



# **SHELTER & NON FOOD ITEMS CLUSTER STRATEGY 2024**

## **NORTHWEST SYRIA HUB**

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**Shelter/NFI Cluster  
NW Syria - XB Hub**  
ShelterCluster.org  
Coordinating Humanitarian Shelter

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An aerial photograph of a refugee camp in Northwest Syria. The camp consists of numerous small, rectangular, light-colored buildings arranged in neat rows. A concrete wall runs along the left side of the camp, separating it from a rocky, hilly area. The foreground shows some construction materials and debris, suggesting ongoing development or recent destruction. A large red number '1.' is overlaid on the right side of the image.

1.

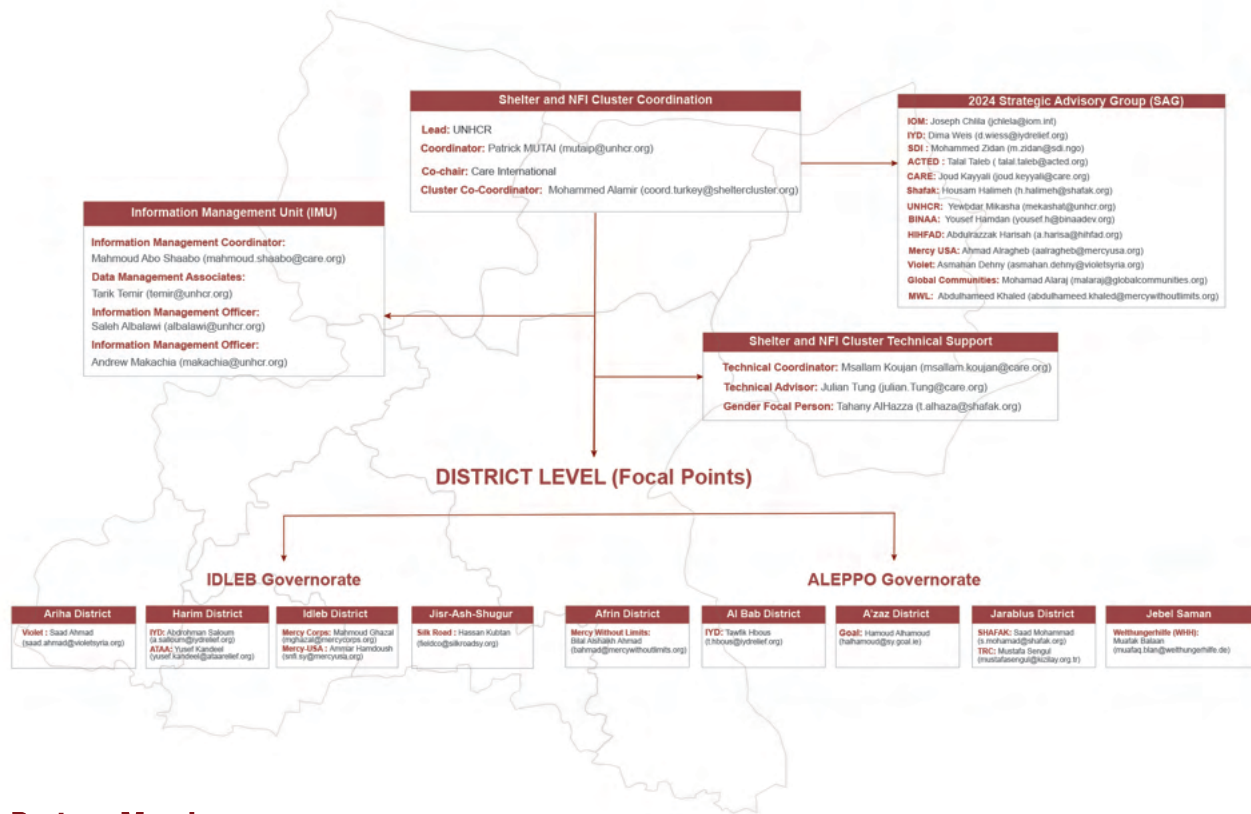
# **S/NFI CLUSTER IN NW SYRIA**

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## SNFI Cluster Coordination Structure



## Cluster Partner Members

192

REGISTERED  
CLUSTER MEMBERSPARTICIPATING  
IN CLUSTER ACTIVITIES

82

## Task forces & Technical Working Groups (TWiGs)

Technical Working Groups (TWiGs) are established and provided with Terms of Reference by the Shelter Cluster Team and relevant partners on an ad-hoc basis, as deemed necessary. The Cluster Coordinator appoints a designated Focal Point to facilitate the group's work. These groups have a limited lifespan and are disbanded once the outputs outlined in the TORs have been achieved.

