



Shelter/NFI Cluster Strategy

2019-2021

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Shelter & NFI Cluster Ethiopia
Coordinating Humanitarian Shelter

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1. OVERVIEW

The Shelter Cluster has been active in Ethiopia since 2008. The three-years Shelter/NFI Cluster Strategy for Ethiopia is intended to guide interventions for Shelter Cluster members until the end of 2021. It recognizes that contexts across Ethiopia are both changeable and highly specific, with unique needs per location. At the time of the revision, there are 1.7 million¹ IDPs in Ethiopia, and so far, 1.3 million have returned to their place of origin.

Previous experience shows that there is a high likelihood of further displacement due to either climate or conflict-induced. As a result, the strategy includes consideration of shelter preparedness, response, and shelter recovery support to account for both returns and sec-ondary displacement.

The strategy has been developed with the input of government and other stakeholders, in-cluding linked clusters and partners. It recognizes that shelter assistance will increasingly need to be conducted in close coordination with multi-sectoral stakeholders to ensure that approaches are integrated, and that broader needs are addressed. It is based on the un-derstanding that shelter and NFI interventions must include better integration with govern-ment and civil society.

The strategy holds the protection of affected populations at its core. Core principles are to be mainstreamed throughout shelter and NFI operations:

1. Do no harm: prioritizing health, privacy, safety, and dignity
2. Accountability
3. Management of expectations
4. Adequate targeting
5. Ensuring meaningful access to affected populations
6. Participation and empowerment of affected people
7. Enhancing resilience
8. Coordination, and
9. Context-driven responses.

It includes a breadth of response options, including in-kind assistance, cash and markets assistance, integrated programming with shelter construction and rehabilitation activities and a strong focus on Housing, Land and Property, capacity building of staff, national au-thorities, civil society and affected populations and advocacy for those with shelter and household needs.

The strategy articulates the Shelter Cluster's goal, objectives, and available response op-tions, covering a range of situations across Ethiopia. This includes new emergency displace-ments and disasters, care, and maintenance of shelter for people in protracted displace-ments and supporting sustainable returns and recovery where the context allows, and it is safe to do so.

This strategy does not include refugee populations and is to be implemented in parallel with the Ethiopia Country Refugee Response Plan (ECRRP) 2019-2021.

2. CONTEXT

The Shelter Cluster led by NDRMC (National Disaster Risk Management Commission) has regional operations in West Guji-Gedeo, East and West Wellega, Benishangul-Gumuz, East and West Hararge, the Somali Region, Amhara, Afar, and Gambela, in collaboration with 27 active partners supported by two Information Managers, two sub-National Cluster Coordinators, and a Technical Advisor and focal points in all major hubs (Somali, Gambela and Afar Regions). NDRMC coordinates the overall shelter response with its subnational structure of DRMOs (Disaster Reduction Management Offices), Zone, Woreda ICP shelter cluster.

While most of the shelter and NFI responses in Ethiopia include distribution of items such as blankets, jerry cans, and tarpaulins, there are many projects of various modalities, including construction, technical assistance, the use of cash/vouchers, and integrated shelter in multi-sectoral programming. In many cases, shelter programs have been accompanied by activities such as peacebuilding and community stabilization support with land and property issues. (Section 4.2 outlines these shelter response options).

Access is a recurring challenge in Ethiopia, with roads closing due to seasonal rains or local conflict. This, combined with limited funding (the shelter appeal remains less than 13% funded out of 105million financial requirement by July 2020), challenges with procurement, and limited pre-positioning (of both in-kind and cash) or common pipeline, means that responses are often heavily delayed. Considering the fluid movements of IDPs within Ethiopia, this can mean that when items arrive, needs have often changed. Throughout 2019 and 2020, there were multiple pipeline breaks. Until the shelter/NFI pipeline is established and adequately resourced, responses will continue to be delayed and not deliver when they are needed most at the onset of displacement.

Although significant progress has been made during 2019, effective targeting remains a consistent issue to be addressed by this strategy. Improved verification, with the support of improved registration, is required to ensure that limited resources reach those most in need and that duplication of assistance is reduced. Challenges remain with when or how to target vulnerable host communities and the identification of displaced people living in either dispersed locations or urban areas. Targeting is also complicated by variable family sizes and location-specific challenges, such as how best to provide household level assistance to families with highly vulnerable individuals or those with polygamous relationships.

As in all responses, PSEA² and Protection to vulnerable individuals remain a significant concern. Additionally, care needs to be taken with distributions so that they are accessible to those with disabilities, people living with HIV, people of all ethnicities, and equitably for men, women, boys, and girls of all ages.

