



**Global Shelter Cluster**  
ShelterCluster.org  
Coordinating Humanitarian Shelter

# SHELTER & SETTLEMENTS

## THE FOUNDATION OF HUMANITARIAN RESPONSE

**Strategy 2018-2022**

EXECUTIVE SUMMARY



## Global Shelter Cluster (GSC)

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Co-led by the International Federation of Red Cross and Red Crescent Societies and the Office of the United Nations High Commissioner for Refugees, 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 natural 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 growing 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 – under the guidance of its Strategic Advisory Group and the Global Shelter Cluster lead agencies – has formulated its new strategy collaboratively with many other actors. This strategy has been informed by findings from a [\*formal evaluation of the 2013-2017 strategy\*](#).

### ADAPTING TO NEW REALITIES

Conceptual, programmatic, funding and technological developments have brought about profound changes in the humanitarian context in which the GSC operates.

At a time of grave constraints on humanitarian financing the GSC recognises the need for novel approaches which appropriately use cash, provide robust evidence of need and impact, promote participation and inclusion and forge deep and meaningful collaboration with donors, national and local governments, the private sector and civil society.

The ever-mounting impacts of urbanisation and climate change have fundamentally shifted operational realities. Working in complex urban environments subject to natural disasters and conflict requires humanitarians to become as familiar with issues around chronic vulnerability as they are with modalities of emergency response. There is growing need to adopt the best development approaches and synchronise them with humanitarian endeavours in order to reduce risk and jointly work toward sustainable systems with area-based results.

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## STRATEGIC AREAS

The 2018-2022 strategy prioritises four main pillars.

