



## **SHELTER AND NFI CLUSTER PREPAREDNESS AND RESPONSE PLAN 2024**

**COUNTRY: SOUTH SUDAN**

### **1) INTRODUCTION**

South Sudan is a country often plagued by emergencies such as conflict, natural disasters, and epidemics, relies heavily on the swift response of humanitarian agencies. However, due to logistical challenges, it may take days, weeks, or even months for assistance to reach affected areas. This highlights the need for a contingency plan based on the available in-country capacity to manage the initial phase of an emergency. This plan is called the 'Contingency or Preparedness Plan' and serves as a beacon of hope for the affected population.

The Shelter and Non-Food Item Cluster (SNFI) in South Sudan has created a comprehensive Response Preparedness Plan package based on the scenarios. This package provides practical guidance to the country cluster coordination team and SNFI humanitarian partners, equipping them to respond effectively to potential emergencies (both slow and sudden onset) with appropriate humanitarian assistance with the centrality of protection. During emergencies, the cluster coordination team ensures that the response preparedness efforts of partners are inclusive and coordinated. The contingency response plan, a key component of the package, outlines the initial response strategy and operational plan for the first three to four weeks of an emergency, setting the stage for a Flash Appeal if necessary. The following sections delve into the Cluster's response regarding activities, capacity, coordination mechanisms, and risks and constraints.

It is important to base emergency response preparedness on knowledge of national and local authorities' planning, capacities, and systems. This should be complemented with a deep understanding of the underlying inequalities and vulnerabilities influencing risk susceptibility and resilience of women, men, and their communities in a given context (Accountability to the Affected Population). This understanding, guided by the principles of neutrality and impartiality, enlightens and makes us aware of the complex dynamics at play in emergency response.

### **2) PILLARS OF THE SNFI CLUSTER RESPONSE PREPAREDNESS PLAN**

The SNFI Cluster Response Preparedness Plan addresses four main pillars:

1. Risk Analysis and Monitoring Trends
2. Strengthen Rapid and Static Response
3. Scenario-Based Response
4. Coordination Mechanisms

#### **Pillar 1: Risk Analysis and Monitoring Trends**

The SNFI Cluster is constantly monitoring several risks based on past events. These risks include:

- Natural hazards such as seasonal floods.
- Armed conflict and intercommunal violence.
- A possibility of an influx of returnees due to conflict in neighboring countries like the Sudan Crisis.
- The anticipated 2024 elections being considered as a potential risk.



The SNFI Emergency Response Preparedness Plan (ERPP) is designed to focus on specific indicators that are monitored to identify risks. These indicators are analyzed individually or collectively to determine the tipping points that trigger decision-making. The humanitarian partners can decide whether to increase preparedness in response to reaching a threshold by monitoring these indicators using available early warning mechanisms such as climate trends by FAO, conflict through information from the field, mobility trends, etc. In the preceding section, we will discuss each of the events/scenarios in detail, including specific activities, packages, and risks.

## **Pillar 2: Strengthen the Cluster capacity to respond (Rapid Response Team and Static Partners)**

Currently, the SNFI Cluster is currently comprised of a diverse group of 23 implementing partners, including 9 INGOs, 2 UN organizations, and 12 NGOs. Among these partners, there are six mobile responders namely IOM, Medair, DRC, NRC, SI, and PAH, who possess the capability to respond swiftly to emergencies across the country. These mobile and static partners are technically proficient in implementing the cluster response, particularly in critical components such as assessments, distribution of SNFI kits, shelter construction, and cash response.

## **Pillar 3: Scenario-Based Response**

The SNFI Cluster Response Activity Framework is developed based on four key scenarios: conflict, natural disasters, returnee influx, and upcoming 2024 country elections. Each scenario has a set of key activities as part of the response plan. Generally, the actions across the scenarios are divided into two broad categories.

**a) Minimum Preparedness Actions (MPAs):** These are a set of activities that the SNFI Cluster partners must implement to establish a minimum level of emergency preparedness within the affected locations. The MPAs are not risk or scenario-specific and usually do not require significant additional resources to accomplish. The SNFI Cluster actions include risk monitoring, establishment of coordination and management arrangements, preparing for joint needs assessments, response implementation and monitoring, information management, and establishing an operational capacity and arrangements to deliver critical relief assistance and protection.

