

2022 ACHIEVEMENTS REPORT



Global Shelter Cluster
ShelterCluster.org
Coordinating Humanitarian Shelter

A FOREWORD FROM THE GLOBAL SHELTER CLUSTER COORDINATORS

Dear readers,

We are pleased to present the Annual Achievements Report of the Global Shelter Cluster. After three years of the COVID-19 pandemic as well as new conflicts and disasters that prompted system-wide scale-ups in Ukraine and Somalia, 2022 proved to be yet another challenging year for the humanitarian sector. A total of 75 million people urgently require humanitarian shelter and settlement support, and the enormity of this need, combined with unmet funding requirements and a rapidly changing humanitarian environment, provided a challenging context for the Shelter Cluster teams and partners during 2022.

This Achievements Report not only showcases both progress and challenges of the past year, but also reviews specific activities of field Shelter Clusters and partners to provide coordination services and life-saving emergency shelter and settlements support. This Report is also the final report related to our 2018-2022 strategy, where we take stock of the last five years of Shelter Cluster operations around the world. Since the launch of the GSC strategy in 2018, funding levels have increased but not in proportion with the number of people affected by disaster and conflict, which has almost doubled, growing from 38 million people in 2019 to 75 million in 2022. Over this period, a key achievement of the Shelter Cluster was to increase the number of people reached, from 14 million in 2019 to 19 million in 2022, with an aggregated HRP value of \$1.2bn in 2022. Still, even with increased funding and reach to people in need, a funding gap of 54%, remains, meaning millions of people did not receive shelter support when needed, with many remaining unassisted.

Although funding has not kept pace with increasing needs over the last 5 years, the quality and extent of cluster work has progressed. Key efforts over successive years around systems strengthening - to make sure we work better and smarter - have produced results across the GSC. An emphasis on evidence-based data, developing greener and more environmentally sensitive emergency shelter approaches, engaging affected communities through improved and targeted coordination of shelter and settlements efforts at the local level, mean that we now work in a different way, and get different results, than 5 years previously. The GSC is constantly improving our data collection methods, to help better reach those in need, influence decisions and tell compelling stories to our supporters and partners through improved advocacy and communications. As our new 5-year strategy is under development for launch later in 2023, we will continue our efforts to improve how we work, how we can reach those in need, and how we engage partners and donors in our vision of adequate shelter for all.

We would like to take this opportunity to thank Shelter Cluster staff and partners around the world, often working in the most difficult contexts, for their dedication and commitment in such challenging times. As shelter needs continue to grow, the coming years will be challenging for the Global Shelter Cluster, our partners, and the broader humanitarian system to reach those most in need. With collective efforts we are better prepared than ever to meet this challenge.

Regards,

Ela Serdaroglu
GSC Coordinator
IFRC

Brett Moore
GSC Coordinator
UNHCR



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2022 GSC KEY ACHIEVEMENTS

The GSC is a platform of shelter and settlement partners co-led by the International Federation of the Red Cross and Red Crescent (IFRC) and the Office of the United Nations High Commissioner for Refugees (UNHCR). Its mission is to support crisis-affected people to live in safe, dignified and appropriate shelter and settlements. The GSC and country Shelter Clusters work collectively with national response actors to support people affected by disasters and conflict with timely, effective, and predictable shelter and settlement responses. Building on its commitment to partnerships, the GSC has been implementing its 2018-2022 strategy collaboratively with many other actors under the guidance of its Strategic Advisory Group (SAG) and the GSC lead agencies. During 2022, GSC partners supported 19 million people with shelter and NFI assistance. The new strategy, 2023-2027 is currently being developed.

Overall, the GSC reinforced the visibility of the Shelter Clusters' work through strengthened advocacy and communication, which involved advocating for more predictable funding for adequate shelter and settlement responses. In 2002 the GSC commissioned an external evaluation of its strategy and IM activities, with the findings used to help inform the new strategy development process. A study on research priorities, helping to inform evidence-building approaches, was also undertaken. In parallel, and in line with its 2018-2022 strategy, the GSC rolled out activities focused on coordination, advocacy, and capacity-building while investing in global and country-level research, and supporting evidence-based approaches with partner agencies.

GSC deployments to newly activated country clusters were achieved in under 72 hours. In Ukraine, the GSC supported the shelter response by deploying one Roving Coordinator (in person) and one Roving Information Manager (remotely) shortly after the onset of the crisis. In July, the GSC facilitated its annual [Coordination Workshop](#) and its [Annual Meeting](#) with GSC global and national partners. In addition to providing opportunities for knowledge exchange, participants had the chance to reflect on lessons learned and think through sector-wide strategic priorities moving forward as well as the issues related to core cluster functions as part of the new strategy development. Other key GSC events included the Humanitarian Shelter Coordination Training. In 2022, the GSC facilitated two cohorts of the training, with a total of 37 participants. The GSC also reinforced capacities through the revision of the "More Than Just a Roof" training and country-level support provided through the GSC support team.

Through its environment specialists, the GSC increased "Greening the Response" activities to support and reinforce capacity of country level clusters for reducing the environmental impact of shelter activities, including the development of tip sheets for HRP/HNO Environment and Climate Change mainstreaming. In terms of GBV mainstreaming, the GSC developed a tip sheet to support GBV risk-reduction measures in shelter response and co-organized a webinar on GBV risk mitigation as part of the "16 Days" campaign against GBV. Other key achievements included the revision of the CCPM process to consult partners on how shelter clusters can better perform their core coordination functions and strengthened efforts to improve evidence-based shelter approaches. Lessons learned were gathered and published through a series of global-level reference documents, including its guidance for supporting shelter self-recovery, "[Pathways Home](#)".

Global Shelter Cluster Strategy 2018 - 2022

AIM

**STRENGTHENED SHELTER AND SETTLEMENTS RESPONSES
THAT BUILD RESILIENT COMMUNITIES**

MAINSTREAMED PROTECTION, GENDER, DISABILITY AND ENVIRONMENT

1



COORDINATION

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

1.1 PREDICTABLE, TIMELY, EFFECTIVE

Support and services for Shelter Clusters

1.2 LOCALISED AND AREA-BASED

Strengthening area-based coordination and promoting settlement approaches

1.3 TRANSITION TO RECOVERY

Facilitating transition to recovery coordination, enhancing engagement with governments and development actors

1.4 INTEGRATED RESPONSE

Effective inter-cluster coordination and joint response planning approaches

2



ADVOCACY

Increased recognition of shelter and settlement in humanitarian response and recovery

2.1 IMPORTANCE OF SHELTER AND SETTLEMENT

Strengthened understanding of shelter and settlement's critical multi-sector impact

2.2 ENGAGEMENT

Increased donor and agency engagement and support for shelter and settlements sector

2.3 RESPONSE FUNDING

Critical funding and response gaps are monitored, communicated, and supported

2.4 INFLUENCING

Engaging others: appropriate urban assistance, cash and markets-based programming, area-based approaches

3



EVIDENCE-BASED RESPONSE

Shelter response informed by evidence, best practice and learning

3.1 AVAILABLE AND USED

Evidence available and used to inform planning, coordination and decision-making

3.2 EVIDENCE GAPS FILLED

Key shelter and settlement evidence gaps filled

3.3 CAPITALISATION

Knowledge management systems in place to capitalise on lessons learned as well as best practice in order to bring about change in sector policy and practice

4



CAPACITY

Shelter-sector capacity to address ongoing and emerging challenges

4.1 SKILLS

Increased and localised shelter response capacity

4.2 PREPAREDNESS

Country workshops and HLP

4.3 UTILISING CASH AND MARKETS

Shelter responders apply cash and markets modalities appropriately

4.4 FUTURE OF SHELTER AND SETTLEMENT

Analysis of sector future response needs and capacity

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



75 MILLION
PEOPLE IN NEED*

31
ACTIVE CLUSTERS**

2
SYSTEM-WIDE SCALE-UPS

OVERVIEW OF ACTIVATED CLUSTERS

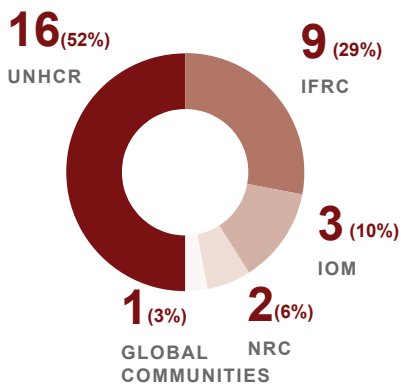


11 CLUSTERS RESPONDING TO DISASTERS

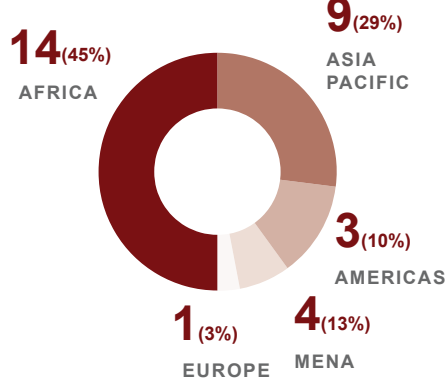
20 CLUSTERS RESPONDING TO CONFLICT SITUATIONS

BREAKDOWN OF CLUSTERS

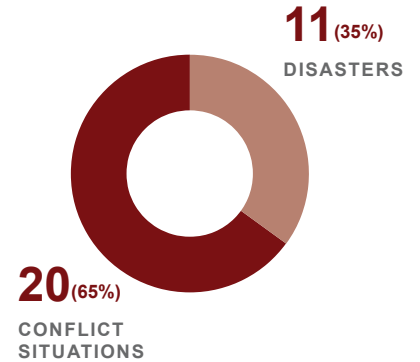
BY LEAD AGENCY



BY REGION



BY TYPE OF CRISIS



SYSTEM-WIDE SCALE-UPS



CLUSTER DEACTIVATION



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

**10 cluster-like mechanisms (or sectoral working groups) are also active: El Salvador, Fiji, Malawi, Mongolia, Solomon Islands, Vietnam, Americas region, Haiti, Libya, and Niger.

