

Evaluation of the Global Shelter Cluster 2018-22 Strategy

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Annex 1 – Detailed Recommendations

Complementing the overall recommendations presented in the body of the report, this Annex provides more detailed and specific recommendations, as well as the parties potentially responsible for acting upon them.

Key

When		Lead by	
Now	3-6 months	SAG	Strategic Advisory Group
Soon	6-12 months	GST	Global Support Team
Later	12-18 months	CC	Country Clusters
		CLA	Co-Lead Agencies
		WG	Working Groups
		Donors	Donors (actual and potential)

Strategic Area 1: Coordination

#	When	Action	Lead by
1	Now	Consistently maintain monitoring tool and log for action points agreed through GSC governance structures, and ensure regular review of the status of action point implementation, strategically prioritizing timely implementation.	SAG/GST
2	Now	Actively disseminate/feature the GSC Surge and Support Services Brochure throughout the shelter network, including in relevant languages, ensuring stakeholders are aware of GSC offerings.	GST/CC/CLA
3	Soon	Review lessons from adapting to COVID, including experiences of online events, moving existing events and support through remote modalities, etc. Where beneficial, consider institutionalizing some of those new approaches before “returning to normal”.	SAG/WG/CC
4	Now	Establish predetermined global indicators for country-level reporting as well as clearer indicators regarding the satisfaction surveys.	SAG/GST
5	Soon	Assess the viability of annual evaluations of cluster performance or other robust country-level monitoring tools, and ensure a follow up process is in place to feed information back to country level (e.g., integrating CCPM analysis into annual achievements report). Center global performance monitoring on an aggregation of these country-level tools.	SAG/GST
6	Soon	Systematically collect and maintain data on staffing levels and	GST/CLA/CC

		skill sets in all active country shelter clusters, including disaggregation by gender and local/international staff. Use this, and information about the support provided by the GSC Support Team, to understand where serious gaps in coverage are, and seek to fill those gaps with further surge/remote support.	
7	Soon	Develop a transparent system to standardise the calculation of overall financial allocations across the shelter sector to ensure greater coherence of country and global level financial information.	GST
8	Soon	Create a unified and coherent annual budget monitoring tool for the GSC.	GST
9	Later	Complete the review, update, and translation of the Coordination Toolkit, Companion, IMAS Toolkit, and other key guidance documentation. A framework agreement for translations may be useful.	GST/WG
10	Later	Review the impact of NFI initiatives such as the common pipeline and consider the development of relevant SOPs.	GST/WG
11	Later	As appropriate in coordination with other clusters, specifically review/develop further, field-ready guidance on: <ul style="list-style-type: none"> - Localisation, including co-chairing clusters with local organisations and governments; - Sector coordination contexts; and - Transition to recovery. <p>As in the case of localization or sector coordination, this may call for reviewing and gathering more understanding of the implementation realities from the field.</p>	GST/SAG/WG/CLA
12	Later	Work with sectors and at inter-cluster level to develop a common understanding of area-based approaches, which considers both camp and non-camp settings, and determine the extent to which this can/should be prioritised and supported at field level. If appropriate, develop clear guidance for the field including specifically on coordination.	GST/CLA/WG
13	Later	Strengthen inter-cluster linkages (including in and through WGs) around inter-sectoral issues such as cash, HLP, transition to recovery, etc.	GST/WG/SAG/CLA

Strategic Area 2: Advocacy

#	When	Action	Lead by
14	Now	Recruit a Global Focal Point for Grant Management, Donor Engagement and Resource Mobilisation to bring a high level of professional skills to bear on the process of identifying and pitching GSC strategic priorities.	GST
15	Now	Provide funding aligned to the GSC's strategic priorities –	Donors

		notably capacity to support coordination at country-level, as well as key research initiatives (e.g., global vulnerability criteria). Be clear about priorities for the shelter sector and humanitarian coordination.	
16	Now	Ensure the Donor Consultation Group meets regularly, and discusses issues of funding and fundraising, as well as operational updates. Present evidence on the impact of gaps in funding, and work with current donors to leverage internally and externally to broaden the donor-base.	GST/SAG/Donors
17	Soon	Review the purpose of the factsheets, align the template to that purpose, and communicate clearly with country-level clusters why they are providing that document.	GST
18	Soon	Establish systematic tracking of funding allocations and critical gaps across the sector, ideally drawing upon and aligning with inter-cluster/system-wide efforts, such as FTS.	GST/CLA
19	Soon	Develop a Resource Mobilisation plan, which prioritises the core business of the GSC (predictable, timely and effective coordination), and identifies and seeks to fill critical resourcing gaps. The plan should remain open to attracting opportunistic funding, provided it also contributes to filling those critical gaps.	GST/Donors
20	Soon	Develop a system for tracking the GSC's own resources in a holistic way and establish an approach to prioritizing activities in the context of scarcity of resources, aligned to core function (supporting coordination in the field).	SAG/ST/CLA/WG/CC
21	Soon	In coordination with the GSC research agenda, continue work gathering evidence and developing products around key areas of advocacy, such as positioning shelter as a crucial part of humanitarian response in relation to protection, WASH, and other outcomes; developing global vulnerability classification, etc.	GST/WG/GFP
22	Soon	Ensure there is a common approach to advocacy at country level, guided by consistent treatment within and across CLAs, and clearly defined for sectors/clusters outside CLA leadership.	GST/SAG/CLA
23	Soon	Develop clear guidance for the country-level about how to "do" advocacy and fundraising, and support efforts at country level through global capacity, as well as capacity-building for country-level coordinators.	GST/GFP
24	Later	Identify/create opportunities senior leaders of CLAs to promote the GSC and support fundraising and advocacy efforts, as part of efforts to enhance their engagement and buy-in as cluster co-leads.	GST/SAG/CLA
25	Later	Work with other clusters on developing a common	CLA/SAG

		approach, and potentially common appeal/pooled funding mechanism for core cluster functions and other common issues.	
26	Later	Establish meaningful global dialogue with larger development organisations (e.g., World Bank) to increase engagement and agree on a more coordinated approach in urban recovery settings.	GST/CLA/WG

Strategic area 3: Evidence-based response

#	When	Action	Lead by
27	Now	Put in place a quality control mechanism for managing website content uploaded by country-teams.	GST/CC
28	Now	Reduce/consolidate the number of “global” pages, such as the page for Factsheets, various geographic links, etc. The principle should be doing <i>less</i> but doing it efficiently and effectively, in line with limited resources for the GSC.	GST
29	Now	Ensure new lesson-learning documentation cites authors or relevant contact information to enable follow-up with those who experienced the situation.	GST/WG/CC
30	Soon	Ensure regular alignment between the research strategy and priority research issues from country level. Develop a lifecycle approach for research, with clarity around the purpose of different research areas and a process for their translation into field-ready guidance or advocacy tools, as appropriate to that purpose.	GST/WG
31	Soon	Ensure regular revision and maintenance of the website content to ensure that up-to-date and fundamental resources are more easily available and accessible to the end user. This should include at least: cleaning duplicated or outdated data; enhanced linking with, and display of, external key data; and working towards consistent and quality-assured response and global pages.	GST
32	Soon	Review the uptake, usage and effectiveness of the GSC app and other technical features of the GSC website. Consider hiding, if not stripping away, unused features.	GST
33	Later	Integrate good practices and other evidence-based research more systematically into training and guidance documents, to ensure key lessons are implemented/operationalized. Make this part of the abovementioned lifecycle approach.	GST
34	Later	Potentially in discussion with other clusters, develop consistency in needs assessment mechanisms and indicators for country level. Apply pragmatic minimums to avoid issues of overcomplexity and timeliness.	GST
35	Later	Develop a template for country-level coordinator handovers, as well as other mechanisms to encourage capture of lessons and good-practice from the field.	GST

36	Later	Consider exploring how to use data better for early-warning and preparedness, in partnership with UNHCR's unit and other clusters working on this area.	CLA/WG/GST
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Strategic Area 4: Capacity

#	When	Action	Lead by
37	Soon	Promote localized country-level capacity, including by conducting a review of country cluster staff retention issues with a view to developing a plan to improve retention and career progression.	GST/CLA
38	Soon	Consider how country-level cluster capacities could be re-configured across different position profiles and ensure that position requirements have a realistic combination of skill sets, particularly for IM functions and analytical capacity.	GST/CLA
39	Soon	Provide specific and targeted training for cluster coordinators and IM staff to ensure a common understanding of the scope of IM work and analysis, and build capacities in key gap areas depending on individual profiles.	GST/CLA
40	Soon	Establish a common talent pool between CLAs of qualified IM staff and encourage cross-agency deployment, a sustainable career path, and talent pipeline.	GST/CLA
41	Soon	Ensure that development of all key guidance documents (e.g., on cash and markets) are field-focused (e.g., have working links, pragmatic guidance), supported with necessary country-level roll-out plans and trainings, and are provided in relevant languages.	GST
42	Later	Conduct a State of Humanitarian Shelter and Settlements stock-take, which assesses the continued relevance of the previous research findings, identifies future trends and informs the development of the next strategy.	GST/WG
43	Later	Review how and in what form to most effectively provide HLP support, also in the context of transition to recovery, and inter-cluster coordination (i.e., with the Protection Cluster).	GST/WG/GFP
44	Later	Through dedicated funding and capacity building, work toward sustained local capacity to support countries with repeat-natural disasters or prolonged crisis.	GST/CLA/Donors

Annex 2 – Recommendations from Previous Evaluation

The TOR for this evaluation called for a review of the implementation of the recommendations from the previous strategy evaluation. The evaluation team did a “quick review” of these recommendations against the available data from the current evaluation.

