

Status :DRAFT-For review

Strategy Status	Version	Status	Effective date	Next revision
	3	Draft	March 2021	December 2022

Shelter Cluster Structure

Response Name	Cameroon NWSW crisis
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Strategy Advisory Group (SAG)-Agencies	IOM, Plan International, CRS, INTERSOS, DRC, SHUMAS, LUKMEF, COMINSUD, FGI
Cluster Partners members	INTEROS, IRC, IRUWAGO, IYEC, JEPF, LUKMEF, MERHRAF, NRC, PAIDWA, PEP Africa, PLAN International, Reach Out, UAC, UNHCR, DRC, CRS, IOM, SHUMAS, COMINSUD, CUAPDEC, FGI, COHESODEC, IVFCAM, SUDAHSER, HEDECS
Relevant Technical Working Group (TWIGs)	TWiG n°1: Shelter/NFIs Kits Technical Working Group for the harmonisation of NFI kits contents with COVID-19. Participants: DRC, IRC, NRC, Plan International, UNHCR, IOM, WASH Cluster. TWiG n°2: Information management tools Ad hoc meetings Technical Working Group on information management tools to build the reporting (4W) and assessments capacity of partners. Participation is open to all members

Shelter Cluster Strategy

Situation	<p>The Shelter/NFIs Cluster has been active since 2018 for the North West South West regions of Cameroon together with 7 other clusters to support the response to the ongoing crisis in both regions. The cluster in NWSW is led by UNHCR. The Cluster has 25 members who participate in Cluster meetings. Over the past 6 months, only 10 members have implemented and conducted needs assessments exercises and delivered emergency shelter assistance and/or Non-Food Items (NFIs) in 13 divisions of NWSW. At the national level, the Cluster is also led by UNHCR and NRC is acting as co-facilitator of cluster until the process of selection co-chair is finalized. The situation in the North West South West regions has steadily declined in the third quarter of 2020 with an upsurge in attacks against civilians. Non-State Armed Groups (NSAGs) have increased the use of improvised explosive devices (IEDs). The number of people affected by the crisis in the Northwest and Southwest significantly increased in 2021. This increment in displacement can be explained by several factors that include continued deterioration of the security situation which also contributes to increase humanitarian needs. While at the end of 2018, 530,000 people were reported displaced</p>
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due to the crisis, the needs assessments conducted in 2019 indicated the displacement of more than 720,000 people, a 30% increase.

The COVID-19 outbreak is making it challenging to provide humanitarian assistance to the affected population. However, the cluster has developed a shelter response plan that ensures that assistance provided adheres to COVID-19 prevention measures

According to several sectoral and inter-sectoral assessments, shelter and NFIs are among the priority needs expressed by displaced people. Security hinders timely humanitarian intervention especially accessing IDP sites in the bush. Under these harsh and unpredictable conditions, movements are often temporally and the displaced return to their homes once the security situations seems to allow.

According to the latest multi-sectoral needs assessment (MSNA) of August 2020, 44.5% of IDPs are children, 52% of IDPs are women and some 785,000 people affected by protracted population movements have shelter and NFI needs. An estimate of 93 % of the returnees had their houses partially damaged. IDPs reportedly having lost their shelter, household items and sources of livelihood. The IDPs situation in North West South West regions has 45% (Appx 353,250 persons), seeking refugee the host families with another 21 % (Appx 164,850 persons), are self-settled. There are some 20 % (Appx 157,000 persons), are renting, with another 14% (Appx 109,900 persons), living in makeshift shelters, of which 21% are in good condition.

These IDPs who found refuge in collective centres are facing evictions in the medium term, in most of the localities due to an inability to pay rent or because collective facilities are resuming their original function like churches and schools. These IDPs are forced to move again and settle in bushes where they are exposed to weather including , rain, vector-borne diseases, etc IDPs who have settled in spontaneous sites often face fires that destroy their shelters and may also be at risk of eviction. These displaced people therefore need to renew their tarps (every six months) as well as some other elements of the emergency shelter. Those who are displaced for an extended period need their essential household items replaced and returnees need return support. The main challenge to access NFI items are that they are too expensive.

