



Global Shelter Cluster
ShelterCluster.org
Coordinating Humanitarian Shelter



2021 ACHIEVEMENTS REPORT



© Andrea Ruffini / Lake Chad

Woman interlacing straw during shelter construction.

GLOBAL SHELTER CLUSTER (GSC)

Co-led by the International Federation of Red Cross and Red Crescent Societies (IFRC) and the Office of the United Nations High Commissioner for Refugees (UNHCR), the GSC is a platform of shelter and settlement partners. Its mission is to support crisis-affected people to live in safe, dignified and appropriate shelter and settlements. The GSC and country Shelter Clusters work collectively with national response actors to support people affected by disasters and conflict with timely, effective and predictable shelter and settlement responses.

Since the Cluster Approach was rolled out in 2006 the GSC has worked with an ever-growing range of partners. There is increasing recognition that shelter and settlement responses not only provide physical dwellings but also stable foundations to rebuild lives and support a range of multi-sectoral outcomes. Building on its commitment to partnership, the GSC is implementing its 2018-2022 strategy collaboratively with many other actors under the guidance of its Strategic Advisory Group (SAG) and the Global Shelter Cluster lead agencies.

Throughout 2021, the GSC supported 17.5 million people with shelter and/or NFI through 766 shelter partners, with over \$776M USD secured funding (43% of the shelter requirements). The GSC led 31 shelter clusters, including one new cluster activation in Honduras. During 2021 the GSC obtained major grants to continue the implementation of the GSC 2018-2022 Global Shelter Cluster Strategy and to mobilize collective efforts towards a greener and climate smart humanitarian shelter and settlement responses. The Global Shelter Cluster Support Team expanded to include additional capacities in roving coordination and information management, research and advocacy and communications. In order to improve the Global Shelter Cluster IM capacity the GSC developed and launched its Information Management & Assessment Toolkit to complement its Coordination Toolkit and initiated an IM review. In June 2021, the GSC Shelter Projects publication was launched. The Annual Meeting 2021 was organized, which consisted of 26 events and counted with 1433 participants. In October 2021, the Annual Coordination Workshop was held.

Cover Picture: © Nathan Webb / IOM. The International Organization for Migration's Bamboo Treatment Facility in Cox's Bazar, Bangladesh increases the lifespan and structural integrity of shelters in the district by preparing and chemically treating the humanitarian response's primary building material (bamboo) - minimizing material usage and reducing environmental degradation in the process.

Global Shelter Cluster Strategy 2018 - 2022

AIM

STRENGTHENED SHELTER AND SETTLEMENTS RESPONSES THAT BUILD RESILIENT COMMUNITIES

MAINSTREAMED PROTECTION, GENDER, DISABILITY AND ENVIRONMENT

1



COORDINATION

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

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



ADVOCACY

Increased recognition of shelter and settlement in humanitarian response and recovery

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



EVIDENCE-BASED RESPONSE

Shelter response informed by evidence, best practice and learning

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



CAPACITY

Shelter sector capacity to address ongoing and emerging challenges

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

For more information on the
Global Shelter Cluster 2018-2022 Strategy
Scan the following QR Code



ACTIVE CLUSTERS**

CLUSTER ACTIVATION

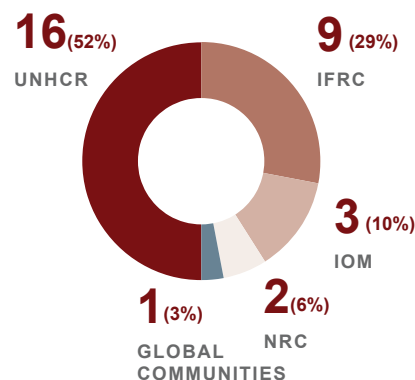
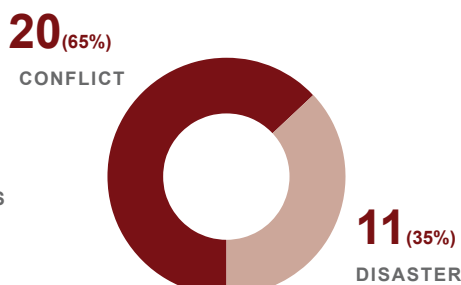
SYSTEM-WIDE SCALE-UP



20 CONFLICT SITUATIONS

BREAKDOWN OF CLUSTERS

BY TYPE OF CRISIS



CLUSTER ACTIVATION



** 9 Cluster-like mechanisms (or sectoral working groups) are also active: Fiji, Malawi, Mongolia, Solomon Islands, Vietnam, Americas region, Haiti, Libya, Niger

17.5M*
PEOPLE SUPPORTED

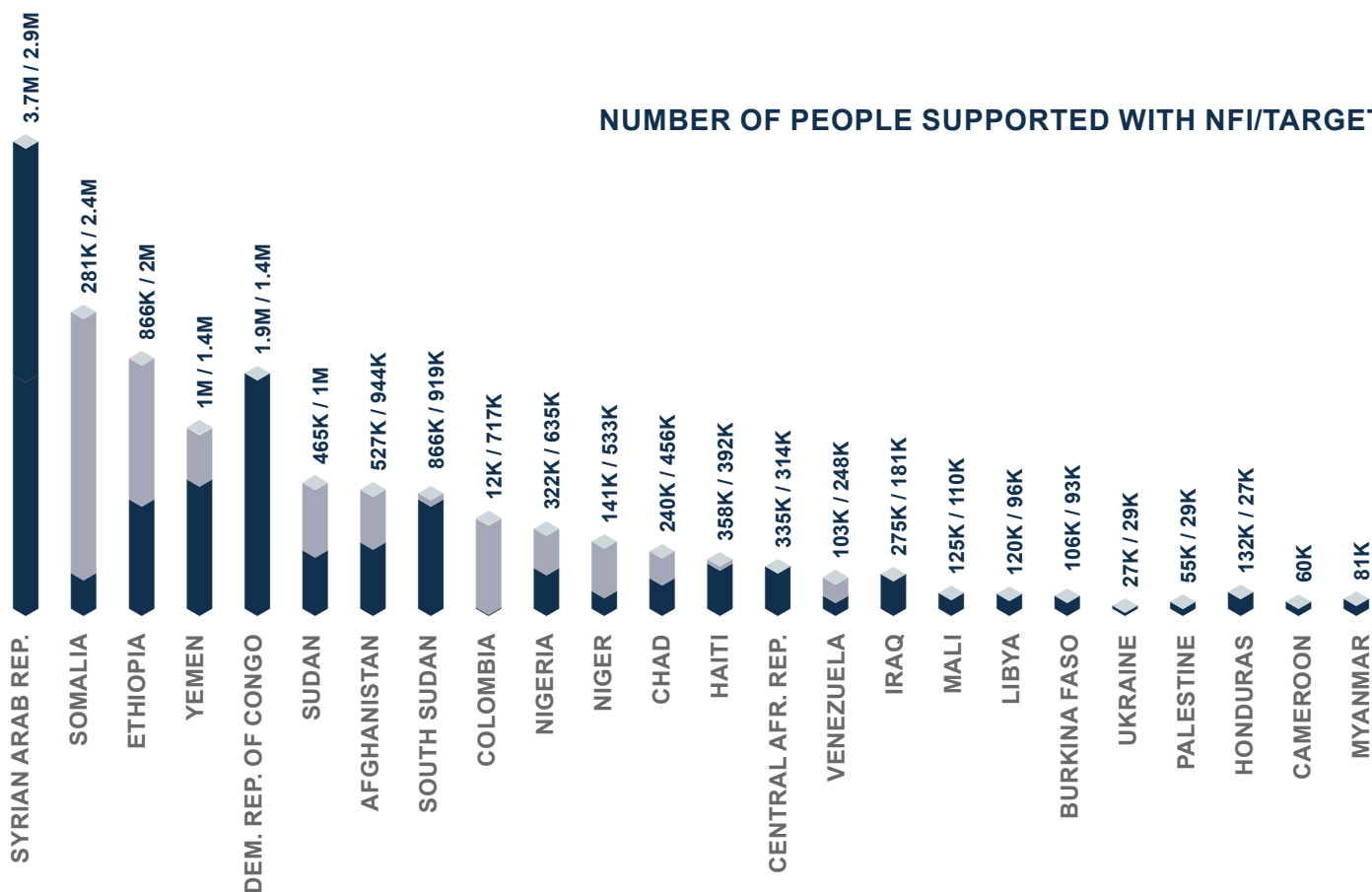


7M
PEOPLE SUPPORTED WITH
SHELTER INTERVENTIONS

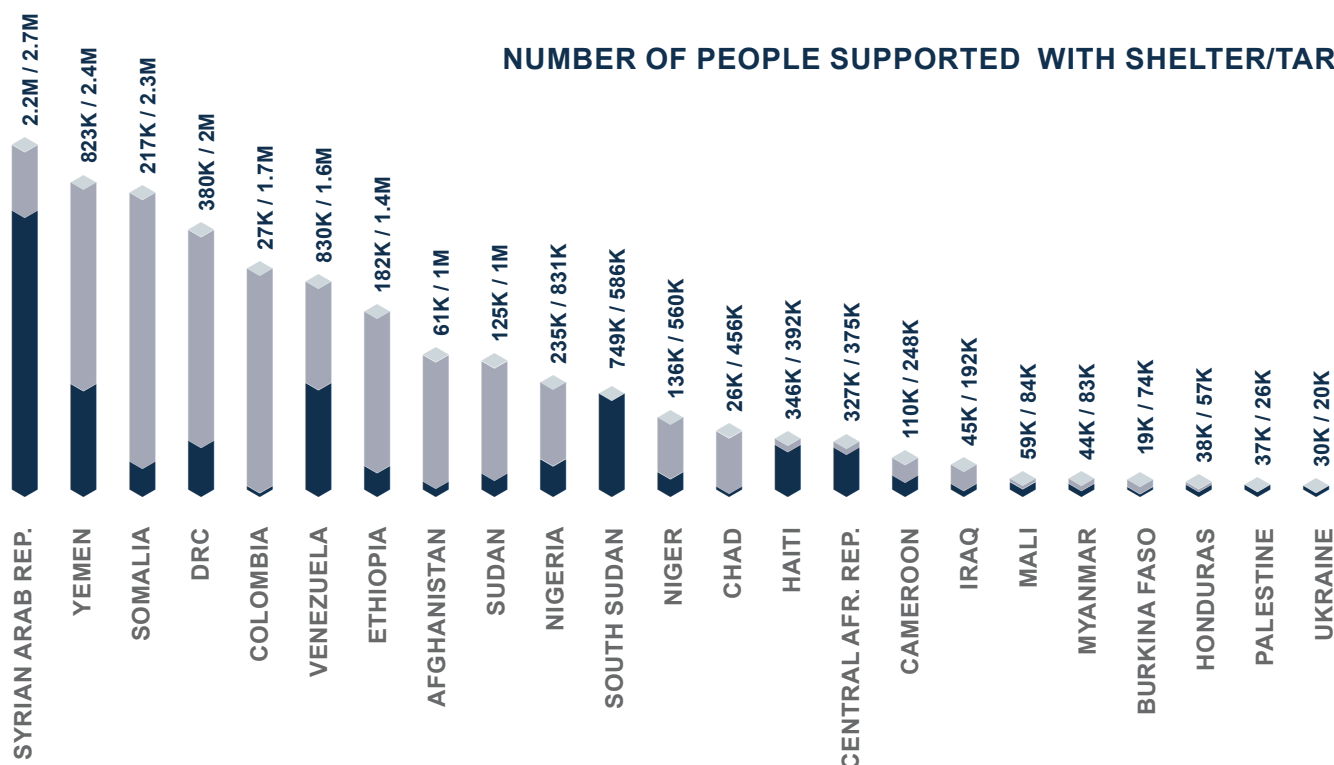


12M
PEOPLE SUPPORTED WITH
NFI INTERVENTIONS

NUMBER OF PEOPLE SUPPORTED WITH NFI/TARGET



NUMBER OF PEOPLE SUPPORTED WITH SHELTER/TARGET



* The data presented here has been made available to the Global Shelter Cluster through factsheets. Achievements are from all cluster partners (not just the lead agency). Any form of shelter and/or NFI assistance is counted (except for distribution of single items). To avoid overlap, this is based on the highest number of beneficiaries for either NFI or shelter per country (if no total figure has been provided for the number of people reached).