This annex is the full list of recommendations from the previous evaluation (DOC041), with an overall sense as to whether the status is addressed, partly addressed, not relevant, or not addressed / not found.

Recommendations – Strategy Relevance, Approach and Implementation (p22)

#	Recommendation	Responsible	Priority/timing	Quick review
1	Ensure behind any (1-page) summary of the new strategy, there is a logframe type of approach when designing the next strategy to ensure that all outcomes and outputs are clear and measurable and regularly reported on through a scorecard approach.	Co-leads/ SAG	For 2018-22 Strat	Partly addressed
2	In addition to the logframe, a phased 5-year implementation plan is needed which indicates how each of the outputs and outcomes will be achieved, when and by whom, complemented by annual workplans.	Co-leads/ SAG	For 2018-22 Strat	Not found
3	In preparing the implementation plan for the next 5-year strategy, review the modalities for implementation, analysing if WGs can support and effective and timely implementation.	Co-leads/ SAG	For 2018-22 Strat	Partly addressed
4	Keep a running log of all action points, responsibility, dates and status from GSC SAG meetings and the GSC Annual Meeting (See Annex 14 for an example)	Co-leads/ SAG	“Quick win”	Partly addressed
5	Ensure country level involvement in determining the content of the next strategy through a series of meetings facilitated by cluster coordinators at the country level. Ensure where possible, specific meetings and input by government.	Co-leads/ SAG/ Cluster Coordinators/ Partners	For 2017 (start or complete)	Partly addressed
6	Ensure that there are accountability mechanisms in place to feedback to those whose inputs are sought, particularly at country level eg feedback on how inputs to the annual survey are being taken into account	Co-leads/ SAG/GSC Partners	“Quick win”	Partly addressed
7	Consider producing clear statements or a Charters of Service for	Co-leads/	For 2018-22 Strat	Addressed

	country and global Shelter Clusters from which partners are clear what to expect and from which levels of satisfaction can be gauged across countries and can be measured through global and country level scorecards.	SAG/Cluster Coordinators/ Partners		
8	Outreach to important operational agencies and academic institutions to increase the active capacity of the GSC and newer organisations important in specific regions	Co-leads/ SAG/GSC Partners	For 2017 (start or complete)	Addressed
9	Work with academic institutions to carry out a mapping of shelter related work with a view to identifying gaps and opportunities in research.	Co-leads/ SAG/ Academic Inst	For 2018-22 Strat	Addressed
10	Review GSC CoPs, lessons and critical success factors more broadly of CoPs and accountability for CoP activity to redefine, revitalise and reoperationalise the CoPs.	Co-leads/ SAG/CoP Leads	For 2017 (start or complete)	Partly

Recommendations on Strategic Aim 1 -Responsive and Flexible Support to Country-Level Shelter Coordination Mechanisms (p 38)

#	Recommendation	Responsible	Priority/timing	Quick review
11	Clarify provision of global support for country level Shelter coordination not led by the co-leads.	Co-leads, SAG	2017	Partly
12	IFRC to review its CLA commitment to examine how it can provide guarantees to underwrite its core shelter cluster positions. IFRC to review its strict firewall policy and Geneva management of all cluster budgets and staffing as the best way to support ownership and support to shelter cluster responses. Review how more predictable funding support for initial cluster coordination team deployments can be made.	IFRC	2017	Not found
13	Carry out a review of HR needs and develop a comprehensive strategy for the next 5 year to meet the coordination (and potentially programmatic) HR needs for the shelter sector.	Co-leads, SAG plus HR support TBC	For 2018-22 Strat	Not found
14	UNHCR review the differences in shelter cluster coordination support and services in IDP settings with those provided in refugee settings and work with partners to bring a closer consistency between the two.	UNHCR	2017	Not found

15	Make a presentation of the cost-benefit analysis of coordination and IM GFP/RFPs being located in co-lead agencies rather than within partners agencies to agree if this remains the practical and most effective way forward.	Co-leads	Quick win	Not found
16	Develop an accountability system to provide a structure for transparency, oversight and collaboration of GFP/RFPs. Agree and communicate the workplans and travel of all Global and Regional Focal Points.	Co-leads, GFP agencies, SAG	Quick win	Not addressed
17	Review GFP/RFP positions that have been led by non co-lead agencies and discuss the longer term leadership of such positions to gain predictability and allow for internal discussions on mainstreaming.	Co-leads, SAG	For 2018-22 Strat	Partly
18	Review implementation mechanisms to enable (i) greater flexibility of the deployment of GFPs/RFPs to clusters led by other agencies (ii) potential efficiency and effectiveness gains whilst taking into account longer-term leadership and mainstreaming implications of these roles.	Co-leads, SAG	For 2018-22 Strat	Not found
19	Ensure RFPs positions have a longer term perspectives in terms of tenure to be most effective, before being agreed.	SAG	2017	Not addressed
20	As part of an overall Knowledge Management strategy, ensure continuous dissemination of information regarding support and services available to country clusters and potentially incorporated into the Shelter Cluster Service Charter proposed under the Strategy Approach and Implementation section	Co-lead, GFPs, RFPs, Cluster Coordinators	2017	Not addressed
21	Merge Shelter coordinator rosters to have one database and available to all looking for coordinators. Formalise one IM roster from the IM CoP list.	Co-leads, SAG	2017	Not found
22	Review if there is a more inclusive way of categorising countries that are officially counted for support representing more fully the countries that are supported by the GSC, given the tendency towards not activating clusters.	Co-leads, SAG	Quick win	Not found
23	Consider an annual review of country Shelter Clusters in a similar way to the Emergency Director Group review of Humanitarian Coordination to review the effectiveness and learning from the shelter response and need for support.	Co-leads, SAG, GSC	Quick win	Not found
24	Develop a formal GSC vision and strategy for response assessments; to	SAG, New WG on	2017	Partly addressed

	take assessments to the next level, reviewing opportunities with donors to capitalize on the Grand Bargain's significant focus on assessments and taking a lead with other clusters on joint assessments.	Assessments		
25	Develop and pilot/test practical ways by which the SC can move beyond output mapping to introduce the monitoring of Shelter programming outcomes.	GFP A&M, New WG on Assessments	2017	Partly addressed
26	Identify leadership (and potentially a Working Group) to take stock of what work is already on-going with the private sector on a bilateral basis, what's needed and develop a comprehensive strategy for global and country level support to incorporate into the next 5-year strategy if appropriate	SAG, GSC	For 2018-22 Strat	Partly addressed
27	Review how evaluations take place now they are no longer financially supported by ECHO. Agree how often reviews/evaluations at country level should take place and how these are linked to the Cluster Coordination Performance Monitoring (an activity and indicator noted in the 2017-18 ECHO proposal). Consider how GSC Partners can be more involved in supporting rapid After Action Reviews.	Country level CLAs, SAG	2017	Not addressed
28	Put in place a mechanism to systematically log (into a management response framework) lessons gathered from country evaluation/reviews/lessons learned which are common for Shelter Clusters or directed to the global level for action by the GSC and produce learning brief around specific types of response or issues that can be re-shared at the beginning of emergencies.	SAG, Country level CLAs	For 2018-22 Strat	Partly addressed
29	Consider a brief review of the effectiveness of the Shelter Projects Publication to learning and changes in sector responses from before its next publication.	SAG, Shelter Projects WG	For 2018-22 Strat	Addressed
30	Facilitate a Shelter Recovery Forum with key recovery players eg World Bank, regional banks to develop a more systematic approach to shelter recovery post disaster and in durable solutions.	Co-leads, SAG Recovery Partners	For 2018-22 Strat	Not addressed
31	Prior to an agreed strategy to better support transition and recovery, agree an interim GSC approach to recovery including (i) immediate coordination and support to recovery and HLP (ii) how to support and	Co-leads, SAG Recovery Partners, UNDP/Early	2017	Not addressed

	influence self-recovery and (iii) how transition and recovery coordination groups are monitored and supported beyond the lifespan of the in-country Shelter Cluster (as is done with preparedness country support eg Bangladesh) (iv) clarity on what can be expected from the Early Recovery Cluster in terms of Shelter Recovery coordination support.	Recovery Cluster		
32	Develop current commitments to supporting national capacity building into a fuller GSC 'Localisation Strategy for the global and country level shelter clusters, including national capacity building (technical and coordination), parts of which could be integrated into a Shelter Cluster Charter.	TBD	2017	Partly addressed
33	Review how sub-national coordination can be made more systematic, rapid and of quality.	Co-leads/SAG /GSC Partners	For 2018-22 Strat	Not addressed
34	More systematic approaches to country level leadership challenges by IOM. A clearer call from GSC partners for this resolution.	UNHCR/IFRC/ IOM senior management and Cluster Coordinators GSC Partners	For 2018-22 Strat	Not addressed / Not relevant