Since October 2020 some critical construction material for shelter have been banned by the local the authorities in the North-West and South-West regions due to speculation that the constructions materials may be used as weapons by armed groups, and this situation delayed some intervention in the shelter sectors which in turn delayed provision of humanitarian aids .

In November 2020, the Shelter Cluster members participated in updating the Shelter portion of the Revised Cameroon Humanitarian Response Plan (HRP) 2020 as well as the determination of People In Need, the targeted population, region and sub-region with most humanitarian needs and Cluster activities, objectives, indicators and costing.

	<p>This Strategy identifies the key issues and humanitarian needs in the areas of shelter, Non-Food Items (NFIs) for internally displaced people and other conflict-affected populations in NNSW.</p>
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Population groups

The Shelter/NFI strategy is mainly targeting IDPs as they are identified as being the most exposed to both environmental and man-made hazards, but attention is also given to the most vulnerable host families as well as non-displaced or IDPs who might have returned to their place of origin, anticipating for mid to long-term solutions. Six population groups have been identified for both displaced and non-displaced.

(Displaced) Population self-settled in rural areas are either living in makeshift shelters or sharing very basic agricultural facilities with other families, like cocoa ovens, which only provide them with a common roof. Sanitation facilities are totally absent, most IDPs lack proper waterproof coverage and they have very few to no basic household items, as most escaped their home without anything. It is important to note that SW and NW regions have different rural environment, the SW being covered with tropical forest while the NW has a savanna-like flora. The climate is also seemingly colder in the NW. Moreover, some families are prone to multiple displacement following security constraints, fear of arrests and ongoing conflicts.

(Displaced) Population in host families mostly live in overcrowded and cramped situation. Due to socio-economic and cultural differences in the NW and the SW, it is important to note that the shelter conditions are different in both regions. According to local partners, the IDPs hosted in the NW region seem to be in better conditions than the ones in the SW, Littoral and West, as traditional houses are bigger in the NW than in the later where 8 to 10 members share the same room. The sanitation facilities seem overstretched for this population group due to the general overcrowding and NFI needs are as acute as for the first population group for the same reason.

(Displaced) Population renting accommodations are at risk of eviction due to lack of formal contracts (as traditionally they only have informal agreements) and the fact that often they have to pay upfront the rent for the full period of time they can afford (3, 6 to 12 month). There have been reported evictions, rise in rent and people forced to leave when their resources are depleted as they are unable to pay anymore. Most shelter conditions are under the minimum standards, as houses or rooms are shared between several families with some shelter hosting up to 23 persons making it tough, to cope with the economic constraints. Sanitation facilities and NFI needs are the same as above for the same reasons.

The Multi Sectorial Needs Assessment is still ongoing in NWSW to understand better the situation of the population which include, the collection, updating and analysis of data pertaining (needs capacities, resources) and general socio-economic condition in all location in NWSW. According to the limited information available, to the assessments conducted, the displaced population in the two regions is currently distributed as below:

In the NWSW regions: (the information is limited, thus roughly estimated during the last MSNA)

- 45% is living in hosting families
- 21% is self-settled in rural areas,
- 20% is renting accommodations.
- 14% is makeshift shelters.

