



Coordination Toolkit 2018

COMPANION TO THE TOOLKIT

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Introduction

The Coordination Toolkit has been compiled for Shelter Cluster Coordinators, Co-chairs, Sub-National and Technical Coordinators at country level. The aim of the Coordination Toolkit is to:

1. Save time by having editable examples,
2. Stimulate and inspire coordination teams to draft more guidance notes, standards, strategies, factsheets and Cluster related documentation,
3. Standardise formats,
4. Standardise the basic set of documents all Clusters should aspire to draft,
5. Create a common understanding by highlighting key resource documents to be read and studied.

The Toolkit comes in two parts:

- This Companion to the Toolkit which introduces each document with the author (or country of origin), date and a brief description. Some have been written by the authors, others are taken from the document's introduction.
- The actual documents themselves which are stored on the GSC's Dropbox and can be accessed by the GSC webpage <https://www.sheltercluster.org/coordination-toolkit>. See Section 4.0 of this document for more details.

Access

This Companion to the Coordination Toolkit and all the 135 documents described are on the GSC's Dropbox either to browse individually or for download as a single resource. This will allow the documents to be available immediately from your hard-drive. Please visit: <https://www.sheltercluster.org/coordination-toolkit>

Updating

The GSC will annually review and update this Companion document and review the documents included in the Coordination Toolkit ensuring the most up-to-date versions are available and any additional resources which have been recently published. New sections will be added to reflect any new themes, processes or priorities arising over the year.

The Toolkit is only as good as its contents and is even more useful and of value when users upload documents and tools that may not be available anywhere else on the GSC's website or on the

Each document has been carefully selected for inclusion to keep the size of the Toolkit to a minimum. Where possible, editable WORD files have been used.

The documents chosen for the toolkit aim to represent the best examples available which can be used to inspire and be adapted for the Cluster specific context. Although every context is different, generally having a starting point of a reference document aids the drafting process.

The Coordination Toolkit is not a comprehensive collection of Shelter related documents, standards and research papers covering all aspects of the Cluster's work. There are other resources available when there is a need to investigate deeper into a particular subject. The ShelterCluster.org website has thousands of documents (over 10,000) <https://www.sheltercluster.org/search-documents> or for a more refined selection of just over 300 try <https://www.sheltercluster.org/working-group/resources/documents>.

At present all texts are in English although there may be translated versions available elsewhere.

web. These documents with their personalised introduction are what will give the GSC's toolkit a unique and distinctive 'flavour'.

Users are encouraged to make suggestions with regards to content. Please click on the link at <https://www.sheltercluster.org/coordination-toolkit> where there is a 'Readme' file on how to upload your contribution and what additional information is required. This should take no more than 5 minutes. Each year the GSC will review these and update the Companion and Toolkit accordingly.

Structure

Unlike the previous version, the 2018 structure reflects the evolution of a typical Cluster. The structure recognises that different documents need to be drafted or referenced at various Phases of a Cluster's life-cycle. Grouping resources together in this manner rather than on the IASC Core Function structure or in thematic allows Country Level staff to easily access the tools when they need them and then file back into the Toolkit.

A further rationale for this structure is that Cluster documents evolve in time. Using a country's main Shelter strategy as an example; this is a living document that changes over time and adapts to the situation as more information becomes available and resources and partners join the Cluster, and so having examples of strategies at Phase 4 of a Cluster's life-cycle does not assist Coordinators at Phase 1, 2 or 3. Phase 1 strategies are often limited to one -page while a Phase 4 strategy is more detailed and developed linking in with the overall Country strategy and other Clusters. The key is to develop a quick simple strategy that can be articulated to external stakeholders and used as the foundation for a more in-depth strategy.

This adheres to the philosophy that key Cluster documents should be developed as quickly as possible and will reflect the situation at that particular 'stage' of Phase of the crisis and that while relevant at that point in time, most will need to be updated and refreshed as the situation develops.

There are four Phases reflecting the maturing of a Cluster and within each there are four to six sections where documents are filed. Each document is given a unique reference:

Phase – Section – Document Number

e.g.: **1A1** is the first document in Section A of Phase 1.

There is overlap between Phases and clearly there will be need to get involved in topics and themes as and when the context requires, rather in the linear form presented here. Assessments is in Phase 3 although if the MIRA is used, this may happen in Phase 1. The Phases provide only a framework - structure for the Toolkit, something to aid filing – the important components are the actual documents rather than when they are presented.