Recommendations from Strategic Aim 2 - An effective and well-functioning Global Shelter Cluster (P 47)

#	Recommendation	Responsible	Priority/timing	Quick review
35	Greater outreach to existing organisations and shelter practitioners to participate in activities, WGs and CoPs of the GSC.	SAG	QW	Addressed
36	Outreach to larger organisations not currently participating in the GSC eg GiZ, Mercy Corps, ACT, UAE/Qatar Red Crescent Societies as well as important franco- phone organisations eg Premier Urgence, Solidarites, Handicap.	SAG	2017	Addressed
37	In the development of additional GSC activities and the new GSC strategy implementation plan, review if the WG approach will be sufficiently timely to achieve results and what are alternative options to work more quickly.	Co-leads, SAG	For 2018-22 Strat	Addressed

	Consider short-term options to bring in additional capacity to the GST to accelerate specific work items of the GSC, including from Standby Partners.			
38	In addition to the work on Cash, review where specific leadership/champions could be useful in advancing development and support for critical aspects of the shelter sector.	Co-leads/ GSC	For 2018-22 Strat	Addressed
39	Develop a Shelter Cluster Charter for global and country level to make explicit support and services that can be expected, to be more accountable to its partners and to be able to more accurately measure levels of satisfaction against commitments.	SAG/GSC	For 2018-22 Strat	Not found
40	Circulate the SAG meeting agendas with Partners for input ahead of meetings. Share minutes of SAG meetings to the broader GSC and not only on the website. Consider a separate mailing list for global and regional partners with whom to communicate and consult more frequently (broader than SAG agencies).	SAG secretariat	QW	Not Addressed
41	Implement (with a light footprint) a rotation policy for SAG members and consider introduction of non IASC members (since this is not an IASC requirement)	Co-leads/ GSC	QW	Partly
42	Review opportunities to work further with academic institutions and specific research support that may be available. Consider the usefulness of a mapping of on-going shelter research and gaps in the sector	Co- leads/ SAG/ GSC	For 2018-22 Strat	Addressed
43	Canvas the need for regional groupings of shelter actors (which could then be led by partners where there is no RFP).	Co-leads/ GSC	For 2018-22 Strat	Not Addressed
44	Review where the GSC could be taking a lead role in multi-agency or multi-cluster initiatives eg joint assessments, monitoring multi-sector objectives in MPC, understanding and implementing a settlements approach. Ensure strategies for HLP support for the shelter sector and are not slowed unacceptably by inter-sectoral workings	SAG/GSC	2017	Addressed
45	Review opportunities to work with CashCap/ DfID, CaLP, on shelter and cash initiatives to activate additional capacity and enable more work to be completed more quickly around Cash	SAG/GSC	2017	Addressed

46	Develop rapidly, indicators and a monitoring mechanism to provide evidence of the effectiveness of MPC in fulfilling shelter objectives.	Cash Champions/ GFP for A&M/ Cash WG	2017	Not Addressed / Not relevant
47	Review what impacts the slow development of Technical Guidance, the impact that this has on a response and how this can be addressed.	Roving Technical	2017	Not found
48	Review the impact of almost three times less IM officers in the field than coordinators. Examine if Standby Partner capacity could be used much more to fulfil IM field needs.	UNHCR	QW	Not found
49	Reorganise the website more towards field needs for resources and best practice	[blank]	For 2018-22 Strat	Partly Addressed
50	Agree the KM role for the GSC with respect to coordination and resources for shelter programming and develop a KM strategy to meet this.	[blank]	For 2018-22 Strat	Not Addressed
51	Review existing shelter resources and identify best practice across topics and make these prominent on the website. Reconsider the current policy to share information, tools and training developed by other partners to increase partner access to such capacity building opportunities.	[blank]	2017	Not Addressed
52	Ensure for every activity/product that requires changes to practices in the sector or an awareness of a useful tool, that there is a full and supported dissemination and uptake strategy as part of Shelter KM.	[blank]	2017	Not Addressed
53	Review the need to better understand the capacity of the shelter sector to respond with quality shelter programming, and how this might be done (examine the opportunity that the State of Humanitarian Shelter research may provide to advance this).	SAG/GSC	2017	Not Addressed
54	As part of an overall review of Shelter capacity, examine the capacity development role that the Shelter Centre played in bringing in and developing new shelter human resources and how the GSC and Shelter agencies may support this otherwise	SAG/GSC	For 2018-22 Strat	Not Addressed
55	Work with the Shelter CLAs and other clusters to lead on a call for a global review of the HRP process at field level and Inter-Cluster Coordination (potentially two different reviews).	SAG/ Co- Leads	For 2018-22 Strat	Not Addressed
56	Examine how the GSC can ensure that protection, livelihoods and	[blank]	For 2018-22 Strat	Partly Addressed

	health sectors/clusters, can be more active advocates for quality shelter programming.			
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Recommendations on Strategic Aim 3 - Increased recognition of the shelter and settlements sector as an essential component of the humanitarian response, through enhanced advocacy and communication (P 54)

#	Recommendation	Responsible	Priority/timing	Quick review
57	Review of the usefulness of Factsheets for country and global clusters.	Co-leads	QW	Partly Addressed
58	As potentially the most important source of funding for the sector, ensure submissions to the CERF and pooled funds are of the highest quality and supported with evidence to secure the highest possible percentage of available funding.	Co-leads/ CLA	QW	Partly Addressed
59	Develop an overall resource mobilisation strategy for global and country level, including tools to support country clusters in communicating and advocating for resources for the sector and developing relationships with a broader base of donors. Consider the recruitment of a resource mobilisation specialist to support and develop this.	Co-leads/ SAG	2017	Partly Addressed
60	Develop a strategy to support the understanding and implementation of the Settlements Approach in both the Shelter sector and the broader humanitarian community.	SAG/IMPACT /CRS/Inter- Action/OFDA	2017	Partly Addressed
61	Develop a comprehensive strategy to support key advocacy messages on the importance of shelter in humanitarian response. Support existing messages/posters with evidence, case studies and key communication messages.	Co-leads/ SAG	2017	Addressed (late)
62	Consider a review of Shelter and CCCM merged clusters to ensure the shelter sector is appropriately supported	SAG/Co-leads	For 2018-22 Strat	Addressed
63	Ensure the current NFI WG clarifies remaining issues on the role of the Shelter Cluster in NFIs (particularly with WASH) and this is disseminated widely.	SAG/NFI WG	2017	Partly addressed

Annex 3 – List of Documents

ID number	Full reference
DOC001	GSC. (2021). Project Proposal Template-BHA proposal 2021-2022. Global Shelter Cluster. Retrieved from https://sheltercluster.org/global/documents/project-proposal-template-bha-proposal-2021-2022
DOC002	GSC. (2021). List of activities available for partner funding-BHA proposal 2021-2022. Global Shelter Cluster. Retrieved from https://sheltercluster.org/global/documents/list-activities-available-partner-funding-bha-proposal-2021-2022
DOC003	GSC. (2021). Process for the selection of partners-BHA proposal 2021-2022. Global Shelter Cluster. Retrieved from https://sheltercluster.org/global/documents/process-selection-partners-bha-proposal-2021-2022
DOC004	GSC. (2021). [ONLY FOR SELECTED AGENCIES] DRAFT Project Grant Agreement. Global Shelter Cluster. Retrieved from https://sheltercluster.org/global/documents/only-selected-agencies-draft-project-grant-agreement
DOC005	GSC. (2021). [ONLY FOR SELECTED AGENCIES] Non-NS FMR Assessment. Global Shelter Cluster. Retrieved from https://sheltercluster.org/global/documents/only-selected-agencies-non-ns-fmr-assessment
DOC006	GSC. (2021). Global Shelter Cluster BHA-USAID Proposal 2020-2022. Global Shelter Cluster. Retrieved from https://sheltercluster.org/global/documents/process-selection-partners-bha-proposal-2021-2022
DOC007	GSC. (2021). Request for Partner Project Proposals. Global Shelter Cluster. Retrieved from https://sheltercluster.org/global/documents/request-partner-project-proposals
DOC008	GSC. (2021). Global Shelter Cluster BHA Grant Preparation for the Call of Expressions of Interest 12 Feb 2021. Global Shelter Cluster. Retrieved from https://sheltercluster.org/global/documents/global-shelter-cluster-bha-grant-preparation-call-expressions-interest-12-feb-2021
DOC009	GSC. (2021). Global Shelter Cluster BHA Grant Preparation for the Call of Expressions of Interest 11 Feb 2021. Global Shelter Cluster. Retrieved from https://sheltercluster.org/global/documents/global-shelter-cluster-bha-grant-preparation-call-expressions-interest-11-feb-2021
DOC010	GSC. (2021). GSC ECHO Grant 2021-23: Mobilising collective efforts towards a greener and climate smart humanitarian shelter and settlements response Retrieved from https://sheltercluster.org/global/documents/gsc-echo-grant-2021-23-mobilising-collective-efforts-towards-greener-and-climate
DOC011	GSC. (2021). GSC ECHO project presentation 2021 - Greening the shelter response. Global Shelter Cluster. Retrieved from https://sheltercluster.org/global/documents/gsc-echo-project-presentation-2021-greening-shelter-response
DOC012	GSC. (2021). Webinar GSC ECHO grant 2021: Greening the shelter response. Global Shelter Cluster. Retrieved

