



Shelter Cluster Yemen
ShelterCluster.org
Coordinating Humanitarian Shelter

Shelter Cluster Monthly Meeting

16th October 2022

10:00 AM – 12:00 PM

1. Opening Remarks – 5 minutes
2. Review of Previous Meeting Action Points – 5 minutes
3. SC Capacity Development Strategy 2022-2024 – 5 minutes
4. The United Nations Central Emergency Response Fund Updates – 5 minutes
5. Humanitarian Needs Overview 2023 – 15 minutes
6. Cluster Coordination Performance Monitoring action plan review – 20 minutes
7. Shelter cash-based interventions lessons learned – 30 minutes
8. SC Technical Working Groups Update - 10 minutes
9. Operational Challenges – 15 minutes
10. AOB – 5 minutes

Review action points from previous meeting

No	Description of Action Point	By Whom	Update	Status
1	TWiG to develop the Shelter Solutions catalogue.	TWiG	Discussion still ongoing.	Ongoing
2	Partners to present in the next meeting how they implement cash for rent projects in order to update the Cash for Rental Subsidy guidance.	Partners	Presentations will be delivered in today's meeting.	Done
3	SCT to discuss in the next Cluster meeting the progress of the CCPM action plan.	SCT	A review will take place in today's meeting.	Done
4	Technical Working Group to update the Cluster in the next Cluster the progress of the discussions.	TWiG	An update will be provided by the TWiG Chair.	Done
5	SCT to discuss with the Cluster-led agency the status of the in-person meetings.	SCT	Gradual return to in-person meeting was agreed.	Done
6	SCT to present the capacity building plan in the next Cluster meeting.	SCT	A presentation will be delivered in today's meeting.	Done
7	SCT to share with partners the list of focal points for AAP, community engagement and gender.	SCT	Shared.	Done

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

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

The objectives are aimed at achieving the following:

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

Three-years plan

Year	Thematic Topics
2022	<ol style="list-style-type: none"> 1. Market assessment and defining implementation modality (cash, voucher, in-kind, etc.) 2. Needs assessment and beneficiary selection and targeting 3. Housing Land and Property in practice 4. Protection Mainstreaming 5. Information Management Training (incl. reporting)
2023	<ol style="list-style-type: none"> 6. Preparedness and emergency response 7. Physical site assessment and settlement planning 8. Durable shelter solutions 9. Post distribution monitoring 10. Housing Land and Property in practice 11. Gender-related vulnerabilities and inclusion 12. Information Management Refresher Training (incl. reporting)
2024	<ol style="list-style-type: none"> 13. Durable shelter solutions best practices, and lessons learned 14. Building Back Safe 15. Procurement, specifications, quality control incl. guidance on the tendering process 16. Distribution planning and implementation 17. Information Management Refresher Training (incl. reporting)

Activities:

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

Implementation modality:

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

Monitoring indicators:

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

Evaluation phases:

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

- CERF allocated \$20 million for Yemen.
- **HCT agreed to allocate \$4 million to UNHCR for the Shelter/NFI response.**
- **Governorates prioritized:** Taizz, Marib, Hajjah and Al Hudaydah
- **Activities prioritized** are:
 1. Preposition and Distribution of Contingency Non-Food Items /Shelter Cluster Common Pipeline
 2. Preposition and Distribution of Contingency Emergency Shelter /Shelter Cluster Common Pipeline
 3. Provision of shelter maintainance and upgrade
 4. Provision of transitional shelter
 5. Rehabilitation of houses