19M*
PEOPLE SUPPORTED

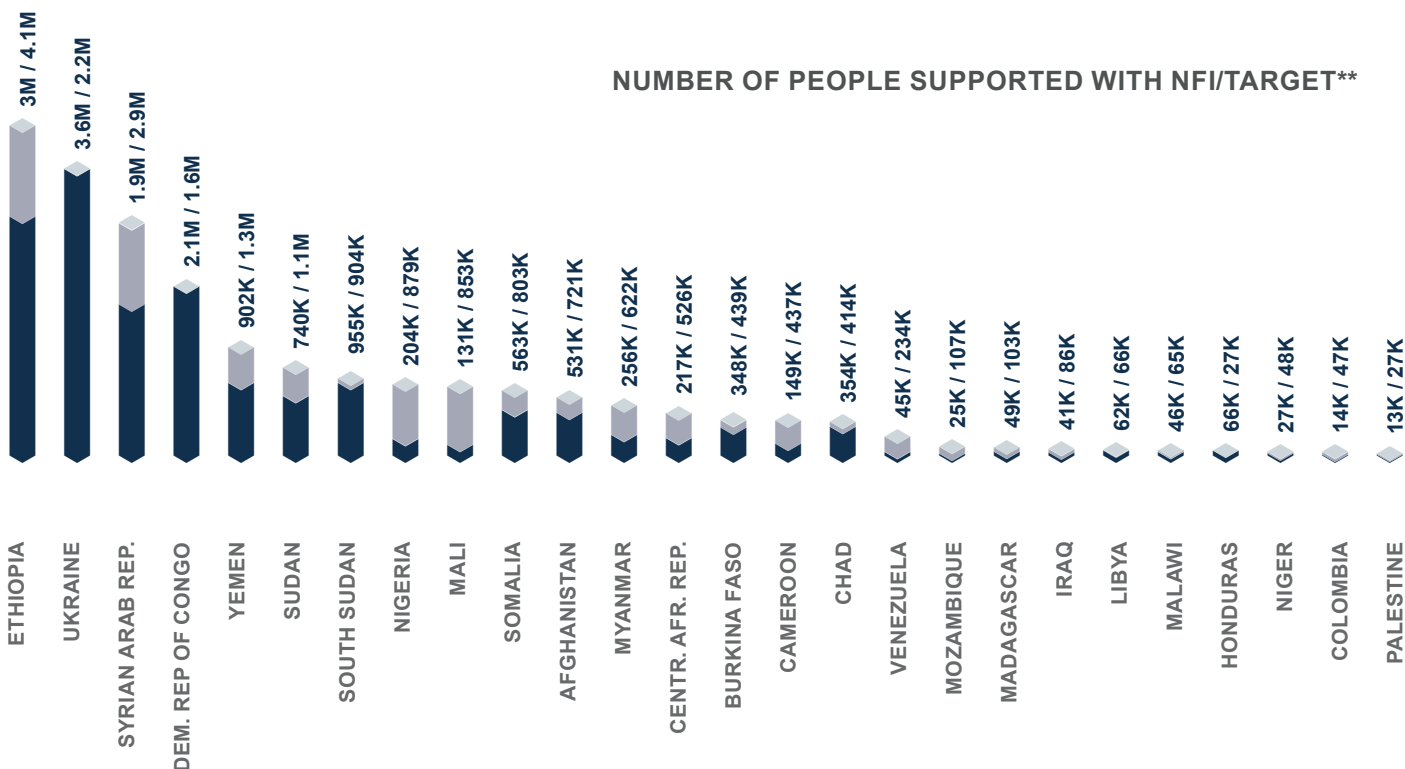
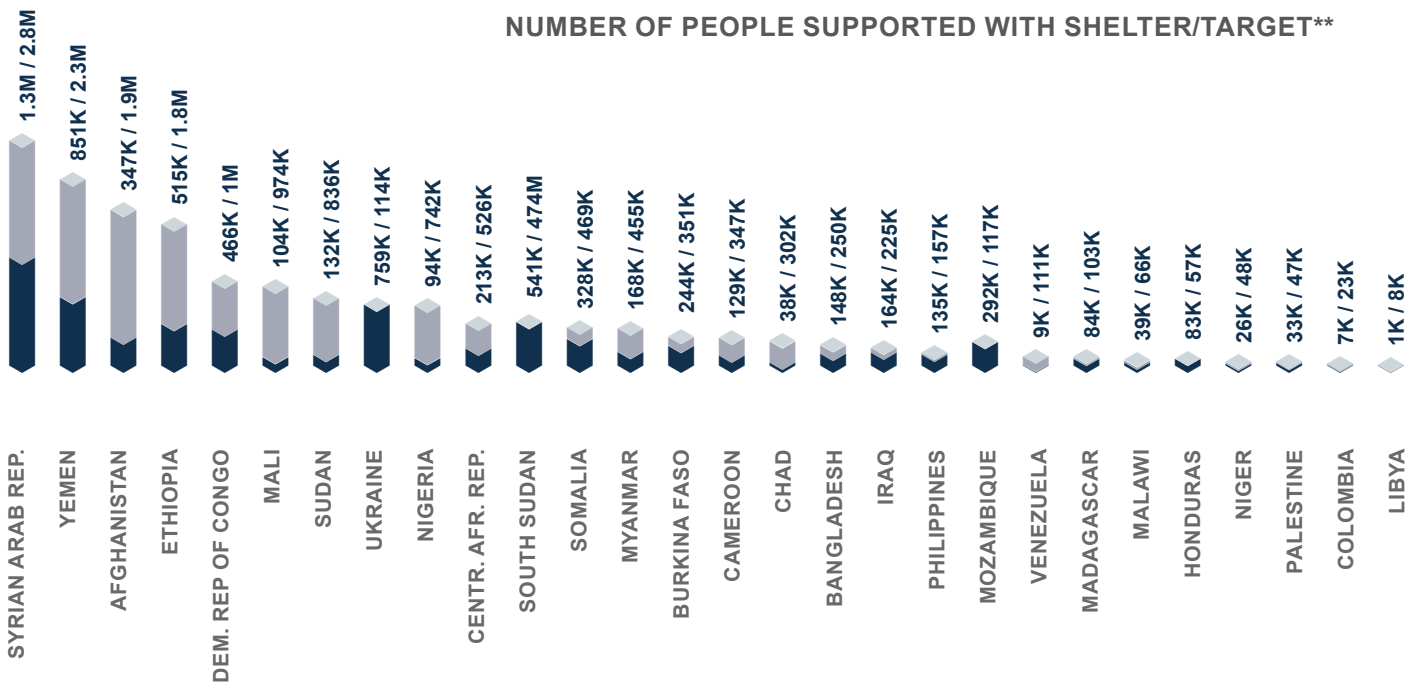


7M
PEOPLE SUPPORTED WITH
SHELTER INTERVENTIONS



16M
PEOPLE SUPPORTED WITH
NFI INTERVENTIONS

The two graphs below detail, by country, the number of people** that were supported with Shelter (first) and NFI (second) interventions, versus the number of people that were initially targeted** for the response. Countries are listed by order of number of people targeted.