STRUCTURE OF THE 2018 GSC'S COORDINATION TOOLKIT



PHASE	Sections within each Phase where documents and templates are filed. Reference will be the 'Phase' followed by the 'Section' – e.g. 2B
1. ACTIVATION & RAPID ACTIONS	<ul style="list-style-type: none"> A. Essential Reading: e.g. IASC Reference Module for Cluster Coordination at the Country Level B. Cluster Terms of Reference: Includes early strategies C. Cluster Management: Presentations, meeting minutes, SOPs and protocols D. SAG: Examples SAG Terms of Reference, structures, examples of how the SAGs were formed, elected and operated E. Terms of Reference / Job Descriptions: Sample and template job descriptions and ToRs for Cluster Positions F. Emergency Funding Appeals: Examples of flash appeals
2. EMERGENCY PHASE	<ul style="list-style-type: none"> A. TwIG: Example of TwiG ToRs. Examples of different topics covered by TwiGs. Examples of outputs B. Communications and Advocacy: Examples of Cluster fact sheet summaries / overviews and monthly. Also includes key messages and simple mass communication formats C. NFI: Standards, technical specifications. Good standard texts D. Emergency Shelter: Standards, technical specifications. Good standard texts E. Gender, Age, Diversity and Protection Mainstreaming: how and when they can be applied. Quick wins and linkages
3. EARLY RECOVERY / MORE DURABLE PHASE	<ul style="list-style-type: none"> A. Technical Documents: Written by the Cluster in similar formats, often cross referenced and signed-off by SAG. B. HLP and the Cluster: Where and how does it fit in? Key issues and how the Shelter Cluster can play its role with the Protection Cluster. C. HRP and Pooled Funds: Humanitarian Response Plan and standard funding cycles D. Assessments: Crossing over from Phases 1, 2 & 3, what are the key resources needed to ensure we have quality data? E. Contingency Planning: Global guidance and three examples from three different countries.
4. LONG-TERM CLUSTER SET-UP & PHASING OUT	<ul style="list-style-type: none"> A. Full Strategies: Including a Strategic Operational Framework which brings together all workstreams of the Cluster B. Reconstruction: Key resources from non-field level Clusters focusing on reconstruction C. Cash: For shelter and NFIs D. Phasing Out: Transition, monitoring and evaluations

Phases



PHASE 1: ACTIVATION AND RAPID ACTIONS

There are six Sections in Phase 1. The number of sections in Phase 1 reflects the demanding time of Phase 1 and the array of different issues that a Cluster faces.

1A: ESSENTIAL READING

There are only five documents in this section, all of which are for reference only. Uniquely there are no templates or Cluster produced examples. It is recommended that they are read and used to ground and reference future documents such as the Terms of Reference and the overall aims and objectives of the Cluster. Can be used as part of the orientation for colleagues new to the world of Clusters.

1Ai IASC 2015 **Reference Module for Cluster Coordination at the Country Level** (available in French and English). This is a seminal reference document for the Cluster. A full and comprehensive understanding of the principles is the bedrock for navigating the inter-cluster coordination structure and engaging with the higher levels of the humanitarian architecture.

1Aii GSC 2018 **Strategy Summary 2018-2022 & GSC 2013 - Strategy Summary 2013-2017** (one-pager). Next in this section are the current and previous GSC strategies. As well as sections on the Global structure, strategic approaches and cross cutting themes, there are dedicated sections on the four strategic areas of workstreams: Coordination, Advocacy, Evidence-Based Response and Capacity.

1Aiii OCHA 2012 **The Cluster Approach**. Simple two-pager from OCHA that sets-out their view of the Cluster and what they perceive as their role. Always important to understand all sides of a structure.

1Aiv IFRC 2012 **Shelter Coordination in Natural Disasters**. This handbook provides an overview of the IFRC's approach to shelter coordination with its partners. It is aimed at shelter coordination personnel, to provide a summary of the coordination functions; agency decision-makers at global or country level who may be contributing personnel to a Shelter Coordination Team or participating in a country level cluster; and donors and affected governments to ensure a better understanding of the coordination role and how this common, interagency platform can contribute to enhanced humanitarian response.

1Av GSC 2013 **The Cluster Approach**. This PPT provides a background to the Cluster approach from the perspective of the GSC. A good resource with slides that can be adapted to create a country specific presentation.

1B: CLUSTER TERMS OF REFERENCE

There is a clear distinction between a Cluster TOR and a Cluster Strategy.

A TOR defines the structure, form and operation of a Cluster and can be heavily based on other examples and templates. Once written it is relatively static and will need only periodic review and update.

A Strategy is unique for the context and time of its writing and will evolve rapidly in the first few months of a situation and may continue to progress and expand. This evolution of the strategy is captured by including early strategies (South Sudan) and then in **Phase 4A** more polished and advanced strategies.

It is important that both the ToR and Strategy (even if it is one-page) are endorsed by the SAG and publicised immediately.

1Bi Pakistan 2015 **ToR**. Covers the form and structure of the Cluster.

1Bii *Yemen 2015 & 2017 ToR*. These two examples span over two years and chronicling the development of the Cluster and changes in its nature as the situation in Yemen changed. The 2017 version has a link to the strategy and so clearly draws a separation between a ToR and a Strategy. The 2017 version is more polished and refined although the base text is the same, Sections on Responsibilities, Participation & Membership and the mechanics of the Cluster have changed as the Cluster and its leadership have matured.

1Biii *Nepal April 2015 & May 2015 Strategy*. The April version is a one-page narrative which sets out the situation and then bullet points activities. Often this is all that is needed at the beginning – something to start the conversation and consultative process and to feed other stakeholders when they ask “what are you doing?”. The May version is more formed and structured but still a working draft – a living document.

1Biv *South Sudan 2014 Strategy*. Written in January at the beginning of the response, the five page Strategy represents the early thoughts of the Cluster. The next version (**Phase 4, Section A**) at 17 pages was published just 10 weeks later and is more comprehensive. The January 2014 version is a place-holder and was necessary to communicate quickly the key aims and objectives of the Cluster. This phased approach to the strategy is encouraged.

1Bv *Yemen 2015 Strategy*. Included as it is a joint NFI / Shelter and CCCM strategy. Regardless that it is a joint Cluster strategy the cross-cutting issues presented are a good reference.