**b) Advanced Preparedness Actions (APAs) and Contingency Planning:** These are sets of complementary activities that should be initiated together to plan for specific risks when risk analysis and monitoring indicate moderate or high risk. APAs are designed to advance cluster readiness to respond to specific risks. They build on the MPAs already in place. For instance, the APAs are implemented with seasonal hazards, and contingency plans (CPs) are updated before the seasonal/scheduled hazard onsets. A good example is restocking the warehouse and prepositioning of supplies.

Let's explore the various emergency scenarios in South Sudan that make up this response plan.

## **Scenario 1: Seasonal Floods**

The current flood situation in South Sudan has reached unprecedented levels, affecting more than half of the country spanning across ten states. For the past four years, the states of Jonglei, Upper Nile, and Unity have been heavily plagued with rising water levels and high floods that continue to pose significant challenges. The situation exacerbates between May and October, coinciding with the period of highest rainfall in the country. Seasonal floods lead to mass displacement, impede access to humanitarian services, and disrupt the main supply routes.



To address this, the Cluster develops/updates a preparedness plan before the rainy season, including restocking the warehouse with a Minimum Flood Response Package (plastic sheeting, blankets, rubber ropes, and mosquito nets), and prepositions supplies in major hubs. The items are distributed to the most vulnerable Internally Displaced People (IDPs) and host families that have been severely affected by the disaster. It's important to note that in most cases, over 90% of the population in the affected area are displaced in the neighboring location, with the shelters destroyed, some partially damaged (including broken walls and roofing), and usually require emergency shelter to mitigate protection risks.

The flood preparedness response plan entails a set of key actions that must be taken to ensure efficient and effective response to flood emergencies. These actions include:

1. Monitoring risks by using information from the meteorological department's weather forecasting.
2. Conducting refresher training on rapid needs assessment, preparedness, and response to emergencies, along with monitoring and early warning systems.
3. Mapping existing response capacity, including human resources, available resources, partner presence, and warehousing capabilities.
4. Procuring and strategically prepositioning emergency shelters and NFI (non-food items) kits in the established hubs for emergency deployment.
5. Planning to complement pipeline supplies with cash modalities only if markets are accessible and available.
6. Engaging donors to mobilize resources and advocacy activities to address the need gaps.
7. Managing information/data.
8. Coordinating activities.
9. Scaling up flood mitigation solutions, such as sandbags, drainage construction, erecting barriers around shelters (collective centres), community awareness promotion, and providing technical guidance for disaster risk reduction (DRR) activities.

By diligently implementing these actions, Cluster can ensure that it is fully prepared to respond to any flood emergency with the highest level of urgency and effectiveness.

## **Scenario 2: Conflict and Intercommunal Violence**

Since 2013, the Republic of South Sudan has been grappling with a series of challenges, the most significant of which is conflict triggered by inter-communal violence over limited resources such as housing, land, and property. Weaknesses in the judicial system have also contributed to the escalation of violence. Moreover, natural disasters such as floods and droughts have significantly contributed to the displacement of people, resulting in loss of life, property, and shelter during clashes. Consequently, many people lose lives, property, and shelters are destroyed during clashes, and they usually flee in search of peaceful locations. Wherever they settle, a few are absorbed or hosted by their relatives and friends, while the majority end up in public facilities (churches, schools), while others are in the open spaces under trees, which expose them to protection risks (health, GBV, insecurity, etc.).

It is critical, therefore, that the Cluster be equipped to provide timely assistance in the form of shelter, non-food items, and other support during such events. This will help mitigate the negative effects of displacement and ensure that those affected receive adequate protection and care and live a dignified life.



### **Priority preparedness activities during conflict**

When a conflict arises, it is crucial to prioritize certain preparedness activities to ensure a timely response to emergencies. These activities include:

- 1) Assessing and training the existing response capacity.
- 2) Coordinating with the field coordinators (State Focal Points) to monitor and report risks.
- 3) Strengthening the pipeline and preparedness capacity of humanitarian actors for an emergency response.
- 4) Identifying the most vulnerable households in collaboration with DTM, CCCM, and Protection Clusters.
- 5) Assessing the capacity and state of communal shelters available (IDP sites) and preparing a database of IDP sites with geolocation and inserting them on maps (IM support).
- 6) Focusing on self-driven recovery processes beyond emergency response support.

