



**GLOBAL
SHELTER CLUSTER**

Coordinating Humanitarian Shelter and Settlements

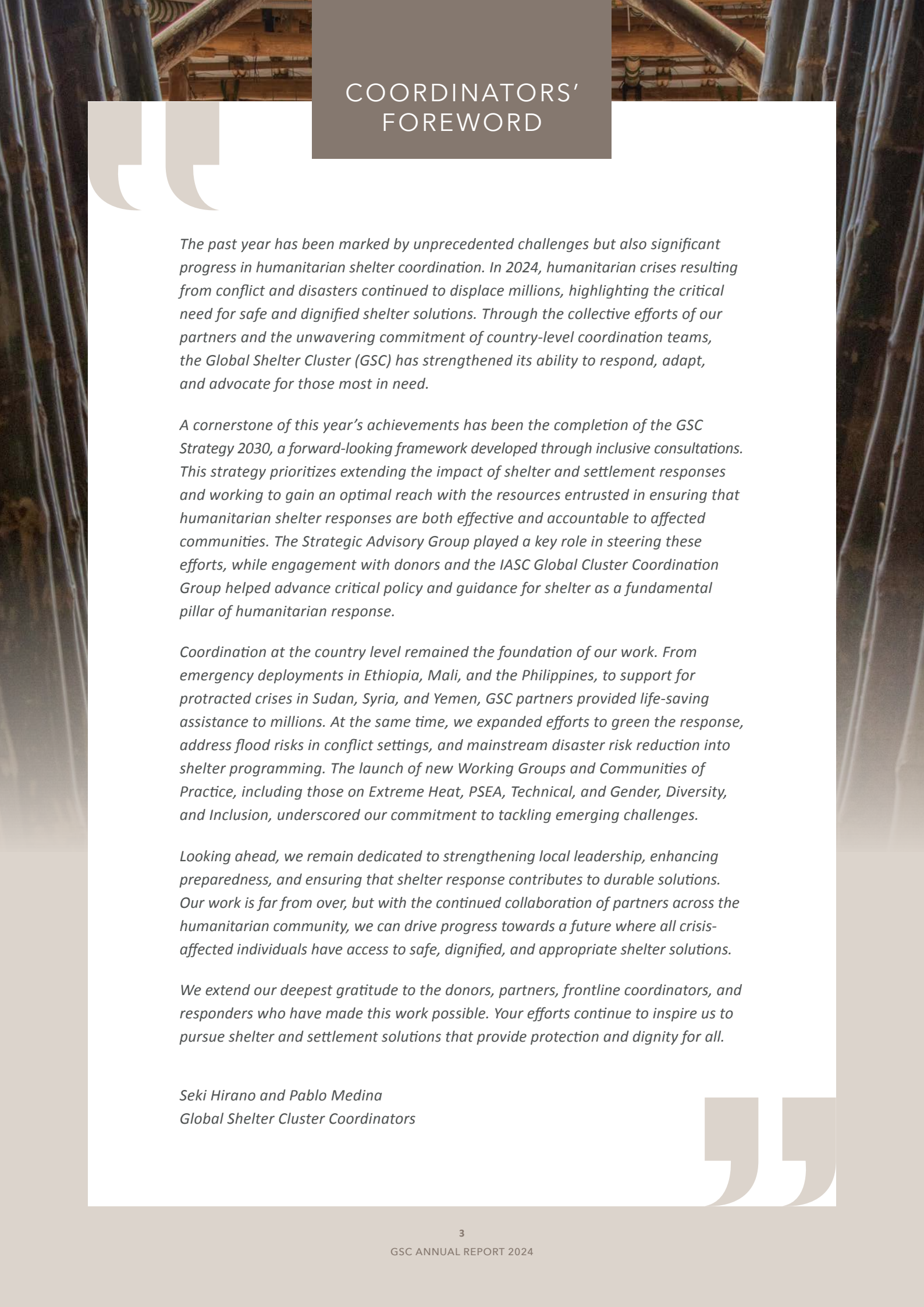
2024

ANNUAL
REPORT



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COORDINATORS' FOREWORD

The past year has been marked by unprecedented challenges but also significant progress in humanitarian shelter coordination. In 2024, humanitarian crises resulting from conflict and disasters continued to displace millions, highlighting the critical need for safe and dignified shelter solutions. Through the collective efforts of our partners and the unwavering commitment of country-level coordination teams, the Global Shelter Cluster (GSC) has strengthened its ability to respond, adapt, and advocate for those most in need.

A cornerstone of this year's achievements has been the completion of the GSC Strategy 2030, a forward-looking framework developed through inclusive consultations. This strategy prioritizes extending the impact of shelter and settlement responses and working to gain an optimal reach with the resources entrusted in ensuring that humanitarian shelter responses are both effective and accountable to affected communities. The Strategic Advisory Group played a key role in steering these efforts, while engagement with donors and the IASC Global Cluster Coordination Group helped advance critical policy and guidance for shelter as a fundamental pillar of humanitarian response.

Coordination at the country level remained the foundation of our work. From emergency deployments in Ethiopia, Mali, and the Philippines, to support for protracted crises in Sudan, Syria, and Yemen, GSC partners provided life-saving assistance to millions. At the same time, we expanded efforts to green the response, address flood risks in conflict settings, and mainstream disaster risk reduction into shelter programming. The launch of new Working Groups and Communities of Practice, including those on Extreme Heat, PSEA, Technical, and Gender, Diversity, and Inclusion, underscored our commitment to tackling emerging challenges.

Looking ahead, we remain dedicated to strengthening local leadership, enhancing preparedness, and ensuring that shelter response contributes to durable solutions. Our work is far from over, but with the continued collaboration of partners across the humanitarian community, we can drive progress towards a future where all crisis-affected individuals have access to safe, dignified, and appropriate shelter solutions.

We extend our deepest gratitude to the donors, partners, frontline coordinators, and responders who have made this work possible. Your efforts continue to inspire us to pursue shelter and settlement solutions that provide protection and dignity for all.

*Seki Hirano and Pablo Medina
Global Shelter Cluster Coordinators*

INTRODUCTION

In 2024, 93 million people required shelter and non-food item (NFI) support across 39 Shelter coordination systems (28 formally activated clusters/sectors, 4 sectors activated by HCT and 7 government-led coordination systems). Despite a challenging operational environment, Shelter Cluster partners reached 17 million people (7 million with shelter interventions and 11 million with household items/NFIs) demonstrating the continued commitment to providing lifesaving and recovery-focused assistance.

The GSC played a critical role in supporting country clusters through coordination, information management, advocacy, and capacity-building. Deployments were conducted in Ethiopia, the Democratic Republic of Congo, Honduras, Mali, Madagascar, Mozambique, Syria, Timor Leste, the Philippines and Tukiye while ongoing remote support was provided to other active clusters including Bangladesh, Fiji, Myanmar, Nepal, Sudan, and Yemen amongst others.

A major milestone was the launch of the GSC Strategy 2030, a forward-looking framework developed through extensive consultations. This strategy prioritizes integrated response approaches, environmental sustainability, and localization, ensuring more effective and accountable shelter interventions. The Strategic Advisory Group (SAG) played a key role in steering its development and aligning global and country-level priorities.

The annual Shelter Week in June brought together over 200 partners and stakeholders, fostering knowledge-sharing on critical topics such as disaster risk reduction (DRR), environmental impact, and the wider role of shelter in humanitarian responses. Additionally, two rounds of the Humanitarian Shelter Coordination Training (HSCT) trained over 50 participants, while regional coordination trainings in Somalia, Asia-Pacific, and Honduras strengthened local leadership in coordination mechanisms.

Environmental sustainability remained a key focus. The GSC supported shelter clusters in integrating climate-smart approaches, including DRR strategies in Madagascar and Yemen, as well as the development of environmental country profiles in Afghanistan, the Philippines, and Myanmar. The GSC launched the Environmental Addendum to the Settlements Approach Guidance Note, piloted the Shelter Severity Classification (SSC) tool 2.0, and expanded efforts to address extreme heat and flooding risks in conflict-affected areas.

Localization efforts advanced through increased engagement with local actors. In Ethiopia, Malawi, Madagascar, Nepal, and Vanuatu, the Shelter Cluster is led by a local actor, either government authorities or the Red Cross Red Crescent National Society. The GSC has been supporting these actors to maintain their capacity to lead the coordination. The GSC has also joined the Global Cluster Coordination Group Localization task force to collectively promote localization efforts.

Lastly, the GSC expanded technical guidance and advocacy support. The GSC also supported Cash for Shelter trainings in NW Syria, reinforcing the role of cash assistance in shelter responses. A new Extreme Heat Working Group was established, while continued efforts in Housing, Land, and Property (HLP) rights led to improved guidance and training. The Global Shelter Cluster rebranding introduced a new visual identity, reflecting a broader focus on settlements and inclusive approaches.

Through these achievements, the GSC reinforced its commitment to ensuring timely, effective, and sustainable shelter responses that enhance protection and dignity for crisis-affected populations worldwide.

