



GLOBAL
SHELTER CLUSTER

Coordinating Humanitarian Shelter and Settlements

Shelter, Cash and Markets CoP Meeting

3 October 2024

Informing Decisions on Cash Programming Approaches



**GLOBAL
SHELTER CLUSTER**

Coordinating Humanitarian Shelter and Settlements



**Habitat
for Humanity®**



USAID
FROM THE AMERICAN PEOPLE

GSC Cash and Shelter Research

Global Shelter Cluster Research Function

Evidence makes humanitarian action more effective, ethical, and accountable.

- GSC Research Agenda
- Humanitarian Fellowships
- Evidence Based Response
- Evidence Dissemination





Menti Question:



www.menti.com

Code: 6653 3895

PRIMARY OBJECTIVE:

The primary objective of this research is to increase the confidence of practitioners in the humanitarian shelter and settlements sector who must choose among modalities.

DEFINITION OF CASH ASSISTANCE

“Assistance provided in the form of money — either physical currency or e-cash — to recipients (individuals, households, or communities). As such, cash is distinct from restricted modalities including vouchers and in-kind assistance. The terms ‘cash’ or ‘cash assistance’ should be used when referring specifically to cash transfers only (i.e., ‘cash’ or ‘cash assistance’ should not be used to mean ‘cash and voucher assistance’)”.

CENTRAL RESEARCH QUESTION

What are the **criteria** for deciding when and where cash programming approaches are appropriate in support of those who have lost their shelter and settlements in humanitarian crises and what influences these decisions?

Two additional sub-questions:

How are decisions made?
What are the influences on the process?

METHODOLOGY



GUIDANCE REVIEW

- Shelter sectoral documents (31 documents)
- Cash documents without a specific sectoral focus (16 documents)
- Academic documents (11 documents)
- Other, e.g., documents from other humanitarian sectors but related to cash, materials and decision-making (four documents)



KEY INFORMANT INTERVIEWS

- 21 interviews
- Balanced number of male and female participants
- Balanced number of national and international staff members
- All participants had experience working in multiple countries, many in multiple regions of the world