Currently Active TWiGs:-

- Dignified Shelter Technical Working Group
- Dignified Learning Spaces Technical Working Group

Some new technical groups and task forces will be launched in early 2024 include:-

- Information Management Technical Working Group
- Shelter Rehabilitation Technical Working Group
- Advocacy Task Force
- Infrastructure improvement Technical Working Group

## Cluster Principles

mainstreaming disability inclusion  
 intersectionality  
 safety  
 participation  
 twin-track approach  
 inclusive programming  
 disability inclusion  
 accountability  
 rights-based approach  
 collaborative leadership  
 value for money  
 non-discrimination  
 protection  
 empowerment of local actors  
 dignity  
 do no harm  
 people first language  
 effective use of aid funding  
 climate change drr  
 adequacy

THE SAG IS THE STRATEGIC REPRESENTATIVE BODY OF THE CLUSTER WHERE ALL ACTIVE PARTNERS SHOULD SEEK TO ALIGN THEIR OWN STRATEGIES WITH IDENTIFIED HUMANITARIAN NEEDS, OPERATIONAL PRIORITIES AND HUMANITARIAN STANDARDS. IT IS ALSO A REFERENCE BODY TO SUPPORT THE CONSOLIDATION OF COMMON OPERATIONAL STRATEGY, TECHNICAL GUIDELINES, WORK PLAN, PREPAREDNESS / RESPONSE PLAN, REPORTING, M&E AND FUND SEEKING APPROACH.

THIS AN IMPORTANT AND COMPLEMENTARY MECHANISM TO CLUSTER COORDINATION. THE SAG IS CHAIRED BY THE SHELTER CLUSTER COORDINATOR & CO-COORDINATOR AND PROVIDES REGULAR UPDATES DURING CLUSTER MEETINGS. THE FREQUENCY OF MEETINGS WILL BE ON A NEED BASIS.

THE SAG IS TYPICALLY FORMULATED FOR A ONE-YEAR TERM AND RENEWED ANNUALLY THROUGH A CALL FOR INTERESTS AT THE BEGINNING OF THE YEAR.



2.

# SITUATIONAL OVERVIEW



2.1

Current Situation

In 2024, based on the Humanitarian Needs Overview (HNO) it is estimated that approximately 2.1 million people in north-west Syria will require shelter support and 1.1 million people will require NFI support.

- Across north-west, 1.9 million people reside in 1,525 camps and of these around 1,400 are unplanned, self-settled IDP sites and 86% of sites are critically overcrowded.
- Inadequate Living Conditions: With 2.1 million people in need of shelter assistance, and over 800,000 people living in tents and makeshift shelters (90% of which are more than 1 year old), the severe winter months pose a significant humanitarian challenge in NWS. The majority of people reside in old tents in IDP sites that lack proper sewage, drainage, electricity, and water supply. Among the camp population, 80% are women and children who have experienced multiple displacements over several years and are subjected to safety, security, and protection risks (in part) due to the temporary and undignified nature of shelter and settlement conditions. High rates of gender-based violence, and the impact of poor living conditions on children, the impact of climate change and natural disasters that make traditional approaches to shelter less effective.
- Earthquake: The earthquake that struck Syria and Turkey in February 2023 has worsened the situation for an already vulnerable population living in overcrowded and substandard shelter conditions.
- Winter Severity: The long, extremely cold, and unpredictable winters in northwest Syria result in acute suffering for 2 million individuals who lack adequate shelter. During winter, there is an increase in respiratory infection outbreaks, leading to a rise in hospitalizations, morbidity, and mortality. The absence of warm clothing, insulation, and heating further increases the risk of respiratory infections, hypothermia, and preventable deaths among children and the elderly.

| NO. | ISSUES       | INDICATOR                                                   | STATUS<br>(as of Jan 2024) |
|-----|--------------|-------------------------------------------------------------|----------------------------|
| 1   | Shelter Type | % of families living in Dignified Shelters                  | 57%                        |
| 2   | Shelter Type | % of Sites fully covered with dignified shelter             | 24%                        |
| 3   | HLP          | % of Sites with Valid HLP                                   | 53%                        |
| 4   | Roads        | % of sites with Gravelled or Paved Roads                    | 69%                        |
| 5   | Water        | % of sites relying on water trucking only                   | 84%                        |
| 6   | Drainage     | % of Sites without storm water drainage                     | 78%                        |
| 7   | Flood prone  | % of Sites that are flood prone                             | 8%                         |
| 8   | Lighting     | % of sites with adequate lighting in streets and main roads | 9%                         |

Data Source: ISMM plus 2023

2.2

Dignified Shelter & Living Conditions

In this context, both shelter and protection actors have identified a need to move to a more adaptive and contextually suitable approach to humanitarian shelter.