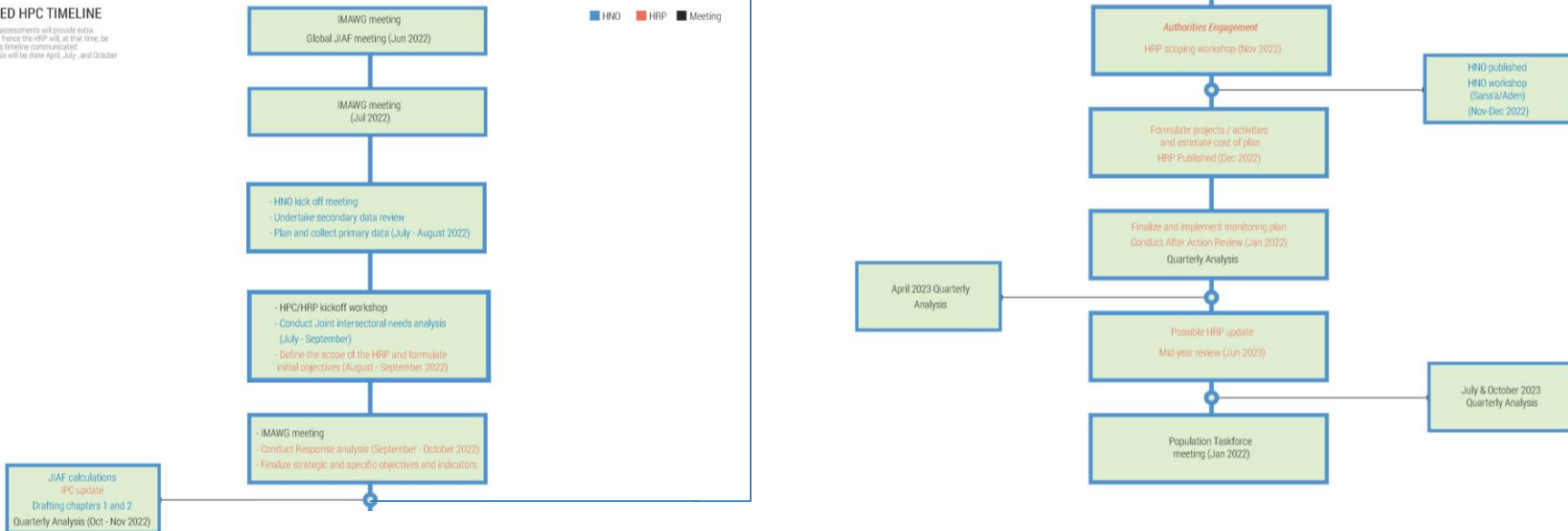
- HCT endorsed scenario 1: Proceed with the HNO process without the MCLA to meet the global timeline and use all available assessments and those would be available by the end of September.
- MCLA questionnaire revision initiated to be used next year.
- JIAF discussions are ongoing related to the scoping document linked to the HNO chapters 1 & 2 and JIAF indicators.
- SC is updating the HNO 2023 analysis methodology note.
- Clusters are expected submit the HNO analysis by 20 Oct (to be confirmed in tomorrow's ICCM meeting).

- Timeline

PROPOSED HPC TIMELINE

Future planned assessments will provide extra information and hence the HRP will, at that time, be updated and this timeline communicated. Quarterly analysis will be done April, July, and October every year.

■ HNO ■ HRP ■ Meeting



- Draft indicators and data sources

Consequence	Indicators	Weight	Source
Coping mechanism	1. Proportion of IDPs by the district over total population	10%	OCHA population dataset 2022
Physical and mental well-being	2. Percentage of populated areas highly susceptible to floods	10%	Shelter Cluster Flood Susceptibility Analysis (Supported by REACH)
Physical and mental well-being	3. Presence of extreme winter conditions 3a. Percentage of populated areas with winter nights equal or below 10°C 3b. Populated district areas with average high elevation	5%	Shelter Cluster Winterization Analysis 2022/2023
Living standards	4. Percentage of households with inadequate shelter	15%	UNHCR INAT/PMT 2022
Living standards	5. Percentage of houses partially damaged or destroyed ¹	15%	UNHCR INAT/PMT 2022, Protection Cluster CIMP Data 2018 – 2022, Shelter experts' discussions
Living standards	6. Percentage of households experiencing Housing Land and Property issues	10%	UNHCR INAT/PMT 2022, CCCM Cluster Site Report
Living standards	7. Percentage of households without sufficient quantity of non-food items	15%	UNHCR INAT/PMT 2022
Living standards	8. Percentage of households without access to shelter and NFI market	5%	MCLA 2021
Living standards	9- Percentage of household in need of rental subsidy	10%	UNHCR INAT/PMT 2022
Living standards	10- Percentage of women, girls, men, boys, and people with disabilities in overcrowded accommodation ²	5%	MCLA 2021
Living standards	11- Percentage of households with no access to livelihood	5%	UNHCR INAT/PMT 2022