### **Scenario 3: Returnee Influx**

Following the signing of the revitalized Peace Agreement in 2018, South Sudan has been receiving a large number of people who were previously displaced internally and in neighboring countries due to ongoing conflicts. Unfortunately, many of these individuals have lost their belongings and return with little to no possessions. Many others have been due to the ongoing conflict in neighboring countries, mainly the recent crisis in Sudan and Central African Republic. While they are excited to return home, unfortunately, those fleeing conflict lose property (NFIs) and return with minimal or no items to use. Those who can arrive safely back in their original locations either find shelters destroyed or occupied by other people and face Housing, Land, and Property (HLP) constraints. This highlights the need for a returnee response plan to address the issues surrounding the provision of emergency shelter and NFIs to help these individuals resettle as they ponder their next course of action.

**Note:** In developing a returnee response plan, it's important to consider the two categories of people who are likely to be affected by the conflict. The first category is the displaced population, which includes people who have been directly impacted by the crisis. The second category is the non-displaced population, which comprises residents and host families who take in the displaced population. The hosting capacity of these individuals is often strained, and they require immediate assistance based on the assessed need.

### **Key activities for the Returnee Response Preparedness**

These are the key activities that need to be carried out in the Returnee Response Preparedness plan:

- 1) Monitor movements through DTM.
- 2) Construct or rehabilitate communal shelters at the reception centres.
- 3) Restock or purchase pipeline materials that will be kept in the main warehouse.
- 4) Consider cash-related activities such as cash for rent for urban and semi-urban returnees, cash for construction and conditional cash grants for (re)construction or repair, multipurpose cash (MPC) for hosting families.
- 5) Manage information effectively.
- 6) Coordinate with different sectors and sub-national teams.
- 7) Map out and strengthen resource capacity.



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- 8) Plan for resilience and recovery activities in possible destination areas, including messaging.
- 9) Engage with the community in the affected locations to understand their short and long-term plans.
- 10) Distribute emergency SNFIs to support resettlement and reintegration.

Here are the key factors to consider in the returnee response for the SNFI Cluster partners in the South Sudan context:

- ✓ No direct shelter activities will be aimed at facilitating the return of refugees by the Cluster, as UNHCR is handling the refugee response separately.
- ✓ It is important to adopt a "do-no-harm" approach to avoid tensions between returnees and residents and IDP groups while considering support to returnees. Hence, target the vulnerable host families for peaceful coexistence.
- ✓ The SNFI Cluster believes that the approach of Sustainable Shelter Solutions is overarching for protracted IDPs, rural returns, urban returns, and host communities. Livelihoods should be the key component that will ensure a sustainable and scalable approach.
- ✓ There is a strong need for integrated programming. The approach should embed strong linkages with WASH, FSL, education, health, and protection.
- ✓ The shelter package should differ depending on whether the return is urban or rural.
- ✓ A strong component of awareness and Building Back Safer (BBS) can be incorporated in areas where HLP issues have been assessed and addressed.
- ✓ In an urban or semi-urban setting, land tenure will be crucial in forming a longer-term solution.

### Scenario 3: National Elections

South Sudan has made significant progress in consolidating peace since signing the Revitalized Peace Agreement in 2018. However, the unity of the different parties, which is based on key principles particularly, dialogue, consensus, democracy, and peaceful dispute resolution have been deteriorating, especially with the build-up of tensions in the run-up to the '2024 December Presidential Elections'. These elections are vital for the long-term peace and stability of South Sudan. Therefore, it is crucial to reinforce trust between the ruling party and opposing governments, as political tensions are currently high. If left unchecked, it could trigger electoral violence with severe consequences for South Sudan and the East African region. While all ten states are areas of possible higher risk, three states - Jonglei, Upper Nile, and Unity are at significant risk. Other states like Warrap, where the incumbent president hails from, and Central Equatoria, need to be monitored closely.

In order to confirm or adjust the cluster response plans, the situation in the entire country requires close monitoring, and humanitarian partners must be prepared for the possibility of election backlash. They must monitor the risks that could likely happen before the elections (June and December 2024) and the aftermath of the election results, mainly:

- The selection and announcement of candidates, particularly for the presidential election, are among the most obvious triggers.
- Some presidential hopefuls could reject the credibility of the entire process and call for rallies to disrupt the remaining elections.

