

Global Shelter Cluster Meeting

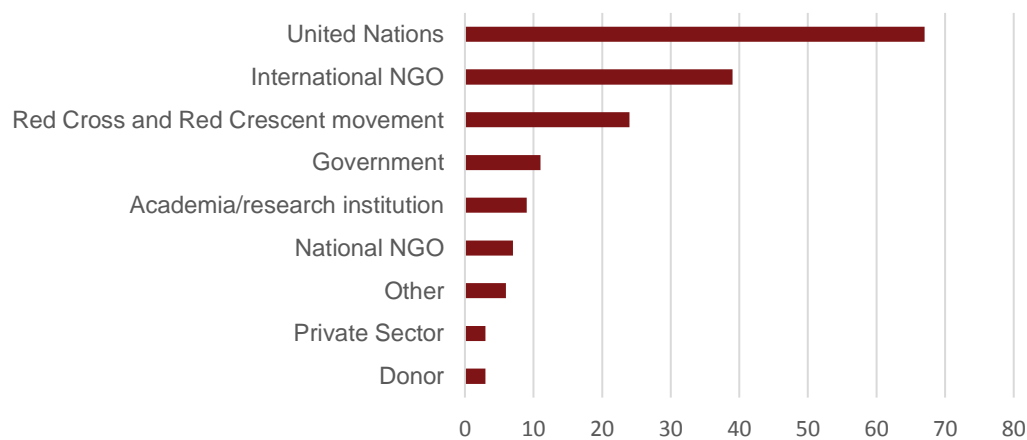
9-10th October 2019

Meeting Notes



The Global Shelter Meeting was attended by 166 people from 65 different organisations from 43 different countries including 20 of the 29 activated country-level shelter clusters.

of Organisations in Attendance by type of Agency



The meeting agenda can be found [here](#).

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Executive Summary and Main Recommendations

This year's Global Shelter Cluster (GSC) meeting theme was "Whose Capacity? Shifting power in humanitarian shelter." The meeting objectives were to review GSC deliverables in 2019; to identify and address issues emerging from country level clusters and IASC Global level cluster-related initiatives; and to advance the GSC 2018-2022 strategy implementation. Through plenary presentations, breakout sessions, and working group meetings, the participants provided valuable feedback on how the GSC can improve its collaborations with stakeholders traditionally thought to be outside of the sector such as the private sector, diaspora, academia, and development stakeholders. The key recommendations are summarized below:

1. For the implementation of the **Global Shelter Cluster Strategy** in 2020, the Global Shelter Cluster should prioritize **capacity-building** and **evidence-based response**.
2. The Shelter Cluster needs to start advancing more seriously on the **localization** of its response and in including national NGOs and local actors.
3. The Shelter Cluster **can support national and local actors** by advocating to reduce upward reporting requirements.
4. There is a need to strengthen Shelter responses in **urban areas**.
5. The Shelter Cluster should **leverage its relationships** with the private sector, academia, development stakeholders, and the diaspora.
6. There is a need to make Global Shelter Cluster services **more field focused** and to provide more **field-based trainings**.
7. The Global Shelter Cluster can make more of its services available **in other languages** such as the website and global or regional meetings.
8. Emergency shelter response needs to be more closely linked with **sustainable housing approaches**.
9. There is a need to advocate for more **investments into preparedness activities**.
10. There is a need to **reduce the use of plastics** in the shelter responses and stop harmful practices that can do further harm on the **environment**.
11. There is a need to better build up the evidence and understand **how people recover after crisis** and to adapt our shelter approaches to their resilience and coping mechanisms.
12. There is a need to **increase the skill sets** in the shelter sector to enhance responses and to better leverage partnerships outside the sector.
13. The timing of the Global Shelter Cluster meeting would be better placed **in April to June** rather than in October, which falls during the peak of Humanitarian Response Plan season.

Welcome

UNHCR's Senior Advisor on Internal Displacement, Ms. Sumbul Rizvi, set the scene for the discussions by describing the emerging challenges for the shelter sector: climate change, urbanization, diminishing humanitarian financing, and rising internal displacement. Despite these challenges, the Global Shelter Cluster has continued to make remarkable progress at field level.

Global Shelter Cluster Coordinator on behalf of UNHCR, Brett Moore, outlined the Cluster's accomplishments in meeting the needs of assisting 5.9 million people with Shelter and NFI assistance so far this year. For more information on the progress of the Shelter Cluster, this year, please see the [Global Shelter Cluster 2019 Midyear Achievements Report](#). Global Shelter Cluster Coordinator on behalf of the IFRC, Ela Serdaroglu, welcomed the participants and facilitated introductions.

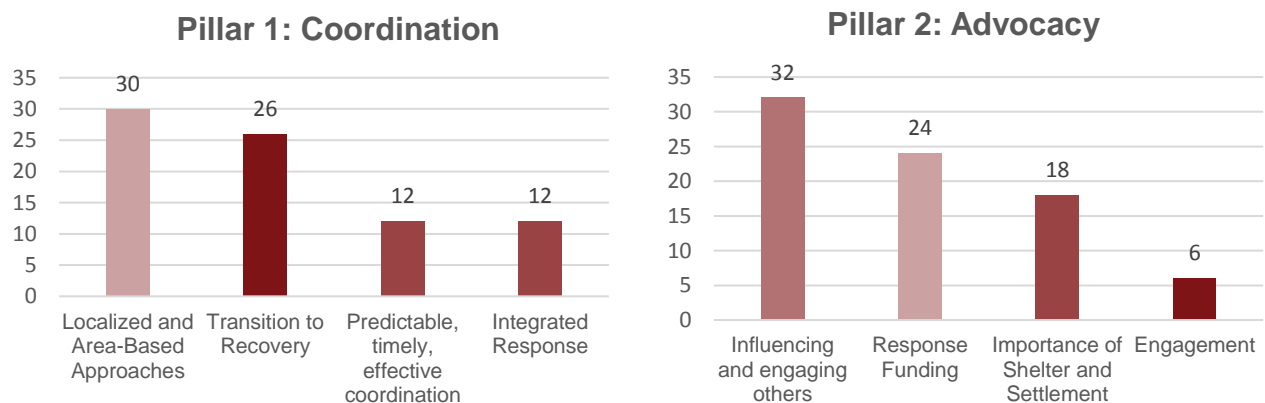


Global Shelter Cluster Strategy Update

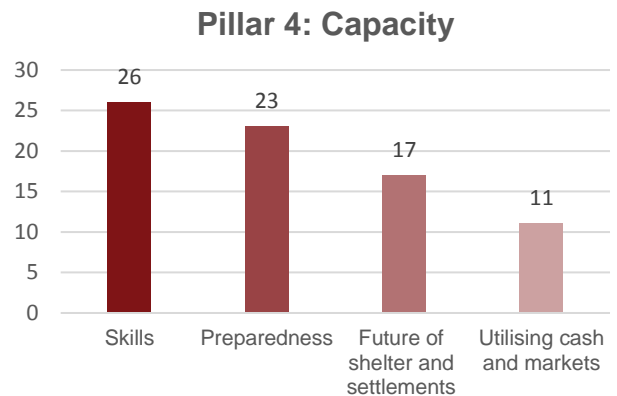
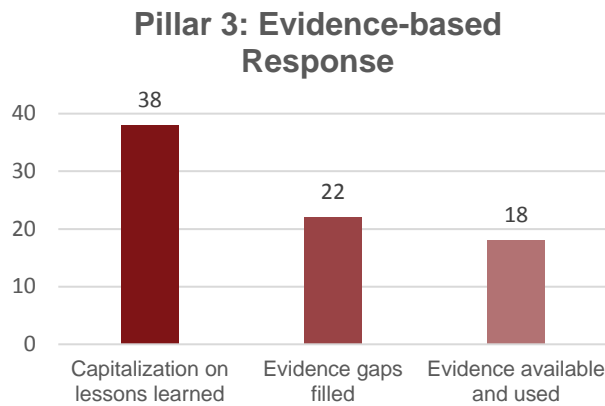
The meeting marked the second year of the Global Shelter Cluster Strategy's implementation. A brief update was provided on the progress made in implementation of the strategy since the last meeting. The strategy presentation is available through this [link](#). These are the highlights:

- **Strategic pillar 1 – Coordination:** There were **29 active clusters** in 2019. Four new clusters were activated: **Cameroon**, **Mozambique**, **Zimbabwe**, and **Venezuela**. The GSC **Support Team** has provided more than **946 days of support** to all these countries as shown in the 2019 mid-year Achievements report.
- **Strategic pillar 2 – Advocacy:** Partners have undertaken internal advocacy within their organizations and with Governments on the importance of Shelter. The **Disability WG** advocated with Governments on considering the diversity of needs.
- **Strategic pillar 3 – Evidence based response:** Assessment support was provided to the cluster in **Venezuela**. Academic-practitioner fora have been organized to increase linkages with these communities. The GSC app is freely available for **Android** and **Apple** devices.
- **Strategic pillar 4 – Capacity:** The **HLP advisor** supported **7 countries**. CRS, as part of the GSC Cash Champions initiative, undertook a market assessment in Mozambique. Local building practices country profiles were done for **DR Congo**.

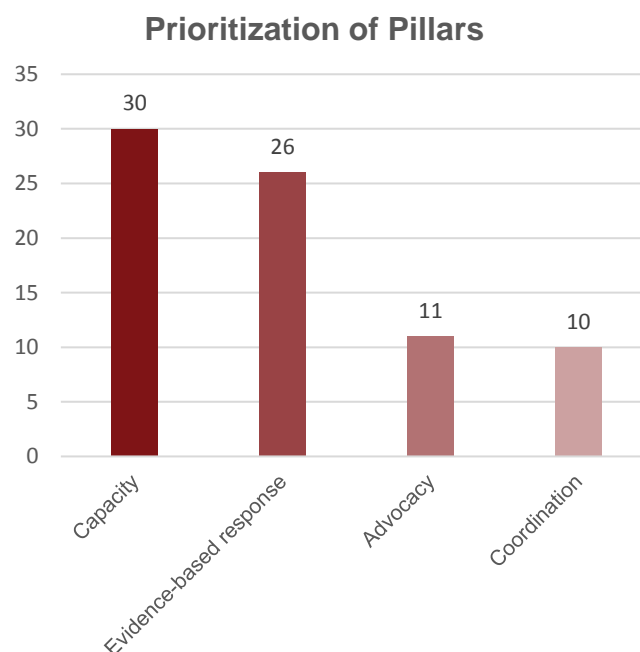
Following this briefing, Shelter Cluster meeting participants were asked to complete a survey to highlight which result areas of the four pillars were the most priority for implementation in the next year. The results of these surveys¹ by number of votes are the following:



¹ Of the 167 people in attendance, 84 participants voted in these polls.



Finally, participants were asked to weigh in on which of the four pillars should be the priority for the next year of work.



Marketplace

Each day, during the coffee breaks, the following clusters and working groups shared their experiences and products in the market-place. The schedule of presentations was the following:

Day 1: [Yemen](#), [Afghanistan](#), [Myanmar](#), [Central African Republic](#), [Syria: Turkey Cross Border](#), [Venezuela](#), the Philippines, [Zimbabwe](#), [the Democratic Republic of Congo](#), [Ethiopia](#), [Iraq](#), [Mozambique](#), [Somalia](#), [South Sudan](#), [Pacific](#), and [Ukraine](#)

Day 2: [Cameroon](#), [Syria](#), [Nigeria](#), [Libya](#), [Chad](#), [Kenya](#), [Indonesia](#), and [Vanuatu](#)

Working Group Discussion Summaries

9 of the 10 Global Shelter Cluster Technical Working Groups held breakout sessions. The summaries of these working groups are described below, alongside the working group chairs, and the relevant Shelter Cluster web page where more information will be available.

Cash Working Group: Discussion on Rental Interventions- [Jake Zarins](#) and [Julia Mason Lewis](#)

Discussion	Action Points	For Whom
Participants were initially asked to identify key questions that they had, or issues/challenges that they faced in their work in rental market interventions, under five headings: rental market analysis, HLP matters, exit strategies, rental housing quality or standards, and other topics covered in the WG's minutes below. From these, two themes were selected for discussion during the session. Participants wanted to focus on market analyses and exit strategies. Unfortunately, due to time constraint, only the former was discussed.	CashCap Consultant to explore issues raised during her consultancy	CashCap Expert

For more information on this session, please consult the [meeting minutes](#). More information on the working group is available [here](#).



Inclusion of persons with disabilities in Shelter and Settlements Programming- Leeanne Marshall

Discussion	Action Points	For Whom
Review of <u>Baseline Mapping report 2019 - Inclusion of persons with disabilities in shelter and settlements programming</u> and main conclusions	Better outreach to organizations of persons with disabilities	Country-level Cluster Coordinators with support from Inclusion of persons with disabilities in Shelter and Settlement Planning WG
	Adapting standardized non-food item (NFI) catalogues and infrastructure designs in partnership with persons with disabilities to ensure that context-appropriate options available in an emergency	NFI WG in cooperation with Inclusion WG
	Strengthen Vulnerability Assessment tools to ensure that such assessments identify the different needs of women, men, girls and boys with different types of disabilities, as well as the skills, capacities and resources of individuals and households	Vulnerability Assessment WG with Inclusion WG
	Advocate to donors to invest in Disability Inclusion – recognizing that meeting the needs of persons with disabilities requires very tailored and integrated approaches	Inclusion WG with support of Global Shelter Cluster SAG
	Support the development of context-specific guidance and tools that brings ministry staff, shelter actors, disability organizations and communities together to develop contextually adapted guidance, complete with infrastructure designs and risk analysis tools, at field levels	Country-level Clusters with support from Inclusion WG

<u>“Fiji Shelter Handbook for Inclusive and Accessible Shelter: planning for Fijian communities</u>	Explore the option of doing further case studies to understand how different contexts develop and implement guidance for inclusive and accessible shelter and settlement programming – possible case studies include: South Sudan, Cameroon, Iraq and DRC	Inclusion WG with specific country-level cluster coordinators
Are Shelter teams qualified to identify other disabilities beyond physical ones? What about issues of mental health?	Look into areas for collaboration with Protection Cluster both at global and country levels	Inclusion WG
Support and awareness materials required to enable meaningful assessments that track vulnerabilities and capacities in a locally appropriate way (current forms can result in ongoing discrimination due to cultural or language barriers). Also tracking negative coping mechanisms of families/ individuals? Do we need sample indicators to assist this?	Look into refining indicators and assessment forms for shelter programming to make it more disability sensitive	Inclusion WG with Vulnerability Assessment WG and other relevant partners- REACH
Request/ idea for some kind of help desk function in the working group to support field staff in their various issues.	Explore creation of help desk for disability issues for field staff and Cluster Coordinators	Inclusion WG with GSC Support Team

For more information on this session, please consult the [meeting minutes](#). More information on the working group is available [here](#).



