

SHELTER PROJECTS

9th edition

CASE STUDIES OF HUMANITARIAN SHELTER AND SETTLEMENT RESPONSES 2021-2022

Shelter Projects Working Group partners and supporting agencies for this edition



Shelter Projects 9th edition

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© Amber Christino / IOM Burundi. Burundi, 2019. *Two Burundian sisters who returned from the United Republic of Tanzania as orphans, celebrate their repaired mud brick home alongside members of their community. The repairs were done through a comprehensive programme designed to support returning migrants and their communities with shelter rehabilitation and income-generating activities.*

© Stylia Kampani / IOM Nigeria. Gubio camp, Borno State, Nigeria, 2021. *An inclusive cooking space constructed using local materials and simple construction techniques for easy upgrade and maintenance for persons with disabilities.*

© Xavier Génot / IFRC. Malagasy Red Cross Society, Madagascar, 2022. *Awareness session on improvement of traditional house construction, part of conditional cash for shelter program in response to the tropical cyclone Batsirai impact. This way to transmit knowledge and Building Back Safer key message was one of the dissemination vehicle used to sensitise households in the enhancement of the repairing of their damaged house, within communities with high level of illiteracy.*

© Sami Abdullah / IOM Iraq. Jeddah camps, Iraq, 2019. *A Cash-for-Work program involving women from vulnerable households provided solid motivation to rely on themselves in carrying out the daily maintenance of their shelters inside the camp, even when they return to their areas of origin. (Public voting winner)*

For more information on the Shelter Projects Photo Competition, see www.shelterprojects.org

FOREWORD

In 2021 and 2022, a multitude of factors like poverty, conflicts, and climate change-induced disasters triggered global crisis; and displacement reached unparalleled levels. Disasters like flooding in Pakistan, an earthquake in Afghanistan, cyclones in Mozambique, and the 2023 earthquakes in Türkiye and Syria, have highlighted the continued need for robust humanitarian shelter and settlements responses.

Conflicts like the invasion of Ukraine, economic crisis in Venezuela, and protracted conflict in Syria also spurred mass displacement. Climate change has been a threat multiplier, intensifying political and economic instability.

Cities are increasingly becoming focal points for such crises, with displaced populations seeking better opportunities and services. However, the rapid, unplanned urbanization is posing risks to displaced and local communities alike, exerting more pressure on local authorities to provide housing, as well as basic services and livelihoods.

This daunting outlook represent a formidable challenge for the international community and for organisations working in this sector. The escalating need has consistently outstripped available resources and capacities, highlighting the importance of continuously adapting and innovating our approaches.

Affected communities stand as the primary responders in these crises, showcasing their capacity to actively participate in their recovery rather than being passive recipients of aid. This crucial recognition has underscored the successful strategies employed in our shelter projects.

Now, more than ever, we look to the past to guide us towards more effective responses in the future. This is

where Shelter Projects comes into play. A Global Shelter Cluster initiative, its primary aim is to document and share valuable lessons from past experiences, to continually improve our current practices and shape the strategies of the future.

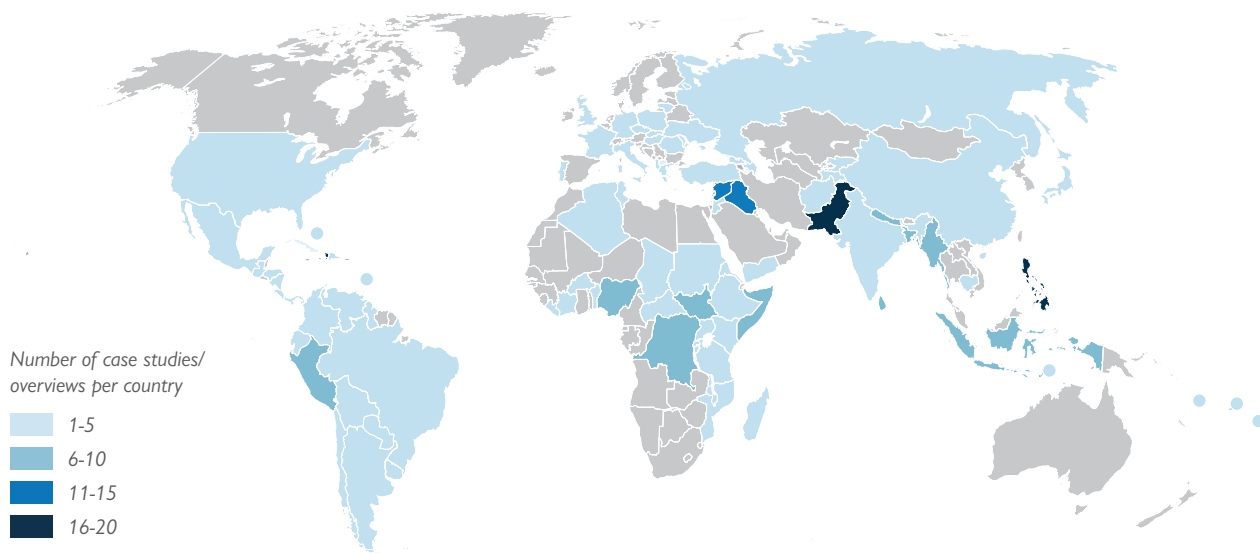
This publication, written by practitioners for practitioners, is a result of a collaborative and consultative process. It encapsulates the invaluable contributions of thousands of people – from those affected by crises, government workers, to members of supporting organisations. We are keenly aware that the primary actors in any recovery are the crisis-affected people themselves, and this understanding is reflected in the case studies featured.

Shelter Projects has been utilised globally as a vital tool for shaping response and recovery strategies, developing shelter proposals, and advocating for best practices in humanitarian response. It has served as a solid foundation for government strategies, discussions with civil protection agencies and local municipal authorities, and even for private sector organisations seeking to understand the process of providing shelter. Furthermore, it has been extensively used in humanitarian training and academic research.

We invite you to delve into this publication, to explore the wide range of implemented shelter and settlement programs. Each case study and response overview is designed to provide different perspectives on response options, offering a thorough analysis of the challenges faced, strengths and weaknesses, wider project impacts, and crucial learnings.

**The Global Shelter Cluster Shelter Projects
Working Group, July 2023.**

INDEX OF CASE STUDIES/OVERVIEWS BY COUNTRY PUBLISHED IN SHELTER PROJECTS (2008-2022)



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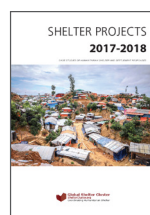
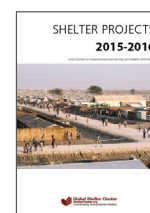
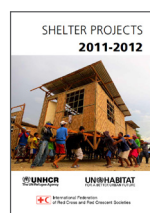
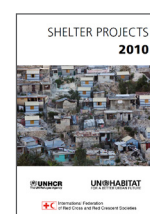
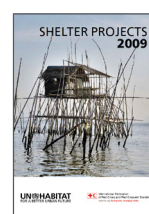
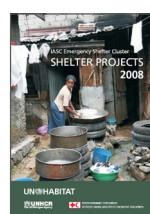
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- National Shelter Clusters;
- Norwegian Refugee Council (NRC);
- The Interagency Coordination Platform for Refugees and Migrants (R4V);
- Shelter Box;
- The United Nations High Commissioner for Refugees (UNHCR); and
- United Nations Human Settlements Programme (UN-Habitat).

Compiled, edited, and layout by IOM.



