



**GLOBAL
SHELTER CLUSTER**

Coordinating Humanitarian Shelter and Settlements

GSC COORDINATION WORKSHOP 2024

Day - 2

11 June 2024 - 08:30 – IFRC - Geneva



**WELCOME
BIENVENUE
AHLAN WA SAHLAN
WILLKOMMEN
BIENVENIDO**

HOUSEKEEPING RULES



Name Badges on!

Cell Phones on silent



No food
or drink in
the room



IFRC Guest Wifi

AGENDA

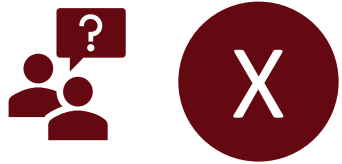
DAY 2

Tuesday, 11 June 2024

Venue : IFRC


TIME	SESSION
08:30 – 09:00	Welcome Coffee
09:00 – 09:15	RECAP FROM DAY 1
09:15 – 10:00	LOCALISATION
10:00 – 10:30	Coffee Break
10:30 – 11:15	AREA BASED COORDINATION
11:15 – 12:00	DURABLE SOLUTIONS
12:00 – 13:00	CLIMATE ACTION AND ENVIRONMENT
13:00 – 14:00	Lunch
14:00 – 14:45	DONOR ENGAGEMENT AND RESOURCE MOBILIZATION
14:45 – 15:30	ADVOCACY & COMMUNICATIONS
15:30 – 16:00	Coffee Break
16:00 – 17:00	INFORMATION MANAGEMENT

Collaboration & Consultation



Q&A



1. For your **Q&A**, please scan the QR Code
2. Got to Column **X** o choose **X** from drop down menu
3. Click “+” to add a question or a comment – type & save
4. Click “ok hand” to vote question or comment
5. Click  to answer question or comment.




Easy **Retro**



Feedback

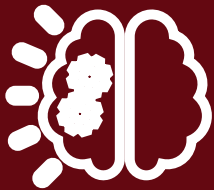
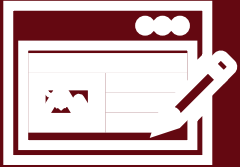


1. For your **FEEDBACK**, please scan the QR Code
2. Got to Column **Y** o choose **Y** from drop down menu
3. Click “+” to add a question or a comment – type & save
4. Click “ok hand” to vote question or comment
5. Click  to answer question or comment.



GLOBAL
SHELTER CLUSTER

Coordinating Humanitarian Shelter and Settlements

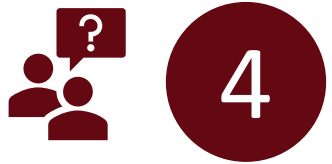


Recap from Day 1




LOCALISATION Session

Collaboration & Consultation



Q&A




1. For your **Q&A**, please scan the QR Code
2. Got to Column **4** o choose **4** from drop down menu
3. Click “+” to add a question or a comment – type & save
4. Click “ok hand” to vote question or comment
5. Click  to answer question or comment.



Feedback



1. For your **FEEDBACK**, please scan the QR Code
2. Got to Column **4** o choose **4** from drop down menu
3. Click “+” to add a question or a comment – type & save
4. Click “ok hand” to vote question or comment
5. Click  to answer question or comment.



The Grand Bargain

A Shared Commitment to Better Serve People in Need

“We commit to support local and national responders on the frontline, improve the use of cash and increase flexible funding – just three of the ways in which the Grand Bargain will make a difference to the lives of people in need.

Setting targets which are global, aggregate and aspirational will keep these changes to our business model on course and allow us to track progress.

In the same spirit, an understanding inherent to the Grand Bargain is that benefits are for all partners, not just the big organisations.”

The Grand Bargain

"Above all, the Grand Bargain is about the need to work together efficiently, transparently and harmoniously with new and existing partners, including the private sector, individuals and non-traditional sources of funding. This requires us to innovate collaborate and adapt mind-sets."

May 2016

GSC Strategic Framework 24-28

“Localisation involves recognizing the critical role of local and national actors in leading, shaping and implementing humanitarian action, emphasizing a shift in power dynamics. Investing in localisation promotes respect, equitable relationships and partnerships, making humanitarian assistance more effective, efficient and sustainable.”

GSC Strategic Framework 24-28

“Within Shelter Clusters, increased localisation can enhance coordination quality, elevate participation and strengthen partnerships. This includes fostering local leadership, expanding participation of local and national actors in strategic advisory groups and improving sub-national coordination to facilitate meaningful participation. Supporting the financing of humanitarian action through local and national actors, such as through country-based pooled funds, and crafting shelter and settlement response strategies informed by local knowledge and practices are essential.”

Session Objectives

1. Advance active participation, meaningful representation and significant leadership of local and national actors in humanitarian Shelter coordination.
2. Open the exchange between country cluster teams on current progress, engagement barriers and possible solutions for the effective and accountable localisation of Shelter coordination, through collaboration, inclusion and consequential leadership, in line with local and national priorities.

बुरी पार्नु पर्छ।

"Well done is better than Well said"

प.स.५००को अर्घि नारीशु कार्यवाहिका

नाम	वित्त	सेवा विवरण	संख्या	संख्या	संख्या
जोशी	१०००	१०००	१०००	१०००	१०००
...
...
...

Advancing Localisation in Context

Localisation in Context

The Philippines

Lionel Dostos

Coordinator, Shelter Cluster Philippines | **IFRC**

Rowena Dineros

Division Chief, Department of Human Settlements and
Urban Development (DHSUD)
Government of The Philippines

Ethiopia

Yodit Gutema

Coordinator, Shelter Cluster Ethiopia | **IOM**

Nepal

Manish Raj Timsina

Coordinator, Shelter Cluster Nepal | **Nepal Red Cross**

Er. Kosh Nath Adhikari

Project Director, Department of Urban Development &
Building Construction, Ministry of Urban Development
Government of Nepal

Venezuela

Emiggdio Filardi

Coordinator, Shelter Cluster Venezuela | **UNHCR**



**GLOBAL
SHELTER CLUSTER**

Coordinating Humanitarian Shelter and Settlements

GSC Coordination Workshop 2024

Localization - Venezuela

Localization in Venezuela

1

Local cluster coordinators



Some Cluster Lead Agencies have chosen to nationalize cluster coordinator positions.



Out of the 8 clusters activated in Venezuela, 5 are coordinated by local staff.



Most of the locally recruited coordinators were previously part of the cluster coordination team.

Localization in Venezuela

2

Clusters co-chaired by NGOs



The HC and HCT are advocating for establishing co-chairing with local NGOs.



NGOs must ensure that they have staff fully dedicated to coordination; this is a significant challenge for local partners.

Localization in Venezuela

3

Country-based Pool Fund



In 2023, the Venezuela Humanitarian Fund allocated 72% of funding directly to national and local NGOs.



Eligible international NGOs must submit their projects in partnership with national/local NGOs and develop a plan to strengthen their capacities.



National/local organizations have equal participation in the Advisory Board and Review Committees.



**GLOBAL
SHELTER CLUSTER**

Coordinating Humanitarian Shelter and Settlements



THANK YOU



Localization



Globalization

Deeply connected "A Service delivery efforts are to the people and communities together count at the center"

Structure:

- ✓ Role of Local tiers to serve community ,
- ✓ Roll by Local tiers to serve community, **Based on Structure, Network and Presence**

Ownership and accountability:

- Building self-participation and engagement
- Increase core values of acceptance

Effective and Efficient way of Resource utilization:

- Understanding way of resource flow - allocation, mobilization
- Less effort



Localization of Nepal Shelter Cluster Coordination:

- ✓ **Government Ministry of Province leading Shelter Cluster coordination in each province**
- ✓ **UNRC functioned provincial HCT with dedicated Provincial Coordination office**
- ✓ **Shared co-leading as focal points for coordination by different 6 agencies in respective 6 provinces**
- ✓ **Cluster contingency plan has prepared in four provinces others are in plan**
- ✓ **All 753 Local Governments has LDRRMP, District DPRP with cluster specific functions designed and Federal level Cluster specific Lead Ministries take care along with NDRRMA coordination for further reach out**



Progress Barriers Solutions

Opening the Discussion

Together

Opening the Discussion

Current
Progress

Engagement
Barriers

Possible
Solutions



A large crowd of people is gathered outdoors in a rural setting. The crowd is diverse in age and attire, with many women wearing colorful headwraps and patterned dresses. They are standing on a dirt ground, some facing towards the camera and others looking towards a building in the background. A large, leafy tree dominates the right side of the frame, casting shade over part of the crowd. In the background, there is a white building with a porch and a sign that partially reads "de For". The overall atmosphere is one of a community gathering or event.

THANK YOU

RESEARCH AND EVIDENCE



**GLOBAL
SHELTER CLUSTER**

Coordinating Humanitarian Shelter and Settlements



UNHCR
The UN Refugee Agency



VISION

THE GLOBAL SHELTER CLUSTER ENVISIONS A WORLD WHERE ALL PEOPLE AFFECTED BY HUMANITARIAN CRISES HAVE TIMELY ACCESS TO SAFE, DIGNIFIED, AND APPROPRIATE SHELTER AND SETTLEMENT SOLUTIONS, IN ACCORDANCE WITH THE HUMANITARIAN PRINCIPLES AND THE RIGHT TO ADEQUATE HOUSING.

EVIDENCE AND
INNOVATION

OBJECTIVE

TO ACHIEVE THIS VISION, THE GLOBAL SHELTER CLUSTER PARTNERS WILL LEAD EFFECTIVE, EFFICIENT, AND ACCOUNTABLE HUMANITARIAN SHELTER AND SETTLEMENT ACTION TO ACHIEVE EXTENDED IMPACT AND OPTIMAL REACH.

