

## **Palestine Shelter Cluster – Advocacy Strategy 2026**

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### **Executive Summary**

The Palestine Shelter Cluster Advocacy Strategy 2026 sets out coordinated priorities to address the rapidly deteriorating shelter crisis across Gaza and the West Bank, including East Jerusalem. Safe and adequate shelter and basic household items remain a core protection concern. Since October 2023, widespread housing destruction, displacement, and restrictions on humanitarian access have left large numbers of Palestinian families without safe and dignified shelter while significantly constraining humanitarian response capacity.

In Gaza, the scale of housing damage and displacement is unprecedented. More than 320,000<sup>1</sup> housing units have been damaged and an estimated one million people require emergency shelter assistance. Repeated displacement, overcrowded sites, and reliance on short-life emergency solutions such as tents

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<sup>1</sup> <https://unosat.org/products/4213>

have created extremely fragile living conditions. Humanitarian response is heavily constrained by restrictions on the entry of shelter materials, operational access limitations within Gaza, and severe underfunding. Expanding access to shelter materials, improving humanitarian access, stabilising displacement sites, and enabling repair and rehabilitation of partially damaged housing are central priorities for advocacy.

In the West Bank, shelter needs are primarily driven by demolitions linked to restrictive planning and permit regimes, displacement associated with military operations, settler violence, and movement restrictions that limit humanitarian access. These dynamics create persistent housing insecurity for Palestinian communities, particularly in Area C and parts of East Jerusalem, while regulatory barriers prevent families from repairing or rebuilding homes.

The strategy outlines coordinated advocacy objectives aimed at protecting civilian housing, preventing avoidable displacement, and improving the operating environment for humanitarian shelter assistance. It prioritises engagement with Israeli authorities responsible for access and planning decisions, governments with diplomatic influence, major humanitarian donors, and United Nations humanitarian leadership. Through coordinated messaging, evidence-based analysis, and sustained diplomatic engagement, the Shelter Cluster seeks to improve humanitarian access, secure predictable entry of shelter materials, enable housing repair and rehabilitation where feasible, and mobilise the resources required to address one of the most acute humanitarian shelter crises in the occupied Palestinian territory.

## **Introduction**

### **Purpose of the Advocacy Strategy**

This advocacy strategy sets out the Shelter Cluster’s collective priorities to strengthen protection of civilian housing and improve conditions for humanitarian shelter response in Gaza and the West Bank. It provides a shared framework for coordinated engagement with relevant authorities, diplomatic actors, donors, and humanitarian leadership on the drivers of shelter needs and the constraints limiting effective shelter assistance.

The strategy:

- identifies the principal barriers affecting shelter response
- defines strategic advocacy objectives for each context
- sets out coordinated key messages and calls to action to improve humanitarian access, protect civilian housing, and enable displaced families to access safe and dignified shelter.

### **Scope and Geographic Coverage**

This strategy covers the humanitarian shelter context in Gaza and the West Bank, including East Jerusalem. The operational dynamics differ, but both contexts are characterized by escalating housing insecurity, displacement, and restrictions that undermine humanitarian shelter assistance.

- In Gaza, extensive housing destruction, repeated displacement, and restrictions affecting the entry of shelter materials and equipment have produced an acute shelter emergency.

- In the West Bank, shelter needs are driven by demolitions linked to restrictive planning and permit regimes, displacement associated with military operations, settler violence and related access restrictions, and constraints affecting repair, rehabilitation, and humanitarian access.

The strategy addresses these dynamics through context-specific objectives and messaging, while aligning partners around a common advocacy approach grounded in protection and humanitarian principles.

### **Shelter as a Protection and Humanitarian Priority**

Safe and adequate shelter is central to civilian protection, dignity, and well-being. Loss of housing exposes families to heightened risks, including unsafe living conditions, severe overcrowding, loss of privacy, and disruption to livelihoods, education, and access to essential services.

Shelter assistance helps stabilize displacement, supports families to remain safe in their communities where possible, and enables recovery when homes are damaged or destroyed. Yet shelter response is increasingly constrained by access restrictions, limits materials entry and reconstruction, insecurity, and an operating environment that reduces predictability for humanitarian action.

Strengthened, coordinated advocacy is therefore essential to:

- protect civilian housing and reduce avoidable displacement
- improve humanitarian access and operating conditions for shelter delivery
- enable repair, rehabilitation, and transitional shelter pathways where conditions allow.

### **Shelter Crisis in Gaza and the West Bank**

Across the occupied Palestinian territory, the shelter crisis has deepened sharply since October 2023 and continues to deteriorate. Large-scale destruction of housing, repeated displacement, and sustained restrictions on humanitarian access have left many people without adequate shelter. Families face severe overcrowding, damaged homes that remain unsafe to inhabit, and the erosion of basic living conditions in both urban and rural communities. At the same time, the humanitarian system faces mounting operational barriers that constrain the scale and speed of shelter assistance. These dynamics have produced a prolonged shelter emergency in which immediate humanitarian needs, early recovery requirements, and protection concerns increasingly overlap.

#### **Gaza: Large-Scale Housing Destruction and Mass Displacement**

In Gaza, the scale of housing destruction and displacement has reached levels unprecedented in recent decades. While humanitarian needs are immense, the principal constraints affecting shelter response are restrictions on the entry of shelter materials, operational access limitations, and the repeated displacement of civilian populations. According to satellite analysis conducted by the United Nations Satellite Centre (UNOSAT), 320,622 housing units across Gaza had been damaged as of 11 October 2025, reflecting widespread destruction across residential neighbourhoods. According to the Shelter Cluster, approximately one million people require emergency shelter assistance as of January 2026.

Repeated displacement has become a defining feature of the crisis. Families have been forced to move multiple times as hostilities and relocation directives shift across the territory, making it extremely

difficult to maintain stable shelter conditions. Large numbers of displaced families now live in overcrowded collective sites, informal settlements, or damaged buildings that offer limited protection from weather, insecurity, or health risks. Tents remain widespread despite offering minimal protection and rapidly deteriorating under prolonged use.

Some damaged housing may offer opportunities for early recovery if conditions allow. Multisource damage analysis developed through the International Organization for Migration (IOM) Needs and Population Monitoring indicates that approximately 60,000 housing units are partially damaged but potentially repairable. Supporting rehabilitation of these homes could enable some displaced families to move out of overcrowded sites and return to safer living conditions if repair materials and technical capacity become available.