Other potential triggers that could lead to violence during and after the elections:

- Disagreements regarding voter registration and ID card distribution
- Continual mistrust and lack of political dialogue among actors



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- Perceived biases of administrative and judicial institutions.
- Unfair representation along the tribal lines.
- Reduced political space for political parties and civil society organizations.
- Retaliatory hate speeches, rumors, and calls for violence.
- Confrontations between political parties and youth wings due to high unemployment rates.
- Politically motivated violence and intimidation against leading political figures or influential persons.
- Rejection of election results.
- High civilian casualties during efforts to quell demonstrations, which could lead to revenge killings.
- Emergence of new armed movements.
- Apparent divisions among security forces, etc.

### What is likely to happen/humanitarian consequences?

The following are some of the possible humanitarian consequences that may occur due to an emergency situation:

- Hundreds of thousands of people may lose their lives, while many more may be injured.
- Millions of people are likely to be displaced, losing their homes and being forced to leave their communities.
- Key infrastructure and basic social services may be severely disrupted, including the movement of people and goods which may also be affected.
- Markets in the affected areas may be destroyed, leading to economic instability and further hardship.
- The provision of essential health care to all affected people in need, including psychosocial support may also be required.
- There may be complex land tenure issues and related communal conflicts that need to be addressed.
- The large youth population and rampant unemployment coupled with the worsening inflation may exacerbate the situation.
- The immediate needs of affected people may include food assistance, livelihoods support, shelter, non-food items for those likely to be displaced, water, sanitation and hygiene, and protection, including child protection and SGBV (women and children are expected to represent the majority of affected people).
- The government's focus may be on containing the violence, rather than providing or addressing the humanitarian catastrophe.
- Capacities to respond to the emergency by humanitarian partners may be overstretched if the number of people needing urgent assistance exceeds the existing resources. Additional resources may be required to increase the current in-country capacity to respond to the situation.

### Pillar 4: Coordination

Effective coordination is crucial for preparedness and planning during emergency response. All activities, partners, and plans must be well-coordinated to achieve the desired goal. It's important to note that the SNFI Cluster coordination operates at varying levels and is always ready to be deployed or respond in case of any emergency. At the national level, the cluster coordination is supported by state focal points in all 10 states, who work together to ensure a coordinated response. Cluster has six mobile partners (NRC, DRC, PAH, Medair, IOM, and SI) with capacity to respond whenever possible.



## Key coordination activities

- Establish and reactivate the relevant Technical Working Group (TWG) to coordinate the response in the identified hotspot areas during emergencies.
- Map out and discuss with the Rapid Response Team to understand their activities, resource capacity, challenges, and steps to mitigate them for timely response.
- Sub National Coordination in each state, supported by site focal points to map and update the state's capacity and coordinate partner meetings. They will also develop state-level contingency plans that will be discussed with the national coordination team.
- Sub National Coordinators will engage with the local authorities and other sectors to share the response strategy/plans and agree on responsibilities, including sharing the key messages with partners.
- At the national level, cluster coordination team will actively coordinate with the ICCG, relevant ministries, and donors to share plans and gaps and advocate for necessary resources.
- Subnational teams and cluster partners will lead community engagement activities.
- Coordination mechanisms with other sectors will be established for integrated response and complementarity.
- Technical guidelines and SoPs will be developed or updated to be shared with the partners.
- Coordination with other groups, particularly the Cash Working Group for a cash-targeted response, Needs Assessment Working Group (exchanging information on needs assessments and gaps to support partner agencies appropriately target their response),
- Laise with the protection team for support on gender and disability integration into shelter activities will be ensured.

## 3) PHASES OF SNFI RESPONSE PLAN AND ACTIONS

SNFI cluster responses focus on three population groups:

- 1- Internally Displaced Persons (IDPs),
- 2- Returnees, and
- 3- Residents (host families).

Different actions are taken for each group, as summarized in Table 2 below.

