Failing forward - shelter programming in south Sudan refugee emergency response

**KEY**
- Events of failures
- Corrective actions
- Other learning points

**Feb. 2017**
- Temporary shelter construction starts:
  - Wooden poles
  - Plastic sheets
  - Flat roof
  - 17 square metres
  - 60 shelters per day
  - High influx of new arrivals

**Jun. 2017**
- Conducted home visits
- Conducted community meetings
- Revised design of temporary shelter

**Jul. 2017**
- Conduced home visits
- Conducted community meetings
- Revised design of temporary shelter
- Introduced lockable doors
- Gable roof to ease drainage
- Introduced partition in the shelter
- Location of PSN shelters near support structures

**Aug. 2017**
- Introduced lockable doors
- Gable roof to ease drainage
- Introduced partition in the shelter
- Location of PSN shelters near support structures
- Heavy rains damaged roofs
- Inadequate building materials
- 2000 temporary shelters expired

**Sept. 2017**
- Widespread Vandalism of shelters
- Theft of properties
- Complaints of GBV
- FGOS
- PSNs wanted smaller shelters
- Need for repairs
- 300-500 new arrivals per day
- Piloted new design

**Sept. 2017**
- FGDs
- PSNs wanted smaller shelters
- Need for repairs
- 300-500 new arrivals per day
- Piloted new design
Oct. 2017
- First 20 SP shelters completed
- Expectations of smearing & spraying by PSN
- Challenge in blocks for building & termites

Dec. 2017
- CARE led semi-permanent (SP) shelter design -> First of its kind
- Adopted by partners
- Provided more safety & dignity
- Additional latrine unit

Feb. 2018
- Unpaid laborers by contractors
- Riots in the settlements

Mar. 2018
- Heavy rains destroyed most of the TS
- Slowed down construction of SP shelters
- High pressure from PSNs to occupy unfinished shelters

Mar. 2018
- Revised contractor agreements to include clearance of local laborers & witnessed by OPM
- Smearing & spraying of shelters added to contractor SOW

Apr. 2018
- Some structural failures in the SP observed
- Conducted FGDs & technical assessments
- SP design revised and approved by UNHCR
Sept. 2018

- All old SP shelter designs phased out
- Implementation of new safe & dignified SP shelter ongoing

Dec. 2018 - Feb. 2019

- Evaluations indicate 90% feel safer
- 83% feel that the shelters meet their expectations

Mar. 2019

Learning continues