Livestock and demand for wood for fuel are challenging in high-density situations and can have a long-term negative impact on local environments. Interventions need to take into account both short term and long-term consequences as well as the resilient behaviors of host communities and displaced people. Harvesting of resources for shelter construction, particularly in a short period, can result in soil degradation, increase risk of flooding and landslides and even reduce community resilience as slopes have stabilizing vegetation and trees removed.

In many locations where displacements are protracted or where returns are taking place, shelter programs need to link closely with early-recovery and durable solutions. Ensuring that affected populations are resilient and supported in their recovery can ensure that returns are sustainable and that communities are better able to weather climatic shocks that often occur in Ethiopia.

2. <https://interagencystandingcommittee.org/iasc-champion-sexual-exploitation-and-abuse-and-sexual-harassment/content/strategy-protection-and>

Overall, the shelter strategy has been developed for multiple, highly specific contexts and rapidly changing dynamics. It addresses preparedness for new displacements, planned returns, and links to durable solutions.

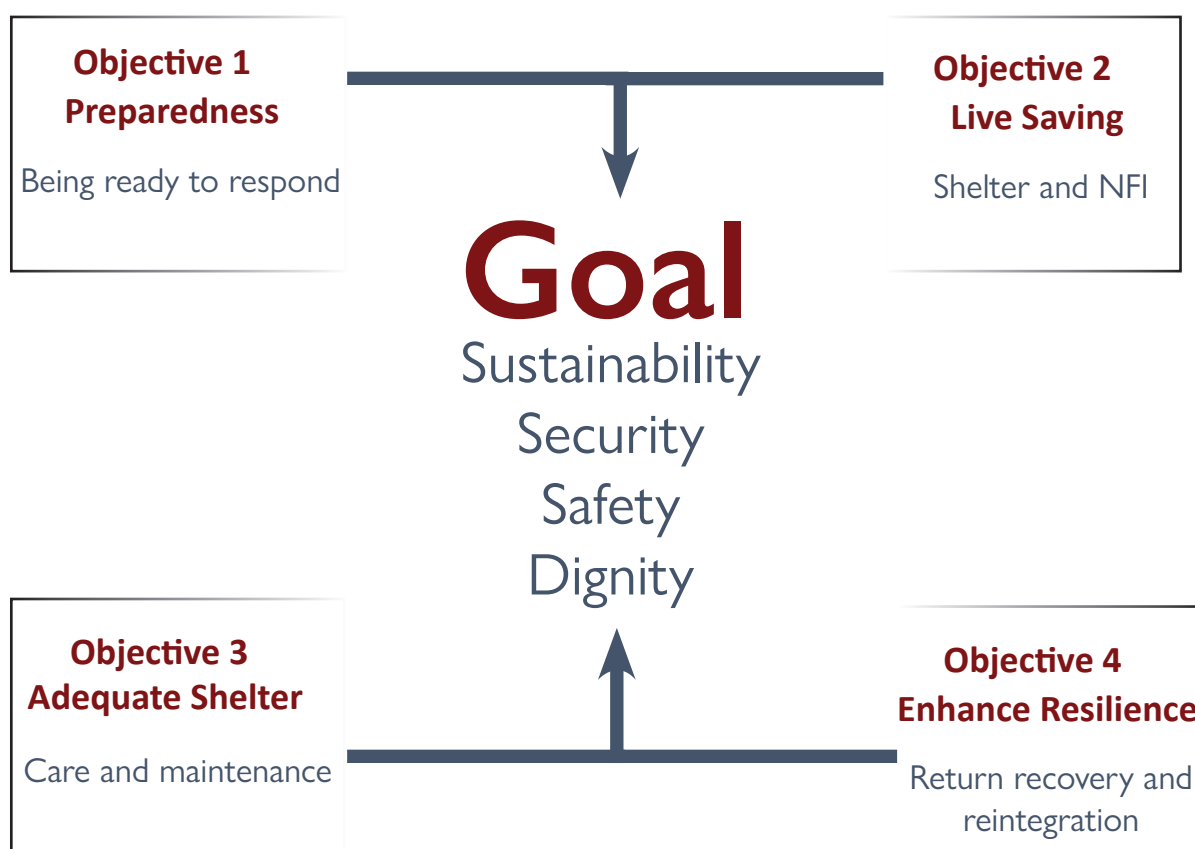
3. SHELTER CLUSTER STRATEGY

The overall goal and four objectives of the cluster address:

1. Pre-positioning and preparedness
2. Emergency needs for new displacements
3. Dignity and safety for those in protracted displacements, and
4. Transition and recovery assistance where conditions allow.

The strategy is accompanied by a menu of activities that span different response phases but are tailored to individual contexts. In this document, the Shelter Cluster summarizes activities according to the type of settlement that they pertain to, but it's essential to acknowledge that settlement types differ by context.

