SHELTER PROJECTS

10th edition

CASE STUDIES OF HUMANITARIAN SHELTER AND SETTLEMENT RESPONSES 2023-2024

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GLOBAL SHELTER CLUSTER

Shelter Projects 10th edition

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Deema and her family sit infront of their one-room shelter constructed after the floods in Pakistan destroyed their home.

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© Hilena Tafesse/ IOM Afar, Ethiopia. 2022.*In Ethiopia's Afar region, women build their homes together using traditional knowledge. Designed for a nomadic lifestyle, each shelter can be dismantled, moved, and rebuilt—a testament to resilience and community.*

© Emrah Özesen/ IOM. Nurdağı, Gaziantep, Türkiye 2023. *Amidst the ruins of Türkiye's earthquake-ravaged landscape in Gaziantep's Nurdağı district, a man sits, awaiting his transfer.*

© Juan Luis Rodríguez/ Ayuda en Acción. Meluco, Cabo Delgado, Mozambique, 2024 *A girl supporting the wall-mudding task for her family shelter.*

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

FOREWORD

The publication of the 10th edition of Shelter Projects comes at a time of growing and increasingly complex humanitarian shelter and settlements needs. Although its development was temporarily suspended, its completion reaffirms a collective commitment to documenting operational experience and transforming it into practical learning for the humanitarian community. Reaching a 10th edition also marks an important milestone for the Shelter Projects initiative, reflecting nearly two decades of collective learning, knowledge sharing and collaboration across the humanitarian shelter and settlements sector.

This edition presents a new collection of case studies and research pieces documenting interventions implemented up to the end of 2024. Together, they reflect the diversity of shelter and settlements practice across different crises, regions and operational environments. They also show how humanitarian shelter and settlements practice continues to evolve beyond the provision of emergency shelter alone, addressing wider questions of recovery, settlement conditions, disaster risk reduction, access to services, environmental sustainability and people's ability to make informed choices about their own lives. In doing so, the publication helps connect operational practice with broader discussions on how shelter and settlements responses can better support safety, dignity and recovery.

As in previous editions, the projects included here do not present a single model to be replicated everywhere. Rather, they offer a range of experiences from which practitioners, coordination teams, authorities, researchers and affected communities can draw lessons. Effective shelter and settlements programming depends on approaches that respond to local capacities, priorities and constraints, while adapting to the realities of each context.

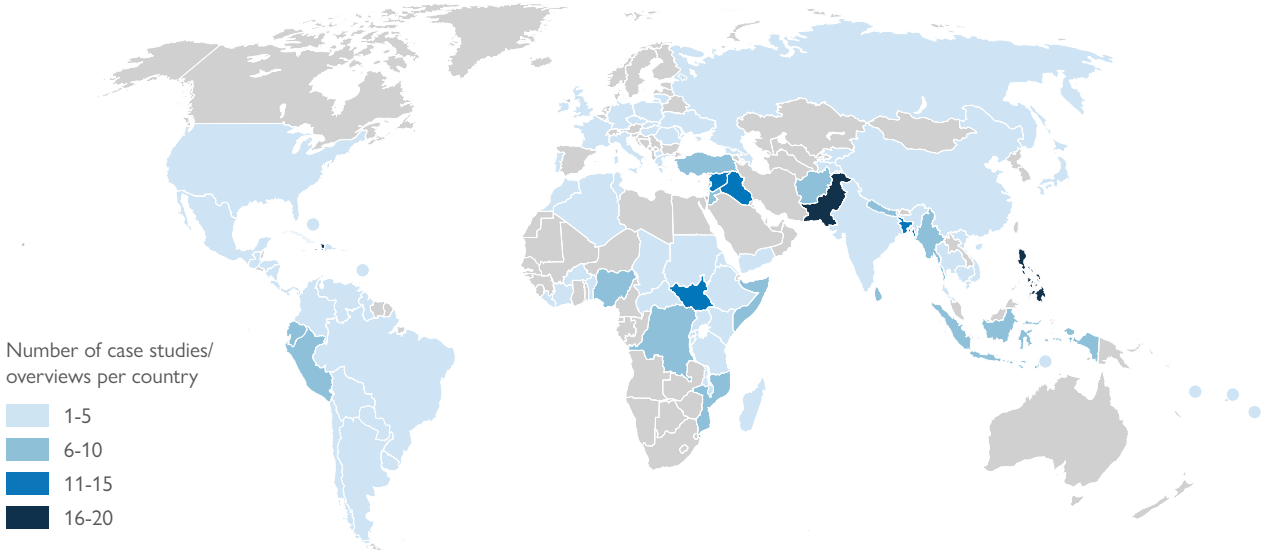
The case studies are intended to support reflection as much as replication: they help identify what worked, what proved difficult, why certain decisions were made, and what may need to be adapted in future responses.

Shelter Projects has always been a collective effort. This edition was made possible by the contributions of field practitioners, coordination teams, authors, reviewers and members of the Working Group, whose engagement helped strengthen the quality and relevance of the publication. Each contribution benefited from a collaborative peer-review process, encouraging constructive reflection on both successes and challenges while helping ensure the technical quality of every case study. Together, these contributions reflect a shared commitment to learning from practice and making that learning accessible across the sector, while recognizing the people and communities whose experiences, priorities and recovery efforts are at the centre of the responses documented in these pages.

As humanitarian crises become more complex, prolonged and resource-constrained, the shelter and settlements sector will need to continue adapting how it works, learns and collaborates. This 10th edition offers practical experience to support that process, helping practitioners and partners translate lessons from past responses into stronger action for the challenges ahead, seeking to help the sector respond more thoughtfully to future crises, strengthening approaches that are effective, inclusive and sustainable.

The Shelter Projects Working Group,
July 2026.

INDEX OF CASE STUDIES/OVERVIEWS BY COUNTRY PUBLISHED IN SHELTER PROJECTS (2008-2024)



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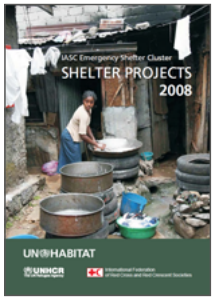
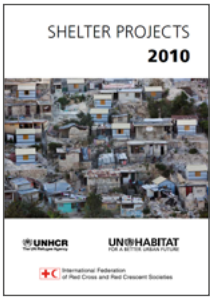




For comments, feedback or questions, please visit the website or contact

shelterprojects@sheltercluster.org

ACRONYMS

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

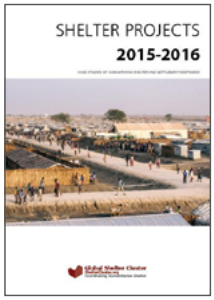
A NOTE ON TERMINOLOGY

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

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

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

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



Newly displaced children next to their new transitional shelter on Yemen's west coast.
© MOHAMMED Majed

CONTENTS

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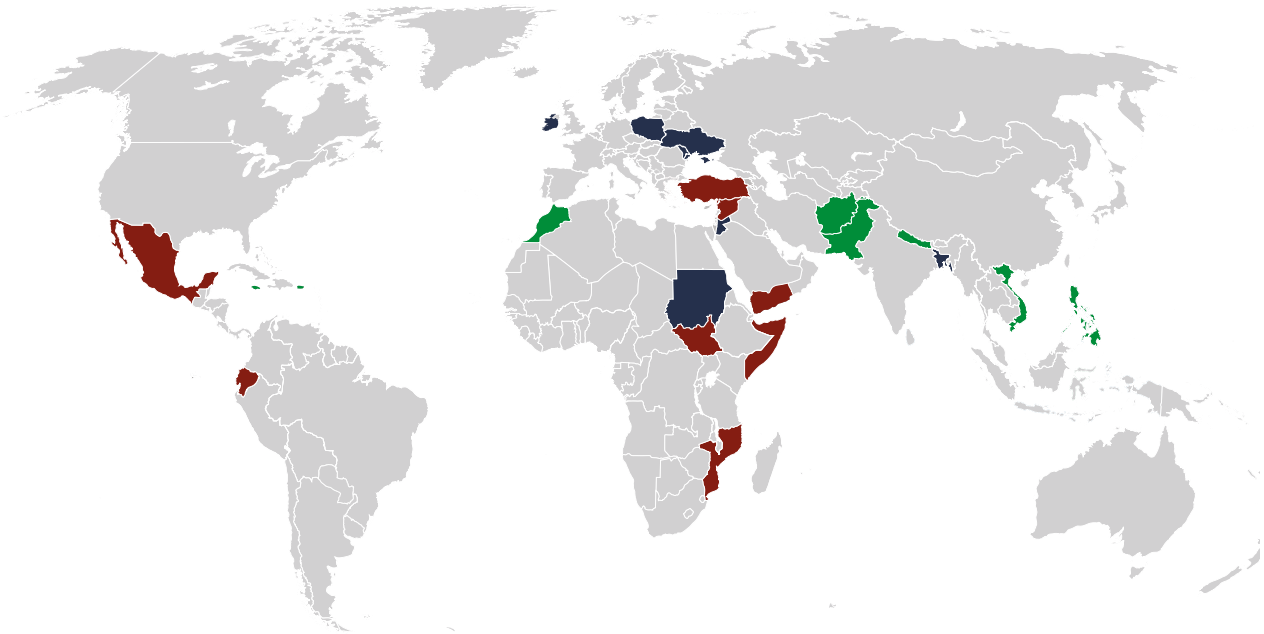

INTRODUCTION

Newly displaced people receive emergency items to help them cope with displacement.
© Ma'rib/IOM Yemen 2020

INTRODUCTION

A resident explains how her roof was torn off by Hurricane Beryl. Jamaica 2024

ABOUT THIS BOOK

This new edition of Shelter Projects contains 28 new case studies of humanitarian shelter and settlements responses implemented primarily during 2023 and 2024, with some exceptions for multi-year programmes or projects implemented earlier but not previously published. The articles, which can be found in Section A of the publication, are written by field practitioners and coordination teams who have been involved directly in each of the projects and responses.