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

**Does not include clusters in preparedness mode and active clusters for which data was not available.

*** Target not available

\$1.2B*

FUNDING RECEIVED

\$2.5B*

FUNDING REQUIRED

46 %

FUNDING ACHIEVED

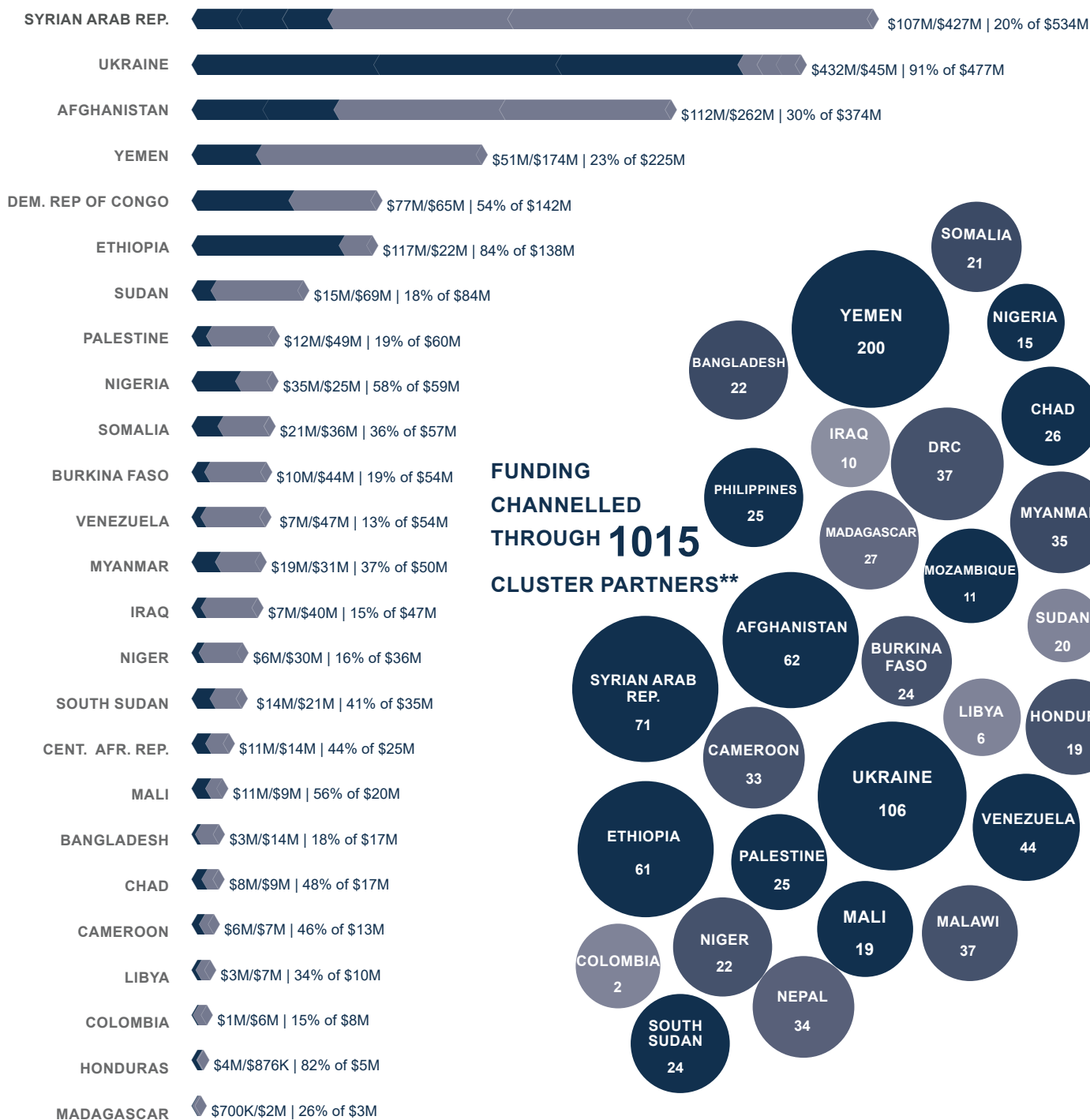
54 %

FUNDING GAP

OVERVIEW OF FUNDING AT COUNTRY LEVEL**:

FUNDING RECEIVED/FUNDING GAP | % RECEIVED OUT OF FUNDING REQUIRED*

The graph below details, by country, the amount of funding received vs. the total funding required. Countries are listed by order of the highest level of funding required.



FUNDING CHANNELLED THROUGH 1015 CLUSTER PARTNERS**

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

**Does not include all clusters in preparedness mode and active clusters for which data was not available.

***Data on funding received during 2022 was not available.

1,106

DAYS OF REMOTE SUPPORT

254

DAYS OF IN-COUNTRY SUPPORT TO CLUSTERS

1,623

DAYS OF GLOBAL/ REGIONAL SUPPORT

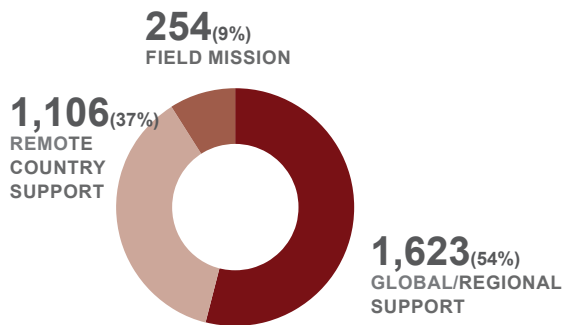
2,983

TOTAL NUMBER OF DAYS OF SUPPORT

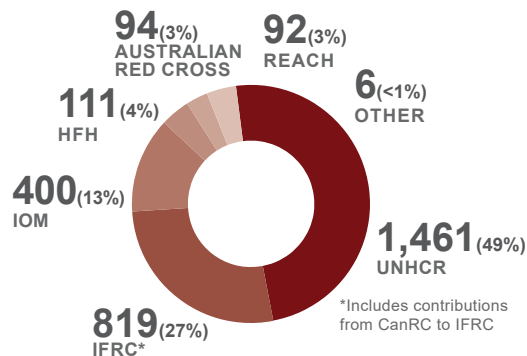
GLOBAL SUPPORT TEAM # OF DAYS:

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

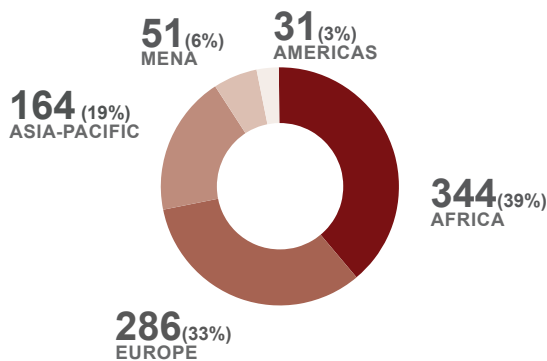
BY TYPE



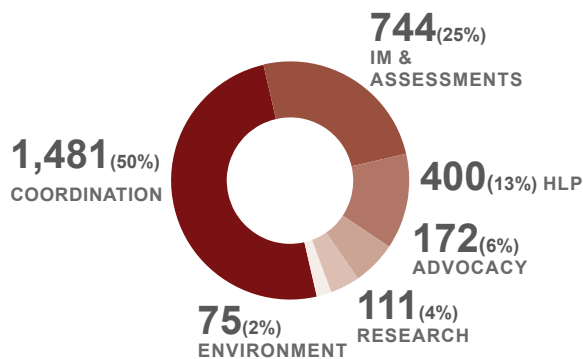
BY ORGANISATION



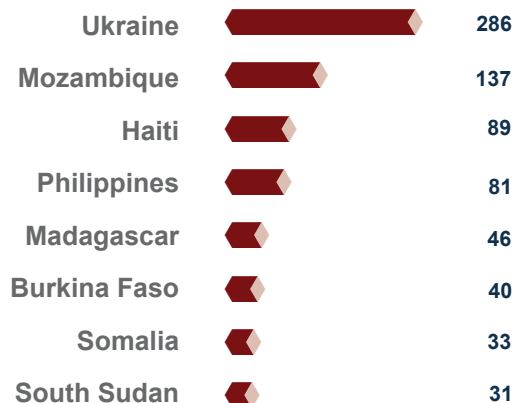
BY REGION



BY FUNCTION



BY COUNTRY



Only countries with more than 30 days of support are shown



CLUSTER SUPPORT TEAM GENDER BREAKDOWN



COORDINATION

✔ Target achieved
 ↻ Target not achieved yet
 ✘ Target not achieved

STRATEGIC AREAS AND RESULTS	INDICATORS	TARGET 2022	RESULT 2022	MEANS OF VERIFICATION
COORDINATION Coordination contributes to an effective and accountable response	% of stakeholders who are satisfied with the performance of the Shelter Cluster (aggregated country and global level)	90%	✔ 95%	Annual survey completed by stakeholders
1.1 Predictable, timely, effective support and services for Shelter Clusters 1.2 Strengthening area-based coordination and promoting settlement approaches	Average time (hours) in which a trained and experienced coordinator is deployed to newly activated country-level clusters	<72 HRS	✔ <72 HRS	Deployment / mission reports, requests from country-level clusters for support
1.3 Facilitating transition to recovery coordination 1.4 Effective inter-cluster coordination and joint response planning	% of country-level clusters that undertake a cluster performance review with partners and implement the action plan recommendations at least once per year	80%	✔ 81%	SAG meeting minutes, GSC website, country Action Plans

EVALUATION OF THE GSC 2018-2022 STRATEGY

The GSC concluded its 2018-2022 Strategy this year. During 2022, the GSC commissioned an evaluation to assess the 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. Through over 40 key informant interviews and the review of 300 documents, the evaluation looked at global and country-level performance and results in the implementation of the GSC strategy since 2018. The relevance, efficiency, effectiveness, and impact of the strategy were evaluated. These led to a series of conclusions on achievements against the broad strategic areas of the strategy and recommendations for the development process of the next one. Overall, the evaluation concluded that “the Strategy has been a useful framework over the past 5 years, and it has remained relevant and salient against the needs of the GSC and shelter sector.”

However, it was advised that the next strategy be more focused on core approaches with clearer description on outputs. Specifically, the following key areas were identified as needing immediate attention:

- Filling the most crucial gaps over the next 1-3 years
- Leading transformation towards greater alignment of global cluster strategies, and adopt a “strategic framework” (GSC Strategy Evaluation)

The evaluation was conducted by independent consultants. Key findings are summarized in the [Executive summary](#) and detailed in the [Full report](#). More information on the process is in the [Annexes](#).

Strategic Advisory Group (SAG)

The Global SAG included two co-chairs, the International Federation of the Red Cross (IFRC) and the United Nations High Commissioner for Refugees (UNHCR), as well as 9 representatives from the following organizations: ACTED / IMPACT Initiatives, Australian Red Cross, CARE International, Catholic Relief Service (CRS), Danish Refugee Council (DRC), Habitat for Humanity, International Organisation for Migration (IOM), InterAction, and Norwegian Refugee Council (NRC). In 2022, the SAG met monthly and during its annual retreat on 13-14 December in Geneva. During the retreat, the SAG discussed the upcoming strategy, the key achievements in 2022, and the recommendations for 2023.

CLUSTER COORDINATION PERFORMANCE MONITORING (CCPM)

81 % of country clusters conducted their CCPM in 2022. In total, 26 shelter clusters were formally assessed by their partners or the GSC. Cluster Coordinators were provided with [updated guidelines](#). Findings from the survey used to monitor their performance served as a basis to agree in country on what concrete actions could be undertaken to improve their overall performance. All available resources and country action plan can be found [here](#).



COORDINATION

GLOBAL SUPPORT TEAM

During 2022, the GSC sustained its commitment to enhancing country-level support by providing immediate and medium-term support to country-level clusters. The support team provided a total of 2983 days of support, including 254 days of in-country missions and 1106 days of remote country support in response to emergencies, and to strengthen existing coordination mechanisms. The GSC team also enhanced the number of specialties available for country support, by expanding to include an additional Roving IMO and two Global Focal Points (GFP) for Environment.