For comments, feedback or questions, please visit the website or contact

shelterprojects@sheltercluster.org

ACRONYMS

AGD	Age, Gender and Diversity	IDP	Internally Displaced Person
AAP	Accountability to Affected Populations	IEC	Information, Education, and Communication
ABA	Area Based Approach	IM	Information Management
BBS	Build Back Safer	INGO	International Non-Governmental Organization
CBI	Cash-Based Interventions	IP	Implementing Partner
CCFS	Conditional Cash for Shelter	MoU	Memorandum of Understanding
CFW	Cash-for-Work	M&E	Monitoring and Evaluation
CCCM	Camp Coordination and Camp Management	NFI	Non-Food Item(s)
CMRU	Municipal Urban Resilience Cells	NGO	Non-Governmental Organization
DMU	Disaster Management Unit	PDM	Post-Distribution Monitoring
DRR	Disaster Risk Reduction	SAG	Strategic Advisory Group
EVI	Extremely Vulnerable Individuals	SOP	Standard Operating Procedures
GBV	Gender-Based Violence	TPM	Third Party Monitoring
HLP	Housing, Land and Property	UN	United Nations
HRP	Humanitarian Response Plan	WASH	Water, Sanitation and Hygiene

A NOTE ON TERMINOLOGY

There has been much debate around terminology used in the shelter sector. The focus of these conversations has been held in the English language. As such the distinctions may not translate well into other languages.

There have been particular discussions in English language definitions used for different phases of assistance. For example, the terms “emergency shelter”, “transitional shelter”, “temporary shelter”, “semi-permanent shelter” and “incremental shelter” have all been used to define both the types of shelters and the processes used. Similarly terms have been used for Non food items (NFIs), Core relief items (CRIs), Household items. There are similar discussions related to the use of cash and vouchers in assistance.

Another example of terminology that has many variations is “camp planning”, “site planning” and “settlement planning”.

Sometimes these terms are used interchangeably, and sometimes they are used very specifically. This can be impacted for example by the political context (e.g. in contexts where “camps” are not allowed) or can be impacted by the degree of integration with existing settlements and wider urban and regional planning. In this book we use the terms used in-country and by the specific implementing organizations, which may vary.

The summary table within each case study includes sections showing the “Direct cost” and the “Project cost”. The direct cost refers to the value of assistance package directly received by households, this includes for example the costs of materials, of labor and/or the value of cash assistance provided. The term “Project cost” refers to the direct costs plus the indirect costs, for example taking account for staffing and overhead costs.



NFI distribution for new arrivals at a resettlement site for IDPs displaced by the violence in Cabo Delgado Province, Northern Mozambique.



Through knowledge and skills assimilated from Savings Groups and Study Circle Groups on Land and Housing Rights, Idah Mbewe managed to obtain her Occupancy License from the Kabwe Municipal Council in Makululu, Kabwe, Zambia.



Construction of new camps for IDP families in Northern Aleppo, Syria using sandwich panels and Cash-for-Work methodology.

© Malek Alwadi

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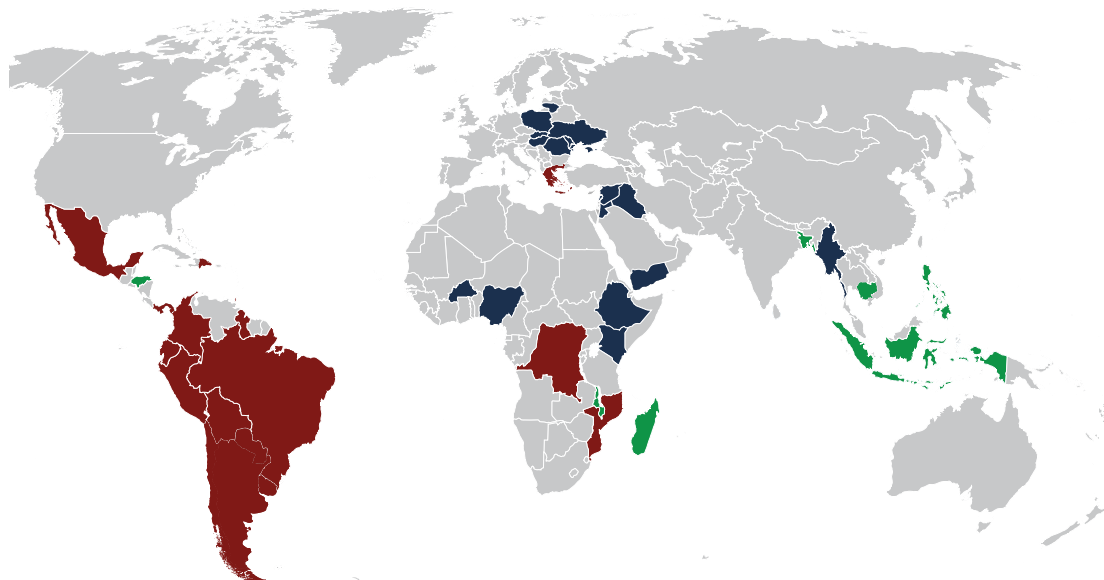
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INTRODUCTION

Woman builds on shelter frame with mud and bamboo in Kerala, India. Flood-affected communities used local materials and traditional techniques to build long-term shelters, 2020.

© Sameer Raichur



INTRODUCTION



Durable shelters in Malkohi, Adamawa State, Nigeria, 2022.

ABOUT THIS BOOK

This edition of Shelter Projects contains 24 new case studies, and four overviews of humanitarian shelter and settlements responses during 2021–2022. Written by field practitioners, and coordination teams themselves who have been involved in each of these projects and responses, the pieces are all included in Section A of the publication.

In Section B of this edition, there are three Research Pieces, and a tribute to Dr. Teddy Boen for his contribution to seismic retrofits using ferrocement. The research pieces explore a range of topics including the relationship between shelter and settlements practices and the influences on the decision-making process to use cash assistance (B.1); supporting recovery from humanitarian crises using ‘constructive ambiguity’ (B.2); and a piece on addressing the challenges to adequate housing for Venezuelan refugees in Latin America and the Caribbean (B.3).

The case studies in this book deal with projects implemented by many different organizations, a full list of which can be found in the acknowledgements section. In order to allow strengths and weaknesses of projects to be openly shared, the case studies are not directly attributed to individual organizations. Since projects are implemented in diverse and challenging conditions, case studies illustrate both good and bad practices. From each one, there are lessons that can be learned, and aspects that may be repeated or avoided. A list of suggested ‘Further Readings’ from Shelter Projects on common themes can be found at the end of each case study as well.

The objective of this publication has always been to encourage the learning process, advocate for following good practices and avoid “reinventing the wheel”. If you wish to find out more about the specific projects, please contact shelterprojects@sheltercluster.org

CASE STUDY SELECTION

The case studies were selected using the following criteria:

- The project was a) wholly completed or, if not, b) solid learning elements could be gained from the project implementation by late 2022.
- Given the scale of shelter needs every year, case studies must have had large-scale impacts. Discontinued trials, pilot projects or design concepts were not included, unless a clear scale-up strategy was defined.
- Most of the project must have been implemented within the first year following a disaster, or over longer time frames for recovery processes. For conflict, chronic emergencies and return processes, longer time scales were considered. In this edition, there are also three case studies on permanent new-build housing construction.
- Accurate project information was available from staff or individuals involved in the implementation. In most cases, content was provided directly by project field staff and program managers.
- The case studies illustrate a diversity of approaches to meet shelter and settlements needs, as providing shelter assistance is more than simply designing architecturally impressive structures or constructing individual houses.

After a pre-selection based on the above criteria, each case study was further peer-reviewed by members of the *Shelter Projects Working Group*. The review enabled an additional level of critical analysis of the strengths and weaknesses of each project, and pointed out what lessons to highlight and what aspects to expand upon, ultimately increasing the overall quality of each case study.

GLOBAL OVERVIEW OF DISPLACEMENT AND RESPONSE

In the course of 2021, 14.4 million new displacements within countries were reported, a stark increase from the estimated 11.2 million in 2020, with 1.7 million people crossing international borders to seek protection.¹ Conflict, violence, and disasters contributed to a total of 38 million internal displacements across 141 countries and territories – with 23.7 million displaced by disasters, and 14.4 million due to conflict and violence.²

By mid-2022, 9.6 million new internal displacements were reported, more than double the same period in 2021 – at least 7 million in Ukraine³.