1C: CLUSTER MANAGEMENT

This section catches documents and templates that are needed to successfully manage a Cluster and keep it operational. It is recommended that these are used as templates so that a more standard approach and corporate philosophy to documentation is adopted.

1Ci *Ukraine 2017 Attendance Sheet*

1Cii *Somalia 2017 Minutes of Meeting*. A good example of a set of minutes including date, location, attendance, agenda and follow-up. Also included is a longer Introduction setting the scene. There is debate if a formal presentation is used (see **1Ciii** below) whether a set of minutes needs to be produced. It is recommended that a set of minutes is always produced and the presentation is referenced to ensure that the minutes are shorter - less about presentations but more about actions, decisions and steps-forward.

1Ciii *Iraq 2017 Cluster Meeting Presentation*. It is always recommended to acknowledge contribution from other agencies to the Cluster and ensure that all participants know who and how to contact the relevant focal points – i.e. the IM!

1Civ *Ethiopia 2016 Standard Operating Procedures*. This one-page SOP sets out a simple procedure – in this example related to NFIs. SOPs are quick to write and provide clear guidance and support to partners. Later they can be grouped and included in a Standard Operating Framework (SOF) style document. An SOP is not a guidance note or position paper – it is more prescriptive and procedural.

1Cv *Syria X-Border Information Sharing Protocol*. A comprehensive protocol for confidentiality between the Cluster and its partners. The seven pages of tables detailing different types of information and associated protocols is a thorough check-list.

1Cvi *Yemen 2017 Meeting and Mission Action and Follow-up*. A simple tool designed to monitor action points from meetings and missions with what, who and when columns.

1Cvii *GSC Proposed Filing Tree and Naming Conventions*.

1D: SAG: THE CREATION OF THE SAG IS ONE OF THE FIRST PRIORITIES

The full participation in the Cluster of the key players or ‘heavy lifters’ is essential to ensure that the strategies and aims of the Cluster are in line with the activities of the partners but also to provide legitimacy for the Cluster. A formal ToR will be one of the first points on the agenda, however experience suggests that the

partners will be more interested in strategies than ToRs. Therefore, having a draft version to present is recommended. This section contains four recent ones to use as templates.

1Di *Afghanistan 2015 SAG ToR*.

1Dii *S Sudan 2014 SAG ToR*.

1Diii *Somalia 2017 SAG ToR*.

1Div *Yemen 2017 SAG ToR*. Joint Shelter and CCCM SAG.

1E: TERMS OF REFERENCES / JOB DESCRIPTIONS (JDS)

Writing and editing job descriptions is always low on the priority list but without tailored and refined JDs, recruitment may be delayed and more staff means more time to prioritise the essential tasks. This Section presents the best examples for a variety of roles within the Cluster. Experience suggests that time spent preparing and working through the ToRs / JDs is time well spent as having clear roles and responsibilities defined in the Cluster creates a sound foundation for growth.

The last two documents look at the organogram of the Cluster and how the Cluster may evolve. A longer-term vision with respect to staff and recruitment is essential especially as access, financial resources and the number of partners grow.

1Ei *UNHCR 2018 Cluster Coordinator JD*. Example of a standard terms of reference from UNHCR that can be used to assess and measure performance. Also a good aide memoir of the myriad of tasks and roles a CC plays.

1Eii *IFRC 2018 Cluster Coordinator JD*. Example of a standard terms of reference (key functions only) from IFRC that can be used to assess and measure performance.

1Eiii *Afghanistan 2018 Joint CC and Co-Lead ToRs*

1Eiv *Iraq 2017 Sub-national CC JD*. Two versions included here: the longer version was tailored for the start of the hand-over to the regular staff and explored this interface.

1Ev *Somalia 2016 Regional Sub-National CC ToR*

1Evi *Iraq 2017 Senior Shelter Associate ToR*

1Evi *Technical Advisor Template ToR*

1Evi *National IMO Template ToR*

1Eix *Somalia 2016 Cluster Structure*. Powerpoint which details how the Cluster is organised and how the field offices / hubs function.

1Ex *Iraq 2017 Organogram for the Cluster*. Useful to communicate staffing needs internally but also to communicate with external stakeholder, particularly potential partners for secondments.

1F: EMERGENCY FUNDING APPEALS

During this Phase it is not uncommon that the Cluster is asked to contribute towards a Flash Appeal or Emergency HRP. The processes can be very time consuming and detract from other important Cluster functions. As the documents from Iraq (Mosul) and Nepal demonstrate the Cluster’s input into the final OCHA produced document is limited (often two or three pages of text or even a few paragraphs). The key is to maintain engagement in the process while also ensuring that the Cluster continues to function and grow.



PHASE 2: EMERGENCY PHASE

1Fi **Iraq 2016 - Mosul Flash Appeal**. Written and produced by OCHA in a matter of weeks, the process was distracting and at times arbitrary due to the myriad of unknowns and assumptions. The needs were very difficult to quantify and the main partners were unsure what they could do due to access constraints. The WORD document shows the original template prepared by the Cluster. The final draft of the consolidate appeal used a fraction of the original text.

1Fii **Nepal 2015 - Flash Appeal**. Example of a well written flash appeal.

1Fiii **Bangladesh 2017 - Emergency HRP**. Rather than a Flash appeal, an emergency HRP was written in the autumn of 2017. The Sector representing Shelter and NFI section (page 27) sets out the immediate needs and strategy in very concise prose. Here the challenge is to try to capture all the issues with such a limited word count. The final HRP was launched in early 2018 and is online for comparison purposes.