Coordination Support Team:

	Global Shelter Cluster Coordinator IFRC	Global Shelter Cluster Coordinator UNHCR	
GFP for Coordination IFRC	Deputy GSC Coordinator IFRC	Deputy GSC Coordinator UNHCR	GFP for Coordination UNHCR
Regional Focal Point Asia-Pacific Australian Red Cross	Regional Focal Point Americas Canadian Red Cross	Roving Shelter Cluster Coordinator UNHCR/NORCAP	Roving Shelter Cluster Coordinator UNHCR/NORCAP
GFP for Technical Coordination IFRC	GFP for Information Management IFRC	Information Management Officer UNHCR	Roving Information Management Officer UNHCR/NORCAP
	Coordination Officer IFRC	Roving Information Management Officer UNHCR/NORCAP	Programme Officer UNHCR

Thematic Focal Points:

GFP for Environment IFRC	GFP for Environment UNHCR/CANADEM	GFP for Advocacy and Communications UNHCR/CANADEM	GFP for Research Habitat for Humanity
GBV Focal Point UNHCR	Roving Shelter/HLP Advisor IOM	Roving Shelter/HLP Advisor IOM	GFP for Assessments REACH

GSC REGULAR REMOTE SUPPORT

In addition to deployments, the GSC country support roving team assisted clusters through regular engagement and support on achieving key priorities and milestones. These included for example tailored support during HNO/HRP season to conduct HNO analysis, reviewing HNO and HRP chapters, providing guidance on how to include environment indicators and advice on how to engage in inter-sector processes. Through engagement with country-level clusters, the GSC support team was also able to gather information to identify recurring issues (such as, for example, challenges with multipurpose cash) to be addressed through the development of guidance on particular topics.



© Paul Hansen/Dagens Nyheter; Residential building destruction, Kyiv, April 2022.



COORDINATION

SELECTED GSC SUPPORT TEAM DEPLOYMENTS AND MISSIONS

Ukraine response deployments

The GSC provided support to the humanitarian crisis in Ukraine through dedicated coordination and IM capacity from the GSC roving team, from the beginning of the conflict on 24 February 2022. During their deployment, the roving Coordinator and IMO put in place the coordination of the shelter response alongside the cluster team previously established in Ukraine. Key achievements included:

- The strategic reorientation of the previous structure of the Shelter Cluster in Ukraine to adapt to the new conflict through engagement in inter-sector forums;
- Reinforcement of partnerships with the government, local, and international actors; and
- The development or revamping of IM tools and processes needed to coordinate the response.
- Creating or re-launching five working groups: light and medium repairs, winterization, assessments, collective centers, and rental support.

Mozambique Cluster coordination support

The GSC supported the responses to the impact of severe tropical weather and flooding (Tropical Storm Ana and Tropical Cyclone Gombe) in Mozambique by deploying a GFP for Coordination. The GFP was responsible for co-leading the Shelter Cluster (in support of the Mozambican Red Cross) and the wider coordination team (in a co-leadership arrangement with IOM that covers the coordination in response to the conflict-induced displacement in the northern provinces). This included setting up coordination activities at both national and field levels throughout the emergency response period, in close cooperation with the government, HCT, OCHA, and donors, while providing inter-cluster and inter-agency strategic and operational coordination and guidance to articulate and harmonize shelter response activities.

Burkina Faso Information Management support

To reinforce the IM capacity, tools, and processes of the Shelter Cluster in Burkina Faso, the GSC provided dedicated capacity through the deployment of the roving IMO. The deployment resulted in the development or improvement of core IM tools, including the 5W matrix, response planning and monitoring tools, reporting factsheets, and dashboards.



© Francisco Monteiro, Nampula, Mozambique

GSC Coordinator missions

The GSC Coordinator for UNHCR, Brett Moore, undertook three missions in 2022 to support field cluster operations and interagency efforts. In March, in conjunction with William Chemaley, (previous Global Protection Cluster Coordinator) a joint GSC/GPC mission was undertaken to Turkey to support the new dignified shelter approach for improved impact and effectiveness of the North-West Syria Cross-Border program. The new strategy has been endorsed by other clusters, shelter cluster partners and OCHA, with the aim of bringing improved shelter and settlement approaches to the more than 1 million IDPs who have been living in emergency-like conditions for many years.

From May to August 2022, a mission to Ukraine focused on broad support to interagency operational efforts and the Crisis Coordination team, with specific support to the Ukraine Shelter Cluster in its strategic planning, as well as leading the preparation of the interagency Winterisation Appeal, with briefings to member states, bilateral and multilateral donors and key partner agencies in partnership with the Government of Ukraine.

In October/November 2022, a mission to Senegal and Nigeria was undertaken, primarily to support the strengthening of the shelter cluster functions in West African countries, but also to specifically support emerging approaches for durable solutions in NW Nigeria with visits to Maiduguri and Yola.



COORDINATION

WORKING GROUPS

Working Groups are task-oriented and time-bound structures with clear executable deliverables that are established by the SAG to address particular identified needs. The following ones were active in 2022.

Vulnerability Working Group

In 2022, the Vulnerability Working Group continued to oversee and guide the development of the first version of the Shelter Severity Classification (SSC). The SSC project, led by the GSC and REACH, was first launched in 2021 in response to a recognized need to improve and standardize the ways in which the severity of shelter needs is measured across shelter responses, to improve evidence-based decision-making, and the subsequent advocacy and funding of the sector. Over the course of the year, the first version of the main components of the SSC system (analytical framework, list of indicators and thresholds, severity phases, and calculation model) were developed, refined through dry runs on data from Afghanistan, Libya and Burkina Faso, and finalized following a pilot in North-West Syria in June.

The pilot engaged the Shelter Cluster Coordination Team and partners through a workshop for a “reality check” on the analysis produced through the SSC model, and to include their expert judgment. Shelter practitioners drew from their own experience, knowledge, and understanding of the situation to provide context to findings or, alternatively, challenge them.

Working Group on Inclusion of Persons with Disabilities in Shelter and Settlements Programming

In 2022, the working group launched the updated version of the “All Under One Roof: Disability Inclusive Shelter and Settlements in Emergencies” guidance, which now can be found on the GSC website [here](#). The revised guidance and materials were developed through a consultative process involving shelter and settlement practitioners, disability experts, and organisations of persons with disabilities along with a detailed review of relevant related guidance and frameworks. They demonstrate a commitment of shelter and settlements organisations to improving inclusion of persons with disabilities and accessibility in sectoral programming.

The online guidance is intended to be interactive, with key downloadable checklists and links to discussion forums and case studies along with built in translation capabilities through the website.

The working group also contributed to research looking at disability data needs of shelter practitioners to improve the evidence base for programming and monitoring. This research was funded by an ELRHA Humanitarian Innovation Fund (HIF) grant with the outcomes shared on the GSC website.

Construction Standards Working Group

The Construction Standards Working Group met during the GSC week in August 2022. Construction Good Practices Standards (CGPS), a common set of standards for the responsible delivery of construction projects in humanitarian settings, was translated into three new languages alongside the existing English version (published in 2021), including Arabic, Spanish, and French. The WG also held several workshops at the country level such as Uganda, Afghanistan, and Ukraine. The guidelines are also available through a free [online training](#).

Additionally, the WG ensured the Child Labour clause in the IHIP Conditions of Contract aligns with the ILO Labour Law position on safeguarding working age in construction.



© Stylija Kampani, Gubio camp, Konduga local government, Borno state, Nigeria



COORDINATION

Shelter Projects

The Shelter Projects Working Group ran its annual photography competition in 2022. Nearly 100 photos were submitted. The winner will be announced in 2023 with their photo featured on the front page of the next edition. Wishing to reach a wider audience, the Shelter Projects Working Group also launched its first Shelter & Settlements video competition, targeting university students across the world from disciplines related to Shelter & Settlements practice to strengthen the dissemination of the Shelter Projects compendium as a key publication for learning purposes. During 2022, the Shelter Projects WG continued to work on the case studies for its next edition.



© Andrea Ruffini, Chad, 2020



© Andrea Ruffini, Chad, 2020

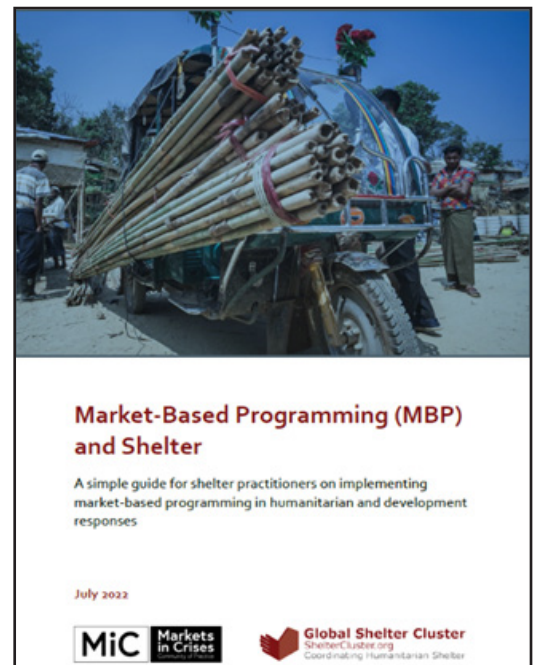
COMMUNITIES OF PRACTICE

Shelter, Cash, and Markets CoP

During 2022, the Shelter, Cash, and Markets CoP worked together with the Markets in Crisis (MiC) CoP, to develop a [guidance note on Market Based Programming \(MBP\) and Shelter](#). This introductory guidance was written and compiled collaboratively and as part of an ongoing effort to improve understanding of market-based programming for shelter and housing markets. It offers practitioners a short overview of Market Based Programming and its potential application in humanitarian shelter programming. The guide is available on the [GSC page](#) in various languages (Arabic, English, French, Spanish).

Recovery COP

The Recovery Community of Practice, led by CRAterre and CARE International UK was formed in 2022 in order to consolidate and develop the work of the Self-Recovery Working Group (formerly the Promoting Safer Building Working Group). The COP met for the first time in June in Geneva and has since published the following document: [Pathways Home: Guidance for Supporting Shelter Self-recovery](#). Additionally, the GSC has published two further [Shelter Response Profiles](#) for Yemen and Burkina Faso.