At the same time, the broader physical environment remains heavily degraded. Millions of tonnes of debris, extensive structural damage, and the collapse of essential infrastructure have rendered many neighbourhoods unsafe even where buildings remain standing. The entry of construction materials and prefabricated shelter units remains heavily restricted, leaving humanitarian actors largely confined to short-term emergency shelter modalities. Efforts to expand housing repair and early recovery face additional operational constraints. Gaza currently has limited structural engineering capacity to conduct large-scale habitability assessments needed to determine whether damaged buildings remain safe for return. Humanitarian actors also face gaps in access to detailed building damage data required to prioritise repairs.

Despite these constraints, expanding repair and rehabilitation of partially damaged housing remains one of the most immediate pathways to improve shelter conditions if access to materials and technical capacity can be secured.

### **West Bank: Housing Insecurity, Demolitions, and Displacement**

In the West Bank, including East Jerusalem, the shelter crisis is driven by a different but equally concerning set of dynamics. The central challenge is not large-scale destruction of housing but policies and practices that drive displacement and prevent communities from maintaining or repairing homes. Palestinians continue to face widespread housing insecurity linked to demolitions, displacement, and a coercive environment affecting many communities, particularly in Area C and parts of East Jerusalem. The demolition of homes for lacking Israeli-issued building permits remains a central driver of displacement. These permits are extremely difficult for Palestinians to obtain, leaving many families with little legal pathway to build or expand housing despite natural population growth.

According to the UN Office for the Coordination of Humanitarian Affairs (OCHA), Israeli authorities demolished 1,539 Palestinian-owned structures in 2025 for lack of Israeli-issued building permits, the highest annual figure recorded since systematic monitoring began in 2009. These demolitions often leave families without shelter overnight and frequently involve the loss of homes, agricultural structures, and essential infrastructure. In some cases, humanitarian structures provided as assistance have also been demolished or confiscated, undermining efforts to provide emergency shelter support. The resulting cycle of demolition and reconstruction creates chronic shelter insecurity, particularly for vulnerable rural communities.

Settler violence has become a significant driver of displacement affecting shelter needs. Attacks on Palestinian communities often involve damage to homes, intimidation of residents, and destruction of property and infrastructure. Combined with restrictions on access to land, water, and grazing areas, these pressures increasingly force families in Bedouin and herding communities to leave their homes. Entire communities, particularly in the Jordan Valley and other parts of Area C, have gradually been displaced. Such patterns of displacement raise serious concerns under international humanitarian law, including forcible transfer. According to OCHA, settler attacks and related access restrictions displaced at least 883 Palestinian households, comprising 4,765 people across 97 communities, between January 2023 and February 2026.

Israeli military operations, including raids in residential areas, extensive property damage, temporary evacuations of homes for military use, and related movement restrictions, also contribute to shelter instability in parts of the West Bank. Families are sometimes forced to leave their homes during raids or military operations, while broader restrictions on movement and access limit the ability of humanitarian actors to assess needs and deliver shelter assistance in a timely manner.

Taken together, these developments illustrate a shelter crisis that manifests differently across the occupied Palestinian territory but is rooted in overlapping drivers of destruction, displacement, and restricted humanitarian space. In Gaza, the challenge lies in responding to the massive scale of housing destruction while enabling safe returns and early recovery. In the West Bank, the central challenge is addressing ongoing displacement and preventing further loss of homes in communities exposed to demolitions, violence, and coercive pressures. Both contexts require sustained humanitarian engagement alongside targeted advocacy to ensure that civilians can access safe and adequate shelter.

## **Key Barriers to Shelter Response in Gaza**

### **1. Restrictions and unpredictability in the entry of shelter materials and equipment**

Restrictive and shifting entry procedures, including long advance notifications, repackaging rules, and repeated resubmissions, continue to delay or block shelter and site-improvement materials and equipment, keeping stocks inside Gaza low and undermining response quality. Many construction materials have long been restricted after Israeli authorities classified them as “dual-use” items, meaning goods considered capable of both civilian and military applications. Current procedures further narrow the range of shelter materials permitted into Gaza and erode predictability.

### **2. Operational access constraints inside Gaza**

According to OCHA, humanitarian movements inside Gaza continue to require coordination with Israeli authorities and face impediments and denials, while access is restricted or prohibited in large areas linked to the Yellow Line and areas where Israeli forces remain deployed, limiting distributions, monitoring, and the ability to move shelter items from crossings to communities at pace.

### **3. Reliance on short-life emergency shelter modalities**

According to the Shelter Cluster, access conditions prevent the entry of materials needed for durable solutions, leaving the response heavily reliant on tents and basic items despite their limited protection and short lifespan, with winter conditions accelerating deterioration and forcing repeated replacement.

### **4. Scale of displacement and overcrowded shelter conditions**

As reported by OCHA, at least two thirds of Gaza's population, about 1.4 million people, are estimated to reside in about 1,000 displacement sites, often overcrowded and in tents that offer limited protection from the elements, while site capacities and services remain under strain.

### **5. Safety risks and loss of shelter assets**

As reported by the Shelter Cluster and OCHA, families sheltering in damaged buildings face heightened risks including collapse, while winter hazards, fires, and exposure to explosive ordnance risks push people into unsafe coping strategies and repeatedly erode already scarce shelter assets.

### **6. Restrictions affecting humanitarian partners' operating environment**

As reported by the Shelter Cluster, restrictions affecting partners' operations, including barriers linked to Israeli registration and approval procedures for international NGOs, erode predictable delivery, complicate planning and stock management, and contribute to reduced shelter distributions when approvals are delayed. These constraints extend and affect UN-implemented operations as well, limiting the ability of humanitarian actors to move supplies, replenish depleted stocks, and maintain continuity of shelter and site-level support when approvals are delayed or denied.

### **7. Severe underfunding of the shelter response**

According to OCHA, the 2026 Flash Appeal has been funded at around five per cent in late January and early February reporting, constraining shelter partner capacity and narrowing options to move beyond repeated emergency distributions toward more durable shelter and site-level interventions.

## **Advocacy Objectives for Gaza Shelter Response**

### **1. Ensure sustained and predictable entry of shelter materials and equipment**

Secure sustained and large-scale entry of shelter materials, site improvement items, and equipment required for emergency shelter, repairs, and transitional solutions. Streamlined, transparent, and predictable procedures, including clear documentation requirements and expanded consignee approvals, are necessary to enable humanitarian partners to bring these materials into Gaza at the required scale. Specifically, beyond emergency response, the SCP will advocate for immediate and consistent flow of key shelter and construction materials such as timber, cement, roofing materials, nails, and basic tools, either through humanitarian, bilateral, or commercial pipelines.