	from https://www.youtube.com/watch?v=vUwIOiWfwkU
DOC013	GSC. (2021). Shelter Cluster ECHO Process for Selection of Partners. Global Shelter Cluster. Retrieved from https://sheltercluster.org/global/documents/shelter-cluster-echo-process-selection-partners
DOC014	GSC. (2021). Expression of Interest Table ECHO Shelter Cluster Grant. Global Shelter Cluster. Retrieved from https://sheltercluster.org/global/documents/expression-interest-table-echo-shelter-cluster-grant
DOC015	GSC. (2021). Minutes of the Selection Committee Meeting GSC ECHO grant – August 2021. Global Shelter Cluster. Retrieved from https://sheltercluster.s3.eu-central-1.amazonaws.com/public/docs/202109_signed_minutes_selection_committee_180921_signed.pdf
DOC016	GSC. (2019). Global Shelter Cluster Cash Champion CRS Review: Key Drivers for Successful In-Country Cash and Market Support. Global Shelter Cluster. Retrieved from https://sheltercluster.org/shelter-and-cash-working-group/documents/global-shelter-cluster-cash-champion-crs-review-key-drivers
DOC017	GSC. (2016). GSC Position Paper: Cash and Markets in the Shelter Sector. Global Shelter Cluster. Retrieved from https://sheltercluster.org/shelter-and-cash-working-group/documents/gsc-position-paper-cash-and-markets-shelter-sector
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DOC267	GSC (n.d.). Web page: GBV in Shelter Programming Working Group. Retrieved from https://sheltercluster.org/working-group/gbv-shelter-programming-working-group
DOC268	JEU and GSC (2018). Looking Through an Environmental Lens: Implications and opportunities for Cash Transfer Programming in humanitarian response Retrieved from https://www.calpnetwork.org/wp-content/uploads/2021/06/cashenvironment_-_implications_and_opportunities.pdf
DOC269	GSC. (n.d.). Web page: Environment Community of Practice – Documents. Retrieved from https://sheltercluster.org/group/11278/documents
DOC270	GSC. (2020). Training Curriculum Survey of Global Shelter Cluster NFI WG Members. Retrieved from https://sheltercluster.org/working-group-nfi-practices/documents/training-curriculum-survey-global-shelter-cluster-nfi-wg
DOC271	IASC (2022). Cash Coordination Model. Retrieved from https://interagencystandingcommittee.org/system/files/2022-04/IASC%20Endorsed%20Cash%20Coordination%20Model.pdf

Annex 4 – List of key informants and focus group discussion participants

In alphabetical order.

#	Name	Org / position title
1	Alex Miller	USAID Bureau for Humanitarian Affairs
2	Alexander Koclejda	Shelter Cluster Coordinator, Somalia
3	Angel Pascual	Senior Shelter Coordination Officer, UNHCR
4	Augusto Come	ACTED / REACH / IMPACT Initiatives
5	Bill Flinn	Senior Shelter Advisor at CARE International
6	Brett Moore	GSC Co-Lead, UNHCR
7	Brice Degla	Shelter Cluster Coordinator, Burkina Faso
8	Camilla Wuensch	GSC Focal Point – Assessments, REACH / IMPACT initiatives
9	Charles Setchel	USAID Bureau for Humanitarian Affairs
10	Dher Hayo	Global CCCM Cluster Coordinator (Co-Lead UNHCR)
11	Ela Serdaroglu	GSC Co-Lead, IFRC
12	Francesca Coloni	Head of Technical Services Section / GSC Deputy Coordinator, UNHCR
13	James Morgan	Shelter advisor, CARE International
14	Jan Gelfand	IFRC Head of Country Cluster Delegation (Indonesia and Timor-Leste)
15	Jim Robinson	Coordinator, Global Housing, Land and Property Area of Responsibility (HLP AoR), NRC
16	Joseph Ashmore	Former Shelter Lead at IOM
17	Kathryn Clarkson	IFRC Head of Country Cluster Delegation (Thailand, Cambodia, Laos and Vietnam)
18	Kimja Vanderheyden	GSC Global Focal Point for Advocacy
19	Leeanne Marshall	Shelter Technical Lead, Australian Red Cross
20	Lee Malany	USAID Bureau for Humanitarian Affairs
21	Lilia Blades	GSC Regional Cluster Coordinator Latin America and the Caribbean
22	Lizzie Babister	GSC Global Focal Point (GFP) for Research

23	Mais Alsuradi	GSC Roving Cluster Coordinator
24	Mamen Sancha	GSC Roving Cluster Coordinator
25	Manish Timsina	Shelter Coordinator, Nepal Red Cross
26	Ramesh Ghimirey	Program Coordinator, Nepal Red Cross
27	Prajwal Acharya	DRM Program Manager, IFRC Nepal
28	Sahdia Khan	GSC Deputy Co-Lead, UNHCR
29	Mark Mauro Victorio	Former Shelter Cluster Coordinator Philippines IFRC
30	Miguel Urquia	Former GSC deputy co-lead, UNHCR
31	Monica Ramos	Global WASH Cluster Coordinator, UNICEF
32	Neil Bauman	GSC Information Management Focal Point, IFRC / Canadian Red Cross
33	Nikos Papamanolis	DG ECHO
34	Pablo Medina	GSC Deputy Co-lead, IFRC
35	Philip Duloy	UK Foreign, Commonwealth & Development Office (FCDO)
36	Randa Hassan	OCHA Global Cluster Coordination Group
37	Renee Wynveen	Current: Shelter Cluster Coordinator Northwest Southwest Cameroon, UNHCR
38	Richard Evans	Shelter Cluster Coordinator, Libya
39	Robbie Dodds	GSC Regional Cluster Coordinator Asia Pacific
40	Seki Hirano	Shelter Lead at Catholic Relief Services (CRS)
41	Step Haiselden	Shelter Lead at CARE International
42	Sue Webb	Emergency Shelter Researcher, CARE International and CENDEP
43	Tom Bamforth	Shelter Cluster Coordinator North-West Syria, UNHCR

Annex 5 – Collation of reporting and monitoring

Strategy indicators, annual achievements

This Annex consists of two tables. The first is a collation of reporting against the 2018-2022 Strategy Indicators, which is taken exclusively from mid-year and Annual Achievement Reports (including the draft 2021 report, not published at the time of writing).

The second table, which presents a range of information on the GSC and its activities, is compiled from a number of different sources, primarily those various Annual Achievement Reports, as well as dashboards on the website.

Table 1 – Strategy Indicator Results

Pillar	Indicator	Type	Targets and baseline			Actual results				Average	Target Achieved?
			2020	2022	Baseline	2020 (mid)	2020	2021 (Mid)	2021 (draft)		
1. Coordination	% of stakeholders who are satisfied with the performance of the Shelter Cluster disaggregated by country-level and global	Outcome	90%	90%	90%	88%	94%	94%	88%	91%	Yes
	Average time (hours) in which a trained and experienced coordinator is deployed to newly activated country-level clusters	Output	<72 HRS	<72 HRS	<72 HRS	<72 HRS	<72 HRS	<72 HRS	<72 HRS	<72 HRS	Yes
	% of country-level clusters that undertake a cluster performance review	Output	60%	80%	15%	27%	38%	45%	35%	36%	No
2. Advocacy	% of the total humanitarian funding received that is allocated to the Shelter Sector, disaggregated by region and crisis type	Outcome	4.7%	5.7%	3.7%	4%	2%	1.7%	4.2%	3%	No
	# of advocacy statements / positions established and regularly updated	Output	5	10	2	3	4	0	5	3	No
	% of people assisted vs people targeted, disaggregated by region and crisis type	Output	65%	70%	57%	27%	61%	22%	61%	43%	No
3. Evidence-Based Response	% of cluster partners reporting that response strategies are “appropriate” based upon the existing evidence	Outcome	68%	75%	62.5%	74%	75%	75%	74%	75%	Yes
	Summary of shelter lessons learned is regularly collected and disseminated	Output	3	5	1	3	16	8	29	14	Yes
	% of shelter cluster coordinators and partners reporting that they have access and use evidence, learning and best practice	Output	>90%	>90%	>90%	>90%	97%	97%	91%	95%	Yes
Ca pa cit	% of cluster coordination team members who feel prepared / have	Outcome	70%	80%	57.5%	98%	63%	63%	90%	79%	Yes