PATHWAYS HOME

Guidance for Supporting Shelter Self-Recovery



In July 2022 the GSC published “[Pathways Home – Guidance for Supporting Self Recovery](#)” with support from CARE, Centre for Development and Emergency Practice, Oxford Brookes University, CRS, Craterre, German Red Cross, the UK Research and Innovation and the Global Challenges Research Fund.

The aim of Pathways Home is to explore the concept of supporting shelter self-recovery and provide practical guidance on how to accompany the process in post-disaster and post-conflict contexts. Drawing from shelter programming experience and suggested best practice, the Guidance aims to inform the design of programmes that support shelter self-recovery to help build a common body of knowledge. This vision suggests a genuine people-led approach to supporting recovery where power and control remain in the hands of affected populations. A supporting shelter self-recovery approach gives humanitarian organisations the potential to do more with less. The Guidance attempts to capture good programming practice for supporting shelter self-recovery with an emphasis on those key elements that need close attention or that differ from conventional shelter programming. Part A provides theoretical underpinnings and lays out the building blocks, general principles and rationale for approaches. It describes the influencing factors, highlights potential benefits and challenges, and shows the value of supporting shelter self-recovery to increase reach and impact. Part B outlines the elements required for successful support to shelter self-recovery and offers practical guidance to those implementing a shelter self-recovery approach.



COORDINATION

ANNUAL EVENT

Annual Coordination Workshop - Geneva 4-5 July 2022

After two years of online GSC Coordination Workshops due to COVID-19 restrictions, the GSC returned to an [in-person workshop](#) in 2022 in Geneva. The GSC took place at the IFRC Headquarters in Geneva between 4-5 July 2022. The objective of the GSC Coordination Workshop was to identify and address issues emerging from country-level clusters and IASC global-level cluster-related initiatives, review GSC deliverables in 2021, and discuss potential priorities for the next Strategy 2023-2027. It was also a unique opportunity for learning and networking. The GSC Coordination Workshop report can be found [here](#).



Participants of the GSC Coordination Workshop 2022

Annual Meeting – Geneva 6-7 July 2022

The [GSC annual meeting](#) was held in July 2022. For two days, 128 participants from 57 organizations participated in four plenary sessions, 15 open-space sessions and two break-out-room discussions. The three main identified objectives of this in-person event were to:

1. Identify and address emerging trends driving change in humanitarian action
2. Review the GSC strategy 2018-2022
3. Define the GSC strategic direction.

According to the survey that followed the event, 89% of participants were satisfied with the event in general and 67% thought the content was relevant and met their expectations. The GSC Annual Meeting report can be found [here](#).

Global Shelter Cluster Meeting 2022
6-7 July 2022

Ignite Panel – The Future of Humanitarian Coordination and Response
Wednesday 6th of July
9:30 to 11:00 CEST

PANELISTS

- Mark Cutts**
UN Deputy Regional Coordinator for the Syria Crisis
- Samantha Newport**
Deputy Chief, IASC
- Gareth Price-Jones**
Executive Secretary, SCIR
- Cecilia Roselli**
NRC Director in Geneva

MODERATOR

- William S. Chemaly**
Global Protection Cluster Coordinator

Flyer for the GSC Annual Meeting 2022 Ignite Panel



GSC Annual meeting 2022



ADVOCACY

✔ Target achieved
 ↻ Target not achieved yet
 ✘ Target not achieved

STRATEGIC AREAS AND RESULTS	INDICATORS	TARGET 2022	RESULT 2022	MEANS OF VERIFICATION
ADVOCACY Increased recognition of shelter and settlement in humanitarian response and recovery 2.1 Strengthened understanding of shelter and settlements's critical multi-sectoral impact 2.2 Increased donor and agency engagement and support for shelter and settlements sector 2.3 Critical funding and response gaps are monitored, communicated and supported 2.4 Engaging others: appropriate urban assistance, cash and markets-based programming, area-based approaches	% of the total humanitarian funding received that is allocated to the Shelter Sector, disaggregated by region and crisis type	5.7%	✘ 3.41%	FTS
	# of advocacy statements/positions established and regularly updated	10	✔ 10	GSC website
	% of people assisted vs. people targeted, disaggregated by region and crisis type	70%	✔ 70%	GSC website

ADVOCACY & COMMUNICATION

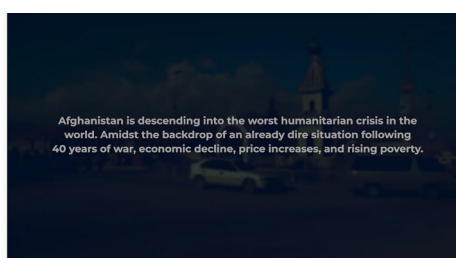
Ten Shelter Cluster country teams developed advocacy plans to strengthen the work in their countries of operation, resulting in more proactive outreach to donors and the production of audiovisual materials. The outcome of advocacy on [dignified shelter conditions](#) in North-West Syria was the adoption of a [full paragraph in the UNSG report on Syria of 16 June 2022](#) on the action plan for dignified shelter. A briefing note on the IDP crisis in Yemen ahead of the March 2022 donor pledging conference was developed with the Global Protection and CCCM Clusters. Based on the briefing note, [a video](#) was produced jointly with UNHCR. Ahead of the March 2022 donor pledging conference for Afghanistan, a briefing note was produced on the IDP situation in Afghanistan.

Humanitarian Networks and Partnerships Week (HNPW): The GSC had a strong presence at HNPW 2022, where it organized a session on climate-smart humanitarian shelter and settlements responses and also contributed to several other sessions, including on diaspora engagement, MHPSS, localization, and more.

World Urban Forum: The GSC contributed to the World Urban Forum 2022 through two hybrid sessions on displacement and urban growth and improving humanitarian shelter coordination and response in cities.

Right to Adequate Housing: The GSC launched a call for inputs to inform the report of the Special Rapporteur on the Right to Adequate Housing to the 77th session of the General Assembly in October 2022 on protecting the right to adequate housing during and after violent conflict.

During the first half of 2022, three countries produced videos: [Afghanistan](#) on IDP shelter conditions, [Venezuela](#) on energy work, and [Palestine](#) on housing conditions in Gaza.



A joint press release with IFRC was issued in January 2022 about the shelter needs after Typhoon Rai/Odette, which was published in Al Jazeera and dozens of Asian regional media. The cluster co-lead, Ela Serdaroglu (IFRC), was quoted [in an article](#) by The New Humanitarian in December 2022.



ADVOCACY

SOCIAL MEDIA

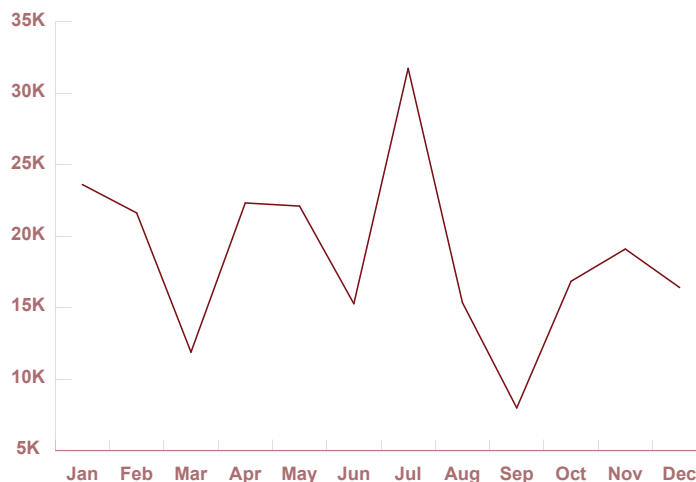
As part of the communication and advocacy objective to increase the visibility of the Shelter and Settlements sector and the engagement with its target audiences, the GSC continued in 2022 its outreach work through different social media channels and the newsletter on "[Global Updates](#)".

20 VIDEOS UPLOADED	200 LinkedIn POSTS	200+ TWEETS
30+ GLOBAL UPDATES	225,000 Impressions	130,000 Impressions

Twitter posts impressions in 2022



LinkedIn posts impressions in 2022



© Lorrie Micalob, Siargao Island, Philippines

The GSC implemented a social media campaign for World Environment Day (WED) in June in collaboration with WWF. Twitter and LinkedIn posts used WED as a hook to promote greening of shelter solutions, with examples from Venezuela and various tools, including the NEAT+. In preparation for WED, key messages on shelter and environment were drafted that can be used for subsequent advocacy campaigns.



EVIDENCE-BASED RESPONSE

✔ Target achieved
 ↻ Target not achieved yet
 ✘ Target not achieved

STRATEGIC AREAS AND RESULTS	INDICATORS	TARGET 2022	RESULT 2022	MEANS OF VERIFICATION
EVIDENCE-BASED RESPONSE Shelter response informed by evidence, best practice and learning 3.1 Evidence made available and used to inform planning, coordination and decision-making 3.2 Key shelter and settlement evidence gaps filled 3.3 Knowledge Management systems in place to capitalise on lessons learned as well as best practice in order to bring about change in sector policy and practice	% of cluster partners reporting that response strategies are “appropriate” based upon the existing evidence	75%	✔ 79%	Annual survey completed by stakeholders
	Summary of shelter lessons learned is regularly collected and disseminated	5	✔ >5	Global publications
	% of shelter cluster coordinators and partners reporting that they have access and use evidence, learning and best practice	>90%	✔ 99%	Annual survey completed by stakeholders

INFORMATION MANAGEMENT ACTIVITIES

From information management to creating a data culture

The IM review process launched in November 2021 continued during the first months of 2022. In 2021, coordinators, IMO’s, and members of the GSC support team were consulted through focus group discussions and bilateral interviews. For the second phase of the review, consultations broadened to include IM experts and stakeholders from outside of the Shelter Cluster for their takes on the IM landscape in the humanitarian sector and ideas or vision for the future of IM. Recommendations from the review covered both short-term suggestions to improve existing tools and processes and ambitious long-term ones in alignment with the vision to create a better data culture within the sector. These included having an IM landscape which is professionalized, localized as much as possible, up-to-speed on latest analytical processes and technologies, and embedded in broader improved knowledge management processes of the Shelter Cluster. The [full report](#) details the findings and recommendations.