By **Phase 2** the Cluster is up and running and functioning. Basic documents have been produced, the SAG is operational and staff are on board or in the pipeline. This Phase is the largest collection of documents, reflecting not only the length of this Phase but also the importance of the processes and the documents that need to be produced now that the initial immediate **Phase 1** is drawing to a close.

2A: TWIG

After the SAG, the next formal group(s) that is usually formed are Technical Working Groups. TWiGs can be formed to work on a single topic and may be formed and closed in a single session and produce a one-page guidance note. Other TWiGs may be formed at the beginning and last for months or years and address topics and issues as they come. A formal chair from an active member may make the process more inclusive and practical. Regardless of how the TWiG is being used, it is an important forum and can be a very dynamic and active group and become more popular than the general Cluster meetings!

2Ai **Ukraine 2017 TWiG ToR Permanent Shelter**. A simple and straight forward ToR with a generic introduction, aims, objectives, composition and mechanics of the TWiG highlighted.

2Aii **Afghanistan 2015 TWiG ToR General**. The ToR covers many different topics and is a good starting point for a TWiG.

2Aiii **Yemen 2017 TWiG ToR Cash**. The most concise of three examples at only 1 page. Covers the basics.

2B: COMMUNICATIONS AND ADVOCACY

Communicating who we are, what we do and how we do it is key to getting engagement at all levels. This Section is included in Phase 2 as being able to articulate what the Cluster is doing and who are the partners in an easily shareable format is essential and will save time and energy when dealing with other stakeholders. Included here are examples of simple factsheets, examples of other visual 'dashboards' and graphics which quickly and easily convey information about the Cluster and its activities. It will also give recognition to partners and so reinforce their desire to participate. Going further, are broader guides on communication and advocacy issues. For more standard templates and guidance refer to the GSC website - (<https://www.sheltercluster.org/resources/library/communication-and-advocacy>)

2Bi **GSC & Ethiopia 2016 Factsheet Guidance and Example**. On a quarterly basis the Factsheet is prepared for each Cluster and sent to the respective lead - UNHCR, IOM or IFRC.

2Bii **GSC & Ukraine 2017 About the Shelter Cluster**. A simple one-pager that highlights the purpose and structure of the Cluster but also 'what it can do for you'. Not all actors will be familiar with Cluster system,

especially local partners and Government stakeholders so a simple one-pager in the working language and the local language is recommended. Also included is the WORD template.

2Biii **Somalia 2012 & Ethiopia 2017 Cluster Bulletins**. These two to three-page bulletins provide a snapshot and update of the Clusters as well as achievements and were produced outside of the mandatory GSC Factsheet timings. Useful to keep the Cluster's activities in the media and also enables partners to get involved.

2Biv **Nepal 2015 Key Messages**. A simpler format than the Factsheet or Bulletin approach documenting and compiling Key Messages can significantly aid communication with stakeholders and quickly become a backbone of the document that are sent to new partners and donors as part of an orientation or induction process.

2Bv **S Sudan 2014 Graphical and Visual Representation**. Heavy text and long prose can deter some audiences. These two examples from South Sudan are very visual and quick to digest.

2Bvi **GSC 2014 Communications and Advocacy Strategy for the Global Shelter Cluster 2014 - 2017**. This Strategy contextualises why we communicate what we do and links it with the three GSC objectives on Communication and Advocacy and how country level work contributes to the shared goal.

2Bvii **ODI 2005 How to Write a Communication Strategy**. This very simple guideline from the RAPID team of the ODI (<https://www.odi.org/publications/5186-planning-tools-how-write-communications-strategy>) acts as an aide memoire when trying to communicate key messages or issues from the Cluster.

2C: NFI

Like it or not, Non Food Items and Shelter come together. Whether you see them as Essential Household Items (EHIs) or Core Relief Items (CRIs) or a catch all for anything that is not food, they remain popular with donors, local Government, humanitarian actors and can be life-saving. Creating and agreeing the contents of a standard kit as early as possible is good practice and will save time and energy later in the process. Additional resources can be found at: <https://www.sheltercluster.org/working-group/working-group-nfi-practices>

2Ci **Iraq 2017 Non-Food Items (NFI) Technical Guidance**. This is the recommended format with a good standard introductory text. The specifications have been revised and finalised - it is Version 12 of the document.

2Cii **IASC 2008 Selecting NFIs for Shelter**. This ten-year old publication is essential reading and covers the whole NFI theme including climate issues, the process of selecting and specifications. A classic and timeless text.

2Ciii **Yemen 2017 & Nigeria Guidelines for the Distribution of Shelter/NFI Kits**. Although the major NGOs will have internal SOPs for distributions in-time, a contextualised guideline with minimum standards will still provide a good reference point in the event that their internal SOPs are under development. For smaller and local organisations drawn to the NFI sector, well developed guidelines can be essential to avoid difficult distributions and set best practice.

2D: EMERGENCY SHELTER

The importance of emergency shelter is context dependent. Tents may be the go-to solution which simplifies the process as standards are established and guidance is provided. However, for other contexts an alternative may be the preferred solution and so a process of design and consultation is needed. This will be a far from perfect process and will be lengthy and iterative. Ensuring there is a common position which is followed by the majority is the mark of successful technical coordination.

