USAID
FROM THE AMERICAN PEOPLE

GLOBAL SHELTER CLUSTER
Coordinating Humanitarian Shelter and Settlements

DECISION TREE

TO SUPPORT INFORMED DECISIONS FOR THE USE OF CASH FOR SHELTER & SETTLEMENT PROGRAMMING

SEPTEMBER 2025

INTRODUCTION

This decision tree supports shelter and settlement (S&S) practitioners to make decisions on the use of cash for S&S outcomes. It builds on research conducted in 2023/2024 by the Global Shelter Cluster (GSC) available here on informing decisions on cash programming approaches. An associated annex of relevant links and guidance related to the criteria are available for further reading.

Audience and purpose

- ✓ Programme managers (those who may design and run S&S programmes) and associated programme staff making decisions about implementation options for delivery of assistance.
- ✓ Cash advisers who want to be informed of the key considerations when supporting shelter and settlements with cash assistance.
- ✓ The decision tree supports those trying to determine if delivering assistance through the modality of cash is feasible and appropriate.

Scope

- ✓ This decision tree is focused on the cash modality, not vouchers.
- ✓ At present, there are no equivalent Global Shelter Cluster (GSC) checklists or guidance documents outlining considerations for other implementation options (e.g. in-kind assistance). Readers are therefore cautioned against interpreting the criteria in this document as barriers to the use of cash.
- ✓ This is global guidance, it must be contextualised. Potentially some considerations will not be relevant to the context you are working within.

When to use the criteria shown in this decision tree

1 Most shelter and settlement programming should commence with context and needs assessment.

2 Reflect upon relevant response options (e.g. collective centre support, shelter repairs, rental assistance etc.) to determine a relevant 'menu' of assistance options. The use of the criteria should be included as part of an assessment when considering different implementation options for delivery.

3 Consider the modality options for how the implementation options will be delivered. This may be part of participatory programme design which includes asking households their preference of modality of support. Follow the decision tree when thinking about how the assistance will be delivered.

Follow the decision tree when thinking about HOW the assistance will be delivered.
The thinking can be included as part of an assessment when considering different implementation options for delivery.

How to use the flow chart

- Consider the criteria in the left hand column.
- If this criteria can be fulfilled then move to consider the next criteria. If this criteria cannot be fulfilled then consider the mitigation in the right hand column.
- If the mitigation can be achieved then move to consider the next criteria. If the mitigation cannot be achieved then cash may not be appropriate or feasible at this time. Move to the next criteria keeping track of how many times the mitigation cannot be achieved.
- When you have considered all the criteria, if you have mostly Yes's, then cash is an option for your implementation. If you have mostly No's then cash is probably not either feasible or appropriate at this time.

WARNING

→ *S&S programmes in general often use a mix of implementation options. For example, to achieve shelter repairs, part of the assistance may be delivered through technical assistance and quality assurance, part through cash to allow households to pay for materials and labour, and some parts may-be through in-kind material support (e.g. quality DRR related materials not available on the market). This decision tree should be used as part of a wider rigorous thinking about the selection of implementation options and modalities.*

→ *Decisions generally do not illicit Yes or No responses, for example when looking at "Functional and accessible markets with the capacity to meet demand", there is a spectrum of functionality of any market.*

→ *The criteria can be used as part of an assessment early on in a shelter and settlement programme but findings will change with time, and assessments should be part of a continuous process.*

→ *If the decision tree identifies potential challenges regarding the use of cash for one or more criteria, this should be considered within a broader assessment of all implementation options, each with its own possible drawbacks. A range of mitigation measures may be explored to address these challenges (some examples are described here.*

→ *There should be close coordination with the cash working group (CWG), country shelter cluster and government (to ensure alignment and harmonisation), they will likely also have information relevant to your decisions on use of cash.*

→ *If MPCA is being used in-country please see the GSC decision tree specific to MPCA.*

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

Feasibility

Refers to the operational ability and capacity to deliver and use cash for shelter outcomes with respect to context.