CONFLICTS AND VIOLENCE

At the end of 2021, a total of 89.3 million were forcibly displaced worldwide as a result of persecution, conflict, violence, human rights violations, or events seriously disturbing public order. This includes 53.2 million IDPs, 27.1 million refugees, 4.6 million asylum seekers, and 4.4 million Venezuelans displaced abroad, with 83 per cent hosted in low-and middle income countries.⁴

Similar to 2020, more than two-thirds (69 per cent) of all refugees and other internationally displaced people in 2021 came from the same five countries: Syrian Arab Republic (6.8 million), Venezuela (4.6 million), Afghanistan (2.7 million), South Sudan (2.4 million), and Myanmar (1.2 million). Increased to 76 per cent by mid-year 2022, Ukraine (5.4 million) was added amongst the list of the five countries.

While global data for returnees and non-displaced people (such as affected host communities) was not available,

projects in this book also include assistance to these groups of people.

The top five countries with the most internal displacements by conflicts and violence in 2021 were Ethiopia (5.1 million), the Democratic Republic of Congo (2.7 million), Afghanistan (723,000), Burkina Faso (682,000), and Somalia (549,000).⁵ This edition includes case studies and/or response overviews from Ethiopia (A.3), Democratic Republic of the Congo (A.2), and Burkina Faso (A.1).



Mekelle, Ethiopia, 2021.



Kongoussi, Burkina Faso, 2022.

1 UNHCR (2022). *Global Trends - Forced Displacement in 2021*

2 IDMC (2022). *Global Report on Internal Displacement 2022*

3 UNHCR (2022) *Mid-Year Trends 2022*

4 UNHCR (2022). *Global Trends - Forced Displacement in 2021*

5 IDMC (2022). *Global Report on Internal Displacement 2022*

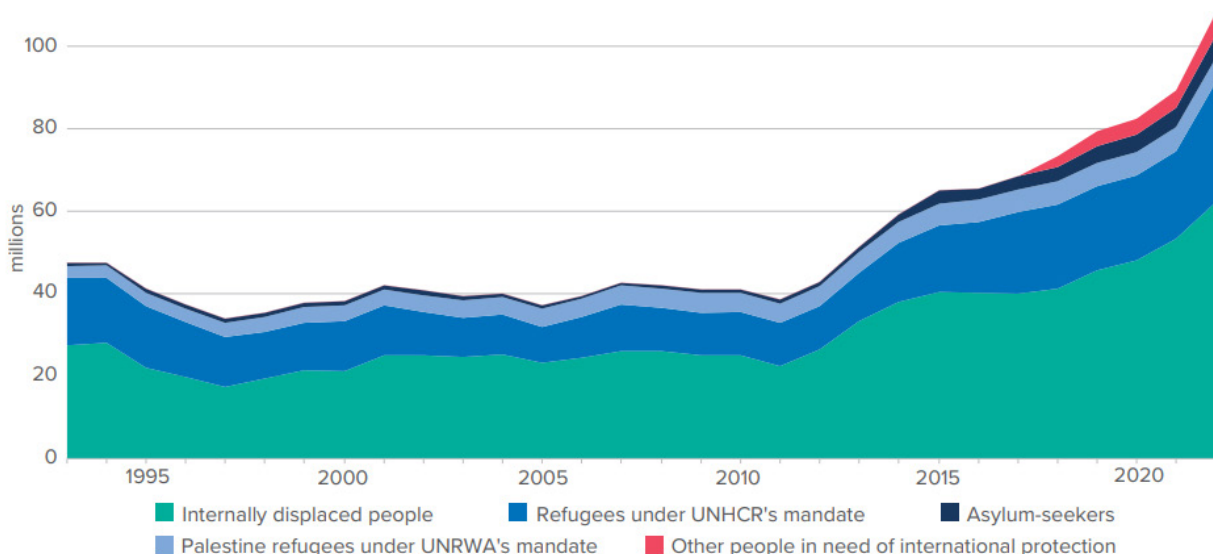


Fig. 1: Number of people forced to flee through the years from 1993-2022. Source: UNHCR Global Trends Report, 2022.

DISASTERS

In 2021 and 2022, disasters affected 101.8 million people¹, and 185 million people² respectively. 95 per cent of all internal conflict displacements in 2021 occurred in countries that are highly vulnerable to the impacts of climate change, and 78 per cent of new refugees, and asylum seekers originate from these same countries.³ However, the numbers of people affected do not necessarily mean that all had shelter needs.

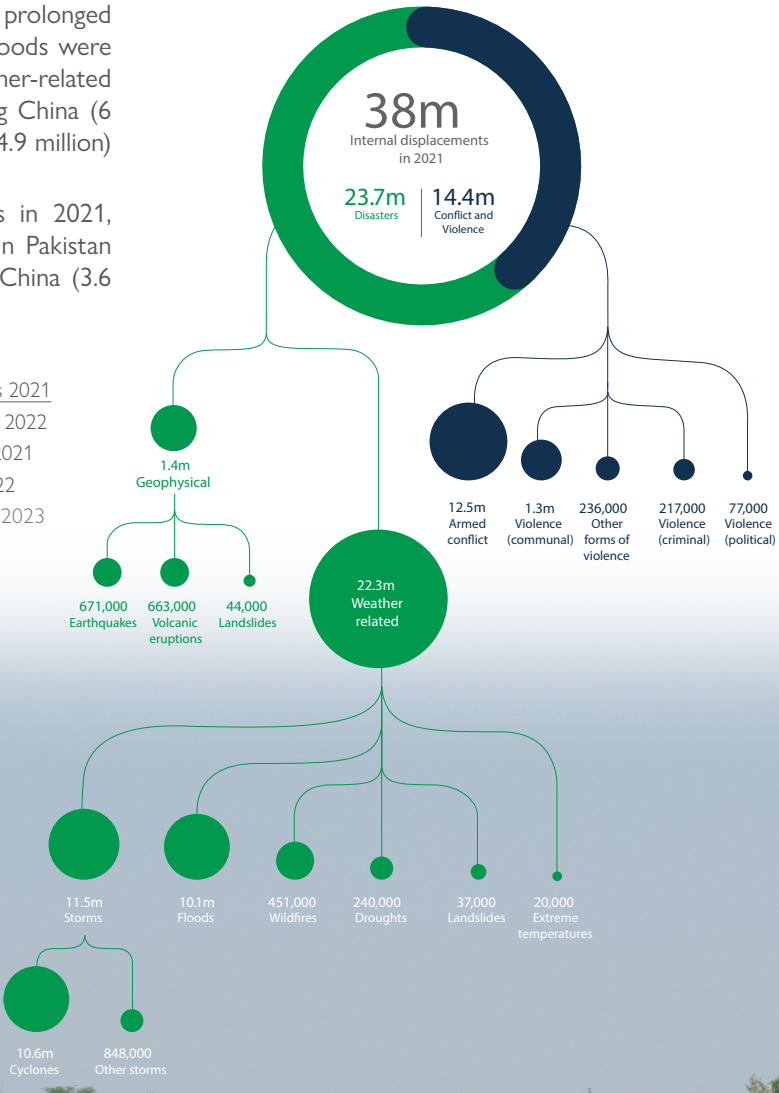
Most of the new and repeated displacements triggered by disasters in 2021 were recorded in East Asia and the Pacific and South Asia, which together accounted for about 80 per cent of the total. Many displacements were in the form of pre-emptive evacuations, but the extent of housing destruction in some of the disasters suggests that significant numbers of people face the prospect of prolonged displacement. Tropical cyclones, storms, and floods were the top three hazards that led to the most weather-related internal displacements during the year affecting China (6 million), the Philippines (5.7 million), and India (4.9 million) with the highest figures.⁴

In 2022, the top hazards were the same as in 2021, with the most internal movements recorded in Pakistan (8.1 million), the Philippines (5.4 million), and China (3.6 million).⁵