Pillar	Indicator	Type	Targets and baseline			Actual results				Average	Target Achieved?
			2020	2022	Baseline	2020 (mid)	2020	2021 (Mid)	2021 (draft)		
	access to tools to address ongoing and emerging challenges										
	# of people trained in key cluster coordination roles during the reporting period	Output	60	80	43	100	100	0	21	55	No
	# of people trained in coordination trainings who are deployed in deputy / junior coordination roles to country-level clusters during the reporting period	Output	5	10	0	4	4	0	12	5	Yes

Table 2 – Collation of various quantitative indicators on the GSC

GSC Quantitative Indicators table	2017	2018	2019	2020	2021	Comments
Regional and in country clusters						
Active clusters	28	28	30	30	31	
Natural Disaster	10	11	11	11	11	
Conflict	15	17	19	19	20	
3 both conflicts and natural disasters	3					
Lead agency IFRC	9	9	9	9	9	
Lead agency UNHCR	11	12	14	15	16	
Lead agency IOM	3	3	3	4	3	
Lead agency other	5	4	4	2	3	
In country cluster partners	580	664	639	804	766	
Factsheets	22	13	13	26	26	
Funding received (M USD)	403	577	403	646.2	776	
Funding required (M USD)			1500	1600	1800	
People supported/Reached (2021) (M)	14.8	10.6	14.2	15.5	17.5	
With shelter interventions (M)	32%	33%	35%	41%	40%	
with NFI interventions (M)	68%	82%	80%	67%	69%	

Global Shelter Cluster (GSC) Activities						
Working Group	7	11	9	10	8	
Global Updates / Audience	16	38	21	35	43	
Coordination Performance Monitoring		13	10	8	11	
SAG Meetings/Retreats		12	12	10	10	
GSC Meetings participants	122	134	166	400*	1433*	* online
HSC Trainings	2	2	2	0	1	No training in 2020-21 due to covid impact
Participants	50	44	46	0	21	
Website new response pages		6	3			
Website page views				387841		
Website new documents		1115	1311			

GSC Quantitative Indicators table	2017	2018	2019	2020	2021	Comments
GSC Support Team						
GST Team members	17	20	14	14	22	Reduction in 2019 and 2020 due to end of ECHO cluster funding
UNHCR	53%	55%	43%	36%	41%	Increasing partnership within GST team
IFRC	41%	30%	50%	50%	41%	
Others	6%	15%	7%	14%	18%	
Male		60%	68%	70%	52%	Increased gender balanced
Female		40%	32%	30%	48%	
GSC number of days	1938	2408	2083	1949	2227	
Field mission	31%	27%	24%	13%	1%	Covid impact in 2020/2021
Remote country support	37%	33%	33%	37%	36%	
Global regional support	32%	40%	44%	50%	62%	
Org IFRC	52%	46%	36%	42%	40%	
Org UNHCR	45%	44%	55%	44%	40%	
Org IOM		7%	8%	11%	7%	
Org REACH/Impact	3%	3%	1%	4%	5%	
Australian Red Cross / Habitat for Humanity					8%	
Function Coordination	49%	49%	58%	62%	62%	
Function Technical	18%	29%	20%	14%	1%	
Function Information Management	32%	29%	21%	22%	24%	
Function HLP					7%	
Function Advocacy					7%	
Function Research					1%	

Annex 6 – Cluster strategic timelines

This Annex provides an overview of the timelines of the strategies for the different clusters, based on their website and most recently published strategies.

Cluster	Lead/Co-Lead	Strategy start	Strategy end
Protection	UNHCR	2020	2024
Water, Sanitation, and Hygiene (WASH)	UNICEF	2022	2025
Education*	UNICEF/Save the Children	2020	2024
Nutrition	UNICEF	2022	2025
Camp Coordination and Camp Management (CCCM)	IOM/UNHCR	2021	2023
Logistics	WFP	2022	2026
Food Security	WFP/FAO	2020	2022
Shelter	IFRC/UNHCR	2018	2022
Health	WHO	2020	2023
Emergency Telecommunications (ETC)	WFP	2020	2025

* Based on previous strategy timeframe.

Annex 7 – List of GSC resources

This Annex is an initial compilation of resources, primarily from the website, that the GSC has on offer for its stakeholders that have been developed since 2018. Compiled in May 2022, it is not necessarily complete or up-to-date, but may be useful as the GSC undertakes a comprehensive exercise of this nature.

Theme(s)	Title	Category	Publishing year	Language(s)	Source	GSC development or mainstreaming stream
Advocacy / Communication / Strategy	Global Shelter Cluster Advocacy and Communications and strategic action plan July 2021- September 2022	Advocacy	2021	English	GSC	Resources
Area Based Approach	Introduction and operationalisation to the Settlements Approach	Webinar	2020	English	GSC	Settlements Approaches in Urban Areas Working Group
Area Based Approach / Guidance	Settlement Approach Guidance note	Guidance	2020 to 2022	English, French, Spanish	GSC / IMPACT / CRS / InterAction / USAID	Settlements Approaches in Urban Areas Working Group
Area Based Approach / Guidance	Area-Based Approaches in Urban Settings - Compendium of case studies	Case studies	2019	English	GSC / IMPACT / CRS / InterAction	Settlements Approaches in Urban Areas Working Group
Assessment / Sustainability / Evidence based / Environment	Shelter and Sustainability: A technical and environmental comparative overview of common shelter typologies found in settlements across UNHCR operations	Technical Support and Design	2021	English	UNHCR	Resources
Cash	Shelter, Settlements and cash: a manual on Cash & Voucher Assistance	Technical Support and Design	2019	English	IFRC - croix-rouge Luxembourgeoise	Shelter and Cash Working Group
Cash	The Shelter Companion to the CaLP Cash and Voucher	Technical Support and	2019	English	GSC	Shelter and Cash Working Group

Theme(s)	Title	Category	Publishing year	Language(s)	Source	GSC development or mainstreaming stream
	Assistance Glossary	Design				
Cash	Global Shelter Cluster Cash Champion CRS Review: Key Drivers for Successful In-Country Cash and Market Support	Lessons Learned	2019	English	GSC / CRS / UNHCR / ECHO / Cordaid	Shelter and Cash Working Group
Cash	Labour Market Analysis to support the Construction Sector in Humanitarian Settings (Draft for consultation)	Technical Support and Design	2019	English	GSC / Save the Children / Key Aid consulting	Shelter and Cash Working Group
Cash / Environment	CTP: Looking Through an Environmental Lens - Case Study The shelter Cluster	Case studies	2018	English	UNEP/OCHA	Shelter and Cash Working Group
Cash / Environment	Looking Through an Environmental Len: Implications and opportunities for Cash Transfer Programming in humanitarian Lens.	Research	2018	English	GSC / UNEP / LES / OCHA	Shelter and Cash Working Group
Cash / HLP	Housing Land and Property & Cash Based Initiatives TIP Sheet	Technical Support and Design	2018	English		Shelter and Cash Working Group
Cash / Rental	IFRC Step by Step Guide for Rental Assistance	Technical Support and Design	2020	English, Arabic	IFRC	Shelter and Cash Working Group
Cash / Rental	Rental Intervention: report and Tip Sheets	Technical Support and Design	2020	English	GSC	Shelter and Cash Working Group
Coordination / IM / Assessments tools	Global Shelter Cluster IM and Assessment Toolkit Launch	Video	2021	English	GSC	Coordination Community of Practice

Theme(s)	Title	Category	Publishing year	Language(s)	Source	GSC development or mainstreaming stream
Coordination / IM / Assessments tools	Global Shelter Cluster Information Management and Assessment Toolkit	Tools	2021	English	GSC	Resources page
Construction / Guidance	GSC Construction good practices - Common standards for the responsible delivery of construction projects in humanitarian settings	Technical Support and Design	2021	English	GSC	WG Construction Standards Working Group
COVID 19 / Advocacy	6 ways shelter & settlements programming is helping to tackle the effect of covid-19	Advocacy	2020	English	GSC	Resources
COVID 19 / HLP / Advocacy	Global Shelter Cluster Key Messages on Security of Tenure and COVID-19	Technical Support and Design	2020	English	GSC	Resources
Disability Inclusion / Guidance	All under one roof	Technical Support and Design	2019	English, French, Spanish, Arabic	GSC	Inclusion of Persons with Disabilities in Shelter Programming Working Group
Environment	Environmental Check List for Shelter Response - Vanuatu	Tools	2020	English	Shelter Cluster Vanuatu	Environment Community of Practice
Environment	Environment and Humanitarian Assistance – What, Who, Where-to-Find-Out-More Matrix	Guidance	2021	English	GSC	Environment Community of Practice
Environment	Assessing the Carbon Dioxide Equivalents of Construction Materials to Reduce Environmental Impacts	Assessment tool	2021	English	GSC / BRE / WWF US	Environment Community of Practice
Environment	Shelter Methodology for the Assessment of Carbon (SMAC)	Step-by-Step User Guide	2021	English	GSC / BRE / WWF US	Environment Community of Practice