Note: MCLA 2021 Data is used as a gap filler where data is available.

- Proposed Shelter/NFI indicators to be included in the JIAF:

Consequence	Indicators
Living standards	Percentage of households with inadequate shelter
Living standards	Percentage of houses partially damaged or destroyed
Living standards	Percentage of households without sufficient quantity of non-food items

1. Supporting service delivery

No	Description of Action Point	Timeframe agreed	By Whom	Status	Update
1	Follow-up on the authority approval on the revised rapid needs assessment form.	Q1-Q2	SCT	Ongoing	
2	Develop a beneficiary list template to capture key elements.	Q2	SCT	Done	
3	Establish a risk mapping to inform the response.	Q3	SCT & SAG	Pending	
4	Organize a discussion session on practical improvements to the needs assessments process and participation of relevant counterparts.	Q2	SCT & SAG	Ongoing	A training is planned on December 2022 and will include a discussion in this topic.
5	Develop a guideline on data sharing protocol and relevant tools.	Q2-Q3	SCT & SAG	Pending	
6	Develop guidance on how to tackle cross-checking beneficiaries lists among partners.	Q2-Q3	SCT & SAG	Pending	
7	Organize a discussion session on implementation modalities (cash/vouchers and in-kind) and a hybrid approach.	Q3	SCT	Ongoing	A training is planned on December 2022 and will include a discussion in this topic.

No	Description of Action Point	Timeframe agreed	By Whom	Status	Update
1	Update the distribution guideline (incl. community participation and protection mainstreaming) and follow up with partners to ensure compliance.	Q3	SCT & SAG	Pending	This will be part of the work of the NFI TWiG starting in Dec 2022 and ending by Feb 2023.
2	Develop a catalog of shelter solutions recommended in Yemen.	Q2-Q3	Shelter TWiG	Ongoing	The catalogue would be finalized by Feb 2023.
3	Establish shelter maintenance/upgrade kits.	Q2	Shelter TWiG	Pending	The discussion will be planned by the Shelter TWiG on Feb 2023.
4	Develop a guideline on Shelter Rehabilitation and Reconstruction.	Q3	Shelter TWiG	Ongoing	A draft is under review of the SAG and will be finalized this week.
5	Review the NFI kit composition and specifications.	Q2	NFI TWiG	Pending	This will be part of the work of the NFI TWiG starting in Dec 2022 and ending by Feb 2023.
6	Review the Shelter Cluster membership tool and criteria for enrollment new members in either active or info. mailing list.	Q2	SCT	Pending	This will be reviewed on Nov 2022 and would be effective on Jan 2023.

2. Informing HC/HCT strategic decision-making

No	Description of Action Point	Timeframe agreed	By Whom	Status	Update
1	Establish an emergency mechanism and guidance to ensure timely reporting and actual response to emerging emergencies.	Q2-Q3	SCT & SAG	Done	
2	Develop specific messaging for the HC/HCT.	Q2-Q4	SCT & SAG	Done	Some advocacy was made around winterization support, SC common pipeline,
3	Develop an in-depth gap analysis.	Q2-Q3	SCT	Done	
4	Promote the shift from emergency to durable shelter solutions	N/A	SCT	Ongoing	Reflected in the SC multi-year strategy and a video would be developed to support advocacy.