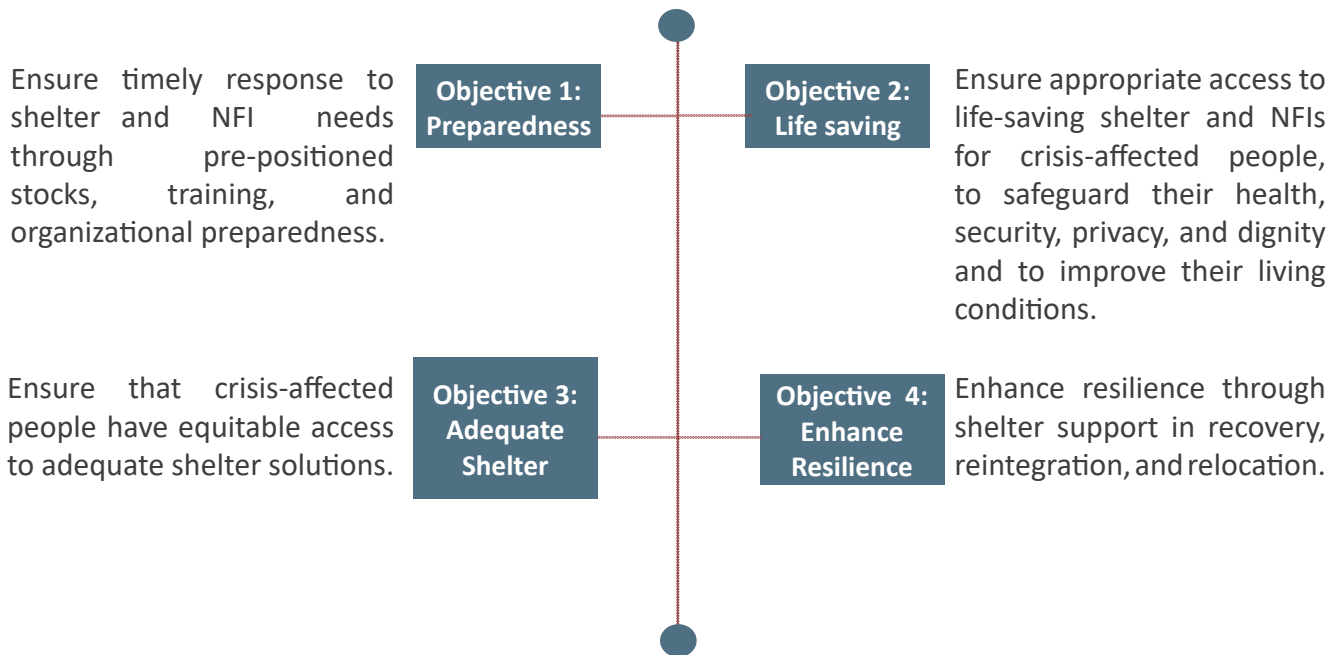
3.1 Goal and Objective



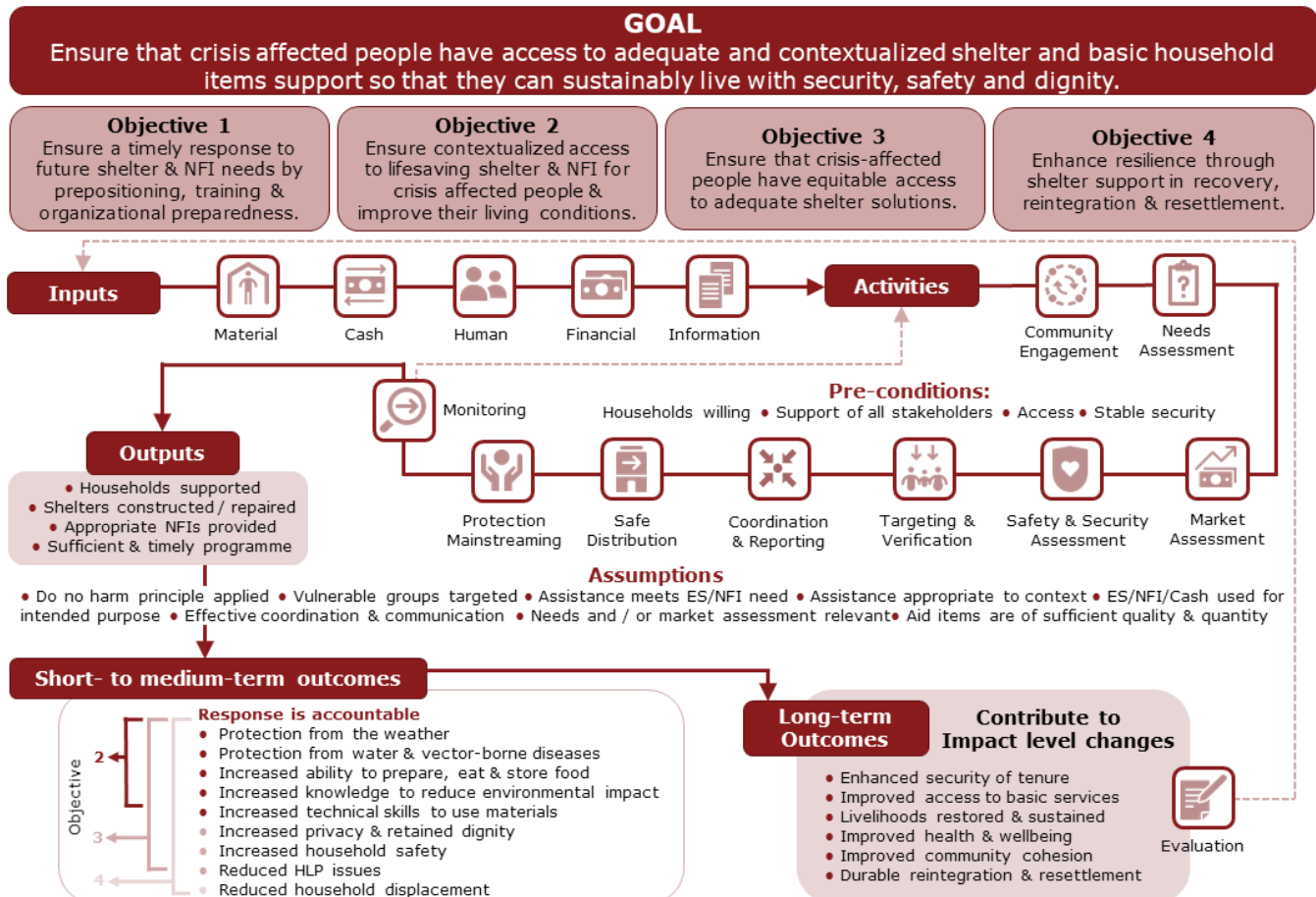


Goal

Ensure that crisis-affected people have access to adequate, appropriate shelter, and essential household items so that they can live with security, safety, and dignity.



3.2 Theory of Change



3.3 Guiding Principles

- 1) **Do no harm:** Shelter and NFI assistance should prioritize the safety, health, privacy, and dignity of those being assisted. Careful assessment and analysis that incorporates conflict-sensitive approaches are required in all contexts to ensure that responses meet the diverse needs of men, women, girls, and boys. Responses should not exacerbate existing tensions or lead to other unwanted impacts, such as increased exposure of women to GBV risks, deprivation, or coercion. Shelter and NFI assistance must avoid promoting non-voluntary population movements and not contribute to unnecessary secondary displacement or secondary occupation.
- 2) **Accountability:** Humanitarian agencies are accountable to crisis-affected people in all stages of the response. Responses should include appropriate mechanisms to provide transparent information to the community so that they can make informed choices concerning the project and have the opportunity to provide feedback on interventions. Shelter and NFI programs should ensure that there are independent feedback mechanisms to collect concerns, feedback, and complaints safely. All staff working in a shelter and NFI programming should be trained on the Prevention of Sexual Exploitation and Abuse (PSEA).
- 3) **Expectations must be managed** throughout the response cycle. Clear communication between all stakeholders and affected people is crucial for everyone's safety and dignity.
- 4) **Access:** Measures should be taken to ensure inclusiveness regardless of ethnicity and disability. Access to land is a prerequisite to adequate housing, and interventions must ensure that beneficiaries have non-discriminatory access to essential services.
- 5) **Environment:** Shelter interventions should be planned and implemented to mitigate the negative impact on the natural environment and the risk of landslides and flooding. Attention should be paid to laws and regulations governing the use of environmental impact assessments prior to the design and planning of new settlements.
- 6) **Targeting** should involve humanitarian agencies, be based on need alone, and prioritize the most urgent, vulnerable cases. If local authorities reject targeting processes, implementing agencies should immediately advise the relevant cluster coordinator, OCHA, their country office, the NDRMC, and the donor for review and resolution.



One of the completed Shelter reconstructed by the returnees in West Guji.