Originally planned for last year, this edition has been published right one year later due to the suspension of activities imposed on U.S. funded projects that occurred in early 2025. The resumption of works was made possible by the renewed efforts of all contributors and peer reviewers more than a year later. Despite it being finalized and published in 2026, the original timeline -- covering projects implemented, mostly, until the end of 2024 -- was maintained. Future editions of case studies compilations developed within the broader scope of the newly merged Shelter, Land and Site Coordination Cluster may cover the period from 2025 onwards.

In Section B of this edition there are three Research Pieces curated by the Research Working Group of the Global Shelter Cluster, and an obituary piece in memoriam of colleagues and contributors to the publication who have passed away. Two of the research abstracts focus on specific scenarios in Mexico and Pakistan, while the third one analyses longitudinal impact of shelter responses with examples from Afghanistan, Nepal and the Philippines.

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

The objective of this publication has always been to encourage a learning process, a critical reflection on our practice, advocate for following best practices and avoid "reinventing the wheel" every time. If you wish to find out more about the specific projects, please contact shelterprojects@sheltercluster.org, or any contact available at www.shelterprojects.org

After a hard day of work, Ali and his friends look forward to unwinding in their new shelters and spending quality time with family. (Yemen)

A displaced family sits in their tent in the middle of the afternoon to escape the intense heat in the Harbanoush area in northern Syria.

Ms. Babita Rana, a model house beneficiary and worker, transports CSEB blocks, building a safer tomorrow for herself and her community. (Nepal)

CASE STUDY SELECTION, REVIEW AND EDITING

All the fifty-seven abstracts submitted following an open call were reviewed by representatives of all the organizations that form part of the Shelter Projects Working Group and rated according to the following criteria: a) Significance / scale of impact of the work for the given context, b) Potential contribution to learning, c) Quality of the submission materials and intervention.

The working group reviewed the final list aiming to include a balance representation of shelter and settlements responses from different regions, modalities, and organizations, with a priority for local actors where possible.

Aiming to extend the inclusion of new geographical contexts in Shelter Projects, this 10th edition brings in six countries for the first time: Ireland, Jamaica, Mexico, Morocco, Poland and Puerto Rico.

As in previous editions, the projects included were required to:

Be wholly completed or, if not, implemented enough to present solid learning elements that could be gained from the project by late 2024.

Given the scale of shelter needs every year, case studies must have had large-scale impacts. Discontinued trials, pilot projects or design concepts were not included. Smaller scale projects were included especially when they were implemented by local organizations.

Most of the project must have been implemented within the first year following a disaster, or over longer time frames for recovery processes. For conflict, chronic emergencies and return processes, longer time scales were considered.

Accurate project information was available from staff or individuals involved in the implementation. In most cases, content was provided directly by project field staff and program managers.

The case studies illustrate a diversity of approaches to meet shelter and settlements needs, as providing shelter assistance is more than simply designing architecturally impressive structures or constructing individual houses.

After a pre-selection based on the above criteria, each case study was fully drafted by the project implementer, screened by the editorial team, and further peer-reviewed by two independent members of the Shelter Projects Working Group. The review enabled an additional level of critical analysis of the strengths and weaknesses of each project, and pointed out what lessons to highlight and what aspects to expand upon, ultimately increasing the overall quality of each piece after the final revision by the author(s).

Lastly, for the first time in the history of this publication, the final step involved the use of artificial intelligence (AI), which was leveraged with tailored prompts to help editing the final authors' drafts using a consistent style in line with previous editions and word count limits. The ai-generated versions were checked both by the editorial team and the original authors for accuracy, and subsequently adjusted, where needed, before the final layout and publication.

In some cases, the AI was also used to draw new or under-developed sections, as well as strengths and weaknesses, either from supporting documents provided by the authors, from the data collection templates, or also from transcript calls between the editorial team and the authors. This helped ensure quality and consistency of the final outputs even despite having limited time and resources compared to previous editions. All the learnings from this first experience using AI in the publication will be leveraged moving forward to significantly reduce the level of effort required to contributors of case studies through the development process.

Kun Maya Chepang tends to her chickens in her newly built home, a vital source of income and resilience after the 2015 earthquake. (Nepal)

KEY HIGHLIGHTS	
40.6 million (36% of total)	new internal displacements for conflict and violence in 2023-2024
72.2 million (64% of total)	new internal displacements for disasters in 2023-2024
123.2 million	forcibly displaced people globally by the end of 2024
260.3 million	people affected by disasters in 2023-2024
63.2 million (88% of total)	new internal displacements due to floods and storms alone in 2023-2024
37 million	people reached with Shelter / NFI assistance in countries with shelter clusters in 2023-2024, 57% of those targeted

GLOBAL OVERVIEW OF DISPLACEMENT AND RESPONSE

Over the course of 2024, 65.9 million new internal displacements (i.e., within country borders) were reported,[1] in addition to the 5.4 million people who crossed international borders to seek protection (refugees and asylum seekers).[2] Conflict and violence contributed to a total of 20.1 million internal displacements (nearly as many as in 2023 when these were 20.5 million) while 45.8 million people were displaced by disasters, a stark increase from the previous years and nearly double the annual average for the past decade.[3] Remarkably, the number of countries reporting displacement from both conflict and disasters tripled since 2009. This section provides more details about where these displacements took place while also giving an overview of the displaced population globally, beyond new displacements.

In Duwaibq, Suran, Aleppo, a displaced family has transformed their earthquake-damaged house into a safe, secure home, restoring stability, dignity, and hope for the future.

1 IDMC 2025 GRID

2 UNHCR (2025). Global Trends - Forced Displacement in 2024

3 IDMC (2025), Global Report on Internal Displacement 2025

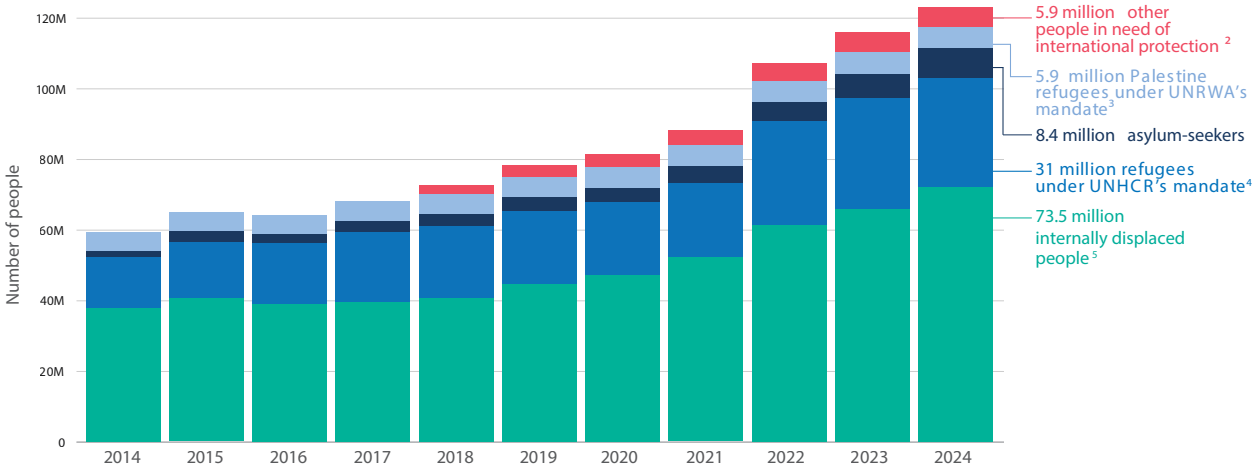

Fig. 1: Number of people forcibly displaced worldwide between 2014 and 2024 as a result of persecution, confl ict, violence, human rights violations or events seriously disturbing public order. Source: UNHCR Global Trends Report, 2024.