<p>Risk and challenges/constraint</p>	<p>Given the overall situation in NWSW, programming is difficult due to the uncertainty; the shelter response has to take into consideration the following constraints identified and highlighted by the shelter cluster partners:</p> <p>Funding Funds to scale-up shelter/NFI response in NWSW</p> <p>Access to the affected population</p> <ul style="list-style-type: none"> • Security constraints, many control points mounted by the military and the many roadblocks of the non-state armed groups combined with deteriorating road infrastructure will require flexibility in delivery schedules • IDPs multiple displacements (“loss” of key informants) • Fear of identification of the IDPs • Loss of identification documents <p>Limited information</p> <ul style="list-style-type: none"> • Number of displaced population and disaggregated data • Places where the people are going to and coming from • Level of destruction of their houses and villages • Shelter and NFIs specific needs of different groups • Resources of people and resilience capacity • House, Land and Property (HLP) and actual renting conditions <p>Fluid and unpredictable situation</p> <ul style="list-style-type: none"> • Difficulties to foresee the crisis evolution, therefore, to imagine future scenarios and plan for long-term interventions 																		
<p>Country strategic response plan (SRP) Objectives</p>	<p>HRP/2021 strategic objective under which the cluster objectives fall</p> <p>Objective 1: Reduce mortality and morbidity of 1.5 million people affected by crisis</p> <p>Specific objective 1.1: 1.5 million vulnerable people affected by crisis benefit from immediate minimum food, nutrition, WASH shelter and lifesaving health services by the end of 2021</p>																		
<p>Cluster Objectives</p>	<p>Cluster Objective 1: The most vulnerable displaced populations and host families are reached with timely and appropriate life-sustaining emergency shelter support.</p> <table border="1" data-bbox="587 1317 1385 1417"> <thead> <tr> <th>Activity</th> <th>Indicators</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Distribution of emergency shelter kits</td> <td># of HH assisted with emergency shelter kits</td> <td>69,265</td> </tr> </tbody> </table> <p>Cluster Objective 2: The most vulnerable displaced populations are reached with rental subsidies.</p> <table border="1" data-bbox="587 1518 1385 1686"> <thead> <tr> <th>Activity</th> <th>Indicators</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Distribution of cash assistance as rental subsidies</td> <td># of HH assisted with cash assistance for rental subsidies</td> <td>15,200</td> </tr> </tbody> </table> <p>Cluster Objective 3: The most vulnerable displaced population and host families are reached with timely appropriate life-sustaining transitional shelter support.</p> <table border="1" data-bbox="587 1809 1385 1935"> <thead> <tr> <th>Activity</th> <th>Indicators</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Construction of Transitional shelter</td> <td># of HH to be assisted with transitional shelter</td> <td>13,847</td> </tr> </tbody> </table>	Activity	Indicators	Target	Distribution of emergency shelter kits	# of HH assisted with emergency shelter kits	69,265	Activity	Indicators	Target	Distribution of cash assistance as rental subsidies	# of HH assisted with cash assistance for rental subsidies	15,200	Activity	Indicators	Target	Construction of Transitional shelter	# of HH to be assisted with transitional shelter	13,847
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	<p>Cluster Objective 4: The most vulnerable displaced populations and host families are reached with timely and appropriate life-sustaining Core Relief Items (CRIs).</p> <table border="1" data-bbox="587 322 1388 423"> <thead> <tr> <th data-bbox="587 322 922 356">Activity</th> <th data-bbox="924 322 1203 356">Indicators</th> <th data-bbox="1204 322 1388 356">Target</th> </tr> </thead> <tbody> <tr> <td data-bbox="587 358 922 423">Distribution of Core Relief Items</td> <td data-bbox="924 358 1203 423"># of HH assisted with Core Relief Items</td> <td data-bbox="1204 358 1388 423">69,265</td> </tr> </tbody> </table>	Activity	Indicators	Target	Distribution of Core Relief Items	# of HH assisted with Core Relief Items	69,265
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Principles guiding/ Key issues	<p>Safety and dignity. The Shelter Cluster shall identify the physical and psychological threats populations can face in accessing services related to shelter and NFI distribution and act to prevent, minimize, or mitigate their negative effects. All interventions need to carefully consider avoiding them causing further harm to the beneficiaries (Do no harm). All projects will be respectful of cultural and religious practices and implemented with the highest regard towards the target populations’ privacy.</p> <p>Vulnerability criteria (such as women and children headed households, families with sick, disabled members, pregnant or elderly members, etc.) must be agreed on by all cluster partners and harmonized between clusters to ensure a coherent shelter/NFIs response. Persons with disabilities will also be targeted and gender aspect, will be considered in the project actualization.</p> <p>Protection mainstreaming will be ensured in all Shelter and NFI interventions. Shelter/NFI interventions must be designed with the principle of “do no harm” and with a protection lens. Partners are encouraged to engage in protection capacity building training offered by the protection cluster and report any protection concern they encounter in delivering shelter and NFI support.</p> <p>Gender considerations: The Cluster will ensure that its activities are informed by a gender perspective and pay attention to the goal of gender equality. Cluster is committed to equal participation of men and women, ensuring for instance that all assessments have female assessors, and the full participation of women and girls from the affected populations. Also, consideration will be made to the location of shelter projects vis-à-vis their distance from water sources; the location of kitchen and latrines and in general, all efforts will be made to preserve the privacy and safety of women, men, girls and boys. The cluster will promote women’s active participation to ensure community ownership and gender inclusion.</p> <p>Context-specific response. In light of the various population groups, sheltering solutions and different needs, shelter or NFIs interventions must be tailored to be need- based and context-specific. The needs of local host communities accommodating IDPs in their homes also need to be factored into the humanitarian response.</p> <p>Capacity building on NFI distributions and Shelter activities. Considering their limited experience in Cash Based Intervention related NFI distributions and shelter activities, local partners have raised the need for capacity building in that field. The shelter/NFI cluster together with experienced agencies will engage in building the capacity of local partners</p> <p>Contingency planning. Partners must engage in contingency planning as needed.</p>						
Advocacy message	<p>Advocacy for banned items within the shelter kits in North West. Given that since October 2020, humanitarian actors implementing Shelter and Agriculture programmes were prohibited from distributing their kits in the North West Region due to MINAT circular which banned some metal-based items such machetes, axes and stell bars. The shelter</p>						