### **2. Protect civilians and ensure safe humanitarian access to shelter**

Promote the protection of civilians and the removal of restrictions that prevent civilians from accessing safe shelter or humanitarian assistance. Humanitarian actors must be able to reach communities across Gaza, including areas affected by relocation directives and militarized zones, to deliver shelter support, monitor conditions, and assist displaced populations where they remain.

### **3. Stabilize displacement sites and improve shelter conditions**

Reduce overcrowding and deteriorating conditions across displacement sites by enabling sustained shelter assistance and site-level improvements. Humanitarian partners must be able to deliver shelter materials and support that help displaced families maintain safe, weather-resistant shelter and reduce loss and deterioration of shelter assets caused by repeated displacement.

#### **4. Enable housing repair, rehabilitation, and more durable shelter solutions**

Facilitate the transition from short-life emergency shelter modalities toward more durable shelter solutions by enabling the entry of construction materials, equipment, and technical capacity needed for housing repair, rehabilitation, and transitional shelter options. Expanding these pathways is essential to address the extensive damage to housing across Gaza and to support families seeking safer and more sustainable shelter conditions.

#### **5. Mobilise flexible and sustained funding for the shelter response**

Secure significantly increased, predictable, and flexible funding to enable humanitarian partners to scale shelter assistance in line with the magnitude of needs. Funding must support both immediate emergency shelter distributions and the expansion of repair, rehabilitation, and site-level interventions needed to improve living conditions for displaced households.

## **Key Messages, Talking Points, and Calls to Action for Shelter Advocacy in Gaza**

### **Key Message 1**

*Restrictions on the entry of shelter materials are preventing humanitarian actors from responding to the scale of housing destruction across Gaza.*

### **Talking points**

- Approximately 320,622 housing units across Gaza have been damaged, according to UNOSAT analysis as of 11 October 2025, leaving a large share of the population without adequate shelter.
- Shelter Cluster reporting in January 2026 indicates that around one million people require emergency shelter assistance.
- Most construction materials have long been restricted after classification by Israeli authorities as “dual-use” items, goods considered to have potential military as well as civilian applications.
- Current entry procedures, including advance notification requirements, repackaging rules, and repeated resubmissions, continue to delay or block the entry of core shelter items and equipment needed for repairs, site improvements, and transitional shelter solutions.
- These constraints leave humanitarian actors largely limited to short-life emergency modalities such as tents and tarpaulins despite the scale of housing destruction.

### **Calls to action**

- **Israeli authorities and COGAT:** Expand and clarify the list of shelter materials and equipment permitted to enter Gaza.
- **Israeli authorities and COGAT:** Establish predictable and transparent entry procedures with faster approvals for essential shelter materials and equipment, including items required for housing repairs and site improvement.
- **Governments with diplomatic influence:** Prioritise humanitarian access and the entry of shelter materials in bilateral engagement with Israeli authorities.
- **Donor governments:** Reinforce coordinated diplomatic efforts aimed at ensuring sustained and predictable entry of shelter supplies.

## Key Message 2

*Overcrowded displacement sites and unsafe shelter conditions are exposing civilians to severe protection and health risks.*

### Talking points

- According to OCHA, at least two thirds of Gaza’s population, about 1.4 million people, are estimated to reside in roughly 1,000 displacement sites.
- Many displaced families live in tents or makeshift shelters that provide little protection from heat, rain, wind, and flooding.
- Severe overcrowding reduces privacy and increases protection risks, particularly for women, children, older persons, and persons with disabilities.
- Families in informal sites and damaged buildings face heightened risks including structural collapse, fires, and exposure to explosive ordnance.
- Coastal displacement sites and low-lying areas are particularly exposed to flooding and extreme weather conditions.

### Calls to action

- **Israeli authorities:** Facilitate humanitarian access to all areas where civilians remain to allow shelter assistance and site support.
- **Donors:** Scale up funding for emergency shelter items, site support, and basic household items required to stabilise displacement sites.
- **Humanitarian leadership:** Maintain coordinated inter-cluster advocacy to ensure shelter, site management, WASH, and protection responses are aligned in displacement sites.
- **Influential states:** Reinforce diplomatic calls for the protection of civilians and the conditions required for safe and dignified shelter.

## Key Message 3

*Repeated displacement is driving the loss of shelter assets and preventing stabilisation of shelter conditions.*

### Talking points

- Relocation directives, restricted areas, and shifting access conditions continue to force repeated movement of displaced families across Gaza.
- Each displacement cycle results in the abandonment or destruction of shelter materials such as tents, tarpaulins, and household items.
- Repeated displacement undermines site stability, increases overcrowding, and raises the cost and complexity of humanitarian shelter operations.
- Humanitarian partners face difficulty maintaining shelter sites or conducting follow-up assistance when populations are repeatedly forced to move.
- These dynamics accelerate the deterioration of already limited shelter assets and increase exposure to harsh weather and protection risks.

## Calls to action

- **Diplomatic actors:** Press for conditions that allow civilians to remain safely in place and access assistance where they are located.
- **Israeli authorities:** Facilitate humanitarian access to communities remaining in areas affected by relocation directives.
- **Humanitarian leadership:** Continue coordinated advocacy highlighting the shelter impacts of repeated displacement.
- **Donors:** Provide flexible funding that allows shelter partners to respond rapidly to displacement while maintaining site-level support where possible.

## Key Message 4

*The scale of housing destruction requires urgent support for shelter repairs and transitional shelter solutions.*

## Talking points

- Satellite analysis by UNOSAT indicates that a large proportion of Gaza's housing stock has been damaged or destroyed.
- A significant share of damaged housing is partially damaged and potentially repairable if repair materials and technical capacity become available.
- Repairing partially damaged housing could enable families to move out of overcrowded displacement sites and reduce pressure on humanitarian shelter systems.
- Current restrictions on construction materials and equipment prevent large-scale repairs and rehabilitation of damaged housing.
- Without repair and transitional shelter options, humanitarian response remains confined to short-term emergency solutions.