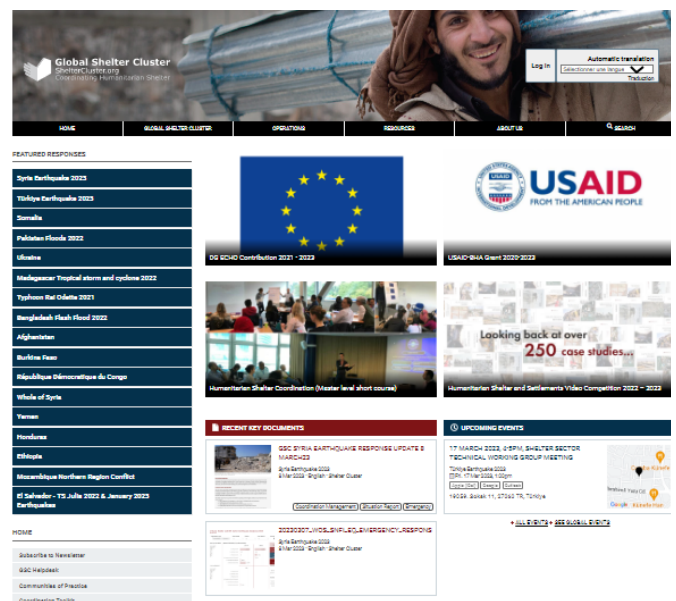
Time for a coffee break

In February 2022, the GSC launched the “IM Coffee Breaks,” a series of informal online gatherings for IM practitioners or anyone else interested in IM topics to candidly exchange on best-practices and challenges, show-case their work, and share their ideas. The Coffee Breaks are embedded in the broader [GSC Information Management Community of Practice](#). Coffee breaks sessions focused on various IM initiatives such as

the IM CoP itself, the [IMAS toolkit](#), the website, global processes, and the IM review. To receive information on the coffee breaks or join the IM CoP, you can “[follow this group](#)” through the [GSC IM CoP page](#).

Revamping the GSC website

The vision for the website is to reinforce its ability to be a platform for knowledge management, support coordination, and act as a rich resource for cluster partners and beyond. This vision, coupled with technical requirements, initiated a series of changes to the website. In March 2022, the process of migration from Drupal 7 to Drupal 9 was finalized, thanks to funding and input from multiple sources and agencies. Improvements were made on both public-facing and backend features of the website.



GSC website landing page



EVIDENCE-BASED RESPONSE

RESEARCH

Informed by the GSC Research Priorities Baseline, the GSC, with Habitat for Humanity International (HFHI), is leading two studies to address the top research priorities of cash programming and connecting relief to recovery. For the research question “What are the barriers to connecting relief to the recovery of shelter and settlements?” The Global Focal Point (GFP) for Research is working with the University of Sydney, the Recovery CoP, CARE, and Oxford Brookes University. For the research question “How do humanitarian practitioners choose cash programming to support shelter and settlements?” the GFP for Research is working with the Cash and Markets CoP, the Australian Red Cross and CRS.

In addition, the GFP for Research has managed three fellowships focused on shelter and settlements in humanitarian crises with the objective to generate new research to strengthen the evidence base for shelter and settlements in humanitarian crises and to enable fellows to professionally engage in the sector. Their themes align with the GSC research priorities, including cash transfers, post-tsunami reconstruction, and HLP and disability inclusion.

Fellows from the Universities of Copenhagen, Boulder, and California have worked closely with shelter practitioners in humanitarian agencies and households affected by crises to collect primary data.

Ensuring Access to Existing Evidence

The GFP for Research provides support to shelter practitioners working in shelter clusters in need of evidence to inform their decision-making and advocacy. Support was provided to practitioners in Syria to inform advocacy for Dignified Shelter and Living environment, including the use of concrete. Practitioners assisting Venezuelan refugees were supported with examples of shelter for survivors of human trafficking. The GFP for Research also collaborated with the Green Team on research methods and data presentation.

Establishing Research Capacity

The GSC Research Priorities Baseline provided the opportunity for mapping and networking with potential research partners. Twenty-three research partners were identified, and ongoing discussions have been held with key partners, concerning opportunities for engagement, ways of working, and academic funding.



© Abubakar SAIDU GARBA, Malkohi, Yola South, Adamawa State, Nigeria



© Malek Alwadi, Northern Aleppo, Syria

GREENING THE RESPONSE

In 2022, the GSC continued to implement a European Community Humanitarian Aid Office (ECHO) grant focused on the environment. The objective of the grant is to strengthen the shelter response of humanitarian actors through environmentally sustainable global responses and localized and innovative shelter programming at the country level. In 2022, the GSC set in place partnership agreements with five organizations to support the implementation of activities, both at country and global levels. This effort is supplemented by a Bureau for Humanitarian Affairs (BHA) grant and funding from partners implementing them.

At global level, the objective of this grant is to reduce the shelter response's CO₂ and virgin plastic footprints. In order to estimate the progress being made by the Shelter sector towards this objective, the GSC team, through consultation with major humanitarian shelter providers, collated the 2021 procurement data of three main shelter response items: tarpaulins, blankets, and tents. This data was gathered to establish a baseline against which progress would be measured. The collated procurement data provided an estimation of 160,639 tons of CO₂ equivalent generated and 25,475 tons of virgin plastic used in distributions in 2021. At country level, the GSC supported Shelter Clusters to plan and implement greener and climate smart operations, through three main activities: Development of an Energy Option Tool, environmentally-sensitive market interventions and cash for shelter approaches (Cash champion), country-specific Shelter Response Profiles (SRP) and environment profiles. By the end of 2022, four SRPs were completed ([Burkina Faso](#), [Nepal](#), [Venezuela](#), and [Yemen](#)). Several others were ongoing.

The GSC has also increased its resources for environmental support with a Senior Environment Advisor, and a GFP for Environment, in addition to the Environment Community of Practice (ECop) lead; the three form the GSC "Green Team". This increase in capacity has expanded the environment and climate support the GSC team is providing to country clusters.

[A review and analysis](#) of all 2022 Shelter chapters of Humanitarian Needs Overviews (HNOs), Humanitarian Response Plans (HRPs), Flash Appeals, and other response plans was conducted in the third quarter of 2022. The analysis provided recommendations for strengthening the environmental components of the shelter chapters of needs analysis and response planning. Key outputs included Tip Sheets for Environment and Climate Change Mainstreaming in [HNOs](#) and [HRPs](#), and two webinars held in English and Spanish in November. Other support provided to country clusters included, the development of an Environment Fact Sheet for the Philippines, training of DRC and Mali cluster partners on environmental assessment tools, and support to the Cameroon Shelter Cluster in mainstreaming environmental considerations in their planning cycle and strategies. The Green Team continued to coordinate with other sectoral green initiatives, including the Red Cross-Red Crescent Green Response Working Group, the Joint Initiative for Sustainable Packaging Waste Management, the Global Logistics Cluster WREC project, Nature-Based solutions Working Group, and NEAT+ strategic discussions with NRC among others.



CAPACITY

✔ Target achieved

🔄 Target not achieved yet

✘ Target not achieved

STRATEGIC AREAS AND RESULTS	INDICATORS	TARGET 2022	RESULT 2022	MEANS OF VERIFICATION
CAPACITY				
Shelter sector capacity to address ongoing and emerging challenges	% of cluster coordination team members who feel prepared/have access to tools to address ongoing and emerging challenges	80%	✔ 90%	Annual survey completed by stakeholders
4.1 Increased and localised shelter response capacity	# of people trained in key cluster coordination roles during the reporting period	80	✔ 82	Participants lists
4.2 Country workshops and HLP				
4.3 Shelter responders apply cash and markets modalities appropriately	# of people trained in coordination trainings who are deployed in deputy/junior coordination roles to country-level clusters during the reporting period	10	✔ 11	Mission/deployment reports
4.4 Analysis of sector future response needs & capacity				

PREPAREDNESS

Preparedness and contingency planning constitute one of the six core functions of a cluster at country level. Preparedness actions can significantly improve the overall effectiveness, efficiency, and timeliness of a humanitarian response, particularly in countries with a high risk of recurrent crises. With the support of the Australian Red Cross, the GSC has provided dedicated support to countries in Asia-Pacific to better prepare for future crises. Preparedness actions have taken place in Bangladesh, Indonesia, Mongolia, Nepal, Philippines, Timor-Leste, Vanuatu, as well as at the regional level, ranging from participation in simulations and exercises and updating of contingency plans, to development of tools, standards, and guidelines and trainings. In the Americas, the GSC worked together with the REDLAC-Shelter Working Group (the regional sector coordination platform) to enhance preparedness in the region. In 2022, the focus has been on mapping shelter partners at the country-level in the region, providing inputs to regional shelter policies and contingency planning, assessment of capacities at national level, and capacity building.

REGIONAL FORA

The 5th Africa Shelter and Settlements Forum was held on 6-7 September 2022 in Dakar. It was the first regional forum held in hybrid mode; a total of 30 people attended face-to-face and over 90 joined the online modality. The thematic sessions focused on climate and environment; local leadership; shelter projects; settlement approach; urban displacement and durable solutions; programming in large, complex, long-term crises and HLP; protection; and gender. Sessions included examples from Burkina Faso, Zambia, Nigeria, Sudan, Gambia, and Senegal. A GSC support team member participated in the coordination of one of the sessions and the face-to-face event in Dakar. The Asia Shelter Forum 2022 was hosted by the Government of Bangladesh on 27-28 November, organized by the Department of Disaster Management and supported by Caritas Bangladesh, Catholic Relief Services, and IFRC as shelter cluster co-lead agency.