- 7) **Ensure meaningful access:** Shelter and NFI programs should ensure that services are calibrated to needs regardless of gender, age, disability, or ethnicity. Partners should identify barriers to access that could influence beneficiaries' ability to participate in shelter and NFI interventions. Additionally, shelter and NFI programs should ensure that materials are within safe reach, that distribution dates are known to beneficiaries well ahead of time, and that NFIs are culturally appropriate.
- 8) **Empowerment of affected people:** Community participation through all phases of the project cycle is crucial for quality programming to ensure ownership. Shelter and NFI programs should include communities in decision-making and monitoring.
- 9) **Enhance resilience:** All shelter and NFI responses should recognize that interventions have long-term impacts and that distributions can be a pull factor for further displacement. While meeting humanitarian needs, partners should avoid creating dependency by equipping beneficiaries to cope with future shocks. Emergency shelter and NFI distributions are NOT sustainable: beneficiaries must find alternative ways of coping with unpredictable situations in the long-term.
- 10) **Coordination and partnerships for integrated programming:** Shelter responses must be coordinated with other sectors such as WASH, protection, education, SMS, and food. Implementation should be in partnership with local stakeholders and take into account cross-sector needs.
- 11) **Context-driven responses:** Given the scale of the current crisis, there are competing priorities for limited resources. All crises in the country are not necessarily emergencies requiring NFI and shelter support.
- 12) **Conflict sensitive approach:** Many conflicts in Ethiopia are understood to have their origin in an unaddressed "grievance," for example, unequal distribution of resources and dramatic increases in unemployment. The first principle for delivering the Emergency Shelter and NFI is to guard against unwittingly aggravating existing or potential conflicts.

3.4 Program Considerations

In implementing this strategy, due consideration must be given to a range of cross-cutting issues that are essential to a comprehensive and inclusive response. Some of these considerations require stand-alone programs, whilst others need to be integrated within projects. For example, a shelter program that does not take into account land tenure claims can lead to future conflict or eviction.

- 1) **Protection and GBV:** Shelter and NFI programs seek to improve the health, safety, privacy, and dignity of crisis-affected people, and as such, they must consider gender, ethnicity, disability, and any other factors that may make people more vulnerable. Shelter programs should avoid increasing vulnerabilities and enabling forced returns. The shelter program should be carefully planned to ensure that all groups are consulted during the targeting and the implementation process. GBV risks can be exacerbated if distributions are poorly executed, consideration and prevention measures are in place. Implementing partners must undertake recent assessments, accurate beneficiary registration, as well as ensure that all beneficiaries are able to access and effectively use the assistance provided.
- 2) **Prevention of Sexual Exploitation and Abuse, PSEA:** Shelter Cluster agencies have a responsibility to ensure that all staff, partners, and those involved in program implementation understand that there is zero-tolerance for abuse of power or sexual exploitation and abuse in exchange for access to assistance.
- 3) **Gender:** Shelter program managers should actively recruit female staff and ensure that women, men, boys, and girls are all considered in assessments, project plans, and assistance targeting.
- 4) **HLP:** Shelter programs should actively ensure that those they seek to assist have sufficiently secure land tenure and are safe from eviction.
- 5) **People living with disabilities:** People living with disabilities may have particular needs concerning accessing and using shelter and NFI assistance. Projects need to take specific account of how these people access the assistance

and how they can be supported to use the assistance effectively.

- 6) **People living with HIV:** Certain shelter solutions such as those delivered in very crowded collective centers, can create additional health risks in disease transmission. Similarly, implementing partners should be mindful that settlement locations and forced displacements far from health care facilities limit access to critical medication.
- 7) **Host communities:** Humanitarian responses targeting IDPs and returnees should consider the impact upon host communities, both in terms of access to assistance and strain on limited natural resources and infrastructure. Partners should collaborate with development actors to improve public infrastructure and feed into early recovery programs.
- 8) **Peacebuilding:** In the wake of the conflict, shelter programs can support peacebuilding activities by consulting different communities. Under the principle of Do No Harm, projects must be cognizant of their potential positive and negative effects on peacebuilding processes.
- 9) **Registration and Targeting:** Partners will continue to target people with acute, life-saving needs for shelter materials, necessary household items, or a combination of both solely based on identified needs. Partners must follow the Targeting Guideline endorsed by the Ethiopian government and the EHCT for registration and prioritization (see Annex).

10) Coordination with other sectors:

Shelter interventions must always be accompanied by water and sanitation facilities. They should also be coordinated with other sectors such as food security to ensure that people have the means to live at the site.

11) Access to services, livelihoods, and employment:

Shelter interventions attract people to a location. Cluster partners should actively engage with other sectors to ensure that there is sufficient livelihood support and services for displaced or returning populations.

12) Documentation:

Shelter interventions should plan to address lost beneficiary identity and tenancy documents. Cluster partners should actively engage with agencies, organizations, and government stakeholders to restore documentation and avoid exclusion stemming from missing documentation.

13) Environmental protection:

Projects must consider the environmental impact. Sites and shelter interventions should not be densely occupied because this can cause significant local environmental degradation. Shelter projects should seek to mitigate the damage that collecting firewood, raising livestock, and harvesting vegetation for shelter materials can have on fragile ecosystems.