CURRENT STATUS AND LANDSCAPE

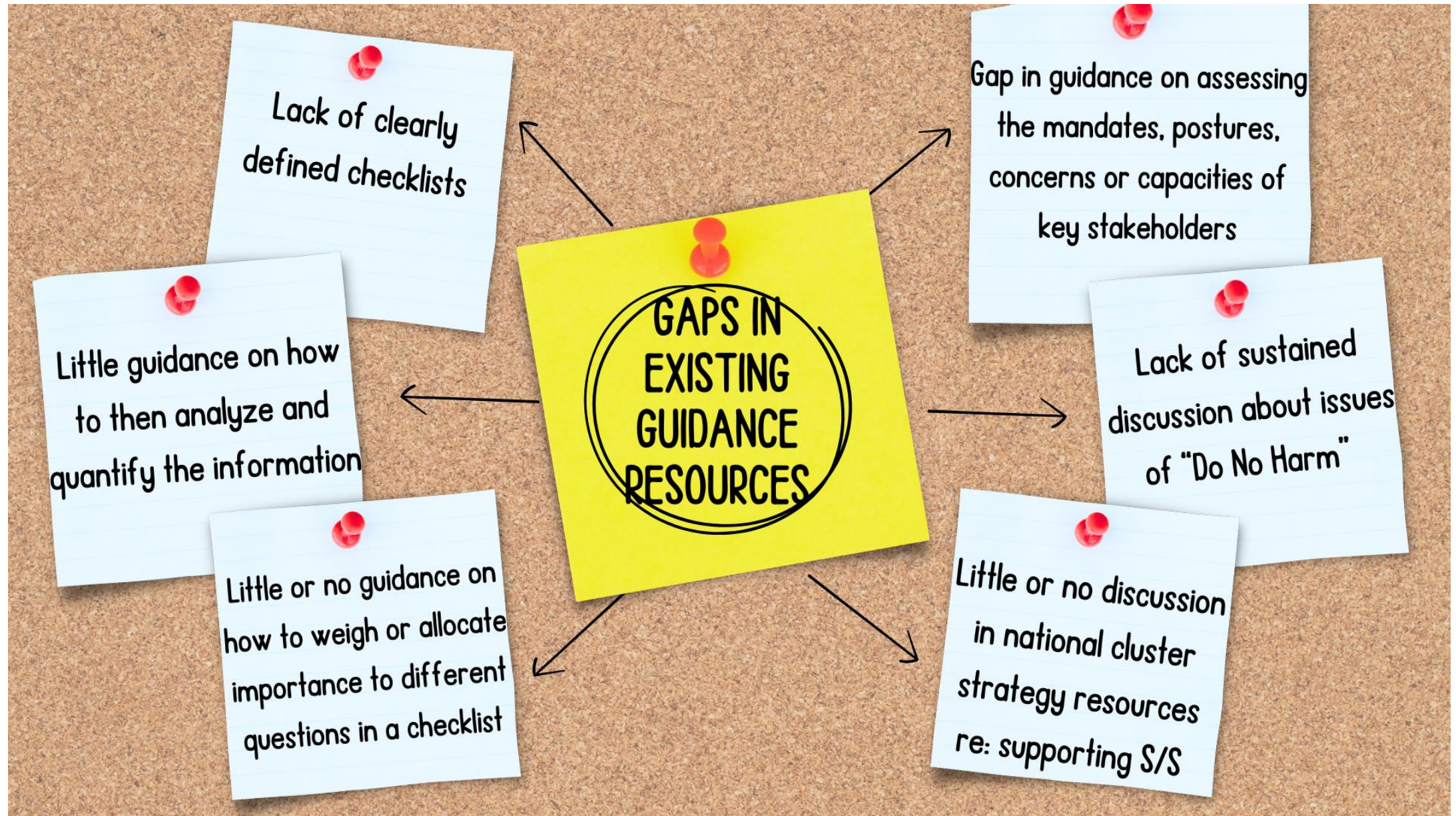
THE CURRENT LANDSCAPE OF CASH PROGRAMMING IN HUMANITARIAN RESPONSE

- Shelter and settlements actors have been using cash since at least the late 1990s to support access to basic shelter materials, shelter or housing repair, or for rental support.
- There is no clear set of global statistics to indicate overall what percentage of all shelter and settlements programming worldwide includes a cash component.
- Interviewees for this project stated that shelter programmes with a cash component generally fall into a number of modalities:
 - ☐ Vouchers or cash for essential household items
 - ☐ Cash for shelter or housing construction or repairs (often combining cash for materials and cash for labour, and with technical oversight by implementing partners)
 - ☐ Cash for rent
 - ☐ Cash for work to be used for the improvement of public spaces.
- Current key points of tension within the sector include questions about the uses of multipurpose cash and how to ensure construction quality in cash programming.



GUIDANCE REVIEW

IDENTIFIED GAPS IN EXISTING GUIDANCE RESOURCES





ADDITIONS TO EXISTING GUIDANCE CRITERIA PROVIDED BY SHELTER PRACTITIONER INTERVIEWS

SHELTER PRACTITIONER ADDITIONS TO CASH DECISION-MAKING CRITERIA	
Overlapping themes between criteria in existing guidance and criteria provided in shelter practitioner interviews	Additions to decision-making criteria provided in shelter practitioner interviews
✓ Functional and accessible markets with the capacity to meet demand. ✓ Functional, reliable and timely cash transfer and distribution mechanisms with strategies to manage financial risks. ✓ Safe for communities and humanitarian staff, with strategies to manage security risks. ✓ Organization, national society and/or partner capacity. ✓ Political feasibility. ✓ Cost-efficient and cost-effective. ✓ Need for conditionality or restrictions. ✓ Compatibility with community needs, preferences and capacity. ✓ Clear communication with communities. ✓ Alignment with donor policies.	✓ Complemented by appropriate technical support. ✓ Compatibility with organisation, cluster and working group policies or ability to implement or advocate for this decision. ✓ Consideration for the location's legal frameworks and practices that impact shelter access for affected populations, including housing, land and property rights. ✓ Compatibility with the needs of recovering communities (with less mention of withdrawal strategies). ✓ Protection for the local environment and natural resources.