	<p>cluster in collaboration with OCHA will continue advocating to authorities to support vulnerable affected IDP with shelter assistance</p> <p>Advocacy for Cash Based Interventions (CBI). Considering that some shelter kits have been banned and there is need to replace them with Cash or Voucher, CBI seems to be a suitable and wishful modality. The Shelter Cluster with its partners must find ways to advocate for and propose CBI interventions in alternative to direct cash distribution, such as vouchers for NFI, shelter materials, tools or rent support, in order to engage dialogue with the authorities on the matter. Furthermore, with the outbreak of the COVID-19 pandemic, cash was identified as the most appropriate and feasible modality in urban and peri-urban areas where security conditions are better than in rural and remote areas, markets are functional, finance and information and communications technology (ICT) infrastructure are available and better developed</p> <p>Advocacy messages on House, Land and Property (HLP). Partners are encouraged to engage in advocacy interventions to protect the rights of IDPs renting accommodations and avoid their evictions, such as negotiating with the landlords to improve rent conditions and secure their tenure. The HLP situation and constraints (ownership, legal documentation, etc.) must be taken into account for all shelter activities undertaken especially when building, even temporary structures</p> <p>Advocacy messages on access. Access to the affected population is a significant constraint for humanitarian actors including shelter/NFI partners. Advocacy for improved, safe, and regular access must be ensured at all levels and supported by all actors, especially considering hard to reach areas.</p>
Assessment	<p>Assessments currently done:</p> <ol style="list-style-type: none"> 1. MIRA (Multi-Sector Initial Rapid Assessment): <ul style="list-style-type: none"> • April 2018: NWSW regions • October 2018: Littoral and West regions 2. MSNA 2019 was carried out in August 2019. Lead agency IOM in partnership with OCHA 3. MSNA 2020 was carried out in August 2020. Lead agency IOM in partnership with OCHA 4. MSNA 2021 was carried out in February. Lead agency IOM in partnership with OCHA 5. Shelter cluster partners' assessments: <ul style="list-style-type: none"> • IRC: 3 October 2018: SW needs assessment • NRC: Baseline assessment, October 2020, January 2021 in NWSW regions <p>Assessments Planned:</p> <ul style="list-style-type: none"> • Tentatively planned MSNA for July 2021. Lead agency IOM in partnership with OCHA • Shelter cluster specific assessment on light shelter cluster
Coordination and cluster representation	<p>The Cluster will uphold the principle of partnership and will continue to strengthen collaboration with local authorities, NGOs and community-based structures to ensure their inclusion in the response, particularly in reaching out to inaccessible areas. Coordination will be enhanced with non-Cluster actors to respond to gaps and avoid duplication. UNHCR is the Cluster Coordinator and to strengthen coordination, the Cluster will</p>