## Calls to action

- **Israeli authorities:** Allow entry of essential construction materials required for housing repairs and transitional shelter solutions.
- **Donors:** Increase funding for shelter repair programmes and technical assessments of damaged housing.
- **Humanitarian partners:** Expand coordinated assessments of damaged housing to identify repairable units and prioritise assistance.
- **Governments with diplomatic influence:** Support diplomatic engagement aimed at enabling repair and recovery of housing where conditions allow.

## Key Message 5

*Sustained donor engagement is essential to prevent further deterioration in shelter conditions.*

## Talking points

- According to OCHA reporting in early 2026, the humanitarian appeal for Gaza remains severely underfunded, including critical shelter interventions.

- Funding constraints limit the ability of shelter partners to scale distributions, stabilise displacement sites, and prepare for seasonal risks.
- Underfunding increases reliance on short-term emergency distributions while preventing investment in more sustainable shelter solutions.
- The scale of housing destruction and displacement means shelter needs will remain acute for the foreseeable future.
- Predictable funding is necessary to sustain emergency shelter assistance and prepare for recovery pathways once access constraints ease.

### Calls to action

- **Donor governments:** Increase and accelerate funding for shelter assistance in Gaza.
- **Donor governments:** Ensure funding remains flexible so humanitarian partners can adapt to rapidly changing displacement dynamics.
- **Donor governments:** Reinforce diplomatic engagement aimed at improving humanitarian access and entry of shelter materials alongside financial support.
- **Humanitarian leadership:** Continue providing regular evidence-based updates to sustain international attention to shelter needs.

## Risks Affecting Shelter Advocacy in Gaza

Risk	Advocacy-Oriented Mitigation
<p><b>Further restrictions on humanitarian access and movement.</b> Movement restrictions, coordination requirements, access denials, and closures may further limit the ability of humanitarian actors to transport shelter supplies, reach displaced people, monitor shelter conditions, and deliver assistance across Gaza.</p>	<p>Drive coordinated, high-level engagement with relevant authorities, backed by unified donor and diplomatic messaging, to secure safe, sustained, and predictable humanitarian access for shelter assistance. Use joint humanitarian briefings and regular, field-based evidence to show how movement restrictions directly delay distributions, block monitoring, and deepen shelter-related harm, and to reinforce clear donor asks for consistent, practical access arrangements.</p>
<p><b>Continued restrictions on the entry of shelter materials and equipment.</b> Ongoing limitations on construction materials, shelter items, and site improvement equipment, including items classified as dual-use, keep the response confined to short-life emergency modalities and prevent repairs, transitional shelter options, and meaningful site improvements.</p>	<p>Prioritise sustained diplomatic and donor engagement focused on practical measures that expand both the range and volume of shelter materials entering Gaza. Use coordinated humanitarian messaging to link restrictions on shelter inputs to predictable outcomes, including prolonged displacement, unsafe living conditions, and avoidable exposure to weather. Press for clearer entry criteria, faster procedures, and predictable, transparent approvals for core shelter items and essential equipment.</p>
<p><b>Repeated displacement undermining shelter stability.</b> Relocation directives, restricted areas,</p>	<p>Anchor protection-focused advocacy around the shelter consequences of repeated displacement,</p>

and shifting access conditions may continue to force repeated movement, driving loss of shelter assets, rising costs, overcrowding, deteriorating living conditions, and disruption of shelter interventions and follow-up support.

including the destruction or abandonment of shelter materials, the inability to sustain safe sites, and the collapse of continuity in assistance. Engage diplomatic actors to press for conditions that allow civilians to remain, access assistance where they are, and receive shelter support without repeated disruption, including humanitarian access to areas where civilians remain.

**Declining international attention and funding pressures.** Competing global crises and prolonged needs risk reducing political focus and funding for shelter assistance despite large-scale housing destruction and sustained displacement across Gaza.

Maintain a steady cadence of donor and diplomatic engagement that keeps shelter needs visible and specific. Use clear, comparable evidence, including shelter damage indicators, displacement trends, and site-level conditions, to show the human and operational consequences of underfunding. Link financing asks to time-bound priorities for emergency shelter, site support, and the minimum inputs required to prevent further deterioration in living conditions.

**Constraints on humanitarian operating space.** Security incidents, administrative restrictions, and operational interference affecting humanitarian organisations may disrupt shelter distributions, monitoring, and site-level support for displaced communities.

Mobilise diplomatic engagement to reinforce protection of humanitarian personnel, facilities, and activities, and to press for an enabling operating environment for shelter delivery. Document and communicate operational impacts in a way that supports credible diplomatic follow-up, including how restrictions and incidents translate into missed distributions, reduced monitoring, and preventable harm for displaced people.

**Information gaps affecting evidence-based shelter advocacy.** Limited, inconsistent, or fragmented data on housing damage, shelter conditions, displacement patterns, and priority needs may weaken the precision and credibility of shelter advocacy and reduce traction with decision-makers.

Strengthen a joint evidence base for shelter advocacy through harmonised assessments, consolidated shelter damage and needs analysis, and regular, transparent information sharing across partners. Convert shared findings into clear advocacy products for donors and diplomats that link needs and constraints to specific asks on access, entry of materials, and operating conditions, supported by consistent indicators and field-verified examples.

**Advocacy messages may be perceived as politicized** or contested by stakeholders, potentially limiting access or engagement opportunities.

Ensure messaging remains grounded in humanitarian principles, international humanitarian law, and operational evidence while maintaining consistent coordination with humanitarian leadership and partners.

## Key Barriers to Shelter Response in the West Bank

### 1. Demolitions and displacement driven by Israeli planning and permit regimes

Israeli planning policies and restrictive permit systems in Area C and East Jerusalem continue to drive demolitions and displacement, generating persistent shelter needs.

- Palestinian residents face severe restrictions in obtaining building permits, leaving homes and structures at constant risk of demolition or confiscation.
- Demolitions and confiscations frequently target residential shelters, animal structures, and basic service infrastructure, directly displacing households and undermining housing stability.
- These policies disproportionately affect Palestinian communities in Area C and East Jerusalem, where planning authority is exercised by Israeli authorities.

### 2. Military operations causing housing destruction and large-scale displacement in the northern West Bank

Israeli military operations in parts of the northern West Bank have caused significant housing destruction and displacement, creating urgent shelter needs.

- Military operations in locations including Jenin, Tulkarm, and Nur Shams refugee camps since early 2025 have resulted in widespread housing damage and large-scale displacement.
- Destruction of homes and essential infrastructure has rendered sections of affected areas temporarily uninhabitable, forcing families to seek shelter with relatives or temporary arrangements.
- Continued military activity and access restrictions limit humanitarian assessments and shelter assistance.