Appropriateness

Refers to whether cash aligns with peoples needs and capacities in-line with securing the shelter programme objective.

DECISION TREE

DECISION TREE STRUCTURE & LEGEND

1 *Cash is feasible within the political context and legal frameworks (including HLP)*

2 *Compatibility with or flexibility within humanitarian systems and policies*

3 *Functional and accessible markets with the capacity to meet demand*

4 *Functional, accessible and timely cash transfer and distributions mechanisms with managed financial risks*

5 *Safety for communities and humanitarian staff, with strategies to manage security risks*

6 *Organisation, national society and/or partner capacity*

7 *Alignment with community needs, preferences and capacity*

8 *Being the most cost-efficient and cost-effective option*

9 *Complementary shelter technical support, conditions or restrictions*

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*

DECISION TREE

1 *Cash is feasible within the political context and legal frameworks (including HLP)*

Mostly	*Indicators*	*Mostly*	*Example Mitigations*1*
YES	**1A.** Authorities are willing to allow the use of cash	NO	**Other modalities necessary for now**
		NO	Advocacy on the benefits of appropriate use of cash
YES	**1B.** Participants have the Housing, Land and Property (HLP) rights that would allow the shelter intervention, and the use of CVA supports (does not risk) HLP rights considering gender and inclusion. For example: This unrestricted modality may facilitate those assisted to diminish the HLP rights of other parties. If the transfer is to the male head of the household only could this diminish the HLP rights of women and girls.	NO	Activities to support HLP rights
YES	**1C.** In a displacement context cash is acceptable to the host community	NO	Host community engagement. Inclusion of some vulnerable host community members in programme.

2 *Compatibility with or flexibility within humanitarian systems and policies*

Mostly	*Indicators*	*Mostly*	*Example Mitigations*
YES	**2A.** Humanitarian agency policy allows CVA	NO	**Other modalities necessary for now**
YES	**2B.** Donor policy allows CVA	NO	Advocacy on the benefits of appropriate use of cash
YES	**2C.** Existing country level coordination mechanisms support the use of cash for shelter programming. For example: • Country-level shelter cluster guidance supports use of cash. • Cash Working Group's MEB does not already include shelter item of interest.	NO	Explore the case for use of cash for the shelter programming area and support cluster to develop appropriate guidance.
		NO	Avoid duplicating the shelter item included in the MEB, but assess whether outcome is being secured through MPCA and if not build case and advocate for dedicated shelter programming.

**1* *Note that these examples are non-exhaustive. Mitigations can take time and resources, may not be possible or appropriate, and it may still be more appropriate to choose a different implementing option/modality, or a mixed modality. There will be advantages and disadvantages for any implementing option/modality. It may be appropriate to prepare a table with weighted criteria and a scoring and notes section to compare and document the decisions around the choice of implementing option/modality. Always aim to build agency (power) for households (to choose how they meet their own needs) into the programming regardless of implementing option/modality selected.*

3 *Functional and accessible markets with the capacity to meet demand*

Mostly	*Indicators*	*Mostly*	*Example Mitigations*
YES	**3A.** Market supply is stable and is able to adequately meet needs (without diminishing quality or increasing price excessively). For example in relation to: • Stock availability • Supply chain continuity/ alternatives / • Supplier readiness and scalability • Seasonal variations • External factors (e.g. political instability)	NO	**Other modalities necessary for now**
		NO	Mixed modalities. For example, some in-kind, some vouchers to support supply chain improvements, and some cash for the items accessible from a functional market.
YES	**3B.** Shelter materials, labour and services price is stable and affordable to more vulnerable	NO	Keep assessing and monitoring market since it is likely with time it will become functional. Those not assisted by humanitarian actors also depend on and use the market.
YES	**3C.** Labour, materials and services have assured quality. This could relate to quality standards of programme (e.g. no asbestos roof sheet), authority quality standards, participant preferences.		
YES	**3D.** Market is accessible to target population. Relates to physical and transport barriers, inclusivity (e.g. gender, ethnicity, disability etc.)	NO	Consider activities to support target population access. Paying some transport and capital costs of vendors to establish.
YES	**3E.** Suppliers have capacity in relation to: • Liquidity (e.g. cash reserves or credit to handle increased stocking prior to sales) • Operating in area of target population • Willingness to engage with programme • (where engagement is required)	NO	Market support activities and, market systems change activities. Including activities to support suppliers (e.g. low-cost loans, business support grants, connections with financial services for credit).