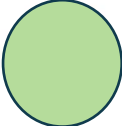
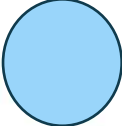
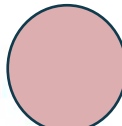
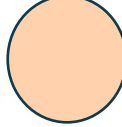


CASH DECISION-MAKING CRITERIA

CASH DECISION-MAKING CRITERIA

Five Major Themes

within the 12 criteria

-  Markets and Mechanisms can work.
-  Quality and resources are balanced.
-  Implementers are accountable to communities.
-  Power systems are compatible.
-  Decisions can be sustainable.

CASH DECISION-MAKING CRITERIA

1. Functional and accessible markets with the capacity to meet demand
2. Functional, accessible and timely cash transfer and distribution mechanisms with strategies to manage financial risks
3. Safety for communities and humanitarian staff, with strategies to manage security risks
4. Organization, national society and/or partner capacity
5. Feasibility within the political context and existing legal frameworks, including housing, land and property rights
6. Complementary shelter technical support, conditions or restrictions
7. Compatibility with or flexibility within humanitarian systems and policies
8. Being the most cost-efficient and cost-effective option
9. Alignment with community needs, preferences and capacity
10. Clear communication channels with communities
11. Compatibility with the longer-term needs of recovering communities
12. Protection for the local environment and natural resources

CASH DECISION-MAKING CRITERIA

CRITERIA	DEFINITION OF HOW CRITERIA WILL BE FULFILLED
1. Functional and accessible markets with the capacity to meet demand	Rental, material and labour markets must have capacity to meet the shelter priorities of affected communities, with particular consideration for local sheltering/housing standards and construction practices.
2. Functional, accessible and timely cash transfer and distribution mechanisms with strategies to manage financial risks	The transfer and distribution of predictable cash assistance payments must be feasible. In other words, transfer and distribution mechanisms must be functional, accessible and timely, with strategies available to manage identified financial risks.
3. Safety for communities and humanitarian staff, with strategies to manage security risks	Cash must be safe to deliver, obtain, possess and use, with strategies available to manage identified security risks.
4. Organization, national society and/or partner capacity	The organization, national society and/or partners must have the capabilities to effectively implement the cash modality.



INFLUENCES ON DECISION-MAKING

INFLUENCES ON DECISION-MAKING



Contextual Influences. Contextual influences pertain to the socio-dynamics and geographic setting of a given response. These factors impact whether practitioners can attain the criteria necessary to move forward with cash. Contextual influences must be continually reviewed.

INFLUENCES ON DECISION-MAKING

Sectoral Strategy Influences. The shelter sector and the individual organizations it comprises have strategy recommendations, policies or practices that influence the positioning of criteria. Some sectoral strategies may be context-dependent, while others are part of a general humanitarian strategy, such as the core humanitarian standard and principles.



INFLUENCES ON DECISION-MAKING



Interpersonal Network Influences. Informal professional networks are a key influence that support practitioners' decision-making process. Practitioners individually leverage their network of shelter peers to discuss modality decisions and obtain different perspectives, regardless of whether these peers are involved in the current response.



CONSTRAINTS ON DECISION-MAKING

CONSTRAINTS ON DECISION-MAKING

1. Flexibility within donor policies and processes

Practitioners stress the importance of presenting proposals to the “right” donors, building flexibility into proposals, and advocating directly with donors on preferences regarding assistance methods.

2. Sectoral reflection on lessons learned

There is a desire from practitioners to see more growth in the use of evaluations, institutionalizing sectoral learning, and retaining knowledge in more visible ways.

3. Hiring the right technical specialists at the right time

Practitioners discuss the importance of reviewing hiring strategies to ensure they facilitate appropriate technical input to support informed decision-making.

4. The type and quantity of data required to make a modality decision

Practitioners say there is room to develop more intersectoral understanding around the role and constraints of quantitative and qualitative data collection in time-sensitive decision-making.



CONSTRAINTS ON DECISION-MAKING



5. Collaboration between cash and shelter actors

Practitioners say there is a need to form critical partnerships and develop stronger working relationships with cash actors in addition to gaining more technical cash expertise as a sector.

6. Multisectoral integration at the decision-making stage

Practitioners report that at the decision-making stage there is an absence of clear collaboration standards that could facilitate movement toward more harmonized and integrated shelter responses.

7. Available and updated training on cash and shelter

Practitioners are interested in seeing an increase in available up-to-date shelter trainings on cash assistance methods to further inform the decision-making process.