KEY ACHIEVEMENTS

93M

PEOPLE IN NEED

33M

PEOPLE TARGETED

39

TOTAL # OF SHELTER COORDINATION SYSTEMS

TYPE OF COORDINATION SYSTEM

28

FORMALLY ACTIVATED CLUSTERS / SECTORS

Coordination mechanism activated at global level, sometimes called sector within the country



4

SECTORS ACTIVATED BY HCT

Coordination mechanism activated by the Humanitarian Country Team



7

GOVERNMENT-LED COORDINATION SYSTEM

Coordination mechanism established by the government in a permanent or temporary basis



COORDINATION SYSTEM

AMERICAS

COLOMBIA
IOM

EL SALVADOR
UNHCR / GOVERNMENT

HAITI
IOM

HONDURAS
FUNADEH / IFRC

JAMAICA
IOM / GOVERNMENT

VENEZUELA
UNHCR

ASIA/PACIFIC

AFGHANISTAN
UNHCR / IOM

BANGLADESH
GOVERNMENT / IFRC

FIJI
GOVERNMENT / IFRC

INDONESIA
GOVERNMENT / IFRC

MYANMAR
UNHCR

NEPAL
GOVERNMENT / IFRC

PACIFIC
IFRC

PAKISTAN
IOM

PHILIPPINES
GOVERNMENT / IFRC

TONGA
GOVERNMENT / IFRC

VANUATU
GOVERNMENT / NATIONAL RED CROSS

EUROPE

UKRAINE
UNHCR

TURKIYE
UNHCR

MENA

PALESTINE
NRC

SYRIA
UNHCR

YEMEN
UNHCR

AFRICA

BURKINA FASO
UNHCR

BURUNDI
IOM

CAMEROON
UNHCR

CENTRAL AFR. REP.
UNHCR / IOM

CHAD
UNHCR

DR CONGO
UNHCR

ETHIOPIA
IOM

MADAGASCAR
GOVERNMENT / IFRC / IOM

MALAWI
MRCS / IOM

MALI
UNHCR

MOZAMBIQUE
IFRC / IOM

NIGER
IOM

NIGERIA
UNHCR / IOM

SOMALIA
UNHCR

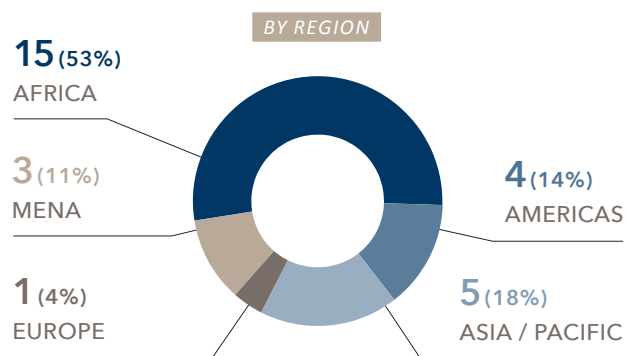
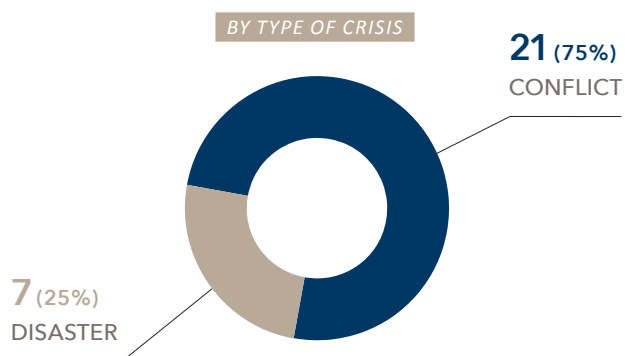
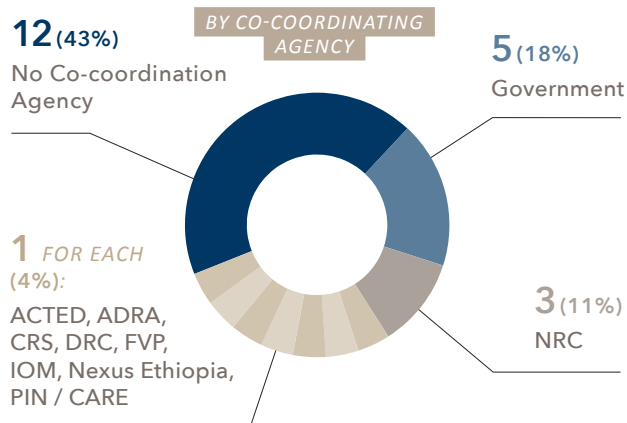
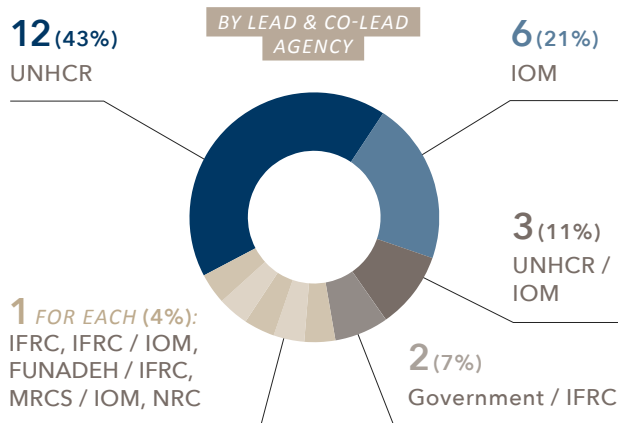
SOUTH SUDAN
IOM

SUDAN
UNHCR

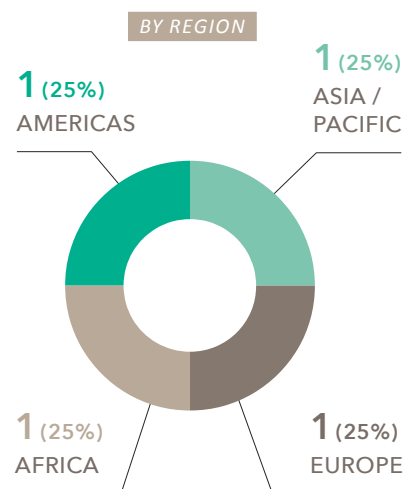
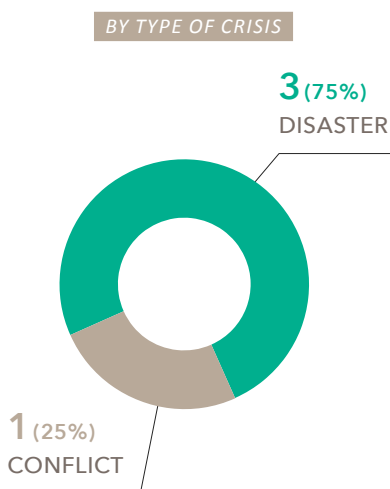
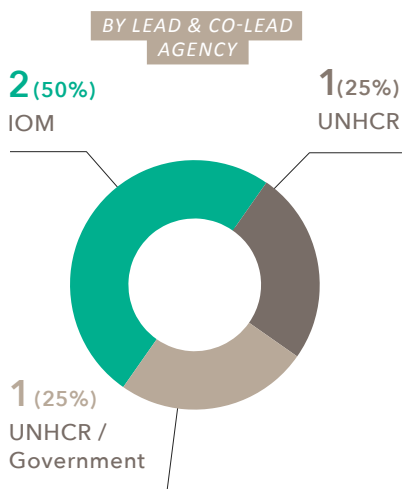
ZIMBABWE
IOM / GOVERNMENT

KEY ACHIEVEMENTS

BREAKDOWN OF FORMALLY ACTIVATED CLUSTERS/SECTORS



BREAKDOWN OF SECTORS ACTIVATED BY HUMANITARIAN COUNTRY TEAM



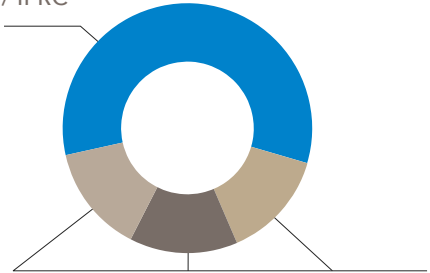
KEY ACHIEVEMENTS

BREAKDOWN OF GOVERNMENT-LED COORDINATION SYSTEM

BY LEAD & CO-LEAD
AGENCY

4 (57%)

Government / IFRC



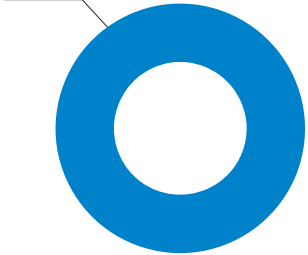
1 FOR EACH (14%)

Government / IFRC / IOM,
Government / IOM, Government / NRC

BY TYPE OF CRISIS

7 (100%)

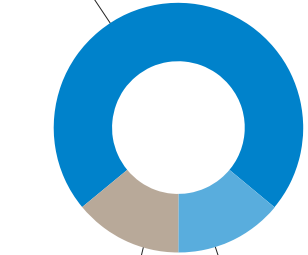
DISASTER



BY REGION

5 (71%)

ASIA / PACIFIC



1 (14%)

AFRICA

1 (14%)

