SHELTER PROJECTS
2015-2016

DRAFT Summary document for the Global Shelter Cluster Meeting, October 2016

Global Shelter Cluster
ShelterCluster.org
Coordinating Humanitarian Shelter

shelterprojects.org

Sharing experiences in humanitarian shelter projects following conflict and natural disaster.

Shelter Projects is a series of case-study compilations which illustrate some of the project options available to agencies and institutions working in humanitarian shelter. Through annual (2008, 2009, 2010) or biannual (2011-2012; 2013-2014) publications, Shelter Projects aim to improve the capacity of humanitarian actors to meet the sheltering needs of disaster and conflict affected populations, by disseminating shelter responses and learning from the experiences.

For further information on Shelter Projects and to download previous editions, please visit www.shelterprojects.org

The case studies introduced in this document will be further developed in the next months, and reviewed by the Shelter Projects Working Group, which is hosted at http://www.sheltercluster.org/working-group/shelter-projects-2015-2016-working-group

This Working Group of the Global Shelter Cluster will work on developing the "Shelter Projects 2015-2016" publication. The participating agencies include IFRC, UNHCR, UN Habitat, IOM, Habitat for Humanity, USAID-OFDA, CRS, NRC and World Vision International.

Due to the very high number of submissions, not all submitted case studies will be included in the final publication, which will be available in April 2017.

For comments on the content of this summary document, or on the Shelter Projects publication in general, please contact web@sheltercasestudies.org

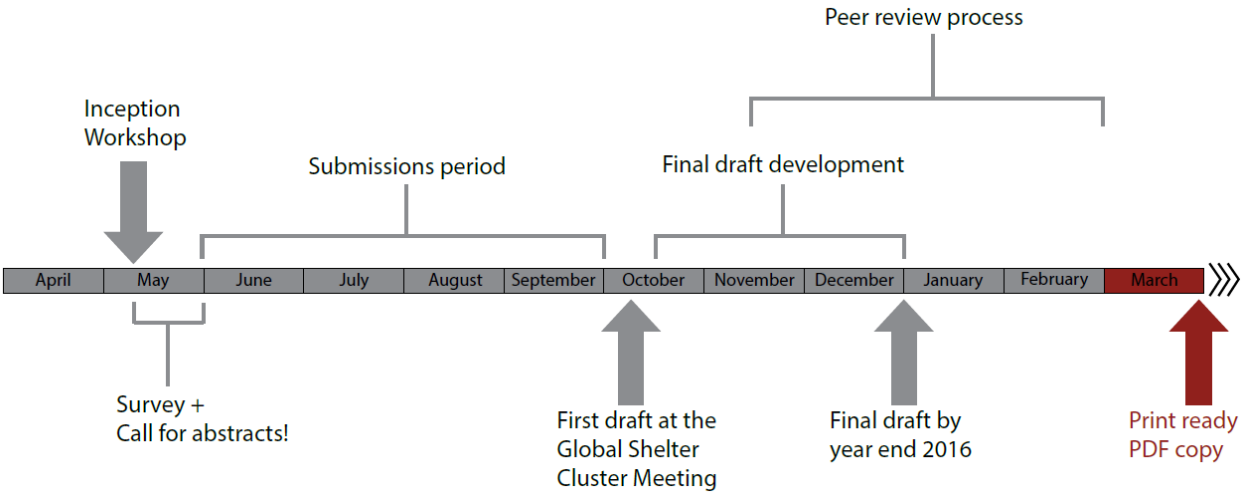
October 2016

Table of Contents

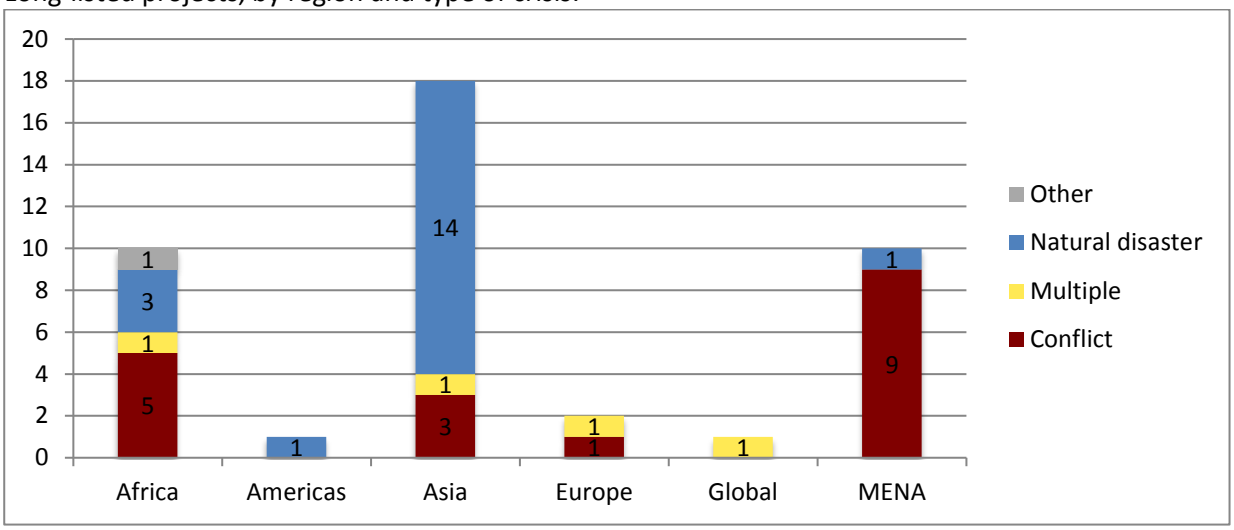
INTRODUCTION

By the end of July 2016, over 60 abstracts were submitted to the Shelter Projects Working Group, for inclusion in the 2015-2016 edition of Shelter Projects. The submissions came from 18 different international organizations and two national NGOs. The abstracts have been narrowed down to about 40 by the working group using the criteria outlined on the website, which include: scale of the project, completion, representation of the country or crisis in previous editions, relevance to the sector, specific added value, and representation of the submitting agency. A brief chart by region, country and type of crisis for the pre-selected case studies can be found below. Overall, there is a good balance between conflict-induced crises and natural disasters, and several case studies with complex or multiple crises. The submissions also include three case studies on cluster coordination, two longitudinal ones, and one on a global initiative.
This summary document presents the long-listed case studies, organized by region, and the abstracts of the opinion pieces that have been submitted for inclusion. Each case study includes a section with basic information and a project summary, and is presented as written by the contributors, with only minor edits. Some include also additional sections, if they were included in the submission.

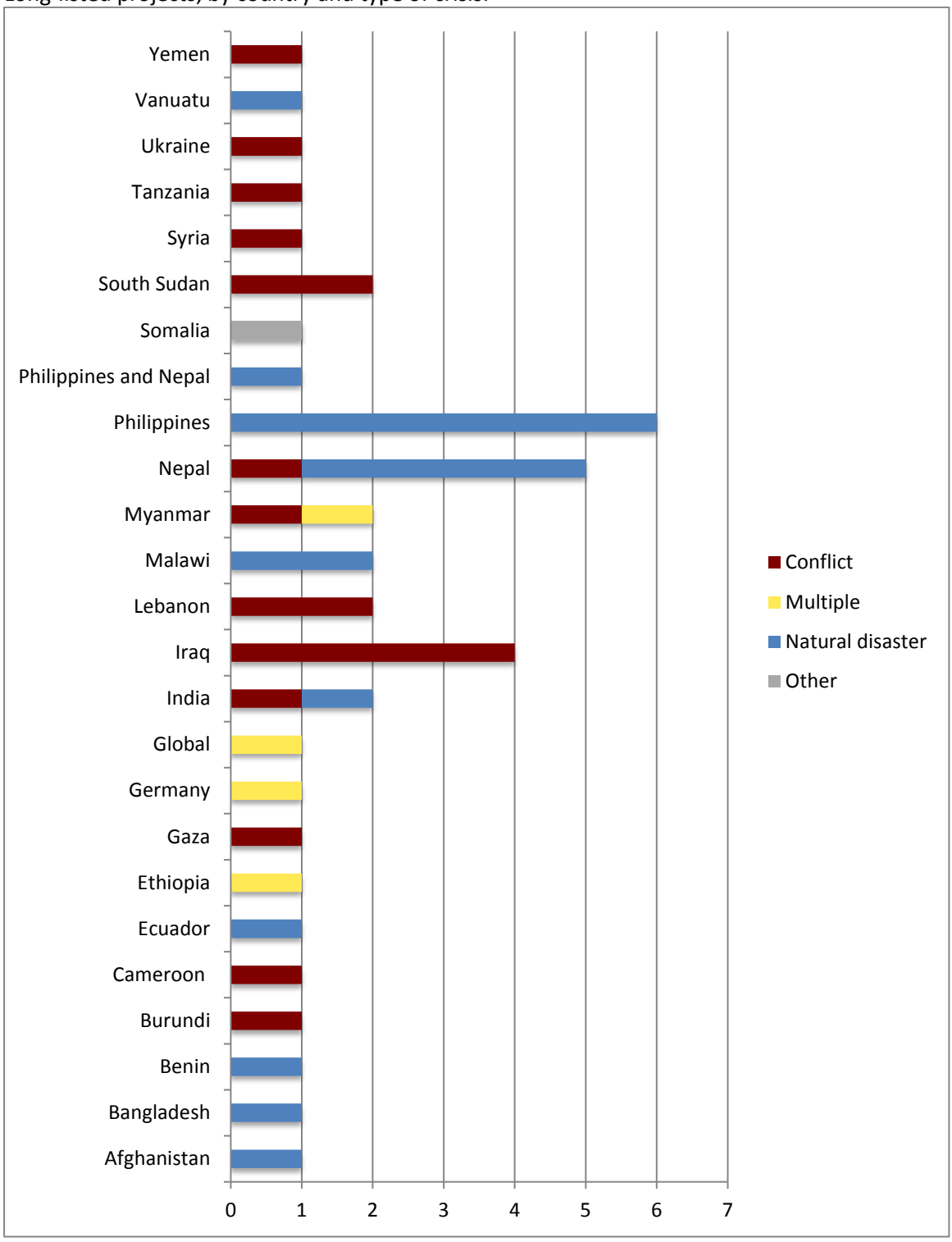
The process for this edition of the publication is shown below in the timeline:



Long-listed projects, by region and type of crisis:



Long-listed projects, by country and type of crisis:



The Shelter Projects 2015-2016 Working Group will review the case studies and select those that will be included in the publication, based on quality grounds as well as the set of criteria outlined above. Overview sections for specific countries or crises will be added in order to provide a framework to better understand the context of the responses highlighted in the case studies.

ASIA – PACIFIC

Projects in this section:

A011 – Bangladesh – 2007-Ongoing – Multiple natural disasters

Country: Bangladesh
Project locations: Whole of the country
Crisis: Multiple natural disasters. The project works on a methodology that was applied regularly to answer numerous crisis that occurred in Bangladesh since 2007.
Crisis dates: 2007 - 2016
Total number of houses damaged by the disasters: Sidr: about 1 million; Alia: 440,000; All disasters cumulatively: over 10 million affected houses.
Total number of people affected: Sidr: 9 million people; Alia: 3.9 million people.
Number of people supported by the projects: Over 20,000
Project outputs: Phase 1: 9,800 Shelters Phase 2: 3,000 Shelters Phase 3: 24 demonstration building for housing improvement (risk reduction); 36 demonstration building for disaster response (disaster preparedness); 48 demonstrations for housing improvement (risk reduction).
Shelter size (m^2): Between 18 and 32 m^2 (with a density of 1.5-2.5 m^2 per person)
Costs: Phase 1: € 600 Phase 2: € 700 Phase 3: Demonstration building: range between € 900-1,200; Disaster response € 900 (Donor recommendation); Improvements: 200 Euro.

Project summary

Bangladesh is one of the most disaster prone countries in the world due to its geographical location. Floods, cyclones, tidal surges, landslides, tornadoes, riverbank erosion, drought and earthquakes are very common hazards. Given the large difference in existing risks and cultures, each community developed its specific local knowledge related to local risks, natural resources, people lifestyle and culture. But these locally available solutions are generally not considered in re-construction projects.

After any disaster, different agencies prepare different models of shelter responses (Low Cost Housing – LCH). Some are very costly and strong enough and some are very weak and temporary. After the construction of external agencies led houses, the community rarely replicates the same design by themselves.