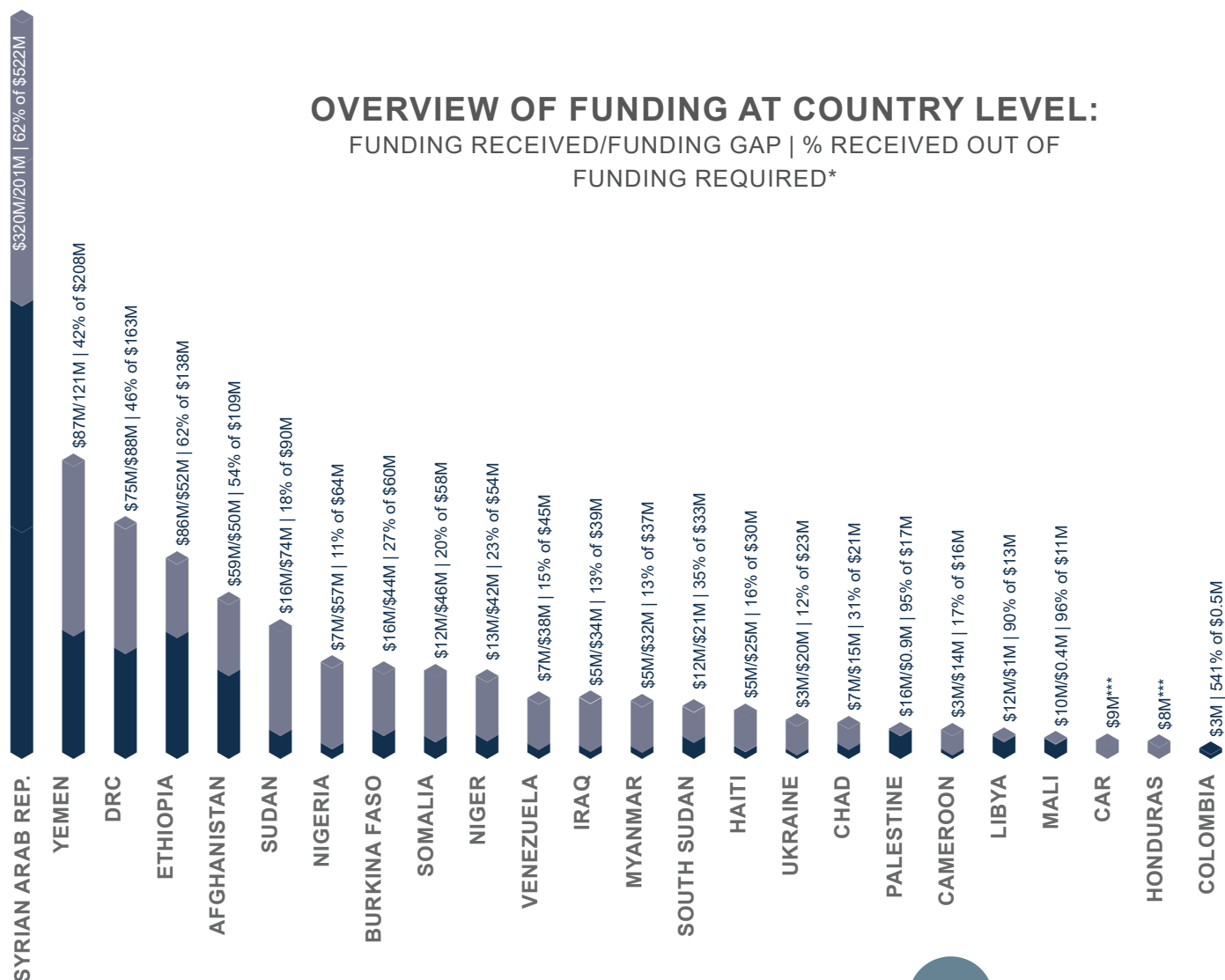
\$776M*
FUNDING RECEIVED

\$1.8B*
FUNDING REQUIRED

43 %
FUNDING ACHIEVED

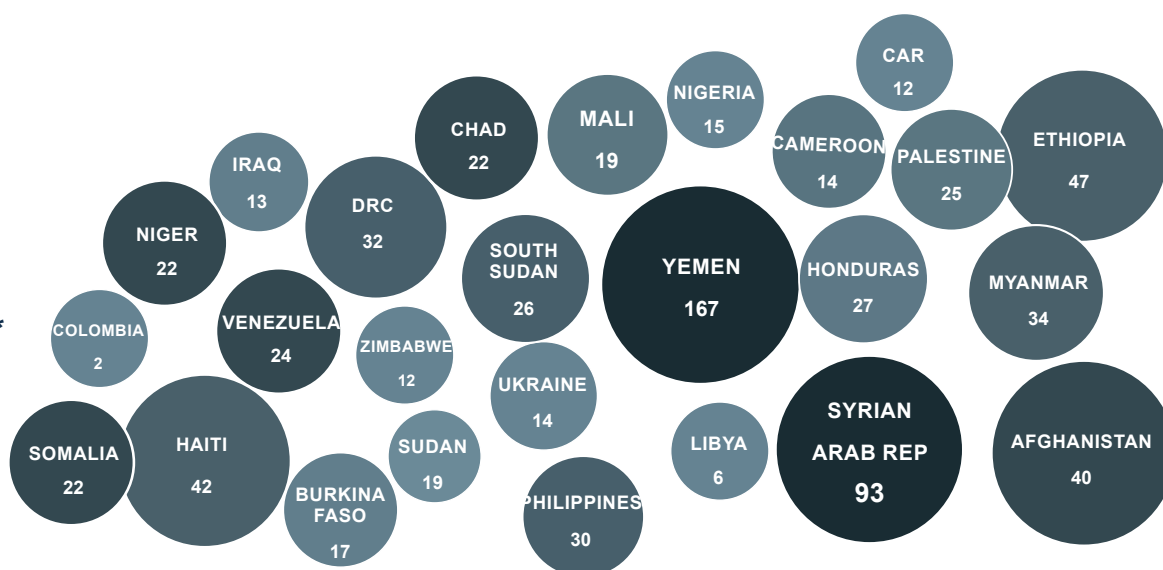
57 %
FUNDING GAP

OVERVIEW OF FUNDING AT COUNTRY LEVEL: FUNDING RECEIVED/FUNDING GAP | % RECEIVED OUT OF FUNDING REQUIRED*



766

CLUSTER
PARTNERS**



* Based on factsheets submitted by clusters and OCHA's Financial Tracking Service, all amounts are in USD. Funding is received by cluster partners.

** The number of cluster partners is based on the number reported by the cluster in its factsheet. This number does not include clusters in preparedness mode.

***Data on funding received during 2021 was not available.

810

DAYS REMOTE
SUPPORT

28

DAYS ON MISSION

1389

GLOBAL / REGIONAL
SUPPORT

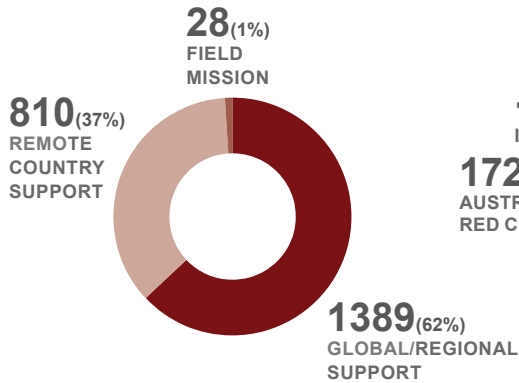
2227

TOTAL NUMBER OF
DAYS OF SUPPORT

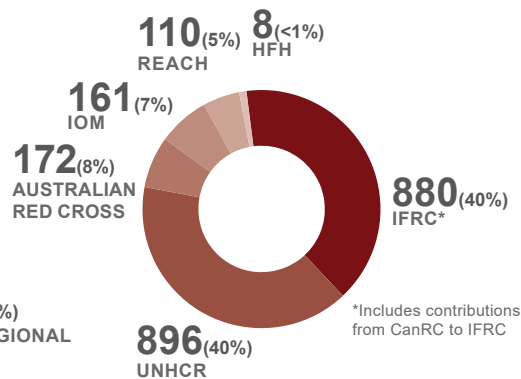
GLOBAL SUPPORT TEAM ACTIVITIES

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

BY TYPE

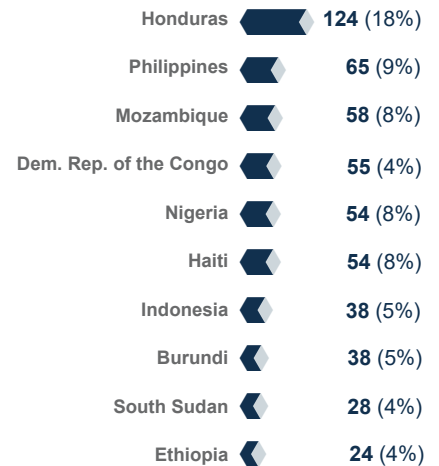


BY ORGANISATION*



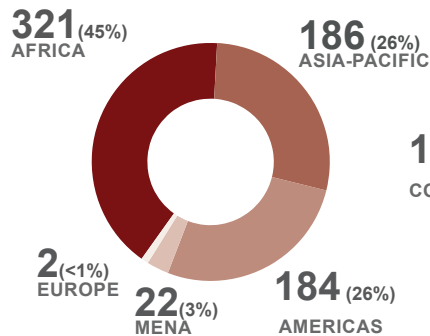
*Includes contributions from CanRC to IFRC

BY COUNTRY

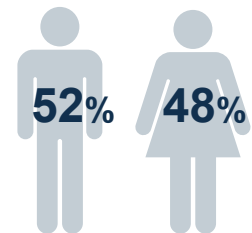
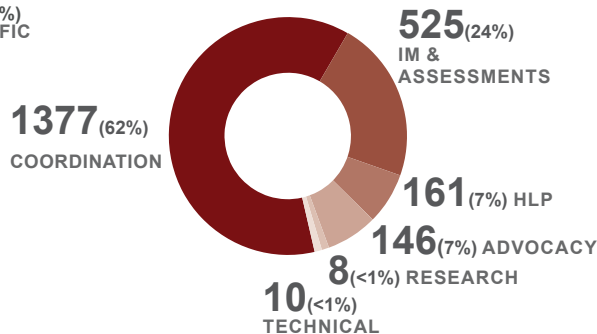


Only countries with more than 20 days of support are shown

BY REGION



BY FUNCTION

CLUSTER SUPPORT TEAM
GENDER BREAKDOWN

Violence in Rakhine State began on 25th August 2017, which has driven an estimated 900,000 Rohingya across the border into Cox's Bazar, Bangladesh. The speed and scale of the influx have resulted in a critical humanitarian emergency. They have been reliant on humanitarian assistance for food, and other life-saving needs since they arrived. Some of the campsites have spontaneously emerged, water and sanitation facilities are limited or of poor quality, with extremely high density raising the risks of an outbreak of disease. The Rohingya population in Cox's Bazar is highly vulnerable, having fled conflict and experienced severe trauma, and now living in extremely difficult conditions.