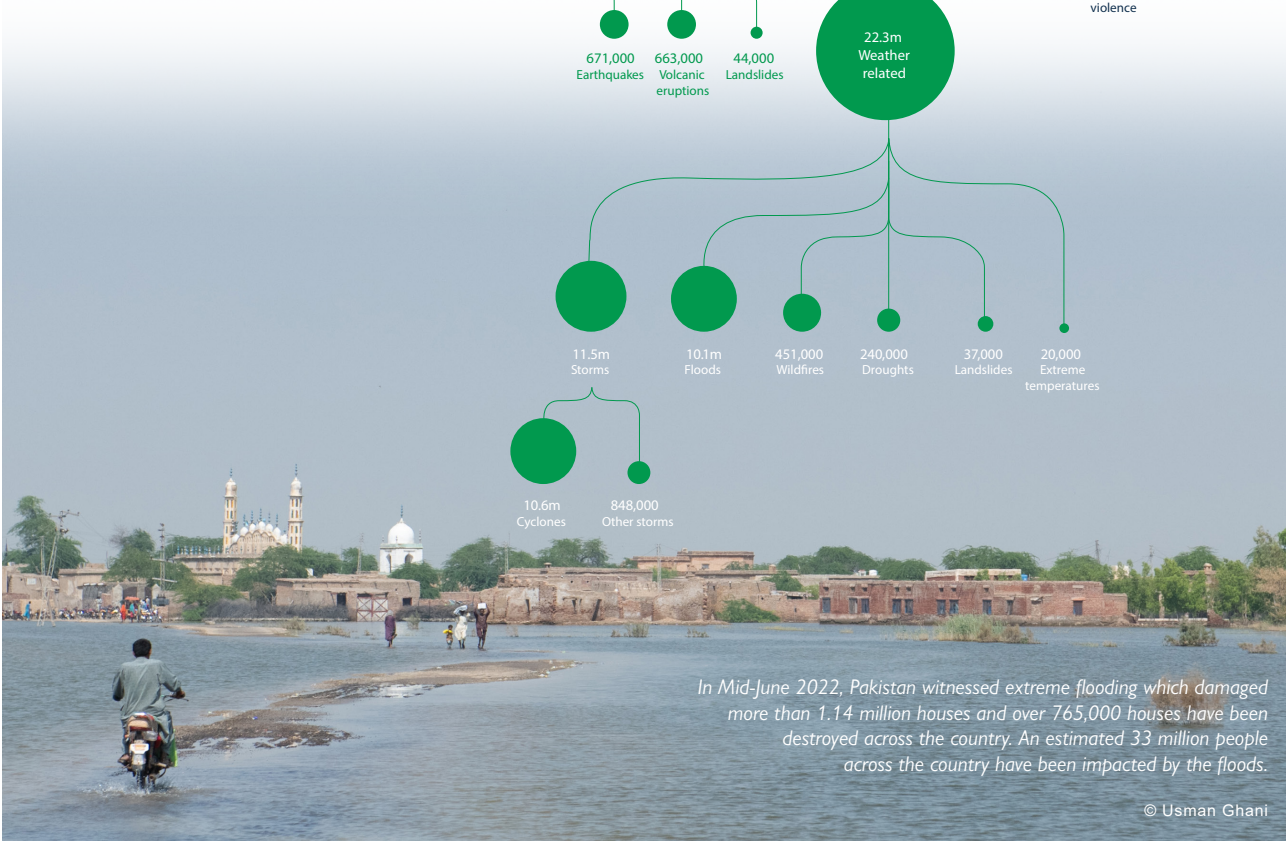
This edition includes multiple shelter responses to tropical cyclones, and storms: a housing retrofitting project following Typhoon Goli/Rolly in the Philippines (A.19), a response overview to the 2022 Cyclones Batsirai/Emanati in Madagascar (A.5), and a project linked to wider impacts in Honduras after the Eta/Iota Tropical storms (A.14). Flood responses include case studies from Cambodia (A.16), the Dili Floods of 2021 in Timor-Leste (A.20), and a flood response following Cyclone Ana in Malawi (A.6).

Other disasters featured in the publication are the 2020 Beirut blast (A.26), and the massive 2021-22 fire incidents in the Rohingya camps in Bangladesh (A.15).

Fig. 2: Internal displacements breakdown by conflicts, violence, and disasters in 2021. Source: IDMC, GRID, 2022.



1 UCLouvain, CRED, USAID (2022). *Disasters in Numbers 2021*
 2 UCLouvain, CRED, USAID (2023) *Disasters in Numbers 2022*
 3 UNHCR (2022). *Global Trends - Forced Displacement in 2021*
 4 IDMC (2022), *Global Report on Internal Displacement 2022*
 5 IDMC (2023). *Global Report on Internal Displacement 2023*



SHELTER RESPONSES IN 2021 AND 2022

In 2021 and 2022, the Global Shelter Cluster (GSC) reported that 17.5 and 19.2 million people respectively had been reached in countries where a cluster or cluster-like coordination mechanism was active.⁶ It is important to note that this excludes, among others, some refugee responses such as the Rohingya crisis, or the responses in the countries around Venezuela and Ukraine. These figures represent an increase in people reached when compared to the three preceding years. (see Fig. 3).

Fig. 3 shows the total people targeted and reached with Shelter-NFI support since 2015. These figures should also be considered in relation to the overall number of people in need of Shelter-NFI assistance, which was 59.4 million in 2021 and 75.2 million people in 2022. Overall Shelter Cluster responses met 29.4 per cent of the total needs in 2021 and 25.5 per cent of the needs in 2022. In both years responses assisted 65 per cent those people targeted. The large majority of this assistance was in NFI only.

⁶ All data in this section is from the Global Shelter Cluster <https://www.sheltercluster.org/operations>



Fig. 3: Total people targeted and reached with Shelter-NFI support from 2015 to 2022, in responses where a cluster or cluster-like mechanism was active.



Syrian Arab Republic (Northwest Syria), 2022.

INTRODUCTION

Fig. 4 shows the combined total of people reached in 2021 and 2022 split by region. It shows that the majority of people supported with Shelter-NFI assistance were either in Africa (18.4 million people reached) or in MENA (9.9 million people reached).

The major humanitarian Shelter-NFI responses in 2021-2022 (Fig 5.) were in the Syrian Arab Republic (see A.27), Ethiopia (see A.3), Ukraine (see A.22 and A.23), Democratic Republic of the Congo (see A.2), Afghanistan, Yemen (see A.28), South Sudan, Sudan, Somalia, and Venezuela (see A.11 and A.12). The majority of Shelter-NFI assistance in 2021-2022 was related to conflict and violence, in some cases combined by the additional damage and displacement caused by exposure to natural hazards.

Fig. 5 also shows the split between NFI assistance and Shelter assistance across these responses.¹ It is possible to note for example that some responses, such as the response in Ethiopia, have reached a relatively large number of people with NFI assistance but have reached a much smaller amount of people with more substantial Shelter assistance.

¹ Note that the overall number of people reached noted in Figure 5 is in most cases not equal to the sum of the breakdown of people reached with NFI assistance and people reached with Shelter assistance. This is because some people will have been reached with both NFI and Shelter assistance.

In 2021-2022, as per Global Shelter Cluster figures, the sector received 45 per cent of the funding required across all countries. Fig. 6 shows the regional breakdown of funding requested and funding received.



Makululu, Kabwe District, Central Province, Zambia.