### 3. Settler violence and coercive environments driving displacement

Escalating settler violence and harassment contribute to displacement and the loss of homes, shelters, and livelihoods in vulnerable communities.

- Palestinian communities in areas such as communities in the E1 corridor, Masafer Yatta, other parts of Area C face repeated attacks on homes, livestock shelters, and property.
- A large share of displacement linked to settler violence since 2023 has occurred in the Jordan Valley.
- These incidents create coercive environments that pressure families to abandon homes and land.

### 4. Movement restrictions and access constraints limiting humanitarian shelter response

Movement restrictions and access limitations constrain the ability of humanitarian organisations to reach vulnerable communities and deliver shelter assistance.

- Checkpoints, road closures, and operational restrictions complicate the transport of shelter materials and humanitarian teams to affected areas.
- Communities in remote parts of Area C or near settlement areas are often difficult to reach due to security risks and movement constraints.
- These limitations delay shelter distributions, housing damage assessments, and follow-up support for displaced households.

## **5. Planning restrictions preventing reconstruction and rehabilitation of homes**

Regulatory and administrative restrictions prevent many Palestinian residents and humanitarian actors from repairing or rebuilding damaged homes.

- In areas under Israeli control, planning restrictions frequently block the reconstruction or repair of demolished or damaged structures.
- Humanitarian organisations face major obstacles implementing shelter rehabilitation projects in areas subject to Israeli building permit requirements, which are rarely granted and significantly constrain housing repair and rehabilitation.
- These constraints prolong displacement and prevent families from restoring safe housing.

## **6. Expansion of Israeli administrative control increasing risks of dispossession and housing insecurity**

Recent land-related policy measures and expanded administrative control in parts of the West Bank are increasing risks of dispossession and long-term housing insecurity.

- Land registration and related administrative measures in Area C raise concerns about land tenure security for Palestinian communities.
- These policies may facilitate administrative changes that increase exposure to demolitions, displacement, and loss of housing.
- Uncertainty over land rights and planning status heightens the risk of future displacement while complicating humanitarian shelter planning.

## **Advocacy Objectives for West Bank Shelter Response**

### **1. Prevent demolitions and displacement linked to planning and permit regimes**

Advocate for an end to policies and practices that lead to the demolition or confiscation of Palestinian homes and structures in Area C and East Jerusalem, and for planning and permitting conditions that allow Palestinian residents to maintain and develop safe housing.

### **2. Ensure protection of civilians and housing during military operations**

Advocate for the protection of civilian homes and infrastructure during military operations and for humanitarian access to areas affected by hostilities in order to assess damage, support displaced families, and deliver shelter assistance.

### **3. Address settler violence and coercive environments driving displacement**

Advocate for effective measures to prevent attacks on Palestinian homes and property, ensure accountability for incidents of settler violence, and protect vulnerable communities facing displacement pressures.

### **4. Secure humanitarian access to vulnerable communities across the West Bank**

Advocate for humanitarian actors to reach affected communities without undue restrictions, including access for shelter assessments, transport of materials, and delivery of assistance in areas affected by demolitions, displacement, or violence.

### **5. Enable repair, rehabilitation, and reconstruction of Palestinian homes**

Advocate for changes to restrictive planning and regulatory conditions that currently prevent Palestinian residents and humanitarian actors from repairing or rebuilding damaged or demolished homes and restoring safe housing.

### **6. Protect land tenure and housing security in Palestinian communities**

Advocate for policies that safeguard Palestinian land rights and housing security, and prevent administrative measures that increase risks of dispossession, displacement, and loss of homes.

## **Key Messages, Talking Points, and Calls to Action for Shelter Advocacy in the West Bank**

### **Key Message 1**

*Demolitions and restrictive planning policies are driving displacement and preventing Palestinian communities from maintaining safe housing.*

### **Talking points**

- Israeli planning and permit regimes in Area C and East Jerusalem severely restrict Palestinian construction, leaving homes and basic structures at constant risk of demolition or confiscation.
- Demolitions frequently target residential shelters, livestock structures, and essential service infrastructure, directly displacing households and undermining housing stability.
- The near impossibility of obtaining building permits forces many families to build without authorisation, exposing homes to demolition orders and repeated displacement.
- Demolitions disrupt access to livelihoods, education, and services, compounding the humanitarian impact beyond the immediate loss of shelter.
- These policies disproportionately affect vulnerable communities in Area C and East Jerusalem, where Israeli authorities exercise planning control and where demolition-related displacement has reached some of the highest levels recorded in recent years.

### **Calls to action**

- **Israeli authorities:** Halt demolitions of Palestinian homes and structures that lead to displacement and humanitarian shelter needs.
- **Israeli authorities:** Remove planning and regulatory barriers that prevent Palestinian communities from maintaining and repairing existing homes and basic shelter structures.
- **Diplomatic actors:** Raise the humanitarian consequences of demolitions in bilateral engagement and press Israeli authorities to halt demolitions of residential structures that lead to displacement.
- **Donor governments:** Sustain support for humanitarian shelter responses while reinforcing diplomatic engagement addressing demolition-related displacement.

### **Key Message 2**

*Military operations in parts of the northern West Bank are causing housing destruction and large-scale displacement.*

### Talking points

- Israeli military operations since early 2025 in areas including Jenin, Tulkarm, and Nur Shams refugee camps have resulted in widespread housing damage and displacement.
- Destruction of homes and neighbourhood infrastructure has rendered sections of affected areas temporarily uninhabitable.
- An estimated 33,000 residents from Jenin, Tulkarm, and Nur Shams refugee camps were displaced during military operations in 2025, many of whom remain unable to return due to housing damage and continued access restrictions.
- Access restrictions and insecurity limit humanitarian actors' ability to conduct housing damage assessments and deliver shelter assistance.
- Continued instability risks prolonging displacement and delaying recovery of affected communities.

### Calls to action

- **Israeli authorities:** Ensure protection of civilian homes and infrastructure during military operations.
- **Israeli authorities:** Facilitate humanitarian access to areas affected by military operations to enable shelter assessments and assistance.
- **Diplomatic actors:** Raise the humanitarian consequences of housing destruction and displacement in bilateral engagement with Israeli authorities.
- **Donor governments:** Support emergency shelter assistance and early recovery support for displaced households.