COORDINATION
AND
COLLABORATION

ENABLERS

ACCOUNTABILITY
TO AFFECTED
POPULATIONS

EXTENDED IMPACT

- ✓ PROMOTE INTEGRATED APPROACHES TO PREPAREDNESS AND RESPONSE
- ✓ IMPROVE ENVIRONMENTAL IMPACT
- ✓ ENABLE SAFE, SECURE, ACCESSIBLE, AND PROTECTIVE LIVING CONDITIONS
- ✓ PLAN AND ADVOCATE FOR RECOVERY AND DURABLE SHELTER SOLUTIONS FROM THE START

STRATEGIC PRIORITIES

OPTIMAL REACH

- ✓ ADVOCATE FOR SHELTER AND SETTLEMENT RESPONSES TO BE PRIORITIZED AND RESOURCED
- ✓ IMPROVE TARGETING OF THE MOST VULNERABLE PEOPLE
- ✓ INCREASE COVERAGE

ENABLERS

LOCALIZATION

ADVOCACY

IMPLEMENTATION MODALITY

BUILDING CAPACITY

STRATEGY 2024-2028



GLOBAL SHELTER

Coordinating Humanitarian Shelter

VISION

THE GLOBAL SHELTER CLUSTER ENVISIONS THAT PEOPLE AFFECTED BY HUMANITARIAN CRISES HAVE TIMELY AND APPROPRIATE SHELTER AND SETTLEMENT SOLUTIONS THAT UPHOLD HUMANITARIAN PRINCIPLES AND THE RIGHTS OF ALL PEOPLE.

EVIDENCE AND INNOVATION

OBJECTIVE

TO ACHIEVE THIS VISION, THE GLOBAL SHELTER CLUSTER WILL PROMOTE EFFECTIVE, EFFICIENT, AND ACCOUNTABLE SHELTER AND SETTLEMENT ACTION TO ACHIEVE EXTENDED IMPACT.

EXTENDED IMPACT

- ✓ PROMOTE INTEGRATED APPROACHES

ENABLERS

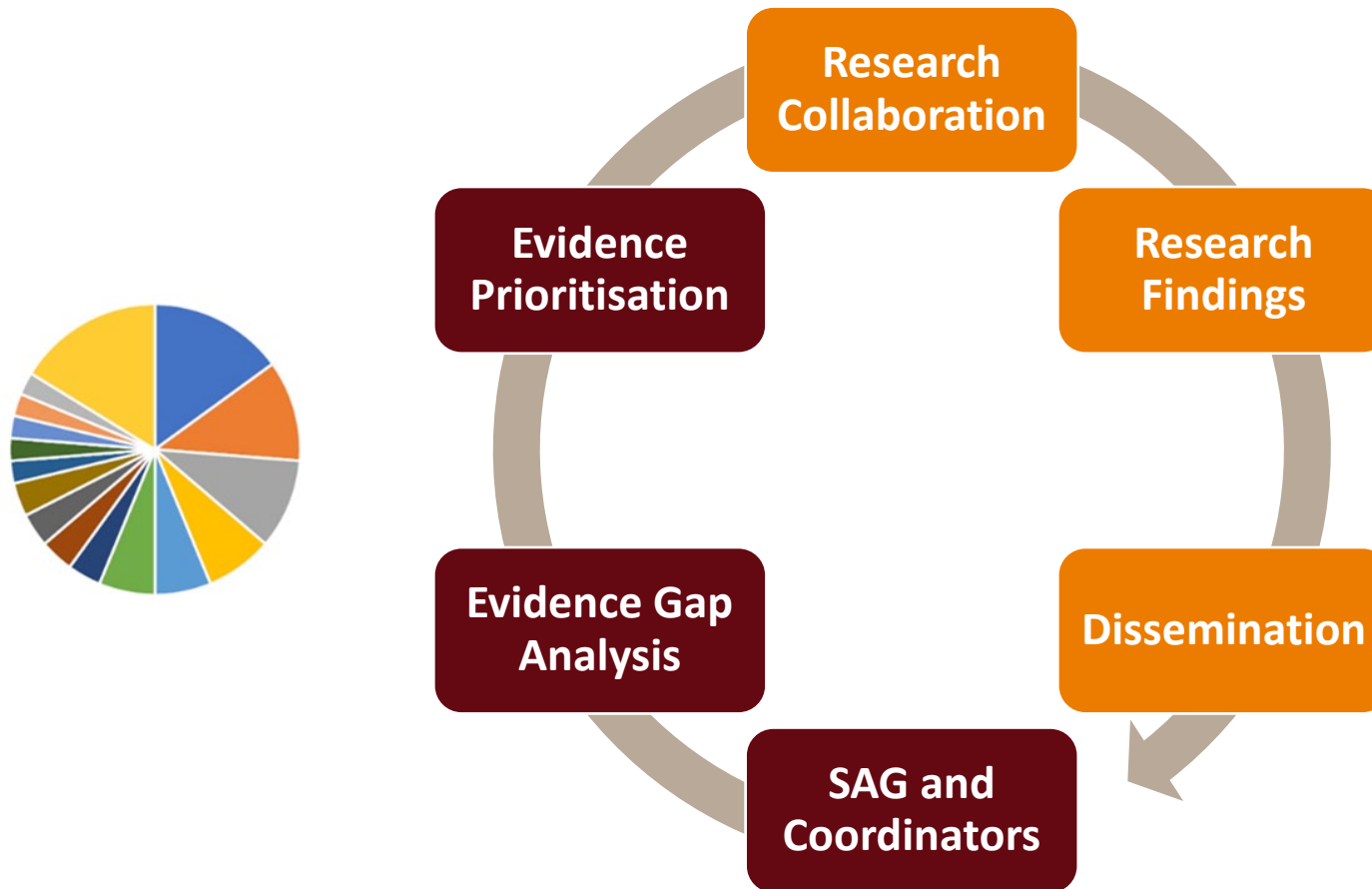
PRIORITIES



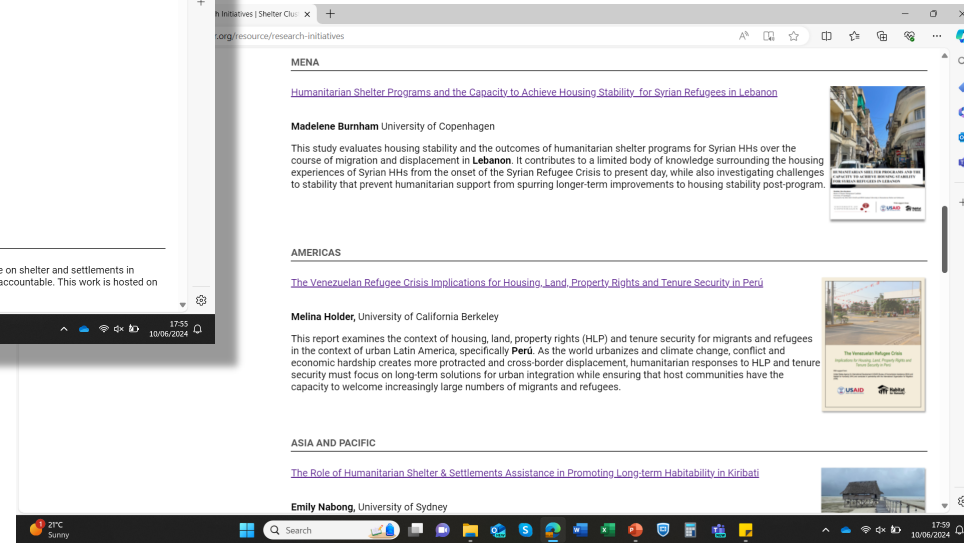
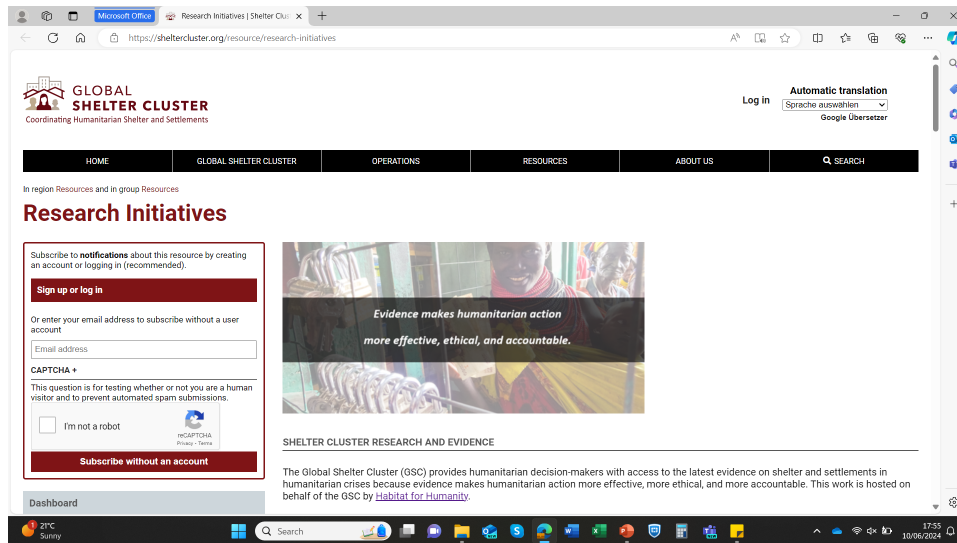
“A lack of evidence makes humanitarian action
less **effective**, less **ethical** and less **accountable**”.