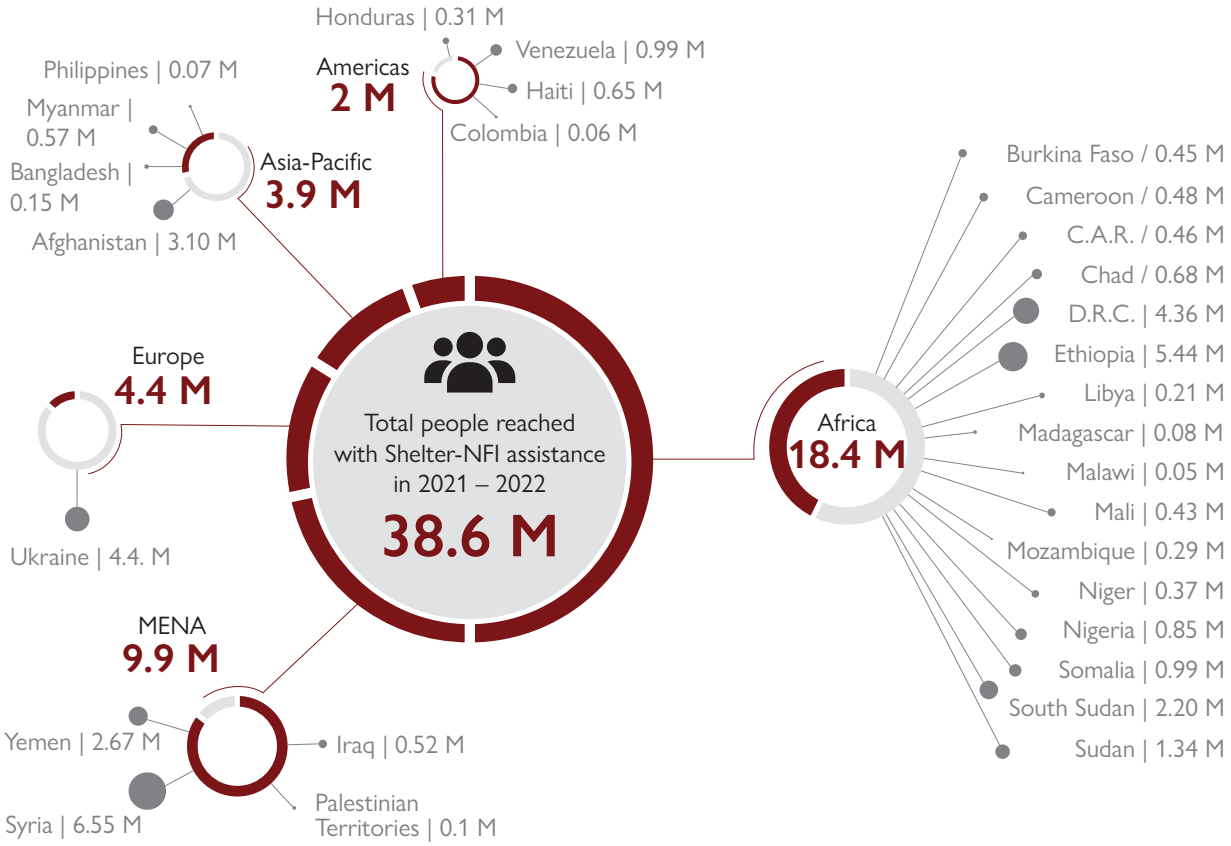


Fig. 4: Total people reached with Shelter-NFI support by region and country in 2021-2022, in responses with a cluster or cluster-like mechanism active.

INTRODUCTION

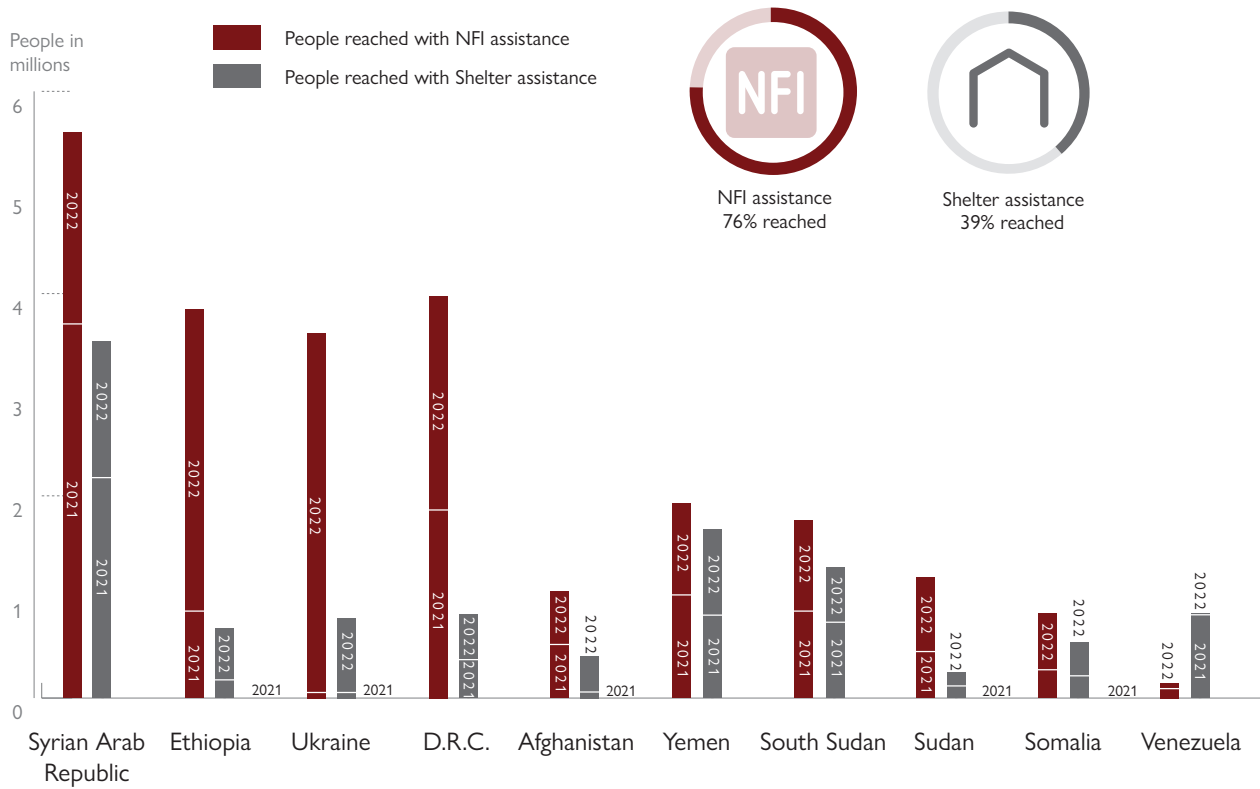


Fig. 5: Top ten responses by people reached in 2021-2022 with Shelter and NFI assistance in countries where a cluster or cluster-like mechanism was active.

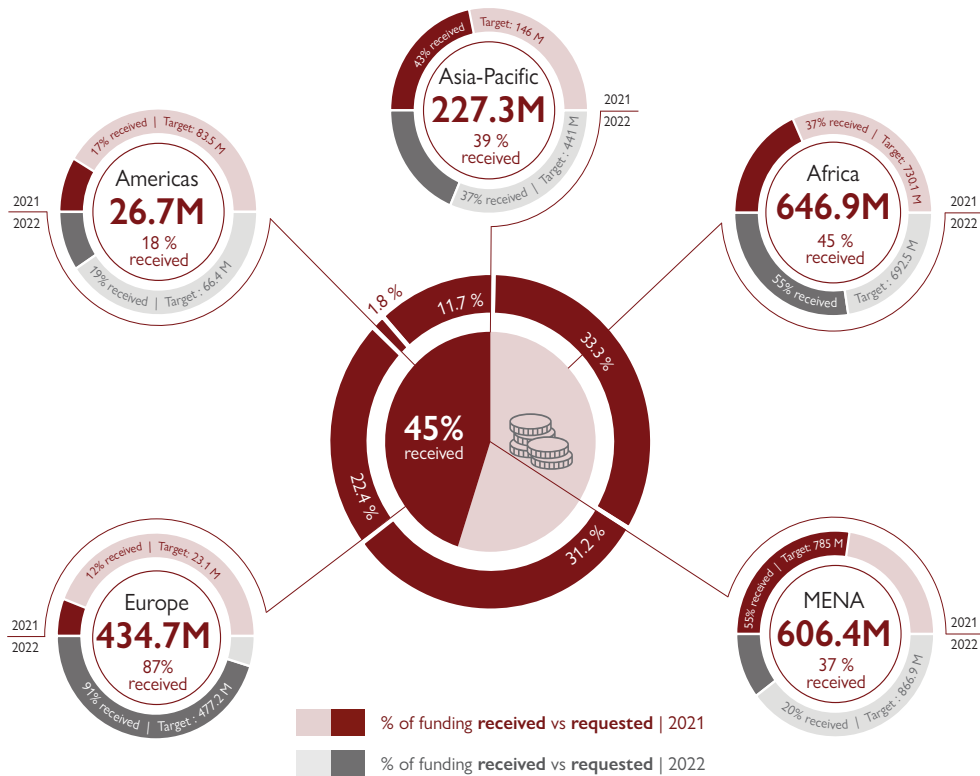


Fig. 6: Regions by funding received for Shelter-NFI in 2021-2022 in responses where a cluster or cluster-like mechanism was active.