This project, implemented in several phases, works simultaneously on housing improvement, aiming to reduce future risk, and on disaster preparedness by developing LCH (to be implemented after any disaster). These LCH will be core houses that could evolve to more resilient houses. The aim is to take the best benefit from existing local resources, local building knowledge and practices, coping capacities, industrialized techniques and materials, to develop contextual answers for reconstruction in post-disaster situations as well as for preventive housing improvement.

A006 – India – 2001-2013 – Multiple natural disasters

Country: India
Project locations: Bihar, Tamil Nadu, Andhra Pradesh, Odisha, Telangana, Gujurat, Adaman & Nicobar Islands, Jammu & Kashmir, Uttar Pradesh, West Bengal, Uttarakhand
Crisis: Multiple natural disasters
Crisis dates: 2001 - 2013
Total number of houses damaged by the disasters: Bihar: 29,000 destroyed +44,000 damaged, Tamil Nadu: 190,000 destroyed, AP+Telangana: unknown, Odisha: unknown
Total number of people affected: Bihar: 10,000,000, AP+Telangana: 1,300,000, Tamil Nadu: unknown, Odisha: 4,500,000
Number of people supported by the projects: 2,206 households in projects studied in depth. 8,000 households in total, across all the projects studied.
Project outputs: 2,206 houses built in projects studied in depth. 8,000 houses built in total, across all the projects studied.

Project summary

Ten post-disaster shelter reconstruction projects took place in different locations across India between 2001 and 2014, using a variety of different house designs and approaches. Five of the projects built houses described in the project design as ‘permanent’ and five built houses described as ‘transitional’ or ‘temporary’. The scale of the projects varies considerably, with the largest building 4,999 houses and the smallest building 75.

Lessons learned:

- It is not appropriate to deliver ‘temporary’ buildings to vulnerable people without their understanding and without a realistic prospect of replacing or upgrading them.
- Maintenance burden and costs, and the economic capacity of beneficiaries, are key drivers for, or obstacles to, good long term outcomes of shelter programmes.
- It is widely accepted that shelter projects will not be successful without addressing settlement wide issues. This study furthermore highlights that from the point of view of most disaster-affected people in the locations studied it is livelihoods and WASH that most affect the wider success of projects.
- Giving land or property title to women is not in itself something that will empower women, but if done in a meaningful way it is a positive part of a wider process of gender equality and women’s empowerment.
- Projects generally reflect the priorities of donors, government and NGOs and generally do not take sufficient account of the priorities of disaster-affected people.
- Houses should be built with toilets, but where the use of toilets is not common practice it is essential that a (longer term) hygiene promotion and behaviour change programme is delivered.
- Where budgets are insufficient, approaches combining durable and robust primary structure with temporary walling and cladding are appropriate to increase the cost effectiveness and reach of projects for the most vulnerable. However, decisions about the type, value and quality of shelter assistance cannot be taken in isolation from the capacity of beneficiaries to effectively use, maintain and upgrade their houses.

A021 – Myanmar – 2012-2016 – Cluster coordination

Country: Myanmar
Project location: national
Disaster/conflict: conflict and floods
Disaster/conflict date: 2012-2016
Total number of houses damaged by the disaster/conflict: 20,000 approximately
Total number of people affected / displaced: 145,000 persons
Number of people supported by the project: 145,000 persons indirect beneficiaries of coordination
Project outputs: Operational cluster set-up for conflict at national and sub-national level and adapted to floods

Project summary

This case study will summarize how this cluster was set up at national and sub-national level and how it was adapted to respond to the different Shelter and CCCM coordination needs at the different levels. It will also explain how the coordination set-up was adapted to the floods in 2015.

A061 – Myanmar – 2012 – Rakhine state conflict

Country: Myanmar
Project location: Northwest Myanmar/Burma
Crisis: conflict
Conflict date: June & October 2012
Total number of houses damaged by the disaster/conflict: 20,000 approximately
Total number of people affected / displaced: 145,000 persons
Number of people supported by the project: 25,000 persons (3,000 houses built in six months)
Project outputs: 2015: Owner-driven housing solutions for 26,800 IDPs in place of origin or new locations. 50% funded and built by the Government and 50% by the international community.

Project summary

This was a cash or material based project that allowed former displaced people to rebuild their houses in their place of origin or a new location. The key feature was that it was owner driven, which delivered quality and speed with approximately 15 houses being built per day, seven days a week for six months. Despite a highly sensitive and potentially volatile context due to the way the programme was structured, it also allowed both parties to the conflict to benefit from the assistance, generating a dividend for the displaced and the non-displaced.

A037 – Nepal – 2015 – Earthquake – Cluster coordination

Country: Nepal
Project location: 14 most affected districts in Nepal
Disaster: Nepal EQ, April 2015
Disaster date: April 25, May 12, 2015
Total number of houses damaged by the disaster: Fully: 604,930; Partially: 288,856
Total number of people affected / displaced: Affected Families: 886,456; Displaced Families: 649,815
Number of people supported by the project: 350,000 HH
Project outputs: Tarpaulin: 736743 HHs Blankets: 402,070 HHs Cash For Shelters: 484,765 HHs CGI Bundles: 214,392 HHs

Project summary

As an effort to develop and support more localized coordination efforts at sub-national level, the Nepal Shelter Coordination Team organized a system of District-level coordination focal points from operational, cluster partner agencies. These focal points would be able to liaise with local authorities, private sector, and implementing partners on issues unique to that geographic area while communicating and influencing national-level, strategic information deriving from policies developed from Kathmandu. This initiative supported a more coherent response throughout the entire most affected areas of the disaster while taking into consideration the unique conditions and needs at the district level.

The impact of localisation of coordination in the Nepal earthquake response was significant. When it worked well, district and hub-level coordinators supported each other and provided an immediate forum to address needs and gaps, support local government, and provide technical advice to agencies and beneficiary groups working in the field. Additionally, more than 20 different organisations took on a formal coordination role in the Nepal Shelter Cluster at the local level. This meant that the strength of the cluster was reinforced through participation and ownership at all levels, including the participation of crisis-affected people. Finally, strong local coordination services meant that the national level cluster was in a more powerful position to address needs and advocate at a policy-level through constant information flow and feedback between cluster representatives at the local and the national levels. The localisation of coordination brought the cluster closer to crisis-affected people, implementing agencies, local government and consequently strengthened overall response coordination.

The wider impact of this program is that it provides a model for the localisation of coordination. It also provides a precedent for participatory and collaborative leadership among cluster members. The localisation of coordination meant that meaningful participation could occur with NGOs, civil society groups and representatives of IDPs themselves that strengthened both the cluster and the response.

Strengths

1. Meaningful participation of local civil society and crisis-affected people in cluster coordination.
2. Ensuring that coordination was close to implementing actors and responsive to local needs.
3. Development of inclusive, collaborative, and participatory model of cluster leadership.
4. Strengthening of connection between national ‘policy level’ and local ‘implementing’ coordination.
5. Development of a coordination network across the 14 priority districts through which to monitor trends,

developments, issues and challenges during the response.

Weaknesses

1. Inconsistency of coordination resources at district and hub level – coordination gaps where people on short term contracts left and were not replaced.
2. Lack of familiarity among some district coordinators about cluster role and responsibilities.
3. Uneven distribution of response agencies – many focussed on a few districts rather than spreading response activities across the affected areas. This meant some coordinators were overworked while others had fewer responsibilities.
4. Periodic conflict at district level between programming needs and coordination responsibilities.
5. Finding partnerships for local organisations to access resources and funding.

Lessons learned

1. The feasibility and importance of inclusive, collaborative cluster leadership.
2. The need to provide support and training on the job for agencies and individuals new to the role.
3. Engagement of donors is crucial at both the strategic level as well as in developing cluster coordination structures. Donor involvement in decision-making meant support for localisation and additional resources to make this happen.
4. Importance of increased engagement with local government.

A022 – Nepal – 1990 – Ethnic persecution from Bhutan

Country: Nepal
Project location: Eastern Nepal
Crisis: Ethnic persecution from Bhutan
Conflict date: 1990
Total number of houses damaged by the conflict: There were seven new refugee camps established. The total number of refugees in 1990 was 85,078.
Total number of people affected / displaced: The total highest registered refugee population was 107,810 in 2007.
Number of people supported by the project: 107,810
Project outputs: Approximately 16,586 shelters were constructed to support the refugee population (calculated with family size of 6.5). Currently there are 4,529 shelters in two camps.

Project summary

Approximately 16,586 shelters were constructed to support the refugee population in Nepal (calculated with family size of 6.5). Currently there are 4,529 shelters in two camps. The shelters are made of temporary materials like bamboos and thatch roofing. The number of shelters in the camp have reduced due to large scale resettlements. Some semi-permanent shelters have been constructed to meet the need of persons with specific needs.

A009 – Nepal – 2015 – Earthquake

Country: Nepal
Project location: Sindhupalchok, Dhading, Gorkha, Lamjung districts
Disaster: 2015 earthquakes
Disaster date: 25 April 2015 and 12 May 2015
Total number of houses damaged by the disaster: 605,254 completely destroyed houses (Source: OCHA, PDNA report)
Total number of people affected / displaced: 189,000 displaced (Source: OCHA, PDNA report)
Number of people supported by the project: about 23,000
Project outputs: 23,079 Emergency shelter kits distributed (CGI roofing, nails, shelter tools) 18,255 NFI kits distributed

Project summary

The project provided around 20,000 people with emergency shelter supplies to help earthquake affected households establish temporary shelters and/or make urgent repairs to their house with high quality and durable materials, before the beginning of the monsoon season. Shelter supplies included tarpaulins, corrugated galvanised iron (CGI) sheets, construction tools and fixings such as ropes, metal wire, roofing nails, waterproof washers.

The coordination of shelter and WASH relief distributions and the integration of a gender sensitive approach to the emergency response enabled to deliver essential household NFIs that included sleeping mats, blankets, kitchen sets, and dignity kits (including feminine hygiene items, underwear, soap, etc.) reflecting IASC standards.

The main project components included the following:

- Capacity building through local partner's staff training (shelter, emergency distributions, gender/GBV awareness and referral);
- Shelter and household NFI distributions based on a government-led blanket approach but prioritising the most vulnerable groups (households with a completely destroyed house, female-headed and elderly-headed households, people living with disabilities, socially and economically poor families);
- Key messaging and community awareness raising to promote more resilient shelter, GBV risk mitigation and prevention, and protection.

A034 – Nepal – 2015 – Earthquake

Country: Nepal

Project location: Sindhupalchowk, Kavrepalanchowk, Dhading, Lalitpur, Nuwakot and Gorkha

Disaster: Earthquake, 7.8 and 6.8 on the Richter scale

Disaster date: April 25 and May 12, 2015

Total number of houses damaged by the disaster/conflict: More than 498,852 destroyed and more than 256,697 partially damaged

Total number of people affected / displaced: Many million affected, 750,000 displaced with 8,790 people dead and around 22,300 injured

Number of people supported by the project: 5,065 families

Project outputs:

- 5,065 earthquake affected families were provided with temporary shelter kits (TSKs) within 3 months. Among them more than 350 families were with disabilities, more than 1,000 were single female headed families and more than 200 were old aged men and women living single.
  Each kit contained 10 pieces of corrugated galvanized iron (CGI) sheets, 4 pieces of 24 ft. rebar (12 mm), 8 pieces of 2.5ft. GI piping, 1.5kg of GI wire and 3kg of nails.
- Kits could be used to build a semi-circle (dome-shaped) design for temporary shelter similar to previous design used in Pakistan, because of the similar conditions
- With the kit components, beneficiaries and communities can modify the design based on their needs and capacity or use for repairs of other structures or improve their shelter by combining materials they can secure locally or retrieve.
- More than 1,000 community volunteers were mobilized for more than 16 hours per person for the distribution of the TSKs. The volunteers were from partner organizations, local youth clubs, government social mobilizers, community leaders etc. The volunteers were engaged for the loading and unloading of the materials, distribution of kits, assistance for disabled families, crowd management and other logistics management at the site.
- More than 300 community volunteers were oriented on the construction of the Temporary shelter and its construction process through 20 demonstration shelters constructed in different villages.
- 5,000 instruction manuals on various options of temporary shelters were produced and distributed to the families and communities. Families were provided with technical assistance for temporary shelter.

Project summary

5,065 Earthquake affected families were provided with temporary shelter kits within 3 months. Among them more than 350 families were living with disabilities, more than 1,000 were single female-headed households and more than 200 were old aged men and women living single. This project will highlight key lessons learned on adaptation to shifting conditions, coordination and community mobilisation.