ALNAP

GSC RESEARCH AGENDA



RESEARCH INITIATIVES



<https://sheltercluster.org/resource/research-initiatives>

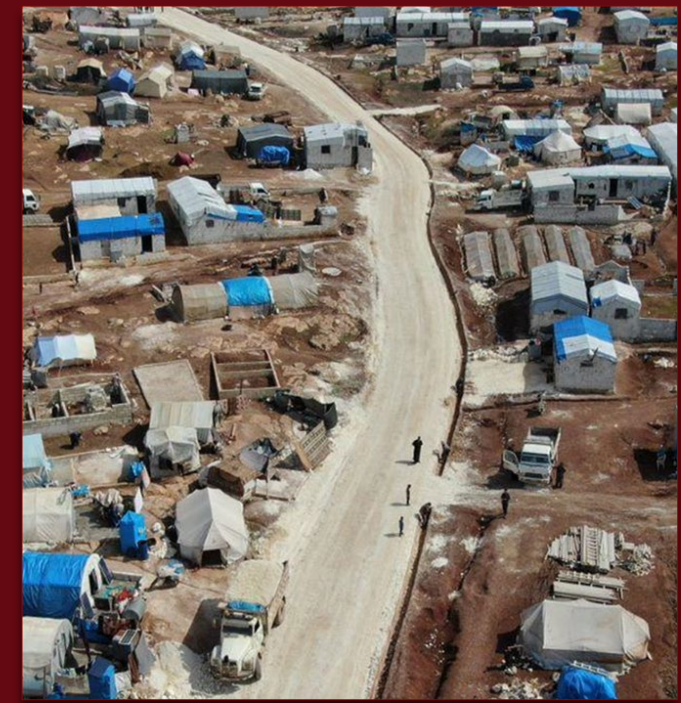
RESEARCH PRIORITIES



Cash and Markets



The Wider Impacts



**Moving to the Longer
Term**

EXERCISE




YES

NO

EXERCISE

COUNTRY

EXERCISE

Cash and Markets	The Wider Impacts	Moving to the Longer Term	Comments
		 	

A woman with grey hair, wearing a blue dress with red and yellow floral patterns, is kneeling and working with mud on a wall made of vertical bamboo poles. The wall has a horizontal wooden beam and a small white rectangular panel. The ground is dirt.

THANK YOU



<https://sheltercluster.org/resource/research-initiatives>



GLOBAL
SHELTER CLUSTER

Coordinating Humanitarian Shelter and Settlements

Collaboration & Consultation




Easy Retro



4

Feedback



1. For your **FEEDBACK**, please scan the QR Code
2. Got to Column **4** o choose **4** from drop down menu
3. Click “+” to add a question or a comment – type & save
4. Click “ok hand” to vote question or comment
5. Click  to answer question or comment.



GLOBAL
SHELTER CLUSTER

Coordinating Humanitarian Shelter and Settlements



COFFEE BREAK
30'
Back at 10:30




AREA BASED COORDINATION Session

Collaboration & Consultation



Q&A




1. For your **Q&A**, please scan the QR Code
2. Got to Column **5** o choose **5** from drop down menu
3. Click “+” to add a question or a comment – type & save
4. Click “ok hand” to vote question or comment
5. Click  to answer question or comment.



Feedback



1. For your **FEEDBACK**, please scan the QR Code
2. Got to Column **5** o choose **5** from drop down menu
3. Click “+” to add a question or a comment – type & save
4. Click “ok hand” to vote question or comment
5. Click  to answer question or comment.

Area-based Coordination


Area-based Coordination	
Introduction	Mamen Sancha
Presentation of the current work ongoing on ABC by GCCG as well as OCHA's vision on this topic	Randa Hassan
Presentation of key specificities for SC and present challenges	Sendralahatra Rakotondradalo
Discussion on the current situation	Randa Hassan Sendralahatra Rakotondradalo
Question to the participants	Randa Hassan
Q&A	All participants

Area-based Coordination

- **Randa Hassan**, Humanitarian Affairs Officer, OCHA
- **Lala**, DRC Senior Shelter Cluster Coordinator, UNHCR

Area-based Coordination



1. For your Q&A, please scan the QR Code
2. Got to Column 5 o choose 5 from drop down menu
3. Click “+” to add a question or a comment – type & save
4. Click “ok hand” to vote question or comment
5. Click  to answer question or comment.



Area-based Coordination

What is the message you would like to pass to OCHA or to the ICCGs in your country cluster?

- www.menti.com – Code 36329306



An elderly woman with grey hair, wearing a blue dress with a red and yellow floral pattern, is kneeling on the ground. She is using a wooden tray to spread a layer of brown mud. The background is a wall made of vertical bamboo poles, with a white rectangular panel visible in the upper right. The scene is outdoors, and the ground is dirt.

THANK YOU

Collaboration & Consultation




Easy Retro



5

Feedback



1. For your **FEEDBACK**, please scan the QR Code
2. Got to Column **5** o choose **5** from drop down menu
3. Click “+” to add a question or a comment – type & save
4. Click “ok hand” to vote question or comment
5. Click  to answer question or comment.



GLOBAL
SHELTER CLUSTER

Coordinating Humanitarian Shelter and Settlements




DURABLE SHELTER & RECOVERY SOLUTIONS Session

Collaboration & Consultation



Q&A



1. For your **Q&A**, please scan the QR Code
2. Got to Column **6** o choose **6** from drop down menu
3. Click “+” to add a question or a comment – type & save
4. Click “ok hand” to vote question or comment
5. Click  to answer question or comment.




Easy **Retro**



Feedback



1. For your **FEEDBACK**, please scan the QR Code
2. Got to Column **6** o choose **6** from drop down menu
3. Click “+” to add a question or a comment – type & save
4. Click “ok hand” to vote question or comment
5. Click  to answer question or comment.

Overview of presentation

Structure:






- Assumptions: MENTI
- Considerations for Building back better/safer and sustainable shelter solutions
 - **Integrated approaches**/thinking
 - **HDP nexus thinking**
 - **long-term (Solutions) thinking** – using “shelter” as an entry point for cross-sectoral collaboration (inc. HLP rights; community engagement & local authorities (“localization”); options for incremental growth; ...)
- Recent global guidance and recommendations

- Your Questions

REMEMBER OUR SESSION IN MARCH

5. Are you (or anyone from your team) involved in Durable Solutions Working Groups (DSWG) or have you been consulted by the “agency person” who is contributing to the DSWG?

[More Details](#)

 Yes, both	3
 No, not at all	8
 I have been consulted	2
 I am participating in discussions...	0
 Other	1





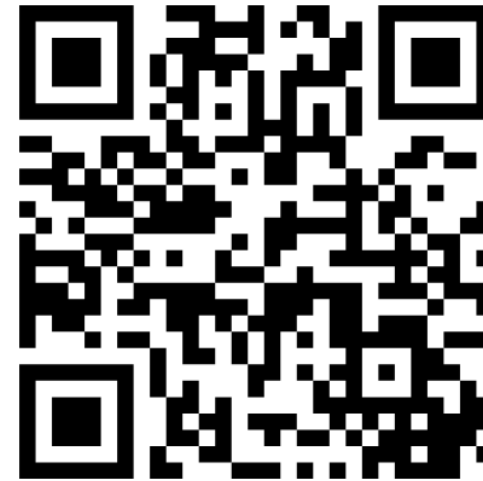
Interactive Intervention: Assumptions... (Mentimeter)

VOTE... TRUE OR FALSE FOR YOUR CONTEXT

Menti Meter :

www.menti.com

4886 0497



1. When aiming for «Building back better» (Safer/Smarter...) or Durable Shelter Solutions, MANY actors interpret “better” or “durable” as a question of structural safety.
2. When shelter programmes disproportionately prioritize structural safety, they potentially miss or exacerbate risks which are more relevant to affected men, women, girls and boys, such as losing access to livelihoods, social exclusion or exploitation
3. Measures of success of shelter programmes often continue to remain focused on the quality of buildings, rather than the quality of lives (LONG-TERM SOLUTIONS).



Key considerations for longer-term shelter programming

KEY FACTS (ANNUAL REPORT 2023)

Globally:

92M | **32M** | **20M**
PEOPLE IN NEED* | PEOPLE TARGETED* | PEOPLE SUPPORTED*

92 – 20 = 72 M not reached...

Our main concern in times of reduced humanitarian funding must be:

**HOW TO ADVANCE AND SUPPORT SELF-RECOVERY AND
HELP PEOPLE TO FIND THEIR OWN SOLUTIONS***

* which are maybe not even among those “official three solutions”

UNHCR estimates that 70 per cent of those affected by internal displacement are situated outside camp environments and are living primarily in urban areas.

SELF-RECOVERY ...

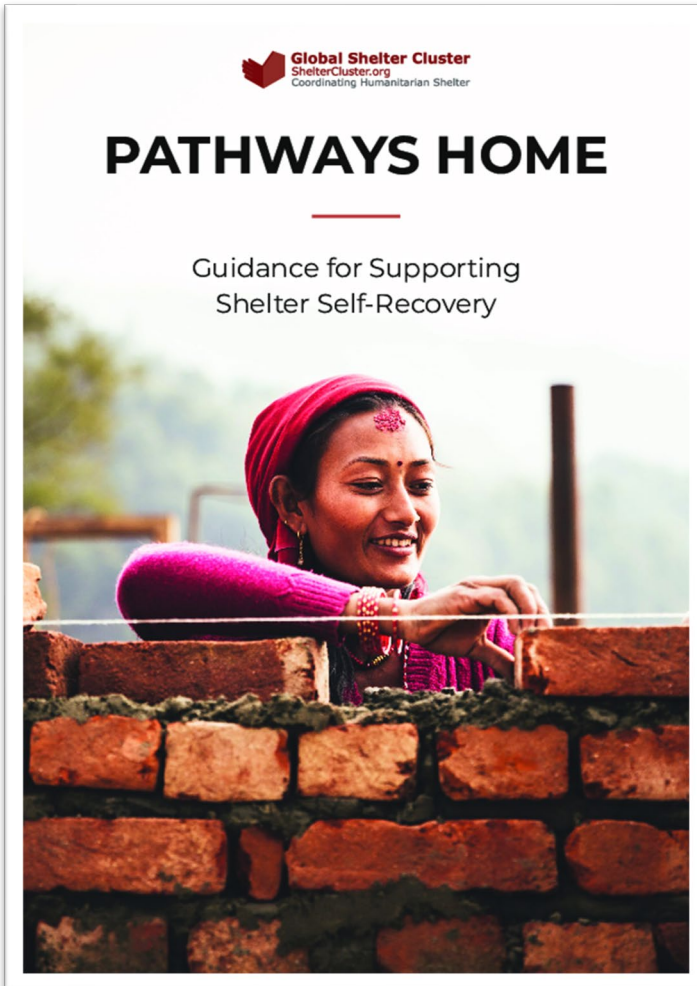
“At the heart of supporting self-recovery is the recognition of the agency of people”

Supporting self-recovery

- ... requires a shift in mindset from ‘product’ to ‘process’;
- ... create an enabling environment! (HLP; access to livelihoods; services; participation; ...)
- ...is based on a broad and holistic context analysis;
- ...needs facilitation and accompaniment to remove barriers to resources, fill gaps in capacity and foster an enabling environment;
- ...requires a process of community mobilisation and engagement.