The Dignified Shelter & Living Conditions approach complements existing emergency response activities while identifying new shelter options for situations of protracted displacement.

Dignified Shelter & Living Conditions are more robust approaches to shelter and site improvement.

The approach aims to upgrade unplanned self-settled IDP sites and promote inter-sectoral programming Shelter, WASH, Early Recovery, Protection, and CCCM in particular.

2.3

Consent Based Cross Border Response

Following the uncertainty around the renewal of the UN Security Council Resolution authorising Cross-Border assistance the current mode of operation for cross border operations is consent based.

This new approach still maintains a 6-month duration of consent and has the potential to affect around 50% of cluster funding if it is not renewed.

This, in turn, will disproportionately impact the work of local NGOs. Key cluster advocacy concerns the need to guarantee the continuation of existing funding levels as well as the more effective use of funds through the Dignified Shelter & Living Conditions approach.

The cluster continues to invest in capacity development of cluster members to reduce make them less reliant on an unstable humanitarian system.

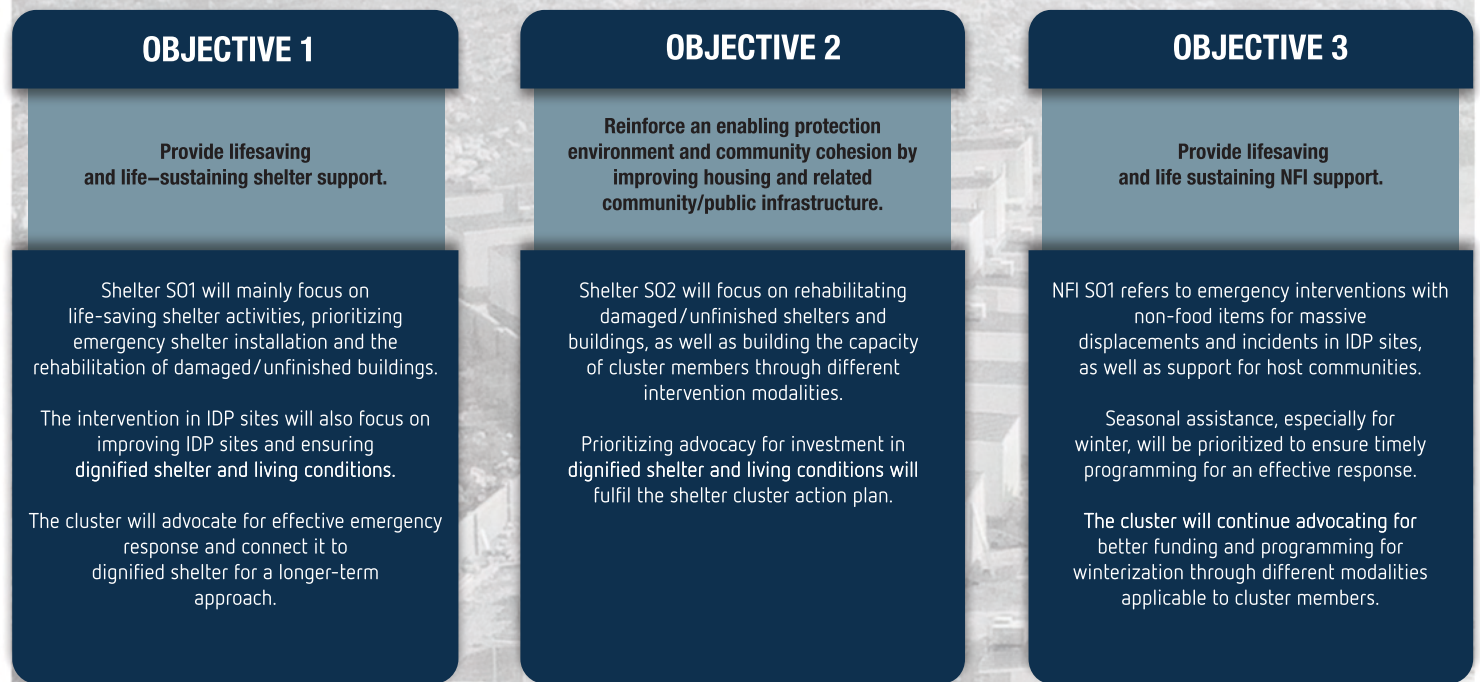


3.