AMERICAS



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KEY ACHIEVEMENTS

17M*
PEOPLE SUPPORTED



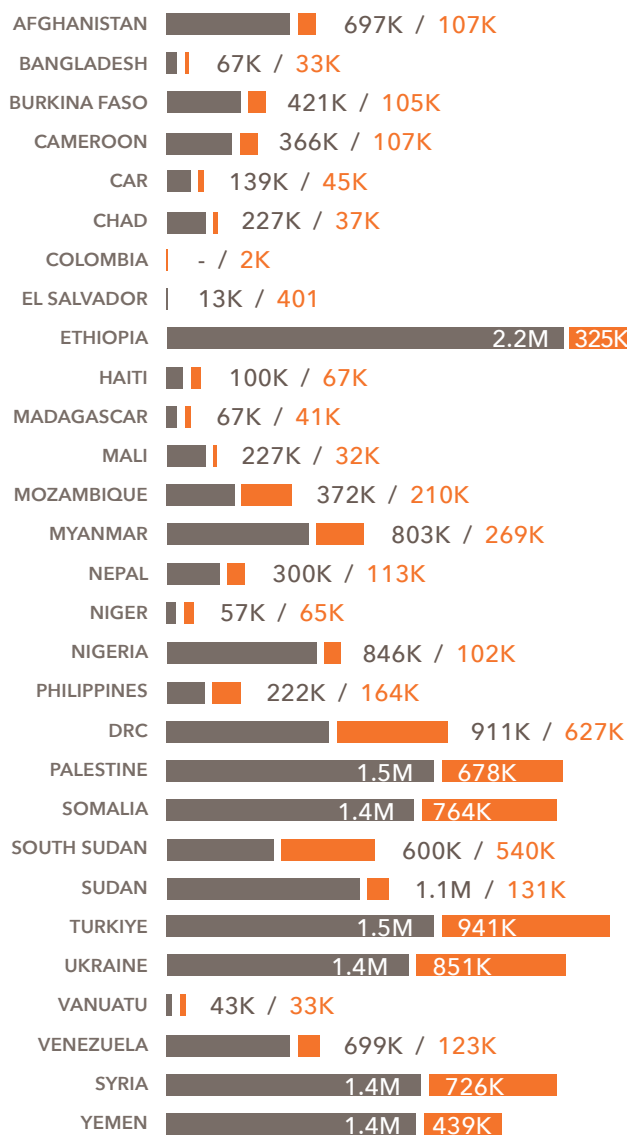
7M
PEOPLE SUPPORTED WITH
SHELTER INTERVENTIONS



11M
PEOPLE SUPPORTED
WITH NFI INTERVENTIONS

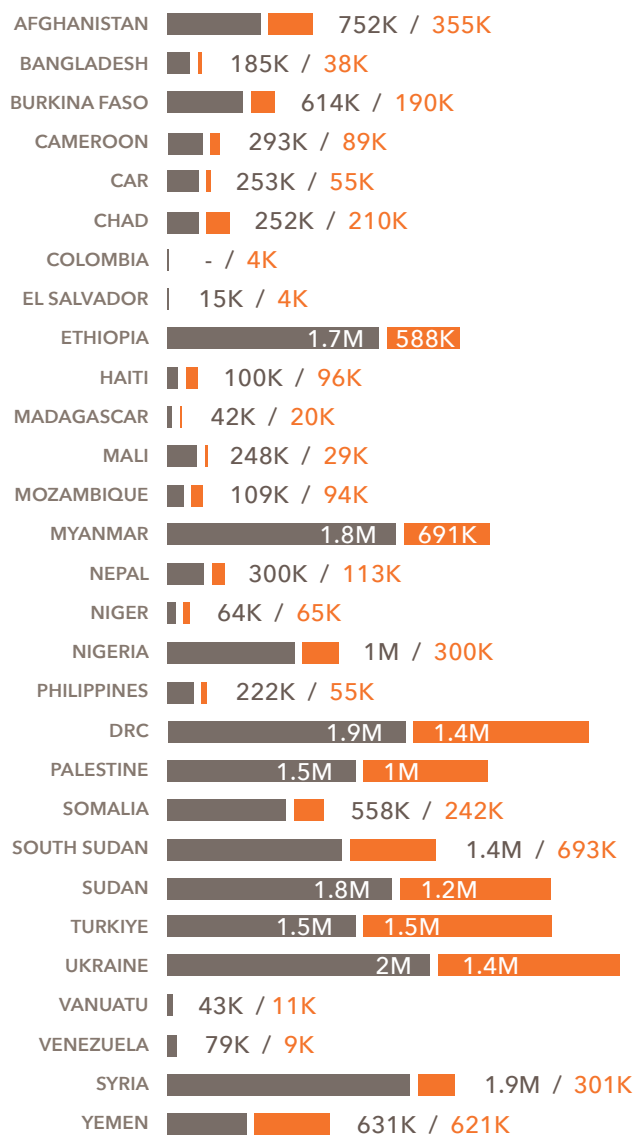
The two graphs below detail, by country, the number of people** that were supported with Shelter (first) and NFI (second) interventions, versus the number of people that were initially targeted** for the response. Countries are listed alphabetically.

NUMBER OF PEOPLE SUPPORTED WITH SHELTER/TARGET**



■ TARGET SHELTER ■ REACHED SHELTER

NUMBER OF PEOPLE SUPPORTED WITH NFI/TARGET**



■ TARGET NFI ■ REACHED NFI

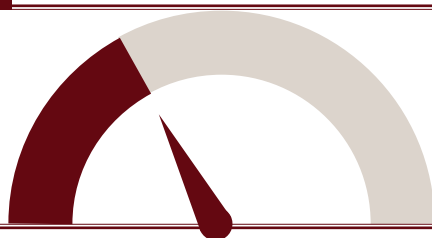
*The data presented here has been made available to the Global Shelter Cluster through factsheets. Achievements are from all cluster partners (not just the lead agency). Any form of shelter and/or NFI assistance is counted (except for distribution of single items). To avoid overlap, this is based on the highest number of beneficiaries for either NFI or shelter per country (if no total figure has been provided for the number of people reached).

**Does not include clusters in preparedness mode and active clusters for which data was not available.

*** Target not available

KEY ACHIEVEMENTS

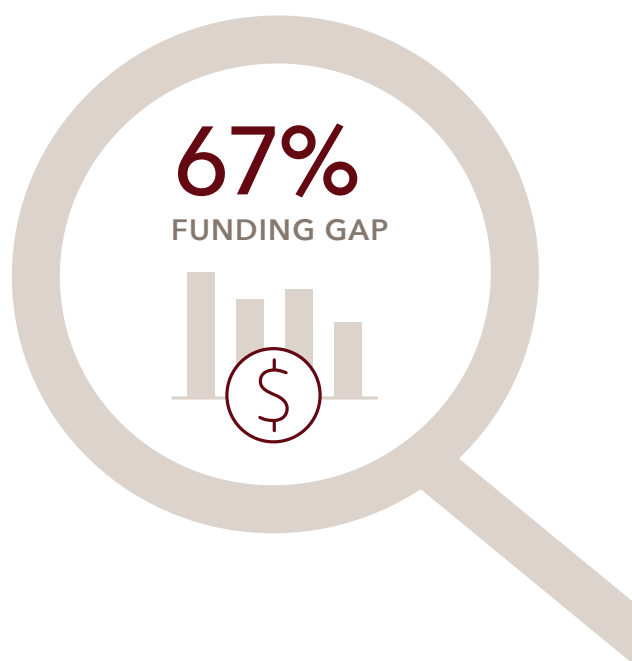
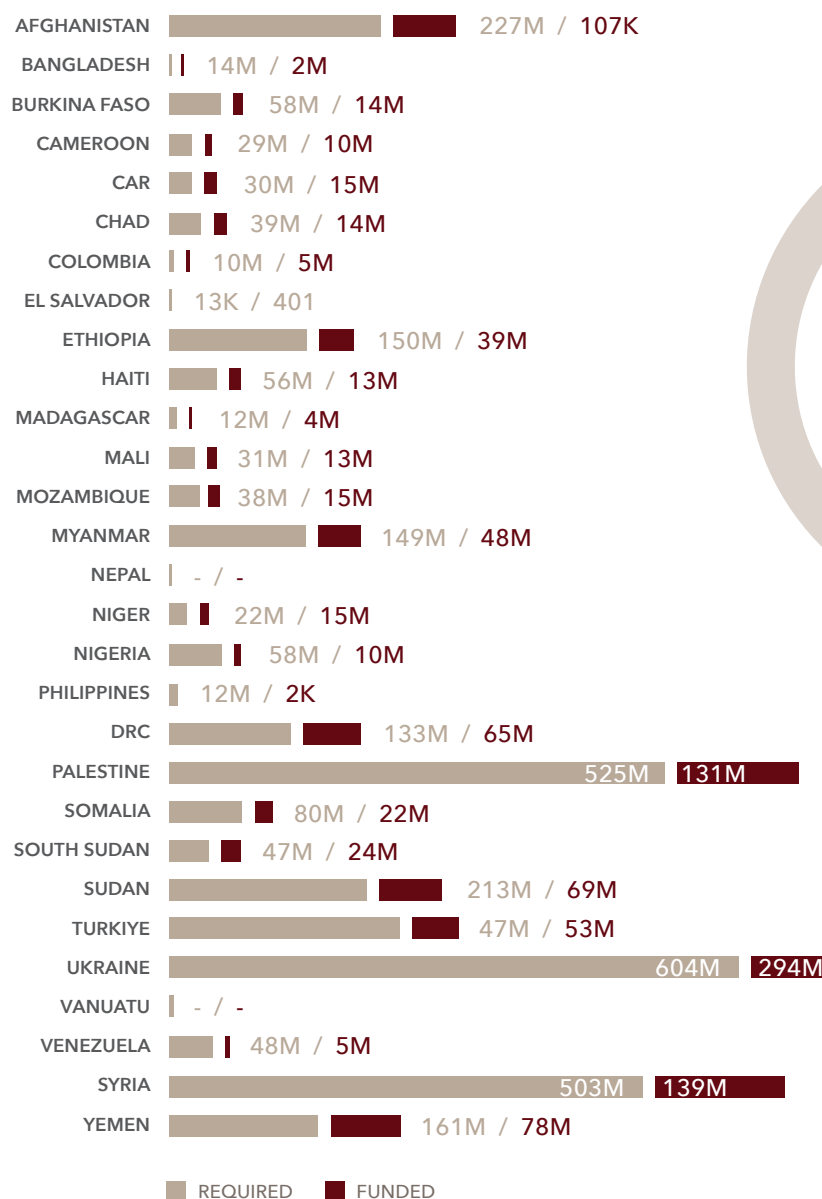
1.2BN
FUNDING RECEIVED