The guidance also exists on Arabic! Please check:

[FINAL Pathways Home THE FAST TRACK ENG.pdf \(sheltercluster.s3.eu-central-1.amazonaws.com\)](https://sheltercluster.s3.eu-central-1.amazonaws.com/FINAL_Pathways_Home_THE_FAST_TRACK_ENG.pdf)



Some relevant global frameworks...



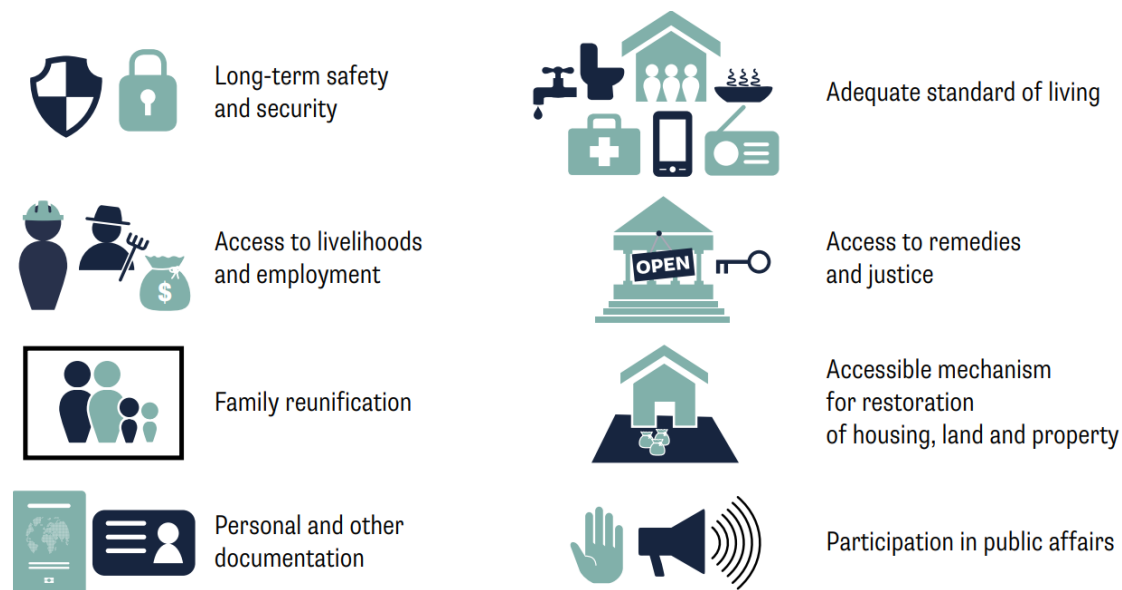
**GLOBAL
SHELTER CLUSTER**

Coordinating Humanitarian Shelter and Settlements

GSC MEETING 2024

IASC FRAMEWORK ON DURABLE SOLUTIONS FOR INTERNAL DISPLACEMENT (2010)

- 8 INDICATORS



- 5 CHARACTERISTICS OF A SUSTAINABLE PROCESS...

...towards durable solutions for IDPs: voluntary choice, participation, access to humanitarian and development actors, access to effective monitoring mechanisms, and involvement in peace processes

- “3 PATHWAYS” *

- Sustainable reintegration at the place of origin (“**return**”);
- Sustainable local integration in areas where IDPs take refuge (“**local integration**”);
- Sustainable integration in another part of the country (“**settlement elsewhere in the country**”).

* BUT OF COURSE, PEOPLE FIND MANY MORE “**SOLUTIONS**”

SG'S ACTION AGENDA ON INTERNAL DISPLACEMENT (2022)

THREE INTERLINKED GOALS



GUIDING CONSIDERATIONS FOR THE ACTION AGENDA



IDPs are citizens and residents of their country, and States have the primary responsibility to protect their rights and respond to their needs. **Sovereignty comes with responsibility**, and States should put in place and implement relevant laws and policy frameworks to address IDPs' rights and outline how displacement will be addressed as a whole-of-government priority.



Action to address internal displacement must recognize the **rights and agency of IDPs and host communities** and ensure their **active and informed participation** in decision-making. Approaches should be guided by the knowledge of local communities and address the specific needs of people of different ages, genders, abilities and diversities, including by promoting gender equality and the best interests of the child.



Addressing internal displacement is critical for delivering on the promise to **Leave No One Behind** in achieving the SDGs and for attaining lasting **peace and prosperity**. In view of this, action on internal displacement must be embraced as cross-cutting and part of humanitarian, development, peacebuilding, human rights, climate change action and disaster risk reduction efforts, ensuring a coherent and continuous response.



Action on internal displacement must be part of a **whole-of-displacement approach** that also considers the rights and needs of individuals who fled across international borders, individuals who returned after cross-border displacement and host communities.



IDPs are increasingly settling in **urban areas**. Response strategies must take into account the urban ecosystem and engage city Governments while also responding to the specific needs of individuals displaced from and to rural areas. Local authorities should be recognized as core partners in all settings.



A **whole-of-society approach**, including strong involvement of civil society, national human rights institutions and the private sector, is critical to ensuring action is locally owned and informed and that it draws on the full spectrum of available capacities.



Action should be based on high-quality and trusted **data and analysis**. Increased efforts are needed to ensure the right data is gathered, and that it is collected, managed and used responsibly and in an inclusive and collaborative manner.

Action to address internal displacement must recognize the **rights and agency of IDPs and host communities** and ensure their active and informed **participation** in decision-making.

IDPs are increasingly settling in **urban areas**. Response strategies must take into account the urban ecosystem and engage city Governments while also responding to the specific needs of individuals displaced from and to rural areas. **Local authorities** should be recognized as core partners in all settings.

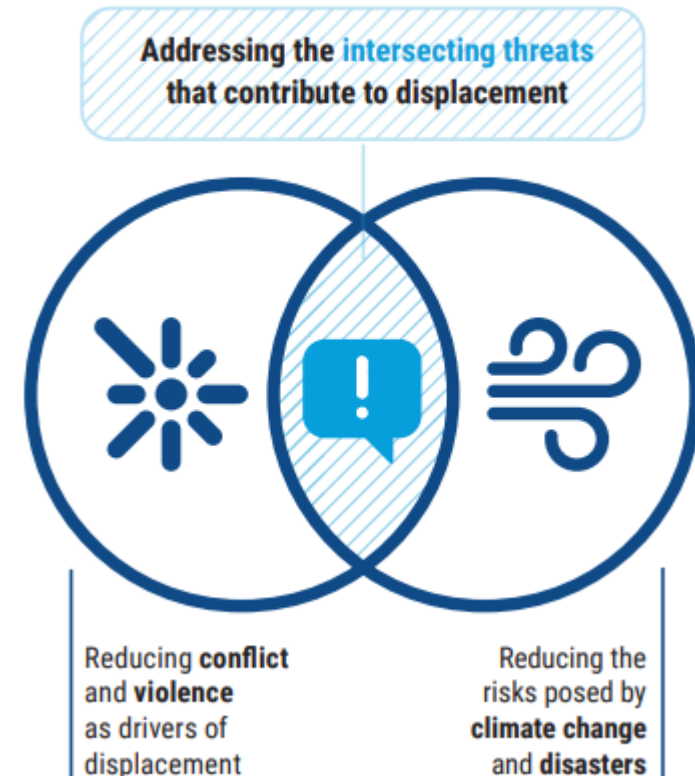
A whole-of-society approach, including strong involvement of **civil society, national human rights institutions and the private sector**, is critical to ensuring action is locally owned and informed and that it draws on the full spectrum of available capacities.

ACTION AGENDA

Across all actors, we need perseverance in prevention, knowing that its results are often less visible and tangible but no less important. We must, in particular, **prioritize prevention and preparedness earlier and more predictably**, including by using data and information to take anticipatory action and by making **prevention a priority** even as a crisis is unfolding. We must also recognize that internal displacement is often the result of threats and vulnerabilities that intersect and overlap, which exacerbates displacement risks and requires careful attention from prevention through to solutions.

As part of the substantial expansion of adaptation and resilience, we must collectively work to **improve preparedness and early action for disasters and climate-related crises** to reduce displacement risks and their impacts, including by building on existing partnerships.

PREVENTING FUTURE DISPLACEMENT CRISES



INDEPENDENT REVIEW OF THE HUMANITARIAN RESPONSE TO INTERNAL DISPLACEMENT (2024)

«More broadly, humanitarians are still struggling to actually respond to the fairly basic demands IDPs themselves are consistently making of them. Across the case studies, and especially in protracted settings, IDPs are desperate for long-term, predictable support to the efforts they are already making to build a future for themselves in displacement and beyond, especially around restarting their own livelihoods and accessing education.»

IDP voices – their needs, aspirations and capacities – should be at the heart of a revamped humanitarian system that puts people at the centre through supporting long-term, holistic programming approaches from the early stages of displacement.

IASC Guidance Note : Advancing the HDP nexus approach through IASC global clusters (2023)

...the 'nexus' refers to a **whole-of-system approach**, a policy and an operational imperative in which humanitarian, development and peace actors take account of each other's actions and collaborate to be efficient and effective, **because their activities have an impact on each other**, and each actor is affected by the broader context in which peace, development and humanitarian action interacts.