HOUSING, LAND, AND PROPERTY (HLP)

The HLP team developed an online interactive video-based, self-paced learning tool which was finalised in December 2022 and will be made free to access to all Shelter Cluster partners. Standard operating procedures and a toolkit for [HLP Due Diligence](#) were developed in the context of post-earthquake reconstruction in Haiti. An HLP global focal point was deployed to Les Cayes, Haiti, for 3 months. An HLP workshop was conducted in-person for the Shelter Cluster partners in Cabo Delgado, Mozambique. The HLP team continued to support the clusters in Nigeria, South Sudan, Ethiopia, Madagascar, Pakistan, and Philippines. Finally, the HLP team held a training session on the “Joint Shelter/NFI Capacity Building Initiative for West and Central Africa”, in partnership with colleagues from IFRC and CRS.



© Xavier Génot, Commune of Andara, Madagascar



CAPACITY

TRAININGS

Humanitarian Shelter Coordination Training (HSCT)

The GSC HSCT aims to equip participants with the skills required to coordinate a shelter response in a humanitarian crisis caused by a disaster, a conflict, or a combination of both. The course is accredited by Oxford Brookes University and participants who successfully complete it are included in the shelter coordination surge capacity roster under different capacities. In 2022, two residential components of the training were carried out. The first one, with a total of 14 participants, in May 2022, and the second with 23 participants, in November 2022. Participants joined from various UN agencies, NGOs, and the Red Cross Red Crescent Movement.



HSCT cohort - May 2022



HSCT cohort - November 2022



CAPACITY

“More than Just a Roof”: an Introduction to Shelter and Settlements - Online Training

The GSC updated its online “More Than Just a Roof” training in January 2022, which is now available in English and Spanish and is currently being translated into additional languages. This course provides basic information on shelter programming as an essential component of humanitarian response. It outlines the shelter and settlements challenges regularly faced by affected communities during disasters and conflict crises. It conveys the essential concepts and appropriate language used by shelter experts when describing needs and adequate solutions. This online learning opportunity is designed by the GSC and is available to anyone interested in learning about effective shelter and settlements programming and coordination. It targets those working in humanitarian settings but can be useful for others interested in this area. The course is available on both the [IFRC Learning Platform](#) and the [UNHCR Learn and Connect](#).

GENDER-BASED VIOLENCE (GBV)

The GSC developed a [Tip Sheet for Shelter cluster coordinators to guide them on the GBV Risk mitigation mainstreaming](#), in preparation of the shelter chapters of the HRPs. It is now available in English.

On December 8, the CCCM Global cluster and the GSC co-organized an online panel on GBV risk mitigation as part of the 16 Days of Activism against Gender-Based Violence campaign 2022, which attracted 100 participants. The panel included Ela Serdaroglu (GSC, IFRC), Linda Doull (Global Health Cluster, WHO), Monica Ramos (Global WASH Cluster, UNICEF), and Wan Sophonpanich (Global CCCM Cluster, IOM), and was moderated by Astrid Haaland (GBV AoR, UNFPA). The panel discussed the collective efforts on GBV risk mitigation in the humanitarian sector and how coordination can make a difference in how we can adequately prevent and respond to GBV, including through meaningful partnerships with women-led organizations.

*As reported by country clusters through the quarterly factsheets.
** The sources of information are the GSC team follow-up calls with country-level clusters and the OCHA CDM survey held in March 2022.

LOCALIZATION

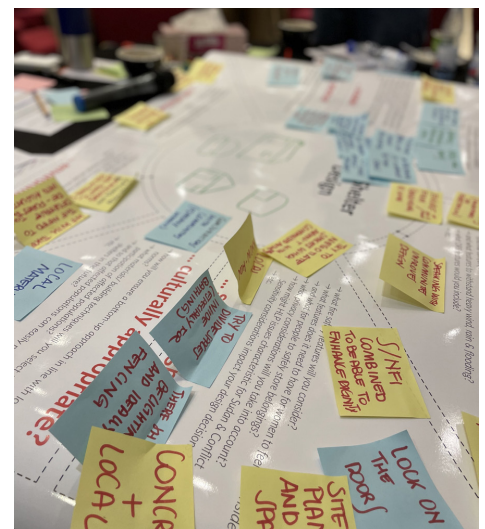
During 2022, country clusters reported (through the factsheets) a total of 1015* partners. The average representation of active national partners was 49.8% and only 4 clusters reported having 0 active national partners.** Myanmar, Syria, Venezuela, and Yemen reported the highest levels of national participation (between 70% and 80% of their total composition).** There are a total of 90 sub-national hubs activated across all shelter clusters. In addition, 20 officially activated clusters declared having a SAG, of which 19 had a combination of national and international representation.**

With the support of DG ECHO, CRS, one of the GSC partners started capacity building activities in Nepal and Malawi. The GSC funded a cluster coordination training in Syria X-Border hub for the co-chair and partners as well as a sub-national coordination training in Sudan.

Through the funding support of BHA, the GSC has translated several tools and guidance to various languages to make them more accessible to local organizations.



Coordination training for Syria X-Border Hub - December 2022



Sub-national coordination training in Sudan Hub

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

ENHANCING THE CAPACITY AND QUALITY OF THE HUMANITARIAN SHELTER AND SETTLEMENTS RESPONSE



USAID
FROM THE AMERICAN PEOPLE

The Global Shelter Cluster is implementing its 2018-2022 strategy through [funding received from the Bureau of Humanitarian Assistance \(BHA\)](#).

In October 2020, the GSC received a USD\$ 2 million grant from the Bureau of Humanitarian Assistance (BHA) of USAID to support GSC surge capacity for preparedness and response; localization, capacity building, preparedness, and outreach; analysis and learning; advocacy, policy and guidance; and increased access to information and knowledge by humanitarian shelter and settlements actors. In June 2022, a cost-modification request was approved by BHA to increase the funding available by an additional USD\$ 500,000 for environment and information management-related activities, with a timeframe extension until the end of 2023. This grant has been channeled through IFRC, which is responsible for ensuring the smooth implementation of activities by GSC partners, including the GSC co-lead agencies. The program has been designed and implemented through a cooperative approach amongst GSC partners and regular oversight by BHA. This ensures that the different strengths and capacities of GSC partners are capitalized for a more effective and efficient implementation of the program activities.

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



Humanitarian Aid
and Civil Protection

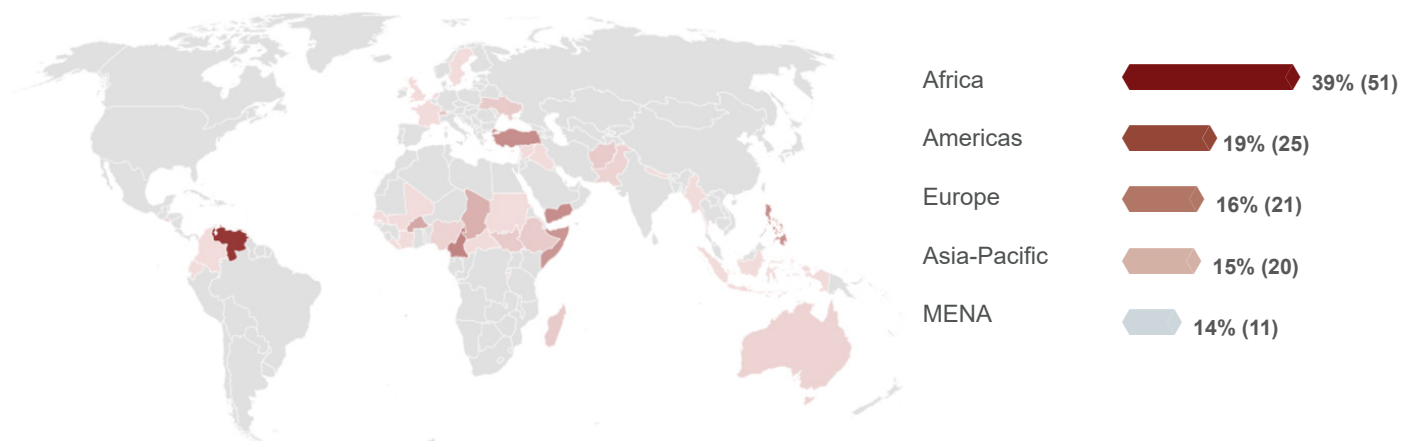
The GSC has received valuable support from DG ECHO since 2013 through several grants, which have progressively strengthened the coordination and technical support functions of the cluster. The most recent grant covers the period from July 2021 to July 2023 and has the objective to strengthen the shelter response of humanitarian actors through more environmentally sustainable global response and localized and innovative country-level shelter clusters. The GSC through this ECHO grant is supporting country-level shelter clusters to plan and implement operations that are as climate smart as possible. Localized and effective coordination teams, supported by surge capacity and

global helpdesks, promotes the use of sustainable local solutions and materials that can help reduce international procurement, find options for reducing, repurposing, reusing, and recycling these solutions, promote an informed use of cash, and increase participation of the affected population.



CONCLUSION OF SATISFACTION SURVEY

On a yearly basis, the Global Shelter Cluster conducts a survey amongst stakeholders to determine the level of satisfaction on the overall performance of the global cluster and the country-level support. The survey also allows the Global Shelter Cluster to receive feedback on the different services provided to improve support. In the last quarter of 2022, the GSC satisfaction survey received 131 responses, with 95 per cent of the participants reporting being satisfied with the level of services provided. A more detailed report can be found on the GSC website.