OVERVIEW OF CASE STUDIES

DIVERSITY IN RESPONSES

Shelter and settlements assistance is part of a process and crisis-affected people are active participants in that process. How and where assistance is provided in an emergency can have long-term impacts on people's ability to improve their situation and eventually recover.

The case studies in this book show a wide range of approaches to providing shelter and settlements assistance. The approaches taken vary significantly due to a wide range of contextual factors, including the resources, needs, capacities, vulnerabilities, intentions, priorities and barriers faced by crisis-affected people, and due to the phase of response, organizational mandates and funding availability.

See the table on pages xvii-xviii for a full summary of the locations and settlement options, types of shelter assistance and support methods assistance methods and settlement typologies of the projects in this book.

TYPE OF CRISIS AND DISPLACEMENT

Six of the case studies are of projects that supported refugee populations: a case study in Kenya supporting refugees

from South Sudan (A.4), two case studies responding to the Venezuelan crisis in Latin America and the Caribbean (A.12, A.13), a case study from Greece responding to the Mediterranean crisis (A.21), another from Europe supporting refugees of the Ukraine crisis (A.23), and the last one from Syrian refugees in Jordan (A.25).

Ten case studies describe projects that were implemented in support of people internally displaced due to conflict or violence. These include case studies from Burkina Faso (A.1), Ethiopia (A.3), Mozambique (A.7), three case studies from Nigeria (A.8, A.9, A.10), Rohingyas in Myanmar (A.18), Iraq (A.24), Syrian Arab Republic (A.27), and Yemen (A.28).

Eight case studies showcase projects that responded to the impact of disasters (flood, storm, hurricane, earthquake). These include emergency responses in Malawi (A.6), a resettlement case study in Honduras (A.14), a case study on disaster preparedness in Cambodia (A.16), earthquake response in Indonesia (A.17), typhoons in the Philippines (A.19), and floods in Timor-Leste (A.20). A housing rehabilitation case study after the 2020 Beirut blast (A.26), and a case study on site planning after the 2021-22 fire incidents in the Rohingya camps, Bangladesh (A.15) are also included in the publication.



Marocani Resettlement site, Ancuabe District, Mozambique, 2021.

CONTEXT AND SETTLEMENTS OPTIONS/SITUATIONS

People assisted by the projects in this edition were reached with shelter support in different types of locations. This includes four projects that were implemented only in urban areas, and seven projects only in rural areas, and the rest of the projects were a combination of urban, peri-urban, and rural settings, though the definition of what is “urban” varies from one country to another. From a shelter perspective, the location and typology of settlement where people are can be considered amongst the main determinants in selecting appropriate response options.

Projects in this book were implemented for displaced populations in planned sites and settlements (A.1, A.4, A.10, A.12, A.14, and A.24); spontaneous camps where people self-settled (A.6, A.9, A.12, A.15, and A.28); and planned and dispersed resettlement sites designed to provide longer-term shelter solutions for people who had been displaced (A.6, A.7 and A.28).

Many projects also supported populations in dispersed locations, including people in rental accommodation (A.12, A.21, and A.23), people staying with host families (A.1, A.3, A.12, and A.23).

The projects collected also assisted people who were not displaced but whose homes had been damaged or destroyed – most of whom had to relocate in rented or informally occupied settings (A.14, A.16, A.17, A.19 and A.26).

SHELTER ASSISTANCE TYPES

The case studies in this edition show a range of different types of shelter assistance. Eleven projects offered support in providing materials for or directly constructing emergency shelters, and seven projects supported the construction of transitional or semi-permanent shelters (A.9, A.10, A.13, A.14, A.15, A.18 and A.28). Two projects supported host families (A.3 and A.16).

Seven projects supported housing repair, retrofit and/or rehabilitation in support of a combination of displaced people who were renting accommodation (A.13, A.19, and A.26), returnees and non-displaced local populations (A.14, A.16, and A.17), and vulnerable host community members (A.3).

Three projects from Europe and the LAC region provided direct rental assistance (A.13, A.21, A.23).

Five projects supported the construction of core and permanent housing: a project supported the permanent reconstruction of severely damaged or destroyed homes (A.19), and three projects built new permanent housing developments (A.1, A.4, A.7 and A.8).

One project (A.10), was specifically focused on shelter improvement interventions to persons with disabilities.

SUPPORT METHODS

Projects adopted a variety of support methods to deliver shelter assistance. These include the distribution of household items or shelter materials, tools and kits (e.g. A.1, A.7, or A.15), the use of cash-based interventions (CBI) for example through conditional cash transfers (e.g. A.3, A.13, A.16), and non-material form of assistance, such as capacity building (e.g. A.6, A.8, A.24), technical assistance (e.g. A.1, A.10, A.28) and advocacy and legal advice for example in relation to Housing Land and Property Rights (HLP) (e.g. A.7, A.8 and A.16).

Many projects also provided settlements-level support. Seven projects involved site or settlement planning including planning for the development, growth and upgrading of new and existing displacement sites and settlements (e.g. A.4, A.9, A.15, A.16), and supporting planning in existing urban and peri-urban areas (e.g. A.1). Nine projects supported infrastructure improvements, including improvements to roads, drainage, communal spaces, and access to local services and amenities. Site and settlement planning, and infrastructure support was often implemented with aims to reduce vulnerability to natural hazards, mitigate protection and health risks, and promote social cohesion.



Adamawa state, Nigeria.



Delhi, India.

CASE STUDY ANALYSIS AND RECURRING THEMES

For this edition of Shelter Projects, the 24 case studies dealing with the operational implementation of programs (excluding overviews) were analyzed by subject experts. For each case study, the strengths and weaknesses highlighted were taken as the unit of analysis. Each strength and weakness was assigned up to two themes at the intervention/output level and up to two themes at the outcome level.

For example: engaging the community in the project (intervention/output) led to stronger social cohesion (outcome).

The strengths and weaknesses of each project were assigned themes from a list determined by the Shelter Projects Working Group, based on those used in the previous edition of Shelter Projects. In the case study

development and review phases, contributors were encouraged to discuss these themes in the data collection form, and peer reviewers provided commentary to make sure the strengths and weaknesses were justified in the project description. The results of the classification were validated and then analyzed to extract findings. These are presented below and in the table on pages xxiii-xxiv.

It is recognized that case studies have inherent biases due to each author’s perspective and the varying scope of different case studies. Strengths and weaknesses are mostly self-reported, and due to the limited length and specific scope of Shelter Projects – case studies are not exhaustive and the reality can be more nuanced. Case studies are also very diverse because of the varying nature of the context in which projects take place. However, by classifying the strengths and weaknesses of each project, some trends may be observed.