- Joint analysis or sharing of **analysis of root causes and damage assessments**, among others, to obtain a **shared understanding** of need, risk and vulnerability;
- Articulation of '**collective outcomes**' or HDP priority areas based on the areas of greatest need, risk and vulnerability;
- Joined-up planning and programming in support of these collective outcomes or priorities;
- Flexible, multi-year and unearmarked financing that is aligned or harmonized around these collective outcomes or priorities; and
- Evidence-based **advocacy** to support HDPN programming.



**GLOBAL SHELTER
CLUSTER
2024 STRATEGY –
Considerations on
Recovery and long-
term solutions**

GLOBAL SHELTER CLUSTER STRATEGY



In the GSC strategy (2024-2028; to be finalized & endorsed) there are several strategic priorities on «ways forward» and «longer-term thinking»

- Planning and advocating for recovery and durable shelter solutions from the start
 - Promoting integrated approaches during preparedness and responses
 - Delivering safe, secure, accessible and protective living conditions
 - Improving environmental impact
-
- “Localisation” and “Improving and adapting coordination and widening collaborations” are specifically named as enablers

LEARNING FROM COUNTRY CLUSTERS

COUNTRY EXPERIENCE CAMEROON: Please share your experience on obstacles you might face in your country for advancing Durable Shelter and Recovery Solutions (e.g. when you try to work cross-sectoral; unclear responsibilities for area-based coordination or when working with local authorities; ...) – and how you manage to still advance in this direction?

COUNTRY EXPERIENCE UKRAINE: Please introduce how you strengthen linkages with other actors to advance from “shelter” to “sustainable housing solutions for displaced people

COUNTRY EXPERIENCE BANGLADESH: Please share how you work with the government to scale up solutions and advance recovery and disaster management at large scale?

COUNTRY EXPERIENCE AFGHANISTAN: Please share how you – and other actors in the country – advance durable solutions in a context where “localization” and “hand over to de facto authorities” might be difficult

AND NOW OVER TO YOU.....

KEY CONSIDERATIONS - OVERVIEW

- Cross-sectoral, participatory / inclusive **assessments** (location; socio-economic-environmental & political dimensions for (sustainable) shelters and settlements; cross-sectoral; with interdisciplinary stakeholders;...) – including participatory processes) – using shelter (and settlements) = **Living environment as entry point for improving the outcomes for other sectors** = Advocate on the “wider impact of Shelter” on other outcomes);

- **People in the center** – engagement with affected people but also exchange of experiences with local actors and diverse people; think about awareness raising and behavior changes (where needed) but also the opportunities for creating an environment that supports people for self-reliance/self-recovery/autonomous and dignified lives; **Accountability and Transparency** towards affected people but also other stakeholders;

“Integrating diverse perspectives and ensuring inclusivity will lead to more effective and sustainable humanitarian actions”

- Main responsibilities for IDPs is with Government authorities (strengthen collaboration and see how it is possible to link response to local long-term priorities; ...); collaboration and joint prioritization (synergies) with other actors (HDP);

– **Cross-sectoral solutions:** consider “shelter” as a multi-faceted and holistic discipline that needs integrated solutions; specifically in urban areas; area-based approaches; HLP rights; Nature-based solutions; environmental considerations; Inclusive Disaster Risk Reduction (DRR) approaches, Considerations of Gender Equality and Women’s Empowerment...)

Anyone would like to add or would like
further information?

Collaboration & Consultation




Easy Retro



6

Feedback



1. For your **FEEDBACK**, please scan the QR Code
2. Got to Column **6** or choose **6** from drop down menu
3. Click “+” to add a question or a comment – type & save
4. Click “ok hand” to vote question or comment
5. Click  to answer question or comment.

THANK YOU

AND PLEASE DO NOT HESITATE TO REACH OUT!



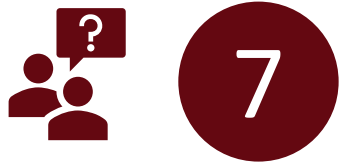
GLOBAL
SHELTER CLUSTER

Coordinating Humanitarian Shelter and Settlements




CLIMATE ACTION & ENVIRONMENT Session

Collaboration & Consultation



Q&A




1. For your **Q&A**, please scan the QR Code
2. Got to Column **7** o choose **7** from drop down menu
3. Click “+” to add a question or a comment – type & save
4. Click “ok hand” to vote question or comment
5. Click  to answer question or comment.



Feedback



1. For your **FEEDBACK**, please scan the QR Code
2. Got to Column **7** o choose **7** from drop down menu
3. Click “+” to add a question or a comment – type & save
4. Click “ok hand” to vote question or comment
5. Click  to answer question or comment.

Session outline

- General introduction
- Overview of Green Team support to the cluster
- Breakout group discussions
- Feedback - Plenary discussion

Overview of GT support

- Capacity building
- Technical support
- Development of guidelines, strategic documents, etc



Decision Making Support Tools & Resources

- [NEAT+](#): Screens an operational area for environmental risks and provides a snapshot of the environmental sensitivities/risks of the area, the environmental impacts of planned activities, and provide mitigation ideas, including for shelter.
- [SMAC](#) (Shelter Methodology for the Assessment of Carbon) assesses the environmental criteria/carbon footprint of different building material options
- [Solar Energy Options Tool](#): a digital tool for the early phase of decision-making when planning solar systems in displacement contexts. Supports the calculation of energy needs at household level (excluding cooking needs), appropriate solar solutions and recommendations on energy options.
- [HRP and HNO tip sheets](#) for mainstreaming environment into HRP shelter sections
- **Guidance note: Monitoring HRP environment indicators:** [Greening the response - Activity reporting.docx \(live.com\)](#)

Breakout group discussion topics

➤ **What are the main barriers to improving integration of environment into Cluster operations?**

1. *lack of or limiting policy*
2. *lack of or limiting guidance*
3. *lack of information*
4. *lack of personnel*
5. *lack of tools and procedures*
6. *lack of partner interest or support*
7. *lack of funding*
8. *Other (please indicate)*

➤ **What are the proposed solutions to the identified constraints?**

Plenary discussion

Groups feedback and next steps





- Collect and collate results
- Draft a short report for the Global Shelter Team and Field Clusters
- Hold two (time zone appropriate) web meetings to discuss results

Collaboration & Consultation




Easy Retro



Feedback

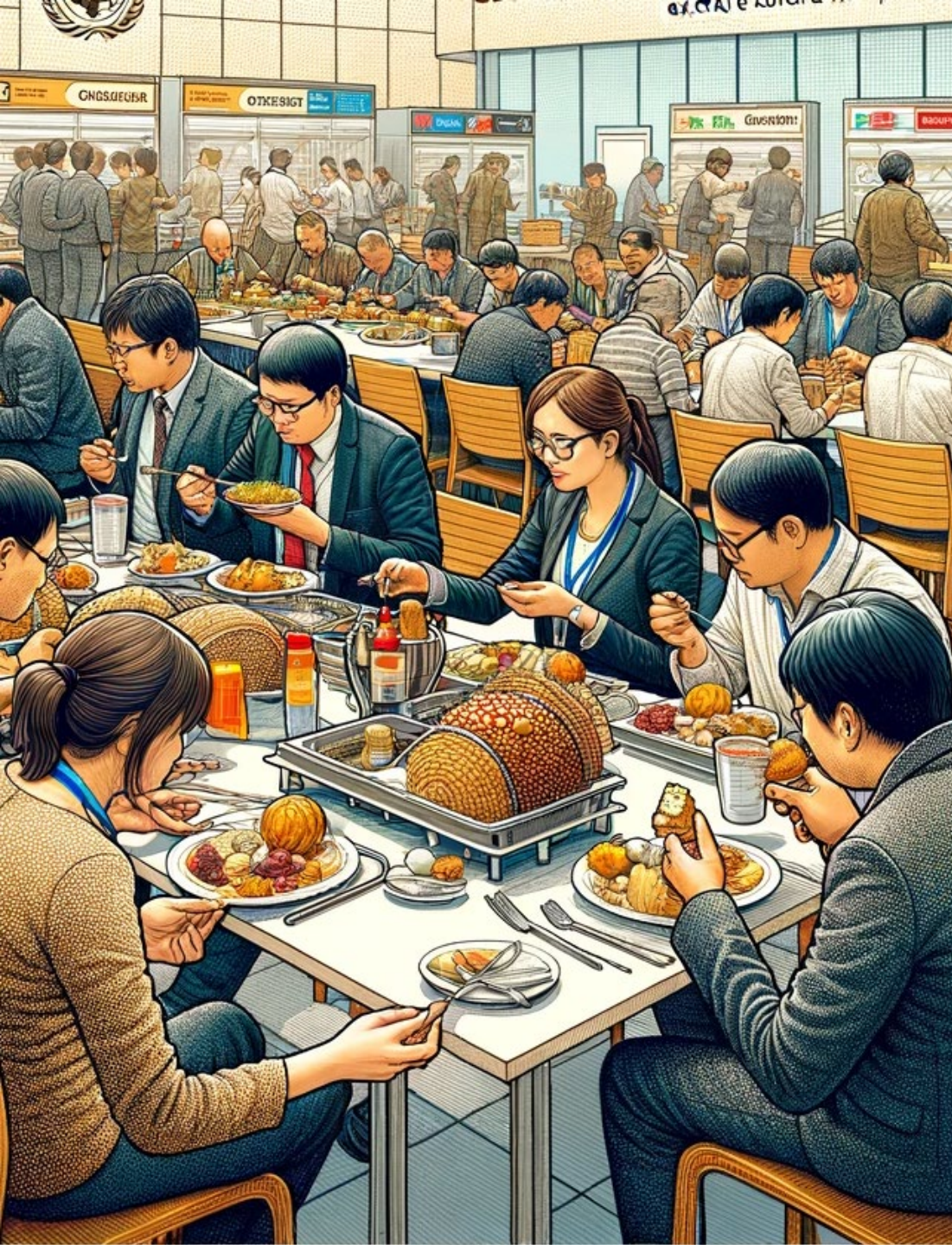


1. For your **FEEDBACK**, please scan the QR Code
2. Got to Column **7** o choose **7** from drop down menu
3. Click “+” to add a question or a comment – type & save
4. Click “ok hand” to vote question or comment
5. Click  to answer question or comment.