# **SECTOR OBJECTIVES & STRATEGIC RESPONSE**

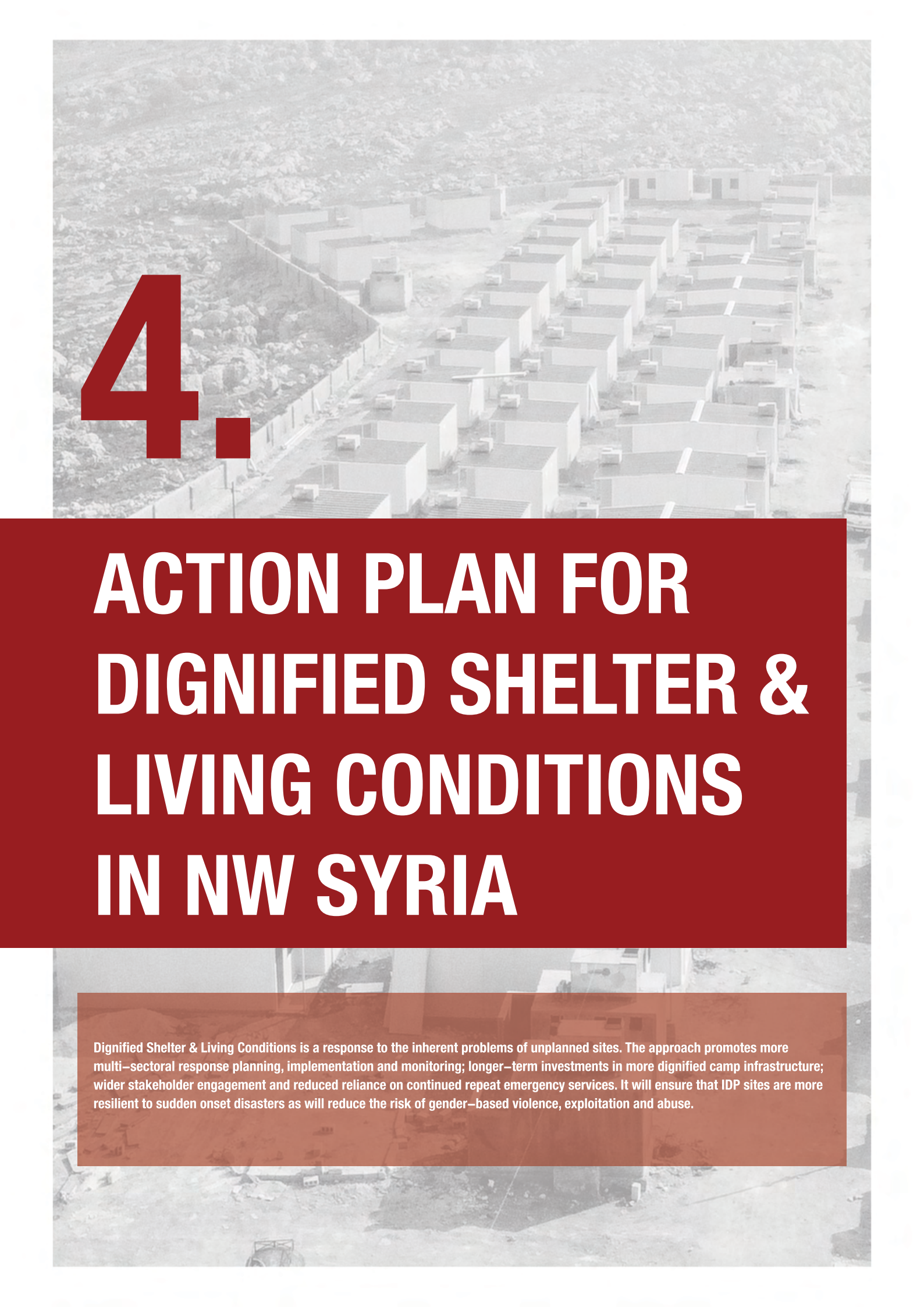


### 3.1 Sector Objective



### 3.2 Strategic Response



An aerial photograph of a refugee camp in Northwest Syria. The camp is composed of numerous small, rectangular, light-colored shelter units arranged in neat, parallel rows. A concrete wall runs along the left side of the camp, separating it from a wooded area. The ground is dry and dusty. The overall scene depicts a large-scale, organized shelter operation.