COORDINATION

✓ Target achieved ✗ Target not achieved yet

STRATEGIC AREAS AND RESULTS	INDICATORS	TARGET 2020/2021	RESULT 2021	TARGET 2022	MEANS OF VERIFICATION
COORDINATION Coordination contributes to an effective and accountable response	% of stakeholders who are satisfied with the performance of the Shelter Cluster (aggregated country-level and global level)*	90%	88% ✗	90%	Annual survey completed by stakeholders
1.1 Predictable, timely, effective support and services for Shelter Clusters	Average time (hours) in which a trained and experienced coordinator is deployed to newly activated country-level clusters	< 72 HRS	<72 HRS ✓	< 72 HRS	Deployment / mission reports, requests
1.2 Strengthening area-based coordination and promoting settlement approaches					
1.3 Facilitating transition to recovery coordination	% of country-level clusters that undertake a cluster performance review with partners and implement the action plan recommendations at least once per year	60%	35% ✗	80%	SAG meeting minutes, GSC website, country Action Plans
1.4 Effective inter-cluster coordination and joint response planning					

OVERVIEW

At the end of 2021 a total of 31 clusters and 9 cluster-like arrangements were active with one new activation in Honduras. \$1.8B USD were required by Country Level Clusters during 2021 with only 43% of required funds received (\$776M USD). The GSC supported these clusters with surge capacity and remote support in the areas of coordination, information management, and assessment. Mission support to country level clusters was limited due to travel restrictions related to Covid-19. Despite the restrictions, 28 days of field mission support were provided by GSC Support Team members.

During 2021 the GSC provided 810 days of remote country support, primarily to Honduras, Philippines and Nigeria. Per region, Africa received the most support with 321 days of remote support, followed by Asia-Pacific with 186 days and the Americas with 184 days. MENA received 22 days of remote support.

The country-level Shelter Clusters provided shelter and NFIs to nearly 17.5 million IDPs through 766 partners. In 2021, the GSC continued to work with significant financial support from BHA towards the implementation of the GSC 2018-2022 Strategy. Another grant from ECHO contributed to mobilize collective efforts towards greener and climate-smart humanitarian shelter and settlement responses.

In order to strengthen the Global Shelter Cluster information management capacity, the GSC initiated an IM review. The GSC also conducted a GBV risk mitigation analysis of the Shelter chapters of the 2021 HNOs and HRP. In June 2021, the GSC launched the 8th edition of the [GSC Shelter Projects](#) publication. Also in June, the GSC hosted its [2021](#)

[Annual Meeting](#) online, under the theme of 'Shelter in a Changing Environment' consisting of 26 events with 1433 total participants. In October 2021, the annual [Coordination Workshop](#) was held with multiple online events.

GSC IASC ACTIVITIES

The Global Shelter Cluster Coordinators (IFRC and UNHCR) regularly participate in IASC discussions and decision-making through the Global Cluster Coordination Group. This forum also provides an avenue for multi-sectoral interaction with country operations through briefings with Humanitarian Coordinators or heads of OCHA. In addition, the Global Shelter Cluster Support Team regularly participates in other inter-agency coordination fora such as the HPC Steering Group, the Joint Intersectoral Analysis Group (JIAG), and the Geneva Based Cash Working Group among others.

DONOR CONSULTATION GROUP

The Donor Consultation Group (DCG) is a group of donors actively engaged in humanitarian shelter and interested in contributing to the work of the SAG to advance the GSC strategic direction, overall priorities, and advocacy in support of enhanced humanitarian shelter response. The DCG was reactivated in 2021 with the presence of USAID, ECHO, FCDO, SDC and the World Bank. In its 2021 meetings, the DCG shared their key issues and priorities, exchanged views and ongoing initiatives on greening the response, and discussed the GSC Communications and Advocacy Strategic Action Plan 2021-2022.

*For more information and to view findings disaggregated at global and country-level, see page 28.



COORDINATION

STRATEGIC ADVISORY GROUP

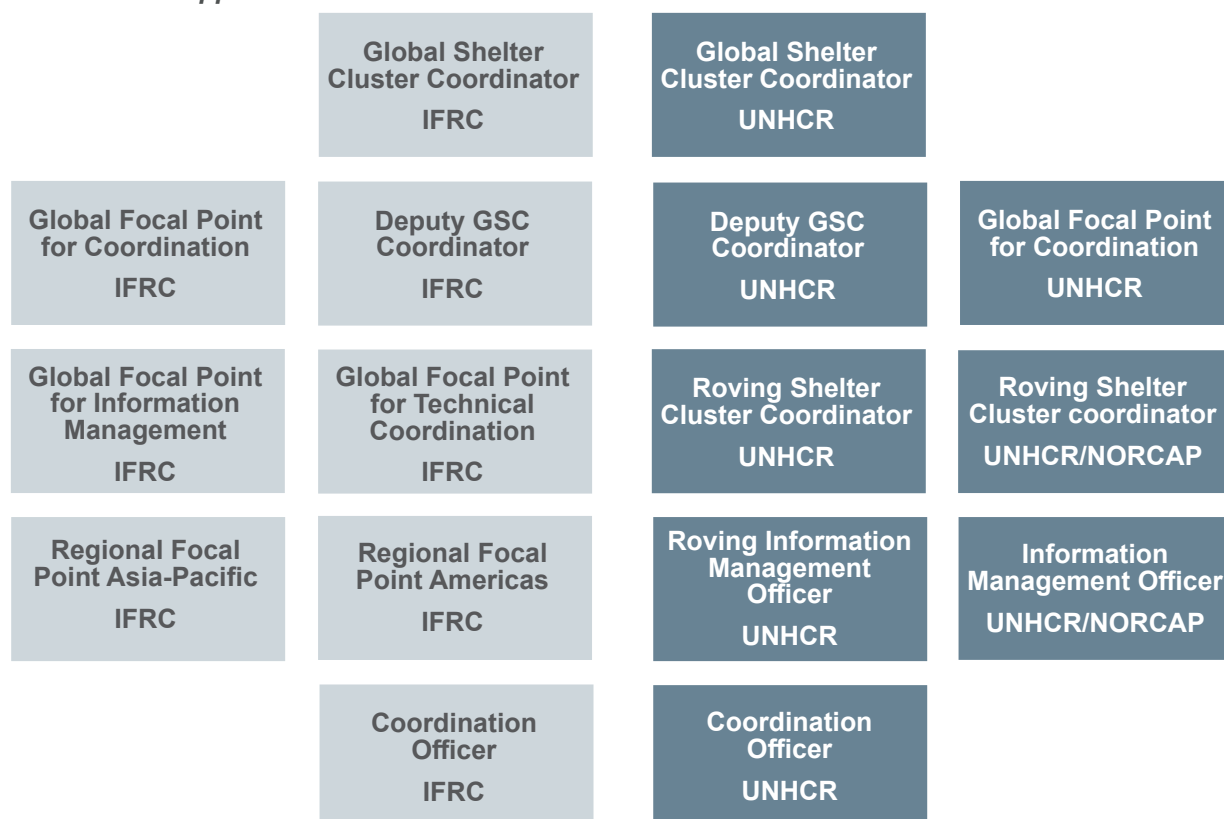
The Global Shelter Cluster Strategic Advisory Group (SAG) members since 2020 are: ACTED/ IMPACT Initiatives, Australian Red Cross, Care International, Catholic Relief Services, Danish Refugee Council, Habitat for Humanity, IFRC, InterAction, IOM, Norwegian Refugee Council, and UNHCR. During 2021, the GSC SAG continued to provide strategic direction and oversight of the implementation of the GSC Strategy, working to advance the GSC overall priorities and advocacy. In its monthly meetings and annual retreat, the SAG agreed on the scope and allocation process for the USAID and ECHO global grants, established the direction, methodology and content of the GSC annual events, discussed GSC strategic priorities such as localization and the environment, and shared plans and challenges in high priority humanitarian crises for a more effective collective response.

GLOBAL SUPPORT TEAM

During 2021, the GSC sustained its commitment to enhancing country-level support by providing immediate and medium-term support to country-level clusters. The support team provided a total of 2113 days of support; including 35 days of in-country support missions and 765 days of remote country support in response to emergencies and to strengthen existing coordination mechanisms.

Furthermore, the GSC team has aimed to enhance the number of experts and specialties available for country support. The team has expanded to include: two Roving Coordinators, a Roving IMO, a GBV Focal Point, an Advocacy and Communications Focal Point, and a Research Focal Point. They are working to develop workstreams aligned with the four pillars of the GSC strategy. At the start of 2022 three additional positions will join the team: a Global Focal Point for Environment, an additional Global Focal Point for HLP and Roving IMO.

GSC Coordination Support Team:



GSC Thematic Focal Points





WORKING GROUPS

Working groups are task-oriented and time-bound structures with clear deliverables that are established by the SAG to address identified needs. In 2021, working groups included:

Construction Standards

The working group aims to develop a harmonized set of non-technical standards for construction processes that can be relevant in any context, and that will inform a consistent position on construction due diligence that agencies and donors can commit to.

In 2021, a Construction Good Practice Standards (CGPS) guidance was produced to set out common standards for the responsible delivery of construction projects in humanitarian settings.

Settlements Approaches in Urban Areas

This working group aims to identify best practices and lessons learnt on settlement approaches and urban response, promoting their use by shelter partners and linking with other clusters to promote an inter-cluster understanding to settlement approaches and urban response. The working group worked on developing tools and guidance on settlement approaches and their application in urban areas based on a series of case studies. During 2021, the USWG organized two webinars on the topic of 'Operationalizing the Settlements Approach' and presented the settlements approach in five external humanitarian events.