A060 – Nepal – 2015 – Earthquake

Country: Nepal
Project location: Earthquake Affected Districts (Gorkha, Dhading, Nuwakot, Sindhupalchok & Dolakha)
Disaster: Earthquake (7.8 Richter scale)
Disaster date: April 25, 2015
Total number of houses damaged by the disaster/conflict: 800,000 houses were damaged.
Total number of people affected / displaced: The death count reached almost 9,000 and more than 22,000 people, including children, were injured. 3.5 Million People were directly affected due to Earthquake
Number of people supported by the project: The shelter program supported 100,000 people in hard to reach communities of most affected districts
Project outputs: # 2,263 families (11,315 individuals) received cash grant immediately after the earthquake for temporary shelter construction. # 9,944 families (49,720 individuals) received roofing and construction materials for Temporary Shelter Construction # 15,480 families (77,400 individuals) received winterisation support during the winter in high altitudes areas through electronic cash transfer or in kind support. # 1,444 constructions workers were trained on earthquake resistant construction techniques (safer construction) in rural areas # 100,000 families received emergency shelter kit and NFI items during the first phase of the response. **Materials cost per shelter/household:** 126 USD for electronic cash vouchers, 126 USD for cash grants and 130 USD for winterisation kits

Project summary

The provision of essential life saving shelter assistance to earthquake affected people living in high and remote areas in five of the worst effected districts. Support was provided to 15,480 vulnerable and marginalised households through the provision of cash vouchers for winter and shelter enhancement, cash grants for Shelter enhancement and winterisation kits for personal winter clothing and shelter enhancements to withstand the harsh winter conditions.

The key lessons learned for this project are:

1. The use of a combination of monitoring tools, to ensure the project delivers value for money and quality construction/shelter and NFI materials.

2. The formation of distribution committees is a vital method for effective mobilisation, security and solving distribution related issues at the community level.

3. Ensure support for transport and hauling of materials is budgeted and planned within project costs.

4. Providing standard items within the kit but also ensure kit sizes are adjusted according to household size (as it was found that the winterisation kits were not sufficient for some households with more family members and also for those which did not have children).

A049 – Philippines and Nepal – 2014-2015 – Key messages

Country: Philippines and Nepal
Disasters: Typhoon Haiyan (2013) and Nepal Earthquakes (2015)
Disaster dates: 2013 and 2015
Total number of houses damaged by the disaster/conflict: *Typhoon Haiyan:* 1.12 million houses damaged and destroyed *Earthquakes Nepal:* 700,000 houses damaged and destroyed
Total number of people affected / displaced: *Typhoon Haiyan:* over 14 million people affected / 4 million displaced *Earthquakes Nepal:* over 8 million people affected / 2 million displaced
Project outputs: Technical guidance safer construction based on local construction practices.

Project summary

This case study focuses on the development of key messages on safe construction techniques in the context of the disaster responses in the Philippines and in Nepal.
The key points that it aims to highlight are the following:
1) The importance of transferring the best practices from the development of the key messages in the Philippines to the next large shelter response in Asia following a natural disaster.
2) The process of development of the key messages and the role of cluster members to support the shelter cluster team in their production and delivery. This was a highly inclusive process, which led to a strong sense of ownership of the messages amongst cluster members. This ensured a common united stance amongst responding agencies, greatly increasing the effectiveness of all. A broad range of agencies went on to develop trainings, songs, videos, posters and a range of other outreach communications based on the key messages, which proves their ownership and unity.
3) The key lessons learned from the comparison of the two experiences.
These include the importance of having a cluster strategy promoting technical trainings for self-led construction at an early stage of the response, combined with effective and context-based technical guidance in user-friendly format. For this as well as other reasons, the development and dissemination of the key messages was a success in the Philippines, while in Nepal was less so.

A020 – Philippines – 2013-2014 – Typhoon Haiyan

Country: Philippines
Project location: Leyte, Cebu, Capiz, Antique, Samar
Disaster: Typhoon Haiyan
Disaster date: November 8th 2013
Total number of houses damaged by the disaster/conflict: 1,140,332 houses (550,928 totally damaged and 589,404 partially damaged)
Total number of people affected: 3,424,593 families/ 16,078,181 persons
Number of people supported by the project: 61,100 people
Project outputs: 2,280 Core Shelters 2,019 Shelter Repair Assistance 3,030 Household Toilet Construction with standard Septic tank design More than 200 local carpenters and masons received formal skill development training 26 communities reached with PASSA and Community awareness workshops on Safe Shelter practices (more than 3,000 HH) More than 10500 coco-nut tree planted
Shelter size and density: 22m^2 (4.5-5-5m^2/person)
Project costs: Total cost per Core Shelter with HH Latrine = € 1541 to € 1642/ unit Shelter Repair Assistance: Material cost = € 95, CASH = € 200, Total cost SRA = € 295/ unit

Project summary

The integrated shelter recovery project for the population affected by Typhoon Haiyan in the Philippines is driven with a prime objective to contribute to a safer and healthier living environment and to an improve resilience of the affected communities. During the initial implementation phase, the project identified the importance of shelter and settlement solutions beyond physical structure interlocked with various integrated factors of sustainability and community resilience in a post disaster recovery context to actively involve communities and strengthen the knowledge transfer component in a participatory manner. Based on the initial learning, the shelter PHASE II was developed with the values of PASSA (Participatory approach to safe shelter awareness), allowing communities and stakeholders to come together and take the lead on various crosscutting issues of shelter and with the programme goal to improve community resilience, promote inclusion and adapt the principles of “All under one roof” to address the needs of persons with disabilities, optimise the usage of natural materials, compensate and reduce on environmental impact, seek sustainable alternatives for construction solutions and adaptations in design and implementation strategy for varying needs of households/settlement, site conditions and context.

A035 – Philippines – 2013-2014 – Typhoon Haiyan

Country: Philippines
Project location: Samar Island
Disaster/conflict: Typhoon Haiyan (Yolanda)
Disaster/conflict date: November 8th 2013
Total number of houses damaged by the disaster: 47,520
Total number of people displaced/affected: 250,000. Millions affected.
Number of people supported by the project: 22,310
Project outputs: 4,462 storm resilient core houses and sanitations facilities
Shelter size and density: 18m^2 (3.5m^2 per person)
Shelter costs: 2,308 CHF / unit including materials and labour.

Project summary

Following typhoon Haiyan in November 2013, an international organisation launched a large-scale humanitarian response including a shelter program for the reconstruction of thousands of permanent houses for the most vulnerable among the affected population.
The shelter program, implemented together with a local organisation, focused on the Samar region and was part of a larger response over the entire Visayas region. Several national organisations participated in the response by providing expert human resources and contributing to cover its costs. The program lasted 18 months, divided in two main parts: the construction of 4,462 houses from January to December 2014 and the implementation of the related sanitation component.
This shelter response represents the most relevant experience for the organisation in the reconstruction of permanent houses as part of a recovery response. Despite limited previous experiences, the organisation, together with the local partner, managed to set up a very relevant and timely response. The early decision to engage in permanent shelter allowed to mobilize both materials and human resources in a very effective manner, reaching beneficiaries at the right time.
Additionally, the contribution of national societies in this was essential, not only in finances but also in providing managers with highly qualified profiles. The role of the local organisation was to coordinate all components in technical working groups at national level and, at the same time, mobilize and train hundreds of volunteers in the field.
The program also considered the framework set by DSWD and shelter cluster in terms of technical requirements, sustainability of the intervention and criteria for prioritization of beneficiaries. All most in need categories were included as well as beneficiaries living in remote areas, such as interior mountainous areas and islands. In this sense, the logistics capacity of the organisation in the country and the knowledge of the area prior to the typhoon were key factors in the success of the program.

A044 – Philippines – 2013-2014 – Typhoon Haiyan

Country: Philippines
Project locations: Barauen, Tacloban
Disaster: Typhoon Haiyan (Yolanda)
Disaster date: 8th November, 2013
Total number of houses damaged by the disaster: 1.12 million
Total number of people affected / displaced: Approximately 14 million affected, 4.1 million displaced
Number of people supported by the project: approx. 62,000
Project outputs: 20,168 households provided with Recovery Shelter Kits 255 complete transitional shelters. 640 permanent timber houses. Approximately 1 million board feet of coco lumber; this is equal to 4760 of the Recovery Shelter Kits.
Occupancy rate on handover: For the shelters, the assumed rate is close to 100%.
Shelter size: Recovery Shelter Kit: Variable size. The combined CGI sheets and coco lumber was capable of creating a safe covered space at least 18m^2, through either repair or replacement of damaged roofs. Transitional Shelter: 24.75m^2. 3m^2 of the floor plan was taken up by a small door-front veranda, with the remainder as fully covered space.
Materials cost per shelter/household: Recovery Shelter Kit: Approximately 300 USD Transitional Shelter: 62-76,000 PHP

Project summary

As part of a large-scale 'debris-to-shelter' programme, the Organisation engaged a local farmer's cooperative to collect and prepare lumber from coconut trees to be used as a key material in shelter kits and transitional shelters. The contribution from this farmer's collective and from many other small coco lumber suppliers in the area permitted the Organisation to implement shelter support on a very large scale in the area. It also provided a means of livelihoods for those working on the farmer's cooperative plantations, and supported the farmers in clearing the land, and reducing the risk of disease to remaining or new trees, so that the farmers were able to re-start their own agricultural livelihoods in an accelerated manner.

A056 – Philippines – 2013-2014 – Typhoon Haiyan

Country: Philippines
Project location: Leyte, Cebu and Panay
Disaster: Typhoon Haiyan
Disaster date: November 2013
Total number of houses damaged by the disaster: 1.1 Million
Total number of people affected / displaced: 16 Million
Number of people supported by the project: 12,400 HH with kits + 885 with Shelters by March 2015 (16 months)
Project outputs: Apart from the emergency shelter kits distributed, during the early recovery the following activities were programmed and delivered - 885 transitional Shelters built with Latrines - Shelter kits (material and tools) distributed to approximately 15,700 HH - Building a Better Response (BBR) trainings conducted in approx. 140 Barangays and total of 13,000 people participated - Technical Education and Skills Development Authority (TESDA) training for 450 carpenters, who also received tools

Project summary

The selection of communities in need and vulnerable households were identified and selected by an established process which made *targeting the vulnerable groups* (older persons, women-headed households, HH with disabled persons, low income group HH) and appropriate response (two roomed transitional shelter with latrine) very effective. The Building a Better Response (BBR) community trainings which adopted the key messaging were well received by the community members, as well as the *consultative beneficiary selection process which allowed for three rounds of feed backing*. However, it was highlighted that it would have been better to consider a blanket coverage, as HHs with partial damage were not eligible for shelter interventions though could benefit from other programmes. Throughout the implementation, various channels of messaging and feedback collection mechanisms and response were established, which ensured *accountability* to the community.

At the Early recovery stage, the program targeted HHs whose houses were totally damaged. The programme provided materials and technical assistance expecting the government cash support to be rolled out. Delay in the delivery of the cash and in material procurement and supply affected the effectiveness of the programme though more than 80% of beneficiaries expressed satisfaction. In order to build greater impact, the intention was to follow *integrated programming* – shelter was meant to be the entry point at the HH level following which other sectorial interventions (such as WASH, Livelihoods) would target the same HHs. Yet, this could not be implemented requiring multiple assessments, multiple beneficiary list, numerous rounds of distributions, community meetings.

In Barangays where community mobilizers engaged with the community, there was higher percentage of HH who had repaired/rebuilt. Last Mile Monitoring System (LMMS) was used for monitoring and managing the distributions. In order to promote financial inclusion, at later stages of the programme, payments to carpenters were transferred through bank accounts that were created.

A062 – Philippines – 2013-2014 – Typhoon Haiyan

Country: Philippines
Project location: Coron / Guiuan
Disaster: Typhoon Haiyan
Disaster date: 8th November 2013
Total number of houses damaged by the disaster: 1,900,000 Approx
Total number of people affected: + 6,000,000 Approx
Number of people supported by the project: 3,197 households, 16,209 people in three locations Coron, Guiuan, Sulangan.
Project outputs: 1,028 houses: 668 new houses and 360 repair 505 house-owners and carpenters trained in hazard proof construction Improved sanitation in 744 houses 41 community managed projects An estimated 100,000+ paid labour days for implementing community projects. 49 livelihood groups capacitated 20 livelihood projects funded 72 water interventions constructed 6,000 km^2 cultivated for vegetable production 42 community organisations registered with the government continuing beyond program life. Increased resilience through improved houses, (infra) structures, livelihood groups, new knowledge and increased social capital and organisational capacity.
Materials/Labour costs per shelter: USD 2,250 average cost based on the most common shelter type.