Environmental Community of Practice- [Charles Kelley](#) and [Jake Zarins](#)

Discussion	Action Points	For Whom?
Environmental Community of Practice Country Profiles	Get in touch with Mandy George and Robbie Dodds for support in making country profiles and checklists.	Cluster Coordinators
Single Use Plastics and how to implement the Global Shelter Cluster Statement on Reduction of Single Use Plastics	<p>Don't send and return to sender, but this has to be thought through. Environmental Community of Practice can provide orientation on case by case basis.</p> <p>Specifications need to change particularly for non-commercial use in humanitarian settings- advocacy by country-level or Global Cluster depending on level of procurement</p>	Environmental Community of Practice with Global Shelter Cluster and Country-level Shelter Clusters
Use of plastics in humanitarian assistance- justification for its use or should we radically change and find alternatives?	This requires a systematic wide change and drastic rules of the system, but advocacy and thinking through the selection of materials and the modalities of distribution in response can gradually contribute to change.	ECoP with Cluster Coordinators both at global and country level.
Energy: Where does it fit in the humanitarian system and how do we account for energy outside of the home where larger infrastructure may be required?	Research and collection of sector experience, opportunities and best practices is required to better understand the linkages between energy needs and use within shelter and housing and how this further connects with the needs and wants of survivors, with pros, cons, options, and scope for leverage partnerships with the Private Sector"	Environmental Community of Practice with support from Cluster partners and Country-level Cluster Coordinators

For more information on this session, please consult the [meeting minutes](#). More information is available on the community of practice [web page](#).

NFI WG- Cecilia Schmoelzer and Renee Wynveen

Discussion	Action Points	For Whom?
Through workshops held in 2017, 2018, and the last two working group meetings, the need for capacity building and training materials is a clear priority for Shelter Cluster partners. The Chairs presented a draft training module	Chairs to circulate draft training outline to wider NFI WG and to proceed with draft concept note	Chairs and NFI WG partners
	Oxford Brooks and Humanitarian Logistics expressed interest in facilitating development of training.	Chairs to follow up and discuss modalities of partnership
	Format of training to be decided for deeper development and budgeting in 2020: online videos, checklists, etc.	NFI WG
Removal of single-use plastics	To review procurement specifications and whether they are finding alternatives to single-use plastics	Chairs of WG
Modalities for distribution continues to be relevant- participants wanted to know what were the Global trends particularly for NFIs in terms of in-kind vs. cash in the last several years.	Re-engage discussions with CWG and look into ways to integrate upward modality tracking from country-level Clusters to Global level to review this info.	NFI WG with Cash WG and GSC Support Team

For more information on this session, please see the [meeting minutes](#). More information on the working group is available on the [web page](#).

Promoting Safer Building Standards Working Group- [Bill Flinn](#), [Holly Schofield](#), [Olivier Moles](#), [Eugene Crete](#)

Discussion	Action Points	For Whom?
<p>Examples of Report on Self-Recovery:</p> <ol style="list-style-type: none"> 1. <u>World Habitat Report: Soaring High. Self-recovery through the eyes of local actors</u> 2. University of Boulder research in household and engineering perceptions of safety in shelters 	<p>Act as a steering committee for 18 month project led by Oxford Brookes and CARE UK which aims to translate theoretical learning on self-recovery into practical outputs for the humanitarian shelter sector</p>	<p>Promoting Safer Building Standards WG</p>
<p>CraTerre briefing on recent experience of compiling <u>Shelter Response Profiles in the Democratic Republic of Congo</u></p>	<p>Develop a methodology to ensure increased commitment from local agencies involved in carrying out Shelter Response Profiles in the future</p>	<p>CraTerre with Shelter Cluster Coordinators and Cluster partners</p>
<p>IEC Library IOM have funding from OFDA to develop a compendium of IEC materials over the next two years. The compendium will be a curated and clearly indexed collection of IEC materials and messages that have been used and developed in past shelter responses. The session introduced the project and discussed some of the important factors to be taken into consideration when developing the library.</p>	<p>It was agreed that the development of the IEC library led by IOM, should be included within the activities of the PSB Working Group. The group agreed to establish a smaller steering group of technical specialists to design a strategy for the development of the IEC compendium. This process will begin with a workshop in London or Geneva towards the end of 2019.</p>	<p>Promoting Safer Building Standards WG</p>

For more information on this session, please see the [meeting minutes](#). More information is available on the [web page](#).

Settlement Approaches in Urban Areas WG- [Seki Hirano](#), [Hilmi Mohammed](#), [James Schell](#)

Discussion	Action Points	For Whom?
<ul style="list-style-type: none"> Requires multi-sectoral approach and collaboration with communities, local governments, and other stakeholders Information Management is key Area based approaches should become a key consideration as opposed to default deployment of clusters. Often this can be done in small scale responses. It must be also decided at the earliest possible time. Some challenges include ongoing conflict zones and complex government structures More pilot projects must be undertaken. Some of the suggestions are to provide technical support capacity to the clusters (a specialist included in a cluster team – either as surge or as a dedicated short mission). Earliest engagement with development actors, possible infrastructure recovery, long-term housing and livelihood assistance and recovery. Often these happens too late. 	<p>Compile relevant points in Settlements-based Approach and Coordination Guidance note</p>	<p>WG Chairs: CRS, IMPACT Initiatives, and InterAction</p>

For more information on this session, please see the working group [meeting minutes](#). More information on the working group is available on their [web page](#).



Shelter Projects WG- Alberto Piccioli

Discussion	Action Points	For Whom?
Country-level workshops and government engagement:	A workshop in the Philippines could be organized to link with government shelter policy development	Shelter Projects WG
Dissemination of Shelter Projects: Developing a more user friendly form of dissemination	<ul style="list-style-type: none"> • Explore various social media formats for better dissemination of key messages • Improve the search function • Consider use of various infographics for conveying the key messages and lessons learned • Consider the risks of condensing the content too much: case studies are already short, by further simplifying/reducing the content, the risk is to lose the narrative/context behind. 	Shelter Projects WG

For more information on this session, please see the working group [meeting minutes](#). More information on the working group is available on the [web page](#).



Standard Operating Procedures (SOPs) for Mainstreaming Diaspora's Engagement in the Shelter Response- [Roberta Romano](#)

Discussion	Action Points	For Whom?
<ul style="list-style-type: none"> • Background on Diaspora's current contributions, opportunities and challenges to the humanitarian response and shelter sector in particular • Rationale for a more effective and coordinated diasporas' engagement in the shelter sector • Presentation of IOM's current project and activities to engage the Haitian, Filipino and Bangladeshi US based Diaspora, for capacities and awareness around Build Back Safer. • Presentation of the Haitian Diaspora's engagement in humanitarian response case study (evolution, features, examples of engagement) 	Further advertise and promote the WG within the Shelter Cluster and solicit members to register	WG Chair with GSC Support Team
Discussion on what components could be covered in possible SOPs (i.e. coordination systems, communication trees, outline of resources, etc.)	Once membership is clear, the WG will meet remotely to agree on WG's specific objective, expected deliverable and timeframe (tentative draft SOPs should be ready by June 2020)	Mainstreaming Diaspora Engagement WG
	Conduct additional meetings, based on agreed roadmap to discuss and prepare draft SOPs	Mainstreaming Diaspora Engagement WG

For more information on this session, please see the [meeting minutes](#). More information on the working group is available on their [web page](#).