### Key Message 3

*Settler violence is creating coercive environments that pressure Palestinian communities to leave homes and land.*

### Talking points

- Repeated attacks on homes, livestock shelters, and property have been reported in parts of Area C in the Jordan Valley, particularly affecting herding communities.
- These incidents create insecurity that pressures families to leave their homes and undermines housing stability.
- Communities affected by settler violence often face barriers accessing protection or assistance due to their remote location and movement restrictions.
- Since 2023, thousands of Palestinians from dozens of communities across the West Bank have been displaced following settler violence and related access restrictions.
- Loss of homes and shelters frequently coincides with loss of livelihoods, particularly in herding communities.

### **Calls to action**

- **Israeli authorities:** Prevent attacks on Palestinian communities and ensure protection of homes and property.
- **Israeli authorities:** Ensure accountability for incidents of violence affecting Palestinian homes and communities.
- **Diplomatic actors:** Raise protection concerns related to settler violence and its displacement impacts in bilateral engagement.
- **Donor governments:** Sustain support for humanitarian protection and shelter assistance to communities facing displacement pressures.

### **Key Message 4**

*Movement restrictions limit humanitarian access and delay shelter assistance to communities affected by demolitions and displacement.*

### **Talking points**

- Checkpoints, road closures, and operational restrictions complicate the movement of shelter materials and humanitarian personnel to affected communities.
- Remote communities in Area C and areas near settlements are often difficult to reach due to movement constraints and security concerns.
- These restrictions delay housing damage assessments and shelter assistance for households affected by demolitions or violence.
- Limited humanitarian access also constrains monitoring of shelter conditions and displacement patterns.
- Prolonged access restrictions in parts of the northern West Bank following military operations have further limited humanitarian access to neighbourhoods affected by housing destruction and displacement.

### **Calls to action**

- **Israeli authorities:** Facilitate predictable humanitarian access to communities affected by demolitions, displacement, and violence.
- **Israeli authorities:** Ensure movement procedures allow humanitarian organisations to transport shelter materials and personnel safely.
- **Diplomatic actors:** Raise humanitarian access constraints affecting shelter response in engagement with Israeli authorities.
- **Humanitarian leadership:** Sustain coordinated advocacy highlighting the shelter consequences of movement restrictions.

### **Key Message 5**

*Restrictions on reconstruction and repair prevent displaced families from restoring safe housing.*

### **Talking points**

- Planning regulations and permit requirements frequently prevent Palestinian residents from repairing or rebuilding demolished or damaged homes.
- Humanitarian organisations face significant obstacles implementing shelter rehabilitation or reconstruction projects where permits are required but rarely granted.
- Families often remain displaced for prolonged periods because rebuilding homes is not permitted.
- Lack of access to repair materials and regulatory approval prevents recovery of partially damaged housing.
- Prolonged displacement increases reliance on humanitarian assistance and undermines long-term housing stability.

### **Calls to action**

- **Israeli authorities:** Enable repair and rehabilitation of Palestinian homes damaged or demolished in affected communities.
- **Israeli authorities:** Remove regulatory barriers preventing humanitarian shelter interventions.
- **Diplomatic actors:** Prioritise engagement with Israeli authorities on the humanitarian consequences of restrictions on reconstruction and repair.
- **Donor governments:** Support shelter repair and rehabilitation programmes when conditions permit.

### **Key Message 6**

*Land-related administrative measures are increasing long-term risks to Palestinian housing and land security.*

### **Talking points**

- Land registration processes and administrative measures in parts of Area C raise concerns regarding land tenure security for Palestinian communities.
- Recent measures expanding land registration and administrative control in Area C have raised concerns among humanitarian and UN actors regarding potential impacts on Palestinian land rights and housing security.
- Uncertainty over land ownership and planning status increases the risk of demolitions, dispossession, and future displacement.
- These measures create long-term housing insecurity affecting community stability and humanitarian planning.
- Loss of land rights may lead to further displacement and increased shelter needs.

### **Calls to action**

- **Israeli authorities:** Ensure that land administration processes do not undermine existing Palestinian land rights or housing security.
- **Diplomatic actors:** Closely monitor and engage on land-related administrative measures affecting Palestinian housing security.

- **Donor governments:** Support diplomatic engagement addressing risks of dispossession and displacement.
- **Humanitarian leadership:** Continue communicating the shelter implications of land tenure insecurity to international partners.

## Risks Affecting Shelter Advocacy in the West Bank

Risk	Advocacy-Oriented Mitigation
<p><b>Escalation of demolitions and displacement linked to planning and permit regimes.</b> Continued enforcement of restrictive planning policies in Area C and East Jerusalem may accelerate demolitions and displacement, increasing shelter needs while limiting the ability of humanitarian actors to support affected households.</p>	<p>Sustain coordinated humanitarian advocacy highlighting the shelter consequences of demolitions and displacement. Engage diplomatic missions and influential states to press for a halt in demolition practices and for planning conditions that allow Palestinian communities to maintain and develop safe housing. Use consolidated humanitarian reporting to demonstrate how demolitions directly generate displacement and humanitarian shelter needs.</p>
<p><b>Expansion of military operations and displacement in parts of the northern West Bank.</b> Continued military operations in areas such as Tulkarm and Nur Shams may cause further housing destruction and displacement while restricting humanitarian access for damage assessments and shelter support.</p>	<p>Maintain coordinated humanitarian messaging on the shelter impacts of military operations and the need to protect civilian homes and infrastructure. Support diplomatic engagement calling for protection of civilian housing and humanitarian access to areas affected by operations. Use field-based evidence on housing damage and displacement to inform engagement with authorities and international partners.</p>
<p><b>Escalating settler violence increasing displacement pressures on vulnerable communities.</b> Continued attacks on homes, livestock shelters, and property may further displace Palestinian communities, particularly in Area C of the Jordan Valley, while creating conditions that undermine safe shelter and housing stability.</p>	<p>Reinforce coordinated advocacy highlighting the shelter consequences of attacks on homes and property. Engage diplomatic actors to raise protection concerns and the displacement pressures created by settler violence. Consolidate humanitarian reporting to demonstrate patterns of displacement linked to attacks on housing and community infrastructure.</p>
<p><b>Movement restrictions limiting humanitarian access to affected communities.</b> Checkpoints, road closures, and access limitations may restrict humanitarian actors' ability to reach communities affected by demolitions, displacement, or violence, limiting shelter assistance and housing damage assessments.</p>	<p>Use coordinated advocacy through humanitarian leadership to press for predictable humanitarian access to affected communities. Provide diplomatic partners with clear evidence showing how movement restrictions delay shelter assessments and assistance. Reinforce messaging that humanitarian access is essential to address housing damage and displacement.</p>
<p><b>Restrictions on reconstruction and rehabilitation of Palestinian homes.</b> Planning regulations and</p>	<p>Advocate for regulatory conditions that allow repair and rehabilitation of damaged homes and enable</p>

permit requirements may continue to prevent the repair or rebuilding of demolished or damaged homes, prolonging displacement and preventing restoration of safe housing.

humanitarian shelter interventions. Engage diplomatic actors and donors to highlight how restrictions on reconstruction prolong displacement and increase humanitarian shelter needs. Use case-based evidence to demonstrate how permit barriers prevent recovery for affected families.

