

Yemen Shelter Cluster Capacity Development Strategy 2022-2024



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1. Background

In the context of an active conflict reaching its seventh year, Yemen continues as one of the world's worst humanitarian crises, despite a positive 2-month cease-fire extended twice so far, there remains over 23 million people or 76 percent of the total population needing some form of humanitarian assistance. Armed conflicts and natural hazards continued to cause displacement in Yemen this year. The Shelter Cluster has estimated that 7.4 million Yemeni require sectoral assistance, almost 2.9 million individuals live in extremely dire conditions, and 75% are women and children.

As civilians especially the displaced continue to bear the brunt of the impact of the protracted armed conflict, Yemen needs to break the circle of recurrent emergency and invest in longer-term more sustainable shelter solutions, where possible, especially as more than half a million families are experiencing protracted displacement and about 1.3 million returnees, where the vast majority reside in sub-standard shelter conditions. Shelter Cluster has the biggest network of partners in the country, with over 200 humanitarian agencies registered in the sector. As the number and complexity of the emergencies in Yemen have grown, the human and technical capacity to effectively coordinate the response of diverse actors has not evolved proportionally.

In support of achieving the Shelter Cluster Strategy 2022-2024, this plan intends to build the capacity of the Shelter Cluster partners in thematic areas to reinforce human, institutional or community performance, skills, knowledge, and attitudes on a sustainable basis. It implies providing technical support, including training and e-learning in favor of national/local institutions or structures, aimed at fulfilling the cluster's primary objective of strengthening capacities and exit strategy.

The strategy was reviewed and approved by the Shelter Cluster Strategic Advisory Group to ensure that there is a blended and competency-based approach to learning and development, in which a variety of learning and training activities and access to high-quality learning resources will be provided, and it also recognizes and supports the critical role played by the cluster. This requires financial support, human resources, and technical expertise.

2. Strategic Objectives

Objective 1: Improve the effectiveness and efficiency of shelter response through capacity-development programmes focusing on national/local institutions.

Objective 2: Strengthen technical capacity and operational support for cluster members.

The objectives are aimed at achieving the following:

- Empowerment: aimed at empowering the member organizations to lead on certain initiatives, and sub-national cluster structures and have a solid technical capacity.
- Shared commitments on cluster standards and obligations in favor of a jointly agreed objective.
- Shared awareness of sensitivity to different situational, country, and political contexts, drawing on local resources, culture, and experience.
- Promote sharing of best practices and lessons learned.
- Strengthen planning over at least a medium-term (2/3 years), contributing to sustainable results.
- Facilitate engagement and good partnerships for all humanitarian stakeholders.
- Improve the quality of the cluster coordination when responding to an acute or protracted humanitarian crisis.
- Enhanced technical capacity of the YSC team.

3. Learning Needs, Gaps, and Priorities

The learning needs reflected in this strategy were identified based on a dedicated survey circulated to partners to collect learning needs and gaps within the sector. The survey was completed on the 14th of February 2022 and reflected the feedback provided by 70 partners who completed the survey. The learning needs/gaps are in priority order:

Priority Order	Learning Needs/Gaps
1	Market assessment and defining implementation modality (cash, voucher, in-kind, mixed modalities, etc.)
2	Preparedness and emergency response
3	Needs assessment and beneficiary selection and targeting
4	Gender-related vulnerabilities, inclusion (Incl. people with disability)
5	Housing Land and Property in practice
6	Physical site assessment and settlement planning
7	Shelter Cluster Common Pipeline
8	Protection Mainstreaming
9	Post distribution monitoring
10	Reporting in Activity Info. (Completed activities, planned response, stock level, etc.)
11	Procurement, specifications, quality control incl. guidance on the tendering process
12	Distribution planning and implementation

The survey findings were discussed extensively in the two-day Partner Annual Consultation organized on the 8th-9th of March 2022. Partners agreed to prioritize the below learning needs. Additional training programs were included to ensure capacity for transitioning from emergency to durable solutions.

Programmes prioritized for the next three years are as follows:

Year	Thematic Topics
2022	1. Market assessment and defining implementation modality (cash, voucher, in-kind, etc.) 2. Needs assessment and beneficiary selection and targeting 3. Housing Land and Property in practice 4. Protection Mainstreaming 5. Information Management Training (incl. reporting)
2023	6. Preparedness and emergency response 7. Physical site assessment and settlement planning 8. Durable shelter solutions 9. Post distribution monitoring 10. Housing Land and Property in practice 11. Gender-related vulnerabilities and inclusion 12. Information Management Refresher Training (incl. reporting)
2024	13. Durable shelter solutions best practices, and lessons learned 14. Building Back Safe 15. Procurement, specifications, quality control incl. guidance on the tendering process 16. Distribution planning and implementation 17. Information Management Refresher Training (incl. reporting)

4. Capacity Development Activities

Capacity-building is a crucial feature of the Shelter Cluster operation in Yemen, from the emergency phase to durable solutions. Activities involve the following:

- Provision of sectoral training to Humanitarian / Government partners and other relevant actors aimed at improving implementation of the sector's programmes.
- Provision of regular technical support, guidance, and coaching.
- Provision of access to information on up-to-date technology, new shelter solutions, regional /international expert studies, or other initiatives.