RECOMMENDATIONS

RECOMMENDATIONS

1. Donors, humanitarian managers, and shelter and cash practitioners: Ensure there are strong avenues of communication between donors and organisations that facilitate advocacy pathways to undertake the most contextually appropriate decision. Also ensure that there is appropriate flexibility within proposals to allow for decisions to evolve as the context develops or changes.

2. Humanitarian managers: Increase the number of shelter practitioners with cash expertise and ensure that practitioners are deployed in a timely manner so that they can support informed decision-making in all cases.

3. Humanitarian managers and MEAL teams: Develop a more systematic framework for the use of impact evaluations, institutionalizing sectoral learning, and retaining knowledge in more visible ways.



RECOMMENDATIONS



4. Humanitarian managers and MEAL teams: Work on cash and shelter policies that support practitioners in the creation of flexible and agile programming that accounts for early recovery and intersectoral needs and do so with a more developed intersectoral understanding about the role and constraints of quantitative and qualitative data collection in time-sensitive decision-making.

5. Humanitarian managers and shelter and cash practitioners: Establish more opportunities for dialogue between cash and shelter actors and set clear standards for that collaboration.

RECOMMENDATIONS



6. Humanitarian managers: Make trainings and information on cash and shelter easy to locate and digestible for practitioners.

7. Development actors and shelter and cash practitioners: Develop more comprehensive action plans on how to integrate shelter and cash assistance with sustained recovery for communities.

8. Shelter, cash and environment practitioners: Expand decision-making around shelter, cash and the environment to better address environment-related issues, including those arising from climate change.

An elderly woman with grey hair, wearing a blue dress with a red floral pattern, is crouching and working with brown soil. She is using a large, flat wooden board to spread or shape the soil. The background is a wall made of vertical bamboo poles, with a small white rectangular object mounted on it. The text "Practitioner Experience" is overlaid in the center of the image.

Practitioner Experience

 **SARD**





OUR PRINCIPLES

Guiding our actions

Our Principles: We are non-political and non-sectarian, and provide humanitarian assistance based solely on need, without discrimination of race, faith, age, or gender.



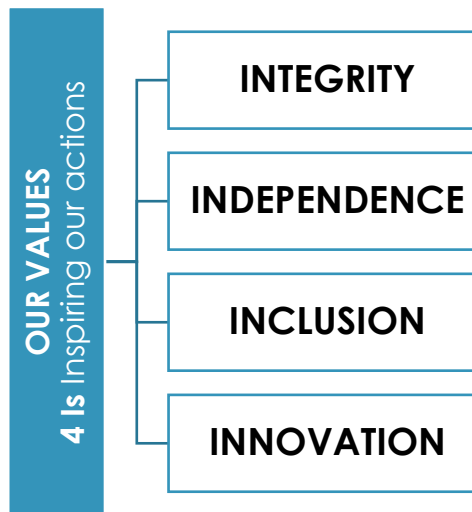
OUR VISION

is for a future where all individuals and communities are self-reliant and thriving.



OUR MISSION

is to build resilience and self-reliance among individuals and communities affected by conflict and natural disasters while championing the localization of humanitarian assistance.



What We Do

Emergency Response

Resilience Building

Community Development



\$

8M+



100+

Our Expertise

- Shelter
- Early Recovery and Shelter

Our Modalities

- Cash and Voucher Assistance (CVA)

Cash-for-Shelter Response in Post-Earthquake Türkiye

A Rapid, Flexible, and Dignified Approach to Recovery



Context of Decision-Making



Rapid Response and Flexibility:

In the immediate aftermath of the devastating earthquake in Turkey, SARD implemented cash-for-shelter to meet urgent needs while ensuring dignity and ownership for affected people.

SARD Cash Response:

1. SARD introduced **cash assistance** just six weeks after the earthquake. (Emergency cash)
2. **Emergency Shelter Response:** Emergency Shelter Kits, through the restricted CVA modality in October 2023 (could start earlier provided funding)
3. **Light Damage Repairs:** Self-help repairs through restricted cash transfers (via IBAN/bank accounts)

Context of Decision-Making

Pre-Conditions Met for Effective Cash Response:

SARD ensured critical pre-conditions were met before adopting the cash-based response:

- **Market Availability:** Local markets and craftsmen were available to support the recovery.
- **Beneficiary Preference:** A rapid assessment showed the affected populations preferred cash assistance over in-kind aid.