**Land-related administrative measures increasing risks of dispossession and housing insecurity.**

Changes in land registration processes or administrative control in Area C may increase risks of dispossession, creating long-term housing insecurity and displacement pressures for Palestinian communities.

Monitor and analyse the shelter implications of land-related administrative measures and communicate their potential impact on housing security. Engage diplomatic actors to highlight humanitarian risks associated with policies that undermine land tenure for Palestinian communities. Use consolidated analysis to demonstrate how land insecurity may translate into future displacement and shelter needs.

**Access restrictions limiting evidence on shelter needs and displacement.** Movement restrictions and insecurity may limit the ability of humanitarian actors to assess housing damage, displacement patterns, and shelter conditions, weakening evidence-based advocacy.

Strengthen the collective evidence base for shelter advocacy by consolidating assessments, humanitarian reporting, and field observations. Present clear shelter indicators, displacement trends, and case evidence to diplomatic partners and donors to support informed engagement on demolitions, displacement, and humanitarian access constraints.

## Target Audiences for Shelter Advocacy

### 1. Israeli authorities controlling access, planning, and enforcement

Israeli authorities determine the operational conditions affecting shelter response across Gaza and the West Bank. This includes control over humanitarian access into and within Gaza, coordination procedures managed by the Coordinator of Government Activities in the Territories (COGAT), and the entry of shelter materials and equipment. In the West Bank, Israeli authorities also control planning and permit regimes in Area C and East Jerusalem, enforcement of demolition and confiscation orders, and humanitarian access in areas affected by military operations.

### 2. Governments with diplomatic influence

Several governments hold significant diplomatic influence over humanitarian access and protection concerns. The United States, Egypt, and Qatar play central roles in negotiations affecting humanitarian access arrangements for Gaza. European and other diplomatic missions regularly engage Israeli authorities on demolitions, displacement risks, settler violence, and humanitarian access in the West Bank.

### 3. Major humanitarian donors

Humanitarian donors shape the scale and sustainability of shelter assistance. Major government donors and the EU Humanitarian Aid finance a significant share of the shelter response and can reinforce advocacy messages through diplomatic engagement and funding decisions that prioritise protection of civilian housing and humanitarian access.

#### **4. United Nations humanitarian leadership**

The Humanitarian Coordinator, OCHA, the Humanitarian Country Team, and the Inter-Cluster Coordination Group coordinate collective humanitarian engagement with authorities and member states. These mechanisms provide key platforms for advancing coordinated advocacy on humanitarian access, protection of civilians, and constraints affecting shelter response.

#### **5. International media**

International media organisations and influential journalists play an important role in sustaining global attention to housing destruction, displacement, and barriers to humanitarian assistance. Media coverage can reinforce diplomatic engagement and public awareness of the conditions affecting civilian housing across Gaza and the West Bank.

#### **6. Private sector and International financial institutions / reconstruction actors**

Early recovery and reconstruction are shaped by these actors, such as the World Bank and Regional development banks, and through mechanisms of e.g. the GRDNA. Especially the later is key for the SCP to engage in, as this shaped the overall long-term planning and goals.

## **Communication Outputs Supporting Shelter Advocacy**

The following communication outputs support implementation of the Shelter Cluster advocacy strategy for Gaza and the West Bank. They ensure that evidence on housing destruction, displacement, humanitarian access constraints, and barriers to reconstruction informs engagement with authorities, diplomatic actors, donors, and humanitarian leadership. Together, these outputs sustain international attention to shelter conditions affecting civilian populations and support coordinated humanitarian advocacy.

### **1. Strategic Statements in Response to Major Developments**

Strategic statements should be issued when major developments significantly affect shelter conditions, displacement patterns, or humanitarian access in Gaza or the West Bank. These statements support timely advocacy engagement on the protection of civilian housing and humanitarian access.

#### **Purpose**

Maintain international attention to developments affecting housing destruction, displacement, and humanitarian access while reinforcing coordinated humanitarian advocacy messages.

#### **Possible triggers**

- Major escalation of hostilities causing housing destruction or displacement in Gaza
- Large-scale displacement linked to military operations in the northern West Bank
- Significant demolition waves affecting Palestinian communities in Area C or East Jerusalem
- Escalation of settler violence affecting homes and community infrastructure
- Policy changes affecting humanitarian access, planning regimes, or entry of shelter materials

- Key diplomatic or political developments affecting humanitarian access or reconstruction

### **Dissemination**

- Shelter Cluster and partner communication platforms
- Humanitarian coordination channels and diplomatic outreach
- Media engagement where appropriate

## **2. Periodic Shelter Situation Updates**

Regular shelter updates provide consolidated analysis of shelter conditions and humanitarian response capacity across Gaza and the West Bank. These updates provide the evidence base for advocacy engagement with donors, diplomatic actors, and humanitarian leadership.

### **Purpose**

Provide decision-makers and partners with consistent evidence on housing destruction, displacement trends, and constraints affecting shelter response.

### **Typical content**

- Overview of key developments affecting housing destruction and displacement
- Shelter conditions in displacement sites in Gaza and communities affected by demolitions or violence in the West Bank
- Trends in displacement linked to hostilities, demolitions, military operations, or settler violence
- Humanitarian shelter response capacity and operational constraints
- Humanitarian access limitations affecting shelter assistance
- Forward outlook on anticipated shelter needs and risks

### **Dissemination**

- Shelter Cluster platforms and humanitarian coordination channels
- Circulation to donors, diplomatic missions, and humanitarian partners
- Reference material supporting advocacy engagement and diplomatic briefings

## **3. Evidence-Based Visual Communication**

Visual communication products can support shelter advocacy by illustrating housing destruction, displacement patterns, and shelter conditions across Gaza and the West Bank. These materials help translate technical humanitarian analysis into accessible evidence for decision-makers and the wider public.