CONFLICTS AND VIOLENCE

At the end of 2024, a total of 123.2 million were forcibly displaced worldwide as a result of persecution, conflict, violence, human rights violations, or events seriously disturbing public order. This represented an increase compared to previous years (almost 38 per cent more than 2021 and 14 per cent more than 2022) and includes 73.5 million IDPs, 31 million refugees, 8.4 million asylum seekers, 5.9 million Palestinian refugees and another 5.9 million people in need of international protection. Out of the total, 73 per cent were hosted in low-and middle-income countries, while 67 per cent of refugees and people in need of international protection lived in neighbouring countries from their country of origin.[4]

The largest number of refugees and other internationally displaced people by the end of 2024 (not including the 5.9 million Palestinian refugees under UNWRA's mandate) were from the following countries: Venezuela (7.6 million), Afghanistan (6.1 million), the Syrian Arab Republic (6.1 million), Ukraine (5.1 million) and Sudan (2.8 million). While the top four countries of origin were the same as by the end of 2023, Sudan registered a stark increase of nearly 1 million people from the previous year. South Sudan, Myanmar, the Democratic Republic of Congo and Somalia all had more than 1 million internationally displaced each by the end of 2024, as well. In this publication, there are several case studies from projects in support of these groups, such as in A.25/Turkiye and A.22/Jordan in response to the Syrian crisis, A.20/Poland and A.19/Moldova) to the Ukraine crisis, in A.07 and A.08/Ecuador) to the Venezuela crisis, as well as A.03/South Sudan and A.04/South Sudan to the Sudan crisis.

While global data for returnees and non-displaced people (such as affected host communities) was not available, projects in this book also include assistance to these groups of people, such as A.05/South Sudan (assisting returnees fleeing the Sudan crisis) or A.19/Moldova (which established community centres serving both refugees and local populations).

The top five countries with the highest number of internally displaced people by conflicts and violence in 2024 were Sudan (11.6 million), the Syrian Arab Republic (7.4 million), Colombia (7.3 million), the Democratic Republic of Congo (6.2 million) and Yemen (4.8 million). In terms of new displacements in 2024 alone, out of a total of 20.1 million new displacements, the Democratic Republic of Congo, Sudan, Palestine, Myanmar and Lebanon reported the highest figures, accounting for over 70 per cent of the total. This edition includes case studies from the Syrian Arab Republic (A.24/Syrian Arab Rep. and A.23/Syrian Arab Rep.) and Yemen (A.26/Yemen) that were related to the above internal displacement crises.

4 UNHCR (2025). Global Trends - Forced Displacement in 2024

Ifraah, 27-year-old mother displaced by drought in Somalia, washing the red sand stains from her sons clothing amidst makeshift and transitional shelters in Baidoa Camp.

A community member stands amid the ruins of her home during a post-earthquake assessment, in Nepal.

Building elevated toilets and bathing shelters in a burned down fishing village on the Kafue River, Zambia.

DISASTERS

In 2023 and 2024, disasters affected 93.1 million and 167.2 million people respectively,[5] which combined were slightly fewer than the 286.5 million registered in the previous two years and also than the annual average since 2004 (168.7 million). These disasters occurred primarily in Asia, the Americas and Africa respectively, with floods, storms, extreme temperatures and droughts being the events affecting most of the overall disaster-affected population. However, the numbers of people affected do not necessarily mean that all had shelter needs. The introductory page of most case studies in the publication, for the respective crises, shows the both the figures of people affected and people with shelter needs.

In terms of new displacements triggered by disasters in 2023 and 2024, 72.2 million people were displaced globally (26.4 and 45.8 million respectively). This represented 64 per cent of the total number of new displacements during those years.

In 2023, the most impacted countries were China (4.7 million), Türkiye (4 million), Philippines (2.6 million), Somalia (2 million) and Bangladesh (1.8 million). In 2024, the most affected were the United States (11.1 million), Philippines (8.9 million), India (5.4 million) China (3.9 million) and Bangladesh (2.4 million). Across both years, the top hazards causing internal displacements were consistently storms and floods, however in 2023 nearly a quarter were caused by earthquakes, in particular that of Türkiye-Syria in February 2023 (see A.24/Syrian Arab Rep. and A.23/Syrian Arab Rep. in this publication).

It should be noted that many displacements were in the form of pre-emptive evacuations (in 2024 a third of affected countries reported these), showing how pre-emptive displacement can be a life-saving mechanism and highlighting the relevance of early warning systems in place and contingency plans developed that include a preparedness phase. This was the case for storm-related evacuations in the United States, China, Bangladesh and the Philippines. In 2024, almost 6 million people were displaced for a single storm (mostly in the US), the highest number ever recorded for one single event. However, the extent of damage to housing and infrastructure in some of the disasters also suggests that significant numbers of people would face prolonged displacement.

This edition includes multiple shelter responses to storms and floods, such as A.17/Vietnam supporting cyclone-affected families to conduct housing repairs, A.16/Philippines following Typhoon Odette, A.11/Puerto Rico with a multi-year recovery program following Hurricanes Irma and María, and A.15/Pakistan, an integrated program in response to the 2022 floods. Prior to this edition, in October 2024 the Working Group also published Shelter Projects: Lessons from Floods, a thematic edition available in English and French built on learnings from two decades of shelter responses. The booklet includes a research piece linking the over 70 case studies available on projects responding to floods scenarios in different contexts.

In terms of other types of disasters, beyond the above-mentioned case studies from the Syrian Arab Republic, this publication also features responses to the earthquakes in A.27/Morocco) and A.12/Afghanistan, as well as a housing reconstruction program conducted several years after the 2015 Gorkha earthquake in A.14/Nepal.

Disasters often overlap with conflict, as over 90 per cent of the countries reporting conflict displacement also reported disaster displacement. This multiplies existing vulnerabilities and results in complex crises, complicating efforts to alleviate immediate needs but also to find pathways to durable solutions. In this edition, there are case studies where disasters and conflict situations overlap, such as those from A.01/Mozambique, A.02/Somalia), A.03 and A.05/South Sudan, A.23 and A.24/Syrian Arab Republic, and A.26/Yemen.

5 UCLouvain, CRED, USAID. Disasters in Numbers 2023 and 2024

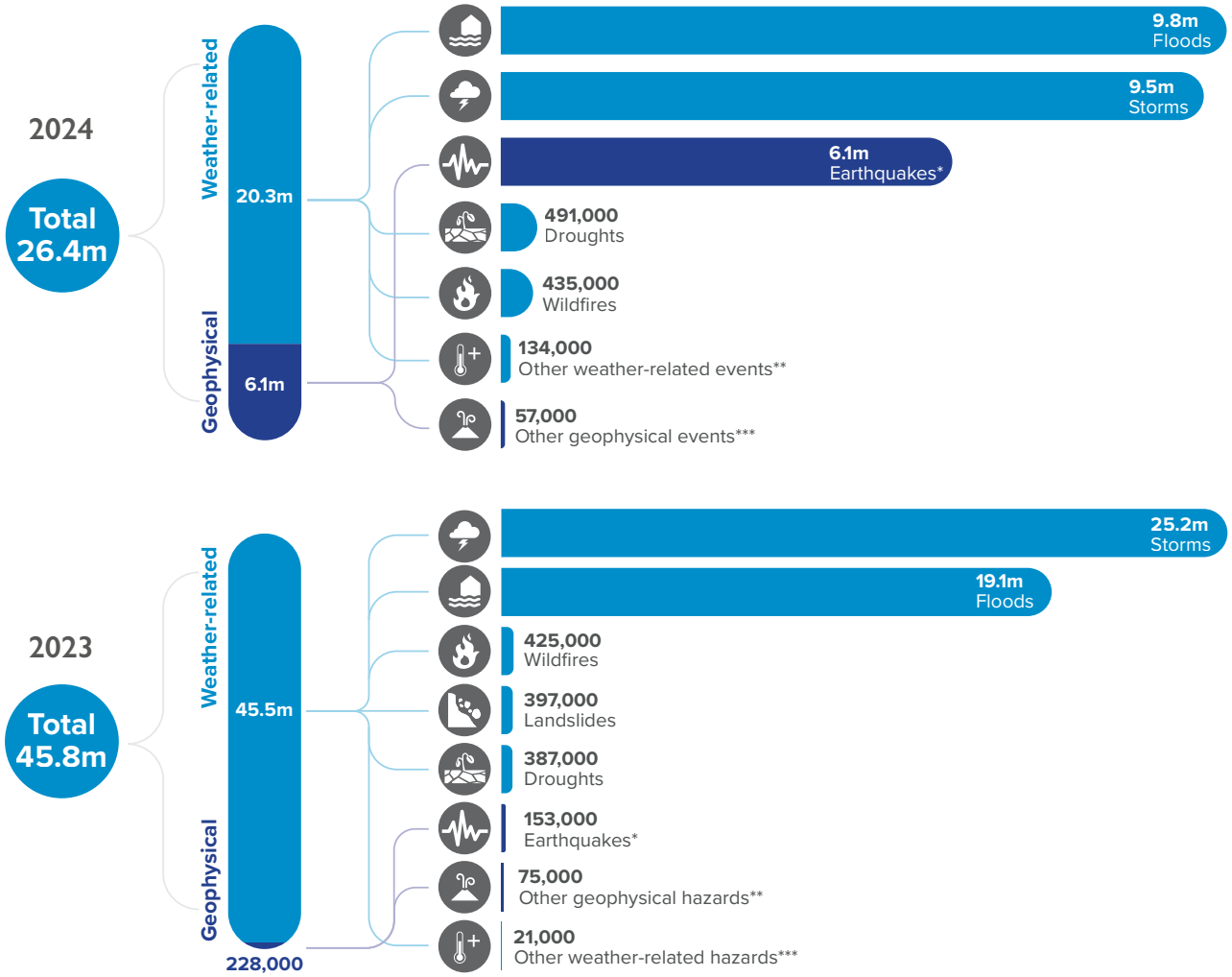

Fig 2: The charts show the figures related to new internal displacements caused by disasters in 2023 and 2024, with the breakdown by type of hazard.