Rationale for Cash Transfers in Shelter Response

Rapid Response

Cash transfers provided immediate recovery solutions when in-kind aid could not meet needs swiftly.

Psychosocial Component

Cash encouraged families to return home and repair structures, reducing camp overcrowding and rebuilding confidence.

Overcoming Infrastructure Damage

Cash allowed families to purchase locally, supporting the local economy.

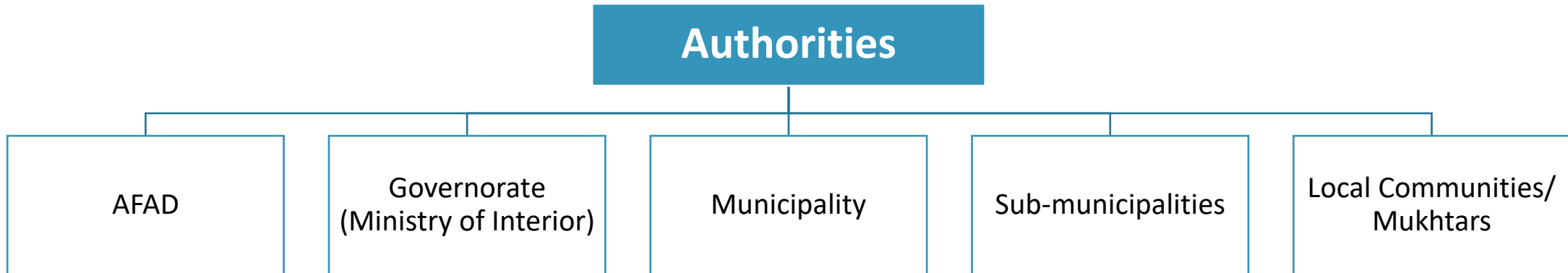
Regulatory Navigation

SARD bridged gaps in the response for light damage homes not prioritized by authorities, ensuring technical compliance.

Supporting Recovery and Resilience

CVA empowered families to invest in home repairs, restock supplies, or restart small businesses. integrated livelihood restoration into the recovery process to boost long-term resilience.

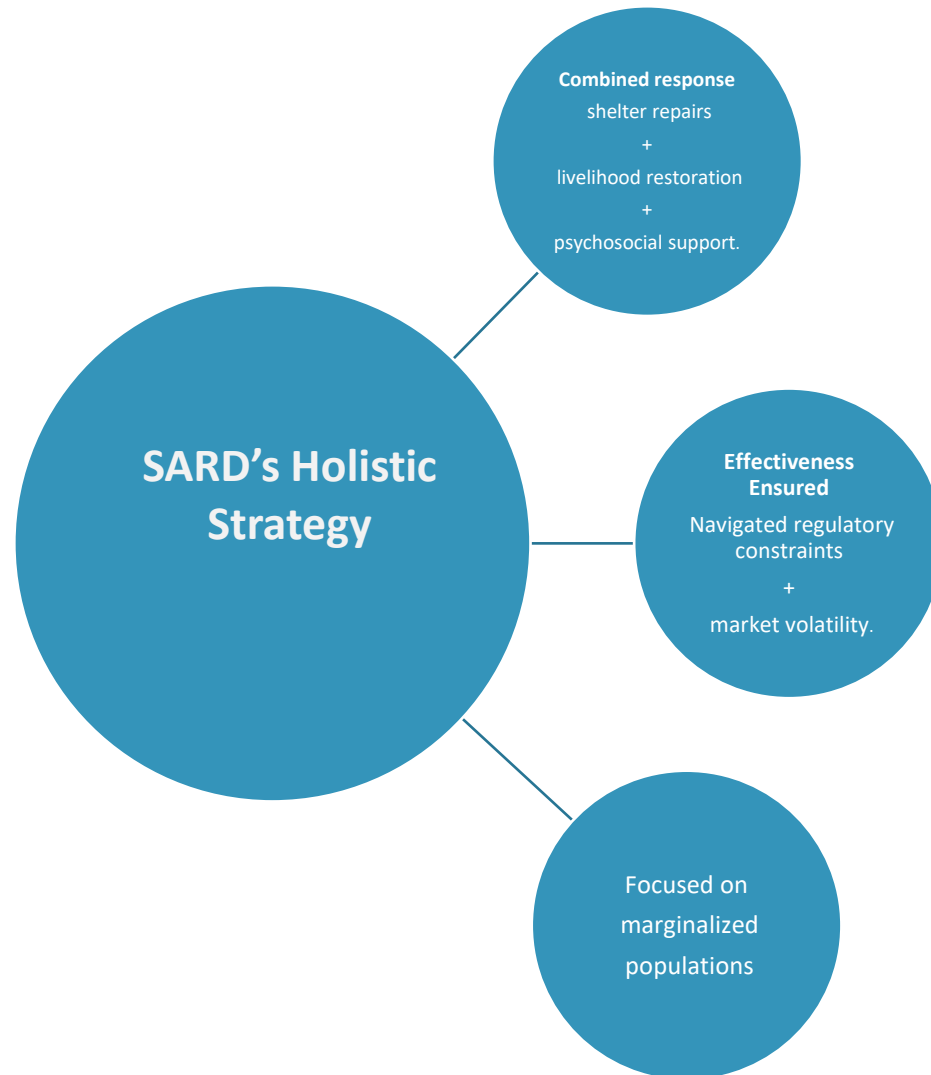
Key Consultations and Stakeholder Involvement