3.5BN
FUNDING REQUIRED

OVERVIEW OF FUNDING AT COUNTRY LEVEL**

The graph below details, by country, the amount of funding received vs. the total funding required. Countries are listed alphabetically.



* Based on factsheets submitted by clusters and OCHA's Financial Tracking Service, all amounts are in USD. Funding is received by cluster partners.

**Does not include all clusters in preparedness mode and active clusters for which data was not available.

***Data on funding received during 2023 was not available



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GLOBAL REVIEW

GSC STRATEGY 2030

In 2024, the Global Shelter Cluster, in close collaboration with its Strategic Advisory Group, launched the draft strategy to cover the period until 2030. This new strategy reaffirms the commitment to improving shelter and settlement responses in humanitarian crises. It reflects a comprehensive, inclusive, and consensus-driven process guided by consultations with UN agencies, NGOs, donors, and field practitioners. These extensive discussions, which were conducted through workshops, surveys, and targeted meetings, ensured that perspectives from diverse stakeholders, particularly field operations, shaped the document.

A preliminary version was introduced at the GSC Shelter Week in June 2024, providing an opportunity for a “soft launch” and further partner engagement. Interactive sessions allowed participants to refine the strategy’s content, fostering a sense of ownership among GSC partners. The final version will set out a vision of timely access to safe, dignified shelter for crisis-affected individuals and identifies seven strategic priorities. The priority is to extend the impact of shelter and settlement responses through promoting integrated approaches to preparedness and response, improving environmental impact, enabling safe, secure, accessible, and protective living conditions, planning for recovery and durable shelter solutions from the start. Also to work to gain an optimal reach with the resources entrusted in us by; advocating for prioritized shelter responses, improving the targeting of vulnerable populations, and scaling up coverage. Key enablers, including coordination, localization, evidence-based decision-making, and accountability, reinforce these priorities. The GSC Strategy 2030 underscores the collective determination of the humanitarian community to deliver sustainable and effective shelter solutions, ensuring that displaced and crisis-affected populations can live in dignity.

SAG

In 2024, the GSC Strategic Advisory Group (SAG) offered direction, oversight, and coordination support at both global and country levels. Meeting regularly and holding a two-day retreat in December, the SAG reviewed progress, addressed challenges, and set priorities for 2025. During the year, the SAG revised its Terms of Reference to improve governance, clarify voting rights, and formally to include three elected country-level cluster coordinators. SAG members also contributed to the GSC Strategy 2030 by integrating over 60 sets of partner feedback, focusing on ensuring alignment between global priorities and field realities. The SAG endorsed two new groups (the Gender, Diversity, and Inclusion Community of Practice (CoP) and the Heat and Humidity Working Group) to improve field operations and address environmental challenges.

Engagement with donors included organizing briefings on Afghanistan, Yemen Sudan and Syria which contributed to securing multi-year funding. The SAG also explored potential technical partnerships with the private sector, although guidelines for such collaboration are still under development. Ongoing work emphasized improved performance monitoring and accountability to affected populations. Moving forward, the SAG will focus on rolling out the GSC Strategy 2030, strengthening local leadership, enhancing contingency planning, and improving governance processes.

DONOR CONSULTATION GROUP

In 2024, the Donor Consultation Group (DCG) strengthened engagement between the GSC and key donors through quarterly meetings and a dedicated session at the GSC Partners Annual Meeting in June. The discussions covered funding trends, coordination challenges, and progress on the GSC Strategy 2030.

Key achievements included finalizing the DCG Terms of Reference, structuring more frequent donor consultations, and improving transparency around funding requirements. Donors emphasized the importance of clear reporting mechanisms and measurable outcomes. These initiatives facilitated multi-year funding commitments to address critical shelter gaps, including in regions affected by climate-related risks. The DCG also played a significant role in reviewing the GSC's funding gap analysis, which found a persistent 59% shortfall against humanitarian response plans. Going forward, the DCG will continue focusing on resource mobilization, coordination effectiveness, and improved communication between donors and operational partners.

IASC ENGAGEMENT

Throughout 2024, the GSC actively participated in the Global Cluster Coordination Group (GCCG), ensuring that shelter and settlement priorities were consistently represented in inter-cluster coordination and decision-making. The GSC contributed to key discussions addressing operational coordination, policy frameworks, and emerging challenges in humanitarian responses.

The GSC highlighted shelter's critical role in meeting basic needs, supporting protection outcomes, and facilitating recovery. In January and March, the GSC promoted the integration of shelter considerations into broader humanitarian planning, leading to shelter's increased prominence as a key component of multi-sectoral responses. The GSC also presented climate-related impacts on shelter and Area Based Coordination at the March GCCG meeting, informing subsequent inter-agency guidance on sustainability and localization. Additionally, the GSC shared updates on capacity-building activities aimed at strengthening field coordination and advocated with donors for adequate funding to meet shelter needs. By participating in all GCCG meetings in 2024, the GSC reinforced its commitment to effective coordination and timely shelter assistance for crisis-affected populations.



EVENTS

On mission in the Philippines

SHELTER WEEK

The GSC [Coordination Workshop](#) took place in Geneva from 10-12 June, bringing together 74 participants from 34 countries. Attendees included Cluster Coordinators, Information Management Officers, and cluster co-leads and co-chairs. Through interactive sessions, participants examined critical challenges in humanitarian shelter and settlement responses and explored strategies to address them. The workshop aimed to foster continuous evaluation, strategic planning, and collaboration. It also strengthened networking, peer support, and recognition of participants' contributions to the sector.

Immediately following the workshop, the GSC [Annual Meeting](#) was held from 13-14 June. This larger forum of 206 participants, including donors and key stakeholders, built upon workshop discussions to assess emerging challenges, highlight joint achievements of global and country-level cluster partners, and develop a forward-looking agenda. Key outcomes of the Annual Meeting included commitments to enhance preparedness, sustainability, and local leadership; support innovation (such as cash-based interventions and digital solutions); and strengthen inter-cluster synergies and capacity-building efforts. Overall, the event reinforced the GSC's mission to ensure effective, timely, and sustainable shelter solutions.



GSC AND PARTNER EVENTS

HNPW

During the 2024 Humanitarian Networks and Partnerships Weeks (HNPW), the GSC organized or co-organized several sessions, including topics on heat, humidity, and settlements; environmental aspects of the Settlements Approach; housing, land, and property (HLP) rights in shelter responses; decarbonizing humanitarian response; and the GSC Research Agenda. A roundtable with Elrha addressed the role of clusters in research and innovation.

World Urban Forum

Held in Cairo, Egypt, from 4-8 November, the GSC participated in six events at the World Urban Forum focused on urban crisis contexts. One highlight was a training on HLP rights and the importance of integrating emergency considerations into national housing policies. Another panel discussion examined collaborative initiatives with local governments, emphasizing the need to align humanitarian coordination with existing municipal systems and integrate planning. Additional sessions focused on resilience, climate adaptation, and bridging the human-development-peace nexus through the settlements approach.



World Urban Forum

AidEx

Held from 23-24 October in Geneva, AidEx invited the GSC to join a panel discussion [“Empowering Tomorrow: Pioneering Innovation for Sustainable Humanitarian Impact”](#). Participants explored challenges and potential solutions for advancing sustainable shelter innovations and shared lessons from current GSC initiatives.



AFRICA

The 6th [Africa Shelter Forum](#) was held from 9-10 July in Nairobi, Kenya. Organized by the International Organization for Migration, the Danish Refugee Council, the Catholic Relief Services in partnership with the African Institute for Capacity Development at Jomo Kenyatta University of Agriculture and Technology, it was supported by several organizations, including the GSC. More than 120 participants attended in person, with an additional 50 participating online. The event highlighted the collaboration between shelter actors and academia, featuring professors' recent research. Key topics included localization, climate change adaptation, local materials, academia's role in shelter, and linking shelter to livelihoods.