Activity	Indicator	Responsibility of
<b>Phase 1: Initial Response Phase (Up to 72 Hours)</b>		
<ul style="list-style-type: none"> <li>- Activate or form the Shelter Cluster TWIG in accordance with the contingency plan, engaging a group of active members.</li> <li>- Convene an immediate meeting with active cluster partners in the affected areas, create a response group, and assign responsibilities.</li> <li>- Design, adopt, and implement Standard Operating Procedures (SOPs) without delay.</li> </ul>	<ul style="list-style-type: none"> <li>- TWG is activated/established.</li> <li>- Resources (partner capacity, stocks, and funds) mapped.</li> <li>- IM system in place to monitor information flow.</li> <li>- A joint assessment report and plan shared with all clusters.</li> <li>- Number of shelter kits procured and prepositioned.</li> </ul>	National and Sub-National Coordinator team





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<ul style="list-style-type: none"> <li>- Strengthen an effective Information Management (IM) system to track information flow.</li> <li>- Share updates from the field with the National Cluster Coordination Team, and coordinate and track needs and interventions by actors using the cluster emergency response tracking system/DTM.</li> <li>- Map and confirm the status of pipeline stocks, and plan jointly with other clusters (WASH, FSL, Protection, CCCM) for an integrated response to ensure a holistic response and mitigate further protection risks.</li> <li>- Collect data, prepare the report, analyze and aggregate data, and then design the assistance to be provided in the second phase of assistance.</li> <li>- Conduct resource mapping and mobilize/advocacy for funds with urgency.</li> </ul>	<ul style="list-style-type: none"> <li>- Light weight shelter kits are available.</li> </ul>	
<b>Phase 2: Emergency phase 72 Hours – 1 Week</b> <b><i>SO1: Ensure provision of timely and adequate access to safe and dignified emergency shelter and lifesaving NFIs to newly displaced people or populations with new vulnerabilities.</i></b>		
<ul style="list-style-type: none"> <li>- Monitor the situation and analyze risks.</li> <li>- Map partners to assess operational capacity.</li> <li>- Organize or participate in a Joint Needs Assessment Mission to identify the needs of the affected population and guide decisions on response and targeting.</li> <li>- Procure/restock the warehouse and preposition emergency shelters and NFI kits in strategic locations for a timely response.</li> <li>- Conduct a sectoral needs verification to determine those in need of complete/partial emergency shelter and NFI.</li> <li>- Design an integrated package with other sectors for a holistic approach to needs.</li> <li>- Strengthen the information management systems.</li> </ul>	<p>Number of vulnerable people receiving shelter and NFI kits</p> <p>Cluster partners conduct weekly meetings in the field and in the capital</p>	<p>Partners and National cluster coordination team</p>





<ul style="list-style-type: none"> <li>- Distribute SNFI kits guided by the cluster targeting criteria.</li> <li>- For sectoral cash, determine the modality and the Minimum Expenditure Basket (if cash is possible).</li> <li>- Work closely with other sectors, especially protection, to address protection concerns, particularly HLP and GBV.</li> <li>- Monitor the implementation of the response against the set timeline, indicators, and quality standards.</li> <li>- Provide technical support, particularly during site planning, development of shelter plans, training of masons, etc. (communal shelters).</li> <li>- Develop information, education, and communication (IEC) materials on Building Back Safer (BBS), environmental protection.</li> <li>- Implement disaster risk reduction (DRR) to mitigate more flood risks.</li> <li>- Continue to update the ICCG, HC/HCT, and donors on gaps in the response.</li> <li>- Advocate for more resources</li> </ul>		
<p><b>Phase 3: Post Emergency Response Phase (4 Weeks Onwards)</b></p> <p><b>SO2:</b> <i>Improve the living conditions of highly vulnerable protracted IDPs, returnees, and the host communities who are unable to meet their SNFI needs.</i></p> <p><b>SO3&amp;4:</b> <i>Support recovery and resilience building through interventions that build assets and capacities of affected population to recover from shocks and restore HLP rights, with particular attention to supporting durable solutions.</i></p>		
<ul style="list-style-type: none"> <li>- Consolidate information by answering the 5Ws (Who, What, When, Where, Why) and analyze gaps.</li> <li>- Keep advocating for resources based on the results of new assessments and existing needs.</li> <li>- Conduct post-distribution monitoring (PDMs) and share the results with the cluster.</li> <li>- Initiate the post-reconstruction/rehabilitation process and provide support.</li> <li>- Monitor needs through SFPs and CCCM complaint and feedback</li> </ul>	<ul style="list-style-type: none"> <li>- 90% of the supported population are satisfied with the SNFIs.</li> <li>- # of shelters constructed/repaired.</li> <li>- # of PDMs conducted.</li> <li>- Amount of people supported with sectoral cash.</li> <li>- # of trainings conducted on BBS and DRR.</li> </ul>	<p>National Partners, IMO, Government</p>