Theme(s)	Title	Category	Publishing year	Language(s)	Source	GSC development or mainstreaming stream
Environment	Asbestos Guidelines	Guidance	2020	English	Indonesia Shelter Cluster / IFRC / OCHA / WHO	Environment Community of Practice
Environment / Advocacy	GSC Statement on Reduction of Single-Use Plastics	Advocacy	2019	English	GSC	Environment Community of Practice
Environment / Advocacy	GSC statement for World Habitat Day 2021 - Greening the humanitarian response	Advocacy	2021	English	GSC	SAG
Evidence based	GSC FACTSHEETS Dashboard	Information Management			GSC	Resources
Evidence based	Shelter Projects 8th edition	Case studies	2021	English	GSC	Shelter Projects Working Group
Evidence based	Shelter Projects Essentials	Case studies	2021	English	GSC	Shelter Projects Working Group
Evidence based	Shelter Projects in the Middle East: 16 case studies	Case studies	2019	English	GSC	Shelter Projects Working Group
Evidence based	Shelter Projects in Europe: 15 case studies	Case studies	2018	English	GSC	Shelter Projects Working Group
Evidence based	Shelter Projects: East and Horn of Africa 14 case studies	Case studies	2018	English	GSC	Shelter Projects Working Group
Evidence based	Shelter Projects: Shelter & Cash - 16 case studies	Case studies	2018	English	GSC	Shelter Projects Working Group
Evidence based	Shelter Projects 2017-2018	Case studies	2019	English	GSC	Shelter Projects Working Group
Evidence based	Shelter Projects: Shelter in Urban Context - 10 case studies	Case studies	2018	English	GSC	Shelter Projects Working Group
Evidence based / Guidance / Safe Shelter	Guide for the contextual analysis of local habitat	Guidelines	2021	English, French, Spanish	GSC / CRS / CRATERRE	Promoting Safer Building Working Group
Evidence based / IEC	Informing Choice for Better Shelter: A Protocol for	Technical Support and	2019	English	GSC	Promoting Safer Building Working Group

Theme(s)	Title	Category	Publishing year	Language(s)	Source	GSC development or mainstreaming stream
	Developing Shelter and Settlement Information Education Communication (IEC) Resources.	Design				
Evidence based / IEC / Safe Shelter	The shelter compendium	Database	2021	English	GSC / IOM/ BHA	Promoting Safer Building Working Group
Evidence based / IEC / Safe Shelter	The shelter compendium	Publication	2021	English	GSC / IOM/ BHA	Promoting Safer Building Working Group
Evidence based / Response Profiles / Safe Shelter	Shelter Response profiles factsheets aiming at helping shelter clusters coordinators to include local building skills, knowledge and practices in shelter and recovery projects. (Tonga, Malawi, Congo, Ethiopia, Bangladesh, Haiti, Ecuador, Fiji)	Factsheets	2018 to 2021	English, Spanish, French	GSC/CRATERRE	Promoting Safer Building Working Group
Evidence based / Self Recovery	Promoting Safer Building - Supporting self-recovery after disasters	Action research programme	2019	English	CARE UK / Global Challenges Research Fund	Promoting Safer Building Working Group
Gender / Protection / Guidance	Video on Responding to Disclosure of a GBV Incident	Video	2018	English	GSC / IOM / USAID	GBV in Shelter Programming Working Group
Gender / Protection / Guidance	GBV constant companion	Companion	2019	English, Spanish, Arabic	GSC	GBV in Shelter Programming Working Group
Glossary / Translation	GSC Translation Guide	Translation	??	English, French, Spanish, Arabic,	GSC	Resources

Theme(s)	Title	Category	Publishing year	Language(s)	Source	GSC development or mainstreaming stream
				Portuguese		
Governance	The decisions and actions taken by the SAG	Monitoring	2020	English	GSC	SAG
GSC monitoring	Global Support Team Dashboard	Monitoring	2020	English	GSC	Resources
GSC monitoring	Global Shelter Cluster Annual Achievements Report 2020	Monitoring	2021	English	GSC	Resources
GSC monitoring	GSC Mid-Year Achievements Report 2020	Monitoring	2020	English	GSC	Resources
GSC monitoring	GSC Annual Achievements Report 2019	Monitoring	2020	English	GSC	Resources
GSC monitoring	GSC Mid-Year Achievements Report 2019	Monitoring	2019	English	GSC	Resources
GSC monitoring	GSC Achievements Report 2018	Monitoring	2019	English	GSC	Resources
GSC monitoring	GSC Mid-Year Achievements Report 2018	Monitoring	2019	English	GSC	Resources
GSC monitoring	GSC Achievements Mid-Year Report 2021	Monitoring	2021	English	GSC	Resources
GSC monitoring	Global Shelter Cluster Satisfaction Survey 2021	Monitoring	2022	English	GSC	Resources
GSC monitoring	Global Shelter Cluster Satisfaction Survey 2020	Monitoring	2021	English	GSC	Resources
GSC support services	GSC Surge and Support Services	Tools	2022	English	GSC	Resources
Guidance / localisation	Global Shelter Cluster Guidance on Co-Chair Arrangements	Technical Support and Design	2021	English	GSC	Resources
HLP	Video: Housing, Land and Property in Emergencies	Video	2020	English	GSC	GST
HLP / Advocacy	VIDEO: HLP and Secondary Occupants	Video	2021	English	GSC	Resources

Theme(s)	Title	Category	Publishing year	Language(s)	Source	GSC development or mainstreaming stream
HLP / Gender / Evidence based	What Works for Women's Land and Property Rights?	Research	2020	English	Resource Equity	Resources
HLP / Gender / Evidence based	Women & Land in the Muslim World: Pathways to increase access to land for the realization of development, peace and human rights	Technical Support and Design	2018	English	UN Habitat	Resources
HLP / Guidance	HLP and Shelter Mobile Guide	Technical Support and Design	2021	English	GSC / Cornerstone on demand foundation /IOM /GPC	Resources
HLP / Guidance	HLP Guidance Note 2018	Technical Support and Design	2018	English	GPC / IOM / Solutions Alliance	Resources
HLP / Mapping	HLP country profiles	Mapping	2020	English	GSC	Resources
HLP / Research	ODI: Perceived tenure security as a tool for understanding the conflict context and predicting violent conflict	Research	2021	English	ODI	Resources
HLP / Training	Housing, Land, and Property in Shelter Programs - Online Mobile Guide	Online course	2021	English, Arabic	GSC, GPC, IOM	GBV in Shelter Programming Working Group
Humanitarian Landscape	The State of Humanitarian Shelter and Settlements	Case studies	2018	English	GSC	The State of Humanitarian Shelter and Settlements Working Group
Information Management	Shelter Cluster Information Management CoP - mail exchange platform	mail exchange platform			GSC	IM Community of Practice
Information Management	ShelterCluster.org Webtools and Companion Mobile	Information Management	2020	English	GSC	Resources

Theme(s)	Title	Category	Publishing year	Language(s)	Source	GSC development or mainstreaming stream
	Application					
Localisation	Bridging the intervention to action gap: The future role of intermediaries in supporting locally led humanitarian action.	Research	2021	English	Humanitarian Advisory Group	Coordination Community of Practice
Localisation	Strengthening participation, representation and leadership of local and national actors in IASC humanitarian coordination	Guidance	2021	English	IASC	Coordination Community of Practice
Localisation / Diaspora	Standard Operating Procedures on Diaspora Engagement in Shelter Response	SOPs	2021	English	GSC	Working Group on Strengthening and Mainstreaming Diaspora Engagement in Shelter Responses
Localisation / Diaspora	Key Processes for Diaspora Engagement in Shelter Assistance	SOPs	2021	English	GSC	Working Group on Strengthening and Mainstreaming Diaspora Engagement in Shelter Responses
Localisation / Diaspora	Document Index - Diaspora Engagement in Shelter Assistance	Document Index	2022	English	GSC	Working Group on Strengthening and Mainstreaming Diaspora Engagement in Shelter Responses
Monitoring / CCPM	Clusters Core Functions - 2022 CCPM	Monitoring	2022	English, French, Spanish,	GSC	Resources
Monitoring / CCPM	Glossary to the CCPM	Monitoring	2018	English, French, Spanish, Arabic,	GSC	Resources

