# Shelter Cluster Theory of Change (ToC)

# Yemen 2019 – 2020

**Vision:** Uprooted Vulnerable Communities and Families in Yemen Supported to enjoy a Safe and Dignified life in a Sustainable Manner

**Goal:** By the end of 2020, the Shelter Cluster supports 50% of affected families and communities in Yemen to live in safety, dignity and reduce exposure to risk

**Cross cutting Themes:** Protection/ AGD/ Equity/ Accessibility/ Sustainability/ Community Empowerment/ Appropriateness/ Environment/ Partnerships/ Integrated Response

## Why does the Shelter Cluster need a Theory of Change?

A theory of change, at its most basic, is a road map of how we think we will get most effectively from "where we are now" to "where we want to be".

The situation analysis carried out by the Shelter Cluster clearly demonstrated the critical situation of IDPs especially for those have been displaced for 5 years. It also demonstrated that Shelter is a critical determinant of survival in, especially the early stages, of an emergency and has a profound effect on the needs of other sectors like WASH, Protection, Nutrition, Health etc. When a family does not have a place to call home even temporarily it affects every aspect of their lives.

The Shelter Cluster recognized that it needed a step change in the way it operated to ensure that it was properly positioned to provide lifesaving and life sustaining assistance as Yemen continues to deteriorate into chaos. The specific characteristics of this man-made war, the protracted nature that erodes the resilience of the majority of the population requires a transformation in strategy. The IDPs living in Hosting Sites have long been referred to as the most vulnerable that ran out of more preferred and sustainable options, however the response so far has not reflected this fact. A one day workshop was carried out during which a number of activities were done including a SWOT analysis to identify the strengths weaknesses opportunities and threats affecting the Cluster and this formed part of the basis on which the ToC was articulated.

## Pathways to Change

The Shelter Cluster has identified several avenues through which the changes that need to be implemented to ensure Shelter and NFI activities have the most impact on the displaced. The pathway to change is a list of short-term goals, or outcomes, that will help achieve the specific preconditions of success.

The Four critical pathways to change were identified as:

1. Displaced and highly vulnerable families enjoy safe and appropriate shelter and essential household items
2. Beneficiary populations' voices are heard and taken into consideration throughout the program cycle
3. Engagement and capacity of all stakeholders including authorities, communities and humanitarian actors in Shelter and NFI programming enhanced

The provision of appropriate shelter and essential household items remains an important priority as the Cluster works to diversify its shelter and NFI response options so that Partners can offer IDPs a choice that reflects their actual needs. Some 1,300 IDP hosting Sites host some of the most vulnerable IDPs in Yemen and although this has been recognized for a while the response provided in these sites does not reflect this priority. The CCCM Cluster has agreed with other

Clusters a minimum service package of assistance for all sectors and the implementation needs to be proactively driven to ensure a basic standard of living for IDPs at these sites.

In order to improve the Cluster response and ensure that beneficiary feedback actually influences the response, there needs to be in addition to the Complaints and Feedback Mechanisms (CFM) guidelines developed a strong push for field based systems in place to ensure that beneficiaries' voices are being listened to and heard and decisions affecting their lives are taken as close to them as possible.

The fastest way to improve the Cluster reach and capacity is through enhancing the capacity of its Partners especially NNGOs who make up 85% of the Shelter Cluster membership. The Shelter Cluster in its, capacity building strategy being finalized, has identified a range of diversified capacity building methodologies that can be used to maximize the impact to this end.

## Priority Interventions

The Shelter Cluster through its SWOT analysis identified several priority interventions or preconditions that needed to be in place for us to achieve our vision:

- **IDPs receive household and emergency shelter kits especially for those in IDPs hosting sites.**
- **IDPS receive rental subsidies and where appropriate cash grants to rehabilitate their damaged houses**
- **IDP Families with protection needs receive support for construction and rehabilitation of their transitional shelters**
- **IDPs receive winterization support**
- **Cluster Partners share project information with beneficiaries and feedback recorded and actioned** - Through the Cluster AAP commitments from 2019 and community engagement efforts Partners will be provided the tools and support in collaboration with OCHA AAP Focal point to enhance our accountability.
- **National and Sub National Cluster Coordinators are more engaged with Cluster Partners and Local authorities –** The Shelter Cluster appreciates that in order to enhance the work of its Partners in the field the relationship with the local authorities has to be prioritized and specific activities need to be implemented to strengthen this relationship.
- **Partners updated regularly on the Cluster strategy progress and challenges** - To maintain the confidence of its Partners including Donors, the Cluster needs to provide regular progress updates on the ToC any assumptions that proved to be wrong and any significant gaps that arise to ensure that its theory is still relevant. Cluster priorities reflected in Humanitarian Country Team, Humanitarian Coordinator and Local Authorities priorities
- **Cluster Beneficiary Targeting improved –** As resources become more scarce it becomes more important to ensure that populations targeted are the most in need and assistance provided is lifesaving or life sustaining. The Cluster is working to systematize both the location prioritization and beneficiary identification and selection process to include both physical protection and shelter vulnerability elements.
- **Challenges and experiences shared to improve collaboration and mutual accountability with Partners and authorities –** The Shelter Cluster will systematize the lessons learned process with at least one workshop a year including capturing feedback from affected populations jointly with authorities Partners and beneficiaries so that responsibility for improving implementation is shared and seen as shared.
- **Strategic alliances developed with key Cluster Partners and Local authorities to identify and address key challenges –** In order to more efficiently address key objectives of the Cluster strategic alliances need to be developed with entities that have the capacity to support the Cluster such as the local authorities for access issues, Partners with Capacity in Shelter to support in these areas, Protection Cluster for issues of protection

mainstreaming gender integration etc. and private companies for assessments, monitoring etc. if visible, National Partners strengthened partnerships to access funding

- **Cluster Partners and local authorities capacitated in Shelter/NFI –** Diverse capacity building initiatives are explored to enhance the capacity of Partners and authorities to facilitate the work of the Cluster
- **Cluster advocacy opportunities taken up with the HCT/HC, Authorities and Donors -** The Cluster needs to more proactively identify and engage on topical advocacy issues and escalate to the relevant channels
- **Closer collaboration established between the Cluster, Donors and Partners –** Cluster identifies avenues for closer engagement and collaboration with the Cluster Partners such as networking events, with Donors such as the donor engagements or round table sessions
- **Cluster activities monitored and results shared in user friendly format to Partners, Authorities and Donors –** In order to base its decisions on evidence, the Cluster will systematize monitoring of its HNO indicators to ensure that locations being targeted are regularly updated, impact monitoring to ensure that the impact of the Cluster strategy and activities are being measured.

## Assumptions

1. Security and political situation continue to allow Partners to respond effectively in priority locations
2. Partners engage fully on capacity building initiatives and are willing to give up their time
3. Donors and HC convinced by Cluster Strategy and engage to support the Cluster with resources required
4. Partners have the reach, access and authorizations/clearances to monitor cluster activities
5. Partners commit to use feedback to improve their programs and projects and report actions back to beneficiary
6. Partners with capacity to support Cluster have the capacity to engage on key priorities
7. Engagement with Donors are fruitful and give confidence on both sides and leads to improved assistance

## Risks

1. Cluster strategy to monetize its assistance meets with severe foreign exchange fluctuations and market forces that make it undesirable to beneficiaries
2. Feedback received and issues from monitoring not adequately addressed by Cluster leading to lack of trust in Cluster
3. Cluster does not have the capacity to sustain strategic alliances through lack of human resources
4. Capacity building by itself is not adequate to improve the situation significantly