ASIA-PACIFIC

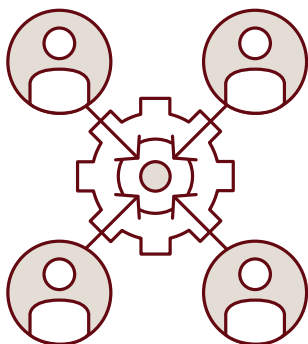
The [Asia-Pacific Shelter and Settlements Forum \(APSSF\) 2024](#) took place in Manila, Philippines, from 21-23 October, drawing 446 participants from 30 countries (334 in person, 112 virtually). The event promoted greater collaboration among shelter practitioners, governments, donors, and humanitarian organizations. Participants shared best practices, highlighted innovative solutions (e.g., integrating disaster risk reduction into national programs and adopting green technologies), and stressed the importance of inclusive and resilient communities. The forum concluded with a handover ceremony to Pakistan, the host of the 2025 APSSF.



COORDINATION OVERVIEW

By December 2024, there were 39 Shelter coordination systems (28 formally activated clusters/sectors, 4 sectors activated by Humanitarian Country Team and 7 government-led coordination systems) worldwide. Over the same period, shelter, settlements, and NFI assistance reached 17 million people through Shelter Cluster partners. The global number of “people in need” (PIN) reached 93 million, indicating a continued rise, and Syria underwent a new system-wide scale-up in addition to the existing scale-up in Sudan. Coordinated approaches have proven vital for life-saving interventions, and the recognition of shelter as central to outcomes in health, social cohesion, and livelihoods has grown.

The global humanitarian funding for shelter and NFI response decreased compared to the previous year, while the increased number of people in need meant fewer individuals were reached proportionally. In 2024, USD 3.5 billion was required for shelter and NFI activities, but only USD 1.2 billion was received, leaving a gap of 66%, increasing the gap by 7% compared to the previous year.



The GSC offered on-site surge capacity and remote assistance to country clusters. Missions were conducted to support Ethiopia, DR Congo, Honduras, Madagascar, Mali, Mozambique, Philippines, Syria, Timor-Leste and Turkiye, while remote technical support was extended to clusters in DRC, Palestine, Myanmar, Niger, and Ethiopia.

The GSC also supported regional coordination in the Pacific ([Pacific Shelter Cluster](#)) and Latin America and the Caribbean ([REDLAC-Shelter working group](#)) in sustaining their active role as the regional coordination platforms for humanitarian shelter and settlements assistance.



COUNTRY SUPPORT

OVERVIEW

In 2024, the GSC supported shelter clusters in countries affected by disasters and conflicts, deploying coordinators, information managers, and technical experts both in person and remotely. Besides direct assistance, the GSC held regular follow-ups with all 39 Shelter Coordination Systems, offering guidance on coordination, information management, advocacy, environment, and technical workstreams.

Four priority missions took place in person. The GSC organized a coordination workshop in Amman, Jordan, in December to strengthen Whole-of-Syria cluster coordination and develop the Humanitarian Needs and Response Plan. In Ethiopia, a coordination mission helped address evolving shelter requirements. In Mali, an environmental assessment mission yielded concrete recommendations for follow-up in Gao. Meanwhile, the DRC mission assisted with NEAT+ environmental assessments in North Kivu. The GSC also provided regular remote support to all the clusters, addressing strategic priorities, supporting their needs analysis and shelter severity classification processes, capacity-building support for partners, and offering specialized advice on environmental considerations, Disaster Risk Reduction (DRR), HLP, cash and markets, and advocacy and communications.

Where major developments occurred – such as system-wide scale-ups, sudden-onset disasters, or leadership transitions – the GSC offered tailored remote or on-site help. Coordination with existing regional mechanisms (like the REDLAC-Shelter working group in Latin America and the Caribbean) further strengthened preparedness, response activities, and environmental measures.

Enhancing capacity before and following crises and disasters

The GSC engaged in proactive and regular communication with country-level clusters to identify emerging challenges and areas of priority concern and provide systematic support to address gaps and advise on strategic priorities. The GSC also enhanced country-level capacity on standardized processes (HPC cycle, CCPM, SSC, coordination capacity mapping) while identifying advocacy needs and supporting countries' donor engagement efforts and supporting alignment with the global commitments, such as mainstreaming environment and DRR and promoting localization.

Support was provided for sectoral preparedness in countries where the national shelter clusters are actively engaged all year, including strengthening national coordination arrangements (Fiji, Madagascar, Nepal, Pacific, Timor-Leste and Vanuatu), contingency planning (Nepal), key tools and guidance revision and development support (Bangladesh, Fiji, Madagascar, Mozambique, Philippines and Vanuatu), and supporting strengthening capacity and learning outcomes (Bangladesh, Fiji and Vanuatu).

In Latin America and the Caribbean, focused on preparedness during the first half of the year, establishing a network of shelter and settlements country focal points, exchanging experiences on accountability to the affected population and rental support. From June to November, the emphasis was on technical aspects of shelter and settlements response to hurricanes, and environmental measures, as requested by shelter working group coordinators in the Caribbean. Country cluster/working group coordinators used this space to report on coordination progress, request specific support from regional and global-level experts, as well as engage with active members.

Providing guidance and back-stopping during transitions and critical developments

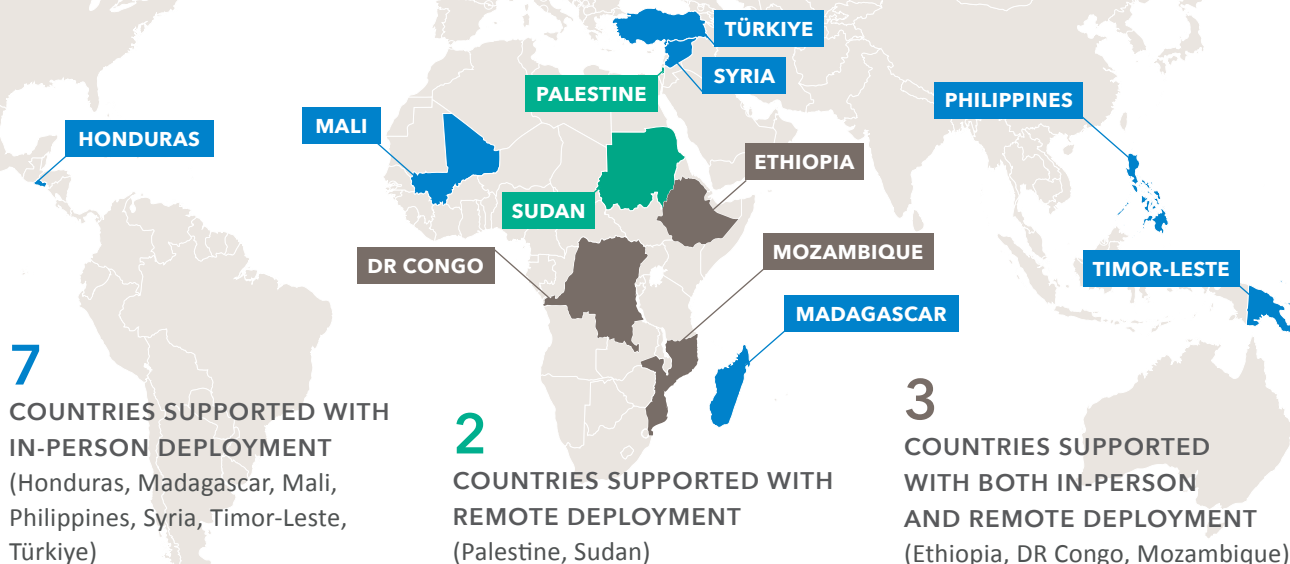
On top of providing day-to-day regular and ad-hoc support to country-level clusters before and following crises and disasters, the GSC dedicated particular attention to shelter cluster teams in countries undergoing major developments and transitions, including system-wide scale-ups, rapid-onset disasters, and escalations of violence and shifts in human resources.

Responding to the country-level requests for surge capacity, the GSC Support Team provided immediate support, while arranging dedicated surge deployments to strengthen national coordination response capacity either in person or remotely.

In Latin America and the Caribbean, IM support was provided to the Hurricane Beryl response working groups in St. Vincent and the Grenadines, Granada, and Jamaica. Targeted support in technical and environmental aspects was provided from the regional level. Ad-hoc shelter coordination support was provided to the Peru Shelter and Settlements Working Group to enhance preparedness for potential cyclones and flooding.

COUNTRY-LEVEL DATA

12 COUNTRIES RECEIVED DEDICATED SUPPORT (IN-PERSON AND/OR REMOTELY)



CCPM

In 2024, 24 Shelter Clusters initiated the Cluster Coordination Performance Monitoring (CCPM) process, and 17 completed it fully, including action plans. CCPM remains a valuable self-assessment to evaluate performance against core cluster functions. Results this year indicated that while “supporting service delivery” and “planning and implementing strategy” were high, “building national capacity in preparedness and contingency planning” and “supporting robust advocacy” lagged. Analyzing 28 action plans from 2023 and 2024 highlighted recurring operational constraints, data-sharing sensitivities, and accountability challenges. During the GSC Coordination Workshop in June, coordinators shared experiences and proposed solutions, illustrating how CCPM helps refine global and local coordination efforts.