GLOBAL
SHELTER CLUSTER

Coordinating Humanitarian Shelter and Settlements



LUNCH BREAK
1h
Back at 14:30




**DONOR ENGAGEMENT
&
RESOURCE
MOBILIZATION**
Session

Collaboration & Consultation



Q&A




1. For your **Q&A**, please scan the QR Code
2. Got to Column **8** o choose **8** from drop down menu
3. Click “+” to add a question or a comment – type & save
4. Click “ok hand” to vote question or comment
5. Click  to answer question or comment.



Feedback



1. For your **FEEDBACK**, please scan the QR Code
2. Got to Column **8** o choose **8** from drop down menu
3. Click “+” to add a question or a comment – type & save
4. Click “ok hand” to vote question or comment
5. Click  to answer question or comment.

Objective of this Session

To equip cluster coordination teams with a comprehensive understanding of standard resource mobilization mechanisms for humanitarian emergencies and emphasize the importance of proactive donor engagement. The session aims to enhance the capacity of cluster coordinators to secure funding and resources effectively by fostering innovative approaches and preparedness.

Donor engagement & Resource Mobilization

CERF	CBPF	HRP	OTHER
Central Emergency Response Fund	Country-Based Pooled Funds	Humanitarian Response Plan	UN / Multilateral Private Non-Traditional Diaspora (Etc) Bilateral?

Who is normally the largest donor and responder in shelter emergencies?



Donor engagement & Resource Mobilization

Supply	Demand
<p>CERF Central Emergency Response Fund</p> <p>CBPF Country Based Pooled Funding</p> <p>Multilateral (UN Agencies)</p>	<p>HRP Flash Appeals IFRC Appeal Individual NGO fundraising Cluster advocacy and fundraising</p>

HRP Humanitarian Response Plan

Donor engagement & Resource Mobilization

Resource Mobilization – Coordinators’ Role			
CERF	CBPF	HRP	OTHER
<ul style="list-style-type: none"> • Develop cluster strategy based on needs • Inform and support relevant UN agencies • Advise the HC/RC • Coordinate implementation 	<ul style="list-style-type: none"> • Develop Cluster Priorities, criteria and Strategy (agreed with SAG) • Quantify the cluster appeal • Defend strategy and appeal • Establish a Review/Vetting Committee • Strategic Review • Technical Review • Recommend / reject / amend projects 	<ul style="list-style-type: none"> • Conduct assessment • Identify needs and draft cluster HNO chapter • Develop HRP Sector Strategy (Objectives, activities and indicators) • Manage project submission • Project vetting • Sector summary • Draft HRP chapter • Defend sector request • Strategic follow up 	<ul style="list-style-type: none"> • Advocacy with donors • Disseminate needs assessments • Develop advocacy messages • Develop cluster material • Develop specific responses (emergencies, winterization, etc) • Maintain donors informed of sector developments

Donor engagement & Resource Mobilization

1. Tips and best practices for engaging with donors
2. What products you can prepare for donor engagement and resource mobilization?
3. What actions can be taken for preparedness? (in financial and resource terms)
4. What could the GSC do to help you raise funds for the sector?

www.menti.com – Code 57358067

<https://www.menti.com/alihjnedpr2t>



Donor engagement & Resource Mobilization

Group Exercise - Instructions

Split in groups per tables – Each group will be assigned a number

Each group must propose at least 2 innovative ideas:

1. One for Donor engagement
2. Resource Mobilization for the Shelter Sector

You have a total of 15 minutes to present your proposal in **Jamboard**

Later each group focal point will present in 1 minute their proposed innovative ideas

Proposed Solutions to Our Challenges Session- Instructions

EACH GROUP WILL USE A JAMBOARD SLIDE ACCORDING TO THEIR GROUP #

https://jamboard.google.com/d/112YA2NcWAXvznhWhv9IPsMAUnZT8DvwF0S9ISdkVX_Y/edit?usp=sharing

Donor Engagement & Resource Mobilization - GROUP 1

Innovative Proposal for Donor engagement	Innovative Proposal for Resource Mobilization for the Shelter Sector
<p>Your Proposal for donor engagement here</p>	<p>Your Proposal for Resource Mobilization here</p>



ONLY THE LEADER OF EACH GROUP WILL WRITE IN THE JAMBOARD

An elderly woman with grey hair, wearing a blue dress with a red and yellow floral pattern, is kneeling on the ground. She is using a wooden tray to spread a layer of brown mud. The background is a wall made of vertical bamboo poles. The text "THANK YOU" is overlaid in the center of the image in a bold, red, sans-serif font.

THANK YOU

Collaboration & Consultation




Easy Retro



Feedback



1. For your **FEEDBACK**, please scan the QR Code
2. Got to Column **8** o choose **8** from drop down menu
3. Click “+” to add a question or a comment – type & save
4. Click “ok hand” to vote question or comment
5. Click  to answer question or comment.



GLOBAL
SHELTER CLUSTER

Coordinating Humanitarian Shelter and Settlements




ADVOCACY & COMMUNICATIONS Session

Collaboration & Consultation



Q&A




1. For your **Q&A**, please scan the QR Code
2. Got to Column **9** o choose **9** from drop down menu
3. Click “+” to add a question or a comment – type & save
4. Click “ok hand” to vote question or comment
5. Click  to answer question or comment.



Feedback



1. For your **FEEDBACK**, please scan the QR Code
2. Got to Column **9** o choose **9** from drop down menu
3. Click “+” to add a question or a comment – type & save
4. Click “ok hand” to vote question or comment
5. Click  to answer question or comment.

DEFINITIONS

COMMUNICATIONS V. ADVOCACY

COMMUNICATIONS

- Broadly public-facing
- Social media, photo series, videos, case studies, feature articles, and more

ADVOCACY

- Can be public or private
- Social media, photo series, case studies, briefing notes, white papers, etc.

BASICALLY....

**Strategic communications can be
advocacy, but private advocacy can't
be used as public communications.**

ADVOCACY



Global Shelter Cluster
5,131 followers
1mo •

At least 42 schools in Ituri Province, DR Congo, serve as collective shelters for families who have fled violence. This is a stark reminder of the urgent need for action as the new school year begins and the educations of displaced children are put at risk.

To learn more, read the Shelter Cluster's joint advocacy note on the topic: <https://lnkd.in/eSaaFx5y>




“
We must ensure that schools are safe spaces for learning, including for displaced children. Classrooms cannot replace dignified shelter for displaced families in desperate need.
”

-Laschoni Soki
Shelter Cluster Coordinator, UNHCR



UNHCR
The UN Refugee Agency

© UNHCR/ Faouzia Haidara








Global Shelter Cluster
7,053 followers
1mo •

LATEST: More than a year after the earthquake that devastated Syria and Türkiye, in Northwest Syria, more than 2.1 million people need shelter assistance and over 800,000 live in tents and makeshift shelters, 90% of which are more than a year old. ...see more

Dignified Shelter Impact Assessment - NWS XB Hub · 4 pages



DIGNIFIED SHELTER ADVOCACY NOTE
March 2024
NWS Syria - XB Hub
ShelterCluster.org
Coordinating Humanitarian Shelter

 2.1M *People in Need of Shelter assistance	 1.1M *People in Need of NFI assistance	 \$75M Funding requirement for dignified shelter.	 \$68.3M Funding gap to achieve target in 2024.	 100K Number of individuals targeted for support in 2024.
---------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------

2024 SHELTER SITUATION IN NORTH-WEST SYRIA

Inadequate Living Conditions: With 2.1 million people in need of shelter assistance and over 800,000 living in tents and makeshift shelters—90% of which are more than a year old—the severe winter conditions present a significant humanitarian challenge in north-west Syria. The majority reside in IDP tents at IDP sites, which lack proper sewage, drainage, electricity, and water supply. Among the camp population, 80% are women and children who have experienced multiple displacements over several years and face safety, security, and protection risks. These issues arise partly because the temporary shelters and settlements fail to meet dignity standards.

Earthquake: The February 2023 earthquake that struck Syria and Türkiye has exacerbated the conditions for an already vulnerable population living in overcrowded and substandard shelters.

Winter Severity: The long, extremely cold, and unpredictable winters in north-west Syria cause acute suffering for two million individuals lacking adequate shelter. Respiratory infection outbreaks increase during winter, leading to higher hospitalizations, morbidity, and mortality rates. The absence of warm clothing, insulation, and heating amplifies the risk of respiratory infections, hypothermia, and preventable deaths, particularly among children and the elderly.

GOAL
To provide everyone living in tented sites in north-west Syria with access to dignified shelter and safer living conditions.

The Dignified Shelter action plan ([click here](#)) targets supporting 81,520 families residing in tented sites with valid HLP while advocating for HLP solutions for the remaining 100,000 families living in tents in sites without valid/pending HLP or missing information.

Progress
Since the initiation of the Dignified Shelter Action Plan in March 2022, we've successfully provided dignified housing to 31,255 households across 157 locations. This has been made possible through the collaborative efforts of 29 cluster organizations that include UN, local and international NGOs.



42,154 HHS	52%	Gap
81,520 HHS		TOTAL TARGET
31,255 HHS	38%	Complete
7,841 HHS	10%	In Progress

* Based on the Assessment Needs Overview (ANO) between Jan and December 2024.

WHAT ARE DIGNIFIED SHELTER & LIVING CONDITIONS?

Dignified Shelter & Living Conditions is a strategy that aims to respond to the issues stemming from unplanned sites. The initiative aims to transition IDPs living in tents to dignified shelters (temporary transitional shelter sites) more suitable for long-term displacement. The transition can reduce reliance on emergency services, minimizing the need for costly and short-lasting tent replacements every six to 12 months.