© IOM/ Gema Cortés

An aerial shot captures the devastation left by Hurricane Beryl, showing a roofless house in Jamaica. The powerful storm caused widespread destruction, leaving many homes and buildings severely damaged and communities struggling to recover.

SHELTER RESPONSES IN 2023 AND 2024

In 2023 and 2024, the Global Shelter Cluster (GSC) reported that 20 and 17 million people respectively had been reached in countries where a cluster or cluster-like coordination mechanism was active.[6] It is important to note that this excludes, among others, some large-scale refugee responses such as the Rohingya crisis, or those in the countries around Venezuela and Ukraine (included in this edition of Shelter Projects). These figures combined represent a slight increase in people reached when compared to the two preceding years. (see Fig. 2).

Fig. 3 shows the total people targeted and reached with Shelter-NFI support since 2015. These figures should also be considered in relation to the overall number of people in need of Shelter-NFI assistance, showing that overall, Shelter Cluster responses met 22 per cent of the total needs in 2023 and 18 per cent of the needs in 2024. In both years combined, responses assisted 57 per cent of people targeted, although in large part through the provision of household items only (around 65 per cent).

Fig. 4 shows the combined total of people reached in 2023-2024 split by region. It shows that most of the people supported with Shelter-NFI assistance were either in Africa (17.3 million people or 42 per cent) or in the Middle East and North Africa (14.1 million people or 34 per cent), followed by Europe at 15 per cent and Asia-Pacific at 8 per cent of the total.

In 2023-2024, the major humanitarian Shelter-NFI responses were in the following countries: Türkiye (7m reached, see A.25), Ukraine (6.2m, see A.21), the Democratic Republic of Congo (4.5m reached), Palestine (2.6m reached) Somalia (2.6m reached, see A.02), the Syrian Arab Republic (2.5m reached, see A.23 and A.24), Ethiopia (2.5m reached), Sudan with 2m reached (see A.06), Yemen with 2m reached, see A.26/Yemen) and South Sudan (1.9m reached, see A.04/South Sudan, A.03/South Sudan and A.05/South Sudan). Compared to the two previous years, the main differences were the scale of the response in Türkiye due to the earthquakes, the new response in Palestine due to the war in Gaza, the significant reduction in Syria and the increase in Sudan due to the protracted and large-scale hostilities. While the majority of Shelter-NFI assistance in 2023-2024 was related to conflict and violence, the 2023 earthquakes in Türkiye and Syria also accounted for a significant share, and in some cases conflict contexts also experienced the additional damage and displacement caused by exposure to natural hazards.

In this edition, there are over a third of case studies from responses to complex or multiple crises, such as A.03/South Sudan, A.01/Mozambique, or A.08/Ecuador. Seven case studies focused on responses to conflict alone (such as A.21/Ukraine on housing repairs, or A.20/Poland and A.25/Turkey focusing on refugee situations) and another seven to disasters (such as A.16/Philippines or A.15/Pakistan). One case study focuses on disaster risk reduction activities (A.09/Jamaica).

Fig. 5 also shows the split between NFI assistance and Shelter assistance across these responses.[7] It is possible to note for example that some responses, such as Palestine, have reached a relatively large number of people with NFI assistance but have reached a much smaller amount of people with more substantial Shelter assistance.

6 All data in this section is from the Global Shelter Cluster Achievements Report (2023 and 2024)

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

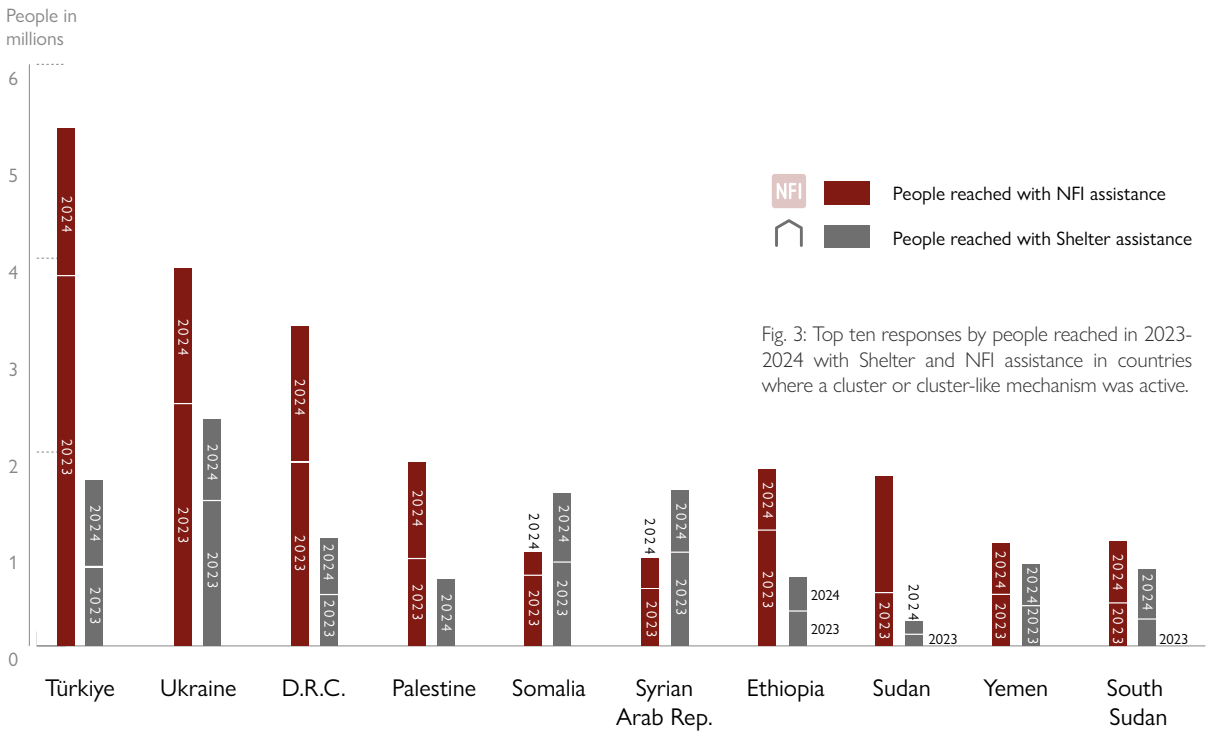

Fig. 3: Top ten responses by people reached in 2023-2024 with Shelter and NFI assistance in countries where a cluster or cluster-like mechanism was active.

Zahara, the head of her household, stands proudly in front of her new transitional shelter (left) in Mokha, Yemen, surrounded by her family.