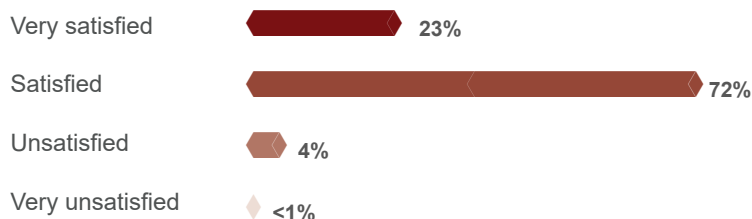


GSC Services: level of satisfaction (global and country-level)

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

Target: 90%

Survey result: 95%

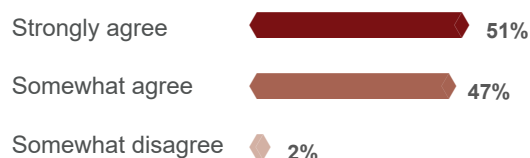


Coordination team feedback evidence-based

Evidence-Based Response Indicator 3.3: % of shelter cluster coordinators and partners reporting that they have access and use evidence, learning and best practices

Target: 90%

Achieved: 99%

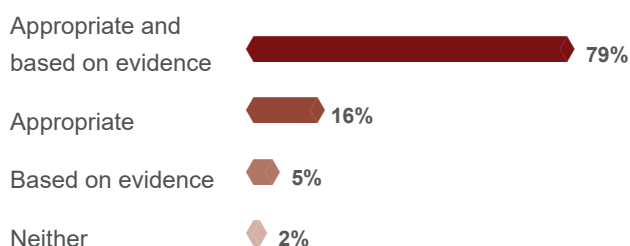


Coordination team feedback on response strategies

Evidence-Based Response Indicator 3.1: % of shelter cluster partners reporting that response strategies are 'appropriate' based upon the existing evidence

Target: 68%

Achieved: 79%



Strategy Indicators table

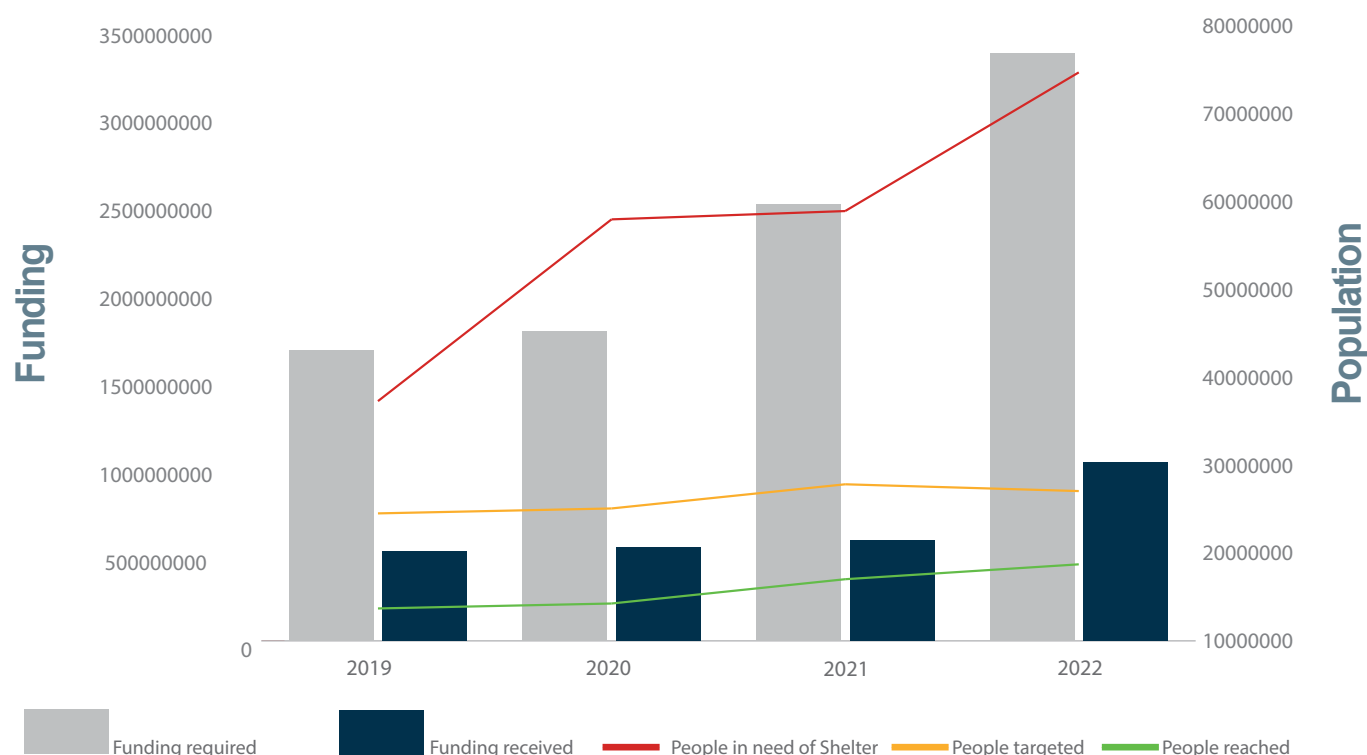
✔ Target achieved
 ↻ Target not achieved yet
 ✘ Target not achieved

STRATEGIC AREAS AND RESULTS	INDICATORS	RESULT 2022	TARGET 2022	MEANS OF VERIFICATION
COORDINATION Coordination contributes to an effective and accountable response 1.1 Predictable, timely, effective support and services for Shelter Clusters 1.2 Strengthening area-based coordination and promoting settlement approaches 1.3 Facilitating transition to recovery coordination 1.4 Effective inter-cluster coordination and joint response planning	% of stakeholders who are satisfied with the performance of the Shelter Cluster (aggregated country and global level)	✔ 95%	90%	Annual survey completed by stakeholders
	Average time (hours) in which a trained and experienced coordinator is deployed to newly activated country-level clusters	✔ <72 HRS	<72 HRS	Deployment / mission reports, requests from country-level clusters for support
	% of country-level clusters that undertake a cluster performance review with partners and implement the action plan recommendations at least once per year	✔ 81%	80%	SAG meeting minutes, GSC website, country Action Plans
ADVOCACY Increased recognition of shelter and settlement in humanitarian response and recovery 2.1 Strengthened understanding of shelter and settlements's critical multi-sectoral impact 2.2 Increased donor and agency engagement and support for shelter and settlements sector 2.3 Critical funding and response gaps are monitored, communicated and supported 2.4 Engaging others: appropriate urban assistance, cash and markets-based programming, area-based approaches	% of the total humanitarian funding received that is allocated to the Shelter Sector, disaggregated by region and crisis type	✘ 3.7%	5.7%	FTS
	# of advocacy statements/positions established and regularly updated	✔ 10	10	GSC website
	% of people assisted vs people targetted, disaggregated by region and crisis type	✔ 70%	70%	GSC website
EVIDENCE-BASED RESPONSE Shelter response informed by evidence, best practice and learning 3.1 Evidence available and used to inform planning, coordination and decision-making 3.2 Key shelter and settlement evidence gaps filled 3.3 Knowledge Management systems in place to capitalise on lessons learned as well as best practice in order to bring about change in sector policy and practice	% of cluster partners reporting that response strategies are "appropriate" based upon the existing evidence	✔ 79%	75%	Annual survey completed by stakeholders
	Summary of shelter lessons learned is regularly collected and disseminated	✔ >5	5	Global publications
	% of shelter cluster coordinators and partners reporting that they have access and use evidence, learning and best practice	✔ 99%	>90%	Annual survey completed by stakeholders
CAPACITY Shelter sector capacity to address ongoing and emerging challenges 4.1 Increased and localised shelter response capacity 4.2 Country workshops and HLP 4.3 Shelter responders apply cash and markets modalities appropriately 4.4 Analysis of sector future response needs & capacity	% of cluster coordination team members who feel prepared/have access to tools to address ongoing and emerging challenges	✔ 90%	80%	Annual survey completed by stakeholders
	# of people trained in key cluster coordination roles during the reporting period	✔ 82	80	Participants lists
	# of people trained in coordination trainings who are deployed in deputy/junior coordination roles to country-level clusters during the reporting period	✔ 11	10	Mission/deployment reports

LOOKING BACK: 2019-2022 TRENDS

Funding vs. People in need, people targeted, and people reached trends - 2019-2022

(Source: country-level factsheets, achievement reports, FTS)



Since the launch of the GSC strategy in 2018, funding levels have increased overall with the increase in the number of people in need (PiN) of shelter assistance, and higher funding requirements. However, the proportion of funding received overall has remained consistent, in relation to needs, and also in relation to other clusters. The PiN for shelter has almost doubled since 2019, from 38M people to 75M in 2022. In a similar trend, funding requirement also doubled, from US\$ 2.6B to US\$ 3.3B in 2022. Received funds almost doubled between 2019 and 2022, from US\$ 534M to over US\$ \$1B in 2022, with a sharp increase between 2021 and 2022 which can be linked to the 2022 Ukraine Emergency (in 2021, the sector received overall US\$ 575M). As a proportion of required funds, levels remained the same, at around 30% since 2019, except for 2021, when the sector received only 23% of required funds.

Meanwhile, the number of people targeted has remained similar since 2019, with a slight increase in 2021, which can be linked to the system-wide scale-up related to COVID-19. Increased absolute levels of funding over the years also allowed for a noticeable increase in the number of people reached since 2019. The number of people reached increased about 36% between 2019 (14 million people) and 2022 (19 million people).

Overall, although the number of people in need has continued to increase over the years, the number of people targeted and, in turn, reached, has not evolved in the same way. This is most likely a result of levels of funding which have also not seen major increases, with the exception of the Ukraine emergency. Nevertheless, the 36% increase in the number of people reached over the last five years is an achievement that can be linked to improved management of resources, prioritization at country-level responses based on evidence and lessons learned, and capacity building for more efficient and predictable responses.

CLUSTER LEAD AGENCIES



2022 SAG MEMBERS



DONOR CONSULTATION GROUP MEMBERS



Humanitarian Aid and Civil Protection



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Agency for Development and Cooperation SDC



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OTHER PARTNERS