14) Beneficiary participation:

Participatory approaches should be used to allow crisis-affected people to make decisions and center their concerns in the way the project is designed and implemented. Gender equality and respect for the rights and safety of beneficiaries are central to the design of the shelter interventions.



A picture from the Qolji IDP site, in the Somali region.

4. STRATEGY APPROACH

The Cluster strategy is guided by three overarching approaches to enable effective and efficient project delivery.

4.1 Partnership and Coordination

The role of the government remains central, and the Cluster will continue to cooperate with national authorities and seek to understand better national and local rules and regulations alongside environmental and development plans. The Cluster recognizes that shelter assistance requires a well-coordinated response that ensures effective communication and achieves synergies among other sectors and development actors. The expansion of multi-sectoral approaches will ensure that shelter strategies optimize the well-being of displaced people. SGBV, child protection, education, HIV, water, sanitation, and hygiene (WASH), health, nutrition, livelihood, and environmental issues are mainstreamed into the process of delivering shelter solutions.

4.2 Capacity Building

The Cluster will ensure that staff, partner organizations, local governments, displaced and host communities benefit directly and indirectly from training in various thematic areas.

4.3 Communication and Advocacy

The Cluster will disseminate the Strategic Plan widely to increase awareness of its objectives. The Cluster will communicate the needs of and advocate for the rights of displaced people utilizing various platforms in the country. There is a need to maintain and reinforce donor interest in the sector through a strong and clear communication strategy that highlights existing gaps. The Cluster will work with all other sectors in the country at national and field levels to coordinate policies and interventions. Shelter interventions for displaced populations must be designed in line with government strategies and development plans for sustainability.



Beneficiaries line up to receive shelter repair kits in Gedeb wored, west Guji zone.

5. RESPONSE OPTIONS

The Shelter response is developed to address the needs of people in all phases of displacement, with a focus on the emergency phase and support for durable solutions where feasible.

	IDP						Non-displaced		Returnee	Relocation/ Reintegration	Mainstreaming protection: Protection risk reduction, Gender inclusion - Gby risk reduction - Disability inclusion - Monitoring - Community feedback mechanisms -Environment- community mobilization and participation	
	Collective Sites / Centres	Transit Sites	Informal Settlements	In Open Space	With the Host Community	IDP Rental	Non displaced	20% of the Host Community	Returnee Houses	Relocation sites		
		5.1.7 Market Assessment and Support				Rental Assessment	5.1.7 Market Assessment and Support					
3.1 Emergency	5.1.1 Prepositioning							Prepositioning				
		5.1.2 Emergency shelter kit or cash							5.1.2 Emergency Shelter Kit or Cash			
		5.1.3 NFI:Bedding set or cash							5.1.3 NFI:Bedding set or cash			
		5.1.3 NFI:Mosquito net set or cash						5.1.3 NFI:Mosquito net set or cash				
		5.1.3 NFI:Kitchen set or cash						5.1.3 NFI:Kitchen set or cash				
		5.1.3 NFI: lighting or cas										
		5.1.4 Cash for Shelter/Rent										
		5.1.5 Communal Shelter										
	5.1.6 Partitioning / Hangars											
3.2 Transition/ Early Recovery									5.1.8 Shelter Repair Kit			
		5.1.9 Transitional Shelter							5.1.9 Transitional Shelter			
	5.1.10 Technical Support / IEC											
	5.1.11 HLP support								5.1.11 HLP support			
		5.1.12 Infrastructure Support										
									5.1.13 Semi-Permanet Shelters			
	Coordination and Partnerships. Advocacy. IDP tracking. Capacity building. Registration											

5.1.1 Prepositioning

Prepositioning of materials or Cash is key to being able to respond promptly in Ethiopia. If agencies wait for funding allocations after a crisis has occurred to begin procurement processes, critical items such as tarpaulins may take months to arrive. Assistance will consequently be delivered long after initial needs arise, and the Cluster will fail to fulfill its humanitarian mandate.

The most effective way to pre-position is to establish a common pipeline, where a single agency procures on behalf of Cluster partners, and stocks are centrally managed in advance of crises. Items should be stocked in strategic locations in proximity to hotspots. Agencies should be able to make stock requests via the Cluster coordinator who, with the government, prioritizes requests and forwards them to the pipeline agency. This would also allow for tighter coordination and reduce the risk of duplication.

Cash can also be “pre-positioned” with agreements between partners and financial service providers in advance. However, not all items are available in local markets, so pre-positioned cash alone is insufficient to meet all emergency shelter and NFI needs.