2Di **Bangladesh 2017 Upgrade Shelter Kit (USK) Technical Guidance**. A context specific kit but demonstrates the preferred layout, a good introduction and the level of information needed. This is version 2.0, version 1.0 was produced in the first weeks of the crisis and was updated using field experience. In the same way a Strategy evolves, a working document (Version 1.0) is highly recommended as a starting point and to allow the consultation and buy-in.

2Dii *Iraq 2017* **Tent Guidance Note**. The tent was the emergency and mid-term shelter solution. However, with so many actors including the Government, there was an array of tents being used. The guidance note was intended to allow actors to see what was already being used and to 'recommend' the preferred types. Standardisation of tents as early as possible will create an easier environment for all and increase predictability of response.

2Diii *Yemen 2016* **Tent Policy Guidance Note**. Although tents will remain a key emergency shelter typology, there are many situations where there is opposition to their use. This Note from Yemen is a good example of a policy or position paper which lays out the Cluster's position while keeping a word of caution.

2Div *IASC / OXFAM 2007* **Plastic Sheeting Guide**. A guide to the specification and use of plastic sheeting in humanitarian relief - the classic resource in pink. Now available in French, Spanish, English and Bahasa Indonesian.

2Dv *IFRC 2009* **Shelter Kit Guidelines**. These exhaustive guidelines are the source of all recent country specific kits and so are a must read during the designing of a kit to meet the unique needs of a new case load. An essential starting point.

2E: GENDER AGE, DIVERSITY (GAD) AND PROTECTION MAINSTREAMING

As soon as the possible, issues around GAD should be addressed and mainstreamed in the activities of partners. This section has the key resource documents that all Coordinators and staff should be familiar with. Shelter is physical Protection and is central to providing a safe and dignified foundation for recovery. Expanding on this is a one pager written by the GSC on How Shelter Contributes to Protection Outcomes. Other key documentation on Protection and Shelter are also included in this section.

2Ei *IFRC 2015* **Minimum Standard Commitments to Gender and Diversity in Emergency Programming**. The 'go to' text for the whole sector. The text walks the reader through all the Sectors and has five pages on Emergency Shelter and four on NFIs. The whole document is a useful reference but a minimum are the nine pages devoted to Emergency Shelter and NFIs.

2Eii *IFRC 2015* **All Under One Roof Disability-inclusive Shelter and Settlements in Emergencies**. Another go-to text on how to bridge the gap between good intentions and practical implementation by offering technical guidance for disability-inclusive shelter and settlement support in emergencies.

2Eiii *GSC 2016* **Tools to Reduce the Risk of GBV in Shelter Programmes**. Although still in Trial Version, this 68-page toolkit works through Assessments, Risk & Mitigation and lastly How to Respond. An essential resource for those looking to update their knowledge and understanding of the subject.

2Eiv *GSC 2017* **Site Planning Guidance to Reduce the Risk of Gender-Based Violence**. Now in its 2nd edition the booklet touches on shelter programming although its primary target is the site planning component.

2Ev *UNHCR 2017* **How Shelter Contributes to Protection Outcomes**. This one-pager provides a checklist of the linkages and provides good language for use by Cluster Coordinators and the staff.

2Evi *GPC 2017* **Protection Mainstreaming Toolkit**. The Toolkit provides guidance to conduct risk analysis and mitigation as well as to monitor and evaluate the impact of having mainstreamed protection principles in humanitarian strategies and programmes.

2Evii *GPC 2017* **Brief on Protection Mainstreaming**. This simple one-pager can be shared with all those associated with the Shelter Cluster.

2Eviii *GPC 2017* **Checklist on Incorporating Protection**. Another useful guide and at two pages provides a good compendium to the larger Toolkit - **2Evi**.

2Eix *GPC 2014* **Shelter Programs, Tips for Protection Mainstreaming**. Targeting Shelter actors, this provides good practical tips on how we can build PM into our programmes.



PHASE 3: EARLY RECOVERY / MORE DURABLE PHASE

There are five Sections in **Phase 3**. By this Phase the Cluster is really performing and hopefully the less emergency nature of the situation allows the Cluster to look at more longer term and durable issues and look up from the immediate NFI and emergency shelter needs towards cross cutting thematic.

3A: TECHNICAL DOCUMENTS

The production of technical documents which provide guidance and support for members is a cornerstone of Cluster activities. It contributes towards ensuring that the humanitarian response is predictable and the same no matter where or who delivers it. The technical documentation here is written and produced by the Cluster and is context specific. NFIs and Emergency Shelter have already been covered in **Phase 2** as they will need to be produced first. For non-Cluster written standard texts on reconstruction, see **Phase 4, Section B**. For more on assessments for war damaged or structurally damaged buildings please look at work done by the Iraq, Ukraine and Syria Clusters.

3Ai *Iraq 2017, Fiji 2016, Myanmar 2015* **Technical Documents Table**. These are simple tables detailing all relevant documents associated with the Cluster – similar to a Table of Contents or Index. The Iraq example, is only Cluster produced technical documents while the Fiji and Myanmar examples capture relevant documentation produced by others. Both approaches are valid although it is recommended to separate out Cluster produced and non-Cluster documentation.

3Aii *Iraq 2017 and Ukraine 2017* **Technical Guidelines**. The Iraq guidelines, now in version 6, cover the winter as well the summer and pull together several resources into a single place. The Ukrainian document complements this with recommendations gained from their winterization activities.