3. Planning and implementing cluster strategies

No	Description of Action Point	Timeframe agreed	By Whom	Status	Update
1	Finalize the Shelter Cluster strategy for 2022-2024	Q2	SCT	Done	
2	Develop a summary of the winterization strategy before the beginning of the winter season	Q3	SCT	Done	

4. Monitoring and evaluating performance

No	Description of Action Point	Timeframe agreed	By Whom	Status	Update
1	Present lessons learned or best practices, especially during the cluster meetings.	Q1-Q4	Partners	Ongoing	Several presentations were delivered during the cluster meetings including in today's meeting.
2	Organize a dedicated discussion on areas of improvement to the cluster 5W system, shift to site-level reporting, and review & priorities data requested.	Q1-Q2 & Q4	SCT	Ongoing	SC IMWG held several meetings and addressed areas to be strengthened in reporting.
3	Strengthen reporting and coordination of planned interventions.	Q1-Q4	Partners	Done	Follow-up with partners is taking place regularly, reporting shifted to site level, coordination structure strengthened.
4	Strengthen post-distribution monitoring tools and analysis to inform planning and strategy development.	Q3	SCT	Pending	This point is planned to be discussed in the Shelter and NFI TWiGs.

5. Building national capacity in preparedness and contingency planning

No	Description of Action Point	Timeframe agreed	By Whom	Status	Update
1	Update the Shelter Cluster Contingency Plan for 2022.	Q1-Q2	SCT & SAG	Done	
2	Organize an IM training including Activity Info.	Q2 & Q4	SCT	Done	
3	Develop an interactive dashboard to present Shelter/NFI stock levels, both regular and contingency.	Q2	SCT	Done	
4	Provide regular updates about the Shelter Cluster Common Pipeline through a monthly dashboard.	Q1-Q4	SCT	Done	
5	Update the Shelter Cluster Common Pipeline SOP and tools & develop a one-pager to explain the benefit of the pipeline.	Q2-Q3	SCT	Pending	
6	Develop a capacity-building plan and follow up on its implementation.	Q2	SCT	Done	
7	Explore the establishment of new warehouses for the Shelter Cluster Common Pipeline in strategic locations.	Q2-Q4	SCT & SAG	Pending	

6. Supporting robust advocacy

No	Description of Action Point	Timeframe agreed	By Whom	Status	Update
1	Advocate with donors for funding the Shelter Cluster Common Pipeline, including warehousing, transportation, and distribution expenses.	Q1-Q4	SCT & Pipeline Partners	Done	
2	Undertake advocacy on behalf of Cluster in specific issues affecting the Shelter/NFI response, including HLP, fire incidents, fuel shortages, and access constraints.	Q1-Q4	SCT	Done	
3	Periodically share key advocacy messages with the HC/RC and HCT, e.g., on human resource gaps in the coordination team, funding, and other barriers to an effective response.	Q1-Q4	SCT	Done	
4	Organize donor outreach missions to advocate for Shelter/NFI priorities.	Q2-Q4	SCT & SAG	Pending	
5	Explore opportunities to organize a dedicated donor conference potentially in Amman.	Q3	SCT & SAG	Pending	
6	Strengthen the visibility of the Shelter Cluster Common Pipeline.	Q1-Q4	SCT	Ongoing	

7. Promoting accountability to affected populations

No	Description of Action Point	Timeframe agreed	By Whom	Status	Update
1	Strengthen partners' capacity in the accountabilities to the affected population, including the complaints and feedback mechanism.	Q3	SCT	Done	AAP focal point was assigned to support the partners. Some partners were nominated to attend AAP training programmes. Key considerations were reflected in the SC strategy and capacity development strategy.
2	Finalize the gender and GBV focal points workplan and support the GGFPs to put it in action.	Q2	GGFPs	Done	

Cash for rent

Ma'rib

Objective, Duration, Target and Value:

Intervention Objective:

The cash was distributed with the objective of providing secure rentals without risk of eviction, and to ensure access to shelter in non-camp settings for most vulnerable IDPs.