<p>mechanisms, especially at formal sites (Shelter Damage Assessment Report).</p> <ul style="list-style-type: none"><li>- Conduct training on shelter construction and repairs.</li><li>- Provide cash for shelter (for semi-urban residents) for rent or to purchase shelter items based on market accessibility and availability.</li><li>- Implement DRR activities for environmental risk management and mitigation.</li><li>- Continue to address protection concerns (land tenure) where required.</li><li>- Keep communication and community engagement activities on Building Back Safer (BBS) and work closely with the government and development actors to support reintegration and recovery.</li></ul>		
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Throughout all phases of emergency response, it is crucial to ensure that interventions are carefully designed and implemented in a manner that supports existing coping strategies while promoting self-sufficiency and recovery among the affected population. It is equally important to consider known risks and work towards minimizing any long-term negative environmental impacts while maximizing opportunities for affected individuals to maintain or establish livelihood support activities. To achieve this, accountability to the affected population is paramount, and all humanitarian workers must ensure community engagement and meaningful participation are implemented to promote inclusion, ownership, and sustainability. Remembering the Do No Harm Principle when providing humanitarian assistance is essential.

Lastly, it is imperative to take practical measures to ensure that all groups, including women, persons with disabilities, and Pregnant and Lactating Women, have equal access to assistance. This includes ensuring appropriate shelter designs that support and meet the needs of persons with disabilities and the elderly within the family and communal setting. By prioritizing gender and disability inclusivity, we can ensure a more equitable response to disaster situations.

#### **4) SHELTER AND NFI CLUSTER MINIMUM RESPONSE PACKAGE**

The table below outlines the minimum response package needed for each emergency scenario. However, the package is dependent on available resources and must be adjusted regularly.

##### **Item specifications**

Find attached for details on page 4.



Shelter- NFI Items -  
Specifications.pdf

Scenario 1- Conflict-affected households	Scenario 2-Floods-affected households	Scenario 3- Returnees (informal sites)	Scenario 4- Election
<p><b>Shelter</b></p> <ul style="list-style-type: none"> <li>- Plastic sheets – 2 pcs</li> <li>- Rubber ropes – 2 bundles</li> <li>- Wooden poles – 6 pcs</li> <li>- Bamboo – 2 bundles of 10 pcs each</li> </ul> <p><b>Non-Food Items</b></p> <ul style="list-style-type: none"> <li>- Plastic sheet – 1 pc</li> <li>- Blankets – 2 pcs</li> <li>- Mosquito Nets – 2 pcs</li> <li>- Kangas – 2 pcs</li> <li>- Sleeping mat - 1 pc</li> <li>- Kitchen Set – 1 set</li> </ul>	<p><b>Shelter and NFI Combined Kit</b></p> <ul style="list-style-type: none"> <li>- Mosquito nets - 2 pcs</li> <li>- Plastic sheets - 2 pcs</li> <li>- Rubber ropes - 2 bundles</li> <li>- Blanket –1 pc</li> <li>- Sleeping mat - 1 pc</li> </ul>	<p><b>Shelter</b></p> <ul style="list-style-type: none"> <li>- Plastic sheets – 2 pcs</li> <li>- Rubber ropes – 2 bundles</li> <li>- Wooden poles – 6 pcs</li> <li>- Bamboo – 2 bundles of 10 pcs each</li> </ul> <p><b>Non-Food Items</b></p> <ul style="list-style-type: none"> <li>- Plastic sheet – 1 pc</li> <li>- Blankets – 2 pcs</li> <li>- Mosquito Nets – 2 pcs</li> <li>- Kangas – 2 pcs</li> <li>- Sleeping mat - 1 pc</li> <li>- Kitchen Set – 1 set</li> </ul>	TBD

## 5) RESOURCE REQUIREMENTS

The SNFI Cluster estimates that it would require approximately **USD \$38 million to support 1.39 million people (HRNP 2024-25)**. This total includes the costs associated with procuring, storing, transporting, and distributing supplies to the targeted locations.

## 6) RISKS AND ASSUMPTIONS

As we plan for any eventuality, it's crucial to understand that our plan is built on past trends of events and experiences. However, we must also be aware of the potential risks that could impact the execution of our plan, and we must take steps to mitigate these risks and incorporate them into our strategy. With our contextual knowledge, we have developed a contingency plan that confidently considers the assumptions and risks at play.