	<p>have focal partners in each region to ensure coordination and avoid the duplication of activities, as well as to respond to identified gaps. This document will be updated regularly, based on the situation and coordination will further be strengthened as follows:</p> <ul style="list-style-type: none"> • Monthly meetings in Bamenda-NW region and in Buea SW region • Formation of small working groups to deal with particular topics or issues such as the Cluster Technical Working Group, Strategic Advisory Group which will be responsible for providing technical recommendations to the Cluster. • Information management system to collect and share data, including the mapping of Who/What/Where/ (5Ws). • Bi-literal meetings with other Clusters and local authorities for coordination. • Continue strong contacts and coordination with the Executive Units and local authorities in all locations. • Joint assessments, implementation monitoring and reporting. • Capacity development of Cluster partners and local authorities through trainings and partnerships.
<p>Monitoring and evaluation</p>	<p>Monitoring of activities will be carried out by individual agencies and in close coordination with the cluster to ensure that they meet project objectives as well as contribute to the overall Cluster objectives. Each project will include indicators and a monitoring plan. The Cluster Coordinator will also organize joint monitoring missions and provide corrective technical and policy guidance as necessary.</p> <p>Monitoring the effectiveness of the Shelter, and NFIs response will require adequate field presence with the inclusion of all stakeholders to ensure inclusive and equitable distribution, provide guidance and undertake visual inspections of projects. The Cluster established a monthly reporting system to update information on the progress of planned activities, which serves to monitor the Cluster objectives against agreed timelines. The Cluster is planning to undertake post distribution monitoring (PDM) exercises to evaluate the impact of Cluster responses.</p> <p>Shelter/NFIs Cluster activities will be planned and undertaken within the framework of the following instruments, policies and tools:</p> <ul style="list-style-type: none"> • International Human Rights Law • International Humanitarian Law • Guiding Principles on Internal Displacement • Sphere Project Humanitarian Charter and Minimum Standards • Cluster Strategy and Workplan • Handbook for the Protection of IDPs - Global Protection Cluster Working Group • NWSW standard households' items, emergency shelter kit and tools for IDPs.

Target Group		Estimated total Caseload	Emergency Activities		Discovery Activities		Target Assumption/Notes
			Target HH	Approved activities and standards	Target HH	Intervention to be defined after June 2021	
IDP	HH self-settled in rural areas	109,737 (PIN 95%)	80%	INT1: NFIs Kits		NA	If people undergo multiple displacements, they might need repeated distributions
		92,410 (PIN 80%)	60%	INT2 Shelter Kits (Light Kits +Cash)		NA	For IDPs prone to multiple displacements
			60%	INT3: Shelter kits (Standards Kits)		NA	For IDPs in stable environment
			20%	INT4: Assessment (Condition assessment +HLP related assessment)	<#>	Transitional shelter kits and rehabilitation of shelters	For IDPs in stable environment, if they remain after the emergency period, transitional solutions have to defined and/or considered once there is more information available
	HH living with host families in both rural and urban areas	109,737 (PIN 95%)	60%	INT1:NFIs Kits	<#>	NA	For IDPs in both rural and urban areas
		92,410 (PIN 80%)	50%	INT2: Shelter Kits	<#>	Mid-term solutions to improve the general living conditions	Only for host families in rural areas. Kits should provide enough flexibility for various improvement possibilities (extensions, etc.). Extensions, WASH facilities, kitchen, etc
			20%	INT4: Assessment (Condition assessment)	<#>	Assessments can be carried on if needed	Assessments of the conditions will inform midterm intervention
			-	NA	<#>	Support for renting through CBI.	Advocacy and exploration of CBI. Plan CBI such as vouchers as soon as the modality is accepted, as an alternative to host families
	HH in rented accommodations in urban and semi-urban areas	23,103 (PIN 20%)	15%	INT1: NFIs Kits	<#>	NA	
			10%	INT5: Advocacy and HLP related intervention	<#>	Advocacy and HLP related interventions	Improving renting conditions and avoiding evictions
			-	NA	<#>	Support for renting through CBI.	Advocacy and exploration of CBI. Plan CBI such as vouchers as soon as modality is accepted. We might need to assess the conditions of houses and review interventions accordingly
	Sub Total	<#>					
	ND				INT1:NFIs Kits		NA