HNO/HRP/HNRP UPDATES

With evolving HPC processes and the shift toward HNRPs, the GSC developed the [GSC HPC Guidance Package](#) to help cluster coordinators formulate evidence-based shelter chapters aligned with OCHA requirements. This package stresses shelter-specific inclusions and mainstreams environmental and climate-change considerations, DRR, GBV risk mitigation, and inclusivity.

COORDINATION TOOLKIT

The [Global Shelter Cluster Coordination Toolkit](#) has existed for a number of years; however, the number of changes in the coordination mechanisms as well as the evolving approach to shelter response requires fundamental updates. In 2024, the GSC initiated a review of the current GSC Coordination Toolkit that will provide updates and recommendations for implementation and further development during 2025.



GREENING THE RESPONSE / DRR

The GSC Environmental Team offered operational support on environment-related challenges across multiple countries, including Afghanistan, Bangladesh, Chad, the DRC, Ethiopia, Gaza/West Bank, Haiti, Honduras, Madagascar, Mali, Mozambique, the Philippines, Türkiye, Yemen, and Vanuatu. In Mali, an assessment by a local NGO in Gao produced concrete recommendations for site improvements, while the GSC helped the DRC team in Goma conduct four [environmental evaluations](#) using NEAT+ in North Kivu.

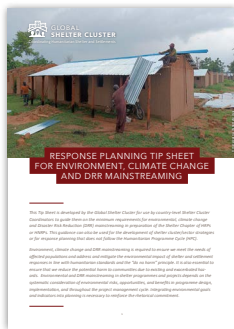
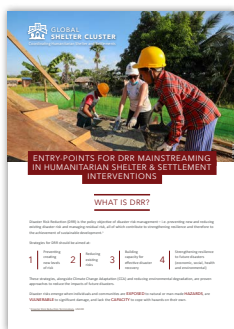
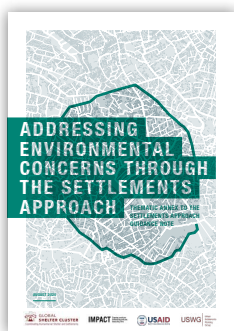
As a follow-up to the [DRC Environmental Country Profile \(ECP\)](#) recommendations, the country cluster team, through its environmental working group, assessed the environmental impacts of displacement in two sites and villages in Kalemie, Tanganyika Province, using spatial analysis. The results aim to inform humanitarian and key stakeholders about the potential long-term environmental consequences of displacement-driven demographic shocks.

Global and country-level tools, including [NEAT+](#), [SEAT \(Solar Energy Advisory Tool\)](#), and [Environmental Country Profiles](#), continued to mature. Profiles for Afghanistan, the Philippines, and Myanmar were finalized; Mozambique's will be completed in early 2025. Environmental considerations were also integrated into the GSC's Humanitarian Shelter Coordination Training, held in Geneva in May and November, and the Latin American and Caribbean Regional Coordination Training, held in Honduras in May.

In collaboration with IMPACT and the Urban Settlements Working Group, the GSC developed the Thematic Annex to the [Settlements Approach Guidance Note: Addressing Environmental Concerns Through the Settlements Approach](#), along with [Tools and Resources for Mainstreaming Environmental Considerations in the Settlements Approach](#).

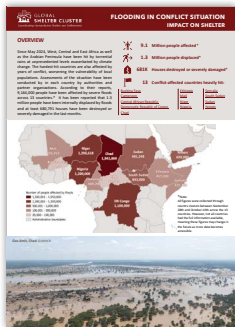
With the [UN Office for Disaster Risk Reduction \(UNDRR\)](#), the GSC advanced DRR integration into shelter operations through new guidance on DRR mainstreaming. At the global level, the following resources were produced: [Entry Points for DRR Mainstreaming in Humanitarian Shelter & Settlement Interventions](#) guidance document, and updated guidance on environment and DRR mainstreaming in the 2025 Humanitarian Programme Cycle for [needs overviews](#) and [response planning](#). At the country level, this initiative is supporting DRR efforts in Madagascar through helping to develop a DRR strategy through a technical working group and in Yemen by focusing on flood risk mitigation.

The GSC Environment Team also advocated for greener responses at events such as HNPW and regional shelter forums, helping shape global efforts to align humanitarian actions with environmental sustainability.





ADDRESSING FLOODS IN CONFLICT-AFFECTED COUNTRIES



In 2024, torrential rains, amplified by extreme weather events, struck 13 conflict-affected countries in Africa and the Arabian Peninsula, impacting 9.16 million people, displacing 1.3 million, and destroying over 680,000 homes. The GSC collected and analyzed data from affected areas, convened working sessions to discuss needs, and published an advocacy paper titled [Flooding in Conflict Situations – Impact on Shelter](#). This paper was accompanied by valuable resources, including [Lessons learned from previous floods](#), a [Compendium of Mitigation Measures](#), and tailored guidance documents such as the Environment, Climate Change, and DRR mainstreaming tip sheets ([Entry points](#), [Needs overview](#) and [response planning](#)).



LOCALIZATION

In 2024, the GSC advanced its localization priority by strengthening local leadership, capacity-building, and coordination. Indeed, the GSC Strategy 2030 prioritizes localization as one of the four enablers. Local leadership is implemented by ensuring national actors play a significant role in decision-making at the strategic and technical and coordination levels.

At the Africa Shelter Forum, 9 out of 18 presentations were delivered by local organizations, focusing on traditional building techniques and local materials. The Asia-Pacific Shelter Forum brought together government officials, NGOs, and civil society to discuss national-led shelter programs and resilient housing.

Localization was also integrated into research and cash-based programming. The Bangladesh Shelter Cluster was featured in a study on localized shelter responses, and the Shelter and Cash Community of Practice (CoP) developed guidance on locally led cash programmes.

National actors have taken a key role at the country level in some Shelter Cluster initiatives. Local NGOs conducted environmental assessments in DRC, while in Yemen and Madagascar, national actors led DRR initiatives and developed flood mitigation strategies. In the Philippines, the Shelter Cluster strengthened its collaboration with the government, increasing national ownership of humanitarian shelter coordination.

THEMATICS

The Cluster Coordination system is rarely activated in Latin America and the Caribbean; however, Humanitarian Country Teams in many countries in the region follow similar arrangements as those of the IASC for contingency planning. The regional REDLAC-Shelter Working Group supports local actors to take leadership in country-based shelter working groups through capacity building, mentorship, IM, and reporting.

In Ethiopia, Haiti, Malawi, Madagascar, Nepal, and Vanuatu, the Shelter Cluster is co-led by a local actor, either the Red Cross Red Crescent National Society or government authorities. The GSC has been supporting these actors to maintain their capacity to lead the coordination.

Additionally, the GSC joined the GCCG Localization Task Force, reinforcing its commitment to promoting local leadership in humanitarian coordination. This engagement enables stronger advocacy at the inter-agency level, ensures alignment with global localization commitments, and facilitates knowledge-sharing between country clusters and global coordination mechanisms.

Through these initiatives, the GSC has made significant strides in empowering local actors, ensuring shelter responses are inclusive, locally driven, and sustainable.



Progress in Housing, Land, and Property (HLP) rights included a new e-course module, [Protection of HLP Rights in the Context of Climate Change](#), which offers interactive scenarios to help practitioners manage climate-related risks. Remote support to clusters in Lebanon, Colombia, and Somalia involved resource-sharing and surveys to tackle HLP challenges. In Afghanistan, a context assessment informed integrated shelter strategies. Meanwhile, the [Shelter-HLP Toolkit](#) consolidated guidance for embedding HLP considerations throughout program cycles. At HNPW, the GSC and the HLP Area of Responsibility co-organized the session “HLP and Shelter and Settlements: From Emergency to Durable Solutions,” highlighting the next steps for strengthening HLP rights.



In 2024, the GSC intensified efforts to promote integrated responses via the Settlements Approach (SA). A Settlements Approach Global Focal Point joined in September, advancing mainstreaming, learning, and advocacy at both country and global levels. The Settlements Approach was further integrated into key GSC tools and trainings. A third settlements-oriented pillar was added to the SSC tool, accounting for factors like access to services, infrastructure, and livelihoods in assessing shelter severity. The HSCT module on Area-Based Coordination (ABC) was updated to provide additional background on the Settlements Approach, its utility, and operationalization; expand on the shelter-settlements linkage; and provide guidance on engagement with emerging ABC mechanisms.

Following the publication of the [Environmental Thematic Annex](#) to the [Settlements Approach Guidance Note](#), a practical training to build skills to identify and address settlements’ environmental concerns was developed and launched at World Urban Forum 12. Finally, the Cluster actively contributed to global discussions around ABC, ensuring SA perspectives and lessons learned informed the direction of critical conversations on humanitarian systems improvements.