### Assumptions

- A considerable number of vulnerable individuals, including children, women, the elderly, those with disabilities, and those with chronic illnesses, require emergency shelter, non-food items, and other immediate necessities beyond their resource capacity.
- Donors are willing to provide funding to cluster partners and core pipeline for timely response to emergencies.
- An adequate stock of materials is available to support front-line response, and supplies are prepositioned in designated warehouses/hubs to ensure a timely response.
- Partners possess the necessary expertise and capacity, such as Rapid Response Teams, to effectively and timely address emergency needs.



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- Roads are accessible, and there are no major security issues that impede transportation.
- Housing, land, and property issues are either non-existent or addressed to enable shelter activities.
- Markets are operational and accessible, with the required shelter and non-food items to support cash transfer programming.
- Other sectors are supportive of integrated programming.

### Risks/Gaps and Mitigation Measures

Risks	Mitigation Measures
• Limited access to certain areas due to factors such as conflict, floods, or poor road infrastructure.	Risk monitoring and share timely updates.
• Movement restriction between states due to disease outbreak e.g. yellow fever, COVID, meningitis etc.	Risk monitoring and share timely updates.
• Security threats along main supply routes or in areas where affected populations reside.	Risk monitoring and share timely updates.
• Markets may be destroyed or lack essential items to support cash transfer programming.	Provide in-kind assistance
• HLP constraints may limit shelter partner activities to construction only if land tenure has been achieved.	Work closely with the protection partners (HLP AoR) to address the identified HLP issues.
• Information gaps: if detailed data on affected populations is scarce, this can lead to a lack of evidence to inform decisions regarding resource mobilization and advocacy	Strengthen the IM system and advocate to partners to conduct needs assessment.
• If other sectors/clusters are not in support of a multisectoral approach, a holistic vision may not be achieved.	Advocated for an integrated response with other sectors.
• Limited partner capacity and coordination gaps.	Increase the capacity of implementing partners in the country through resource advocacy and training.
• Funding constraints for emergency preparedness and response activities are also a common issue for humanitarian agencies.	Continue with mobilization and advocacy with evidence of data on existing needs.
• Competing priorities by the government across South Sudan, such as for newly conflict-displaced persons vs. floods, existing emergencies, or upcoming elections can pose significant challenges for humanitarian agencies.	Advocacy and engagement with the government.

## 7) CROSS CUTTING ISSUES

### i) Communications and Community Engagement (CCE)

Communication and community engagement are essential parts of any SNFI Cluster response strategy. It is crucial to prioritize them in all phases of a crisis, including pre-crisis (risk monitoring and planning),



during the crisis (assessments), and post-crisis (monitoring and evaluation). Humanitarian agencies must collaborate with the affected population and local authorities, such as community leaders, religious leaders, youth and women leaders, health workers, community volunteers, and local networks (women's groups, youth groups, traditional healers, etc.).

During the planning phase, consultations on probable risks, identification of high-risk population groups, existing trusted communication channels (formal and informal), and setting up surveillance focal points, as well as community task teams/AAP committees, should be carried out in collaboration with camp management teams, camp/site committees, and community leaders. The community mobilization approach and risk communication information from national and local authorities and respective stakeholders should be adapted according to specific information needs and perceptions of the residents or host communities.

It is crucial to consider the local languages, literacy levels, access to communication channels (complaint and feedback channels), and existing barriers to prevention within different groups when sharing information. By working closely with local leaders, volunteers, and networks, humanitarian organizations can establish effective communication channels and build trust with the affected population, which is critical for successful crisis management.

## **ii) Targeting and prioritization of vulnerable households**

It can be challenging to provide humanitarian assistance, shelter, and non-food items to everyone who needs it, especially when resources are limited. That's why humanitarian organizations must prioritize the most vulnerable communities and households in high-need areas. Cluster partners are guided by the SNFI targeting criteria, which focuses mainly on the following groups:

- Households with women, elderly people, PwDs, and children who need emergency shelter and non-food items.
- Households that have been affected by a crisis and have no close links to the area they've settled in.
- Households with no source of income to meet their basic needs.
- Pregnant and lactating women who are exposed to harsh weather.
- People living in communal shelters or in open spaces in need shelter assistance
- For IDP sites, households that require shelter improvement following a shelter damage assessment will be identified through CCCM complaint feedback.