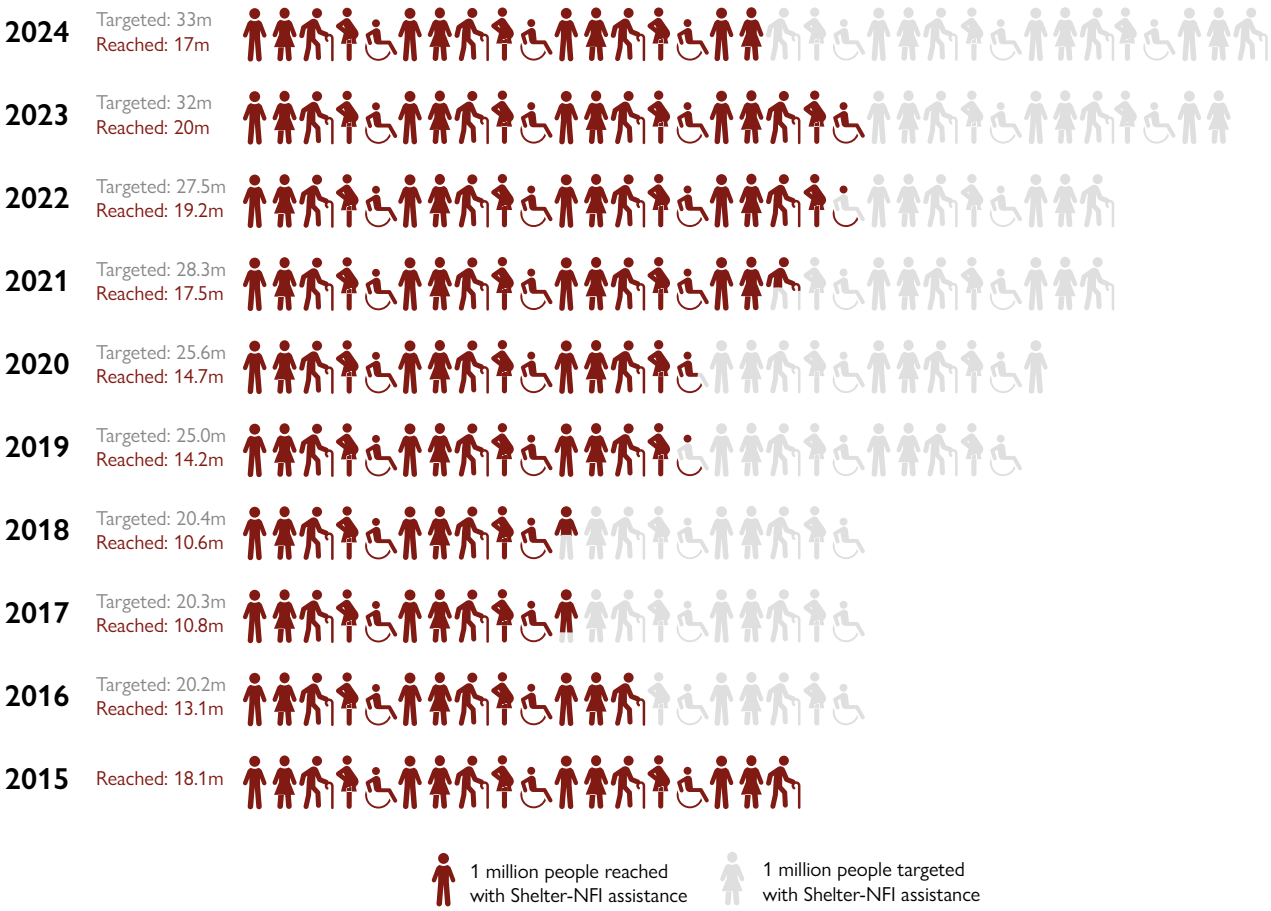

Fig. 4: Total people targeted and reached with Shelter-NFI support from 2015 to 2024, in responses where a cluster or cluster-like mechanism was active.

OVERVIEW OF CASE STUDIES

DIVERSITY IN RESPONSES

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

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

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

TYPE OF CRISIS AND DISPLACEMENT

Nine of the case studies are of projects that supported refugee populations: a case study in South Sudan supporting refugees and people returning from Sudan (A.04/South Sudan adopting traditional constructions known as Tukuls), two case studies responding to the Venezuelan crisis in Latin America (A.07 and A.08/Ecuador), one case study on the Rohingya crisis (A.13/Bangladesh), showcasing the largest energy supply project in a refugee camp ever, three case studies from Europe supporting refugees from Ukraine (A.18/Ireland, A.19/Moldova and A.20/Poland), and two on Syrian refugees, one in A.22/Jordan and another in A.25/Türkiye, both dealing with housing rehabilitation in urban settings.

Eight case studies describe projects that were implemented in support of people internally displaced due to conflict or violence. These include case studies from A.01/Mozambique, A.02/Somalia, A.03, A.04 and A.05/South Sudan, A.21/Ukraine, A.23 and A.24/Syrian Arab Rep., and A.26/Yemen.

Eight case studies showcase projects that responded to the impact of disasters (floods, storms, hurricanes, earthquakes). These include responses to earthquakes, such as A.27/Morocco or housing repair and reconstruction projects in A.12/Afghanistan and A.14/Nepal; integrated responses to floods in A.15/Pakistan; and programmes following storms in A.11/Puerto Rico, A.16/Philippines and A.17/Vietnam. This edition also includes a case study on disaster risk reduction interventions in A.09/Jamaica.

CONTEXT AND SETTLEMENTS OPTIONS/SITUATIONS

People assisted by the projects in this edition were reached with shelter support in different types of locations. This includes six projects that were implemented only in urban areas, and ten projects only in rural areas, while the rest of the projects were a combination of urban, peri-urban, and rural settings, though the definition of what is urban varies from one country to another.

From a shelter perspective, the location and typology of settlement where people are can be considered amongst the main determinants in selecting appropriate response options. Projects in this book were implemented for displaced populations in planned sites and settlements (including A.05/South Sudan which set up a transit centre or A.10/Mexico a migrant centre at the border with the US); spontaneous camps where people self-settled (such as A.13/Bangladesh in Cox's Bazar); and planned resettlement sites designed to provide longer-term shelter solutions for people who had been displaced (including A.01/Mozambique, A.06/Sudan, A.16/Philippines and A.23 and A.24/Syrian Arab Republic.in the north-west of the country).

Many projects also supported populations in dispersed locations, including people in rental accommodation (A.07/Ecuador, A.22/Jordan and A.25/Türkiye), and people staying with host families (A.18/Ireland and A.20/Poland).

The collected projects also assisted people who had been displaced for various reasons and lived in dispersed, spontaneous locations, such as A.14/Nepal, following the 2015 earthquake, or A.26/Yemen, through the protracted conflict.

Building shelters, Gambella Ethiopia

Suitcase Homes

Women taking part in wall-mudding for a shelter construction i n Mpozambique

SHELTER ASSISTANCE TYPES

The case studies in this edition show a range of different types of shelter assistance. Three projects offered support in providing materials for or directly constructing emergency shelters, among which a case study focusing on the common Shelter/NFI pipeline in A.03/South Sudan which reached over 705,000 people in 2023 alone. Nine projects supported the construction of transitional or semi-permanent shelters, which definition varied greatly based on the country and context. These include, among others, case study A.27/Morocco on the use of imported prefab units following an earthquake, and A.02/Somalia where emergency shelters were upgraded incrementally to more durable options. Two projects supported host families in A.18/Ireland and A.20/Poland, who volunteered in hosting Ukrainian refugees especially during the peak of the influx.

Ten projects supported housing repair, retrofit and/or rehabilitation in support of a combination of displaced people who were renting accommodation (A.07/Ecuador, A.22/Jordan and A.25/Türkiye), returnees and non-displaced local populations (A.01/Mozambique, A.09/Jamaica, A.12/Afghanistan, A.17/Vietnam and A.21/Ukraine), and vulnerable host community members (A.22/Jordan and A.26/Yemen).

Three projects provided direct rental assistance: A.07/Ecuador, which also included upgrades of housing and common facilities; A.20/Poland, where rental support was part of a multi-phased projects which also helped establish Social Rental Agencies across the country; and A.12/Afghanistan, as temporary measure during the winter before reconstruction.

Four projects supported the construction of core or permanent housing, either supporting the permanent reconstruction of severely damaged or destroyed homes (A.11/Puerto Rico, A.14/Nepal and A.15/Pakistan), or building new permanent housing developments (A.16/Philippines).

Beyond projects supporting individual households, A.19/Moldova rehabilitated community centers to serve refugees and local populations to access a range of services, and A.28/Global is a project which worked to design, produce and field-test a new eco-tarpaulin with recycled plastics for the benefit of all responses worldwide.

SUPPORT METHODS

Projects adopted a variety of support methods to deliver shelter assistance. These include the distribution of household items or shelter materials, tools and kits (used by 13 projects, e.g. A.02/Somalia and A.10/Mexico); the use of cash-based interventions (CBI), for example through conditional cash transfers (used by eight projects, including all those implementing housing recovery activities in Asia Pacific, but also in A.26/Yemen, and restricted vouchers (A.21/Ukraine and A.25/Turkey); as well as non-material form of assistance, such as capacity building (implemented by 17 projects such as A.09/Jamaica), technical assistance (e.g. A.12/Afghanistan, A.15/Pakistan), structural assessments (e.g. A.01/Mozambique or A.21/Ukraine), advocacy and legal advice in relation to Housing Land and Property Rights (for example A.11/Puerto Rico which helped families formalize their ownership following the 2017 hurricanes), and the development of guidelines and manuals (such as A.09/Jamaica, A.11/Puerto Rico, A.12/Afghanistan and A.17/Vietnam). A few projects also included site management components (such as A.10/Mexico and A.23/Syrian Arab Rep.) and several case studies deal with multi-layered, multi-phase programs, such as that of Jamaica (A.09/Jamaica), Puerto Rico (A.11/Puerto Rico) and Poland (A.20/Poland).