ADVOCACY AND COMMUNICATIONS

Throughout 2024, the Global Shelter Cluster engaged in several activities to conduct advocacy at the global level and provide country-level clusters with advocacy and communications support.

To enhance knowledge-sharing and capacity-building, the GSC supported the launch of a fire safety webinar in conjunction with Kindling in January and maintained a significant presence at key global events, including the Humanitarian Networks and Partnerships Weeks (HNPW), the World Urban Forum, and at AidEx. The Global Focal Point for Advocacy and Communications also shared her expertise at an ICCG Sudan workshop at the request of OCHA.

Promotional efforts included the dissemination of Shelter Projects publications, including its monthly newsletter, and collaboration with GSC/UNHCR Strategic Funds grant recipients to develop communications and advocacy products highlighting their projects. [LinkedIn](#) was the main social media platform utilized to share information and advocacy messages.

Country-level advocacy and communications support was given to Ethiopia, DRC, Nigeria, Palestine, Venezuela, Yemen, Sudan, Somalia, Northwest Syria, Chad, Mali, El Salvador, Burkina Faso, Haiti, the Philippines, Myanmar, Ukraine, Afghanistan, Palestine, Mozambique, and Nigeria. Tailored support enabled these countries to produce context-specific advocacy and communications materials through a mix of digital and in-person channels.



The GSC's advocacy efforts included promoting disaster risk reduction communications in Yemen and providing advocacy and communications support for the Asia-Pacific Shelter and Settlements Forum and the Africa Shelter Forum. Additionally, the GFP for Advocacy and Communications delivered modules on advocacy and communications at both sessions of the Humanitarian Shelter Coordination Training (HSCT) to strengthen advocacy and communication skills among humanitarian professionals.

SOCIAL MEDIA



LinkedIn



9,012 FOLLOWERS

Growth of 3595 over the year



222 POSTS



458,942 IMPRESSIONS

Number of times a post was viewed



10,042 REACTIONS



215 COMMENTS

GLOBAL UPDATES



47
GLOBAL UPDATES
SENT



1,064
SUBSCRIBERS



REBRANDING / NEW LOGO

In June 2024, after extensive consultations, the GSC launched a new visual identity:



The new logo places diverse people of different genders and ages at the center of every response; it expands from focusing on a single house to reflecting entire settlements, reinforced by the new tagline “Coordinating Shelter and Settlements”; and it recognizes the various contexts in which humanitarian work takes place, including urban, peri-urban, rural, and informal settings, represented by different types of shelters.

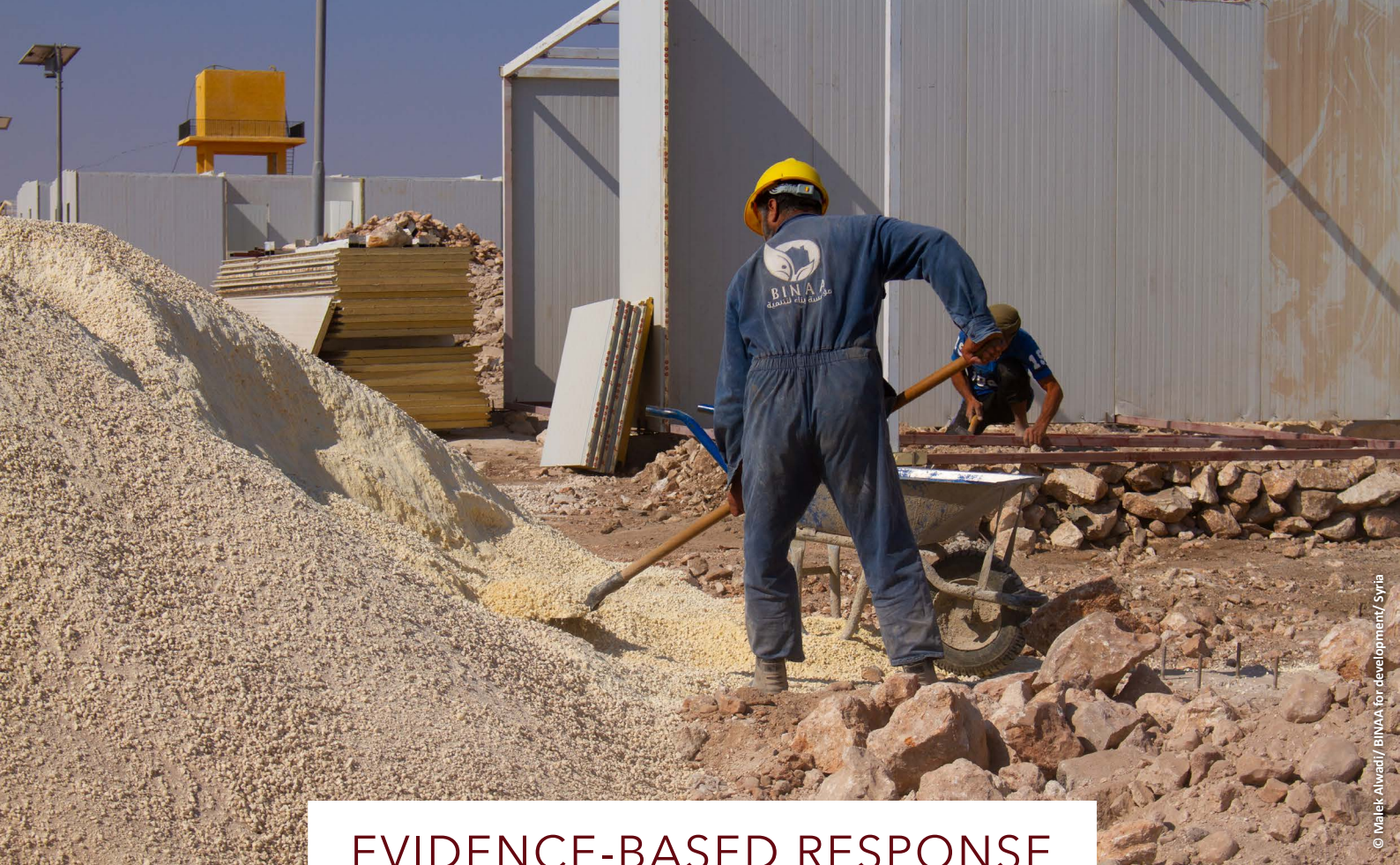


WEBSITE DEVELOPMENT

The ongoing redevelopment of ShelterCluster.org, the GSC’s official website, aims to enhance functionality, accessibility, and user experience. The project builds on an existing partnership between UNHCR and the developer, using stakeholder interviews and user testing with both country-level and global teams to shape improvements. Adopting a three-phase approach, developers refined the site functionalities and interface design. The final relaunch is planned for late 2025, after which the platform is expected to better support information sharing, coordination, and knowledge management for the global humanitarian shelter community.



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EVIDENCE-BASED RESPONSE

SHELTER SEVERITY CLASSIFICATION (SSC)

Developed by the GSC, the SSC tool offers a standardized methodology for classifying shelter needs in humanitarian crises. First introduced in 2023, it assesses factors like habitability, tenure security, access to services, and overcrowding. In 2024, two major workshops (in the Philippines in October and Geneva in November) guided updates, making the SSC more adaptable for sudden-onset disasters and contingency planning. Enhancements also included the ability to integrate secondary data sources for contexts with limited household-level data. This expanded flexibility has made the SSC more practical for country clusters, supporting better evidence-based decision-making and resource allocation.

RESEARCH

In 2024, the GSC launched two key research reports, including [Informing Decisions on Cash Programming Approaches](#) (in partnership with the Cash and Markets CoP) and the [GSC Research Agenda](#). Findings from the cash and shelter research shaped a Cash for Shelter training in Northwest Syria. Meanwhile, the GSC Research Agenda was refreshed at the GSC Coordinators Meeting, attended by coordinators from 28 countries.

A roundtable at HNPW, organized with ELRHA, explored the role of clusters in research and innovation and led to a new collaboration with the Global Health Cluster on health outcomes in shelter settings. Three research fellowships concluded in Pakistan, Mexico, and Kiribati, with findings shared at the InterAction SSWG. Five new fellowships began in Chile, Guatemala, and Türkiye, focusing on wildfires, post-conflict climate hazards, shelter access for Syrian and Afghan refugees, and housing policy in earthquake recovery. Four teams were selected to produce research articles for the 2025 Shelter Projects publication. Remote technical assistance supported Ethiopia (landslides and mitigation), Colombia (university partnerships), and Gaza (transitional shelter planning).



CAPACITY STRENGTHENING

HSCT November 2024

HUMANITARIAN SHELTER COORDINATION TRAINING (HSCT)

Two HSCT sessions took place in Geneva in the second and fourth quarters of 2024. Combining online and in-person components, these sessions introduced participants to key shelter coordination skills and frameworks, including the workings of cluster mechanisms, multi-stakeholder collaboration, and problem-solving through simulations. In November, a review workshop brought together lead agencies, Oxford Brookes University, and prior attendees to assess training outcomes and plan improvements for 2025.

CASH FOR SHELTER TRAINING - NW SYRIA

At the request of the NW Syria Shelter Cluster partners, Care International (as co-chair of the Shelter Cluster) and the GSC developed a Cash for Shelter Training blending three online sessions and a two-day in-person workshop. Twenty-five participants tackled scenario planning, program design, and cash-based shelter strategies. A localized case study guided participants through the practical implementation of a cash-based response, and the training received unanimous recommendations for further replication.