Vulnerability Classification Working Group- Neil Bauman, Chloe Goldthorpe, Hannoa Guillaume

Discussion	Action Points	For Whom?
Review of the framework which can be used for both independent shelter cluster assessments or for the humanitarian needs process	<ul style="list-style-type: none"> • Suggestion to consider including more of a disability focus (even if this is just disaggregation of certain indicators), to incorporate the fact that people with disabilities are likely to be more vulnerable to shelter issues. • Suggestion to include energy and green programming(e.g.no of HH / infrastructure included in such programmes) • Could consider merging the contingency planning and coordination/disaster management sub-factors, to reduce overlap in these areas. • Could add the presence of in-country cadastre to institutional capacity or preparedness. • Splitting conflict and natural disaster indicators 	Vulnerability Classification Working Group
Discussion on the potential inclusion of capabilities approach (from development thinking) or aspects of self-recovery within the framework	<ul style="list-style-type: none"> • Consideration of how this can be measured- amending / adding indicators within certain sections, viewing the framework from a different lens. • Consideration of whether the answer is to look at resilience indicators. 	Vulnerability Classification Working Group
Point raised about the issue of groups which aren't necessarily the 'most vulnerable', but in	<ul style="list-style-type: none"> • Suggestion to try to include measures of socio-cultural vulnerability. 	Vulnerability Classification Working Group

the middle, so continuously don't receive assistance for years- suggestion to include basic needs aspect.

For more information on this session, please see the [meeting minutes](#). More information on the working group is available on their [web page](#).



SAG Appointment

The members of the Global Shelter Cluster's Strategic Advisory Group (SAG) for 2019-2020 were announced. The SAG agencies elected include the ten (10) agencies who will serve on the SAG in addition to the two co-lead agencies (UNHCR and IFRC). The SAG membership is renewed every year. In the beginning of August, a call for expressions of interest to be a SAG member was sent through a [Global Shelter Cluster Update](#). Only ten organisations applied who also fulfilled the criteria in the SAG Terms of Reference.

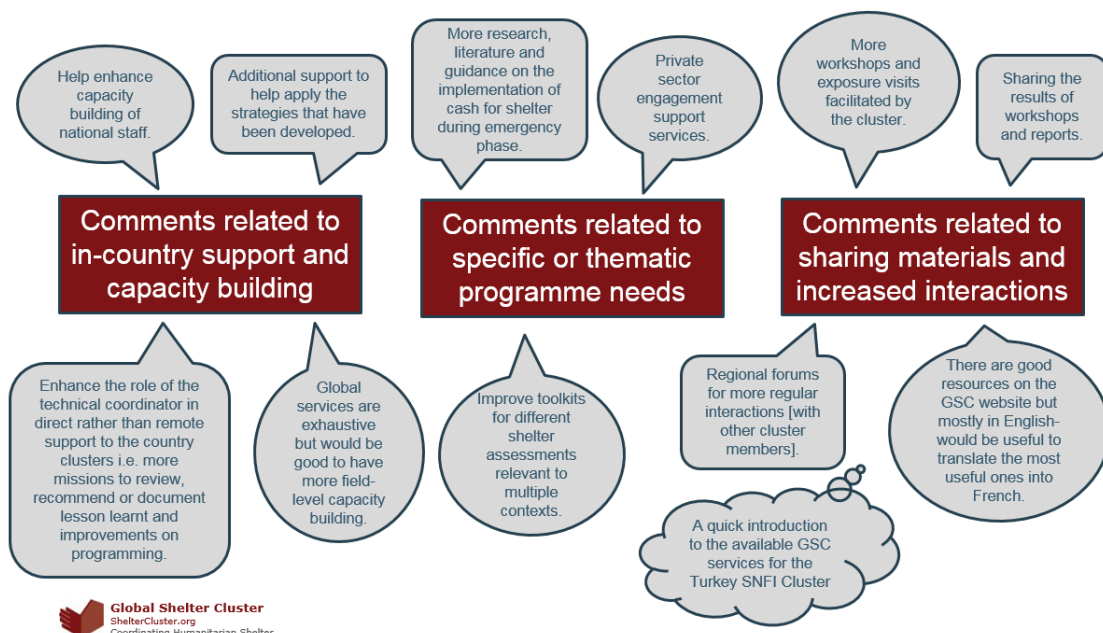
- | | |
|-----------------------------|-------------------------------|
| 1. Australian Red Cross | 7. IMPACT Initiatives / ACTED |
| 2. CARE International | 8. InterAction |
| 3. Catholic Relief Services | 9. IOM |
| 4. Danish Refugee Council | 10. NRC |
| 5. Habitat for Humanity | 11. Save the Children |
| 6. IFRC | 12. UNHCR |



REACH presentation Global Shelter Cluster Satisfaction Survey

REACH as the Global Focal Point for Assessment, Monitoring, and Evaluation for the Global Shelter Cluster presented the findings of 2019's Satisfaction Survey. This year, **the highest number of respondents were national NGOs**. The highest number of respondents were from clusters in Afghanistan, Yemen, and Syria. Within Africa, the highest number of responses came from Chad, the Central African Republic, Somalia, and Cameroon. The full presentation is [available at this link](#). The below visualizations represents some of the major recommendations and findings of this survey:

Qualitative feedback on preferences to improve GSC services



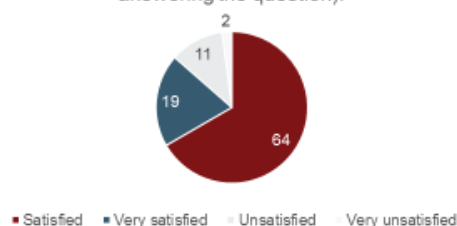
GSC services: level of satisfaction

Coordination Indicator 1.1: % of stakeholders who are satisfied with the performance of the Shelter Cluster disaggregated by country-level and global.

Target 2020: 90%

Survey result: 86%

Reported satisfaction (of all respondents answering the question):



Day 2

Ignite Talk- Theme: Whose capacity? Shifting power in Humanitarian Shelter

The Ignite Talk invited four external observers of the shelter sector to provide insights into humanitarian trends and what this meant for shelter responses. The panellists were Ben Parker, Senior Editor of *The New Humanitarian*; Marina Skuric-Prodanovic, Chief of the System-wide Approaches and Practices Section of OCHA; Anthony Nolan, Global Education Cluster; and Butch Meiley of the Philippine Disaster Resilience Foundation. The moderator was Ela Serdaroglu, GSC coordinator on behalf of IFRC.



Structurally, the humanitarian system is in need of a shift. Improvements are needed to ensure that those receiving humanitarian aid can provide feedback and influence what kind of assistance they ultimately receive. Already in several responses, there are several **parallel coordination mechanisms** that arise naturally from civil society groups, private sector, or even diaspora, so the overall coordination system needs to adapt to better work with these other actors.

Funding for humanitarian interventions has stagnated and in some areas it is even shrinking. Humanitarian responders are still isolated from other groups supporting people affected by crises: private sector, development actors, diaspora donors and humanitarian actors do not know each other and their systems are often incompatible. To better leverage and respond to humanitarian needs, the **Shelter Cluster will have to leverage its relationships with the diaspora and the private sector**. The **requirement** that the humanitarian response plan, the financial tracking system, and project reporting needs to **be in English** are **current impediments for local actors' participation in the response**. New systems and practices are needed to ensure local partners' integration in the response. Institutional capacity should be part of cluster and program strategies. There needs to be a broader number of partners in the response who are able to absorb additional money and implement activities.

Clusters can be huge advocates for ensuring that their local partners are better able to access humanitarian funding and are able to navigate the current systems that are in place. Clusters can work to ensure that national NGOs' projects are included in the HRP and that international NGOs include partnerships and resources in those contracts for national NGOs to respond. The challenge was made to the Global Cluster **to ensure that a higher ratio of National NGOs were on the Strategic Advisory Group**. Though at the same time, localization itself is not the ultimate objective or end state on its own, so Cluster Coordinators will ultimately have to strike the right balance in order to ensure that their strategy meets its objectives.