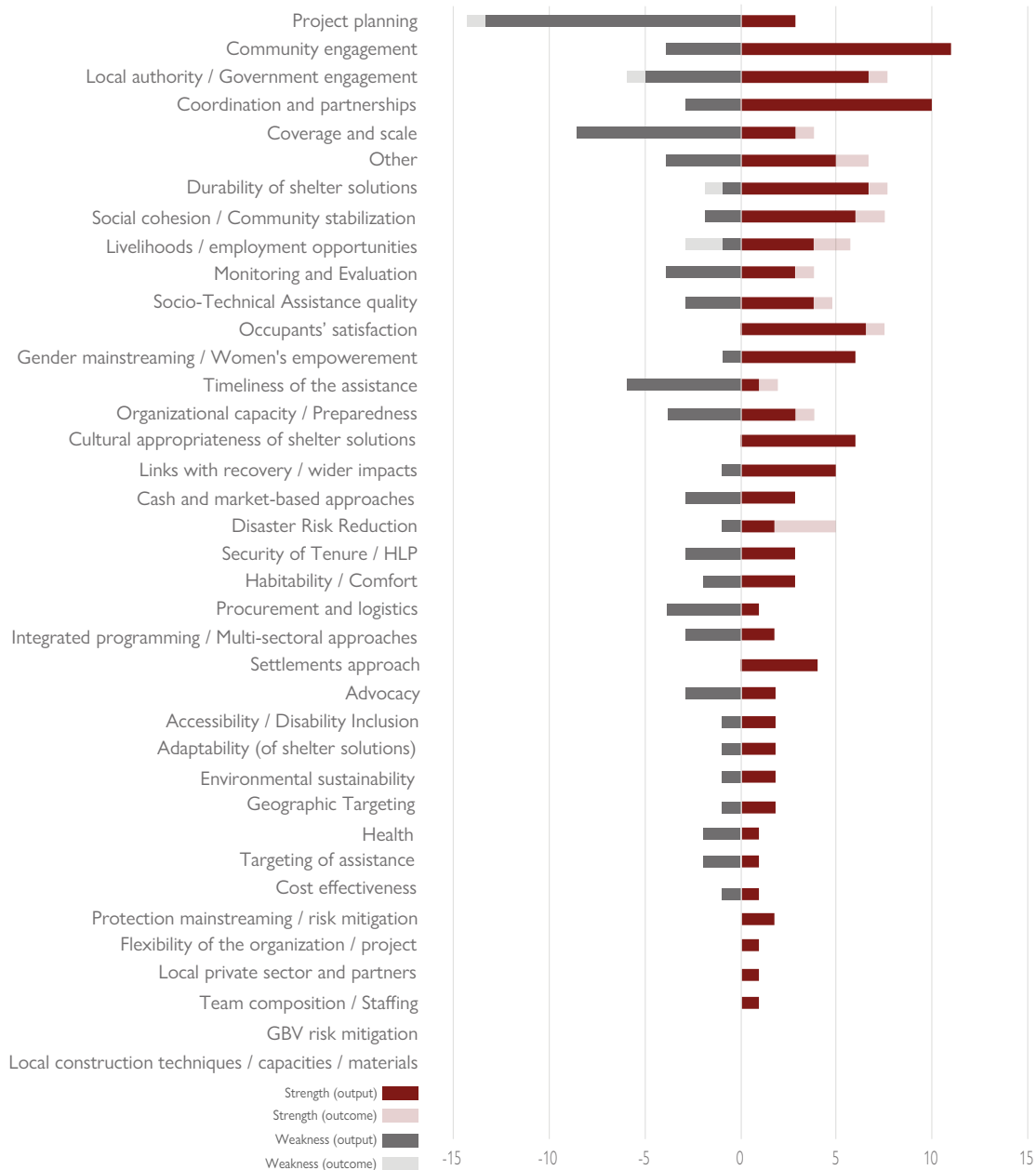


Fig. 7: Strengths and weaknesses reported in the case studies, by theme.

SUMMARY OF FINDINGS FROM THE ANALYSIS

Top five strengths overall	Community engagement, Coordination and partnerships, Durability of shelter solutions, Social cohesion, Occupants' satisfaction
Top four weaknesses overall	Project planning, Coverage and scale, Local authority / Government engagement, Timeliness of the assistance
Top four strengths in conflict responses	Community engagement, Coordination and partnerships, Durability of shelter solutions, Social cohesion
Top two weaknesses in conflict responses	Project planning, Coverage and scale
Top two strengths in disaster responses	Community Engagement, Occupants' satisfaction
Top weakness in disaster response	Project planning

From the analysis, the most reported theme was Project Planning (reported in 15 out of the 24 case studies). The next most reported themes were Community engagement (13 case studies), Coordination and partnerships (12 case studies), Coverage and scale (11 case studies), Local authority / Government engagement (12 case studies) and Durability of shelter solutions (10 case studies). The most recurring themes found through the analysis described above, are briefly expanded below.

PROJECT PLANNING

Project planning was much more likely to be reported as a weakness rather than a strength. It is the theme with the most weaknesses overall in the analysis. Time and timing were the most cited factor in the description of the weaknesses: in several cases the planned project timeline was too short (A.1, A.7, A.8) or parts of the project took longer than anticipated (A.12, A.27). Time planning was also seen as a weakness for not taking into consideration national festivals (A.17) or the importance of seasonality (A.9, A.25). An interesting weakness was noted in A.20 where there was a recognition that there was a missed opportunity to carry out evaluations which would have documented or captured impact. Where project planning was reported as a strength, as in A.12, the project structure was commended for the clarity of roles between local and regional teams, in A.21 the integration of technology to aid project planning was a success, and in A.23 planned flexibility in project implementation was positive.



Selection of beneficiaries with a local youth committee, Indonesia.

COMMUNITY ENGAGEMENT

Community engagement was much more likely to be reported as a strength than a weakness. As a strength, benefits to the project were reported as putting people at the center (A.17), addressing issues at the ground level (A.3), and the engagement of vulnerable groups (A.24).

Community involvement helped with messaging (A.15), consultation (A.28), sustained participation (A.8), and taking community issues into account (A.6). Engagement moved further towards empowering beneficiaries in decision making in A8 where transparency and accountability were encouraged, and in A.12 where the project gave rise to co-creation and co-design.

Longer-term benefits of participation included seeing better care for common areas (A.13) and more resilient shelters (A.18). A.16 saw significant benefits of participation using the PASSA tool and reported the 'empowering approach of PASSA through further mobilizing communities and rallying their participation, resources, and commitment as part of disaster risk reduction management and preparedness, and response'.

As a weakness, community engagement was difficult to organize (A.3, A.7) and was constrained due to access to marginalized groups (A.4) with negative relations with some parts of the community (A.12).



Transportation of bamboo poles for the construction of shelters in Cox's Bazar.



Malkohi, Yola South, Adamawa State.

COORDINATION AND PARTNERSHIPS

Coordination and partnerships are also much more likely to be reported as a strength than a weakness. Collaborations are reported to have program benefits such as timely and quality implementation thanks to productive partnership between contractors and engineers (A.26), more complete understanding of context by coordinating with local NGOs (A.4), better communication with persons with disabilities (A.10) because of partnerships with the appropriate disability organization, and localized and culturally appropriate IEC materials due to partnership between engineers and illustrators (A.20). Appropriate collaborations with partners at different institutional levels was a common thread: A.1 saw project benefits due to links between humanitarian, development and government actors, A.14 reported program synergies where organizations at national, local and international level contributed according to their strengths and expertise, and multi-layered coordination with government authorities in A.14 facilitated a large scale rental scheme. Private sector partnerships in A.23 helped with data processing. A.19 presented an interesting partnership between diaspora and local organizations which offers new idea about how to benefit localization through the flexibility of diaspora engagement. Longer term benefits were seen in with sustained partnerships (A.28) and more enthusiasm for integrated approaches (A.1).

Where coordination and partnerships were reported as a weakness, A.24 detailed a lack of coordination with UN

organizations, A.14 described a missed opportunity for dissemination with local organizations, and A.1 said that negotiating with partners took up too much time.

COVERAGE AND SCALE

Coverage and scale is twice as likely to be reported as a weakness as opposed to a strength. The weaknesses included the small scale of the project compared to the need (A.3, A.28) and in A.28 this contributed to raised tension in some areas. Limited funding was the cause of limited coverage in A.4 and A.20, and high cost per household limited coverage in A.8. It was unclear how the project could be scaled up in A.10 and in A.19 the question was how scaling up could be done cost effectively. In A.23, market forces provided a barrier to coverage because the cost of accommodation varied at certain times, such as during holiday periods, making the cost of accommodation unsustainable. For strengths, additional partners provided a route to scale: in A.7 the number of partners increased, in A.1 technical and financial organizations provided a route to scale, in A.20 a partnership with a local magazine gave scale to the project, and in A.21 the project was implemented throughout the country.

