

Participants

ACTED / IMPACT Initiatives (Ugo Semat), Australian Red Cross (Leeanne Marshall), CARE (Steph Haiselden), CRS (Jamie Richardson and Eva Suárez), DRC (Xavier Desplans), IFRC (Ella Serdaroglu), Madagascar SC (Andrianina Fanomezan), NRC (Amelia Rule), IOM (Takuya Ono), UNHCR (Francesca Coloni), GSC (Pablo Medina, Seki Hirano, Mamen Sancha)

Excused/Absent: Habitat for Humanity

Agenda

1. Country Updates

Ukraine & Moldova mission findings by CRS

Madagascar country cluster overview by Madagascar SC National Coordinator

Brainstorm on collective advocacy for Gaza by CARE–NRC

2. Cluster Transition: SAG support in planning events and communications

3. Organizing “Cluster X”

4. AOB

1. Country Updates

Ukraine and Moldova by Jamie Richardson, CRS

Mission Objective: Explore durable housing solutions and assess the role of NGOs in emerging government-led social housing frameworks.

Key Observations:

- Discussions centered on moving beyond “buildings” toward sustainable, people-centered housing models.
- Advocated a “Homes for All” approach—ensuring equity between displaced populations and host communities.

Findings:

- Technical solutions often overlook social cohesion and livelihood factors.
- NGOs have a key role in connecting communities to evolving government systems.
- Need for local context analysis and mapping of suitable housing solutions per municipality

Recommendations:

- Reframe discourse from “shelter” to “adequate housing and sustainable living.”
- Integrate cross-sector inputs (education, protection, livelihoods).
- Build on existing rental support, repair programs, and local good practices to strengthen municipal-level systems.

Next Steps:

- CRS to prepare a short paper summarizing lessons from the mission to inform broader Shelter Cluster positioning on durable solutions.

Madagascar by Andrianina Fanomezan, Madagascar National SC Coordinator

Context: Shelter Cluster not activated but on standby; merged Shelter/CCCM structure under government leadership.

Co-leads: MRCS + IFRC (Shelter); IOM (CCCM). Around 10 active members (INGOs, ministries, UN agencies).

Key Achievements: Strengthened co-leadership with government, improved communication flow with partners.

Challenges: Limited funding and staff turnover; Lack of local coordination offices in several regions; Weak data management and time constraints.

Lessons Learned: Clear division of roles enhances ownership; timely data is critical for decision-making.

Next Steps: Establish field focal points to improve coordination and strengthen engagement with local NGOs and communities for inclusivity.

Palestine (CARE–NRC)

Steph Haiselden shared the discussion held at the Technical Coordination CoP around what could humanitarian organizations do to support and the offer made to the global technical coordinator to make to the country team in Palestine.

Amelia updated about the latest concerns shared by the cluster coordination team and the key messages from the team as well as the upcoming advocacy opportunity for the SC Palestine coordinator, Jeroen and NRC Country Director, Alix in the UK Parliament.

Gaza

- Dire circumstances – press to have access reflected across all the territory in Gaza
- Risk of instrumentalization of the shelter response
- Flexibility from donors needed
- Clarification of misinformation issues

West Bank

- Long-term solutions for people evicted from camps in area A

Links to the latest documents:

- [Resumption of Shelter Supplies into Gaza during the Gaza City Operation – August 2025](#)
- [Targeting and Prioritisation Guidance Note Gaza Response](#)
- [Assessment report - Analysis of shelter needs of displaced families in the northern West Bank](#)

2. Cluster Transition Planning

Ideas for Cluster transformation phase is captured in this [file](#). GSC Support team will develop further.

3. Ideal “Cluster X” Global team structure

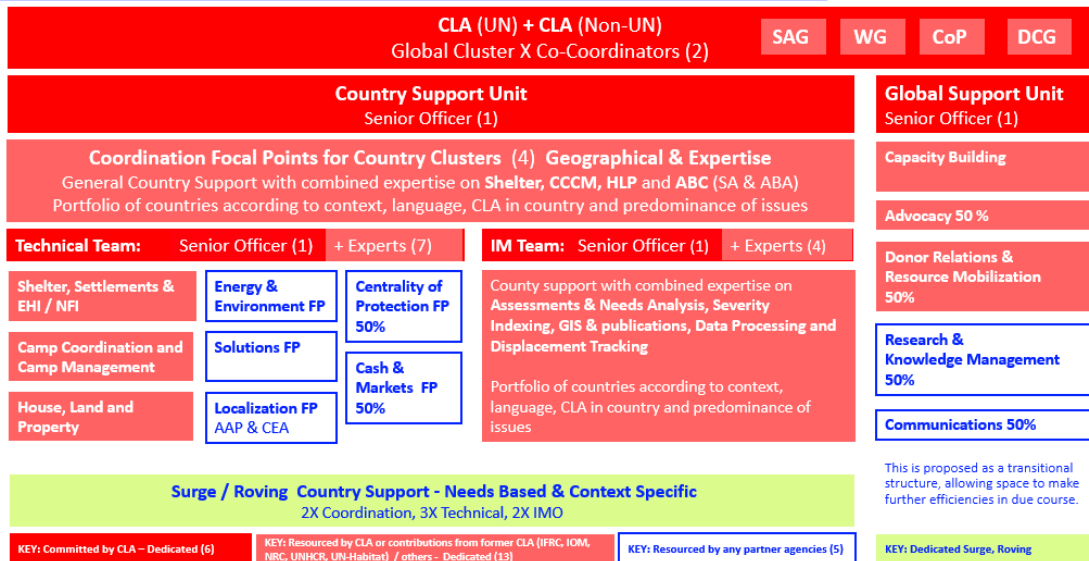
Global team structure have been developed jointly by the Shelter, CCCM and HLP Global cluster coordinators. Agencies are welcome to approach Global coordinators to explore seconding staff into the reimagined cluster.

Global cluster x team structure

Resourcing coded by agency required commitment

24 FTE + Surge

30% reduction in FTE



4. Any Other Business (AOB)

CLA arrangements and cluster naming: Ongoing discussions to be finalized. Updates will be provided during the next meeting.

Sphere revision: Pablo and Seki met Sphere Project Director and discussed the revision planned for 2027.

Global Shelter Cluster meeting: SAG showed a preference to try to hold an in-person meeting at the beginning of the new year 2026, framing it as a fresh starting point rather than a conclusion to the previous Cluster.