Theme(s)	Title	Category	Publishing year	Language(s)	Source	GSC development or mainstreaming stream
NFI / Cash / Gender / Protection / Guidance	Distribution shelter materials NFI & Cash - Guidance to reduce the risk of Gender-Based Violence	Technical Support and Design	2018	English	GSC / IOM / USAID	GBV in Shelter Programming Working Group
NFI / Gender / Protection / Guidance	Post distribution monitoring for shelter and NFI programming - Guidance to inclusive programming	Technical Support and Design	2021	English	GSC (no logo)	GBV in Shelter Programming Working Group
Settlements / Gender / Protection / Guidance	Site Planning in Emergencies	Video	2018	English	GSC / IOM / USAID	GBV in Shelter Programming Working Group
Settlements / Gender / Protection / Guidance	Site planning - Guidance to reduce the Risk of Gender-Based Violence	Technical Support and Design	2018	English	GSC / IOM / USAID	GBV in Shelter Programming Working Group
Shelter & Health initiative / Self Recovery / Evidence based / Advocacy	Towards Healthier Homes in Humanitarian Settings Proceedings of the Multi-sectoral Shelter & Health Learning Day 14th May 2020	Research / Advocacy	2020	English	GSC / CRS / ODI / CRATERRE / BGS / Habitat for Humanity / CARE UK / CENDEP	Resources
Shelter & Health initiative / Self Recovery / Evidence based / Advocacy	Mindful Sheltering: Recognising and Enhancing the Impact of Humanitarian Shelter and Settlements on Mental Health and Psychosocial Well-Being	Research / Advocacy	2021	English	GSC / German Red Cross / USAID / CRS / Habitat for Humanity / ODI / BGS / CRATERRE	Resources
Strategy	Global Shelter Cluster 'Strategy 2018-2022 - Narrative	Strategy	2018	English	GSC	Working Group on GSC Strategy 2018-22 - Global Strategic Advisory Group
Strategy	GSC Strategy 2018-2022	Strategy	2018	English	GSC	Working Group on GSC

Theme(s)	Title	Category	Publishing year	Language(s)	Source	GSC development or mainstreaming stream
	(Executive Summary)					Strategy 2018-22 - Global Strategic Advisory Group
Strategy	GSC Strategy 2018-2022 (Annexes)	Strategy	2018	English	GSC	Working Group on GSC Strategy 2018-22 - Global Strategic Advisory Group
Strategy	GSC Strategy 2018-2022 (Video)	Strategy	2018	English	GSC	Working Group on GSC Strategy 2018-22 - Global Strategic Advisory Group
Technical	Shelter Cluster Technical CoP - mail exchange platform	mail exchange platform			GSC	Technical Community of Practice
Tools	GSC Coordination Toolkit	Tools	2018	English	GSC	Resources
Tools	Companion to the Coordination Toolkit	Technical Support and Design	2018	English	GSC	Resources
Vulnerabilities	Draft Data Analysis Framework	Analysis Framework	2018	English	GSC	Working Group on Shelter Vulnerability Classification
Wider Impact of Shelter	MORE THAN FOUR WALLS AND A ROOF The Wider Impacts of Humanitarian Shelter and Settlements Assistance	Blog	2022	English	InterAction	Resources
Wider Impact of Shelter / Evidence based / Advocacy	The Wider Impact of Humanitarian Shelter & Settlements Assistance	Research / Advocacy	(n.d)	English	InterAction / USAID	Resources

Annex 8 – Interview Guide

This note was sent out to each person targeted for a KII, FGD, or the E-Survey. The intent was to introduce the evaluation and consulting team and summarize the principal objectives of the evaluation.

INFORMATION NOTE

Consultancy to conduct an Evaluation of the Global Shelter Cluster's 2018-2022 Strategy

(The evaluation will run from January – April 2022)

Background and purpose of the consultancy

Following the 2005 Humanitarian Response Review commissioned by the Emergency Relief Coordinator, the IASC initiated a humanitarian reform process to improve the effectiveness of humanitarian response by ensuring greater predictability, accountability and partnership. The cluster approach is one of the key developments resulting from the humanitarian reform. It strengthens system-wide preparedness and technical capacity to respond to humanitarian emergencies by ensuring that there is predictable leadership and accountability in all the main areas of humanitarian response. It was designed as a way of addressing gaps and strengthening effectiveness of humanitarian action. By clarifying the division of labour, and better defining organizations' roles and responsibilities, the cluster approach helps ensure predictability and accountability.

In December 2005, the IASC Principals agreed to designate global cluster leads in nine areas of activity, which later on was extended to eleven. The Global Shelter Cluster (GSC) is one of these areas and comprises a very diverse and broad network of humanitarian operational agencies, research and academic institutions, donors, service providers and other stakeholders encompassing a wide range of disciplines and expertise, with the shared objective of strengthening the shelter and settlements response to humanitarian crises.

In order to effectively meet its global responsibilities, the GSC agreed to organize and coordinate its activities through a management approach that allows participation and at the same time streamlines decision making. The GSC management structure includes a Strategic Advisory Group (SAG), which works to advance the cluster strategic direction, overall work plan, and advocacy. The SAG is composed of agencies and institutions of the Global Shelter Cluster based on agreed criteria.

The SAG developed and endorsed the current GSC Strategy for the period 2018-2022 (Annex 1), based on the priorities identified by GSC partners through an extensive consultation process. The GSC Strategy 2018-2022 aims to strengthen shelter and settlements responses that build resilient communities. The GSC Strategy includes four pillars:

- Pillar 1: Coordination. Coordination contributes to a localized, predictable, effective and timely response.
- Pillar 2: Advocacy. Increased recognition of shelter and settlements in humanitarian response and recovery.
- Pillar 3: Evidence-based response. Shelter response informed by evidence, best practice and learning.
- Pillar 4: Capacity. Shelter sector capacity to address ongoing and emerging challenges.

Purpose of the Consultancy

The overall purpose of the GSC 2018-2022 Strategy Evaluation is:

to evaluate its Strategy 2018-2022, to assess progress in its implementation, identify achievements and possible gap areas, make recommendations for the last year of implementation and inform the development of the next GSC Strategy.

The objectives of the evaluation are to

- Assess progress and achievements in the implementation of the GSC Strategy 2018-2022, including unintended results.
- Identify possible gap areas, including both expected results that have not been sufficiently achieved and issues that may have been missed in light of the changing context and humanitarian trends.
- Provide recommendations for adjustment and corrective action for the last year of implementation of the GSC Strategy 2018-2022.
- Provide recommendations for the GSC Strategy 2023-2027.

The primary unit of analysis is the GSC, as the network of partners with the shared objective of strengthening the shelter response to humanitarian crises. The scope focuses primarily on global level performance and results. The evaluation will center on the GSC activities in advancing the GSC Strategy. It includes country-level clusters only in assessing the role and function of the GSC in support of country-level shelter cluster deliverables. The period of analysis is 2018-2022.

Audience

The GSC Strategic Advisory Group (SAG) will use the evaluation to disseminate achievements and address possible shortcomings and gaps in the implementation of the current Strategy. The GSC partners will use it to inform the development of a new strategy for the period 2023-2027. GSC co-lead agencies and partner agencies will use it for internal advocacy with senior management for increased recognition and support to the shelter sector. Donors are key stakeholders in the GSC Strategy process so that there is clear inclusion of their preferences and priorities, as applicable, and for increased mobilisation of support. Other global clusters will use it as a reference and to identify possible areas of joint action. OCHA will use it for information and advocacy purposes as relevant. The report will be public and available at sheltercluster.org.

Key Informant interviews and Focus Group Discussions

During the course of the evaluation, the consultancy team aims to interview a representative sample of individuals who have been involved with the various aspects of GSC's 2018-2022 Strategy.

Nb. Given the remote nature of this evaluation, (due to Covid-19 restrictions on international travel) interviews and FGDs will be conducted virtually, via Zoom, Skype, or MS Teams.

The consultancy team will consult with the following categories of stakeholders:

- Country level / Response level Cluster Coordinators;
- Country level SAG members;
- Donors;
- Other clusters/WG's/ AoRs;
- GSC SAG members;
- GSC Support Team;
- OCHA.

Field Visit

Given the current health risks and uncertainty pertaining to international travel caused by the ongoing Covid-19 pandemic, the consultancy team will not be able to conduct a field visit during the course of this evaluation.

Annex 9 – Survey questionnaire

This annex presents the questions asked to respondents for the survey conducted for this evaluation. The survey ran from 17 March 2022 until 1 April 2022, with a final late response coming on 7 April 2022. There were 15 responses in total, and evidence taken from these responses were treated essentially as written key informal interviews, integrated throughout the report. No quantitative analysis (e.g. on the first and second questions) was used due to the low number of respondents.

Questions:

What best describes you? (If multiple are applicable, please select the one that matches most closely your recent experience.)

If other please describe:

How familiar are you with the Global Shelter Cluster Strategy - with 1 (unaware) to 5 (very familiar)?

Have you used the Global Shelter Cluster Strategy to guide your work in any way? If so, how? (provide examples)

Which aspects of the Global Shelter Cluster Strategy and its 4 strategic aims and cross-cutting issues have you found most useful or relevant to your work? How? Give examples ...

Which aspects of the Global Shelter Cluster Strategy and its 4 strategic aims and cross-cutting issues have you found least useful or relevant to your work? How? Give examples ...

Are there any major gaps in the Global Shelter Cluster Strategy or other ways it could be improved? Are there particular components that require greater focus in future?

Do you have any further information or feedback to share about the Global Shelter Cluster Strategy 2018 - 2022?