Project summary

This program supported remote indigenous island and coastal communities by implementing a two year innovative community-led resilient recovery program including, but not limited to, shelter, infrastructure, livelihoods, water and disaster risk reduction with a total budget of 6,6 million Euro.
The projects prioritised communities affected by Typhoon Haiyan in different locations opting for integrated programming taking shelter as an entry point for specific area based programming with an emphasis on community resilience building while concurrently meeting the immediate needs of recovery and reconstruction.
Benefitting from a flexible donor, the different project offices were able to contextualise and innovate within the interventions while keeping a common principal of maximising community agency by allowing the community management of funds, planning and implementation. Learning from the program, the approach is developed into a standard resilient recovery approach for the organisation and is currently being replicated in Nepal.

A010 – Philippines – 2015 – Typhoon Hagupit

Country: Philippines
Project location: Dolores and Can-Avid municipalities in Eastern Samar province
Disaster: Typhoon Hagupit
Disaster date: 6th December 2014
Total number of houses damaged by the disaster: 41,200 completely destroyed.
Total number of people affected / displaced: 1,400,000 displaced.
Number of people supported by the project: 1,200 HH (6,000 individuals)
Project outputs: 1,200 households from 17 barangays (villages) received shelter repair kits and cash support for building back better their shelter 120 community shelter toolkits distributed to the households (each toolkit to be shared among 10 HHs). 94 skilled carpenters and 32 community mobilizers (10 women among the mobilisers) trained and certified in carpentry through the National Competency Assessment and Certification Program (NatCAP). 120 roving technical teams and 17 shelter committees mobilised to provide technical guidance to beneficiaries in applying Building Back Safer (BBS) techniques. 728 beneficiaries attended and completed a 2 days training on Shelter and DRR. 304 (42%) were women and 424 (58%) were men. 1,608 beneficiaries received orientations on BBS and good construction principles which they applied in the repair / construction of their house. 50% of participants (800 people) were women.
Materials/Labour costs per shelter: USD 2,250 average cost based on the most common shelter type.

Project summary

The shelter assistance approach was based on an analysis of needs, capacities and local markets, and coupled with strong community engagement and technical assistance which continued throughout the recovery process, allowing a cost-effective reconstruction of shelter at a significant scale.
The shelter project involved the following main components:

1. Distribution of Shelter Repair Kits (SRK), containing essential construction materials to repair damaged houses to render them habitable and to protect families, in particular women and young children.
2. Conditional cash grants, for the purchase of additional shelter materials and labour.
3. Technical guidance and support on how to build back safer.

WASH assistance was provided in integration to shelter and focused on distribution of WASH kits (essential hygiene items with consideration to the needs of women and girls such as sanitary napkin, multi-purpose blanket and bath soap) and dissemination of key messages on good hygiene practices.
In the Hagupit response, key learning points from the previous Yolanda response were taken to reinforce the gender mainstreaming component into the emergency program. For example, technical trainings were made more widely available to women and they received Government accreditation in carpentry. Women were supported to take leading roles in the community reconstruction – through leading the community roving teams and carrying out repairs with shared toolkits.

A063 – Vanuatu (and Fiji) – 2015-2016 – Cyclone

Country: Vanuatu
Project location: Country shelter response
Disaster: Cyclone PAM
Disaster date: 13 March 2015
Total number of houses damaged by the disaster/conflict: Cyclone PAM: Total houses destroyed: 8,101 HH Total houses damaged: 8,155 HH
Total number of people affected / displaced: 188,000 people
Number of people supported by the project: 26,304 Households
Project outputs: Emergency Shelter: (HH) 26,304 Tarpaulins; 13,420 Shelter Tool Kits; 10,029 Kitchen Sets Support for Self-Recovery: (HH) 8,215 Safe Shelter Awareness; 6,783 Fixing Kits

Project summary

Cyclone PAM was one of the biggest cyclones ever recorded in the Pacific, with almost 70% of the population affected yet only few casualties, which showed proof of actual resilience. It was also the first time the shelter cluster was set up in Vanuatu, creating challenges to streamline the response to fit with the understanding of this specific context.
The response strongly supported people's self-recovery rather than a “donor driven” approach, in respect of traditional construction, which was recognized and included in the cluster agencies strategy. The Building Back Safer approach was developed with only 4 key messages, in line with (and somehow reactivating) community traditional knowledge. Inter-agency and monitoring assessments were conducted which showed for example that 5 months after the disaster, 60% of the households were reported to have made changes in their building and 85% had completed substantial repairs or rebuilding to their shelters.
This case study will reflect upon the Vanuatu response and will draw comparisons with the following response in Fiji, to highlight the aspects of resilience and integration of traditional knowledge in shelter programs in the Pacific.

AFRICA

Projects in this section:

A007 – Benin – 2011 – Floods

Country: Benin
Project location: 6 communes: Aguégué, Dangbo, Adjohoun, Bonou, Zagnanando and Ouinhi
Disaster: Floods
Disaster date: 2010
Total number of houses damaged by the disaster/conflict: The Benin floods of October 2010 destroyed an estimated 55,000 houses
Total number of people affected / displaced: Affected 680,000 people (or 8% of the population)
Number of people supported by the project: 5,072 households supported.
Project outputs: 5,072 households received shelter kits and 31 model community shelters were built.
Materials cost per shelter/household: € 62 per household, in average.

Project summary

The flooding had significantly different consequences on housing depending on location. Inhabitants living in areas around lake and riverbanks are accustomed to annual flooding and use local coping strategies and building practices to counter this problem; however, during the 2010 floods the water rose to unexpected levels defying all local risk reduction techniques. As a result many homes were completely destroyed or partially damaged. In the areas known as the highlands annual flooding does not occur. For this reason inhabitants do not use local building practices to prevent potential damages caused by floods or excessive exposure to water. The homes in the highlands are adobe monolithic structures. These housing units were submerged for a prolonged period and inevitably collapsed.

The shelter response involved a first emergency phase with the distribution of shelter repair kits for more than 5,000 affected households living in the different locations and adapted to best suit the repair and reconstruction needs of each of the three main housing typologies (houses built on riverbanks, in valley regions, in the highlands). The adapted shelter repair kits contained a combination of building materials and NFIs to cover the immediate shelter needs of displaced and non-displaced communities. The shelter repair kits were conceived to respond to two central priorities:

1) To help the displaced households return to their original site by providing them with material support so that they can begin to repair and rebuild their damaged and/or destroyed homes;

2) To help ease the burden of hosting families by providing displaced HHs with sufficient building materials that can be used to construct a temporary shelter on the land of the host family, and later be reused.

A cash distribution of approximately USD 30 per household, subdivided in two tranches (the second instalment after one month) had also taken place to support families with their basic needs.

During the second phase of the response, an integrated approach to long term recovery was then implemented by providing support to housing and infrastructure rehabilitation, livelihoods reinforcement and regeneration (community based microfinance and food security), hygiene promotion, gender awareness and GBV prevention with the support of community mobilisers based in each village. As part of the reconstruction assistance, cash for work activities, construction training through build back safer training sessions and model housing construction were carried out in the different communes to provide households with the necessary knowledge to repair or rebuild their permanent houses once they were able to return to their villages. This involved the construction of 31 demonstration flood resilient shelters to be used as a replication model by the community.

Strengths

1. The project considered the risk to create long term dependency by providing emergency support to planned and self-settled camps and **oriented its assistance towards self-recovery solutions** such as distribution of emergency shelter repair kits along with demonstration building and training.
   The distribution of emergency shelter repair kits to displaced HHs was chosen as an **approach to create opportunities for return** to the affected populations rather than supporting planned camps, which would have encouraged protracted displacement.
2. **The shelter repair kits were context specific yet standardised** packages of materials and tools for rapid response to cover immediate shelter needs, according to the three major traditional housing types.
3. **An assessment on GBV was undertaken** at the end of the emergency phase to better understand the gender-based risks and vulnerabilities faced by women and girls since the flooding and to assess the support services available to survivors of violence.
4. The assessment proved that **the complaints mechanism in place was used to report cases of GBV** (for domestic disputes related to the cash distribution).

Weaknesses

1. The Emergency Response Team included Shelter and WASH specialists but **no gender/GBV technical experts during the programme planning and implementation**. Field teams didn't include gender officers to ensure appropriate planning, implementation and monitoring of gender mainstreaming and GBV prevention as part of the emergency shelter response.
2. **The beneficiary selection** process was structured as a census exercise and it **took longer** than expected. The procurement for the kits couldn't start until the assessment was completed.
3. **Land tenure issues arose during the implementation** of the second phase and field staff didn't have the background knowledge, awareness or socio-cultural sensitivity to properly advocate for and give programmatic support to communities and village councils on housing, land and property rights.
4. There was a **gap of background information on cultural norms, gender relations** and understanding of gender issues in the emergency context and how the crisis has affected those dynamics.
5. **Consultation and participation** of village committees including the traditional and religious leaders and the women's groups could have been stronger to open up opportunities for gender responsive interventions, and change attitudes and beliefs about women's rights and GBV.

Lessons learned

1. Due to the high probability for field staff witnessing cases of GBV while performing regular door to door shelter monitoring, **specific GBV orientation sessions for staff should have been accounted** for as part of this response and delivered by **GBV/gender specialists** or consultants. This was identified as a gap during the interim evaluation and training to staff and community mobilisers were then integrated in the following stage of the programme.
2. **More collaboration and support to existing community-organized women's groups** would have created opportunities for women's inclusion in the shelter program and better integration of survivor support. A recommendation to increase and expand community based initiatives involving traditional and religious leaders to raise awareness and change attitudes and beliefs about women's rights and GBV was integrated into the recovery strategy, where village committees, village savings and loans associations (VSLA) and women's groups were then involved in GBV sensitization and training.

A024 – Burundi – 1993-2006 – Civil war returnees

Country: Burundi
Project location: Most of the country, particularly in communes bordering with Tanzania and DRC
Conflict: civil war in Burundi
Conflict date: 1993-2006
Total number of houses damaged by the disaster/conflict: N/A
Total number of people affected / displaced: Around 300,000 died, the number of displaced is not available
Number of people supported by the project: 93,300 Households
Project outputs: "Integrated villages" were built to support return

Project summary

This is a "historical case study" of a very large return operation where villages were built to support return. The operation was done with a holistic approach, trying to support durable solutions through shelter, settlement, livelihoods and other sectors.

A029 – Cameroon – 2014 – Conflict

Country: Cameroon
Project location: Gado, Ngam et Borgop
Disaster/conflict: CAR conflict
Disaster/conflict date: January 2014
Total number of houses damaged by the disaster/conflict: n/a
Total number of people affected / displaced: 150,000
Number of people supported by the project: 43,000
Project outputs: 5,500 emergency shelters built, 2,000 transitional shelter built, 2,000 kits/NFIs distributed, 1,500 trainings.

Project summary

The sites were set up with the idea of a master plan taking into account the aspect of integration with the local community, the cultures and the durability of the shelters, from the beginning of the emergency, to transform the shelter into transitional houses with bricks and the roofs with local materials by putting doors and windows built for the people who do not have the ability to build by themselves, and support others with construction materials to build their own shelters.

A017 – Ethiopia – 2015 – South Sudanese refugees

Country: Ethiopia
Project location: Tierkidi Camp, Gambella region
Disaster: Famine and Conflict (South Sudanese Refugees fled from conflict)
Disaster date: 2015
Total number of houses damaged by the crisis: 24,929 households.
Total number of people affected / displaced: 100,274 individuals.
Number of people supported by the project: 835 households supported.
Project outputs: 835 shelters built.

Project summary

The organisation provided safe water to approximately 48,643 refugees in Tierkidi refugee camp up to the end of March 2015 through initial trucking of purified water and subsequent establishment of 33 emergency water points incl. 10,000 L tanks with accompanying tap stands and water spillage aprons. These water activities in Tierkidi were also integrated with targeted 500 transitional shelters (tukuls).
Prior to the implementation the organisation had also integrated beneficiaries' participation in the shelter project. As per the shelter cluster model, the organisation has included beneficiaries providing assistance in the shelter construction (in the mud walling).
The main strengths of this project are the good coordination with other stakeholders and local authorities; site planning and equal gender involvement in the construction. The shelter design was based on the standards in Gambella used by different agencies and agreed upon by the Cluster. Continued coordination took place to incorporate any improvements to the design. The target value was based on the shelter model recommended by the Gambella Shelter Cluster.
Moreover, after implementation a post-monitoring assessment was conducted that resulted with a large portion of beneficiaries in Tierkidi feeling that the transitional shelters had improved their protection. In fact, during the shelter construction, local and safe construction practices, materials and capacities were used wherever appropriate maximising beneficiary involvement, local livelihood opportunities and incorporating targeted measures for highly vulnerable groups.