Target:

A number of **235 HHs** of the Unemployed, Female-headed households, physical disabilities and elderly who have been selected according to the shelter cluster selection criteria.



Cash for rent
activity duration

Value:

100\$/HH/Month with an average value of (approx. 103,960 YEM RY).



Best Practices:

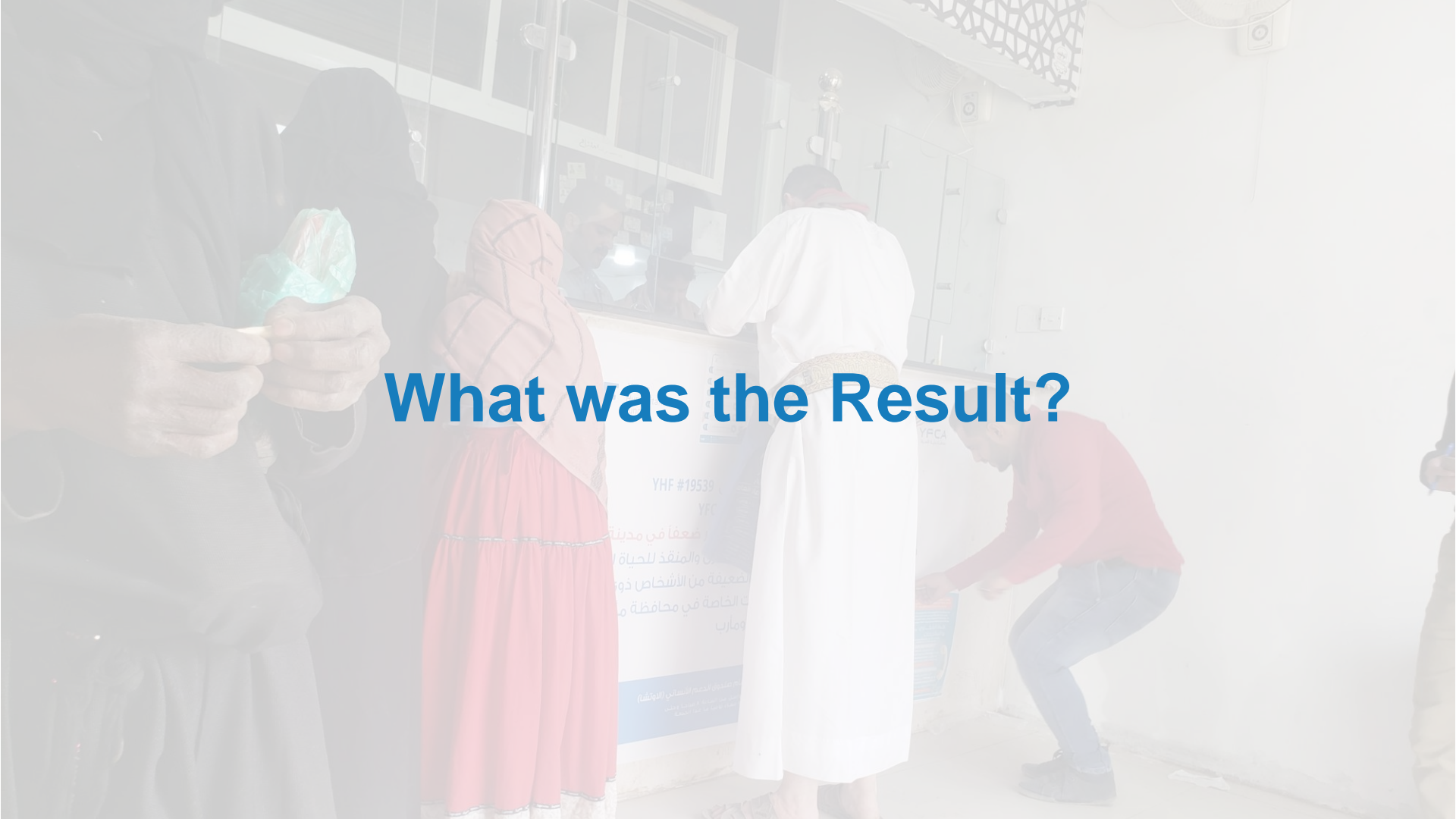
- Rental market assessment was conducted during the preparedness phase to check the feasibility of implementing the CFR assistance, prior to the launch of a full assessment.
- The standard NA tool was developed to support more specific BNFs selection & proper identification for the rental needs.
- To maximize the potential benefit of CFR, community ownership & participation was ensured in an effective & accountable manner.
- Prior to cash distribution, BNFs were required to sign a bilateral agreement with YFCA, detailing the conditions of the assistance, including the provision of monthly payments, and the ceasing of payments if beneficiaries do not adhere to the requirements of the assistance or misuse funds.
- Ensure appropriate financial tracking process through documenting actual and full cash flow after each distribution cycle.
- Post-distribution monitoring was conducted after each distribution cycle.
- Two channels were used to deliver the cash for rent assistance (bank cash transfers & mobile teams).
- Smooth exit strategy was applied by handing over all deliverables to the relevant stakeholders, closing out documentation and related contracts, and sharing findings.