3Aiii *Palestine 2018* **Urban Guidelines**. Suitable for many urban settings, these comprehensive guidelines will assist any Cluster looking to refine what is and what is not included within their scope.

3Aiv *Philippines 2016, Fiji 2016 and Bangladesh 2018* **Technical Documents Graphics**. There is a wealth of graphically presented technical training materials to accompany activities. Cluster produced documentation enables a common message to be delivered by all actors while reducing the burden from individual agencies. Getting the material right in terms of technical level, what can be undertaken and how it is presented is difficult and relies on field testing and collaboration with all, especially the intended audience.

3Av *Ukraine 2016* **Cluster Guidelines Structural Repairs and Reconstruction**. These guidelines serve to promote good practices in providing durable shelter solutions by exploring existing practices and building practices in order to provide Shelter Cluster partners with guidance and best practice for structural repairs and reconstruction.

3B: HLP AND THE CLUSTER

As we move away from the emergency phase and towards return, recovery or transition to better shelter, it is of paramount importance that we understand HLP issues, what they mean for the Cluster and its partners and where and how they sit in the humanitarian architecture. HLP will usually sit under the Protection Cluster and so it is important to form close links and tap into that expertise as soon as possible.

3Bi *GSC 2013* **Land Rights and Shelter the Due Diligence Standard**. This checklist aims to assist shelter actors to ensure that they respect existing rights over plots of land on which they intend to construct shelter and minimise the risk that may contribute to land disputes. It is also intended to help assisting managers and implementers of shelter programmes in field locations to identify land rights in contexts where information is difficult to obtain.

3Bii *NRC and IFRC 2016* **Importance of Addressing HLP**. This joint publication seeks to demonstrate that HLP is a cross-sectoral issue, which although acknowledged by some sectors, is still a barrier to operations. It's a good introductory text with case studies and is written for audiences who are not specialists and so is a good introductory text.

3Biii *Turkey X-Border 2017* **HLP Due Diligence**. A very accessible guideline produced by the Cluster with their TWiG which highlights the process of research, analysis and monitoring to ensure the protection of HLP rights throughout the shelter program cycle. Although context specific, it sets out clear steps that any Cluster can take to ensure there is due diligence and that we have our eyes wide open when dealing with HLP issues.

3Biv *Ukraine 2017* **Foreign Experience of Housing Solutions and Compensation for Destroyed/Damaged Housing for IDPs**. Using case studies from eight other countries (mainly eastern European) this 20-page document details their experiences before concluding and drawing eight lessons learnt.

3Bv *S Sudan 2015* **Shelter and Land Rights Due Diligence**. This 48-page guide aims to assist shelter actors in South Sudan to understand existing land rights over plots of land and to minimize the risk of shelter activities further contributing to land disputes in South Sudan.

3Bvi *NRC 2016* **Securing Tenure in Shelter Operations**. This guidance is part of NRC's efforts to develop an operational definition of security of tenure applicable in humanitarian settings, which will enable the organisation to effectively address the shelter needs of its beneficiaries. It incorporates learning from field operations as they apply basic concepts of tenure security together with knowledge of the local context to devise shelter solutions based on the legal realities and the diversity of tenure systems and tenure forms in place.

3C: HRP AND POOLED FUNDS

The HRP and pooled funding cycles and preparations can take considerable time and if not approached in an efficient manner can be a significant distraction. This Section contains useful resource documents to assist in the process.

3Ci *IASC 2012* **Guidance : Role of Cluster Coordinators in the Consolidated Appeal Process**. Although a little dated and referring to CAPs, this guideline is consistent with the IASC Generic Terms of Reference for Sector/Cluster Leads at the Country Level and is a useful starting point when the Appeal Process starts. A useful resource when discussing what is expected with the coordinating body although care should be exercised as it is over six-years old.

3Cii *Iraq 2017* **Guidance Sent to Partners Prior to the HRP Process**. These two documents, version 1 and version 2 are. The more guidance and direction given to partners before the applications the better as there are less individual partner questions during the project preparation and proposals are in-line with strategy and so the process of vetting them is less cumbersome.

3Ciii *Somalia 2013 & 2014* **Guidance Notes**. Two examples of from the CHF process in Somalia.

3Civ *Iraq 2017 & Somalia 2013* **Selection Criteria for Partners**. Useful document to send to partners is the selection criteria that will be used. Again, this reduces bilateral discussions but also ensures transparency.

3D: ASSESSMENTS

Good data on the needs of the affected population and on coverage of services is the foundation for all Cluster work. Good data allows resources to be efficiently allocated and more resources accessed. Good assessments should be an immediate priority and should start in **Phase 1** and continue throughout the life-cycle of the Cluster. Prior to 2011, the CC team carried the burden of designing and organising assessments, however with the signing of the partnership with REACH, much of this heavy lifting is borne by the experts - <https://www.sheltercluster.org/resources/reach-partnership>. However, even when REACH are active in the country, the better the knowledge the CC team has on assessments the better the interface.

3Di *IASC 2015* **MIRA - Multi Sectoral Initial Rapid Assessment**. This guidance explains the purpose of joint data collection and outlines the key steps required, as well as associated roles and responsibilities. As it is an Initial Assessment - it is a precursor to a Cluster led needs assessments.

3Dii *GSC 2012* **Assessment Guidelines**. Written prior to MIRA the guidance offers advice on how to conduct assessments, as well as on the analysis and dissemination of assessment findings, the guidelines promote the use of relevant and timely information to facilitate cluster-wide planning, targeting and coordination.