Many projects also provided settlements-level support. Nine projects involved site or settlement planning including planning for the development, growth and upgrading of new and existing displacement sites and settlements (e.g. A.01/Mozambique, A.06/Sudan or A.23 and A.24/Syrian Arab Republic), and supporting planning in existing urban and peri-urban areas (e.g. A.02/Somalia and A.09/Jamaica). Eleven projects supported infrastructure improvements, including improvements to roads, drainage, communal spaces, and access to local services and amenities (see A.07/Ecuador, A.19/Moldova and A.22/Jordan). Settlement planning and infrastructure support was often implemented with aims to reduce vulnerability to natural hazards, mitigate protection and health risks, and promote social cohesion. In some cases, it was the precondition for new resettlement projects such as those implemented in north-west Syria (A.23 and A.24) or A.16/Philippines implemented following Typhoon Odette.

INTRODUCTION

SUMMARY TABLE OF SUPPORT METHODS USED BY THE PROJECTS DESCRIBED IN THE CASE STUDIES

Crisis	CASE STUDY	CONTEXT: Location: Urban	Peri-urban	Rural	SETTLEMENT OPTIONS/SITUATIONS: Non-Displaced / Returns: Owner occupied	Rental	Informally occupied	Displaced, dispersed: Rental	Host families	Displaced, communal: Spontaneous / Self-settled	Collective centres	Planned site / Settlement	Unplanned site / Settlement	Resettlement: Planned resettlement sites	Dispersed resettlement
	A.01 / MOZAMBIQUE 2022-2024 / COMPLEX CRISIS			●	●		○					●	●	○	
	A.02 / SOMALIA 2022-2024 / COMPLEX CRISIS	●	●	●						●				○	
	A.03 / SOUTH SUDAN 2023 / COMPLEX CRISIS		●	●	●		○		●		●	●	●		
	A.04 / SOUTH SUDAN 2023-2024 / COMPLEX CRISIS		●		●		○		●			●			
	A.05 / SOUTH SUDAN 2023-2024 / SUDAN CRISIS			●								●			
	A.06 / SUDAN 2021-2023 / ETHIOPIAN CRISIS			●								●			
	A.07 / ECUADOR 2020-2024 / MIGRATION CRISIS	●						○	●		●				
	A.08 / ECUADOR 2023-2024 / MIGRATION CRISIS	●	●								●				
	A.09 / JAMAICA 2014-2019 / DRR		●		●	○	○						○		
	A.10 / MEXICO 2021-2024 / MIGRATION CRISIS	●										●	●		
	A.11 / PUERTO RICO 2017-2024 / HURRICANES	●	●	●	●										
	A.12 / AFGHANISTAN 2022-2024 / EARTHQUAKE			●	●										
	A.13 / BANGLADESH 2018-2024 / ROHINGYA CRISIS		●										●		
	A.14 / NEPAL 2021-2023 / GORKHA EARTHQUAKE			●	●					●					
	A.15 / PAKISTAN 2023-2024 / FLOODS 2022			●	●										
	A.16 / PHILIPPINES 2023-2024 / TYPHOON ODETTE			●						●					
	A.17 / VIETNAM 2020-2021 / TROPICAL STORMS			●	●										
	A.18 / IRELAND 2022-2024 / UKRAINE CRISIS	●	●	●											
	A.19 / MOLDOVA 2022-2024 / UKRAINE CRISIS	●													
	A.20 / POLAND 2022-2024 / UKRAINE CRISIS	●						○	●		●				
	A.21 / UKRAINE 2023-2024 / CONFLICT	●	●	●	●	○									
	A.22 / JORDAN 2018-2022 / SYRIAN CRISIS	●						○							
	A.23 / SYRIAN ARAB REP. 2022-2023 / SYRIAN CRISIS			●										●	
	A.24 / SYRIAN ARAB REP. 2023-2024 / SYRIAN CRISIS			●					●			●			
	A.25 / TURKEY 2022-2025 / SYRIAN CRISIS	●				○		○							
	A.26 / YEMEN 2023-2024 / COMPLEX CRISIS		●	●					●	●					
	A.27 / MOROCCO 2023-2024 / EARTHQUAKE			●	●					●			●		

	SHELTER ASSISTANCE TYPES: Emergency shelter	Transitional/semi-permanent shelter	Host family support	Rental support	Core housing	Housing repair/retrofit/rehabilitation	Permanent housing	Cash-Based Interventions: Conditional cash transfer	Restricted cash/voucher	Unconditional & Unrestricted	Loans / Micro-credits etc.	In-kind Distribution: Household items	Shelter materials (incl. kits)	Tools/Fixings	WASH items (& kits)	Advocacy / Legal assistance	Site / Settlement planning	Infrastructure	Training / Capacity Building	Tech. Assistance / Quality Assurance	Structural Assessment	Guidelines / Mass communication	Site Management	Waste management	Energy interventions
A.01		●				●							●	●			●		●	●	●				
A.02	○	●				●		●				NFI	●	●		●	●	●	●				●		
A.03												NFI	●								●				
A.04		●											●	●					●	●					
A.05	○	●											●			●	●	●	●	●	●				
A.06		●															●		●	●					
A.07				●		●						NFI	●		●	●		●	●						
A.08																		●						●	●
A.09						●				●						●	●		●	●	●	●		●	
A.10		●										NFI	●		●	●		●					●		
A.11	○	●					●					NFI	●	●		●			●		●	●			
A.12		●		●		●		●									●		●	●	●	●			
A.13												NFI							●						●
A.14					○		●	●					●	●				●		●					
A.15							●	●		●						●			●	●	●	●			
A.16							●	●									●	●		●					●
A.17						●		●		●						●			●	●	●	●			
A.18			●									NFI				●									
A.19																●		●	●						
A.20			●	●								NFI				●			●						
A.21						●		●	●											●	●				
A.22						●										●		●	●						
A.23		●															●	●	●				●		
A.24		●											●		●		●	●						●	
A.25						●			●																
A.26						●		●				NFI							●	●					
A.27		●											●	●			●	●	●			●			

This table shows the range of types of projects described in the case studies and the variety of contexts in which they were implemented
Context: whether projects were located in urban, peri-urban and/or rural contexts.
Settlement options/situations: the type of settlements in which people were assisted (or assisted to return/move to).
Shelter assistance types: broad categories of the kind of shelter assistance provided by the project.

Support methods: the methods and modalities through which people were assisted. This includes different forms of Cash-Based Interventions, in-kind distributions of a variety of shelter and household items, and a wide range of other support methods.

CASE STUDY ANALYSIS AND RECURRING THEMES

This 10th edition continues the structured meta-analysis introduced in earlier volumes. For each signed-off case study, the strengths and weaknesses reported by authors and validated in review were coded against a standard list of themes at two levels: intervention/output (what was implemented) and outcome (the change or effect observed). Each entry could be assigned up to two themes per level. As with the previous edition, this method aims to reveal recurring patterns across varied contexts while acknowledging the limitations of self-reported material, uneven scope and length among case studies, and the editorial constraints of a multi-agency compilation. The intent is indicative learning rather than exhaustive evaluation. This section mirrors the 9th edition's framing and caveats regarding biases, validation, and comparability.

From the analysis of the 28 case studies in the 10th edition, the most frequently reported strengths were Community engagement; Coordination and partnerships; Integrated programming / Multi-sectoral approaches; Protection mainstreaming / risk mitigation; and Cash and market-based approaches. Conversely, the most frequently cited weaknesses had to do with Timeliness of the assistance; Project planning; Monitoring and Evaluation; and, in a notable echo of the strengths, Coordination and partnerships, underscoring that coordination can either unlock performance or expose fragilities depending on capacities, roles and timelines. These results align closely with the patterns observed previously.

Overall, the most reported theme was indeed Coordination and partnerships, with 24 mentions. This was followed by Project planning and Timeliness of the assistance, each with 23 mentions; Community engagement, with 20 mentions; and Monitoring and Evaluation, with 19 mentions. The most recurring themes found through the analysis described above are briefly expanded below.

COORDINATION AND PARTNERSHIPS

When roles and capacities aligned, coordination and partnerships were decisive for both speed and quality. The global eco-tarpaulin initiative (A.28/Global) convened more than 90 stakeholders and translated joint testing and verification into procurement practice, showing how inclusive technical coordination can shape markets beyond a single operation. In A.02/Somalia, the Common Pipeline used centralized logistics and harmonized items so partners could deliver reliably under access constraints and pre-position stocks for seasonal disruptions. In A.18/Ireland, national–local partnerships shared operational responsibility across government, civil society and communities, with mediation and casework stabilizing a rapidly evolving hosting program. In A.09/Jamaica, a neighborhood approach formalized collaboration among municipal departments, national agencies, community-based organizations and private actors; an advisory committee sustained policy dialogue and helped develop replicable tools such as fast-track land regularization. In A.11/Puerto Rico, an international–local affiliate partnership split roles between construction delivery and community-facing casework, while a dedicated alliance with a legal-aid foundation mobilized around 50 attorneys to resolve tenure barriers at scale, linking shelter repair with HLP outcomes. A.20/Poland also showed how municipal collaboration and social-rental advocacy can connect operational delivery with wider housing policy and integration outcomes. The same theme also appeared as a weakness when partner capacities and standards diverged: compressed multi-actor cycles in A.23/Syrian Arab Republic strained early coordination, and differing organizational practices in A.18/Ireland complicated consistent assessments and matching.