5.1.2 ES kits or Cash

Cluster emergency shelter kits consist of tarpaulin, rope, and poles. Although tarpaulins can be readily procured locally, the quality varies from region to region. It is therefore advised that tarpaulin be procured internationally, or that conditional cash be given to beneficiaries in locations where there are local sources that can meet cluster standards. Quality control protocols are being established in collaboration with Cluster partners.

5.1.3 NFI Kits or Cash for NFI

Non-Food Items			
	Item	Number	Specification
1	Bedding set (partial kit)		
1.1	Blankets	2 to 3	Suitable blankets commonly weigh 300-850 g/m ² , 2 x 1.5m. (1-2 kg each). Three (3) blankets recommended for highland areas
1.2	Bed mat	2	Made of woven straw or plastic strips 2 x 2.5m 3. Mosquito net set (partial kit)
2	Mosquito net		
2.1	Mosquito net*		As specified by the Health cluster
	*Distribution of mosquito nets should be based on assessed needs and in coordination with the health cluster.		
3	Kitchen Set		
3.1	The Kitchen set is designed to enable cooking and serving food for five people.		
3.2	Plate	2 to 4	Metal, 24cm Thickness: > 1.00 mm for aluminum, > 0.50 mm for steel
3.3	Cup	2 to 4	Aluminum or stainless steel with handle
3.4	Kettle or Jug	1	Aluminum 2L (estimating around 20% preference for jugs)
3.5	Cooking pots	1	Aluminum 7L Thickness: > 1.7 mm aluminum, > 0.8 mm steel
3.6	Cooking Ladle	1	125ml
4	Hygiene kit (partial kit)		
4.1	Washing basin	1	Diameter: 60cm
4.2	Jerry cans	2 to 3	10L and 20L
4.3	Soap	10	

5.1.4 Cash for Rent

Within the urban and semi-urban context, renting is common, and the injection of rental cash into the host community can help mitigate tensions as it compensates for hosting displaced people. It is also a direct way to prevent forced eviction. While cash for rent is designed as a time-bound intervention that must be linked to more sustainable long-term shelter activities, it can bridge the gap to more durable solutions when complemented by rights awareness, legal tenancy documents, and livelihoods support. The following steps are necessary before implementing cash for rent:

Rental market survey: Determine the appropriateness of cash for rent. This step allows organizations to identify the risks of providing cash for rent to beneficiaries based on their economic, social, and vulnerability status.

Needs assessment: HHs supported by cash for rent should be selected based on pre-defined criteria with priority given to HHs living in overcrowded shelters or HHs that are homeless.

Determining the rental value, duration and delivery mechanism: Determine the cash transfer value and its duration using an evidence-based process that considers both individual household situations and the local context.

Rental agreement support: Agencies should support legal rental agreements between tenants and landowners, preferably in written form. Additionally, agencies should link with other organizations that have experience and competence in delivering HLP support to ensure that rental agreements protect tenants from eviction and rent inflation.

5.1.5 Partitioning/hangars

Spontaneous camps and communal shelters can quickly become overcrowded, increasing the risk of violence against women and children. Improving privacy through partitioning, hangers, and locks can increase the safety of displaced populations.

5.1.6 Communal Shelter/ Collective Centers

Communal shelters are usually constructed using tents or tarpaulins to accommodate IDPs in collective sites. In contrast, collective centers are pre-existing buildings and structures where a large group of displaced people stays for an undetermined period. A thorough assessment must be conducted to determine building conditions and how long it can be used as a shelter, taking into account HLP issues, access to water, and other essential services.

Communal shelters and collective centers host people in conditions that are not designed for accommodation. Although the physical space may appear adequate, the living conditions they offer often fail to meet minimum standards and do not allow for a dignified living. Furthermore, under crowded conditions, the safety and security of those who are living there are compromised. Sexual and gender-based violence is likely. Long-term residence in a collective center can cause stress and tension, possibly leading to depression, social conflict, friction between or within families, conflicts between clans or ethnic groups, and psychosocial problems.

5.1.7 Market Assessment and Support

Access to markets and basic social services are essential for IDPs, returnees, and host communities. Crisis-affected people must be able to resume livelihood activities to live under dignified conditions and eventually find sustainable shelter solutions.

The Cluster encourages the use of cash rather than in-kind programming for partners with demonstrated technical capacity and strong experience with cash transfer programs. Partners must provide information on market functionality and financial service providers, must be able to demonstrate that cash will be equally accessible to men and women, and must target beneficiaries using vulnerability criteria. Modalities should encourage the transition to longer-term, sustainable shelter solutions.