3Diii *GSC 2013* **Indicator Guidelines v2**. The guidelines form a list of indicators for use by shelter cluster members following the phases of the Humanitarian Program Cycle (HPC) - see document **4Dii** below. Specifically, they aim at facilitating the selection and use of key indicators by shelter cluster coordinators and members in line with the needs and objectives of each country-level deployment.

3Div *IFRC* **Emergency Assessment Form, NFIs and Shelter**. A simple series of questions to aid field observation.

3E: CONTINGENCY PLANNING

At some stage in any emergency there will be a call from OCHA to contribute to a contingency plan based on different scenarios. Equally, there is mileage in the Cluster having its own contingency discussions and tracking closely what is available in country, in the pipeline and partner plans.

3Ei *IASC 2015* **Emergency Response Preparedness (ERP) package**. The ERP replaces the 'Inter-Agency Contingency Planning Guidelines for Humanitarian Assistance' as developed in 2001 and updated in 2007. The package provides practical guidance to assist Resident/Humanitarian Coordinators and humanitarian country teams in preparing to respond to potential emergencies with appropriate humanitarian assistance and protection. Although not specifically aimed at Cluster level planning, it does provide useful background reading on Minimum Packages, Risk Analysis and Monitoring.

3Eii *Yemen 2017* **Contingency Plan Summary for Conflict Escalation in Al Hudaydah**. Prepared by the HCT, a good example of the output from a joint contingency planning exercise. Role of Shelter / NFI mentioned in main text and then in detail on page 14 onwards.

3Eiii *Ukraine 2017* **Scenario Development based on Current Situation and Lessons Learned from 2 years of Humanitarian Shelter Response in Ukraine**. Cluster produced guidance to tackle context where the conflict would go into long periods of lull and then flare up. Standard indicators to measure the pace of conflict and therefore guide the response.

3Eiv *Iraq 2016/7* **Contingency Planning Tools**. Developed for the Mosul response including, stock overview comms, key messages on stock, partner stock sheet and stock map. Key here is to capture the stock levels from the partners and ensure that this information is clearly and concisely communicated to all parties so there are 'no surprises' in the event there is sudden high need and that the donors understand where they need to invest.



PHASE 4: LONG-TERM CLUSTER SET-UP AND PHASING OUT

This last Phase is for categories and themes which become relevant as the situation settles, staff is onboard and the initial emergency Phase fades.

4A: FULL STRATEGIES

Linked with **Phase 1, Section B**, this section provides examples of full strategies. These vary considerably in how they were written and in their depth and scope. **4Ai** is a Standard Operating Framework from Somalia, perhaps the most comprehensive strategy and over-view of any Cluster worldwide. The creation of a SOF may not be applicable for all Clusters but should be considered as phase-out strategy as more development partners enter the theatre and with the input of local actors can form a comprehensive hand-over document.

4Ai *Somalia 2012 and 2015* **Standard Operating Framework (SOF)**. By Phase 4 the Cluster will have produced an array of documentation from guidance notes and position papers to assessments and methodologies. Producing a SOF is a way to start to bring all this material together and fill in the gaps. Here are two examples from Somalia. As stressed with strategies, the process of documenting what the Cluster does takes time. The two documents are vastly different in terms of depth, presentation and scale but both were

produced in consultation with partners and aims of both were to provide guidance. The 2015 version is still used widely by partners and is especially appreciated by local partners and so is a key resource during Phase 4 and the hand-over to local partners.

What is a SOF? A SOF serves as a key document for partners and other shelter stakeholders to understand how the cluster operates and the key points for which the cluster advocates and mandates. The document outlines the operational structure and the strategic objectives of the cluster. The SOF aims to harmonize the overall strategy and the approaches related to Shelter activities. Standards are incorporated within the document, but provide a lot of flexibility due to the vast area of shelter programme coverage, geographic and climatic variations, variable access conditions, capacity of the partners, different target populations and variable support of the local authorities.

4Aii *S Sudan 2014 Cluster Strategy*. This v2 is the development of the Strategy from the five-page version presented in **Phase 1, Section B** and demonstrates the evolution of a strategy.

4Aiii *Yemen 2017 Cluster Strategy*. A v2 from the Phase 1 version - more evolved and expanded.

4Aiv *Afghanistan 2017 Cluster Strategy*. The strategy has evolved over a series of versions. A good example of a 17-page strategy.

4Av *Ukraine 2017 Cluster Strategy and Matrix*. Using the GSC format, at 14 pages, slightly shorter than Afghanistan. Also included here is a graphically summary in matrix format that acts a fast reference of the strategy. Excel version included for ease of replication to any context.

4Avi *Nepal 2015 Position Paper on Reconstruction and Recovery*. A professionally produced paper which is essentially a strategy paper with objectives for the next 6-months. Written very much for the wider audience doubles as a strong advocacy and communication tool and demonstrates that the output from the Strategic process can be presented in different ways.

4Avii *IFRC 2008 Developing a Shelter Strategy*. Although in PPT format, the slides still provide a useful reference point before and during strategy development focusing on transitional settlements and reconstruction after natural disasters.

4Aviii *GSC Shelter Cluster Strategy Template*.

4B: RECONSTRUCTION

Section A of Phase 3 contains a limited selection of Cluster written guides to reconstruction. This section introduces nine of the best general guidelines, books and papers on reconstruction written by other institutions and agencies. There is a wealth of knowledge and experience available and much is very context specific and so readers are encouraged to search for resources from other contexts similar to their own.