The approach promotes multi-sectoral response (planning, implementation, and monitoring) while advocating for integrated multi-sector site planning. This includes the development of drainage, sewage, water, roads, lighting, and electricity, as well as support for early recovery, livelihoods, education, and health initiatives. Moreover, the strategy involves long-term investments in more dignified camp infrastructure, making IDP sites more resilient to sudden disasters and reducing the risk of gender-based violence, exploitation, and abuse.

WHY SHOULD YOU CARE?

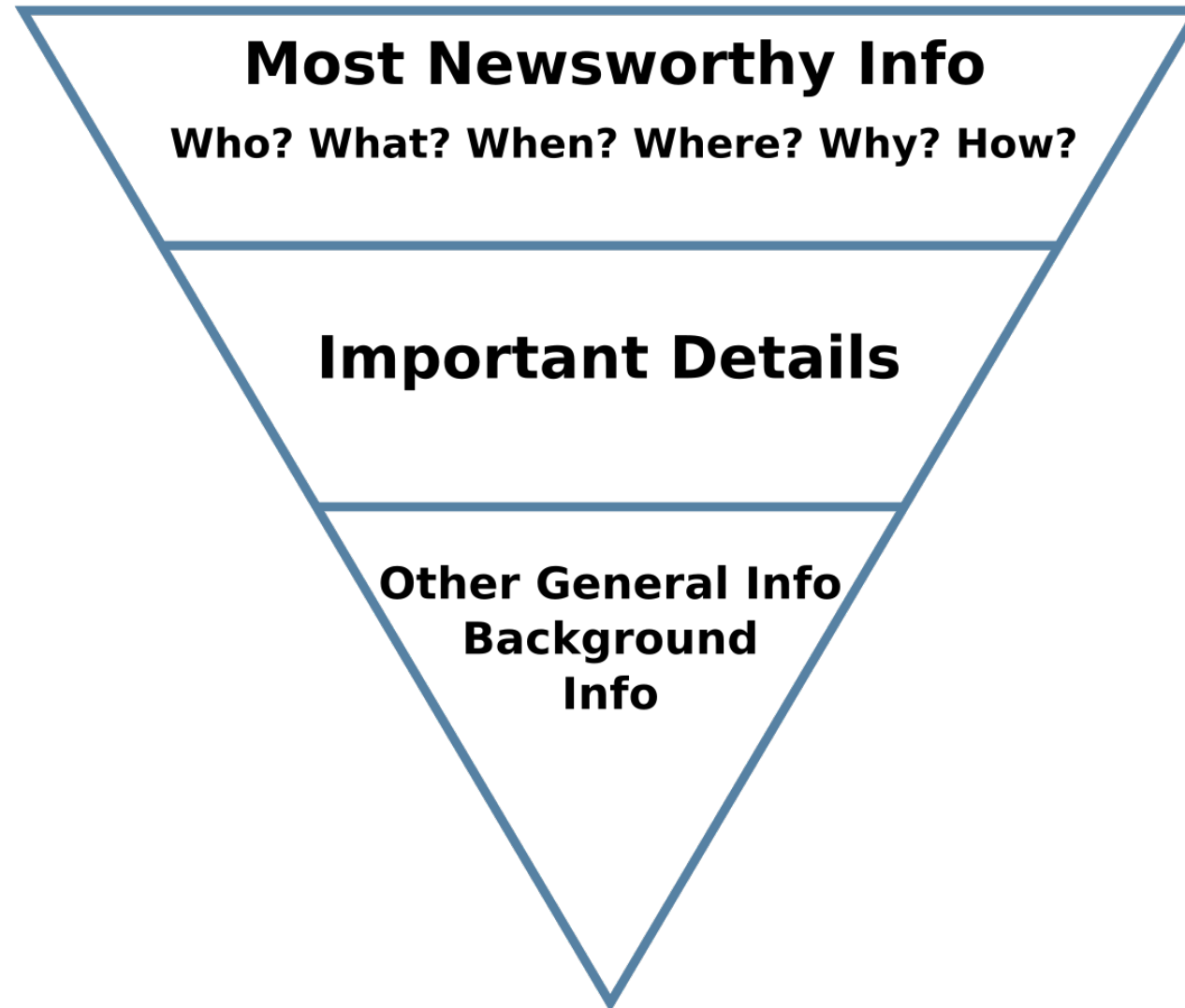
No one is going to do this for you.

If you can't clearly and concisely communicate the importance of your cluster or sector, you're not going to get very far.

You do this every day, whether you realize it or not.

HOW TO ACTUALLY ADVOCATE AND COMMUNICATE

THE 5WS AND 1H OF ADVOCACY



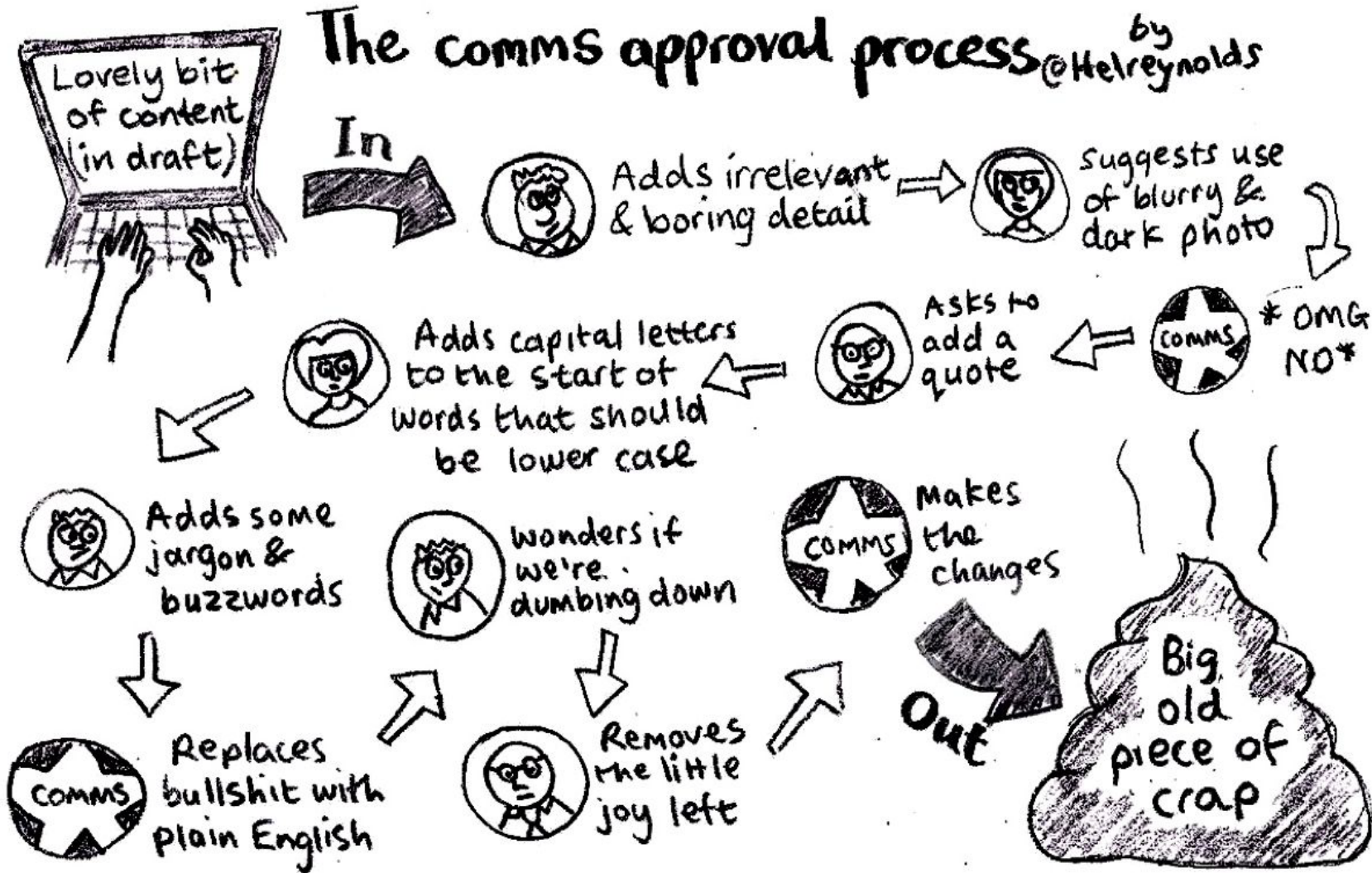
IMPORTANT PRINCIPLES OF GOOD ADVOCACY



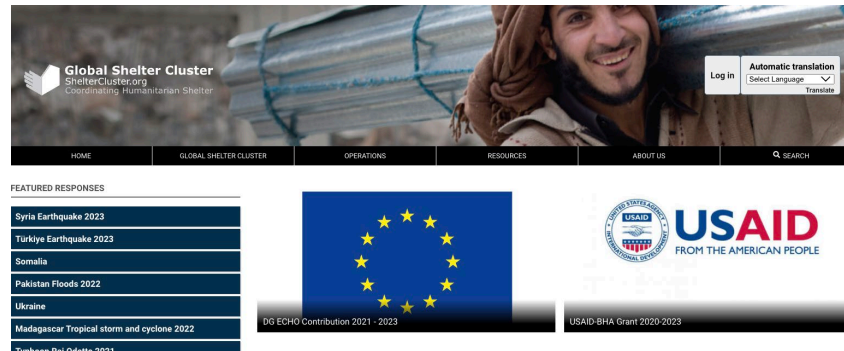
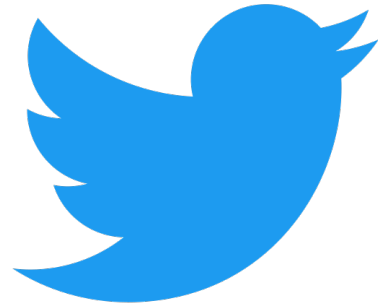
- Be clear about what your key messages are. Be clear about the purpose of your advocacy. What do you want to achieve?
- Incorporate advocacy into your overall shelter strategy.
- Adjust your strategy and methods to what you want to achieve. If a small (closed-door) intervention suffices to reach your goal, there is no need to go public with an advocacy campaign.
- Consult extensively and cooperate with others. Wherever possible, avoid competitive advocacy. Seek to work with others to conduct complementary advocacy.