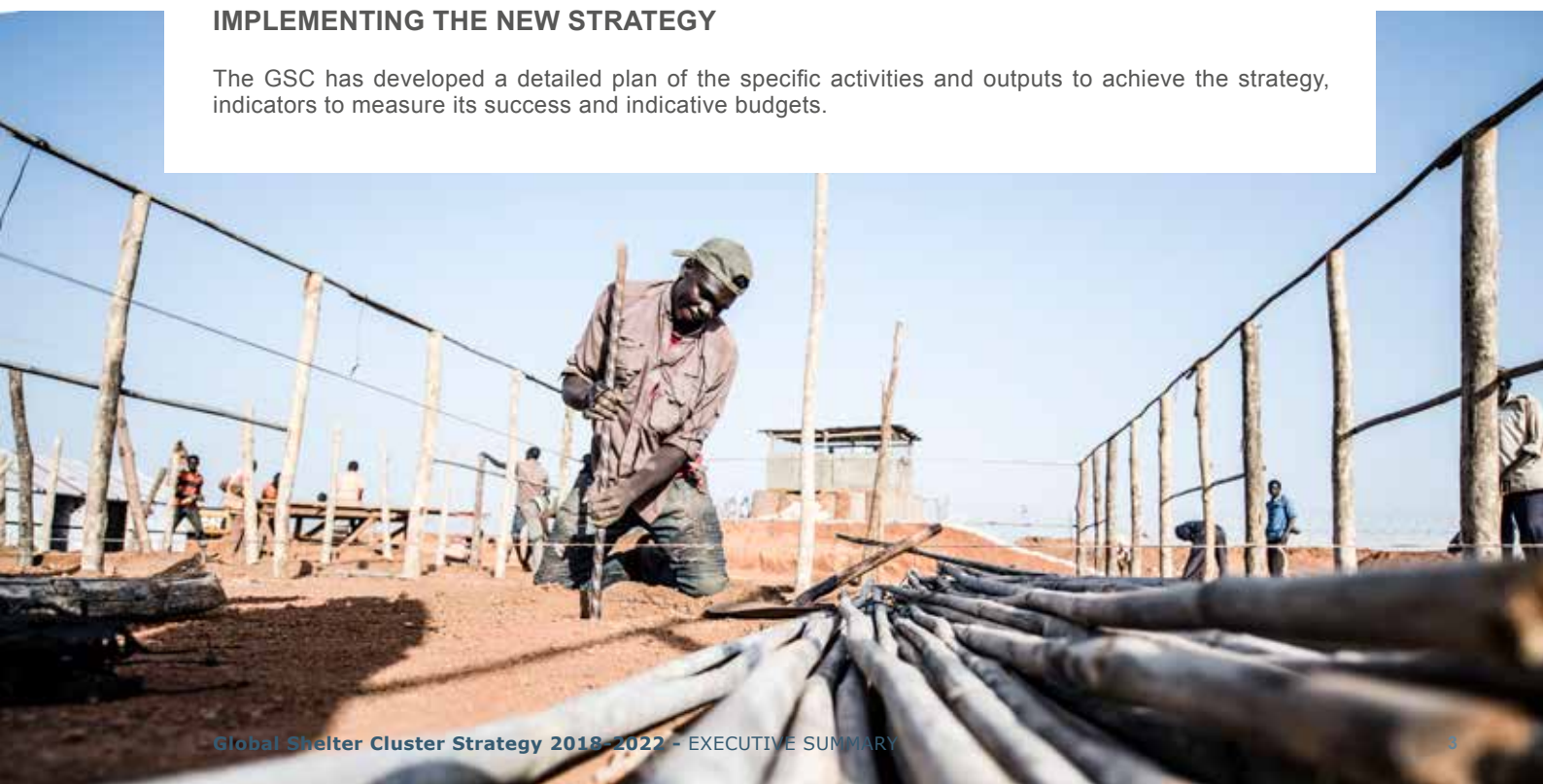
1. **Coordination:** There will be increased response to field demands. Information management gaps at country level will be filled. There will be specific emphasis on promoting localised and gender-sensitive coordination capacity. Greater attention will be given to sub-national coordination, translation, capacity building and online training. Area-based coordination mechanisms will promote joint leadership with sub-national partners and local authorities. Coordination teams will identify counterparts for recovery, prepare exit strategies from day one and define triggers for phasing out.
2. **Advocacy:** Efforts will be intensified to advance recognition by key policy and funding decision-makers of the importance of the shelter sector and its critical life-saving and life-enabling impacts. Greater attention will be given to identifying – and communicating – funding and response gaps.
3. **Evidence-based response:** The GSC realises that shelter sector advocacy has been limited by lack of strong evidence to support critical messages. There is determination to strengthen the knowledge-learning-change cycle to ensure that it informs response planning, advocacy and learning at country and global levels. There will be greater consistency in needs assessments and analysis and more support to shelter actors in assessing various response modalities, including Non-Food Items distributions, and promoting cash or market-based responses when feasible. New emphasis will be given to forging partnerships with academic institutions and operational agencies to gather robust credible evidence in support of advocacy.
4. **Capacity:** It is imperative to plug the gap in supporting shelter capacity development, particularly at country level. This will require greater engagement with local stakeholders and advocacy for donors to reshape funding frameworks so as to help build local capacity.

## GOOD SHELTER PROGRAMMING

Responses which address shelter, settlements and household needs should also contribute to such protection outcomes as promoting peaceful coexistence or reducing gender-based violence. They should also consider the different needs of women, girls, men, and boys and how they are influenced by social and cultural factors. It is particularly important to pay attention to the needs of persons with disabilities and to seek to reduce the impact of shelter responses on the environment.

## IMPLEMENTING THE NEW STRATEGY

The GSC has developed a detailed plan of the specific activities and outputs to achieve the strategy, indicators to measure its success and indicative budgets.



# Global Shelter Cluster Strategy 2018 - 2022

## AIM

## STRENGTHENED SHELTER AND SETTLEMENTS RESPONSES THAT BUILD RESILIENT COMMUNITIES

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### 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

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### 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 programming, area-based approaches

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### 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 learnt as well as best practice in order to bring about change in sector policy and practice

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### 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 modalities appropriately

#### 4.4 FUTURE OF SHELTER AND SETTLEMENT

Analysis of sector future response needs and capacity

MAINSTREAMED PROTECTION, GENDER, DISABILITY AND ENVIRONMENT



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