The private sector has a key role to play in disasters both in preparedness and in the actual response. While humanitarian actors may see the private sector as mere donors in their ability to leverage financing of the response, the private sector can actually take a much more active role. Though the incentives for private sector companies may differ from the incentives of humanitarian organisations, so this requires humanitarian actors **to leverage the interests of the private sector in the response in order to include them in their implementation strategies**. Due to their relatively higher risk, shelter responses are however a particularly challenging aspect of private sector humanitarian responses. In order to avoid mistakes, it requires the right resources and technical profiles. The role of small and local private companies is something that can have huge benefits from the shelter response, but it also requires ensuring that smaller private sector companies receive reinforcement to better leverage the risks of natural disasters.

Broadly to advance in the area of capacity building, localization, and partnerships with the private sector and diaspora, **humanitarians will have to take on new skill sets**. Currently, the **knowledge of finance** in the humanitarian sector is extremely low, making it difficult for private sector and humanitarian agencies to speak the same language.



"Should we grow as a humanitarian sector or should we get out of the way?"
–Ben Parker

Imagining Shelter 2022

The Imagining Shelter 2022 sessions included a series of discussions around ideas, activities, and innovations that may improve shelter responses at the field level. The sessions included the following:

1. **AirBNB:** A representative from AirBnB explained how the platform has worked to provide housing during natural disasters by linking the displaced with hosts. More information on the platform is available [here](#). Participants discussed needs of the humanitarian housing sector, where humanitarian rental programs and rental market analyses may be able to collaborate, and public and private cooperation modalities. For more information, please contact [Nicola Sandhu](#).
2. **Asbestos:** The working group discussed how this material was a challenging factor in the Indonesia response. The group discussed the need for guidelines for shelter shelter practitioners, which should include best practices for preventing and minimizing its use when beneficiaries are trying to build back and also how to properly dispose of these materials. For more information, please contact [Dave Hodgkin](#).
3. **Assessment Framework:** The group discussed how to change the approach for shelter assessments to align with the plans of survivors, therefore enhancing their dignity. The approach is to ask survivors about their plan for recovery, which would reveal their capacities as well as their needs. In this way, responders are able identify both shelter needs and opportunities for reinforcing local capacity. The group tested this approach against experience of different crisis types and locations, and found that the approach has the potential to increase both dignity and efficiency. The conversation can continue within the Shelter Cluster Vulnerability Assessment Working Group. For more information, please contact [Lizzie Babister](#) and [Neil Bauman](#).
4. **Construction WG:** Good construction practices stem from having well developed local construction guidelines, but largely what is considered a good practice differs by context. The WG encouraged participants to review the existing construction guidelines and ensure that included new learnings and local practices from the field. The working group also discussed challenges and how to ensure monitoring of defects in construction outside of the project life cycle. It was proposed to explore including this in a complaints mechanism. The group also discussed about the challenge of working in many contexts where site size was limited to adhere to best construction practices. For more information, please contact [Si-Joe Portal](#) and [Chiara Vaccaro](#). More information on the Working Group is available at their [web page](#).

5. **Evidence and Evidence Gaps:** Through a project funded by OFDA, there is an attempt to make a road map for providing better evidence of shelter's impact in humanitarian response. This initiative will seek to better explain the importance of shelter and housing and its overall impact on the response. For more information, please contact, [Aaron Opdyke](#) and [Hilmi Mohamed](#).
6. **Exit Strategy and Transition of Shelter Clusters:** The group discussed the preconditions for transition and some recommendations of how to make transition smoother in humanitarian settings. It is clear that international humanitarian presence should not be prolonged, but rather must build the capacity of the government and local actors to cope with the crisis. The group also listed current cultural and bureaucratic challenges impacting transition in the response. For more information, please contact [Yurii Arnautov](#).
7. **Fire Safety:** Arup presented its new guidelines on fire safety. Arup is attempting to collect best practices on how fire is dealt with at local level, so that other locations can adapt these best practices to their context. For more information, please contact [Danielle Antonellis](#) and [Sandra Vaiciulyte](#).
8. **Humanitarian Development Nexus:** The group discussed what the meaning of the humanitarian development nexus is and how it could be implemented in the shelter response. The group recommended to invite more development stakeholders to the next Global Shelter Cluster meeting such as UNDP or the World Bank. As much as possible, the Global Shelter Cluster should try to find synergies with development housing events. For more information, please contact [Cecilia Schmoelzer](#).
9. **What does minimum shelter cluster preparedness look like?** The group discussed the protocol for knowledge management to inform preparedness actions. It was recommended to create a matrix of key preparedness actions identified by the group under the categories of coordination, technical coordination, and information management that can be a resource for Shelter Cluster Coordinators. The matrix will be inspired by experiences from Comoros, Vanuatu, Palestine, Haiti, the Democratic Republic of Congo, Madagascar, and Pacific Clusters. For more information, please contact [Robbie Dodds](#) and [Xavier Genot](#).

10. How can the private sector be an active participant in shelter responses? The group discussed how the Shelter Cluster can better collaborate and make use of the capacities of the private sector in responses. The group recommended to set up a Global Cluster Advisory board of CEOs, who can participate in the annual Shelter meeting and also more regularly collaborate with the various initiatives of the Global Shelter Cluster. The next step would be to exchange information on how to set up private sector platforms. The **Connecting Business Initiative** will build off some of its experiences in Ethiopia, Haiti, Nepal, and the Philippines. For more information, please contact **Butch Meiley**.



Shelter and Settlements Spark Sessions

Shelter and settlements practitioners provided short updates on sharing innovative practices and developing trends. These included the following:

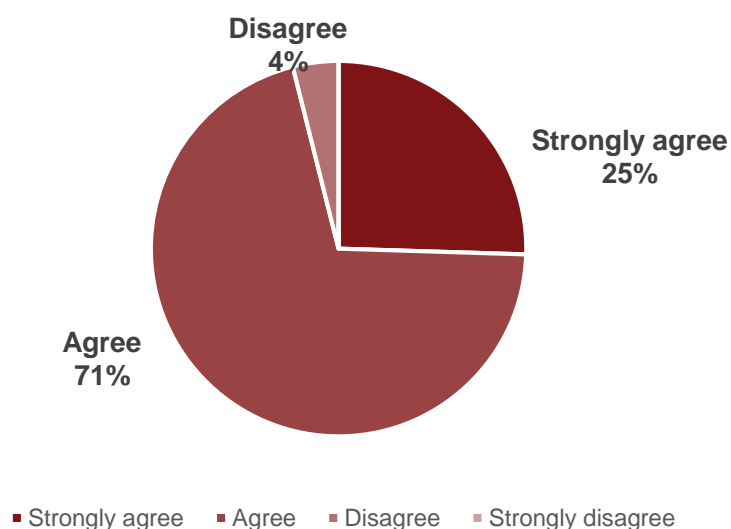
Topic	Focal Point
Shifting the power to youth: Co-designing safer spaces, the PASSA Youth initiative	<u>Sandra D'Urzo</u> , IFRC Shelter & Settlements team
Diaspora Investment in Building Safer Shelter: Why diaspora matters in shelter	<u>Magalie Emile-Backer</u> , Haiti Renewal Alliance (HRA)
Disrupting the Shelter Sector - Can digital technology allow us to scale our shelter response? Example of a mobile App for enabling security of tenure	<u>Caroline Dewast</u> , NRC
De-risking Construction: How to deliver an urban approach to shelter infrastructure with the right construction contract	<u>François Baillon</u> , IHIP
Crowdsourcing emergency shelter from communities	<u>Nicola Sandhu</u> , AirBnb
What's the impact of your work? How to be a champion and an advocate for shelter/housing needs?	<u>Hilmi Mohammed</u> , Interaction

Embracing government led coordination in Vanuatu	<u>Robbie Dodds</u> & <u>Xavier Génot</u>
Minimum inclusion commitments for shelter and settlements	<u>Leeanne Marshall</u> , ARC
What the private sector can do as an active participant in all phases of a disaster	<u>Butch Meily</u> , PDRF
Asbestos in Lombok: Challenge of Localisation vs Nationalism	<u>Dave Hodgkin</u> - Shelter Cluster Indonesia
Yemen Shelter Cluster Common Pipeline	<u>Monir Al Sobari</u> - Shelter Cluster Yemen
Government Perspectives on Cluster Coordination	<u>Mohammad Bagir Haidari</u> Shelter Cluster Afghanistan
The State of Humanitarian Shelter & Settlements Report	<u>Pablo Medina</u> - GSC IFRC
Land securisation in complex security context: what's the way forward?	<u>Brice Delga</u> - Shelter Cluster Nigeria

Meeting Closure and Reflections of Participants

55 participants responded to the post-meeting satisfaction survey, while 80 participants responded to a series of questions on Pigeonhole. Through the survey, 96% of the respondents agreed that the meeting achieved its overall purpose.