■ Conditionality/ Restriction

Cash for rent assistance modality used is conditional but not restricted.



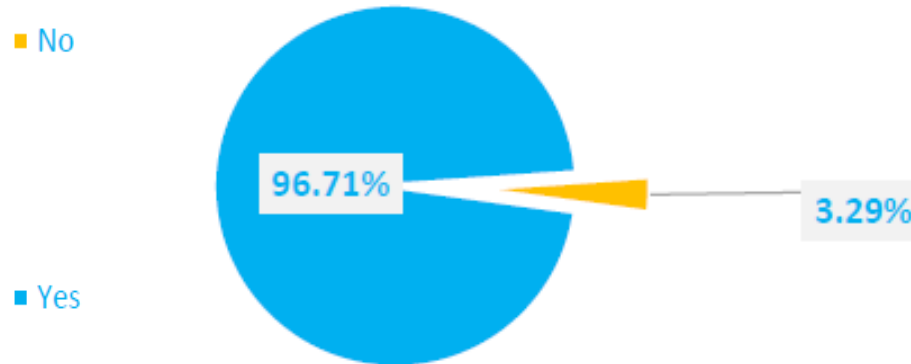
What was the Result?



Sufficiency of the CASH provided

As shown below, the majority of the targeted beneficiaries indicated that the allocated amount was sufficient to cover the intended purpose of the intervention.

Money Paid for Assistance



Use of the CASH

spent money Utilization	Rate
Pay Rent	38.82%
Rent &Purchase Food	33.55%
Purchase Food &Rent	5.92%
Rent, Purchase Food & Pay Back Loan	4.61%
Rent Pay for Healthcare and/or Medicines	2.63%
Rent &Pay Back Loan	1.97%
Rent, Purchase Food& Savings	1.97%
Purchase Food, Rent & Pay Back Loan	1.32%
Rent, Purchase Food & Purchase Qat	1.32%
Rent, Purchase Food &Repair the House	1.32%
Pay Back Loan& Rent	0.66%
Pay Back Loan Rent & Purchase Food	0.66%
Purchase Food & Pay Back Loan	0.66%
Purchase Food, Pay Back Loan & Repair the House	0.66%
Purchase Food &Pay for Healthcare And/or Medicines	0.66%
Purchase Food, Rent & Purchase Household Items (Blankets, Beds, Etc.)	0.66%
Rent, Purchase Food, Repair the House & Pay Back Loan	0.66%
Rent, Purchase Household Items (Blankets, Beds, Etc.)	0.66%
Rent & Transport	0.66%
Rent Savings	0.66%
Total	100.03%