LOCAL AUTHORITY / GOVERNMENT ENGAGEMENT

This theme is evenly balanced between strengths and weaknesses. Local authority engagement strengthened



Venezuelan migrants stranded in Panama city line up for aid distribution.

© Gema Cortés/IOI

projects by promoting understanding of the roles and responsibilities of local authorities to better respond to security and humanitarian crisis (A.1), helping to rapidly establish targeting criteria (A.3), providing robust support for the project (A.6), helping with coordination (A.28), facilitating building permits (A.12), and increasing program synergies (A.14). In A.16 the PASSA process provided an effective platform to engage with local authorities to discuss DRR and HLP. At the outcome level, A.1 reported that the program enhanced local government capacities on integrated planning and participatory urban development.

The project weaknesses caused by local authorities included lack of participation in urban interventions (A.12), not addressing land allocation issues (A.18), constraining shelter modalities (A.20), delaying the project due to lengthy decision making on camp closures (A.24) and a general lack of commitment (A.25).

DURABILITY OF SHELTER SOLUTIONS

This theme is much more likely to be reported as a strength rather than as a weakness. Durability was reported as being longer lasting, stronger, safer, more private and more resilient. When mentioned as a strength, reasons for durability included appropriate construction methods (A.9), engagement of community leaders (A.12), the appropriate technology (A.17), quality of materials (A.26) and quality of foundations (A.27). Community participation in A.18 led to improvements in design which made the shelters more resilient. Longer-term durability was reported in A.13 where the participatory nature of the project led to better care for the shelters in the long-term. Maintenance was the reason given (A.10, A.25) for the lack of durability when reported as a weakness.

INTERESTING POINTS RAISED IN OTHER THEMES

Diaspora engagement was central to A.19: the project 'provides a clear example of the importance and impact of diaspora contributions towards disaster recovery and community

resilience and the benefit of recognizing and strengthening the role that diasporas can play as key partners in shelter response'. The case study highlights the role that diaspora can play in private sector engagement, offering 'unique roles that diasporas can play in partnership with other non-traditional actors towards the identification of alternative shelter financing and increased capacities for affected communities'. It also shows that the diaspora community can contribute to localization by making an impact at the local level.

Case study A.23 demonstrates that the rental market has become the location of several intersecting themes: protection, private sector engagement, transitional shelter and social cohesion. The project addresses directly the protection challenges of a market-based approach, and partners with private sector organizations to transform an e-commerce structure into a protective network to support recovery. The project enables an exit strategy from collective centers by providing a transition to longer-term shelter. There is the concern that the individual approach offered by the market could have the consequence that people may not be able to relate to the community and therefore miss out on opportunities and services that contribute to integration and social cohesion.

Self-reliance and self-recovery are essential to the success of A.19. The project is based around a loan model with beneficiaries carrying out retrofitting themselves. This approach 'empowers affected communities to be directly involved in their own preparedness, response and recovery contributing to a sense of agency that can be translated into longer term buy in and adoption of (good BBS) practices'. Interestingly, diaspora groups were included in BBS standards and practices explanations which enhanced the sustainability of rebuilding through knowledge transfer.

A7 offers the HDP Nexus in physical form. The project 'materializes the humanitarian-development-peace nexus through the creation of resettlement sites with basic living conditions for the resettled families and an improvement of the services and development opportunities also for the surrounding communities'.

SUMMARY TABLE OF PROJECT STRENGTHS AND WEAKNESSES BY THEME

Crisis	CASE STUDY	THEMES											THEMES																												
		Accessibility / Disability Inclusion	Adaptability (of shelter solutions)	Advocacy	Cash and Market-based approaches	Community engagement	Coordination and partnerships	Cost effectiveness	Coverage and scale	Cultural appropriateness of shelter solutions	Disaster Risk Reduction	Durability of shelter solutions	Environmental sustainability	Flexibility of the organization / project	GBV risk mitigation	Gender mainstreaming // Women's empowerment	Geographic Targeting (project locations)	Habitability / Comfort	Health	Integrated programming / Multi-sectoral approaches	Links with recovery / wider impacts / durable solutions	Livelihoods / employment opportunities	Local authority / Government engagement	Local construction techniques / capacity / materials	Local private sector engagement	Monitoring and Evaluation	Occupants' satisfaction	Organizational capacity / Preparedness	Procurement and logistics	Project planning	Protection mainstreaming / risk mitigation	Security of Tenure / HLP	Settlements approach	Social Cohesion / Community stabilization / Resilience	Socio-Technical Assistance quality	Targeting of assistance (beneficiary selection)	Team composition / Staffing	Timeliness of the assistance	Other		
✳	A.1 / BURKINA FASO / 2020-2023 / CONFLICT			S		SW	W	S							A.1					S		S		S					W		W								S		
✳	A.3 / ETHIOPIA / 2022 / CONFLICT				W	SW		W							A.3				W	W		S				S				S		S							W		
🚶	A.4 / KENYA / 2021-2022 / CONFLICT	S			W	S		W	S		S				A.4						S				W			W					S	SW							
🌿	A.6 / MALAWI / 2022 / TROPICAL STORM ANA				S					S					A.6							S				S	S		W				S	S					W		
✳	A.7 / MOZAMBIQUE / 2021-2022 / COMPLEX CRISIS				W			S	S						A.7	S					S							W		W									SW		
✳	A.8 / NIGERIA / 2018-2021 / CONFLICT		W		S			W			S		S		A.8	W	S				S						W		W										W		
✳	A.9 / NIGERIA / 2021-2022 / CONFLICT								S		S				A.9		S			S	S					W	W		W	S									W		
✳	A.10 / NIGERIA / 2021-2022 / CONFLICT	S				S		W			W				A.10	S		W	W									W					S						W		
🚶	A.12 / VENEZUELA (REGIONAL) / 2019-2023 / CC	SW									S				A.12	S					SW			W				SW		S	S								W		
🚶	A.13 / ECUADOR / 2020-2022 / COMPLEX CRISIS		S		S	S					S				A.13						W					S		W	S			S									
🌿	A.14 / HONDURAS / 2020-2021 / HURRICANES					S									A.14					S	S						W	W											W		
💧	A.15 / BANGLADESH / 2021-2022 / FIRE RESPONSE				S										A.15				S			W									S								W		
🏠	A.16 / CAMBODIA / 2018-2021 / PREPAREDNESS				S	W			S						A.16							S				S	S			S											
🏠	A.17 / INDONESIA / 2021 / EARTHQUAKE				S					S					A.17	S					S						S	W	W	W											
✳	A.18 / MYANMAR / 2021-2022 / CONFLICT			S		S				S					A.18		W		S			W																			
🌿	A.19 / PHILIPPINES / 2021-2023 / TYPHOONES					S		W							A.19					S						S														S	
🌊	A.20 / TIMOR-LESTE 2021 / THE DILI FLOODS					S		SW	S	SW	S		S		A.20	S				S		W				S		W		S											
🚶	A.21 / GREECE / 2019-2023 / COMPLEX CRISIS				W		S		S						A.21		W	W											S		S	W									
✳	A.23 / UKRAINE (REGIONAL) / 2022-2023 / CONFLICT	S			SW	S		W							A.23			SW							SW	S	W		S	S	S		SW		S					S	
✳	A.24 / IRAQ / 2019 / CONFLICT				S	W									A.24	S						W						W					S							SW	
✳	A.25 / JORDAN / 2018-2023 / SYRIAN CRISIS				S				S		W	S			A.25	S					W	W																		S	
💧	A.26 / LEBANON / 2020-2022 / BEIRUT PORT BLAST					S			S	S	W				A.26		S								S	S		W						W	S						
✳	A.27 / SYRIAN ARAB REP. / 2021-2022 / CONFLICT	W					S		S	S					A.27			S							S	S															
✳	A.28 / YEMEN / 2020-2022 / CONFLICT				S	S		W	S						A.28							S					S	W													