Key lessons learned for the project:

1. Engagement of the affected people at all levels of the shelter project is crucial to facilitate the implementation, transfer skills and also enhance their ownership and build trust.
2. Strong coordination at all levels and technical and managerial support have contributed a lot for effectiveness and efficiencies in the implementation of the shelter projects.
3. Throughout the project effective monitoring and documentation of all activities and processes have been made, that can be also a lesson for future evaluation and planning similar activities.

A014 – Malawi – 2015 – Floods

Country: Malawi
Project location: Phalombe, Zomba, and Machinga Districts
Disaster: Floods
Disaster date: January 2015
Total number of houses damaged by the disaster: 15 Damaged – 22,000 Destroyed
Total number of people affected / displaced: 170,000
Number of people supported by the project: 6,000 with house construction support but the whole community at each village location provided with training and information
Project outputs: 1,200 houses constructed

Project summary

The project looked to use existing strengths and traditional knowledge to develop appropriate designs and building technologies to assist with housing recovery and disaster risk reduction approaches for the whole community that included environmental considerations. The program was very well received by communities because it provided an affordable solution but also that it respected traditions.

A052 – Malawi – 2015 – Floods

Country: Malawi
Project location: District of Mulanje, Zomba and Chikhwawa
Disaster: Flooding
Disaster date: January 2015
Total number of houses damaged by the disaster/conflict: approx. 40,500 households.
Total number of people affected / displaced: 162,000 people
Number of people supported by the project: 1,874 Households
Project outputs: 1,224 household NFI packs, 1,224 tents, 650 IFRC specification shelter kits, 500 tarpaulins, 960 solar lights.
Shelter size: 1 Tent = 16m^2 (density 3.5m^2 based on average household size) 1X IFRC Shelter kit per household (including 2 4X6m tarpaulin) 2X tarpaulin per household (4x6m tarps)
Materials cost per shelter/household: £212.9

Project summary

The assistance provided to flood affected communities in Malawi was driven by two underlying outcome objectives. Firstly, a relief orientated outcome aimed to meet the affected community's immediate shelter needs through the provision of shelter related relief items. Tents and NFI's enabled affected households to move out of gender segregated collective centres. Beneficiaries were able to return to their home site, or in cases where water inundation prevented return, the erection of tents on land adjacent to the collective centre eased overcrowding. Secondly, a recovery orientated outcome objective of the response aimed to support the affected community's self-recovery by providing basic construction items to build or repair homes, basic training on how to use such items and tools to build a home or earn a livelihood. The distribution of shelter kits to households with partially destroyed homes enabled the Organisation to provide assistance to a greater proportion of an affected community than in areas where only shelters were distributed.

This project successfully achieved the short term outcome objectives surrounding the provision of immediate shelter. As a result of the intervention families were provided with a means to move out of overcrowded collective centres, returning to the family unit and in many situation moving back to their home site (or agreed relocation site). Beneficiary families had protection from the weather and reduced exposure to vector and water transmitted disease. Displacement trends were reversed as the implementing agency encouraged people to leave collective centres. For people with partially destroyed home, by providing shelter kits and training, the intervention supported the early recovery of these households.

However, for many of the poorest members of society, the emergency response component of the intervention did not adequately link to early recovery. A more recovery focussed phase of the intervention (perhaps including basic construction items) would have increased the success of the project by supporting the most vulnerable in the construction of a more durable shelter option.

A055 – Somalia – 2011 – Famine

Country: Somalia
Project location: Garowe & Butinle
Disaster: 2011 Famine
Disaster date: Post 2011
Total number of houses damaged by the disaster/conflict: N/A
Total number of people affected / displaced: data not available
Number of people supported by the project: 600 houses in Butinle; 600 houses Garowe
Project outputs: Construction of 480+ houses

Project summary

Following famine in 2011 the Organisation launched an ambitious shelter project, seeking to provide durable solutions for protracted IDPs and urban poor in Garowe & Butinle. The Organisation sought to have the Government of Puntland lead in land negotiation with private land owners and donations took place. Following the midterm evaluation, changes in site planning with inclusion of access roads, a primary health care center, a child-friendly community space, an extension of the town water supply, and police post, link road to host community were included to enhance movement and promote cohesion. The core strength of the shelter project was its iterative and stair-stepped approach as it allowed for flexibility and the ability to take advantage of evolving opportunities.

Shelter design was meant to be transitional in nature but moved to more permanent design based on community consultation. Permanent Shelter has been identified as a Pathway to Protection & Safety. Difficulty in determining and verifying the most vulnerable, inclusion of women where opportunities existed were, locally contextualised design some of the gaps in the project. Shelter in the hosted communities along with other shared infrastructure has promoted cohesion.

A047 – South Sudan – 2013-2016 – Conflict – Bentiu POC

Country: South Sudan

Project location: Bentiu, Unity State

Disaster/conflict: Conflict

Conflict date: 2013 - ongoing

Total number of houses damaged by the disaster/conflict:

Data unavailable (This information is not known or collected across all of South Sudan. Some sections of certain cities have been assessed but information is ad hoc. South Sudan is mostly rural areas and a lack of infrastructure and roads means most locations are not accessible to humanitarians. Caseloads served with assistance are also generally served in areas far away from their homes, where this type of information would be more easily collected. The focus of assistance in South Sudan is not necessarily to rebuild shelters, but to provide new emergency shelters in areas of displacement – so even if shelters have or have not been destroyed, people fleeing their homes have required shelter support in new locations of relative safety).

Total number of people affected / displaced:

1.62 million IDPs (1.62 million people have been displaced, during the course of the current conflict in South Sudan. Many of these individuals have been displaced multiple times to various locations).

Number of people supported by the project:

137,000 *(as of December 2015 when shelter provisions were in full swing.)*

Project outputs:

Robust emergency shelters constructed: **12,074**

Shelter kits distributed (multiple kit types, multiple rounds of distribution): **20,100 kits**

NFI kits distributed: **62,169 kits**

Post-distribution monitoring evaluations: **4**

IDP community workers trained/employed in shelter construction: **220**

Project summary

The outbreak of political conflict in South Sudan lead to an initial 45,000 people finding refuge on a UN military base in Bentiu which was known to have flooded severely in years past during the heavy rains. Given the lack of all other possible options, and despite the poor location, major works were conducted to make the site viable. These included moving a seasonal river and establishing a “polder” system. During the construction and as a result of multiple waves of violent conflict, the camp grew to over 137,000 people within the site, and row shelters were built to house the displaced people.

A048 – South Sudan – 2013-2016 – Conflict – Pipeline management

Country: South Sudan

Project location: South Sudan – whole of country (shelter-NFI pipeline)

Disaster/conflict: Conflict

Conflict date: 2013 - ongoing

Total number of houses damaged by the disaster/conflict: Data unavailable

Total number of people affected / displaced: 1.62 million IDPs

Number of people supported by the project: 2.15 million

Period	# HHs served by Shelter pipeline	# HHs served by NFI pipeline	Total HHs served by pipeline	Total individuals served by pipe
2014	54,445	171,149	171,149	855,745
2015	34,932	167,136	167,136	835,680
2016	39,678	92,072	92,072	460,360
CRISIS	129, 055	430,357	430,357	2,151,785

Project outputs:

Since the beginning of the crisis in December 2013:

1. Shelter kits (full) procured: **85,362** (average); 68% of shelter response was of loose shelter materials.
2. NFI kits (full) procured: **243,572** (average); 82% of households served (figure above) were served with lite NFI kits, comprised of loose items, based on needs identified.
3. Metric tonnes transported: **12,762MT** (NFI+Shelter)
4. Number of pipeline requests fulfilled: **444** (direct distribution)
5. Number of NNGO, INGO and UN partner agencies accessing pipeline stock: **19**

Project summary

Following several years of humanitarian need in South Sudan, a common Shelter and NFI pipeline was established to increase efficiencies of scale, and the timeliness and predictability of service to beneficiaries. With the outbreak of political conflict in December 2013, the pipeline scaled up significantly. With ongoing and protracted conflict, multiple waves of displacement, and the need for continuous service in large IDP camps (protection of civilians sites), the distribution of non-food items and shelter materials through a common pipeline remained the primary method of delivering humanitarian assistance to the 1.6 million displaced people and additional host community members in South Sudan.

The pipeline management agency maintains the common pipeline, while targeting and delivery to beneficiaries is conducted by Partner agencies in the Shelter NFI Cluster. SOPs include statistically weighted assessment and targeting tools, rapid mobile response teams and post distribution monitoring and evaluation exercises standardized and supported by the Cluster.

A031 – Tanzania – 2015 – Burundi conflict

Country: Tanzania
Project location: Kibondo
Crisis: Conflict, Burundi situation
Crisis date: Feb 2015
Total number of houses damaged by the disaster/conflict: N/A
Total number of people affected / displaced: data not available
Number of people supported by the project: 23,000
Project outputs: 4,600 environmentally friendly T-shelters

Project summary

The Transitional Shelters are constructed with unfired clay brick that is mixed, moulded and manufactured on site in the Nduta refugee camp. Locally sourced lime is added to the clay and sand mix to improve strength and durability, while organic material such as dried straw or rice husk is added to the mix to reduce cracking during the short drying process. Gender, age, disability and the environment is mainstreamed throughout the community driven process with all 64 families from a single neighbourhood working in groups to carry out all elements from concept to construction to completion. Following the construction all pits are levelled and restoration of the site is promoted through planting of suitable tree species and nutrition with kitchen gardens.

The project will be further enhanced with the addition of individual latrine construction with the same unfired clay bricks, in collaboration with the WASH team. A big portion of clay will be received from the pit for the individual latrine. The superstructure will be made with the same mud bricks, and with iron sheet roofing. Keeping in view the rainy season that may affect the project pace it was decided to allocate funds for partners to construct sheds to secure bricks during rains and also to continue the process. The strengths of the project are that it is environment friendly, implemented through community participation, skill development and capacity building, and it is economical as compared to other shelter options and designs.

MENA Region

Projects in this section:

A015 – Afghanistan – 2015 – Earthquake

Country: Afghanistan
Project location: KAPISA, PARWAN, PANJHIR, TAKHAR provinces
Disaster: Earthquake – Oct. 2015
Disaster date: 26th of October 2015
Total number of houses damaged by the disaster/conflict: 612 Houses completely destroyed
Total number of people affected / displaced: 5,201 Individuals affected (173 under 1 yrs, 1,248 under 5, 1,903 under 18, 1,437 under 50, 440 over 50. 51% female)
Number of people supported by the project: 661 households
Project outputs: 661 HHs targeted with Cash Assistance to cover NFIs and winter-aid/rent needs

Project summary

Assistance is being tailored specifically to locations: the duration of winterisation assistance depends on the province in which the beneficiary is located. For locations that have very severe winters with long durations at high altitudes (Panjshir), assistance is provided for 5 months. For those with moderately severe winters, of medium durations, at slightly lower altitudes (Takhar and Kapisa), assistance is provided for 4 months. For those with mildly severe winters, with shorter durations, at lower altitudes (Parwan), assistance is provided for 3 months. Distributions are conducted on a monthly basis.

A013 – Gaza – 2014 – Conflict

Country: Palestine territory**.**
Project location: Gaza
Crisis: Conflict
Conflict date: August 2014
Total number of houses damaged by the disaster/conflict: 9,191 Destroyed
Total number of people affected / displaced: 117,000
Number of people supported by the project: 3,000
Project outputs: 470 houses constructed

Project summary

This successful project provided quality shelter / housing for people affected by the conflict. This used timber frame off-site construction to expedite the process and used materials that at the time were not restricted. There was very positive feedback from the householders and an oversubscription for the shelters, based upon this reputation. To overcome issues with supply and land availability, innovative solutions had to be developed.

A012 – Iraq – 2014 – Conflict

Country: Iraq
Project location: Dohok Kurdistan
Crisis: Conflict IDP
Conflict date: August 2014
Total number of houses damaged by the disaster/conflict: data not available
Total number of people affected / displaced: 3.2million people displaced
Number of people supported by the project: 26,000 people
Project outputs: Upgrading unfinished houses

Project summary

The project negotiated a 2 year occupation rights for IDPs to live in unfinished and unoccupied houses through offering to upgrade privately owned concrete houses with winterisation kits and then onto permanent doors, windows, sanitation and water supply. The IDP's were offered an out of camp solution where additional services such as employment opportunities, child friendly spaces and psycho-social services has accelerated the chance for the IDP's to regain normalcy of live. It has created cohesive villages for the unintended people. The longer term development of this project would be interesting to follow and fundamental in order to assess its wider impact.