Inclusion of Persons with Disability

This working group has been established to support integrating a wider and more systematic disability inclusive approach to shelter and settlements programming. Achievements for 2021 included the revision and update of the 'All Under One Roof: Disability Inclusive Shelter and Settlements' guidelines and training package. The working group also contributed to research looking at disability data needs of shelter practitioners to improve the delivery of inclusive shelter and settlements programs.

Diaspora Engagement in Shelter Response

This working group aims to provide a concrete contribution to the process of strengthening and mainstreaming diaspora engagement in shelter response (DESR), through the development and consolidation of key coordination tools and other relevant material.

The Standard Operating Procedures (SOP) on Diaspora's Engagement in Shelter Assistance was finalized in August 2021. This document proposes a step-by-step procedure for a more coordinated and effective engagement of diasporas in the Shelter & Settlement response, with the ultimate goal of expanding and improving assistance in the shelter sector, at different stages of the crisis management cycle, for communities affected by disaster. This SOP seeks to clarify how these diaspora organizations can link with the Shelter Cluster and international shelter organizations, as well as how diaspora groups can better use their skills and capacities in response.



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.



The ability of Cambodian people to adapt to adverse soil conditions had led an entire community living in dwellings built on water. Here, in this community close to Siem Reap, water becomes the most important element serving to bathe, wash clothes or even for children to play. The same children who beckon and uproot joy and happiness on their huge smiles.

© Liliana Pires

Shelter Projects

The 8th edition of Shelter Projects entitled as “Promoting Better Shelter and Settlements Practices” was launched in September 2021. It included 22 case studies, five response overviews, and five opinion pieces, with over 15 contributing organizations and over 100 individual contributors. This 8th edition contributed to a total repository of nearly 300 project case studies and response overviews, from programs implemented by over 60 organizations in over 70 countries overall. In addition to this publication, a one-off: [Shelter Essentials: Learning from Programming in Humanitarian Crises](#) was launched in four languages, providing a compendium of key learnings arising from the implementation of hundreds of shelter response initiatives. It is a key publication for advocacy and learning purposes to influence policy and practice in the humanitarian shelter sector.

Shelter Vulnerability Classification

This working group continued to develop a vulnerability classification methodology for the shelter sector based on existing good practice from country-level clusters and available research at global level. The methodology will take into account existing norms from relevant initiatives in both the public sector (such as the right to adequate housing) and private sector (such as the insurance industry) and span the divide between humanitarian and development contexts. In 2021 the Shelter Severity Classification Work Stream, under the Vulnerability Working Group (VWG) was launched.

Non-Food Items (NFI) Practices

This working group aims to gather and disseminate good practices on NFIs and meeting household needs. In 2021, the working group continued to explore linkage with energy and environmental purposes while also looking into NFI classifications.

Promoting Safer Building (PSB)

The purpose of this working group is to guide and challenge technical coordination, policy development and practice for the cluster, based on research. The WG concentrated on defining a common protocol on the selection and communication of contextualized technical messages while testing it through the production of several deliverables, including country profiles.

Other key achievements included the publication of two country profiles for Malawi and Tonga. These profiles examined local building cultures and the way they can be utilized for designing a sustainable, resilient habitat. In addition the group continued to ensure active communication with participants by holding meetings and eventually an online workshop. During the online workshop, updates on activities and progress of the GCRF transition and self-recovery project were provided, together with a training session on Monitoring, Evaluation, Assessment & Learning (MEAL).

For more information, visit the WG pages on the GSC website: www.sheltercluster.org/working-group/active-working-groups



COMMUNITIES OF PRACTICE

The Communities of Practice (CoPs) are voluntary bodies consisting of individuals with expertise and interest in a thematic area related to humanitarian shelter response, shelter practices, or shelter coordination. They provide a forum as a point of entry to a repository of knowledge on key thematic issues related to the Shelter sector. This can be accessed as desk support to field responses or as policies, guidelines and other tools in support of the sector. Finally, CoPs are also a capacity building tool to resource expertise from a global pool of talent, complement existing rosters of personnel and serve as a platform to recruit capacity for surge, remote or otherwise deployed support for responses. In 2021, these were the active CoPs:

Shelter, Cash and Markets

The Shelter, Cash and Markets CoP was launched in March 2021 by conducting a survey to understand the priorities of the sector on the topic. The following topics were identified: market assessments and market-based programming, measurement of shelter outcomes including multi-purpose cash assistance, advocacy around cash and voucher assistance in shelter responses, and exploring connections between cash and voucher assistance and security of tenure, evictions and HLP in general. Developing resources for quality market-based programming was identified as one of the priority activities for the CoP. The CoP also contributed to the revision of the MPCA sectoral outcome indicators and started a review of the GSC shelter and cash training. It has been actively engaging with the Markets in Crisis (MiC) Community of Practice to establish shared learning priorities and resources across the two CoPs.

Environment Community of Practice

In 2021 the GSC continued developing tools to determine the environmental impact of shelter responses. The ECoP, together with the BRE Trust and WWF/US, developed the [Shelter Methodology for the Assessment of Carbon](#) (SMAC) tool to enable humanitarian operations to assess the level of carbon dioxide equivalence (CO₂ eq) produced by different typologies of shelter assistance. The SMAC tool is intended as a decision-supporting tool to identify the most carbon-efficient shelter option. The tool uses standard environmental product declarations to define the CO₂ equivalent for materials commonly used in humanitarian construction.

The ECoP continued supporting country-level clusters with developing environmental reports, ensuring that environmental considerations are included in emergency responses such as in the Philippines and providing technical support on decommissioning old tents. The ECoP also developed a Matrix of Environment and Humanitarian Assistance Programs, Projects, Initiatives, and Resources helping connect the GSC efforts to the bigger picture of humanitarian greening activities.

Information Management

The IM CoP is a venue to share and exchange information related to information management practices used within the Shelter Cluster at global and field levels. The themes of discussion included: good/bad practices used during responses, sharing of developed products and other resources of learning interest to the community, updates from the Global-level on coordination practices that may impact IM support and learning resources among others.

CLUSTER COORDINATION PERFORMANCE MONITORING (CCPM)

11 country clusters (Afghanistan, Burkina Faso, DRC, Iraq, Nigeria, Somalia, Palestine, Sudan, Syria, XB NW Syria and Yemen) out of the 31 in response mode have been formally assessed by their partners or the GSC. The results of the surveys provided the basis for agreeing on concrete actions to improve the performance of the cluster and informed Shelter Cluster strategies at country-level. The Global Shelter Cluster counts the CCPM exercise as completed when countries publish these concrete actions into the form of a work plan.

SHELTER COMPENDIUM

The Shelter Compendium is a database of reviewed Information, Education and Communication (IEC) materials to support faster development of common technical messaging in crisis responses. It focuses on messages in shelter and settlements and non-food items operations. The Shelter Compendium is a global open-source database under the Promoting Safe Building (PSB) Working Group of the Global Shelter Cluster to compile and assess existing IEC materials related to Shelter and Settlements responses. The key material in the Shelter Compendium database has been reviewed by technical experts, and these comments are displayed alongside each file. The Shelter Compendium documents existing materials rather than creating new ones.

The Shelter Compendium prioritizes material that is relevant to the emergency phase of shelter and settlements responses. It prioritizes messages that communicate with the affected populations as a primary audience, and local builders as a secondary audience. The Shelter Compendium also contains tools that are more technical and are created for shelter practitioners, but their content can be easily retrieved, modified, and made into contextualized material for the affected populations.

Overview Publication - First Edition

The Shelter Compendium

INFORMATION EDUCATION AND COMMUNICATION MATERIALS
FOR SHELTER AND SETTLEMENTS PROGRAMMING



Global Shelter Cluster
ShelterCluster.org
Coordinating Humanitarian Shelter

SHELTER ESSENTIALS

Shelter Projects Essentials provides insights drawn from more than 250 case studies that have been compiled over the past 13 years in the regular Shelter Projects publications. This includes projects implemented by over 60 humanitarian organizations and governments, across 71 different countries.

Looking back across these case studies, there are multiple points of learning and of good practice that arise time and time again. In Shelter Projects Essentials we distill these points into a series of recurring messages. Extracts from a wide range of Shelter projects case studies illustrate examples of how these messages have been applied to a variety of crises and contexts.



a Context is everything



b Shelter and settlements assistance is part of a process. It has long-term impacts



c People are active participants in their own response and recovery



d Shelter and settlements assistance must be inclusive



e There is a balance between scale, coverage, quality and impact



f Security of tenure underpins all shelter response



g Shelter and settlements go hand in hand



h Shelter and settlements assistance must link to other sectors and priorities



i Local environmental damage is long-lasting



j Locally appropriate technical solutions work best



k Good projects reduce the impacts of future shocks



l Effective projects are coordinated and planned

THE 8TH EDITION OF THE SHELTER PROJECTS

This is the eighth edition in the series of publications that started 13 years ago, contributing to a total repository of nearly 300 project case studies and response overviews, from programs implemented by over 60 organizations in over 70 countries overall. The case studies vary greatly in scale, cost, duration, response phase and project design. Although they are not statistically representative of all shelter responses, this growing body of knowledge represents a source of learning and reflects the highly contextual nature of individual shelter and settlements responses. Overall, it reflects many years of experience

of about 500 field practitioners who have contributed across the editions.

This eighth edition contains 22 new case studies and five overviews of responses. It also contains five opinion pieces, which explore specific pertinent thematic areas in more detail. During the development of this edition of Shelter Projects, all previous editions and case studies were reviewed, and the recurring points of learning and good practice were distilled into a series of essential messages.



Mohammad Aiyub, 29, of a small village in Myanmar's Rakhine state, fled his homeland after experiencing horrible violence in August 2017. Aiyub started working with other people in camps' shelter works not only for him but also serving his community. Aiyub has proved that disability does not mean inability.

© Abdullah Al-Mashrif

PHOTO COMPETITION WINNERS 2021

Out of more than 280 entries for different categories, the jury selected Andrea Ruffini as this year's overall winner of the Shelter Projects Photo Competition 2021. The photo competition also selected the best picture for each of the following categories: Long-term impacts of Shelter, Gender, diversity and inclusion, Environment and local building and Security of Tenure. These photographs will illustrate the eighth edition of the Shelter Projects series of case study compilations.

Overall Winner

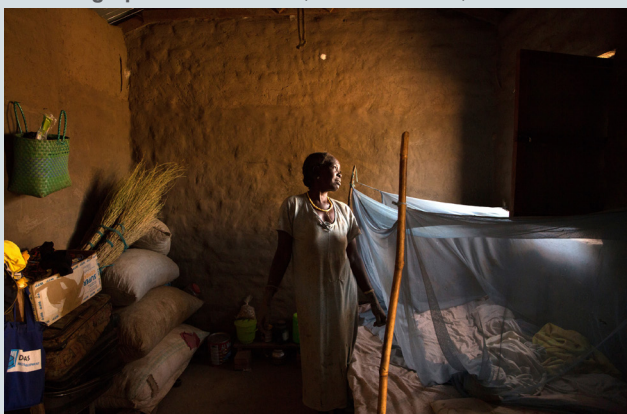
Photographer: Andrea Ruffini; Location: Lake Chad Basin



Woman interlacing straw during shelter construction.