PROJECT PLANNING

Project Planning often determined whether good technical ideas translated into timely, usable outcomes. Where planning was strong, clear front-end analysis and phased delivery underpinned equitable targeting and predictable execution, for example, A.23/Syrian Arab Republic combined robust upfront planning with vulnerability-based criteria, improving relevance and sequencing of works across a complex portfolio.

SUMMARY OF FINDINGS FROM THE ANALYSIS	
Top four strengths overall	Community engagement, Coordination and partnerships, Integrated programming / Multi-sectoral approaches, Protection mainstreaming / risk mitigation
Top four weaknesses overall	Timeliness of the assistance, Project planning, Monitoring and Evaluation, Coordination and partnerships
Top four strengths in conflict responses	Community engagement, Coordination and partnerships, Local authority / Government engagement, Coverage and scale
Top two weaknesses in conflict responses	Project planning, Timeliness of the assistance
Top strength in disaster responses	Community Engagement
Top weakness in disaster response	Project planning

A.12/Afghanistan also illustrated the value of cluster-endorsed standardization and diagnostics-driven technical priorities, using phased delivery to stabilize households while reconstruction planning advanced under agreed standards. A.14/Nepal further showed how strong monitoring, government collaboration and adaptable delivery methods can keep reconstruction moving in remote areas despite rugged terrain, limited markets and weather disruptions. More commonly, weaknesses stemmed from underestimating enabling works, incomplete market assessments or compressed design windows. In A.16/Philippines, permanent housing delivery was slowed by unanticipated site-development demands such as terracing, drainage, water-supply constraints and heavy-equipment needs, illustrating how early neglect of settlement-level works can derail housing timelines.

A.17/Vietnam highlighted the planning cost of thin preparedness data; gaps in pre-crisis market and risk information required extra resources during start-up to validate assumptions. A.27/Morocco showed why early standardization matters in transitional shelter: adaptations driven by wind, moisture and ground conditions increased costs and follow-up needs once field realities emerged, signalling the need to fix foundations, anchoring and volunteer mobilization before scale-up. Across these cases, the consistent messaging advises to ensure realistic critical paths, enabling-works budgeting, pre-crisis market/risk data and defined decision mechanisms as prerequisites for a smooth implementation.

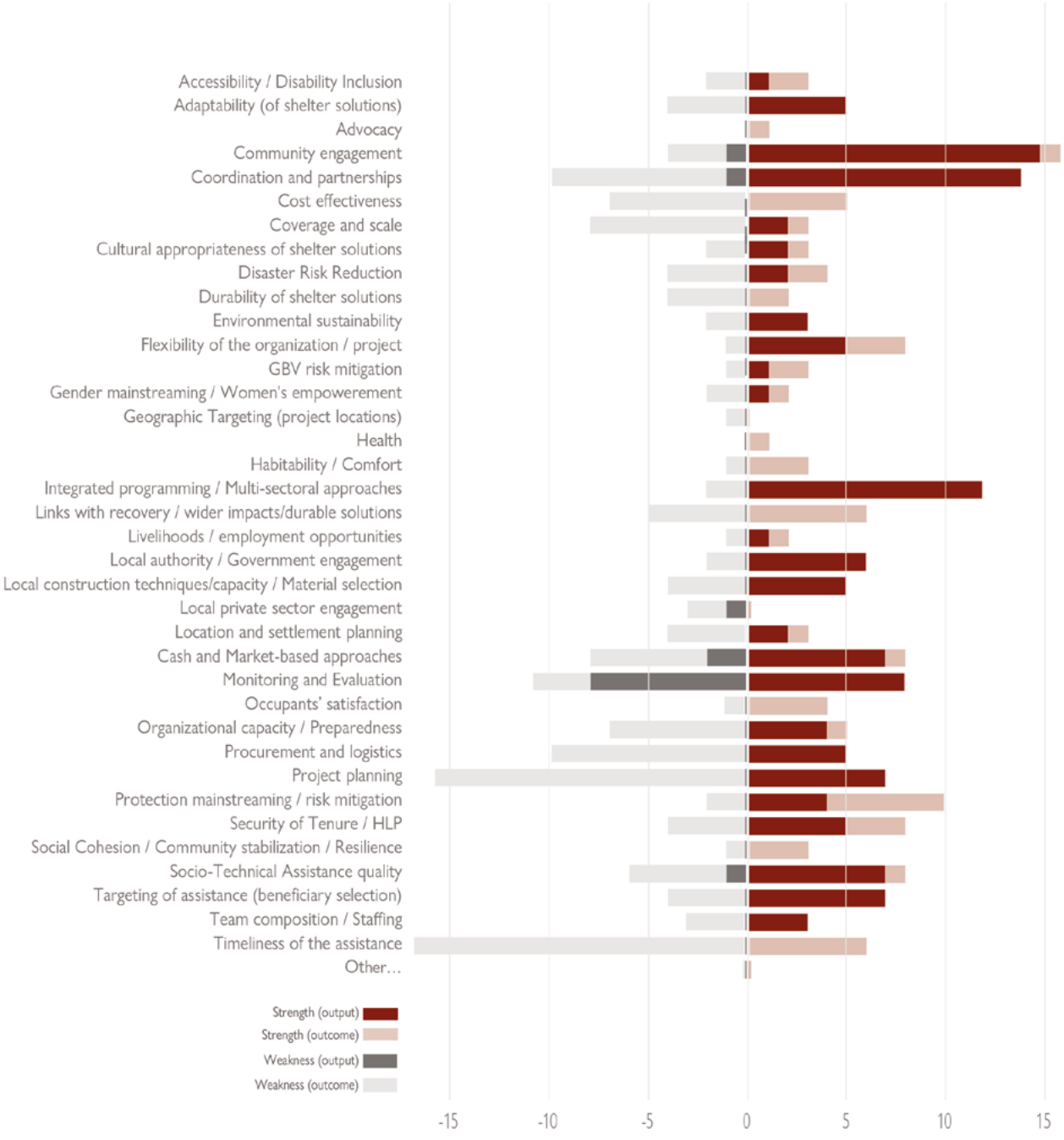

Fig. 5: Strengths and weaknesses reported in the case studies, by theme.

Francisco Luna's new home under construction in El Chopa, Colombia, March 2024, replacing one that collapsed twice.

TIMELINES OF THE ASSISTANCE

In several cases, speed came from design choices made well before delivery windows opened. In A.03/South Sudan, strategic pre-positioning and shared logistics meant partners could move rapidly when access allowed, turning recurrent flood-season constraints into predictable operations. A.20/Poland also showed how existing operations and pre-crisis pilots in social rent and vacant-building rehabilitation enabled quick start-up and rapid scaling for refugee housing needs. By contrast, delays frequently traced back to prerequisites that were not fully in place at the start. In A.26/Yemen, lack of identification documents and weak liquidity conditions slowed cash disbursement, requiring additional verification and follow-up to reach intended households.

A.21/Ukraine owner-driven repair model introduced variable completion times as households organized their own labor around weather, contractor availability and finances, prompting extended monitoring and more staggered finish dates. Across these contexts, timeliness is less about rushing and more about readiness: pre-positioned stocks, adaptive procurement, verified caseloads and realistic enabling-works plans shorten the distance between intent and impact.

COMMUNITY ENGAGEMENT

Community engagement consistently translated technical intent into accepted, usable outcomes. In A.13/Bangladesh, continuous engagement through focus groups, trainings, door-to-door mobilization and Rohingya volunteers helped the program adapt quickly under challenging conditions and tailor support to extremely vulnerable households. In A.19/Moldova, a participatory design process that involved refugees, hosts and local authorities from identification through implementation fostered ownership and smoother establishment of community service centers across several regions. In A.10/Mexico, directly involving migrant residents in construction and site management reduced labor costs, accelerated timelines and built day-to-day stewardship, showing that participation can be both a social and operational strategy. A.21/Ukraine owner-driven repair model showed another face of engagement: household control over materials, labor and sequencing produced context-appropriate solutions, even as it required stronger monitoring to handle staggered timelines. In A.07/Ecuador, active community involvement in site-level upgrades increased ownership and care for infrastructure, improving acceptance and prospects for long-term maintenance, reminding us that engagement sustains outcomes beyond handover. A.01/Mozambique further demonstrated this through a community-anchored shelter model combining household-level coaching, Build Back Better training, women-only groups and DRR committees, linking participation directly to safer construction and settlement-level resilience. Across these cases, the pattern is clear: engagement is not a single meeting, but a continuous function that builds consent, captures local knowledge, and creates the feedback loops that keep delivery on track and assets in use.