Host families in need of assistance	42,032 (PIN20%)	10%	INT4: Assessment (Condition assessment)	Mid-term solutions to improve the general living conditions	Assessments of the conditions will inform midterm interventions Extensions, wash facilities, kitchen, etc
SubTotal	<#>				
TOTAL Caseload	<#>				

Technical Standards and Intervention types

INT#	Intervention Names	Description/Specification
INT 1	NFIs Kit (or core relief items kit)	<ul style="list-style-type: none"> All groups of IDPs as well as the most vulnerable host families are eligible for the NFIs Kit. The NFIs kit is composed of a sleeping set, a kitchen set and a cleaning set. The exact composition of the NFIs Kit is defined in the annexes in the Technical Guidance for NFIs Kit.
INT2	Shelter Kits	<p>The type of Shelter Kit distributed will depend on the IDP and regions:</p> <ul style="list-style-type: none"> The Light Shelter Kit: will be distributed to for IDPs informally self-settled in rural environment and prone to multiple displacements or light shelter kits can be combined with cash where local authorities banned some items within the shelter kits e.g construction tools The Standard Shelter Kit: will be distributed to IDPs informally self-settled in rural areas in stable environments, IDPs in host families in rural areas and people with partially damaged houses. Other kits might be defined on a later stage such as Transitional Shelter Kit for HH informally self-settled in rural areas but in stable environment. The exact composition of the Shelter Kits is defined in the annexes in the Technical Guidance for Shelter Kits
INT3	Assessment	<p>Assessments are of three types according to the sheltering situation:</p> <ul style="list-style-type: none"> Condition assessment: Assessment on the condition of the houses or apartments of families hosting IDPS in both rural and urban areas and evaluation of the feasibility of possible improvements of particular living conditions such as wash facilities, kitchen, extensions, etc. Also applies to informally self-settled IDPs in stable environments to inform mid-term solutions. Damage assessment: technical assessment for partially damage houses to identify the level of damage and inform possible rehabilitation works. HLP-related assessment: to understand HLP conditions of renting accommodations and ownership for partially and fully damaged houses in view of more durable solutions and should be carried out protection cluster and relevant authorities.
INT 4	Advocacy and HLPrelated interventions	<ul style="list-style-type: none"> Advocacy and HLP-related intervention will consider the renting situation and focus on improving renting conditions (reducing/regulating rent) and avoiding evictions. <p>Note: on the mid/long-term, when considering repair and reconstruction of private houses, interventions will support/check ownership-related issues such as lack or loss of ownership documentation.</p>

Inter-cluster Issue

Cluster	Lead-Agency	Comments
Coordination	OCHA	SitReps, shelter advocacy, FA, SRP, intercluster coordination, advocacy with Government
CCCM	Not activated	-
Early Recovery	Not activated	Early recovery sector active at Yaoundé level. In the mid-term address housing and building codes issues.
Education	UNICEF	-
Telecom	Not activated	-
Food security	WFP/FAO	Distribution of food. Information on beneficiary groups and vulnerabilities
Health	WHO	Incidence of disease that can be avoided by provision of appropriate shelter and NFI, HIV/AIDs and shelter guidance on integration of COVID-19 prevention measures in shelter responses
Logistics	WFP	Transportation, storage, supply chain, customs clearance, security of movement and humanitarian access
Nutrition	UNICEF	-
Protection	UNHCR	Loss of documentation, HLP, GBV, female and child headed households, elderly and disabled, vulnerability data, relocations and evictions, security
WASH	UNICEF	Ensure shelter sites have WASH facilities, coordinate wash kit with NFI kit contents and coordinate improvement of wash facilities in host families' houses. Integration of COVID-19 response and sensitization on hygiene

Annex material: (to be included in “Detailed Shelter Strategy”)

1. Technical Guidance on Shelter and NFIs
2. Protection mainstreaming Guidance
3. Environment Guidance
4. Selection criteria for beneficiaries
5. CBI Guidance
6. HLP Guidance