The Meeting achieved its overall purpose



For more information, please see **Annex 2 Post-Meeting Satisfaction Survey**.

Through Pigeonhole, participants responded to three open-ended questions about what the Shelter Cluster needed to start doing, to do less of, and to continue doing.

What do we need to start doing?

1. Start advancing seriously on **localisation**
 - a. Start to have a commitment to do more of localisation.
 - b. Start to focus on **preparedness** and to **locally-led support initiatives**.
 - c. The Cluster should start to create **more local partnerships and involve the diaspora** in these partnerships.
 - d. Start to **support at field level to establish systems** that can be locally-led.
 - e. **Start to find the budget to bring more local actors** to the Global Shelter Cluster meeting.
 - f. Start **localisation** and **capacity building**
 - g. **Start to own our words**. Start exploring all options to **improve meaningful (and cost effective) cooperation between actors and deliver localisation**
 - h. Start **raising more money for coordination**, for more prolonged engagements to actually **build national coordination capacity**.
 - i. **Start rethinking our way of dealing with recovery** of concern population and create an environment **which enables better coping mechanisms** at the onset of the crisis.
2. Start engaging with the **private sector** and **academia**
 - a. Start to appreciate the **value of private sector** and its **diversity**
 - b. Start engaging with the national actors and the **private sector**
 - c. Start taking practical steps to bring **housing and development actors, government, private sector, and other actors** to the table to find viable durable housing/shelter solutions.
 - d. Start bringing in more **private sector members** as well as **university researchers** into the Shelter Cluster.
 - e. Start **proactively engaging with the private sector** and **developing mutual understanding** of needs for engagement.
3. Start better **collaboration with development** stakeholders
 - a. Start **inviting developmental bodies** like UNDP to future meetings.
 - b. Start **talking to development actors now**. Changing our strategy - **no more humanitarian shelter vs development shelter**. This should simply be shelter at different stages.
 - c. Start **including development stakeholders in preparedness and response**.

- d. Start involving people from **outside the sector**, development donors and different types of donors (foundations, etc) other sectors etc. Start a way for them to engage (ie. market place).
- e. Start **understanding how development actors, incl. Governments, work**: their funding mechanisms, timeframe, parameters for prioritization, etc, so to be able to complement when and where needed.
- f. Start **linking emergency shelter with durable shelter solutions**. It doesn't mean to construct shelter, but thinking through all aspects of shelter response (land allocation, HLP, local contexts...)
- 4. Start having more focus on **preparedness**-
 - a. Start including development stakeholders **in preparedness and response**
 - b. Start **including preparedness** in the GSC week agenda
 - c. Start **focusing on preparedness and the long term**, locally led support activities
 - d. Start **advocating for funding for preparedness work**
- 5. Start more Global Shelter Cluster **advocacy** activities:
 - a. Start doing more advocacy on the importance of shelter
 - b. Start reshaping the Global Cluster branding in a way that donors feel attracted by what we do. Start using innovative approaches but also strong advocacy to increase the funding allocated to shelter and NFI.
 - c. Start to advocate for interagency flexibility particularly, so that clusters can focus on operational coordination rather than heavy report and planning processes. Start providing further support particularly to country Shelter Clusters that are underfunded and facing resource constraints.
- 6. Other responses and suggestions included:
 - a. Start to have more **gender balance** on the shelter coordination team.
 - b. Start **multidisciplinary approaches** in responses and program planning
 - c. Start planning **more social events** and do more **forced networking** between those who don't know each other. Start recognising this as the most important outcome of the week.
 - d. Start **shelter specific technical trainings** and **exposure visits** to shelter projects implemented in other missions
 - e. Start understanding **how people recover** and **reassess the support** we provide based on this

What do we need to stop doing or do less?

- 1. Stop catering shelter responses to the donors, but rather **put people first**.
- 2. Stop developing solutions behind a desk and coming up with our own solutions, without **listening to the people** most affected by crisis.
- 3. Stop using the same narrative as always on funding: Stop pretending that we can keep doing the same or more with less money, and **get much more aggressive**

about fundraising for sector capacity building and coordination. Less funding is the reality, and we need to **talk about solutions** on how to work with this.

4. Stop speaking about localisation without challenging our modus operandi
5. Stop working in isolation without involvement of **Government, Development actors and donors** in our planning
6. Stop building shelters for a few and **start focusing on social change towards safer shelter** for all
7. **Use less plastic and stop other practices which are having a negative impact on the environment!** Look at other environmental issues along our supply chains, their/our carbon footprints etc.
8. Stop requesting **additional requirements/reporting** from Country Clusters
9. Stop **wasting partners' time** on processes such as the Humanitarian Response Plan
10. Stop keeping Global shelter Staff in Geneva, they should be **supporting country level**.

What should we continue to do or what should we do more of?

1. Continue **research and evidence based communication**
2. Continue offering more trainings for Country Cluster Coordination Teams
3. **Continue supporting government participation** for coordination training
4. **Continue interaction with other clusters** for sharing experiences. The education cluster input on today's panel was insightful.
5. Continue **advocacy** for more holistic solutions and to raise the profile of the sector.
6. **Continue advancing global shelter cluster working groups** like NFI, SAG, TWG, and CoPs by **enhancing information sharing to national clusters** and supporting them in development of policies and procedures. Link the work of the working groups **with other initiatives**.
7. Continue actively involve **youth-leaders, change-makers, influencers**-to engage in understanding risk and engage in building change.
8. Agencies should continue to do at what they are good at. **Empowering local partners** should improve so they can fill capacity gap in future
9. **Continue to bring more academic and other experts which are part of business** to challenge our common practices. Bringing **governments** and **private sector** into the conversation. **Engage local NGOs**. Engaging more with **beneficiaries** and **partners** through innovative feedback mechanisms.
10. More **country level/ contextualised resources** (eg Enviro, HLP and other mapping: Fiji shelter Handbook etc) Learn from each other on these processes.
11. **Continue questioning the role of international shelter actors** in supporting the shelter process for displaced people, and **improving our intervention modalities**
12. **Continue strengthening our 'response options'** in **urban** areas- preparedness, immediate response, recovery, transition etc.

13. Continue **cultivating cluster staff pool**, to ensure no gaps in coordination. **Improve advocacy capacity & related skills** as often this is the only reasonable thing to do. Explore ways of being **more agile and efficient** - develop a fund regional / country rosters (across agencies) and communities of practice, engage in preparedness for relevant countries, deploy coordination capacity on time, support coordination continuum, localise, localise, localise.
14. **Continue to strengthen IM capacity** at country level, also ensuring adequate resources are allocated for such crucial coordination function.
15. Continue revising the **existing coordination toolkit** for easier use by country clusters. It is currently more of a library and could be more standardized.