- **AFAD:** Damage assessments formed the foundation of interventions. - Verified damage assessments through the E-devlet platform.
- **Municipalities:** Advocacy and awareness raising - Worked closely to fill gaps in underserved areas.
- **Understanding Local Context & Building Trust :** Built trust with the involvement of skilled local team members. SARD's local team, including a former UNDAC consultant, helped establish credibility with local authorities.
- **Governorate - ministry:** SARD maintained transparency through regular updates.

SARD's Comprehensive Approach

Empowering Recovery, One Family at a Time



SARD's cash-for-shelter approach not only restored homes but also helped families regain independence and rebuild their lives, setting a new standard for post-disaster recovery.

Our Türkiye Response Partners and Back Donors





www.sardngo.org

THANK YOU!

A photograph of three women standing outdoors in front of a light-colored wall. The woman on the left wears a dark red headscarf and a patterned dress. The woman in the center wears a bright green headscarf and a matching patterned dress. The woman on the right wears an orange headscarf and a patterned dress. They are all looking towards the right. The text "Q&A" is overlaid in the center.

Q&A



**GLOBAL
SHELTER CLUSTER**

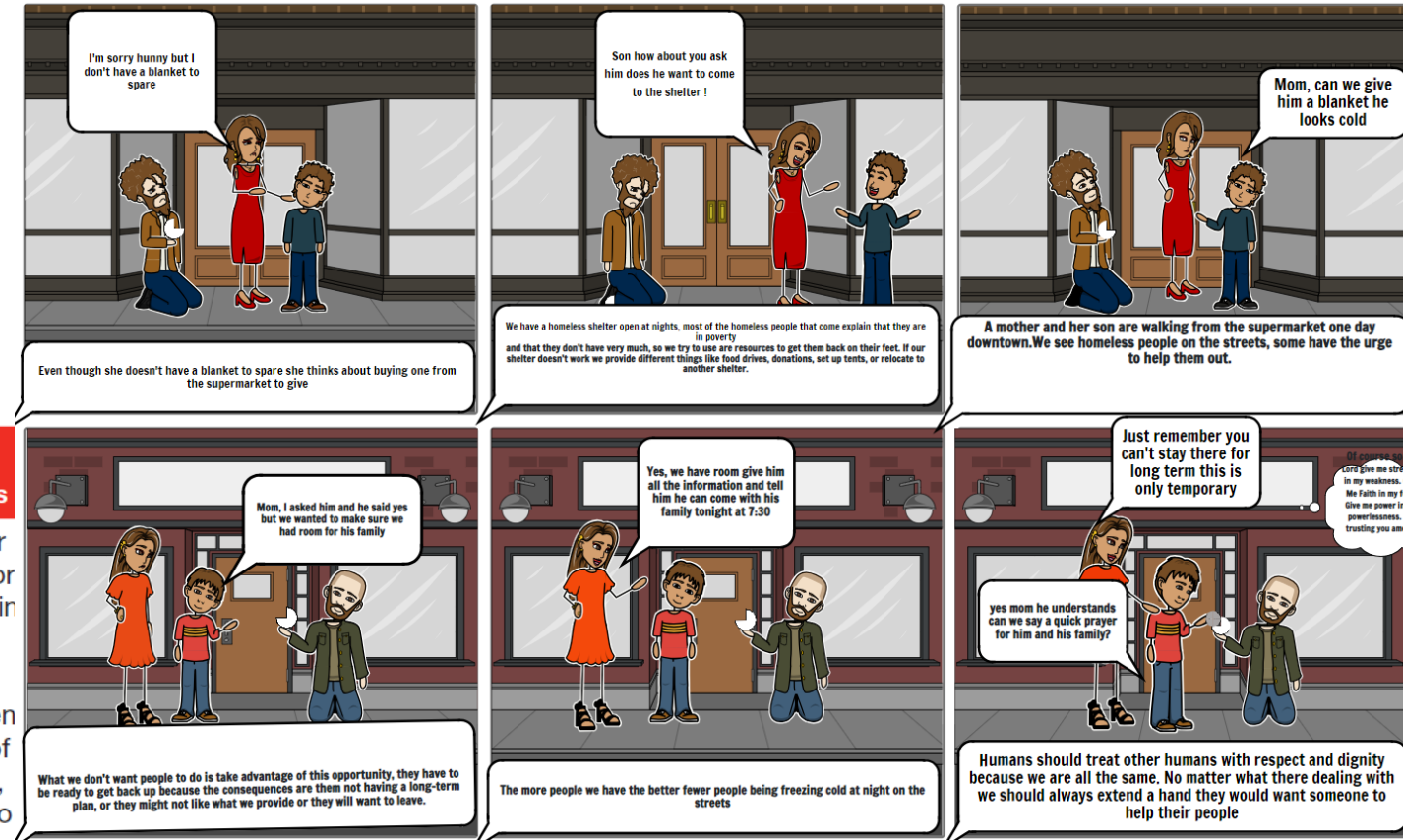
Coordinating Humanitarian Shelter and Settlements

How do you think these criteria could be best presented, that can be useful in the field?

SAMPLE MATERIALS/FORMATS

Toolkit/Checklist

Criteria	Key questions	Is CVA feasible?		Requirements/comments
		Yes	No	
1. Shelter and settlement needs to be met by intervention	Can the needs be met through specific commodities and/or services? Consider that most shelter activities use a mix of implementation options. Select the activities which can be met through CVA.	☐	☐	Technical assistance for assessment and monitor needs to be integrated in programme planning. Be aware that building damages can be different from sheltering needs of the affected population, including people with no legal status.