Category 1: Long-term impact of Shelter

Photographer: Peter Catton; Location: Wau, South Sudan



Margaret Joseph, age 50, invites us inside her home in the outskirts of Wau, South Sudan. Her home was built through a community-based construction program to provide housing for families and individuals returning home after conflict, war and property damage.

Category 2: Gender, Diversity & Inclusion

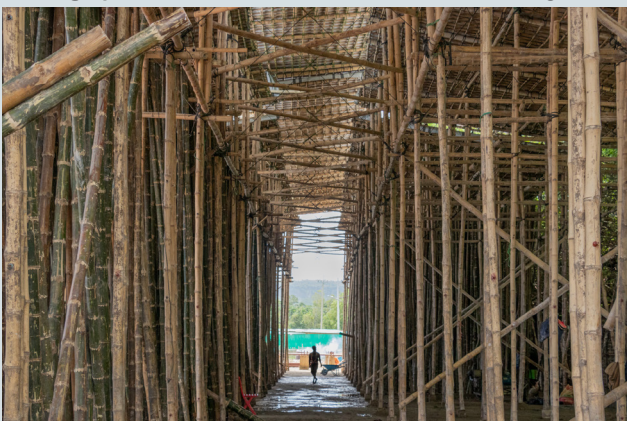
Photographer: Andrea Ruffini; Location: Lake Chad Basin



Women working on shelter construction providing straw.

Category 3: Environment and local building

Photographer: Nate Webb; Location: Cox's Bazar, Bangladesh



The IOM's Bamboo Treatment Facility in Cox's Bazar, Bangladesh, increases the lifespan and structural integrity of shelters in the district by preparing and chemically treating the humanitarian response's primary building material (bamboo) - enhancing material durability and reducing environmental degradation by minimizing material usage / replacement. IOM has strict measures in place to limit the environmental impacts on this process, aiming for zero sum accumulation of the chemicals used.

Category 4: Security of Tenure

Photographer: Bunna Sorng; Location: Battambang, Cambodia



Habitat Cambodia's homewoners' children play inside their secure home.

STRATEGIC AREAS AND RESULTS	INDICATORS	TARGET 2020/2021	RESULT 2021	TARGET 2022	MEANS OF VERIFICATION
ADVOCACY					
Increased recognition of shelter and settlement in humanitarian response and recovery	% of the total humanitarian funding received that is allocated to the Shelter Sector, disaggregated by region and crisis type	4.7%	4.2%* ✗	5.7%	FTS or country-level Factsheets data
2.1 Strengthened understanding of shelter and settlements's critical multi-sectoral impact					
2.2 Increased donor and agency engagement and support for shelter and settlements sector	# of advocacy statements/ positions established and regularly updated	5	5 ✓	10	GSC website
2.3 Critical funding and response gaps are monitored, communicated and supported					
2.4 Engaging others: appropriate urban assistance, cash and markets-based programming, area-based approaches	% of people assisted vs people targetted, disaggregated by region and crisis type	65%	61% ✗	70%	Country-level factsheets

*Total humanitarian funding from FTS, funding allocated to the shelter sector as reported in the country-level Shelter Cluster factsheets

INDICATORS TABLE

At global level, the ongoing trend of underfunding for humanitarian operations continued and COVID-19 influenced strongly the overall levels of funding. Some of the shelter and settlements' sector specific type of work, which requires proximity with affected populations, was severely impacted during the COVID-19 period, which can explain the lower level of funding for the sector in 2020-2021. In addition, some of the countries with major operations saw their funds frozen or reversed in 2021, such as Afghanistan and Sudan, which impacted the overall level of funding.

The GSC published a statement developed collectively with partners for World Habitat Day 2021, and contributed to the statement for World Mental Health day to highlight the importance of shelter for MHPSS. For the 16 Days of Activism against Gender Based Violence, the GSC contributed to the AoR GBV and advocated to shelter and humanitarian practitioners to ensure GBV risk mitigation measures are integrated in their work. As part of the GSC Annual Event, Women in Shelter [advocated](#) for more gender mainstreaming and inclusion in shelter and settlements programming and coordination. The GSC also organized and moderated [Towards a Greener and Climate Smart Humanitarian Response at the Humanitarian Partnership and Networking Week 2021](#). The session concluded with key messages on the need for broad engagement from all sectors and partners towards reducing carbon emissions and greening responses.

COMMUNICATIONS AND ADVOCACY STRATEGIC ACTION PLAN 2021-2022

The Global Focal Point for Advocacy and Communication commenced working with the GSC in June 2021 and focused in the second half of 2021 on the development of an [advocacy and communication strategic action plan](#), which was approved in September 2021. The strategic action plan proposes 3 complementary workflows to guide the work until end of 2022:

- Increase the visibility of the GSC and its partners, and strengthen the engagement of stakeholders.
- Support to country-level clusters with advocacy and communications activities.
- Advocacy on identified priority research topics and in collaboration with existing CoPs and WGs.

To implement the action plan, several tools and guidelines were updated, such as the [GSC Branding guidelines](#). Other tools were created to strengthen the communication and advocacy work of the GSC, including a [Media Library](#).



ADVOCACY

GSC MEETING

The [GSC Meeting 2021](#) took place online from May 12 to October 13, 2021. A total of 26 sessions were facilitated by more than 70 people. The opening session was the most attended one followed by the thematic sessions, the networking sessions, and the Open Space Sessions. A total of 403 unique participants attended the sessions and 553 people registered from over 100 agencies. The feedback and comments in general were very positive, with more than 90% of respondents stating via an anonymous survey that they were very satisfied or satisfied with the meeting. To capture and compile the main outputs from the GSC Meeting 2021 in an interactive format, can be viewed [here](#).

Number of participants



GSC COORDINATION WORKSHOP

As a result of travel restrictions and health risks brought about by the COVID-19 pandemic, the Shelter Coordination Workshop was held online through a virtual event, consisting of a series of sessions starting in mid-October for a period of six weeks. The workshop included of one weekly session at 13:00 Geneva time, which accommodated Shelter Coordination Teams in different time-zones, from Colombia to the Philippines. Each session lasted for 1.5 hours. This was a private event, and as such, only limited to those within the Global Shelter Cluster coordination teams.

REPRESENTATION IN GLOBAL EVENTS

The GSC organized three events at the Humanitarian Networking and Partnerships Week (HNPW) in April and May 2021.

- Improving aid localization through settlement-based interventions on Thursday, April 22.
- Towards a greener and climate smart humanitarian response on Thursday, April 28.
- Launch of the Shelter Essentials publication on Wednesday, May 5.

The GSC co-leads participated in the four regional Shelter and Settlements Fora organized between November and December 2021.

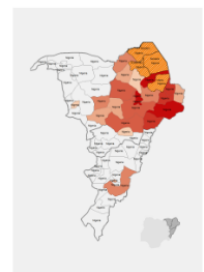
GSC FACTSHEETS

In 2021, 26 country-level shelter clusters or subnational clusters submitted their factsheets providing the GSC with key data and information on their respective yearly resources, achievements, and challenges. This effort has allowed the GSC to have a better understanding for turning key data into evidence-based advocacy. Beyond the GSC factsheet template, several countries have also created their own monthly template for tracking their responses. Countries such as Burkina Faso and Syria created their own country factsheets that enabled them to better monitor the implementation of the response and identify gaps.



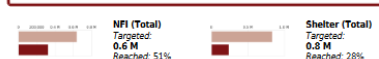
Nigeria

December 2021



HIGHLIGHTS

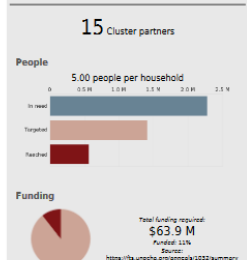
Shelter sector through its partners provided assistance to vulnerable people in need, reaching out a total of 556,900 IDPs, returnees and vulnerable host community members to date, through 13 of its active Shelter and NFI Partners who were working to provide the response. A total of 321,565 individuals have been assisted with NFIs, 171,915 with ESKs, 2,230 with cash assistance for rental subsidies.

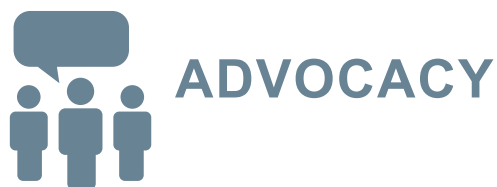


NEED ANALYSIS

During the reporting month of December, the need to repair and construct more shelters to accommodate 17,240 internally displaced population who are sleeping outside without shelter, and 5,905 in reception centers plus new arrivals, and the provision of NFIs cannot be overemphasized given the increasing needs prompted by multiple displacements due to the unstable security environment and other social, natural and economic factors. The usual response by shelter partners has been the emergency shelter kits and emergency shelter (Bama Types). Those response has many advantages including delivery timeline (easy and fast to deploy). The usual lifespan of emergency shelter ranges between 0 - 6 month and 6 month -to- 1 year; depending on the panel of response option. Internally

KEY FIGURES





SOCIAL MEDIA & COMMUNICATION

As part of the communication and advocacy objective to increase the visibility of the Shelter and Settlements sector and the engagement with its target audiences, the GSC continued in 2021 its outreach work through different social media channels and Global Updates.



The Global Shelter Cluster continued the outreach work through the [Twitter](#) account @Sheltercluster and strengthened the online presence with the revamping of the Global Shelter Cluster [LinkedIn](#) page, resulting in 1,567 new followers across both platforms. Throughout the year, 409 social media posts were shared and the engagement of followers with the posts increased progressively in the second half of the year.



On the [Global Shelter Cluster's YouTube](#) channel, 66 videos were added in 2021, with a total of 25.200 views, a 90% increase compared to 2020. The most viewed videos for 2021 were the Responding to Disclosure of a GBV Incident in Arabic (3,810 views) and English (2,447 views), followed by the Tutorial Flooding Analysis revised (1,707 views).

Global Updates

43 [Global Updates](#) were sent to over 690 subscribers in 2021. Over the course of the year, 136 new subscribers were added to the mailing list.

To subscribe to the GSC global updates, click [here](#).

Social media campaigns

Two social media campaigns were implemented between June and December 2021:

- A week long campaign was held on the social media channels for World Habitat Day. This was accompanied by a [statement](#) was published on the website on the 4th of October for World Habitat Day.
- The Global Shelter Cluster contributed to the 16 Days of Activism against Gender Based Violence in collaboration with the GBV Area of Responsibility. The GSC contributed to the global campaign through social media messaging, the organization of two webinars to share good practices from eight different countries, with the participation of 275 people, and the production of [three videos on GBV and shelter in the Democratic Republic of the Congo](#).