REGIONAL COORDINATION TRAININGS

In Somalia, the Shelter Cluster organized a three-day coordination training for sub-national coordinators (30 September-2 October). In the Asia Pacific region, the Australian Red Cross Roving Focal Point, alongside the Nossal Institute for Global Health and Lifehaven Centre for Independent Living, led two Preparing Actionable Data for Inclusive Shelter workshops, bringing together shelter practitioners and organizations of persons with disabilities from Indonesia, Bangladesh, Nepal, and the Philippines. These workshops aimed to refine data practices for inclusive shelter programming. In Timor-Leste, a four-day session focused on both shelter operations and coordination.

A regional Shelter coordination training, hosted in Comayagua, Honduras, and taught in Spanish (30 April-2 May), was led by the Canadian Red Cross, IFRC, and the GSC; 28 participants represented eight countries. A group of facilitators from IFRC, the Global Shelter Cluster, OCHA, Habitat for Humanity, the Canadian Red Cross, and UNHCR led modules on shelter concepts, Central American coordination, humanitarian financing, shelter interventions, vulnerability assessments, coordination mechanisms and tools, environmental sustainability, “product vs. process,” recovery pathways, information management, and a coordination role-play exercise. The training followed the “More Than Just a Roof” online course and a capacity needs assessment. Post-training evaluations showed strong endorsement, with participants praising methodology, tools, and real-world applicability.

GSC STRATEGIC INITIATIVES

In 2024, the GSC provided Strategic Funds support for 10 small-scale projects from the following nine country clusters: Burkina Faso, Chad, DRC, El Salvador, Mali, Somalia, Sudan, Venezuela, and Yemen. These initiatives piloted priority interventions to strengthen coordination and accelerate progress on cluster strategies. Activities included urban shelter needs assessments, environmental impact analyses of new IDP sites, geoportal visualization of multisectoral community needs, guidance on cash-for-shelter delivery, and DRR measures for settlements. By promoting practical, context-specific solutions, these projects bolstered collaboration and improved sector outcomes.

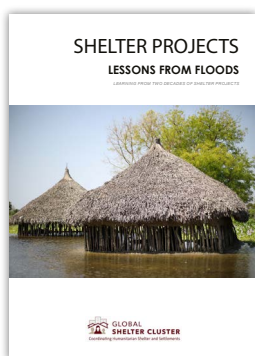


TECHNICAL WORKING GROUPS

SETTLEMENT APPROACHES IN URBAN AREAS

In 2024, the [Urban Settlements Working Group \(USWG\)](#) hosted a series of webinars on implementing the Settlements Approach and other intervention modalities in urban settings. The sessions explored strategies, best practices, challenges, and forward-thinking solutions. Catholic Relief Services compiled case studies for internal learning and advocacy. IMPACT published the Environmental Addendum to the Settlements Approach Guidance Note, while InterAction produced a report identifying barriers to operationalizing the approach, supported by an online training module. These initiatives underscore the USWG's commitment to expanding and refining the Settlements Approach across diverse urban crises.

SHELTER PROJECTS



The [Shelter Projects Working Group \(SPWG\)](#) began preparing the [10th edition of its flagship publication](#) (scheduled for 2025). As in previous editions, it will feature case studies covering conflicts, disasters, and complex crises. The [2024 photo competition](#) yielded over 150 entries, and winning images will appear throughout the publication. The SPWG showcased resources at major events such as the Africa Shelter Forum, GSC Shelter Week, World Urban Forum, and Asia and the Pacific Shelter Forum. [Shelter Projects](#) also released [Lessons from Floods](#) (in [English](#) and [French](#)), a thematic booklet capturing two decades of experience in flood response, recovery, and risk reduction within the shelter and settlements sector.

PSEA

To strengthen safeguarding, accountability, and protection from sexual exploitation and abuse (PSEA) in humanitarian shelter programming, the GSC launched its [PSEA Working Group](#) in 2024. This group will mainstream PSEA considerations in the GSC Coordination Toolkit and develop dedicated guidance in 2025, aligning with the GSC Strategy 2030. By setting clear expectations and best practices, the GSC will strengthen protection, risk mitigation, and standardized PSEA implementation across the humanitarian shelter sector.

EXTREME HEAT

Launched in late 2024, the [Extreme Heat Working Group](#) defined an initial scope focused on country-level needs and operational research. Ongoing work will address knowledge gaps in responding to rising temperatures in humanitarian contexts.



COMMUNITIES OF PRACTICE

COORDINATION

In 2024, the [Coordination Community of Practice \(CoP\)](#) facilitated discussion on three main topics. In the second quarter, coordinators discussed durable solution and area-based coordination opportunities and challenges, continuing the debate at the June GSC Coordination Workshop in Geneva. In the last quarter, the CoP examined the impact of flooding on shelter responses in conflict settings. Field perspectives from this forum informed an advocacy document circulated to donors and key stakeholders, and these discussions underscored the value of knowledge-sharing to enhance shelter outcomes in complex emergencies.

TECHNICAL

The [Technical Community of Practice](#) was formally launched in October 2024. An initial survey drew 184 responses, identifying priority themes and revealing the need for guidance in six core thematic areas. Fire safety, facilitated by Kindling, has been integrated into this CoP. Two introductory webinars are planned for early 2025 to clarify focus areas and invite CoP members to form smaller working groups. Leads and co-leads will then oversee a 2024–2025 work plan addressing gaps in technical guidance.

ENVIRONMENT

The [Environment Community of Practice \(ECOP\)](#) offered remote support for natural-hazard responses (cyclone, earthquake, hurricane). Guidance notes on hurricane response were shared in [English](#) and [French](#), while the Vanuatu earthquake response note is available [here](#). Further notes addressed potential [cyclone impacts in the West Indian Ocean](#) and typhoons in the West Pacific. The ECOP also helped shape the newly approved Extreme Heat Working Group.

GENDER, DIVERSITY, AND INCLUSION (GDI)

Launched in 2024, the [Gender, Diversity, and Inclusion CoP](#) supports country clusters and partners in addressing cross-cutting issues that affect the quality and inclusiveness of shelter and settlements programming. This community builds upon the work of previous cross-cutting groups and activities, including the former Disability Inclusion Working Group, that finalised work on the [All Under One Roof](#) guidance in 2024. To date, the GDI CoP have led a survey in 15 clusters to assess women's and persons with disabilities representation in shelter coordination, helping prioritize actions to enhance inclusion in the sector.

RECOVERY

The [Recovery Community of Practice \(RCoP\)](#) hosted the [30th UK Shelter Forum in London](#) in May, focusing on scaling up solutions amid growing needs and limited resources. CRS and CRATERre led a [webinar on Earth Construction](#), part of a local-building cultures series. CARE International UK and CENDEP completed the BHA Shelter Review research, whose findings are available via the [GSC website](#). The RCoP and ECoP also planned a joint learning event on climate change adaptation, set for January 2025.

FRANCOPHONE COP

Launched in November 2024, the [Réseau Habitat d'Urgence Francophone CoP](#) seeks to strengthen francophone actors' capacity through training workshops, resource sharing, and targeted research. In 2025, the group will hold a series of French-language webinars on self-recovery, HLP, GDI, and DRR/floods, along with a digital platform launch and its first in-person forum in Lomé, Togo, from 1-3 July 2025. A sectoral capacity assessment is also planned, contingent on funding.



Recovery Community of Practice (RCoP)

CASH AND MARKETS COP

In 2024 the CoP continued to contribute to the GSC research initiative on decision-making around the use of cash in Shelter and Settlement programming ([final report](#)). This included launching the report with the CoP to share the findings. There were three dedicated webinars throughout the year to share tools and progress discussion on priority areas. The introductory session on cash coordination was further included in the Shelter Cluster Coordinators training workshops. The co-chairs of the CoP provided ad hoc support to regional and country level clusters as to the use of Cash and Markets to support shelter outcomes.



This 2024 Achievements Report is issued at a time of profound challenge for the Global Shelter Cluster and the broader humanitarian community. Severe funding cuts have deeply impacted our partners, led to the loss of dedicated staff across our network, and, most critically, affected the communities we serve. As we reflect on the work accomplished over the past year, we do so with a deep sense of solidarity with all those who have been affected by these cuts. This report stands as both a testament to the resilience and commitment of our colleagues and partners, and a reminder of the urgent need to sustain support for those living in crisis.

Above all, it is the people affected by conflict, disaster, and displacement who bear the heaviest burden of these cuts. The reduction in shelter, transitional shelter, and non-food item assistance puts lives at risk, leaving many exposed to the elements, without safety or dignity, and at increased risk of harm. While the humanitarian community faces serious challenges, our first and foremost concern remains the individuals and families whose basic needs and rights are increasingly unmet.



CLUSTER LEAD AGENCIES



2024 SAG MEMBERS



DONOR CONSULTATION GROUP MEMBERS



OTHER PARTNERS





GLOBAL SHELTER CLUSTER

Coordinating Humanitarian Shelter and Settlements