IMPORTANT PRINCIPLES OF GOOD ADVOCACY

- Make sure that all advocacy products are evidence-based, fact-checked, and proofread. Make sure you are honest.
- Ensure that all your advocacy messages are consistent internally and over time.
- Be concise. Avoid jargon wherever you can. If you must use jargon, explain what it means.
- Manage risks proactively to avoid surprises. Consider possible unintended consequences of your advocacy, at field and global level, on the humanitarian response on the ground and your lead agency's reputation.



PUBLIC-FACING PLATFORMS



**A PAUSE IN WHICH I
SINCERELY BEG YOU TO
NOT CREATE
ACCOUNTS FOR YOUR
SPECIFIC CLUSTERS**

PRIVATE MEDIUMS

- Briefing notes
- Advocacy papers
- Meetings and donor briefings



Joint advocacy note

For the immediate decongestion of schools used as shelters by displaced households and their relocation to safe, suitable accommodation Ituri, North Kivu and South Kivu

August 2023

Since the beginning of the year and the intensification of crises in the east of the Democratic Republic of Congo (DRC), conflicts and natural disasters have led to waves of displacement, with the majority of internally displaced persons (IDPs) using schools and/or collective centers as shelters, thus disrupting access to education for girls, boys and adolescents. 1,036 schools are still closed, including 356 schools used as shelters by displaced populations,¹ due to a lack of capacity in IDP sites and host communities, affecting more than 115,000 children, including 56,000 girls and 17,000 children with disabilities. Of the three Scale-Up provinces (Ituri, North Kivu and South Kivu), North Kivu is the worst affected, with 337 schools used as shelters as of July 2023.

The use of schools as shelters by displaced households has negative consequences on children's access to education and on school infrastructure, as well as on the well-being of displaced families, forced to live in promiscuity in schools:



Cyclone Mocha Response in Myanmar

Shelter/NFI and CCCM Response and Gaps

CONTEXT

The devastating impact of Cyclone Mocha in Myanmar has worsened an already challenging situation for communities and displaced people, amplifying their specific Shelter/NFI and CCCM needs in the context of the ongoing crisis.

More than 162,000 homes have been completely or partially destroyed across Rakhine, Chin, Magway, Sagaing, Kachin and northern Shan, and around 205 displacement sites and camps in Rakhine have been severely damaged.

The urgent need for dignified shelter assistance has become even more critical, considering the existing vulnerabilities of girls, women, men, and boys, the psychological/emotionally inflicted distress, exposure to diseases, and dangers due to a lack of adequate shelter.

FLASH APPEAL FOR CYCLONE MOCHA

	ALREADY IN HRP 2023	ADDITIONAL FOR CYCLONE RESPONSE	TOTAL RESPONSE
PEOPLE TARGETED	390 K	267 K	657 K
REQUIREMENTS (USD)	35.1 M	36.1 M	71.2 M

HUMANITARIAN RESPONSE PLAN 2023

PEOPLE IN NEED	PEOPLE TARGETED	REQUIREMENT (USD)
3 M	952 K	88 M



Shelter Cluster Myanmar
ShelterCluster.org
Coordinating Humanitarian Shelter



GLOBAL SHELTER CLUSTER

Coordinating Humanitarian Shelter and Settlements



66,000 houses destroyed*
96,000 houses need repair*



810,990 people lost NFIs*



205 sites damaged*

**Estimated. Based on secondary data.*



© IFRC Myanmar

Winterization 2023-2024

Advocacy Note

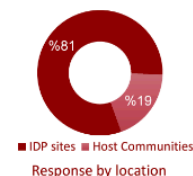
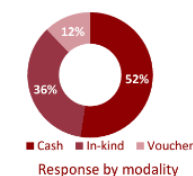


GAPS AND NEEDS



RESPONSE

- 16 partners have secured funds for the appeal.
- 35M in secured funding is intended to provide critical life-saving assistance to 778K individuals through winter interventions.
- Assistance for secured funding will be provided in various modalities: 52% in cash, 36% in in-kind assistance, and 12% in voucher form.
- Cash is the most preferred modality for winter response as it allows for complementarity with other interventions and supports diverse winterization needs such as fuel.
- 81% of individuals are residing in IDP camps, while 19% are outside of camps.
- Recommended life-saving cluster supplies for winter response include: 1) Heating fuel and stoves, 2) Winter clothes kits, and 3) Winterization kits that include thermal blankets and carpets.
- Here is the link to the [Shelter-NFI Winterization Guidance Note](#).
- Here is the link to the [communities that are not covered or are partially covered](#).



CHALLENGES

- The region has experienced recent climate change, resulting in a shift in the winter cycle. Winters have become more unpredictable, with longer durations and unprecedented severe low temperatures. Additionally, snow storms are hitting further, exacerbating the needs.
- There is an increase in unsustainable negative coping strategies, which is severely impacting the environment and public health. This is also increasing the risks of fire incidents in IDP sites.

Cluster Coordinator: Patrick Mutai (mutaip@unhcr.org) | Cluster Co-coordinator: Mohammed Alamir, (coord.turkey@sheltercluster.org)
Feedback: (jm.turkey@sheltercluster.org)

*Data Sources: SNFI NWS winterization plans 2023-2024, CCCM Cluster ISIMM and ISIMM plus

** All the figures can be updated based on the revised plans and discussions with donors regarding potential scale-up.

TOOLS AND RESOURCES

ADVOCACY PLAN TEMPLATE

<https://shorturl.at/1QPoS>

Advocacy Plan Template

Topic / Country / Region:

Prepared by:

Date:

What is the specific issue in your context that needs to be addressed? <i>(Situation analysis)</i>	<i>Brief explanation (3 to 5 sentences) – reference to existing documents/evidence if available</i>
What do we want to change? <i>(Objective)</i>	<i>One sentence on what we want to achieve through increased advocacy on the topic.</i>
Why is this change necessary? <i>(What will happen if we do not act)</i>	<i>Key messages: limit to 3 to 5 (each max 3 sentences)</i> 1) 2) 3)
Who has the power to make this change? <i>(Target audiences)</i>	<i>As specific as possible: list actors</i>



HUMAN INTEREST STORY TEMPLATE

<https://shorturl.at/is9TD>



Global Shelter Cluster
ShelterCluster.org
Coordinating Humanitarian Shelter

Human Interest Story Template

Main focus:

Country/region:

Project/partner:

Prepared by:

Date:

What is a human interest story?

A human interest story is an individual's story. It tells the reader how the work of the country-level partners has made a difference in the life of beneficiaries and is more personal than a news story.

1. Background: Please provide basic information about the interviewee(s).

1.1 Name(s), gender, age:	
1.2 Description of self (Example: mother of five kids? Entrepreneur? Etc.)	
1.3 Location- village/town, district/province and country:	
1.4 Place of origin (if displaced)	

2. Background:

2.1 Program summary and background information.	
-------------------------------------------------	--



ME!



**WHAT DO YOU NEED
TO DO ADVOCACY AND
COMMUNICATIONS
WELL?**

An elderly woman with grey hair, wearing a blue dress with a red and yellow floral pattern, is kneeling on the ground. She is using a wooden tray to spread a layer of brown mud. The background is a wall made of vertical bamboo poles, with a white rectangular panel visible in the upper right. The scene is outdoors, and the ground is dirt.

THANK YOU

Collaboration & Consultation




Easy Retro



Feedback



1. For your **FEEDBACK**, please scan the QR Code
2. Got to Column **9** o choose **9** from drop down menu
3. Click “+” to add a question or a comment – type & save
4. Click “ok hand” to vote question or comment
5. Click  to answer question or comment.



GLOBAL
SHELTER CLUSTER

Coordinating Humanitarian Shelter and Settlements



COFFEE BREAK
30'
Back at 16:30




INFORMATION MANAGEMENT Session

Collaboration & Consultation



Q&A




1. For your **Q&A**, please scan the QR Code
2. Got to Column **10** o choose **10** from drop down menu
3. Click “+” to add a question or a comment – type & save
4. Click “ok hand” to vote question or comment
5. Click  to answer question or comment.



Feedback



1. For your **FEEDBACK**, please scan the QR Code
2. Got to Column **10** o choose **10** from drop down menu
3. Click “+” to add a question or a comment – type & save
4. Click “ok hand” to vote question or comment
5. Click  to answer question or comment.

Shelter Severity Classification

How did you experience the SSC implementation in 2023?

1. Challenges
2. Best Practices
3. Recommendations

How is are your preparation for SSC implementation is going for 2024?

1. MSNA
2. Context Analysis
3. JIAF

IM Capacity Building

As a Coordinator

1. What are the top IM needs do you have?
2. What are the needed skills to address those needs?
3. What are the gaps? And how do you propose to fill them

As an IMO

1. What do you need from the coordinator to better do your job?
2. What do you need to meet the coordinator expectations and needs?
3. What skills, learning opportunities, support do you need?

Collaboration & Consultation




Easy Retro



10

Feedback



1. For your **FEEDBACK**, please scan the QR Code
2. Got to Column **10** or choose **10** from drop down menu
3. Click “+” to add a question or a comment – type & save
4. Click “ok hand” to vote question or comment
5. Click  to answer question or comment.

An elderly woman with grey hair, wearing a blue dress with a red and yellow floral pattern, is crouching and working with soil in front of a wall made of vertical bamboo poles. The wall has a horizontal wooden beam and a small white rectangular panel. The ground is dirt, and there is a white sack or tarp partially visible in the foreground.

THANK YOU

**SEE YOU TOMORROW AT PALEXPO AT 8:30AM
SHARP!**



GLOBAL
SHELTER CLUSTER

Coordinating Humanitarian Shelter and Settlements