KEY SOCIAL MEDIA & COMMUNICATION FIGURES:

66 VIDEOS UPLOADED

43 GLOBAL UPDATES

139 LinkedIn POSTS

62,509 Impressions

224 TWEETS

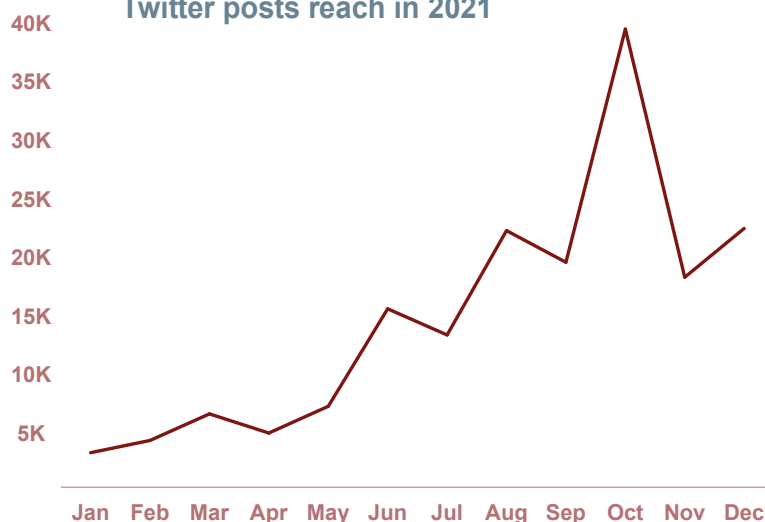
172,964 Impressions

Twitter most viewed post and impressions:

The **most viewed Tweet in 2021** which gained 10,548 impressions and 1.9% engagement rate was part of the World Habitat Day social media campaign 2021.

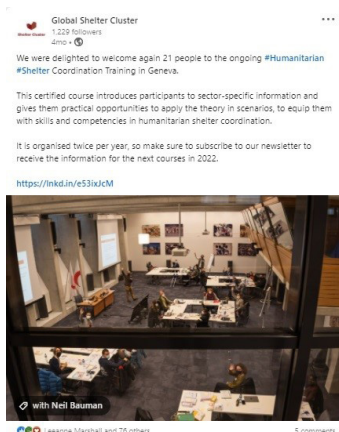


Twitter posts reach in 2021

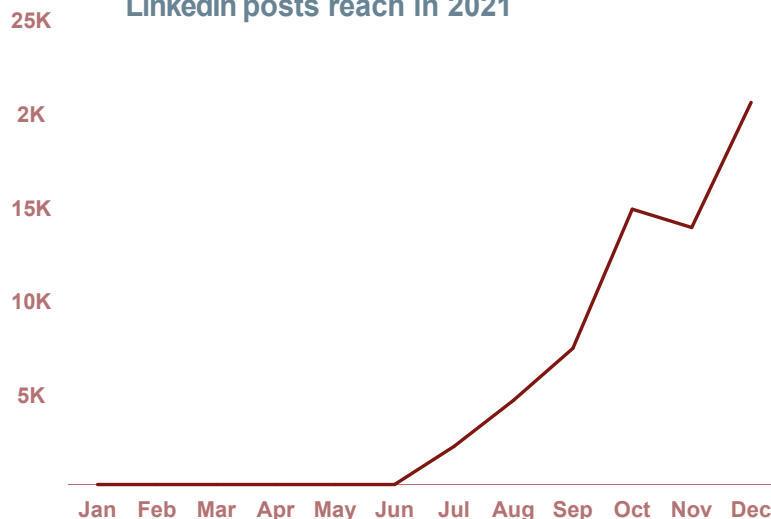


LinkedIn most viewed post and impressions:

The **most viewed post on LinkedIn in 2021** which gained 3,881 views and an engagement rate of 7.18%.



LinkedIn posts reach in 2021





EVIDENCE-BASED RESPONSE

✓ Target achieved ✗ Target not achieved yet

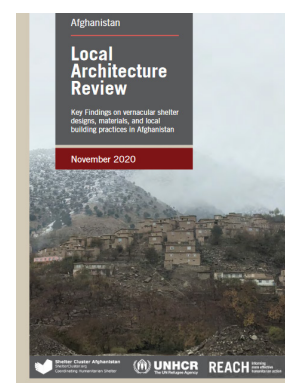
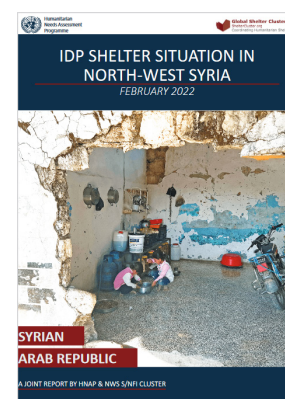
STRATEGIC AREAS AND RESULTS	INDICATORS	TARGET 2020/2021	RESULT 2021	TARGET 2022	MEANS OF VERIFICATION
EVIDENCE-BASED RESPONSE Shelter response informed by evidence, best practice and learning 3.1 Evidence available and used to inform planning, coordination and decision-making 3.2 Key shelter and settlement evidence gaps filled 3.3 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	% of cluster partners reporting that response strategies are “appropriate” based upon the existing evidence Summary of shelter lessons learned is regularly collected and disseminated % of shelter cluster coordinators and partners reporting that they have access and use evidence, learning and best practice	68% 3 >90%	74% ✓ 29 ✓ 91% ✓	75% 5 >90%	Annual survey completed by stakeholders Global publications Annual survey completed by stakeholders

ASSESSMENTS

During 2021, dedicated shelter sector assessments were conducted in several countries:

- In Afghanistan, a series of assessments were conducted focused on different topics, including a [Local Architecture Review](#), with key findings on vernacular shelter designs. An Emergency Shelter and NFI tool for Rapid Assessment Mechanism was also developed.
- In Burkina Faso, an assessment was conducted focused on [shelter, NFI and HLP needs](#) of displaced and non-displaced populations in urban affected areas.
- In Cameroon, a needs assessment focused on shelter and NFI needs, movement intentions and resilience was conducted in the North West, North East and Western regions of the Country.
- In North-West Syria, an assessment was conducted by HNAP on [the shelter situation of IDPs](#).

Shelter assessments were also included in a variety of multi-sector needs assessments conducted across HPC countries.



GSC IM REVIEW

As part of the development of the next GSC strategy, the GSC launched a review of IM and assessment processes and activities of the shelter cluster to inform IM strategic priorities. The review also provided an opportunity to identify IM issues for which solutions could be conceived in the short-term. The review was conducted through a consultation process with a variety of IM stakeholders and specialists from within and outside of the shelter cluster (from both the field and global level) through bilateral interviews and Focus Group Discussions.

The IM review covered the IM function in general, the different IM activities that are implemented throughout a shelter cluster lifecycle, both within or outside of the HPC, and the tools and standards in place to support their delivery.



EVIDENCE-BASED RESPONSE

GSC HNO/HRP GBV REVIEW

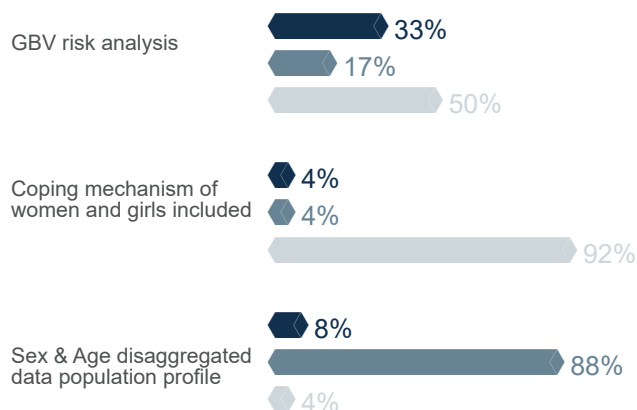
The GSC conducted a review of GBV risk mitigation mainstreaming measures in the Shelter chapters of the 2021 HNOs and HRP as part of its commitments to the “Call to Action” on protection from GBV in emergencies.

The Shelter Cluster desk review included a total of 24 HNOs. Thirty-three percent of HNOs included full and 17% included partial GBV risk analysis outlining specific risks associated with shelter needs in various emergency contexts (i.e. lack of adequate shelters, privacy, lighting, or cooking facilities). Fifty percent of the HNOs had no GBV risk analysis included.

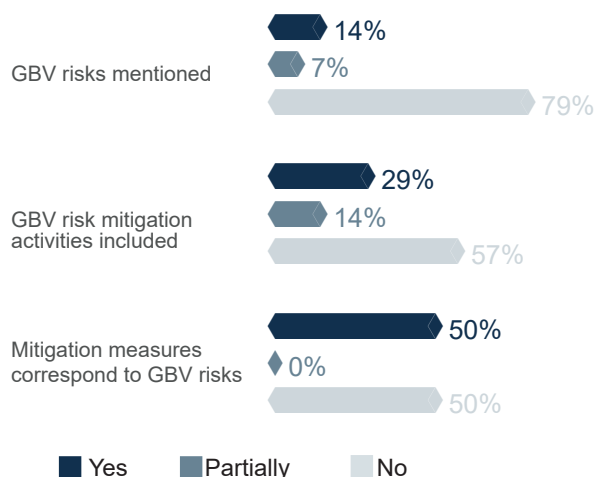
The shelter HRP desk review included 28 HRP. Fourteen percent of the shelter chapters mentioned GBV risks fully and 7% partially. Nearly 80% of the narratives had no GBV risks mentioned. GBV risks are important to emphasize because they highlight how certain types of shelter needs could cause serious GBV risks e.g. congested shelters are exposing diverse women and girls to GBV risks.

Risk mitigation inclusion in the shelter HRP was 29% for full and 14% had partial inclusion of GBV risk mitigation measures in the narratives. Some HRP had very good examples where both risks and mitigation measures were clearly outlined, and linkages were reflected. Fifty percent of the mitigation measures listed in the HRP fully corresponds to the needs and barriers listed in the GBV risks sections of the HNOs and HRP. The remaining 50% had no linkages between GBV risks and mitigation measures.

SNFI HRP GBV Risk Mitigation Analysis (% of HNOs)



SNFI HRP GBV Risk Mitigation Analysis (% of HRP)



In summary:

- 33% of the Shelter chapters of the HNOs have GBV Risk Analysis included;
- 29% of the Shelter chapters in the HRP have GBV Risk Mitigation Measures included.

A number of recommendations were put forward including:

- Sector specific practical and user-friendly GBV risk mitigation mainstreaming Guidance Notes/ HNO and HRP Tip Sheets will be developed and shared with country clusters;
- Continue providing bilateral support for the country clusters on 2022 HNO and HRP preparation (including capacity building, training sessions and mentoring);
- Collaboration with Protection and the GBV Guidelines Reference Group on broader collaboration - GBV Risk Mitigation, HPC process and guidance;
- Develop and share a Protection Risk Analysis Matrix template (including GBV Risk Mitigation) with country clusters.

SHELTER AND ENVIRONMENT

Much of the emergency humanitarian shelter assistance and in-kind distributions of relief items currently relies heavily on high-carbon interventions with negative environmental impacts. When considering the scale of procurement, multiplied across humanitarian actors, these items represent a large proportion of the environmental footprint of the humanitarian sector and a critical opportunity to find innovative ways to improve existing and future approaches. Changes made to the specifications of the NFIs and shelter interventions, combined with the sustained raising of awareness and advocacy will lead to greener responses.