DECISION TREE

4 *Functional, accessible and timely cash transfer and distributions mechanisms with managed financial risks*

Mostly	*Indicators*	*Mostly*	*Example Mitigations*
YES	**4A.** Appropriate cash transfer mechanisms available. Including safe and accessible delivery mechanisms that consider the following: • Adequate coverage of Financial Service Provider (FSP) services in target areas • Physical access to FSP services among target population (across gender, age and other • vulnerability groups) • Know Your Customer (KYC) requirements of available financial services and target group ability to meet this (e.g. ID) • Familiarity and comfort with the transfer mechanism • Appropriate risk mitigation, including data, privacy, security, monitoring and accountability	NO	**Other modalities necessary for now**
		NO	Engage with Shelter cluster, CWG or other actors to understand available transfer mechanisms.
		NO	Work with protection actors (including those who support civil documentation access).
		NO	See 6. Organisational Capacity criteria in this decision tree.

5 *Safety for communities and humanitarian staff, with strategies to manage security risks*

Mostly	*Indicators*		*Example Mitigations*
YES	**5A.** Can risks (especially security and protection risks) be adequately managed? (This answer is to be based on a risk assessment)	NO	**Other modalities necessary for now**
		NO	Implement mitigations (which can take time to organise and undertake).
YES	**5B.** Are there safe transfer mechanisms?	NO	Implement risk mitigations for existing transfer mechanism and explore alternative transfer mechanisms as necessary.
YES	**5C.** Are there appropriate community engagement and feedback mechanisms which support risk management?	NO	Ensure appropriate community engagement and feedback mechanisms.

6 *Organisation, national society and/or partner capacity*

Mostly	*Indicators*	*Mostly*	*Example Mitigations*
YES	**6A.** Is there adequate financial management capacity?	NO	**Other modalities necessary for now**
		NO	Financial organisational development. Including development of agency level risk management, agreements with FSPs etc.
YES	**6B.** Are there adequate logistics and procurement processes (e.g. FSP procurement)?	NO	Capacity build procurement and FSP contract management capacity.
YES	**6C.** Does adequate human resource capacity exist related to the use of cash?	NO	Develop appropriate guidelines and trainings, hire appropriate staffing.
YES	**6D.** Can the use of cash for shelter outcomes be adequately monitored?	NO	
		NO	Develop appropriate monitoring and feedback systems.
YES	**6E.** Are there appropriate mechanisms for feedback and complaints?	NO	

7 *Alignment with community needs, preferences and capacity*

Mostly	*Indicators*	*Mostly*	*Example Mitigations*
YES	**7A.** Community preference is for assistance via. cash modality to meet identified shelter need.	NO	Assess reasons for non-preference and if appropriate look at mitigations
YES	**7B.** The community supports the proposed cash transfer mechanism.	NO	Look for acceptable alternative cash transfer mechanisms
YES	**7C.** There is enough capacity (knowledge of using cash, human capital incl. technical knowledge, social capital etc.) to help achieve intended shelter outcome via. cash modality.	NO	If appropriate (incl. cost effective) undertake capacity exchange, mobile community, and work with households to secure intended shelter outcome if cash is to be used.