A050 – Iraq – 2014-2015 – Syrian Crisis

Country: Kurdistan Region of Iraq
Project location: Dohuk Governorate; Erbil Governorate
Crisis: Syrian conflict
Conflict date: 2011 until now (ongoing)
Total number of houses damaged by the disaster/conflict: Total Number of HHs residing across all refugee camps in Iraq camps at initiation of project implementation: 95,587 Individuals (26,924 HHs)
Total number of people affected / displaced: 11 million (global); 4.9 Million Syrian refugees displaced regionally. 239,000 Syrian refugees in Iraq.
Number of people supported by the project: 901 households across 5 sites (1,047 persons with disabilities)
Project outputs: Shelter upgrades for families with individuals with disabilities were provided for a total of 901 HHs, over a 20-month period, in 5 different camps.
Materials/labour costs: Project A, Dohuk Governorate: Average Cost USD 350/HH Project B, Erbil Governorate: Average USD 500/HH

Project summary

The Accessibility and Quality of Life Upgrade program consisted of two separate projects that were carried out in five of the established refugee camps located in the Dohuk and Erbil Governorates of the Kurdish Region of Iraq (KR-I). The individual projects were funded by two separate donors and implemented between January 2014 and March 2015. The overall objectives of the projects were to use upgrading of shelters in order to improve accessibility for those with disabilities living in the camps, or in order to improve the quality of life within the shelters, for those living with disabilities.
The project was innovative, in that it pushed the state-of-the-art further, by insisting upon adaptations of existing guidance in a number of key areas – upgrading of existing shelters, adaptation of standards to the cultural norms of the Middle East region, a more holistic emphasis upon the role of carers as well as the individuals with disabilities, and an incremental approach to expansion of support from the shelter outwards. At the same time, the project encountered some key challenges, in terms of what 'innovation' means in the humanitarian context, the constraints of being 'innovative' in this manner at scale and at speed, and the challenge of instilling an 'innovative' way of thinking into project staff.

A040 – Iraq – 2014 – Conflict

Country: Iraq
Project location: Shekhan and Dawidiya camps, Dohuk Governatorate
Crisis type: Armed conflict
Conflict date: December 2013
Total number of houses damaged by the disaster/conflict: N/A
Total number of people affected / displaced: 2,674,080 IDPs (Jan 2014 to April 2015)
Number of people supported by the project: Target 511,000 IDPs
Project outputs: 11,250 3.90x3.75 tents 672 Caravans 3,650 sealing-off kits

Project summary

This was a large scale distribution project, working with mobile teams across multiple governorates. The shelter project aimed to improve the basic living conditions of vulnerable IDPs through the provision of life-saving non-food items, including tents, shelter support and the improvement of host community infrastructure. The team structure integrated data collection to compile national displacement statistics with distribution and field operations.
In particular, through the provision of non-food item support, as well as through the provision of immediate shelter support (tents and sealing off kits) and longer-term shelter support (pre-fabricated units), the Organisation addressed the most immediate needs of recently displaced IDPs in priority non-camp and camp areas. Through the Information Management System and coordination with the Shelter/NFI cluster, this shelter project facilitated the collection and analysis of essential information related to shelter distributions and shelter needs that will help inform the overall joint humanitarian response in view of ensuring maximum impact and population coverage across the Humanitarian Country Team.

A001 – Lebanon – 2015-2016 – Syrian refugee crisis

Country: Lebanon
Project location: Governorates: Beirut – Mount Lebanon Neighborhoods: Salib Church, Farhat Mosque and Mar Takla (Nabaa) – Saint Simon (Jnah) – Al Bacha (Cité Sportive) – Tamlis (Tarik El Jdide) - Tartej (Jbeil)
Crisis: Impact of the Syrian refugee crisis in Lebanon
Crisis date: 2011 - Present
Total number of people affected / displaced: Around 12 million (7 million displaced in Syria – 6 million refugees in Lebanon, Turkey, Jordan, Irak, Egypt and Europe)
Number of people supported by the project: 35,700 individuals
Project outputs: • 706 households (3,751 individuals) benefitting from shelter repairs (499 upgrades and 207 rehabilitations). • 35,700 individuals benefitting from Housing, Land and Property (HLP) awareness sessions. • 25 Focal Points and Committee Members benefitting from trainings (Architecture, available services in their areas, Humanitarian Principles, community-based referral, conflict resolution, participatory planning and community-based solutions, hygiene promotion, HLP and HLP committee and illegal settlement). • Establishment of a roster of 14 skilled workers across the 7 targeted neighborhoods. • Creation of 1,222 man-days of construction activities.

Project summary

In response to the ongoing crisis in Lebanon, the organisation has designed an innovative neighbourhood approach focusing on providing holistic solutions across delineated geographic zones in dense urban areas, building on best practices identified within the framework of camp management initiatives, and applying them to the current urban displacement context in target areas. Such an approach ensures community stakeholders are empowered to rapidly and effectively identify vulnerable displaced and host community households in need of shelter assistance, to coordinate assistance provided by community members, civil society and humanitarian actors in a consistent and locally-embedded framework, and thereby improving willingness to host refugees and addressing social cohesion challenges (both through community leadership and improved dialogue), notably improving relationships between landlord and tenants. Beyond the positive impacts of the proposed neighbourhood approach in terms of access, ownership and community resilience, its geographic and community-driven focus also has significant operational benefits, which will enable more cost-effective delivery of assistance and utilisation of existing resources, for instance through voucher-based shelter upgrading systems through local micro and small enterprise and identification of locally available skilled workers to conduct works.

Strengths

1. The Cash for Task concept allowed for input by beneficiaries within their own communities and enhanced their knowledge and technical skills.
2. Community engagements activities conducted throughout the course of the project led to a widespread acceptance of the NGO for future interventions.
3. Significant improvement of tenant and landlord relationship, resulting to both being more aware of their rights and responsibilities.
4. Served as a platform for information sharing between the community members and the Municipalities
5. Responding to the urgent needs of the communities through community support projects, taking into consideration the needs of Municipality and communities.
6. Increase of safety and security on HH level because of shelter interventions.

Weaknesses

1. The project initially targeted empty shelters for rehabilitations/upgrades for relocation of beneficiaries evicted from their households, to avoid the risk of relocating them to new neighbourhoods that may disrupt their lives and sever community and livelihood ties. However, this was not possible and the Organisation modified its strategy, training the focal points in each neighbourhood to rapidly respond to evacuations by housing beneficiaries in other houses within the neighbourhood, along with conducting emergency referrals to other agencies working in the areas for different assistances, until a housing solution could be identified.

2. Security and access difficulties in some neighbourhoods despite the neighbourhood approach specifically intended to mitigate such risks. Some of such risks were outside the Organisation's control and necessitated a complete withdrawal and/or selection of new neighbourhoods.

Lessons learned

1. **The beneficiary-led approach** was largely successful in stimulating the local economy and empowering beneficiaries in implementing their own rehabilitations. One of the lessons learned for this approach was that local suppliers often provided low quality materials during project implementation. To address this, the organisation modified the approach and **worked closely with the beneficiaries in monitoring the quality of the materials**. Moreover, the organisation was aware that all target households may not have sufficient skill or capacity to conduct such upgrades. As a result, skilled workers were identified from the neighbourhoods during the implementation and households were able to utilize these works to complete their upgrades. In addition, **30% of beneficiaries were found to have been motivated to further improve** their living conditions after the organisation's initial interventions and continued to conduct home improvements at their own expense.
2. For some of the households targeted, the organisation found that **there was no proof of ownership**. Given the complex context in Lebanon, this was a widespread issue. Close collaboration with the Municipality was needed for verifications of ownership. Moreover, in many cases there is no rental contract but **only a verbal agreements between landlords and tenants**. This has been challenging but was tackled through prolonged negotiations.
3. One of the key learning from previous programming was that geographically spread out shelter works, especially for empty shelters, created a problem for **beneficiaries evicted by forcing them to move to a new neighbourhood and severing ties with their communities**. The neighbourhood approach was specifically designed to overcome this. However, due to the particular context in the urban areas of Beirut and Mount Lebanon, the organisation was unable to identify a large number of empty shelters in its target neighbourhoods. Moreover, even when neighbourhoods were identified, landlords did not agree to signing contracts with the organisation. As a result, **the organisation's approach had to be modified to identify alternative solutions** in case of evictions.

A059 – Lebanon – 2016 – Syrian refugee crisis

Country: Lebanon
Project location: Bekaa and Akkar
Disaster/conflict: Conflict (Syrian crisis, refugees in Lebanon)
Disaster/conflict date: Conflict begins: March 2011 - January 2016 (ongoing).
Total number of houses damaged by the disaster/conflict: over 1.1 million Syrian refugees in Lebanon
Total number of people affected / displaced: 4.8 million refugees, 8.7 million IDP's.
Number of people supported by the project: 11,608 beneficiaries supported (2,346 households) consisting of 6,264 children (3,259 boys and 3,005 girls) and 5,344 adults (2,301 men and 3,043 women)
Project outputs: 2,346 insulation kits have been distributed in total to 2,346 households

Project summary

The provision of fire retardant insulation kits for weather-proofing of informal settlements and incomplete dwellings for refugees in Lebanon has proven vital in meeting yearly thermal comfort needs. Analysis carried out indicates the combination of insulation and adequate ventilation has made essential improvements to thermal comfort both in summer and winter. The installed kits were one of the most significant improvements made to shelters, enhancing health outcomes, decreasing fuel consumption, providing a comfortable place for children to study in the evenings whilst not adding to the fire hazard in the makeshift homes.
The wider impact of this project can be measured by the adoption of the insulation kits as part of the winterization response of the shelter-working group in Lebanon. Following the successful pilot project undertaken this formed part of the integrated Lebanon Crisis Response Plan shelter interventions. The main agencies active in the country have since distributed insulation kits.

Strengths

1. Insulation kits can be used to **improve thermal comfort levels** both in summer and winter.
2. The kits are **adaptable** and can be utilised within tents or incomplete shelters.
3. 84% of sampled households reported their **living conditions have greatly improved** as a result of the Insulation Kit. In some cases, refugees have also taken creative initiatives to use the insulation to improve their homes.
4. **Buy-in from the beneficiaries**. The majority of beneficiaries reported having installed the kits fully and the remaining reporting partial usage to meet their need.
5. **Effective technical communication** with beneficiaries for the installation of kits. We used a combination of tips sheets with pictures and verbal instructions during distribution.
6. **Speed & scale of implementation**: large number of shelters can be insulated in a short period of time.

Weaknesses

1. **Tool items provided to fix insulation were not always adequate**, e.g. roofing nails provided in the kits were in many cases too long and pierced through the timber into the covering plastic.
2. **The insulation was not always fully secured** due to adhesive tape becoming loose in places; this is due mostly to the irregular surface of shelter walls and ceilings.
3. **Lack of targeted installation support**: one third reported they had either paid or relied on either neighbors or extended family members to install the insulation.

Lessons learned

1. To provide **sufficient supervision support** to ensure insulation foam is securely fixed to achieve maximum benefits.
2. The pilot project demonstrated that the installation of insulation foam on walls and ceilings in contact with the outside led to the temperatures inside tents being reduced on average by 5 degrees during summer. The same principle will be applied in winter whereas the shelter temperature will be preserved inside a tent, additionally families will be making a significant saving on fuel during the winter season.
3. **The importance of awareness raising** sessions within the communities explaining the benefits of the kit and the best practice of proper installation.

