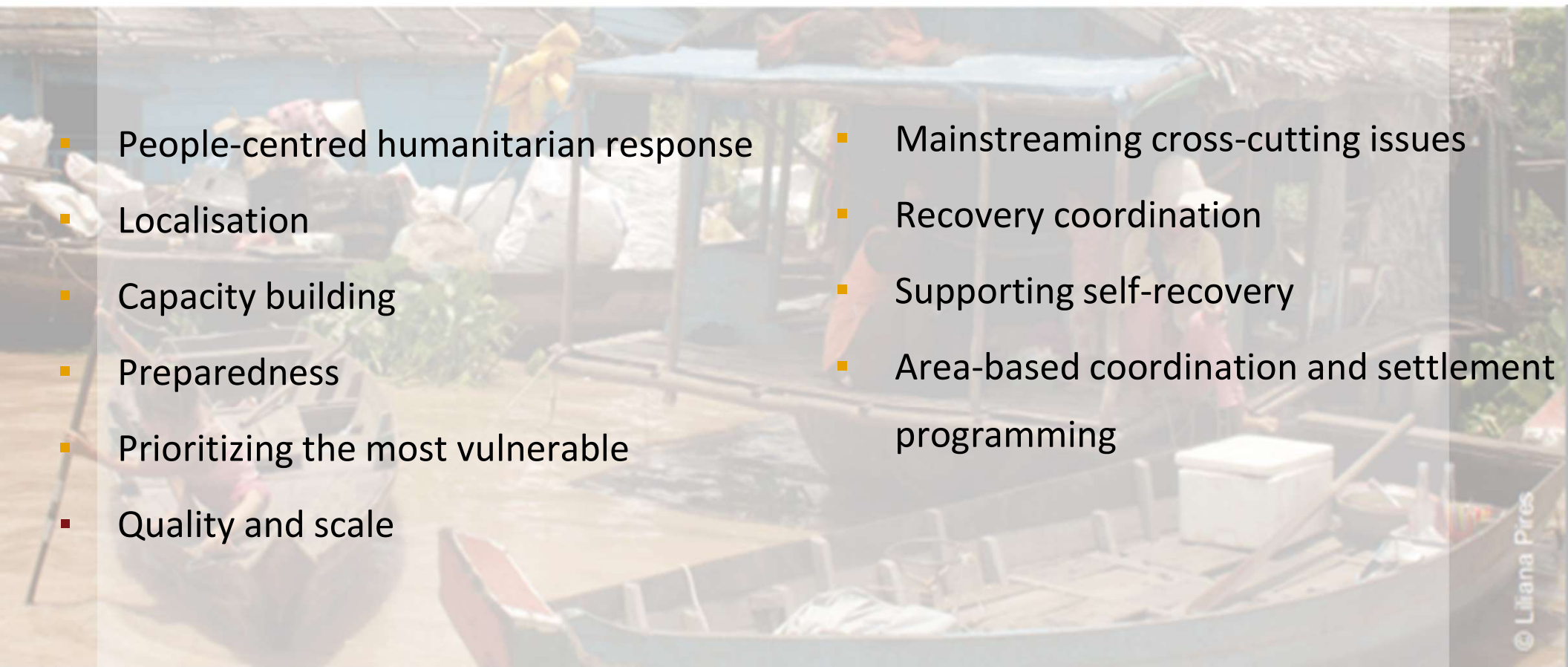


Aim*: Strengthened shelter and settlements Responses that build resilient communities.



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10 Strategic approaches

- 
- People-centred humanitarian response
 - Localisation
 - Capacity building
 - Preparedness
 - Prioritizing the most vulnerable
 - Quality and scale
 - Mainstreaming cross-cutting issues
 - Recovery coordination
 - Supporting self-recovery
 - Area-based coordination and settlement programming



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4 Strategic Areas

1



COORDINATION

Coordination contributes to a localised, predictable, effective and timely response

2



ADVOCACY

Increased recognition of shelter and settlement in humanitarian response and recovery

3



EVIDENCE-BASED RESPONSE

Shelter response informed by evidence, best practice and learning

4



CAPACITY

Shelter sector capacity to address ongoing and emerging challenges



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...with **15 sub-pillars**

And **4 issues** to
mainstream:

- Protection
- Gender
- Disability
- Environment



1.1 PREDICTABLE, TIMELY, EFFECTIVE
Support and services for Shelter Clusters

1.2 LOCALISED AND AREA-BASED
Strengthening area-based coordination and promoting settlement approaches

1.3 TRANSITION TO RECOVERY
Facilitating transition to recovery coordination, enhancing engagement with governments and development actors

1.4 INTEGRATED RESPONSE
Effective inter-cluster coordination and joint response planning approaches



2.1 IMPORTANCE OF SHELTER AND SETTLEMENT
Strengthened understanding of shelter and settlement's critical multi-sector impact

2.2 ENGAGEMENT
Increased donor and agency engagement and support for shelter and settlements sector

2.3 RESPONSE FUNDING
Critical funding and response gaps are monitored, communicated and supported

2.4 INFLUENCING
Engaging others: appropriate urban assistance, cash and markets-based programming, area-based approaches



3.1 AVAILABLE AND USED
Evidence available and used to inform planning, coordination and decision-making

3.2 EVIDENCE GAPS FILLED
Key shelter and settlement evidence gaps filled

3.3 CAPITALISATION
Knowledge management systems in place to capitalise on lessons learned as well as best practice in order to bring about change in sector policy and practice



4.1 SKILLS
Increased and localised shelter response capacity

4.2 PREPAREDNESS
Country workshops and HLP

4.3 UTILISING CASH AND MARKETS
Shelter responders apply cash and markets modalities appropriately

4.4 FUTURE OF SHELTER AND SETTLEMENT
Analysis of sector future response needs and capacity



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Also...