# 4.

## **ACTION PLAN FOR DIGNIFIED SHELTER & LIVING CONDITIONS IN NW SYRIA**

Dignified Shelter & Living Conditions is a response to the inherent problems of unplanned sites. The approach promotes more multi-sectoral response planning, implementation and monitoring; longer-term investments in more dignified camp infrastructure; wider stakeholder engagement and reduced reliance on continued repeat emergency services. It will ensure that IDP sites are more resilient to sudden onset disasters as will reduce the risk of gender-based violence, exploitation and abuse.

## 4.1

### Key Activities

Dignified Shelter & Living Conditions is a response to the inherent problems of unplanned sites. The approach promotes more multi- sectoral response planning, implementation and monitoring longer-term investments in more dignified camp infrastructure; wider stakeholder engagement and reduced reliance on continued repeat emergency services. It will ensure that IDP sites are more resilient to sudden onset disasters as will reduce the risk of gender-based violence, exploitation and abuse.

## 4.2

### Goal

To provide access to Dignified Shelter & Safer Living Conditions to everyone living in tented sites in NW Syria.

The action plan is targets to support 81,520 families living in tents in sites with Valid HLP while advocating for HLP solutions for the remaining 100,000 families living in tents in sites without valid/pending HLP or missing information.

## 4.3

### Dignified Shelter Site Selection Criteria

The S/NFI Cluster has adopted a comprehensive severity-based approach to compare and prioritize sites for dignified shelter. This approach is based on ISIMM Plus data collected by the CCCM Cluster. It considers all relevant factors when selecting sites, with a particular emphasis on giving priority to sites on public land that have valid Housing, Land, and Property (HLP) rights, whenever possible.

The analysis is done in 3 phases:



### 4.3.1

#### Site Catergorization

The sites that are not fully covered by dignified shelters are analysed based on HLP status, shelter type, and the percentage of tents that are older or less than 1 year and categorised into the implementation phases of the Dignified Shelter action plan.

| Phase   | Selection Criteria                                                                                   |
|---------|------------------------------------------------------------------------------------------------------|
| Phase 1 | Public & Awkaf Sites with valid HLP that are fully tented                                            |
| Phase 2 | Privates sites with valid HLP that are fully tented, at least 50% of the tents are older than 1 year |
| Phase 3 | Privates sites with valid HLP that are fully tented, at least 50% of the tents are less than 1 year  |
| Phase 4 | Valid HLP, mixed shelters in site                                                                    |
| Phase 5 | Not valid/pending HLP or missing information.                                                        |

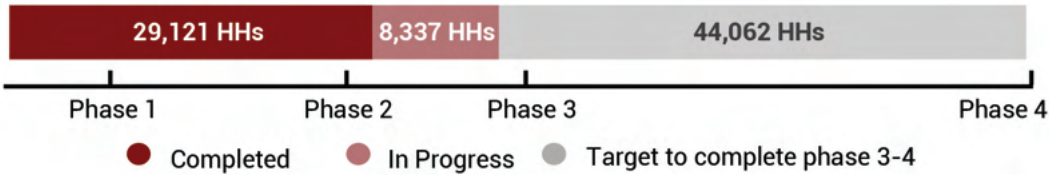
4.3.2  
Site Ranking

These sites are assessed and ranked based on severity indicators such as shelter type, HLP status, vulnerability to flooding, overcrowding, and the lack of necessary facilities and infrastructure like roads, drainage systems, lighting, water networks, sewers, education, and healthcare facilities.