MONITORING AND EVALUATION

On fifth place, the most mentioned theme was M&E, central to quality, accountability and learning across cases, functioning best when designed as a feedback system rather than an afterthought. In A.04/South Sudan, repeated safety audits and a structured post-construction survey created an iterative loop that surfaced protection, accessibility and usability issues and informed immediate corrective actions, while also tracking satisfaction and actual occupancy after handover. A.17/Vietnam showed how standardization and capacity-building can anchor consistent results: community-led repair guidelines and training for local masons and technicians embedded safer-practice checks into day-to-day delivery and supported replication beyond the initial footprint.

A.06/Sudan added a strong example of post-construction monitoring linked to shelter performance, with high satisfaction reported for materials and construction quality and households also reporting greater perceived safety from stronger walls and closable doors and windows. Elsewhere, gaps in M&E design or resourcing constrained performance and learning. In A.08/Ecuador, the absence of a formal post-implementation monitoring plan made it harder to verify upkeep and troubleshoot unconventional systems over time.

In A.10/Mexico, limited quality-assurance arrangements under access constraints reduced consistency in construction standards, highlighting the need for simple, enforceable checks that work in insecure settings. At global scale, the eco-tarpaulin initiative (A.28/Global) found that quality control, testing, verification and field-feedback capture became demanding without proportional planning, tools and staffing, illustrating how M&E burdens compound as portfolios grow. The cross-cutting lesson suggests to resource M&E early, agree common tools and acceptance criteria, and schedule decision points where evidence routinely triggers design, procurement or implementation adjustments.

Aspirations of a safe, secured and dignified accommodation

INTERESTING POINTS RAISED IN OTHER THEMES

Beyond the five most frequent themes, several cases point to how shelter responses are increasingly being used to connect immediate habitability with longer-term recovery systems. A.25/Türkiye is a clear example: rehabilitation addressed substandard housing for refugees and host communities while also improving communal facilities such as schools and health centres, linking household-level safety with public infrastructure and social cohesion. A.22/Jordan similarly framed shelter as part of a wider urban and neighbourhood package, combining home rehabilitation, infrastructure upgrades, green interventions and public-space improvements that enhanced safety, accessibility and everyday use.

Housing, land and property also emerged as a practical determinant of whether shelter assistance translated into actual occupancy and reduced risk. A.24/Syrian Arab Republic used public land allocation, local council approvals and occupancy arrangements to enable rapid siting and more predictable tenure, while A.05/South Sudan combined shelter support with land verification, HLP awareness sessions and a standing legal-advice and complaints desk. These examples show that HLP work is not peripheral to shelter delivery; it is often the condition that allows households to use, maintain and improve the assistance received.

Several cases also highlight the continued importance of locally appropriate construction and environmental performance. A.15/Pakistan offered low-carbon, culturally rooted shelter typologies that improved flood resilience while reducing cost and embodied carbon, and its strategic investment in community infrastructure improved mobility during heavy rains. A.06/Sudan showed that familiar tukul construction, adapted through elevated foundations, backfilling and settlement-level drainage, could improve habitability in flood-prone settings. In a different way, A.08/Ecuador placed environmental sustainability at the centre of site upgrades, combining greener infrastructure with safety, protection and accessibility.

Finally, the less frequent themes underline a recurrent trade-off between depth, coverage and sustainability. A.16/Philippines delivered high-quality permanent relocation housing but reached fewer households than the overall level of need, while A.13/Bangladesh achieved scale through robust procurement, broad camp presence and dedicated distribution systems, yet still faced constraints in identifying an exit or handover pathway in a context with limited livelihood options.

Taken together, these cases suggest that the most durable shelter outcomes depend not only on good technical design, but on early choices about tenure, inclusion, local capacity, environmental fit and the realistic pathway from emergency assistance to recovery.

SUMMARY TABLE OF PROJECT STRENGTHS AND WEAKNESSES BY THEME

Crisis	CASE STUDY	THEMES														
		Accessibility / Disability Inclusion	Adaptability (of shelter solutions)	Advocacy	Cash and Market-based approaches	Community engagement	Coordination and partnerships	Cost effectiveness	Coverage and scale	Cultural appropriateness of shelter solutions	Disaster Risk Reduction	Durability of shelter solutions	Environmental sustainability	Flexibility of the organization / project	GBV risk mitigation
	A.01 / MOZAMBIQUE 2022-2024 / COMPLEX CRISIS		S			S		W			S/W				
	A.02 / SOMALIA 2022-2024 / COMPLEX CRISIS	W	S			S	S/W								
	A.03 / SOUTH SUDAN 2023 / COMPLEX CRISIS		W				S	S		W					
	A.04 / SOUTH SUDAN 2023-2024 / COMPLEX CRISIS								W			S			
	A.05 / SOUTH SUDAN 2023-2024 / SUDAN CRISIS	S	S			S/W	S/W		W						
	A.06 / SUDAN 2021-2023 / ETHIOPIAN CRISIS									S	S/W	W			
	A.07 / ECUADOR 2020-2024 / MIGRATION CRISIS				S/W		W								S
	A.08 / ECUADOR 2023-2024 / MIGRATION CRISIS		W			S						W	S		
	A.09 / JAMAICA 2014-2019 / DRR					S	S		W						
	A.10 / MEXICO 2021-2024 / MIGRATION CRISIS					S	S	S						S	W
	A.11 / PUERTO RICO 2017-2024 / HURRICANES					S	S							S	
	A.12 / AFGHANISTAN 2022-2024 / EARTHQUAKE				S		S/W			S/W	S/W				
	A.13 / BANGLADESH 2018-2024 / ROHINGYA CRISIS					S	S	W	S				W	S	
	A.14 / NEPAL 2021-2023 / GORKHA EARTHQUAKE				W	S/W			W		S			S	
	A.15 / PAKISTAN 2023-2024 / FLOODS 2022	S			W	S/W		W		S			S		
	A.16 / PHILIPPINES 2023-2024 / TYPHOON ODETTE					S		W	W						
	A.17 / VIETNAM 2020-2021 / TROPICAL STORMS				S/W		S/W								
	A.18 / IRELAND 2022-2024 / UKRAINE CRISIS				S		S/W							S	S
	A.19 / MOLDOVA 2022-2024 / UKRAINE CRISIS					S/W	S/W	S/W							
	A.20 / POLAND 2022-2024 / UKRAINE CRISIS			S					S					W	
	A.21 / UKRAINE 2023-2024 / CONFLICT		S		S/W	S		S	S					S	
	A.22 / JORDAN 2018-2022 / SYRIAN CRISIS	S	W		W	S	S	W							
	A.23 / SYRIAN ARAB REP. 2022-2023 / SYRIAN CRISIS					S	W		W					S	
	A.24 / SYRIAN ARAB REP. 2023-2024 / SYRIAN CRISIS						W		W			W			
	A.25 / TURKEY 2022-2025 / SYRIAN CRISIS	W					S				W	S/W			S
	A.26 / YEMEN 2023-2024 / COMPLEX CRISIS				S/W			S/W							
	A.27 / MOROCCO 2023-2024 / EARTHQUAKE		S/W		S/W	S	W		W						

	THEMES																											
	Gender mainstreaming / / Women's empowerement	Geographic Targeting (project locations)	Habitability / Comfort	Health	Integrated programming / Multi-sectoral approaches	Links with recovery / wider impacts / durable solutions	Livelihoods / employment opportunities	Local authority / Government engagement	Local construction techniques / capacity / materials	Local private sector engagement	Monitoring and Evaluation	Occupants' satisfaction	Organizational capacity / Preparedness	Procurement and logistics	Project planning	Protection mainstreaming / risk mitigation	Security of Tenure / HLP	Settlements approach	Social Cohesion / Community stabilization / Resilience	Socio-Technical Assistance quality	Targeting of assistance (beneficiary selection)	Team composition / Staffing	Timeliness of the assistance	Other
A.01	S/W								S/W				S	W						S				
A.02					S	S/W		W	W	W	S			S/W	W					S			W	
A.03											S			S/W		S							S/W	
A.04			W		S			S			S	W		W	S	S	S/W				W		W	
A.05						W									S/W	S	W						S/W	
A.06		S							S/W		S	S						S						
A.07										W	S		W			S	S/W		S				W	
A.08					S						W		S/W	W	S/W								W	
A.09					S			S					W					S		W	S		W	
A.10											W				W	S/W		W					W	
A.11					S/W	S					W		W		S/W		S					W	W	
A.12	W							S/W							W					S/W			S/W	
A.13						W	W						S	S/W				W			S	S		
A.14					S		S	W			S/W			W						S/W			W	
A.15															S			S		S/W				
A.16					S	S		S				S		W	W		S	W			S		W	
A.17	S								S		W		W		W					S/W	S			
A.18		W				W		S			W	S			W	S			S/W			W		
A.19						S/W		S							W				S				W	
A.20					S	S							S/W									S/W	S	
A.21										W	W			W	W								S/W	
A.22				S	S			S					W		W	S				W			W	
A.23					S	S					S				W	S	S	W			S			
A.24					W						W			S	S/W		S			S	S/W	S	S/W	
A.25		S			S							S				S/W	W				S/W			
A.26					S		S				W					S	S				W		W	
A.27		S							S		W				S/W					S				