- 12 indicators (4 outcomes)
- More than 150 outputs/actions at:
 - Global-,
 - Country-, and
 - Agency-levels



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

Suffice to say **the GSC strategy** was **broad** and **inclusive**



KEY FINDINGS



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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**
 - Operational, aspirational, motivational
 - To fundraise, to guide cluster coordinators, to nudge partners
- **Prioritization not readily apparent** to all
- **Relevance varied** to different stakeholders



A background image showing several people, including children, 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. 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:

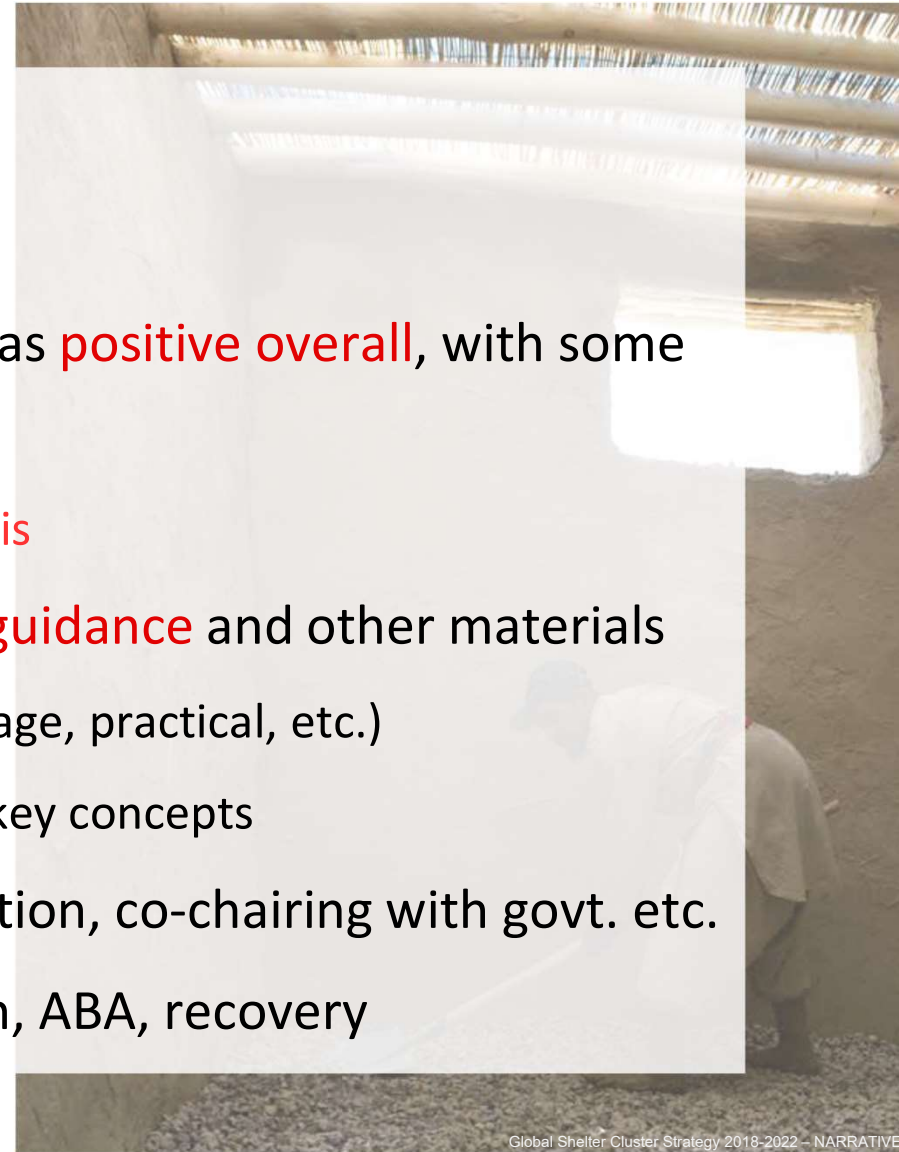
- Scope for better capturing **key aspects** of GSC performance
- Reporting **explanations and timeframes** (started late mid-2020)
- **Linkages to existing systems** – notably CCPM
 - Despite push and provision of tools, **CCPM not well taken-up or capitalized upon**
- Tracking and consolidated **financial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



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

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.)
 - Sometimes a lack of common understanding of key concepts
- **Some gaps in guidance** – e.g. non-cluster activation, co-chairing with govt. etc.
- **Key agendas remain unrealized**: 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
 - Cash successes
- 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
 - COVID
 - HLP
 - CASH
- 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
- Future analysis needs an update

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 work by WGs**, 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, in that it was incremental step toward formalization, inclusiveness helped build buy-in, and over-ambition kind of an appropriate problem
- It remains broad and relevant enough to encompass GSC work
- Lack of clear purpose, priorities, and identity were issues that compounded against funding constraints
- Many aspects of the strategy remain unachieved
- Picture unclear regarding delivery of effective coordination on the ground, despite some improvements in monitoring



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