4Bi *Shelter Centre 2011 Transitional Shelter Guidelines*. The definitive guide to transition shelter.

4Bii *IFRC 2011 Transitional Shelters Eight Designs*. Using eight case studies, the book reviews transitional shelter designs that have been built in significant numbers. It is intended that this information will support the early stages of shelter programmes and inform transitional shelter decision making.

4Biii *UNHCR 2016 Shelter Design Catalogue*. This is a collection of a number of shelter designs developed across a variety of locations, contexts and climates. The catalogue will assist sector specialists in implementing a phased shelter response through more predictable planning and implementation.

4Biv *BRE 2008 Cyclone Resistant Houses for Developing Countries*. A technical guide produced by the Building Research Establishment (www.bregroup.com). Based in the UK the BRE are an innovative group of researchers, scientists, engineers and technicians who share a common goal - to make the built environment better for all. As well as developing the BREEAM concept of sustainability, BRE is also involved with QSAND working in partnership with IFRC (<http://www.qsand.org/>) promoting sustainable shelter and settlements.

4Bv *IFRC 2010 Owner Driven Housing Reconstruction Guidelines*. These guidelines, produced with substantial contributions from many National Societies, capitalise on the expertise developed within the Movement through a number of post-disaster reconstruction projects. More specifically, they have been created following the successful post-tsunami programme developed in Sri Lanka within a partnership framework, which resulted in community-oriented processes that served to design spatial forms, enable livelihoods and build social infrastructures.

4Bvi *IOM 2016 Rehabilitating, Repairing and Upgrading Critical Shelters and Damaged Houses, Iraq*. From hands-on experience on the ground, this technical booklet presents Shelter guidelines that aim to offer step-by-step guidance in repairing and upgrading critical shelters and damaged houses.

4Bvii *ECB 2013 Shelter Accountability Resources*. A guide to improving accountability to disaster-affected populations during the implementation of humanitarian shelter programmes. The resource helps project managers and decision-makers, as well as those monitoring projects, to plan, implement and monitor shelter activities in a manner that is accountable.

4Bviii *Kashmir 2005 Learning from the Shelter Response and Rural Housing Recovery*. Rarely do we document what we learnt from a response and document the key lessons and so this example, demonstrates how we can capture these in an easy to read appealing format. The lessons from 2005 - 2009 are still relevant and act as a great aide-memoir.

4Bix *IOM 2011 One Room Shelter program Pakistan*. Where do you begin when there are 1.7 million houses damaged or destroyed? The one room shelter strategy was devised in response to the massive early recovery shelter needs across the country. The one room shelter strategy aimed to support the most vulnerable of those with a completely destroyed house to rebuild one durable flood-resistant room, according to local designs and materials, promoting self-recovery and coping strategies wherever possible. This relatively short guide acts as an introduction to the concept and so those interested should refer to other documentation building on the one-room or core-room philosophy.

4C: CASH

The growth of cash as part of Shelter and NFI has been steady over the last 10-years and is only likely to continue. There is a wealth of resource material available and specialist organisations like Cash Learning Partnership and over 70 documents listed on the GSC's Working Group section of their website under the Shelter and Cash Working Group. This Section has been trimmed back to just six documents to set the scene for Cash.

4Ci *GSC 2016 Cash Position Paper*. This 12-page document is the starting point for any reading on the subject.

4Cii *GSC Wash and Shelter Cash Advocacy Paper*. Produced by the two global Clusters, this short advocacy paper for increasing the use of CBT programming sets out the positions of both Clusters.

4Ciii *GSC 2016 Cash and Impact on IMs*. Although this resource document is not targeted at IMs, this reviews the impact of using more Cash upon existing approaches to information management, which historically has focussed towards the provision of in-kind goods. Essential reading for CCs who want to successfully interface with IMs.

4Civ *Ukraine 2017 Guidance on Monetization in the Shelter/NFI Humanitarian Response in Ukraine*. This 19-page document brings together the experience of using cash in Ukraine and covers several cash based activities such as cash-for-rent and cash repairs.

4Cv *Nepal 2015 Technical Annex Cash for Shelter*. A good resource for planning a cash-based intervention against the backdrop of the 2015 Nepal earthquake. Finishes with hyperlinks to other resources.

4Cvi *Afghanistan 2015 ECHO Guidelines for Cash for Shelter*. These ECHO guidelines offer the point of view of the donor. At 43 pages, it is a comprehensive guide from the donor and has been applied to all of their funded programmes and offers many takeaways for Clusters producing their own guidelines and technical support documents.

4D: PHASING OUT

This section also includes monitoring and evaluation of the Cluster and starts with the process of transitioning, phasing out and deactivating the Cluster.

4Di *GSC 2018* **Evaluation of the Global Shelter Cluster Strategy (2013-2017)** . At 94 pages the whole document covers a wide variety of issues and topics while pages 17 and 18 cover (actual 35 & 36 - paragraphs 79 - 84) cover Transition and Early Recovery.

4Dii *Ukraine 2016* **Shelter Cluster Transitional Plan** .

4Diii *IASC 2015* **The Humanitarian Programme Cycle** . Included in the Section as it covers how to plan for an exit strategy from the outset and ensure clarity regarding how to transition effectively and handover to national, local and development partners, as appropriate.