4.3.3  
Site Prioritization

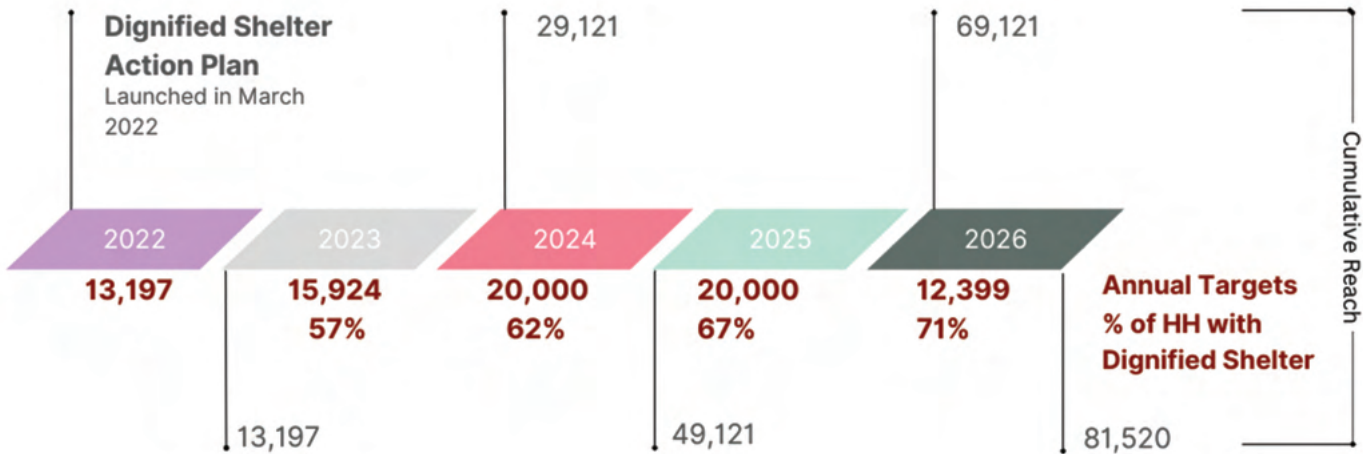
In 2024, the S/NFI Cluster will prioritize Phase 1 sites for providing dignified shelter projects. However, if a partner faces challenges such as housing, land, and property (HLP) issues, technical obstacles, donor stipulations, safety and security, local authorities' approvals, areas of operation, or lack of alternative sites, they can shift their focus to high severity sites in Phases 2 to 4.

Dignified Shelter achievement between March 2022 up until November 2023.



4.4  
Dignified Shelter Road Map

The Dignified shelter action plan aims to support an initial 81,520 Families by 2026 with Dignified shelters



See Action Plan for Dignified Shelter and Living Conditions in NW Syria



5.

# REFERENCES AND GUIDANCE



## 5.1

### Assessments & Sources of Information

- MSNA 2023
- CCCM Cluster's ISIMM Plus
- Partners/Members Reports
- May 2023: Winterisation After Action Review
- July 2023: Dignified Shelter After Action Review
- October 2023: Shelter Rehabilitation After Action Review
- 4W reporting.
- Shelter NFI Cluster RNAs
- Post Distribution Monitoring
- REACH Earthquake Response Rapid Needs Assessment, 15 Feb
- Updated situation reports and datasets by ACU

## 5.2

### Integrated Approach

The SNFI Cluster will continue to work closely with the following sectors (among others):

- Protection Cluster: strengthening of HLP, including security of tenure, and with regard to the mainstreaming of gender and GBV-related issues in both the response and its monitoring.
- CCCM Cluster: location and identification of camps, joint analysis of gaps and needs based on ISIMM and ISIMM Plus data, camp management services.
- WASH Cluster: emergency water and sanitation in managed camps and informal sites, essential water and sanitation services.
- Early Recovery & Livelihoods Cluster: site infrastructure, livelihoods, training, cash for work.
- Cash Working Group: cash coordination, tracking and standard setting.
- HLP Working Group: production & revision of HLP due diligence guidance.

## 5.3

### Environmental Aspects of the Response

The Shelter Cluster strategy aims to incorporate natural hazard risk management beyond winter weather by adopting a long-term approach. The Dignified Shelter & Living Conditions approach should include a specific environmental component, which can be determined through an assessment of environmental risks using methods such as NEAT+ assessment. Specific actions should then be taken to reduce these risks and improve the overall impact.

Given the absence of formal legal procedures for environmental project reviews in northwest Syria, humanitarian organizations should establish their own review procedures, particularly for transitional and recovery projects that involve the built environment.