2. Funding	Is CVA within donors' funding policies and framework?	☐	☐	



Infographic/Storyboard

SAMPLE MATERIALS/FORMATS

0%

CURRICULUM PROGRESS

Wider Impacts of Shelter & Settlements

☐ WIDER IMPACTS OF
SHELTER & SETTLEMENTS

☐ RESOURCES (OPTIONAL)

Wider Impacts of Shelter & Settlements

Options ▾

0%

Wider Impacts of Shelter & Settlements

Completed : 0 Min Required : 3 Total Items : 3



The Wider Impacts of Shelter and Settlements Assistance
Status : Registered Due : No Due Date Training Hours : 10 min
This 10-minute module provides an overview of the training course, intended audience, and the learning outcomes.

Launch ▾



Wider Impacts
Status : Registered Due : No Due Date Training Hours : 25 min
In this 25-minute module, you will examine the relationship between shelter and humanitarian sectors, and between shelter and various cross-cutting...

Launch ▾

er and Settlements Assistance

Status : Registered Due : No Due Date Training Hours : 25 min
25-minute module, you will learn about several shelter and settlements assistance options, how to link assistance to impacts, and understand the...

Launch ▾

Interactive Guide



Informing Decisions on Cash Programming Approaches



Menti Question:



www.menti.com

Code: 6653 3895



**GLOBAL
SHELTER CLUSTER**

Coordinating Humanitarian Shelter and Settlements

How do you think these criteria could be best presented, that can be useful in the field?



Research Document:





GLOBAL SHELTER CLUSTER

Coordinating Humanitarian Shelter and Settlements

Lizzie Babister, Global Focal Point for Research

lizzie.babister@sheltercluster.org

Martin Dacles, HFHI

mdacles@habitat.org