- Sharing best practices and lessons learned.
- Supporting access to external training workshops in settlement planning and shelter

5. Implementing the Strategy

Shelter Cluster supports the transfer of skills and know-how to various institutions, Governmental and Non-Governmental, at both central and local levels.

Modality of implementation can vary based on the context and requirements:

- On-the-job assignments.
- Coaching.
- Mentoring and peer exchange.
- Direct/formal training.
- E-learning

The approach to capacity development should be innovative, based on best practices in the sector, and make effective use of current and future technology. Coordination with key partners such as OCHA, clusters, INGOs, UN agencies, NGOs, donors, and other relevant humanitarian stakeholders is essential to deliver relevant training programmes.

The Shelter Cluster team will develop annual workplan and budget to support the implementation of this strategy. Eligibility criteria will for each program. The following steps should guide formal training programs and their requirements:

Actions/Activities	Training Programme Implementation Timeframe (per week)									
	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10
Preparation of the Training Materials (Incl. PPT, case studies, handouts, group assignments, etc.)										
Training registration										
Perform all administrative arrangements (Incl. estimation of budget, reservation of a venue, etc.)										
Liaise with authorities to receive approvals										
Deliver the training (Incl. initial knowledge assessment)										
Perform after training evaluation										

6. The risks and Mitigation Measures

Risks	Mitigation Measures
Continuation or worsening of COVID19 emergency leading to restrictions of face-face events	Limited participants will be invited to in-person learning programmes to adhere to the COVID19 prevention protocols. Virtual learning programs would be encouraged.
Delays in obtaining authority approval	Early engagement with authorities has proven to be effective. SCT will ensure compliance with the approval requirements and according to the guidance of the lead agency.
Poor internet connectivity in the country	In-person training or engagement would be encouraged. In case virtual events or e-learning is necessary, the platform selected would ensure that small bandwidth can still be accessed.
Lack of funding and resources for this strategy	Advocacy with donors and the lead agency would be strengthened to fund the activities illustrated in this strategy.

Frequent rotation of key staff	Maintaining institutional memory is critical to ensure that knowledge remains in the organization. When staff leaves the organization, a debriefing is essential.
High interest from partners in a specific learning programme	A number of learning programmes can be planned for the same thematic topic to cater to an increased need in a particular topic.
Knowledge and skills gained from the cluster learning programmes are not promoted within the agencies	Line managers of the participating agencies would be contacted to provide adequate space for the participating staff to promote learning gained inside the organization. SCT will share the learning materials that are circulated.
Non-authorization to travel	Currently there are restrictions on national staff colleagues being allowed to travel internationally and even to Aden. Localized learning programs can be organized or at least near enough to the participants locations.

7. Funding and Resourcing

- Donors will be approached to fund specific strategy elements, such as covering training costs, setting up and maintaining databases, or designing particular learning materials.
- Partners will be expected to mainstream and contribute to the implementation of this strategy by supporting those parts of the strategy where they have a comparative advantage in specific areas, e.g., delivering training.
- The lead agency and strategic partners should commit their own agencies' funds to ensure that appropriate learning and development expertise is available to support the quality implementation of this strategy and finance the delivery of the listed learning activities.
- As the development of this strategy is taken forward, and adjustments are made to the strategy based on the monitoring and evaluation reports, budgets will be developed annually to specify the associated costs.

8. Monitoring and Evaluation

The Shelter Cluster will monitor and evaluate the implementation of this strategy through the following set of indicators:

#	INDICATORS	SOURCE
1	# of training resources developed	- Training attendance sheet - Post-training participants evaluation survey. - E-learning emails shared with partners
2	# of training programmes delivered	
3	# of staff attended capacity development programmes	
4	% of participants satisfied with the training delivered	
5	# of e-learning shared with cluster members.	

Reporting on achievements made towards the strategy objectives and indicators should also consider identifying lessons to take forward and make future adjustments to the strategy where necessary.

Evaluation phases are:

- Interim evaluations should occur annually at the end of 2022 and 2023 to review progress made in implementing this strategy, assess impact, record best practices and lessons learned, and identify any significant necessary re-orientation/readjustments.
- Final evaluation at the end of 2024 to assess the final impact of implementing this strategy and its potential sustainability.

The findings from monitoring reports and evaluations shall be shared with the Shelter Cluster Strategic Advisory Group to be reviewed and take collective action.

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