A057 – Syria – 2015 – Conflict

Country: Syria
Project location: Northern Syria (Kafr Nabl, Hass, Maarat Horma and Jarjanaz in the Idleb governorate and Deir Jamal and the Old City in the Aleppo governorate).
Crisis: Syrian conflict
Conflict date: March 2011: Crisis begins after suppression of protests. May 2011: First camps for refugees open in Turkey.
Total number of houses damaged by the disaster/conflict: Over 1.2 million homes have been damaged or destroyed since the onset of the crisis in Syria. Partial or complete destruction of 200,000 homes only in 2015. 20% more than the previous year.
Total number of people affected / displaced: In 2015, the heightened intensity of the Syria crisis was marked by catastrophic infrastructural damage from continued conflict in the form of land and aerial brutalities. 2015 witnessed the partial or complete destruction of 200,000 homes, a 20% increase from the previous year, and over 1.2 million homes have been damaged or destroyed since the onset of the crisis in Syria
Number of people supported by the project: This project benefited 873 Households A total of 5,722 individuals made up these households. 143 (16.4%) were headed by women. 552 households were served in Idleb and 321 in Aleppo.
Project outputs: 463 household repaired 1,460 winter and kitchen NFIs distributed 150 solar panels installed 305 shelter kits provided

Project summary

The project was implemented in Idleb and Aleppo governorates and it aimed to improve living conditions and increase knowledge and awareness on hygiene and protection topics of IDP and conflict affected host community members through timely, effective and coordinated provision of basic protective, shelter items, and mainstreaming activities.
Homes were categorized as mild, moderate, or severely damaged. Families residing in homes of mild or moderate damage were provided with shelter repair kits and received training from SRD staff on how to conduct repairs independently.
Over 50 jobs were created for Syrians with technical backgrounds including civil, architectural, and electrical engineers (4), carpenters (4), constructions workers (4), plumbers (4), and electricians (3).
This project also made significant contributions towards capacity building through trainings and awareness sessions. The combination of repairing shelter and delivering protection training enhanced the resilience of the communities served and created sustainable positive change.

A042 – Yemen – 2015-2016 – Conflict

Country: Yemen
Project location: Abyan, Al Jawf, Hadramout, Aden, Lahj, Al Dhale'e
Crisis: Conflict
Disaster/conflict date: March 2015
Total number of houses damaged by the conflict: UKNOWN
Total number of people affected / displaced: **T**he 8th Task Force for Population Movement report released in April reaffirms the continuation of the humanitarian impact of the conflict and validates a total number of 2,755,916 internally displaced persons (IDPs). A total of 23,148 individuals were displaced in Abyan, 33,354 in Al Jawf, 3,798 in Hadramout, 25,566 in Aden, 52,866 in Lahj, and 27,654 in Al Dhale'e.
Number of people supported by the project: 47,056 individuals
Project outputs: Conflict-affected households including at least 30% female-headed households receive basic shelter/NFIs support in host communities, collective centres or informal settlements: 3,600 NFI and kits containing Mattresses, Blankets, kitchen sets, sleeping mats 2,613 Shelter kits containing Tarpaulins, ropes and tools
Materials costs per household: NFI kits: USD 116 Shelter kits: USD 30

Project summary

The project aimed to meet the basic shelter needs of more than 6,000 conflict affected households in Yemen, with activities conducted in 6 governorates: Abyan, Lahaj, Aljawf, Aden, Aldhalee and Hadramout. The closure of ports and other restrictions on imports had contributed to severely hamper the availability of food and other essential commodities in these governorates. The project enabled the Organisation to procure, transport, store and distribute the most crucial NFIs and shelter materials.
The project consisted of two main components. First, the procurement and transport of NFI kits and shelter materials for both immediate distribution and pre-positioning. Second, mobile response team capacity to assess, verify, register, distribute, and conduct post-distribution monitoring. In all stages of the NFI and emergency shelter response, the Organisation ensured gender and age awareness including in the disaggregation of data and the targeting of female-headed households, incorporating gender dynamics and the specific needs of different groups into needs assessments and response recommendations. Further, the Organisation ensured that kit contents procured through this project are, as far as possible, designed to meet the different needs of men, women, boys and girls.

Strengths

1. Despite the intense ground clashes and air strikes observed in the project target areas, the organisation was able to successfully carry out NFI kits and Shelter items deliveries to the most vulnerable IDPs and conflict affected populations in the six governorates.
2. The organisation successfully managed to follow different procurement modalities in order to procure, transport and distribute NFI kits benefitting 28,913 IDPs and affected persons in the target areas.

Weaknesses and Lessons learned

The Organisation managed to reach all target beneficiaries in the targeted governorates, though slightly less beneficiaries in Al Dhale'e than originally planned. This is because during the distribution, the team found that some IDPs had moved from Al Dhale'e into other governorates, outside the geographical target of this project. Reasons for leaving of those IDPs are not clear.
The lesson learned is that preliminary estimates of IDPs in one location can quickly change over a short period of time, thus affecting planned aid distribution.

AMERICAS

A033 – Ecuador – 2016 – Earthquake

Country: Ecuador
Project location: around Portoviejo, Manabi
Disaster: Earthquake
Disaster date: 16 April 2016
Total number of houses damaged by the disaster: Approx 29,700 (14,000 in urban areas and 15,700 in rural areas)
Total number of people affected / displaced: affected: Approx 340,000 affected people (80,000 displaced because of damages to their houses)
Number of people supported by the project: 13,000 (2,600 HH assuming 5 per HH)
Project outputs: 2600 shelter kits distributed. 2,000 Water filter 300 NFI kits (Mosquito nets, Jerry cans, water filters, kitchen set, solar lamps) Training programme with local implementer and affected community. Quality post distribution monitoring and follow up support. Phase 2: 220 Construction Material Kits and 410 Other NFIs
Shelter size and density: approx. 24m^2 (density 4.8m^2)
Project costs per household: Materials and labour: approx. GBP 55.55. Overall project: GBP 94.65

Project summary

A three way partnership between three organisations to distribute Shelter Kits to 2,600 Earthquake affected households. The way that the three agencies acted in a well coordinated fashion each bringing specific skillsets led to a very high quality distribution and the amount of care and due diligence shown in beneficiary selection, training and community involvement are shown to be excellent examples of humanitarian best practice. It is believed that the methodology gave beneficiaries an increased probability of accessing their own recovery continuum.

The trainings and community ownership aspects proved to be key to the success. The way that the three agencies coordinated meant that distributions were in good time, and with the care taken to deliver good training affected households were able to shelter themselves successfully. A monitoring report from one of the agencies showed good evidence of further early recovery post distribution, with many households being able to upgrade their shelters and resources allowed.

EUROPE

A019 – Germany – 2016 – Refugee crisis

Country: Germany
Project location: Feldkirchen, Bavaria, Germany
Crisis: European Migrant and Refugee Crisis
Crisis date: 2011 (start of civil war in Syria) / 2013 (start of large-scale migration into northern Europe / April 2015 (start of 'Balkan route' migration) / August 2015 (start of open borders in Austria and Germany) / September 2015 (start of construction of Feldkirchen site) – still ongoing to date.
Total number of houses damaged by the disaster/conflict: Unknown (multiple disasters)
Total number of people affected / displaced: 1.1 million arriving in Germany in 2015
Number of people supported by the project: 125 000
Project outputs: a transit camp with a planned capacity for 5,000 refugees, asylum-seekers and migrants was constructed, using a variety of shelter interventions (re-purposing of existing buildings as collective centres; construction of large tents as collective centres; deployment of family-size tents; installation of infrastructure and structures for communal facilities), and with the participation of a wide range of actors (local authorities, national authorities, local volunteer networks, etc). At peak, the site was accepting up to 25 buses (approximately 1,400 people) new arrivals per night.

Project summary

At the high peak of the refugee crisis in Europe, ready-to-use accommodation and reception centres were urgently needed in areas close to the Austrian border, as this was the entry point into Germany for thousands of refugees and migrants using the Balkan route. Two such transitional camps were set up in the state of Bavaria on property of the federal armed forces (*Bundeswehr*). Implementing partners were the humanitarian organisation, the armed forces and THW, the German Federal Agency for Technical Relief (*Technisches Hilfswerk*). The German Federal government was the donor. The camp in Feldkirchen had to be opened just after one week of construction in order to release the pressure from the immediate border towns and to prevent big numbers of refugees heading to Munich, where the Octoberfest was in full swing. The site in Feldkirchen started as a summer-camp, using gymnasiums and family tents as accommodation facilities. Step by step it was scaled up to a winterized camp. Replacement works had been carried out during normal camp operations by reducing the capacity temporarily.
The overall success of the project can be measured by the speed as well as the cooperation between all partners involved. As a matter of fact, the camp was able to start its work just two weeks after the official request was received. As a result, thousands of refugees and migrants were given safe shelter, basic humanitarian support and medical treatment, where needed.

Strengths

1. Involvement of local volunteers through the local branch – volunteers were interviewed and deployed according to their capacities and likes. Several people from the organisation and its local branch were deployed to coordinate the volunteers.
2. Supportive, positive and engaged soldiers supporting the entire process.

3. Positive partnership with THW and the armed forces, due to the ad-hoc availability of skilled manpower and professional technical equipment.
4. Very fast, coordinated approach to set up the camp. A strong commitment of all partners involved to provide the best support possible to the refugees. Flexibility to start with a *quick-and-dirty solution* to provide urgently needed relief and then to scale up step by step.
5. Quick availability of huge numbers of essential items like tents, field beds, blankets etc. was possible through combined donations of the organisation's partner societies.

Weaknesses

1. Site location choice – situated between military barracks, a water protection area and the breeding ground of a protected bird there was no space for expansion or relocation during the winterization phase.
2. Due to the site, the handling of fuel for heating and power generators in direct proximity to the water protection area resulted in stricter regulations for environmental protection.
3. The complexity of coordination to plan the winterized camp with changes in levels of authorities, diverted resources and energy from daily activities.
4. The lack of experienced staff at the field level as well as at HQ caused stress and misunderstandings.

Lessons learned

1. Include an expert of environmental issues in the assessment team choosing the site.
2. Have all relevant authorities on board from the beginning. For them such a project was new as well and the legal implications not always clear. The local fire brigade seems to be one of the most important partners to have on board.
3. Include a shelter expert in the planning process from the very beginning.

A054 – Ukraine – 2014-2016 – Conflict

Country: Ukraine
Project location: Donetsk & Luhansk both government controlled and non-controlled areas
Crisis: Conflict
Crisis date: 2014
Total number of houses damaged by the disaster/conflict: estimated over 30,000 houses /apartments
Total number of people affected / displaced: 1.7 million IDPs registered in Ukraine GCA, 200,000 people residing in communities along contact line and estimated 2.7 million displaced and non-displaced within non-Government controlled area
Number of people supported by the project: 31,830 HHs received winterization NFIs 16,614 HHs received light, medium repairs and reconstruction support
Project outputs: 31,830 HHs received winterization NFIs 12,252 HHs received heating fuel 12,625 HHs received winterization cash 11,097 HHs received support with light repairs 5,497 HHs received support with medium repairs 20 HHs had their houses reconstructed

Project summary

This case study will focus on the Cluster response in Ukraine during the winter of 2015-2016. In order to provide life-saving services to crisis-impacted households, Shelter/NFI partners mobilized resources to provide NFI kits, heating systems, and winterization repairs from October 2015-February 2016. Planning for this mobilization initiated in August, which enabled partners to mobilize resources. Partners were able to successfully implement programming, though to build on achievements from winter 2015, partners would like to begin planning at an earlier stage in 2016 to ensure that contingency stock is in place for the winter's most severe period. In October 2015, the sub-national cluster opened a winterization referral database so that partners could coordinate winterization activities in Donetsk and Luhansk oblasts, which enabled rapid response to acute needs. Throughout the winter period, the Cluster published several gap analysis maps to highlight villages that were missing out on winterization activities, so that partners were able to cover the vast expanse of the affected territory.

Additionally, Shelter Cluster partners in Ukraine implemented light and medium repairs as a first step to preserve the structural integrity of the building, as one of the minimum conditions to preserve life-saving shelter for those with no other resources during the Ukraine crisis's first winter. In some best practices, partners divided roles and responsibilities for one house in order to complete light and medium repairs to households. Then at a later date, systematic practices to upgrade houses with full adequate repairs in order to achieve a durable solution for permanent return have been planned focusing on repairing structural damage.

GLOBAL

A038 – Global – 2014-2016 – Global stocks prepositioning

Country: Kenya and Philippines / Global
Project location: Nairobi and Manila / Global deployment
Disaster/conflict: Preparedness
Disaster/conflict date: Multiple
Total number of houses damaged by the disaster/conflict: N/A
Total number of people affected / displaced: N/A
Number of people supported by the project: N/A (continuous global project which assisted affected populations in multiple locations)
Project outputs: Two global warehouses, Emergency logistics catalogue, and the following stocks: 4 Wikihalls 10x24m (Norwegian manufactured warehouse tents) in 2014, 2 additional ones and a smaller 8x12m collective service tent in 2015. Multiple replenishments of NFIs including plastic sheets, tarpaulin rolls, polyester blankets, sleeping mats, mosquito nets, rope, kitchen sets, HDPE woven bags, solar lanterns. Deployments from the Nairobi warehouse: 2 to Malawi (January and March 2015), 3 to Yemen (May and December 2015, March 2016) Deployments from the Manila warehouse: 1 to Fiji (March 2016)

Project summary

With some seed funding, the Organisation was able to establish a pilot project of regional stocks for East Africa in Nairobi, which would be replenished on use, and a second one for Asia and the Pacific in Manila. These stocks allowed for faster deployment of better quality NFIs, and enabled agency systems to be adopted. The case study highlights the challenges and lessons learned of establishing and using global stocks prepositioning for humanitarian preparedness purposes.
The overall pilot project goal was to initiate a global prepositioning of core non-food relief items in in order to quickly respond to surrounding crises. Although country missions already had levels of stockpiles available, there was no prepositioning system for global stocks at that time. Therefore, the establishment of this pilot project represented an effort to enhance the Organisation's quick response capacity at the onset of a crisis requiring humanitarian intervention in the area of emergency shelter and NFIs.