Beyond the distribution of in-kind items, the shelter and settlements sector is often at the centre of critical decisions that have significant environmental impacts. The decisions to create new settlements, the location where these settlements are built, the extent to which the land is excavated, roads are built, or existing vegetation is respected are taken quickly and early on in humanitarian emergencies. Other choices such as the location of shelter units and other buildings (schools, health centres, WASH infrastructure), their design and selection of materials, the source of energy, and other related aspects also have significant consequences for the environment. These critical decisions are often made with limited information and within short timeframes with little opportunity for analysis. The humanitarian imperative, political issues, financial and logistical constraints, and many other aspects are often considered at the detriment of sound environmental practices.

While Environment has been a transversal theme in the global and many country-level strategies, GSC ramped up the collective effort with partners and other sectors in 2021 to make humanitarian shelter and settlement responses greener and more environmentally friendly. To reduce the carbon footprint and plastics in shelter responses, the GSC has embarked on a long-term journey to develop and advocate for greener approaches and solutions in the shelter and settlements programmes. GSC has a two-pronged approach consisting of 1) greening the specifications of most common humanitarian items delivered in-kind in collaboration with the GSC co-lead agencies, WFP and the WASH Cluster and 2) supporting country-level shelter clusters to plan and implement operations that are as climate-smart as possible.



© Eva Samela/IOM

Construction of roofing structure for Resilient Shelters by Construction Committee and Community Leaders in Kolom, Abyei, South Sudan.



CAPACITY

✓ Target achieved ✗ Target not achieved yet

STRATEGIC AREAS AND RESULTS	INDICATORS	TARGET 2020	RESULT 2021	TARGET 2022	MEANS OF VERIFICATION
CAPACITY					
Shelter sector capacity to address ongoing and emerging challenges	% of cluster coordination team members who feel prepared/have access to tools to address ongoing and emerging challenges	70%	90% ✓	80%	Annual survey completed by stakeholders
4.1 Increased and localised shelter response capacity	# of people trained in key cluster coordination roles during the reporting period	60	21 ✗	80	Participants lists
4.2 Country workshops and HLP					
4.3 Shelter responders apply cash and markets modalities appropriately	# of people trained in coordination trainings who are deployed in deputy/ junior coordination roles to country-level clusters during the reporting period	5	12 ✓	10	Mission/deployment reports
4.4 Analysis of sector future response needs & capacity					

PREPAREDNESS

Nine national Shelter Clusters have been supported through the shared leadership agreement between IFRC and the Australian Red Cross for shelter cluster coordination in Asia Pacific, with a particular focus on preparedness. In 2021 these country-level clusters included Nepal, Bangladesh, Timor Leste, Philippines, Mongolia, Indonesia, Solomon Islands, Tonga, and Vanuatu. Some of the main activities supported are listed below:

- Nepal: Asia Shelter Forums, development of provincial level shelter cluster terms of reference, and revision of the earthquake contingency plan.
- Bangladesh: revision of the Shelter Cluster Standards and Guidelines.
- Timor Leste: development of the resilient housing guideline.
- Philippines: direct coordination support to the national shelter cluster during preparedness times and the recruitment process for a new national shelter cluster coordinator.
- Mongolia: revision of the earthquake contingency and preparedness plans.
- Indonesia: revision of the National Humanitarian Shelter Guidelines, a study on the social impact of previous shelter assistance programs, delivery of a shelter & inclusion training at national and provincial levels, and drafting of a “green response” case study highlighting advocacy efforts of the Indonesia Shelter Cluster coordination team to prohibit the use of asbestos in shelter and settlements programs.
- Solomon Islands: development of the Inclusive and Disaster Resilient Shelter Guide: Urban Informal Settlements, Honiara, Solomon Islands.

- Tonga: development of guidance on standardisation of emergency shelter and essential household items, which will be finalised in early 2022.
- Vanuatu: drafting of a “green response” case study on the Environmental Checklist for Shelter Response in Vanuatu, and development of the Community Voices for Inclusive Shelter Programming in Vanuatu guidance document.

RESEARCH

The GSC established the Global Focal Point for Research function which started in October 2021. The aim of the role is to better inform best practice in decision making and strategy development, as well as to identify strong evidence to support critical advocacy messages to highlight the importance of shelter outcomes and the significant impact they have on people affected by humanitarian crises. The focus in 2021 was on outreach to humanitarian practitioners and research partners, and the establishment of a baseline of research priorities and capacity.

The GFP for Research drafted an outline research strategy logic following on from the report on the Shelter Cluster Research Priorities and the discussion around research, evidence and advocacy at the Global Shelter Cluster Meeting and the Coordination Workshop. Thereafter, a formal consultation was initiated with Cluster Coordinators to identify specific thematic priorities for research and barriers to research. A mapping exercise was conducted on research capabilities in NGOs, universities, think tanks, specialist research organizations.



CAPACITY

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 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 2021 a residential component of the training was carried out from 29th November to 4th December. The participants of this residential component come from the 21st and 22nd editions of the HSCT for which the face-to-face component was postponed since 2020 due to COVID-19 travel restrictions. In total 21 participants from UN agencies, NGOs, the Red Cross Red Crescent Movement as well as privately funded participants attended the face-to-face workshop and completed the HSCT course.



Participants to the HSCT in November/December 2021

REGIONAL SHELTER FORUMS

• MENA

The 2nd Shelter and Settlements Forum for MENA Region took place virtually on 27 and 28 October. There were over 100 participants each day with sessions led by DRC, InterAction, Habitat for Humanity, IOM, CRS, CARE, UNICEF, UN-Habitat, IFRC, Better Shelter and the Global Shelter Cluster. More information can be found [here](#).

• Africa

The 4th Africa Shelter and Settlements Forum was held virtually with over 100 participants each day joining mainly from the region. The presentations across both days covered programs from Mozambique, Nigeria, Niger, Ethiopia, DRC, Uganda, Benin, South Sudan, Malawi, Chad, Sudan and Somalia.

• Asia

The Asia Shelter Forum took place in Nepal from 25 to 27 November led by the Ministry of Urban Development (MoUD) and the National Disaster Risk Reduction Management Authority (NDRRMA) on behalf of Government of Nepal (GoN). There were about 538 participants (224 in-person, 314 virtual). The primary objective of the ASF 2021 International Conference was to draw on the lessons and experiences of recent disaster recovery and the wider experience of shelter response in the region. It largely aimed at exploring best practices in achieving safe, adequate, dignified shelter for disaster affected households with active community engagement. More information can be found [here](#).

• Latin American and the Caribbean

The 2nd Shelter and Settlements Forum for Latin America and the Caribbean took place virtually on the 13 and 14 December. The Forum was a success, with over 80 participants each day joining mainly from the region, but also globally. The two-day Forum was divided into 3 areas: sharing learnings from shelter and settlements programming in the LAC region, spotlight on global and regional shelter and settlement initiatives and networking. More information can be found [here](#).



CAPACITY

HOUSING, LAND AND PROPERTY (HLP)

For most of 2021, Covid-related travel restrictions remained in place, impeding most in-person country deployment. With restrictions eased in September (pre-Omicron), the HLP Focal Point was deployed to South Sudan, for support to the shelter cluster on land tenure issues at the national level and in Wau, where the local government requested assistance on land tenure aspects of an IDP return/reintegration strategy.



Land and property records in Wau, South Sudan

Throughout the year, the focus remained on remote support. The HLP technical assistance continued to invest in developing tools and instructional content to be shared with shelter cluster frontline partners.

In partnership with the Disaster Ready platform, the HLP advisor developed an e-Learning free-access course on [HLP in shelter programming](#). The issue of secondary occupants - individuals who occupy a house left behind by IDPs - was also a hot topic in 2021, as we saw increased IDP returns in Nigeria, South Sudan, Ethiopia, Syria and other countries.

An advocacy [video](#) on the issue of displacement and secondary occupants was developed to be used as a tool in training exercises and advocacy.



Still from the video [HLP Secondary Occupants 2021](#)

A second full-time HLP Focal Point joined the team in October to increase HLP capacity within the GSC, and is available for remote and in-person support globally. In 2022, the HLP Focal Points will keep providing technical support to clusters and cluster-like platforms as well as prioritise the development of a curriculum and a training course for skills building on shelter-focused HLP.

GENDER-BASED VIOLENCE

In August of 2021, the GSC together with CCCM Global Cluster recruited a GBV Focal Point to support GBV protection mainstreaming and GBV risk mitigation funded by the USAID Save from the Start Initiative. The GBV Focal point analyzed all 2021 HNOs & HRPs and produced a report that included a desk review of all shelter chapters. Key findings and recommendations were presented at the SAG and the GSC Coordination Workshop. Findings will feed into the future HPC processes. In line with the GSC's "Call to Action" commitments, technical support was provided to the Shelter country clusters on mainstreaming GBV risk mitigation in HNOs and HRPs along with a guidance document.

THE WORK OF THE GLOBAL SHELTER CLUSTER IS POSSIBLE WITH THE VALUABLE SUPPORT OF OUR DONORS

STRENGTHENING THE SHELTER AND SETTLEMENTS RESPONSES THROUGH SURGE CAPACITY, LEARNING AND ADVOCACY



USAID
FROM THE AMERICAN PEOPLE

The Global Shelter Cluster is implementing its 2018-2022 strategy through funding received from the Bureau of Humanitarian Assistance (BHA). The funding covers the period from October 2020 to September 2022 and contributes to ensuring that shelter and settlements responses can more effectively meet the emergency and transitional humanitarian

shelter and settlements needs of the people affected by humanitarian crises. The contribution of BHA is supporting the GSC's activities in promoting localisation, capacity building, preparedness and outreach initiatives to create spaces for the engagement of a wide diversity of humanitarian stakeholders. In addition, learning activities include lessons on the engagement of new and non-traditional actors, to further promote the participation of the private sector, civil society organizations, local authorities, national governments, local and national NGOs, academia and all those interested to contribute to the humanitarian shelter and settlements response.

In 2021, the partners selection process was carried out in line with IFRC's Project Partner Identification and Selection policy and procedure; 83 proposals from 23 agencies were received for 18 separate activities. The review by the Selection Committee resulted in the selection of 13 agencies. Most notably, the grant has contributed to enhancing GSC surge capacity by supporting several positions within the GSC team. These include: a Roving HLP Advisor, two Roving Shelter Cluster Coordinators, a Roving Information Management Officer, the Advocacy and Communications Focal Point and The Global Research Focal Point.