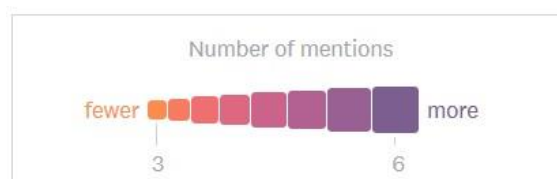
Annex 1: Results of Post-Meeting Satisfaction Survey

Results of post-meeting satisfaction survey (collected 10 October 2019)

At the end of the 2019 GSC Meeting, participants were requested to complete a survey. 51 responses were collected which showed the following results.

Having been asked to summarize the meeting in one word respondents mainly described it as: Great, interesting and informative.

Excellent Good **Interesting** Useful **Great**
Fruitful **Informative**

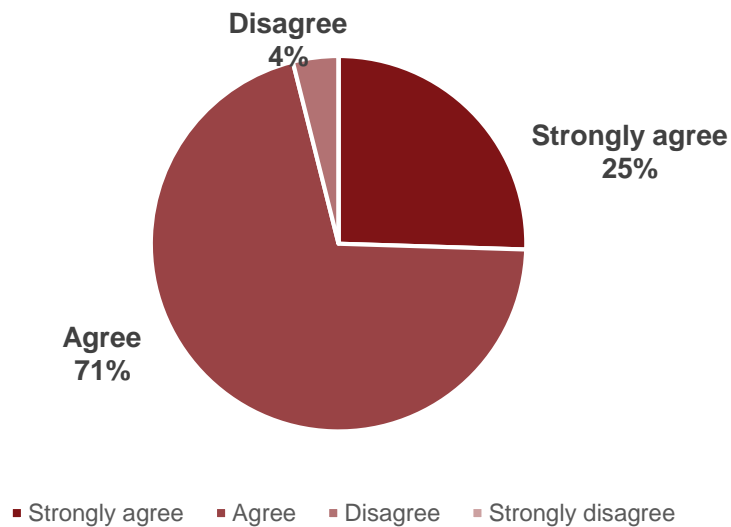


The occurrence of the top 5 words is as follows:

- #1 Great: 6 times (12% of respondents)
- #2 Interesting: 4 times (8% of respondents)
- #3 Informative: 4 times (8% of respondents)
- #4 Excellent: 4 times (8% of respondents)
- #5 Useful: 3 times (6% of respondents)

The meeting was perceived as having achieved its overall purpose with 49 (95% of) respondents expressing agreement.

The Meeting achieved its overall purpose



The additional comments to this question are listed below:

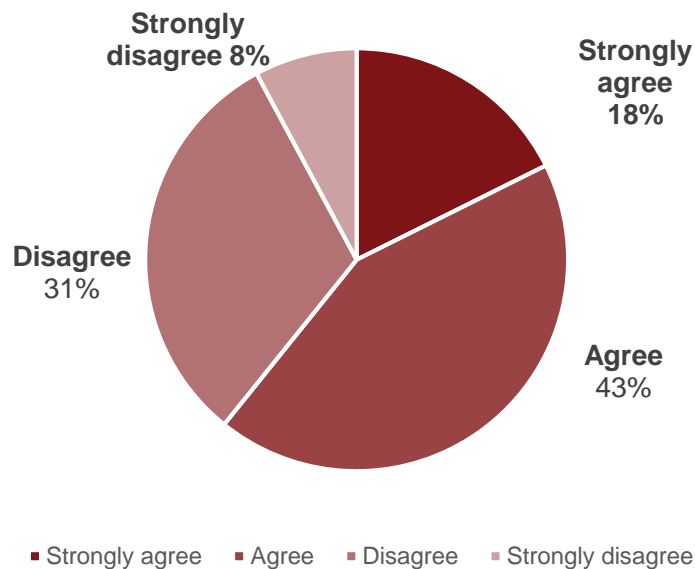
- We learned much and are confident that our coordination cluster will improve with more focus on accountability
- It depends what you are asking by the purpose. If it's to bring people together and share - yes, BUT if you're talking about doing this in relation to the theme of localisation, not as much.
- Most of the subjects were viewed very fast; some subjects required more time.

Additional feedback received in Pigeonhole in regards to the meeting includes:

1. Start making this meeting available in other languages.
2. Explore different kinds of facilitation rather than bringing in external facilitators.
3. Do less Geneva centric talks.
4. Open space should have been 1 round to allow for proper discussion
5. There should be less abrupt sessions and breakout sessions.
6. Rotate location of annual GSC meeting around different regions.
7. Share more about our experiences (success or not) on localisation, collaboration.
8. Have more panel discussions and invite senior and policy level donor representation into the panel.
9. Spark sessions were good, maybe too many but good format 5min no ppt

The pre-meeting communication was considered clear and useful with 31 (61% of) respondents expressing agreement.

The pre-meeting communication was clear and useful

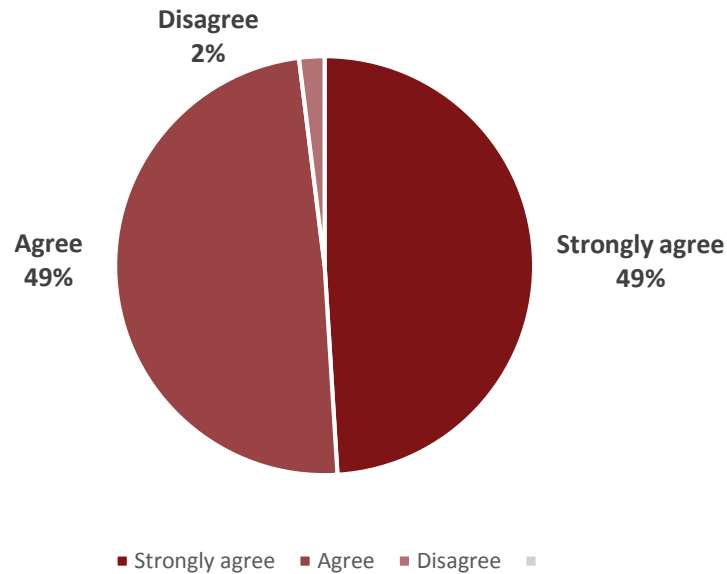


The additional comments to this question are listed below:

- All instructions were very clear
- Late agenda
- Received no pre-meeting communication so missed sessions I would have liked to attend.
- Eligibility of participation was not clear
- Could have been further in advance (final agendas etc.) to be able to share and plan with others etc.
- Did not get agenda
- Late, excluding, unclear
- Recommend timely dissemination of agenda
- Didn't get the agenda before the meeting. technical snafu

The meeting approach enabled learning and exchange between participants with 50 (98% of) respondents expressing agreement.

The meeting approach enabled learning and exchange between participants

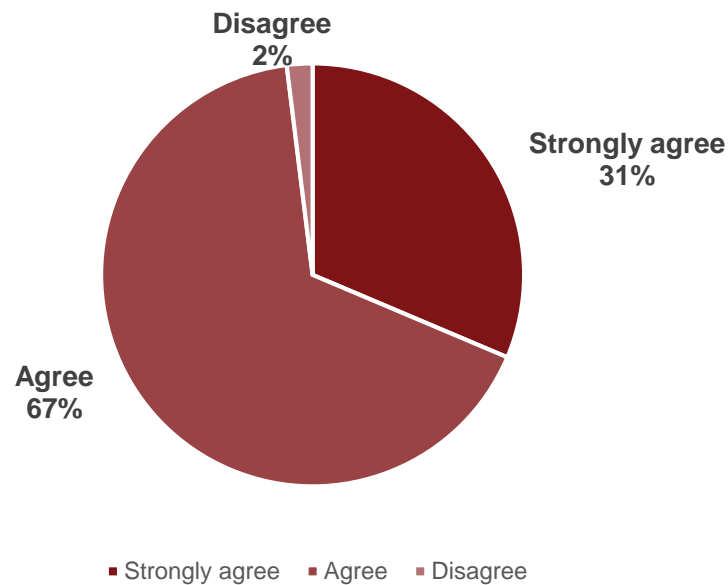


The additional comments to this question are listed below:

- Specially the group discussions
- Clear
- But more time for such discussions would have been useful
- More time for break out discussions and less parallel sessions
- Discussions need to be prepared
- There was a lot of people,
- Good mix of activities - always goes too quick!