Opinion Pieces - Abstracts

The "Opinion Pieces" section of the Shelter Projects publication aims at including brief reflections and opinions on current relevant topics in the shelter and settlements arena, written by expert practitioners from agencies, academics and independent consultants.

The abstracts that follow have been submitted by the credited individuals and will be discussed and selected for inclusion by the Working Group. The articles will be developed by the end of 2016 to be included in the 2015-2016 edition of Shelter Projects.

Abstracts in this section:

Integrated Humanitarian Assistance

By Donal Reilly, Seki Hirano, Jamie Richardson

This article will offer a proposition for a structural change to the way we humanitarians organize ourselves by critiquing the siloed nature of the current humanitarian system. The article will start by returning the conversation back to the needs of the people we seek to support in times of crisis, where individuals, families' and communities' prioritize their needs in dimensions such as physical, social, political, natural, financial, spiritual and human. The central question the article wants to bring out for discussion is "Should we as Humanitarians, provide assistance which is more centered around the needs of the affected population?" If yes, what are the ways that we can seek to restructure how we provide humanitarian assistance to enable a more people-centered response approach.

This article will offer views from different stakeholders (collated from different platforms, Interaction, ALNAP, UK shelter forum, CRS Humanitarian Response department workshop) as well as drawing from experiences from a major humanitarian organization who believe this is a pertinent issue. Concrete experiences and propositions will be presented as follows;

1. Insights from an organization implementing Shelter Wash integrated programs.
2. Proposal for a revision of humanitarian coordination system
3. Influence from the Cash approach into coordination and people centered assistance.

Through offering these concrete examples of integrated programming the article aims to trigger further conversations across the sector and beyond to re-evaluate the way we work.

Intergration of Hazard Vulnerabilty Assessment

By Elizabeth Mwakosya

The paper will discuss the role of hazard vulnerability assessments in reducing disasters associated with land development in the British Virgin Islands (BVI). This would include the assessment of approaches and key lessons. From 2009, the Development Control Section in the Town & Country Planning Department is implementing an initiative which is designed to reduce vulnerability to natural and man-made hazards on the communities. The Hazard Vulnerability Assessment process (HVA) has been integrated with the Planning Application Process. The objective is to provide a systematic approach in reviewing planning applications, so as to recognize hazards that may affect development of land, and recommend the necessary mitigation measures. In collaboration with the Department of Disaster Management, the risks associated with each hazard are analysed to prioritize the mitigation measures.

It is important to learn about practices and experiences, so as to develop functional processes. The paper will focus on the hazard vulnerability assessment aspect, in relation to the land development control process. The paper will briefly summarize and discuss the current experiences and provide recommendations on the way forward.

Traditional Knowledge for Building Back Better

By Alberto Preato

The success and the sustainability of shelter interventions in post-disaster situations depend, among other factors, on the integration of traditional knowledge and practices. The Building Back Better paradigm should look - by definition - at the improvement of pre-existing construction techniques and to promoting locally developed techniques and the use of local materials. This would ensure that, when disasters hit causing massive habitat disruption and displacement, those traditional mechanisms and systems not only will survive the shock but can become catalyzers for recovery and community development. In the context of a shelter project implemented in Vanuatu in the wake of the tropical Cyclone Pam, we have questioned the meaning of "local" and looked backwards at the traditional buildings that survived the cyclone, reflecting on how to make them better. The project also engaged communities across five provinces with the repairing and reconstruction of traditional Nakamals, which play a significant role in the maintenance of "kastom" in Vanuatu, as well as having an important functional role in Disaster Risk Reduction in rural areas, as they are often used as safe house during cyclones.
What are the key elements of traditional wisdom that those buildings incorporate and how these can be transmitted? How to overcome the mantra of 'foundation / bracing / strapping' to touch upon some other critical issues such as planning, women participation, and the sustainable use of natural resources? How to integrate intangible cultural manifestations in shelter practices so to ensure that knowledge and skills are retained within the populations affected by natural disasters?
The article aims to discuss these core issues in the context of the shelter emergency relief and recovery challenges following the 2015 tropical cyclone Pam that devastated Vanuatu on 13 March 2015.

Cash and Markets in the Shelter Sector

Abridged version of the position paper of the Global Shelter Cluster

By Jake Zarins

The use of direct cash payments to support communities impacted by crisis is becoming increasingly commonplace as a response to humanitarian situations – and with good reason. Cash can often be faster and more cost-efficient to deliver than in-kind assistance and most importantly increases choice, flexibility and dignity for beneficiaries allowing them to exercise some of their basic rights whilst potentially stimulating the recovery of livelihoods and contributing towards post-crisis economic rehabilitation.
Increasingly the discussions around cash transfer programming (CTP) for many humanitarian actors focus on why cash is not the preferred response modality in any given response. Beyond the sole provision of finance to affected families there is a rapidly evolving subsector developing tools, learning and knowledge on analysing, understanding and working with post crisis markets. By engaging with, repairing and strengthening existing economic and social structures there is significant opportunity to improve the speed and efficiency of the broader recovery process rather than creating parallel structures that can undermine these existing systems.
Yet the humanitarian shelter sector, despite using cash based approaches with increasing regularity is in some regards being left behind as the cash and markets agenda evolves. This is partly due to concerns that the key principles of choice and flexibility that can make CTP such a powerful tool can also present a range of risks and liabilities in shelter delivery.

GBV mainstreaming, the cornerstone to promoting good shelter programming

Dignity, Privacy, Safety, Health and Protection: Finding a Common Definition of Success in Shelter Programming

By Amelia Rule, Caroline Masboungi, and Jessica Izquierdo

Shelter programs are founded on the most fundamental principles of protection; the protection provided by a roof, clothing, the cohesion of family; however this foundation is not always attributed. With a sectoral approach in responses the protection element of shelter programming can become elongated from the main purpose of providing shelter; protection from the elements, further harm and risks. When then did protection from violence become a separate conversation for shelter actors?
Many shelter programs are essentially based on technical standards developed with protection in mind (in addition to dignity, privacy, safety and health); for example, overcrowding in camps and recommended covered living space per person in shelters (Sphere Standards). Such standards embody 'best shelter programing,' demonstrating the irreversible link between protection, privacy and health; reducing risk of disease, physical harm (fire, violence), and upholding cultural and familial practices and traditions. But does this link have a tendency to be overlooked?

Integrating gender and GBV awareness is not new to shelter programming; however, our efforts as a shelter sector to analyze and document the ways in which we reduce potential risks of GBV has only recently come on the agenda. By shifting our focus from gender and GBV as additional checklists, we find that the greatest learning can be found in the ways shelter programs integrate GBV across the whole program cycle, from proposal writing, assessments, shelter or settlement design to monitoring and impact indicators. How then can we as shelter actors have a common definition of programmatic success that includes GBV?

This article argues that GBV and gender integration is essential to achieving better, more effective and impactful shelter projects. Through examples the article will show how addressing safety, dignity and protection of individuals can improve wider conditions in society/community: such as empowered women, reduction in violence, improved access to relief items and other services, and the greater protection of families. Examples will include key points from Benin, Nepal and Philippines responses.

Instead of highlighting program risks and the complexities of GBV, the shelter sector can lead with a positive approach to mainstreaming GBV, which demonstrates shelter staff as protection champions and the concrete actions towards GBV and gender awareness that shelter programs continue to develop, leading to broader positive or even transformative impact on individuals and communities beyond the specific outputs of any one program. In conclusion, GBV integration shouldn't be seen as an additional task to add to shelter practitioners' to do list, but understood as an approach that is articulated around the key principles of participation, inclusion, consultation and engagement with the affected communities towards identifying and reducing their vulnerabilities. These principles ultimately contribute to the overall objective of good shelter programming.

Scale, Impact and Significance in Shelter Projects

By Joseph Ashmore, Jim Kennedy, and Charles Setchell

Questions of scale, impact and significance in implementing shelter programmes touch to the core of what is good programming, and how best to provide timely support to populations in need with often limited resources. In most crises, the percentage of those receiving support for shelter and settlements is a minority of the total overall need. At a programme-strategic level, there are a number of key issues which need to be addressed, in order to make shelter and reconstruction strategies robust and effective:
- All projects are a balance of resources against need.
- Achieving Scale can mean reducing the level of support: what is a realistic minimum of support per person?
- Understanding accountability as being to the entire affected population, not just those targeted in projects.
- Should strategies for implementation aim at hard-to-reach people or target those easier to reach to ensure scale?
- Quality of programming and ensuring effective multi-sectorial interventions. Does 'scaling up' risk to translate into low-cost high-volume interventions which focus on outputs rather than impacts?
- How can community-based approaches, such as single neighbourhood ones, be scaled up?
- How to frame the future impacts of shelter activities, thinking at settlements as the base of strategy and operations?

Post-disaster shelter recovery: changing our standard approaches to support self-recovery

By Tom Newby

At the UK Shelter Forum in May 2016 a panel discussed the question "How do institutions and disciplines interpret risk and make decisions on behalf of others and how important is the context? Or… How important is structural safety anyway". For shelter practitioners designing programmes there are strong pressures and incentives to raise the quality of the shelters and buildings that result from their work in order to 'build back better', or 'safer', or 'stronger', or 'smarter'. The use of the phrase 'build back better' has been analysed and critiqued by many, including Kennedy et al in their 2009 Paper, which re-affirmed the relevance of the post-disaster settlement and shelter principles of UNDRO (1982). Despite this, many shelter projects place achieving a foreign interpretation of 'better' at the heart of their design, often with a strong emphasis on structural safety and robustness of buildings. This paper argues that foreign practitioners need to entirely relinquish the decision about what is better to the affected people. In seeking to control the evident risks that such practitioners can see and understand, such as the risk of buildings collapsing in a storm, other less evident risks are often missed or exacerbated. These risks, ranging from losing access to livelihoods to social exclusion, may be far more relevant to the safety, dignity and survival of disaster-affected people than the structural robustness of their buildings. In supporting post-disaster recovery of shelter, practitioners must let affected people define and prioritise the risks which matter to them, and support them to manage and mitigate those risks as much as possible. This may mean re-building in hazard-prone areas in order to maintain food security, prioritizing the size of houses over the structural quality or other such choices which foreign professionals with their narrow understanding of the context and strict professional values may find very difficult to come to terms with, but will likely lead to outcomes of greater value and sustainability to the people they seek to help. Rather than prioritising and seeking to fully control risks that lie within their professional competence, shelter practitioners must learn to enable the choices of disaster-affected people and provide them with the tools and knowledge to make informed choices about what risks really matter in their lives.

NOTES

shelterprojects.org

Sharing experiences in humanitarian shelter projects following conflict and natural disaster.

About Shelter Projects: Despite the hundreds of shelter projects completed around the world every year after conflicts and natural disasters, there are few compilations of case studies and best practices. As a result, opportunities to consolidate lessons learned are often lost. "Shelter projects 2015-2016" will be a compilation of case studies of the past few years of emergency shelter responses in support of natural disaster and conflict affected populations. It will contain case studies of significant projects implemented by governments, UN agencies, international organisations and NGOs. "Shelter Projects 2015-2016" will be available to the humanitarian community free of charge and will build on the previous editions, which can be downloaded from: www.shelterprojects.org.

This summary document includes the case studies that have been submitted and pre-selected so far. They will be further developed in the next months, and reviewed by the Shelter Projects Working Group, which is composed of shelter experts from several international agencies. The working group can be found at http://www.sheltercluster.org/working-group/shelter-projects-2015-2016-working-group.

For comments on the content of this summary document,
or on the Shelter Projects publication in general,
please visit www.shelterprojects.org
or contact web@sheltercasestudies.org.

Global Shelter Cluster
ShelterCluster.org
Coordinating Humanitarian Shelter