USAID GRANT OVERVIEW

Period: October 2020 to September 2022

Partners supported



Activities

- **Surge Capacity:** HLP Advisors, Senior Roving Cluster Coordinators, Roving Information Managers
- **Localisation, capacity building, preparedness and outreach:** activities include improving access to cluster resources and guidance notes through translation, updating and development of online trainings; development and organization of shelter coordination trainings in local languages; production of Shelter Response Profiles; and contingency planning at the district level in high risk areas of Nepal.
- **Analyze, learn and improve responses:** Positions of Global Focal Points for Research and Advocacy are secured under this activity. Further activities include country-level assessments, monitoring and evaluation in support to national clusters; Regional shelter practitioner meetings, the GSC Annual Meeting and coordination workshop; and Development, dissemination and translation of Shelter Projects 2019-2020.
- **Advocacy, policy and guidance:** Activities of the following GSC Working Groups (WG) and Communities of Practice (CoP) are supported: Inclusion of Persons with Disabilities in Shelter Programming WG, Environment CoP, Construction Good Practice Standards WG, Promoting Safer Building WG, Severity Classification WG, Urban Settlements WG, and Shelter & Health WG.
- **Increased access to information and knowledge by humanitarian shelter and settlements actors:** achieved through the development, translation and maintenance of the GSC website and its associated app.

THE WORK OF THE GLOBAL SHELTER CLUSTER IS POSSIBLE WITH THE VALUABLE SUPPORT OF OUR DONORS

MOBILISING COLLECTIVE EFFORTS TOWARDS A GREENER AND CLIMATE SMART HUMANITARIAN SHELTER AND SETTLEMENTS RESPONSE



Humanitarian Aid and Civil Protection

The GSC has counted on valuable support of DG ECHO since 2013 through several grants, which have progressively strengthened the coordination and technical support functions of the cluster. The most recent grant will cover the period from July 2021 to July 2023 and has the objective to strengthen the shelter response of humanitarian actors through more environmentally sustainable global response and localized and innovative country level shelter clusters strategies. Through this ECHO grant, the GSC will support country-level shelter clusters to plan and implement operations that are as climate smart as possible.

In 2021, six partners were selected to implement the ECHO grant. Subsequently partnership agreements were signed and implementation started with the launch of an expression of interest for Shelter Response Profiles. The activities below will support national shelter clusters to make greener choices by considering different materials and value chains, construction processes, environmental legislation and local stakeholders and global, regional or local procurements..

ECHO GRANT OVERVIEW

Period: July 2021 to July 2023

Partners supported



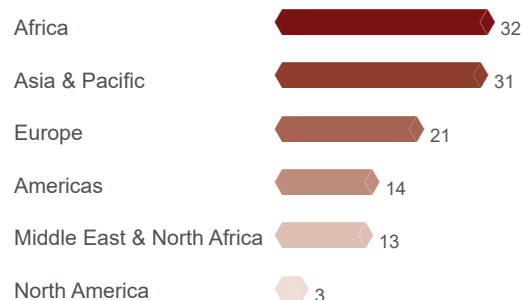
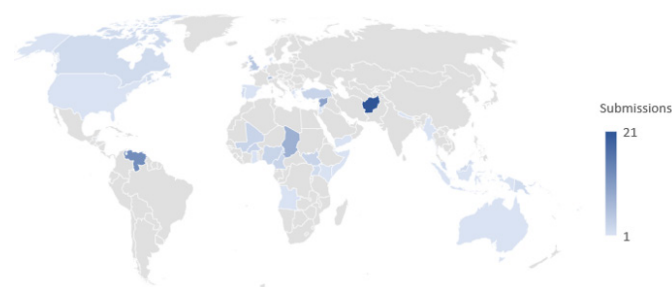
Activities

- **Environmental Profiles Development (EP):** these profiles will allow humanitarian shelter and settlement practitioners to access environmental information about the shelter and settlements sector in a specific location, for better coordination of environmental issues in shelter response planning.
- **Energy Option Tool:** the tool will support shelter practitioners in making decisions on the best energy options in humanitarian responses.
- **Cash Champions Initiative:** providing technical expertise to support country clusters in the assessment, design and implementation of cash and market based shelter assistance, with an enhanced greening lens to support decision-making for climate-friendlier shelter and settlements humanitarian responses.
- **Environment Shelter Solutions:** solutions and processes will be piloted in selected countries.
- **Localisation:** the activity will look at integrating environmental consideration in local approaches to shelter and disaster risk reduction.
- **Shelter Response Profiles:** these profiles will provide a comprehensive review of local construction practices, and materials for better environmental choices in selecting shelter options.
- **Strengthening ECOP services:** the Global Shelter Cluster's (GSC) Environmental Community of Practice ([ECOP](#)) supports the exchange of information related to the greening of humanitarian shelter and settlements responses, and its support will be enhanced to country operations.
- **Enhanced advocacy:** the Global Shelter Cluster is increasing its communication and advocacy efforts to raise awareness and influence shelter and settlements stakeholders to join the greening mission.
- Testing the Shelter Methodology for the Assessment of Carbon (SMAC) Tool.

CONCLUSION OF SATISFACTION SURVEY

On a yearly basis, the Global Shelter Cluster conducts a survey amongst stakeholders to determine the level of satisfaction on the overall performance of the global cluster and the country-level support. The survey also allows the Global Cluster to receive feedback on the different services provided to improve support. In the last quarter of 2021, the GSC satisfaction survey received 114 responses, 88 per cent of the participants reported being satisfied with the level of services provided. A more detailed report can be found on the [GSC website](#).

Location of participants to the survey

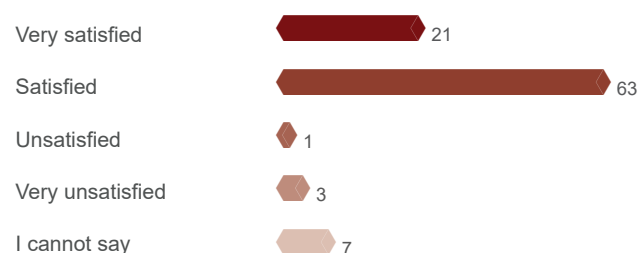


GSC Services: level of satisfaction (global and country-level)

Coordination Indicator 1.1: % of stakeholders who are satisfied with the performance of the Shelter Cluster disaggregated by country-level and global.

Target: 90%

Survey result: 88%

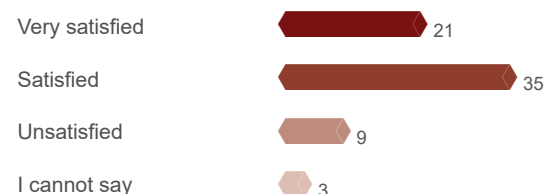


GSC Services: level of satisfaction (country-level)

Coordination Indicator 1.1: % of stakeholders who are satisfied with the performance of the Shelter Cluster disaggregated by country-level and global.

Target: 90%

Achieved: 82%

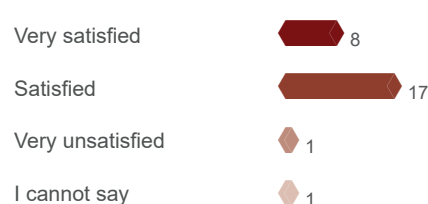


GSC Services: level of satisfaction (global-level)

Coordination Indicator 1.1: % of stakeholders who are satisfied with the performance of the Shelter Cluster disaggregated by country-level and global.

Target: 90%

Achieved: 93%



Strategy Indicators table

✓ Target achieved ✗ Target not achieved yet

STRATEGIC AREAS AND RESULTS	INDICATORS	TYPE	TARGET 2020/2021	RESULT 2021	TARGET 2022	MEANS OF VERIFICATION
COORDINATION Coordination contributes to an effective and accountable response 1.1 Predictable, timely, effective support and services for Shelter Clusters 1.2 Strengthening area-based coordination and promoting settlement approaches 1.3 Facilitating transition to recovery coordination 1.4 Effective inter-cluster coordination and joint response planning	% of stakeholders who are satisfied with the performance of the Shelter Cluster (aggregated country and global level)	Outcome	90%	88% ✗	90%	Annual survey completed by stakeholders
	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	Deployment / mission reports, requests from country-level clusters for support
	% of country-level clusters that undertake a cluster performance review with partners and implement the action plan recommendations at least once per year	Output	60%	35% ✗	80%	SAG meeting minutes, GSC website, country Action Plans
ADVOCACY Increased recognition of shelter and settlement in humanitarian response and recovery 2.1 Strengthened understanding of shelter and settlements's critical multi-sectoral impact 2.2 Increased donor and agency engagement and support for shelter and settlements sector 2.3 Critical funding and response gaps are monitored, communicated and supported 2.4 Engaging others: appropriate urban assistance, cash and markets-based programming, area-based approaches	% of the total humanitarian funding received that is allocated to the Shelter Sector, disaggregated by region and crisis type	Outcome	4.7%	4.2% ✗	5.7%	FTS or country-level Factsheets data
	# of advocacy statements/positions established and regularly updated	Output	5	5 ✓	10	GSC website
	% of people assisted vs people targetted, disaggregated by region and crisis type	Output	65%	61% ✗	70%	GSC website
EVIDENCE-BASED RESPONSE Shelter response informed by evidence, best practice and learning 3.1 Evidence available and used to inform planning, coordination and decision-making 3.2 Key shelter and settlement evidence gaps filled 3.3 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	% of cluster partners reporting that response strategies are "appropriate" based upon the existing evidence	Outcome	68%	74% ✓	75%	Annual survey completed by stakeholders
	Summary of shelter lessons learned is regularly collected and disseminated	Output	3	29 ✓	5	Global publications
	% of shelter cluster coordinators and partners reporting that they have access and use evidence, learning and best practice	Output	>90%	91% ✓	>90%	Annual survey completed by stakeholders
CAPACITY Shelter sector capacity to address ongoing and emerging challenges 4.1 Increased and localised shelter response capacity 4.2 Country workshops and HLP 4.3 Shelter responders apply cash and markets modalities appropriately 4.4 Analysis of sector future response needs & capacity	% of cluster coordination team members who feel prepared/have access to tools to address ongoing and emerging challenges	Outcome	70%	90% ✓	80%	Annual survey completed by stakeholders
	# of people trained in key cluster coordination roles during the reporting period	Output	60	21 ✗	80	Participants lists
	# of people trained in coordination trainings who are deployed in deputy/junior coordination roles to country-level clusters during the reporting period	Output	5	12 ✓	10	Mission/ deployment reports

CLUSTER LEAD AGENCIES



2020 SAG MEMBERS



DONOR CONSULTATION GROUP MEMBERS



Humanitarian Aid
and Civil Protection



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
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UNIVERSITY



redruk



RICS®



Save the Children®



shelter centre



Swedish Red Cross



World Vision®

The Shelter Cluster remembers with great sadness the passing of Petya Boevska on the 18th of July 2021. Petya had worked with the Shelter Cluster at global and country levels since 2015 and was known to colleagues for her dedication to humanitarian action, professionalism, attention to detail and passion for always doing her best. Petya had a wonderful sense of humor and she worked closely with all people, making colleagues feel at ease with her ability to beguile anyone with a story – she radiated warmth and kindness.

Petya will be missed most as a colleague, and a friend. Thank you for always making us smile and laugh with your stories from Bulgaria, yoga, her recent travels, dreams, and her cat. We know that many of you interacted with Petya over the years, so we wanted to create an opportunity for you to provide condolences to Petya's family and friends by clicking on this [link](#).