The content covered during the meeting was relevant to the needs of participants with 50 (98% of) respondents expressing agreement.

The content covered was relevant to my needs

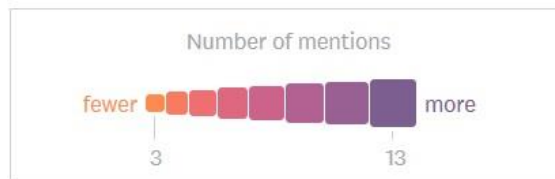


The additional comments to this question are listed below:

- I found most of my cluster coordination related concerns addressed
- Good
- A lot of new directions, a lot of critical thinking and sharing of real efforts.

Having been asked to describe how valuable the meeting had been, respondents indicated that it had provided the opportunity for: networking, learning and sharing best practices on shelter related issues (such as cash, the engagement of private sector...) thanks to a wide variety of sessions (such as the Ignite Talk, Imagining 2020 and the working groups).

new ignite talk working groups shelter cluster
 learn updating **Networking**
 experiences discussion opportunity
 sessions sharing practices

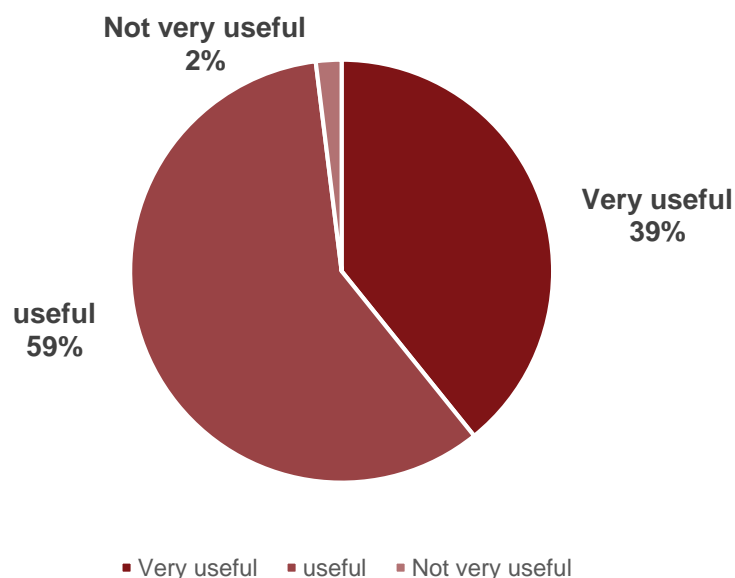


The occurrence of words is as follows:

- #1 Networking: 13 times (25% of respondents)
- #2 Learn: 7 times (14% of respondents)
- #3 Discussion: 6 times (12% of respondents)
- #4 Working groups: 5 times (10% of respondents)
- #5 Sessions: 5 times (10% of respondents)

Overall the meeting was considered useful by 50 (98% of) respondents.

How did you find the GSC meeting overall?

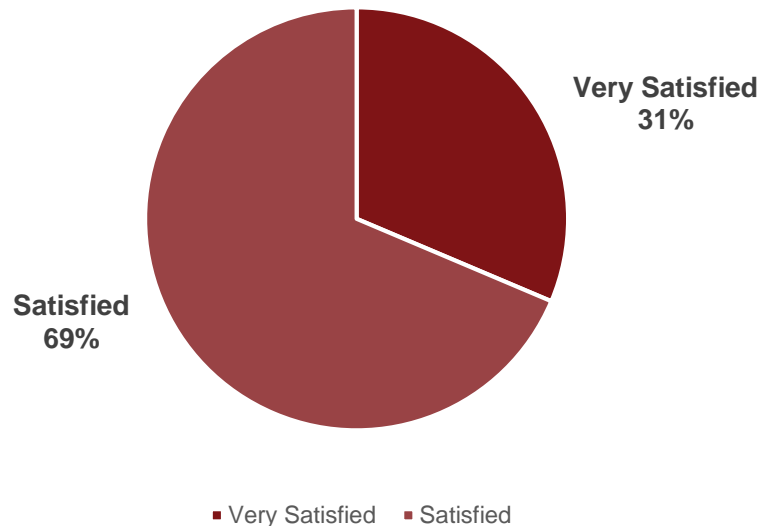


The additional comments to this question are listed below:

- Very professional
- Wednesday and Thursday were less interesting.
- Meet new people, learnt new ways to think about issues.
- Had some good conversations, was able to link things
- But some subjects need more deep attention
- Sharing of experiences from other countries, context.

Having been asked to express their opinion on the services provided by the Global Shelter Cluster, all respondents indicated being satisfied.

How satisfied are you by the services provided by the GSC?



Feedback on the overall event and recommendations for improvements included: The need to continue organizing this event, yet considering other dates and expanding on the participation of local organisations and other stakeholders.

The additional comments to this question are listed below:

- Participation of universities and private sectors
- Active participation of all with the possibility to provide the meeting in other languages next time
- To keep good work, both in cluster coordination and organizing the GSC meeting
- Have two Spark sessions with fewer sparks in each rather than 15 in one go!
- No need for external facilitators, and especially the need for more careful selection of ice breakers! More participation from local organisations and other stakeholders, which would be helped by rotating location of meetings to other regions.
- Preparedness to be included as a key topic National responses and national capacity
- Less small groups not well organized
- A rethink of the event participant list and days.
- I'm afraid I found the facilitator a bit curt and impolite at times.
- Can we try a new facilitator? Not sure the added value of this current one. Perhaps we could share the facilitation with local country clusters etc. or some other approach which is not so clunky. Thanks!
- More time for discussion
- I would suggest more plenary sessions and more panels with experts
- PLEASE not in this period anymore!!! March - June would be best to avoid overlap with busiest period for clusters. Also, recommending separate sessions for IMO. Thx!

- Such meetings are essential in spreading knowledge and learning from each other
- Panel was too long. Spark was great. Easy going time table created relaxed feeling.
- The opening and key note should not be done by the same lead agency. By politeness IFRC GSC coordinator should open as hosting the meeting, not manage some kind of refresher. The key note should not look only at UNHCR perspective. All of this is not proper.
- More practitioners less Geneva centred. More inclusive invite representatives from development and other Cluster. Stop being silo
- It would be great to have good example of partner shelter projects especially in urban context or durable upgrading of camps
- A more open market as a space for sharing ideas, networking, with time for discussions would be great! Particularly branching from the Sparks as they were too short to go anywhere and there wasn't space to follow up on them.
- If already available, share the presentations to all participants at the end of every day's session.
- Continue to invite private sector to this meeting to enable improved understanding, coordination and collaboration.
- More time on breakout sessions
- Sharing the detailed agenda more in advance.
- How about considering Accountability in the Shelter sector as a theme?
- More participation from Asia Pacific country clusters
- Please do not organise meeting during Sept/Oct/Nov.
- Allow more time for breakout sessions. Involve shelter project beneficiaries.
- Avoid a lot of last minute decisions. Sessions. Panellists.
- More communication ahead of time and during day 1 about what the open space sessions are and how they will work
- More breakout group discussion with longer discussion
- Change of facilitators
- Keep developing further
- More time for the igniting session
- More opportunities to exchange ideas and experiences

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