Lessons Learned & Recommendations

- Segregation of duties across different team members/departments.
- Coordination between agencies is needed to ensure the standardization of assistance provided.
- Conditional and unrestricted cash transfer projects allow recipients to choose what they most need and allow for this to vary from person to person. This empowers recipients to take responsibility for their own recovery in a dignified manner. Cash assistance is shown to often be the most preferred modality by recipients.
- To overcome the prices inflation risks, agencies must ensure a proper market assessment is completed, before starting any cash-based assistance projects, and carry out regular market monitoring (price monitoring) across the project cycle.
- Implementing agencies are advised to develop cash for rent assessment & Post-Distribution Monitoring tools to enhance the efficiency & monitor the work and outcomes.
- It is recommended that agencies conduct monthly monitoring to ensure that tenants are still living in the accommodation and there is no increase in rent.
- If vulnerable households have not accumulated savings after the end of assistance and will continue to struggle to pay rent, agencies are advised to refer such cases to other implementing partners; this would ensure follow-up and protect households from eviction and resulting protection issues.
- It is recommended that assistance is not provided for longer than 10-12 months as prolonged assistance will start to impact local rental costs in the host community and creating dependency on humanitarian aid.



Cash for Shelter and NFI – lesson learned

16 Oct 2022



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What is the cash for Shelter/NFI?

It is restricted and conditional cash assistance designated for a particular use or to buy a specific item, different from the Multipurpose cash grants, which are regular or one-off cash transfers to cover a family's needs for food, shelter, education, health...etc.

Conditional means; must be earned through specific activities, such as procuring the shelter rehabilitation materials and fixing them.

How is this project implemented?



How?

1. Before the team identifies the amount of money that should be distributed to each BNF, a market assessment needs to be conducted to ensure the materials and prices exist.
2. Before signing the beneficiary declaration form (a contract where all terms are highlighted in Arabic), comprehensive awareness sessions were conducted to ensure all BNFs understood the project objective, the installments, the process...etc.

How?

The implementations stages are as below:

- Registration Process in the IDPs site for the targeted BNFs
- Assess damage in the shelter during registration of each BNF.
- Sign a declaration form between IOM and the targeted BNFs,
- Sign Annex A, which details the project and all suggested materials for rehabilitation.

How?

The total amount for an assistant was 250\$ - and what is equivalent in YER during the implementation and it was divided into three phases as follows:

- Signing the agreement (BDF) and receiving the first installment.
- Complete purchasing all materials designated for the rehabilitation and maintenance of the shelter and then receive the second installment.
- Completion of the rehabilitation and maintenance of the shelter and then receiving the final installment.
- After distributing the first round of cash assistance, we assign an engineer to the site to follow up the rehabilitation process for the rest of the project and provide technical guidance.



What do we learn so far?

1. One of the main issues was the distance and the need for transportation to reach cash withdrawal points (banks), especially for families living in Al-Wadi IDP sites. The mobile bank was used for cash distribution for households living far from banks and who could not afford transportation fees. One of the most critical issues informed by PDM findings was the need for increased technical guidance and support; many IDP families shared this during the PDM exercises.

What do we learn so far?

2. Increase the cash amount paid for BNF, and this one, we managed it by providing the average market exchange rate rather than the UN fixed exchange rate.
3. We also learned how important it is to include female BNFs in this intervention by giving cash for NFI and increasing the FGD to include more female BNF groups.



Q&A
THANK YOU

TWIG Name	Updates
Shelter TWiG	<ul style="list-style-type: none">✓ House rehabilitation guide has been drafted and under the SAG review.✓ The WG is currently reviewing emergency shelter solutions.
Rental Support TWiG	<ul style="list-style-type: none">✓ The WG established and 9 members were selected out of 19 applications.✓ A first discussion taken place to record challenges and recommendations to help update the rental support guide and tools.
NFI TWiG	<ul style="list-style-type: none">✓ Planned to be reactivated on Dec 2022.

Open discussion

Thank You

More Info.:

<https://www.sheltercluster.org/response/yemen>

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