### **Purpose**

Support advocacy engagement by presenting clear visual evidence of shelter conditions, displacement dynamics, and humanitarian needs.

### **Possible formats**

- Maps showing displacement patterns and affected communities
- Visual summaries of housing destruction and demolition trends
- Infographics explaining key shelter needs and humanitarian constraints
- Photo documentation illustrating housing destruction and shelter conditions where appropriate

### **Dissemination**

- Shelter Cluster and partner communication platforms
- Social media channels used by humanitarian partners
- Supporting materials for diplomatic and donor briefings

## **4. Regular Donor and Diplomatic Briefings**

Targeted briefings with donors and diplomatic actors are essential to sustain engagement on shelter conditions and humanitarian access constraints affecting Gaza and the West Bank. These engagements ensure that key advocacy messages and operational realities are regularly communicated to decision-makers.

### **Purpose**

Provide decision-makers with clear, evidence-based updates on housing destruction, displacement patterns, and barriers affecting humanitarian shelter response.

### **Typical focus**

- Shelter conditions in Gaza, including displacement and destruction of housing
- Demolitions, displacement, and housing insecurity affecting Palestinian communities in the West Bank
- Key operational constraints affecting humanitarian shelter assistance
- Priority advocacy messages and calls to action

### **Approach**

- Periodic briefings linked to analytical updates or major developments
- Engagement through humanitarian coordination structures where appropriate
- Direct engagement with diplomatic missions and donor representatives

## **Institutional Resources Supporting Shelter Advocacy**

Effective shelter advocacy in Gaza and the West Bank depends on credible shared evidence, clear collective messaging, and the ability to translate operational constraints into specific, feasible advocacy asks. The following institutional resources underpin implementation of this strategy.

### **1. Shelter Cluster coordination and advocacy lead (hosted by the Norwegian Refugee Council)**

The Shelter Cluster coordination team convenes partners in a SAG meeting to align advocacy priorities, agree collective messaging, and maintain a shared evidence base. The team:

- convenes regular partner coordination to agree advocacy priorities and messaging
- consolidates partner inputs on shelter needs, access constraints, and response gaps
- drafts and circulates agreed advocacy products, briefing lines, and talking points on behalf of the Cluster
- coordinates advocacy touchpoints with OCHA, the Humanitarian Coordinator, and inter-cluster mechanisms to reinforce shelter priorities

## **2. Shelter Cluster co-coordination and advocacy support lead (hosted by the International Organization for Migration)**

The IOM-hosted co-coordination team supports the strategic and operational leadership of the Shelter Cluster through co-coordination, shared decision-making, and reinforced advocacy engagement. The team:

- co-coordinate Shelter Cluster coordination with NRC at national and sub-national level, including preparation and co-chairing of cluster and SAG meetings
- supports representation of the Cluster in inter-cluster and other coordination fora, and contributes to the development of cluster strategies, response plans, flash appeals, and advocacy priorities
- strengthens evidence-based advocacy through needs analysis, gap analysis, response monitoring, partner consultation, and development of advocacy messages and briefing materials
- supports coordination on supply chain and pipeline monitoring relevant to shelter advocacy, helping translate operational bottlenecks and field realities into concrete advocacy asks

## **3. Norwegian Refugee Council communications adviser**

The Norwegian Refugee Council communications adviser translates technical analysis into decision-maker-ready products and maintains message discipline. The adviser:

- drafts and edits briefs, one-pagers, and talking points based on Cluster inputs
- packages quantified gaps and operational constraints into clear narrative formats
- develops simple visuals and messaging structures that are easy to absorb
- quality-assures external-facing lines to keep them accurate, restrained, and aligned with agreed Cluster positions

## **4. International Organization for Migration communications team**

The IOM communication team supports the Shelter Cluster's external communication and visibility efforts by strengthening the packaging, dissemination, and institutional positioning of cluster advocacy products. The team:

- supports the development of communication products that translate Shelter Cluster analysis, priorities, and advocacy asks into clear external messaging
- contributes to the preparation of visibility and communication materials for donors, partners, and wider humanitarian audiences, in line with agreed cluster positions
- helps strengthen the reach and consistency of Shelter Cluster messaging across platforms and engagement opportunities
- supports communication planning around key advocacy moments, public-facing products, packages analysis and monitoring outputs into polished briefs and public-facing materials
- edits and designs key products for dissemination to decision-makers

- disseminates agreed products through appropriate channels while maintaining alignment with Cluster messaging

#### **5. Joint shelter analysis and evidence base (Cluster partners, coordinated by the Shelter Cluster)**

Shelter Cluster partners generate the operational evidence that underpins collective advocacy.

Coordinated by the Cluster, partners:

- collect and share harmonised indicators, assessments, and field examples from programmes
- consolidate quantified gaps and operational constraints that can be translated into specific advocacy asks
- validate evidence packages and agreed messaging prior to dissemination to donors and diplomatic audiences

#### **6. International Organization for Migration shelter technical adviser**

The IOM Shelter Technical Adviser reinforces technical credibility and tests feasibility of proposed advocacy pathways. The adviser:

- advises on shelter modalities, material requirements, repair pathways, and transitional solutions
- clarifies how restrictions on specific inputs translate into operational consequences for shelter quality, safety, and coverage
- quality-assures feasibility analysis so advocacy asks remain realistic under current operating conditions

#### **7. International Organization for Migration Needs and Population Monitoring**

IOM Needs and Population Monitoring generates displacement and population analysis that strengthens evidence-based advocacy. The team:

- analyses trends in displacement, movement patterns, and population concentrations relevant to shelter planning
- maps vulnerability patterns to inform prioritisation and protection-oriented messaging
- provides regular updates that link population dynamics to shelter gaps and access constraints

#### **8. International Organization for Migration conflict adviser**

The IOM Conflict Adviser tracks contextual dynamics that shape operating space and the viability of advocacy asks. The adviser:

- monitors political, access, and operational developments affecting shelter response feasibility
- advises on shifts in risk, operating space, and access modalities that require adjusted advocacy asks
- supports scenario-based advocacy planning, including triggers for escalation or de-escalation of engagement