**For more information, please refer to the [NW Syria Environmental Shelter Country Profile](#).**

## 5.4

### Advocacy and Resource Mobilization

**Advocacy:** In coordination with the SAG and ICCG, develop key advocacy messages and present to donors and stakeholders through HLG, or other forums aimed at finding shelter solutions for protracted affected population. The Cluster will also continue to contribute to key advocacy messages for the HLG engagement and develop sector specific advocacy messages to highlight the needs of the affected population.

**Resource mobilization:** As the common funding mechanism is to cover critical gaps, efforts will be made to solicit funding through the engagement of the donor groups and bilateral donors to support cluster partners in obtaining adequate and timely funds for response.

The SNFI Cluster leads on the following advocacy issues:

**Unmet Shelter Needs**  
**Dignified Shelter**  
**Winterisation Needs**  
**GBV Risk Mitigation in Shelter Response**  
**Climate Change, Conflict & Shelter Needs in NW Syria**  
**Better Programming Initiative**



## 5.5

### Monitoring & Evaluation

The monitoring of activities and stock updates will continue to be through 4Ws, Plans and Stock update tools in accordance with the data sharing protocols. Impact monitoring will be done through Post Distribution Monitoring and lessons learned will inform further cluster interventions. The cluster will conduct annual monitoring of the overall responses and take note of lessons learnt and make the necessary adjustments to the cluster strategy.

## 5.6

### Technical Standards and Key Strategic Documents

Key strategic & technical documents outlining cluster standards and guidance on priority response activities are:-

**Emergency Shelter & NFI Response**

**Dignified & Safer Living Conditions**

**Dignified Shelter Guidance**

**Dignified Shelter & Living Conditions Action Plan**

**Shelter Repair & Rehabilitation**

**Winterisation**

**Housing, Land & Property**

**Distribution Guidance**

**PSEA & Reducing GBV Guidance**

**Site Planning Guidance**





6.

# **HUMANITARIAN RESPONSE PLAN 2024**

| Sector Objective | Indicator                                                                                                                      | People in Need (PIN) | Target    | Total families | \$ Direct Cost/–Family | Total cost + Ops (15–20%) |
|------------------|--------------------------------------------------------------------------------------------------------------------------------|----------------------|-----------|----------------|------------------------|---------------------------|
| S01              | # of people benefiting from new/ replacement tents installed                                                                   | 581,935              | 57,915    | 11,583         | 850                    | \$11,814,660              |
| S01              | # of people benefiting from transitional shelters installed/ constructed                                                       | 684,900              | 100,000   | 20,000         | 2,900                  | \$69,600,000              |
| S01              | # of people benefiting from site level improvements implemented                                                                | 1,208,055            | 240,450   | 48,090         | 225                    | \$12,984,300              |
| S02              | # of people benefiting from minor repairs to damaged housing                                                                   | 981,969              | 39,090    | 7,818          | 1,000                  | \$9,381,600               |
| S02              | # of people benefiting from rehabilitation of damaged housing (Moderate and Severe Damage)                                     | 968,009              | 38,535    | 7,707          | 1,500                  | \$13,872,600              |
| S01              | # of people benefitting from core NFIs distributed                                                                             | 1,454,072            | 727,035   | 145,407        | 230                    | \$38,460,152              |
| S01              | # of people benefitting from winter NFIs distributed                                                                           | 2,547,183            | 1,273,590 | 254,718        | 180                    | \$52,726,626              |
| S01 & S02        | CC Rehabilitation, Emergency shelter kits,cash for rent, PSN adaptation, Solar,assessment, HH level improvements & Tent repair |                      | 146,829   | 29,366         | \$3,605,955            | \$4,327,146               |
| Total            |                                                                                                                                |                      |           |                |                        | \$213,167,084             |

## STRATEGY STATUS

| Version | Status | Effective Date | Next Version  |
|---------|--------|----------------|---------------|
| V1      | Draft  | 1 January 2024 | December 2024 |

ACRONYMS

|       |                                        |
|-------|----------------------------------------|
| 4W    | Who, What, Where, When                 |
| CCCM  | Camp Coordination and Camp Management  |
| HRP   | Humanitarian Response Plan             |
| ICCG  | Intercluster Coordination Group        |
| IDP   | Internally Displaced Persons           |
| ISIMM | IDP Sites Integrated Monitoring Matrix |
| NEAT+ | Nexus Environmental Assessment Tool    |
| NWS   | North West Syria                       |
| SAG   | Strategic Advisory Group               |
| SO    | Strategic Objective                    |
| WOS   | Whole of Syria                         |