## **iii) Monitoring and Reporting**

**A) Information/Data Management:** The SNFI Cluster has an Information Management Unit crucial in enhancing coordination and enabling relevant stakeholders to work with shared information, significantly impacting informed decision-making. The benefits of proper collection and management of data are critical, as they inform the decisions of the Cluster responses. It ensures that cluster decisions are not just based on insights but timely and evidence-driven insights, fulfilling the accountability framework outlined in the IASC Operational Guidance on Responsibilities of Cluster/Sector Leads and OCHA in Information Management (2008). The SNFI Cluster at the national and sub-national levels will continue to follow trends and alerts for crises and update partners every week through emails, websites, and meetings. IM is a vital part of the six core functions of a cluster and encompasses various core tasks in line with the IASC guidelines while maintaining adaptability to the specific context and the needs of cluster partners and stakeholders. The main functions of an IMO entail:



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- 1) Establishing information systems to comprehend where the cluster partners and activities are being carried out and whether they align with the cluster's objectives.
- 2) Gathering and analyzing cluster needs to gain insights into the gaps, obstacles to the response, and identifying where and who requires prioritization.
- 3) Defining indicators, calculating PIN, categorizing activities, and estimating the cost of the response.
- 4) Overseeing data collection, ensuring timely reporting (5Ws), and monitoring the progress of the cluster strategy against the agreed outcomes.
- 5) Updating information systems.
- 6) Conducting capacity building programs on data collection and reporting

**B) Pipeline Monitoring:** The SNFI Cluster is under the management of IOM and is responsible for the oversight of a vital pipeline of supplies. The Cluster has a dedicated M&E officer whose primary responsibility is to track the stock levels of critical supplies. By doing so, contingency measures can be put in place, and well-informed decisions can be made during preparedness. To stay abreast of stocks across all prepositioned hubs in the country, SNFI has implemented a Pipeline Online System that all its cluster partners can access freely.

**C) Fund Monitoring:** The SNFI Cluster keeps track of its partners' funds through a central Fund Tracking System (EFTS) which is managed by OCHA. This system provides a record of the progress of Shelter/NFI projects along with related funds received, pledges, and commitments. The FTS offers a real-time and constantly updated picture of funding flows into existing humanitarian operations. It also guides the Cluster in preparedness planning based on the available resources and what's required (gap) for advocacy and resource mobilization. At the onset of an emergency, the National Cluster coordination team will contact OCHA to determine the Cluster's financial requirement and monitor progress against the requirements.

**D) Displacement Tracking Movement:** The Displacement Tracking Matrix (DTM) is essential for the SNFI Cluster to assess crisis severity, including the number and location of affected people. Displaced and mobile populations' mobility, vulnerabilities, and requirements are collected and analyzed by DTM to provide tailored assistance to them through the cluster and its partners. The International Organization for Migration (IOM) provides DTM data as a shared resource to all actors involved in humanitarian responses and those supporting populations on the move. Population estimates, demographics, and locations are recorded in displacement locations, internal displacement camps, informal settlements, communities hosting displaced people, and transit centers or border points, providing fundamental data across the country.

**E) Flood Early Warning Systems:** Flood Early Warning Systems (FEWS) are essential for monitoring and managing disaster risks. While flood forecasting systems evaluate the potential risk of floods, early warning systems have the main function of issuing alerts when a flood is imminent or already happening. In South Sudan, the meteorological department supported by share early warning systems for floods across the country. Accuracy and timely updates are crucial in understanding flood risks in the most affected areas, monitoring local hazards (forecasts), disseminating flood risk information, and providing communication services that guide contingency planning for



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appropriate flood responses. Moreover, such warnings enable coordination and advocacy for resources and early action planning to address the anticipated floods.

### **iv) Protection & Operational Principles**

The "centrality of protection" principle means that humanitarian agencies must apply a rights-based in the provision of humanitarian assistance by analyzing/addressing the root causes of human rights violations rather than simply responding to the immediate needs thereof. They must ensure that protection of all persons affected and at-risk is at the forefront of humanitarian decision-making and response. This approach goes beyond protection mainstreaming and ensures that leadership, coordination, and engagement in all sectors are more strategic, aligned, and directed toward a stronger response. Throughout the planning and response phase, we must identify and address the most critical protection concerns in a given context to better prepare for and respond to crises.