Annex 10 – Terms of reference of the evaluation

Evaluator – Global Shelter Cluster Strategy

Terms of reference for consultancy

Posted: 17 November 2021

Closing Date: 29 November 2021

Summary

Purpose: The Global Shelter Cluster (GSC) seeks to evaluate its Strategy 2018-2022, to assess progress in its implementation, identify achievements and possible gap areas, make recommendations for the last year of implementation and inform the development of the next GSC Strategy.

Audience: The GSC Strategic Advisory Group (SAG) will use the evaluation to disseminate achievements and address possible shortcomings and gaps in the implementation of the current Strategy. The GSC partners will use it to inform the development of a new strategy for the period 2023-2027. GSC co-lead agencies and partner agencies will use it for internal advocacy with senior management for increased recognition and support to the shelter sector. Donors are key stakeholders in the GSC Strategy process so that there is clear inclusion of their preferences and priorities, as applicable, and for increased mobilisation of support. Other global clusters will use it as a reference and to identify possible areas of joint action. OCHA will use it for information and advocacy purposes as relevant. The report will be public and available at sheltercluster.org.

Commissioners: This evaluation is being commissioned by the GSC co-lead agencies, IFRC and UNHCR.

Reports to: The evaluation will be overseen by an evaluation management team comprised of the GSC SAG co-chairs and one SAG member representative.

Timeframe: This assignment is for a maximum of 50 working days, from November 25, 2021 to February 28, 2022.

Location: Home based with possible visits to Geneva during the SAG retreat on 9-10 December 2021, and other dates to be confirmed for consultation and/or presentation.

Background

Following the 2005 Humanitarian Response Review commissioned by the Emergency Relief Coordinator, the IASC initiated a humanitarian reform process to improve the effectiveness of humanitarian response by ensuring greater predictability, accountability and partnership. The cluster approach is one of the key developments resulting from the humanitarian reform. It strengthens system-wide preparedness and technical capacity to respond to humanitarian emergencies by ensuring that there is predictable leadership and accountability in all the main areas of humanitarian response. It was designed as a way of addressing gaps and strengthening effectiveness of humanitarian action. By clarifying the division of labour, and better defining organisations' roles and responsibilities, the cluster approach helps ensure predictability and accountability. In December 2005, the IASC Principals agreed to designate global cluster leads in nine areas of activity, which later on was extended to eleven. The Global Shelter Cluster (GSC) is one of these areas and comprises a very diverse and broad network of humanitarian operational agencies, research and academic institutions, donors, service providers and other stakeholders

encompassing a wide range of disciplines and expertise, with the shared objective of strengthening the shelter and settlements response to humanitarian crises.

In order to effectively meet its global responsibilities, the GSC agreed to organize and coordinate its activities through a management approach that allows participation and at the same time streamlines decision making. The GSC management structure includes a Strategic Advisory Group (SAG), which works to advance the cluster strategic direction, overall work plan, and advocacy. The SAG is composed of agencies and institutions of the Global Shelter Cluster based on agreed criteria.

The SAG developed and endorsed the current GSC Strategy for the period 2018-2022 (Annex 1), based on the priorities identified by GSC partners through an extensive consultation process. The GSC Strategy 2018-2022 aims to strengthen shelter and settlements responses that build resilient communities. The GSC Strategy includes four pillars:

- Pillar 1: Coordination. Coordination contributes to a localized, predictable, effective and timely response.
- Pillar 2: Advocacy. Increased recognition of shelter and settlements in humanitarian response and recovery.
- Pillar 3: Evidence-based response. Shelter response informed by evidence, best practice and learning.
- Pillar 4: Capacity. Shelter sector capacity to address ongoing and emerging challenges.

Evaluation objectives and scope

The objectives of the evaluation are to:

- Assess progress and achievements in the implementation of the GSC Strategy 2018-2022, including unintended results.
- Identify possible gap areas, including both expected results that have not been sufficiently achieved and issues that may have been missed in light of the changing context and humanitarian trends.
- Provide recommendations for adjustment and corrective action for the last year of implementation of the GSC Strategy 2018-2022.
- Provide recommendations for the GSC Strategy 2023-2027. The primary unit of analysis is the GSC, as the network of partners with the shared objective of strengthening the shelter response to humanitarian crises.

The scope focuses primarily on global level performance and results. The evaluation should center on the GSC activities in advancing the GSC Strategy. It includes country-level clusters only in assessing the role and function of the GSC in support of country-level shelter cluster deliverables. The period of analysis is 2018-2022.

Evaluation criteria and key questions

In meeting the objectives set out above, the evaluation will consider the following criteria and key questions:

Effectiveness and impact:

- To what extent have the strategic aims and results been achieved?
- What are the contributing and/or mitigating factors for achievement?
- What positive and negative changes, intended or unintended, have taken place as a result of the implementation of the GSC Strategy?

Efficiency:

- Did the GSC Strategy enable access to additional funding and support the GSC fundraising efforts?
- Have resources been made available to GSC partners and benefited country-level clusters? Have they been allocated through an open and transparent process?
- Did the activities overlap and duplicate other similar initiatives?

Relevance:

- Did the GSC Strategy aim, pillars and expected results reflect the needs and ambitions of GSC partners? To what extent did the GSC partners engage and participate in GSC activities?
- Should the priorities be changed or adjusted in light of new needs, policies and humanitarian trends?
- Was the GSC Strategy 2018-2022 too narrow or too broad? Is there anything it overlooked? To what extent did it address the recommendations put forward by the evaluation of the previous GSC Strategy? Do some of those recommendations remain relevant today?
- Was the GSC Strategy relevant to the needs and evolving contexts of the country-level shelter clusters? Did it reflect their needs and priorities?

Evaluation outputs

1. An inception note (2-3 pages long) detailing the proposed methodology, data collection and reporting plans with draft data collection tools such as interview guides, a timeframe with dates for deliverables, and travel and logistical arrangements if applicable.
2. A session plan and facilitation services at the 2021 SAG retreat to take place in Geneva on December 9-10, to review the current Strategy and identify priorities for a new strategy.
3. Draft report – A draft report, identifying key findings, conclusions, and recommendations will be submitted for review and feedback.
4. Final report – Concise, written report in English (20-25 pages long maximum) with key findings and recommendations and supporting information. The final report will contain a short executive summary and a main body of the report. Recommendations should be specific and feasible. This document should be of use for discussing the GSC experience in the implementation of its Strategy internally and also with key donors and other stakeholders, and address the objectives and areas of inquiry outlined above.
5. Annexes - Additional notes, summary of evaluation activities undertaken including interview guide, list of stakeholders interviewed, questionnaire or survey if applicable, visits conducted with dates, list of documents reviewed, timeline that captures the milestones regarding the implementation of the GSC Strategy, and any other supporting documentation as appropriate, as annexes to the report.

Methodology

The specific evaluation methodology will be further detailed in the inception note in close consultation between the evaluator and the GSC evaluation management team, but will draw upon the following methods:

1. Desktop review: Review of available documentation, relevant background documents and records, reports, and any relevant sources of secondary data.
2. Key informant interviews: with key stakeholders, including GSC SAG members, GSC partners and donors, OCHA, and others as relevant.
3. Focus Group Discussion: with SAG members during SAG Retreat, Donor Consultation Group and others as relevant.

Other methods, such as a possible online survey or focus group discussions, will be detailed in an inception note to be developed by the consultant, as time and capacity allows.

An initial draft report will be prepared for a review process, which should occur within 1 week of submittal of the draft report to the evaluation management team, and will involve the following stakeholders in the following order:

1. Days 1-2 of review process: the evaluation management team to check content is in line with TOR and standards.
2. Days 3-7 of review process: GSC SAG agencies and other stakeholders participating in the evaluation.

The review process will be followed to ensure stakeholder input while maintaining the integrity and independence of the report according to the following criteria:

- Inaccuracy. Inaccuracies are factual, supported with undisputable evidence, and therefore should be corrected in the evaluation report itself.
- Clarifications. A clarification is additional, explanatory information to what the evaluator provided in the report. It is the evaluators' decision whether to revise their report according to a clarification.
- Difference of opinion. A difference of opinion does not pertain to the findings (which are factual), but to the conclusions and/or recommendations. These may be expressed to the evaluator during the review process. It is the evaluator's decision whether to revise their report according to a difference of opinion.

The external evaluator will provide an independent, objective perspective as well as technical expertise to the evaluation, and will be the primary author of the evaluation report. S/he should not have been involved or have a vested interest in the GSC activities being evaluated and will be hired in accordance with the IFRC procedure for the contracting of consultants, through a transparent recruitment process, based on their professional experience, competence, ethics and integrity for this evaluation. It is expected that the evaluator will be able to conduct a reliable and informed assessment of the implementation of the GSC Strategy that has legitimacy and credibility with stakeholders.

Management of consultancy

An evaluation management team comprised of the GSC SAG co-chairs and one SAG member representative will oversee the evaluation. The evaluation management team will provide the required briefing to the consultant, provide backstop support in dealing with any questions the consultant may have regarding the scope and content of the evaluation, facilitate information and background documentation required to gather data and analysis, and monitor progress of the evaluation to ensure timely completion. Communications with the consultant will be held as required.