Community supporting in reconstruction in Bilida Saba kebele in Kercha woreda CERF funded shelter project by IOM

5.1.8 Shelter Repair Kit

Cluster-recommended shelter repair kits provide essential construction materials and tools for core shelter construction and repair of partially or fully damaged structures. The kit is designed to be versatile enough to serve the needs of families whose houses have either been partly or wholly damaged. Construction materials should be culturally appropriate and complemented by technical support as well as support for Housing, Land, and Property issues. Local construction methods across Ethiopia can be found in the Ethiopia Shelter Response Profile.

5.1.9 Transitional Shelter

The transitional shelter provides incremental shelter support to families affected by conflict and disaster who take different paths towards recovery. In the context of Ethiopia, transitional shelters tend to be constructed out of reusable materials and designed to be upgradable as families regain stability. As such, transitional shelter assistance is not “one-off,” but a planned procession through different phases to achieve durable solutions. Construction materials are accompanied by support for HLP issues, construction training, and technical assistance to ensure that shelters meet minimum standards. Transitional shelters are appropriate for two scenarios: IDPs who have returned to their place of origin but do not have the means for reconstruction, and IDPs who have returned to their kebele/woreda of origin but are unable to return to their original property. The second type of Transitional Shelter is for IDPs that have returned to their own kebele/wereda but not to their original property.

5.1.10 Technical Support/ IEC

Construction technical support has two pillars: (1) providing training to partners in thematic areas such as cash, distribution mechanics, protection and Gender Mainstreaming, targeting and accountability, and (2) training on “build back better” and prevention of environmental degradation for IDPs or returnees. Capacity-building households in safer construction techniques is a crucial component of shelter programs to support self-recovery. Implementing partners should ensure that appropriate technical assistance is provided at critical points during the construction process, mainly if households are using salvaged materials with limited resources. The Cluster will develop contextualized IEC materials to support a range of shelter responses so that partners can deliver appropriate and safe training to displaced communities.

5.1.11 HLP Support

Evictions and HLP (Housing, Land, and Property) concerns continue to be significant impediments to sustainable shelter provision in return sites and IDP settlements. The Cluster will work closely with the Protection HLP Sub-Cluster to build the capacity of shelter actors who frequently face operational HLP issues.

5.1.12 Infrastructure Support

Where relevant, the Cluster will advocate for long-term solutions such as the strengthening of social infrastructure (schools, health centers, and other community infrastructure) and use of local resources from construction methods to materials.

5.1.13 Semi-Permanent Shelter

IDPs who opt to integrate into host communities or return to places of origin should be provided with the material, financial and technical assistance in line with durable solutions. Where appropriate, this can include support for semi-permanent shelter interventions (new construction, repairs, improvements or upgrades), and long-term land tenure agreements. The Cluster will undertake a semi-permanent shelter standardization process, where partners in each region will develop standard assistance packages that are cost-effective, culturally acceptable, and suited to prevailing climatic conditions. Linkages will be established with development partners.

6. MONITORING

The Cluster strategy is accompanied by a work plan based on the Theory of Change. The work plan monitors Cluster progress according to annual response plans and the multi-year Cluster strategy. The Shelter/NFI Cluster promotes practical, effective monitoring and evaluation of the response through partners, collecting and disseminating feedback from partners to share key challenges and lessons learned. Partners should use the Monitoring and Evaluation toolkit for activity monitoring so that data is harmonized across the Cluster. The Shelter Cluster will link with partners' complaints systems to collect effective feedback from partner operations and adjust the overall strategy accordingly to ensure accountability.

The Shelter Cluster will use standard cluster performance monitoring indicators to measure its own performance. Daily operations will be monitored using standard tools such as pipeline tracking and the online Report Hub platform. Monitoring the effectiveness of coordination will require the active participation of all stakeholders.

7. EXIT STRATEGY

Ethiopia remains in a humanitarian and protection crisis. An exit strategy must consider the role and mandate of NDRMC and should place them at the center of coordination mechanisms so that there is no vacuum when crises end.

For a successful transition and exit strategy, the needs of IDPs and returnees have to be addressed in a parallel and integrated manner. Most importantly, the restoration of private and public infrastructure (including essential services) in return areas should be addressed through the engagement of local authorities and relevant departments. In situations where there is potential for durable shelter solutions, the Cluster will seek to coordinate with durable solution working groups. Similarly, the Cluster's activities should be designed to support local economies where feasible, thereby encouraging the transition to durable solutions.



Outskirts of Filtu in the settlement conflict affected of IDPs.

CLUSTER PARTNERS



ICRC



Save the Children



DONORS

EUROPEAN COMMISSION



Humanitarian Aid and Civil Protection



Foreign & Commonwealth Office



Global Affairs Canada





Shelter & NFI Cluster Ethiopia
Coordinating Humanitarian Shelter



ESNFI distribution in Danlahelay, Afdem. Photo: © IOM

**Shelter/NFI Cluster
Strategy**

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