8 *Being the most cost-efficient and cost-effective option**2

Mostly	*Indicators*	*Mostly*	*Example Mitigations*
YES	**8A.** Does cash compare more favourably than other alternative modalities? This relates to things like: • Cost-effectiveness analysis and cost- efficiency analysis • Reach and coverage • Timeliness • Participant choice and dignity • Potential impact on local markets (both positive and negative)	NO	Consider other and mixed modalities (some in-kind / contracted labour / cash etc.)
		NO	Ensure an appropriate programme design (including cash transfer design, technical assistance, complementary programming, HH/participant inclusion in MPCA programmes etc.)
YES	**8B.** Will an appropriate cash transfer design give optimum support to achieve shelter outcomes (part of effectiveness)? This relates to: • Transfer value and frequency • Deliver mechanism • Conditionality • Technical assistance & complementary support	NO	With time reassess cost efficiency and effectiveness, there may be changes (e.g. reach and coverage, as new FSPs enter the market, or networks recover/develop, access for technical and complementary support)

**2 After determining cash is feasible and appropriate to contribute to shelter outcomes in a given response, practitioners should also determine if cash is more favourable compared with other modalities, e.g. 'implementation option analysis'. The shelter sector does not currently have guidance on implementation option analysis, but practitioners should consider how cash compares to other modalities when they are taking a decision about it, and how, to use cash in a shelter response. Weighing up different factors is ultimately a contextual decision that considers the scale, severity, and nature of priority shelter needs and decision making will always weigh up costs and benefits of different options to determine what is 'good enough' in a specific situation.*

Efficiency *refers to the ability of a programme to achieve its intended objectives at the least cost possible in terms of use of inputs (e.g., capital, labour, and other inputs). Cost efficiency relates to the administrative cost of a programme relative to the amount disbursed.*

Effectiveness *relates to how well outputs are converted to outcomes and impacts. Cost effectiveness is the extent to which the programme has achieved or is expected to achieve its results (outcomes/impacts) at a lower cost compared with alternatives.* CALP Glossary *(2025)*

DECISION TREE

9 *Complementary shelter technical support, conditions or restrictions*

Mostly	*Indicators*	*Mostly*	*Example Mitigations*
YES	**9A.** Does programme design include appropriate technical assistance (e.g. HLP support) to support achievement of shelter outcome?	NO	Develop programme design with relevant assistance (HLP, training, social and technical assistance, monitoring and follow-up etc.) to enable the shelter outcome to be achieved.
YES	**9B.** Are households likely to use the cash within the programme to support the achievement of the shelter outcome, or does the household have higher priority needs?	NO	Consider layering shelter assistance with MPCA for basic needs
		NO	Consider conditionality (e.g. tranches of cash dependent on undertaking stages of construction or fulfilling other criteria) or using a restricted modality (e.g. vouchers).
YES	**9C.** Is it possible to monitor progress towards shelter outcome and provide additional technical and complementary support as required?	NO	Develop programme design to ensure appropriate monitoring of progress towards outcome and ensure programme can be adapted.

10 *Clear communication channels with communities*

Mostly	*Indicators*	*Mostly*	*Example Mitigations*
YES	**10A.** Can an appropriate community engagement strategy be developed and implemented to support the use of CVA for shelter outcomes (including helping people understand market, choices, transfer mechanism, conditionality etc.) ?	NO	Engage with community leaders and target audience to develop appropriate community engagement strategy. This should include feedback mechanisms, and monitoring of engagement.

DECISION TREE

11 *Compatibility with the longer-term needs of recovering communities*

Mostly	Indicators	Mostly	Example Mitigations
YES	**11A.** Will the use of cash help the recovery of markets?	NO	Good programme design. E.g: • Promoting the use of local materials from local markets where more funds stay within the local economy. • Avoiding having such strict condition-ality that compromises flexibility for households to do what is best long-term, or encourages household to take short-term actions that have longer-term negative impacts on HLP rights. • Household and community participa-tion in programme design.
YES	**11B.** Is the use of cash more likely to support: • Flexible response to changing needs • Sustainable shelter solutions (e.g. rental takes account of exit strategies) • Land tenure security and property rights		
YES	**11C.** Does the use of cash support community -driven recovery plans (when applicable)		

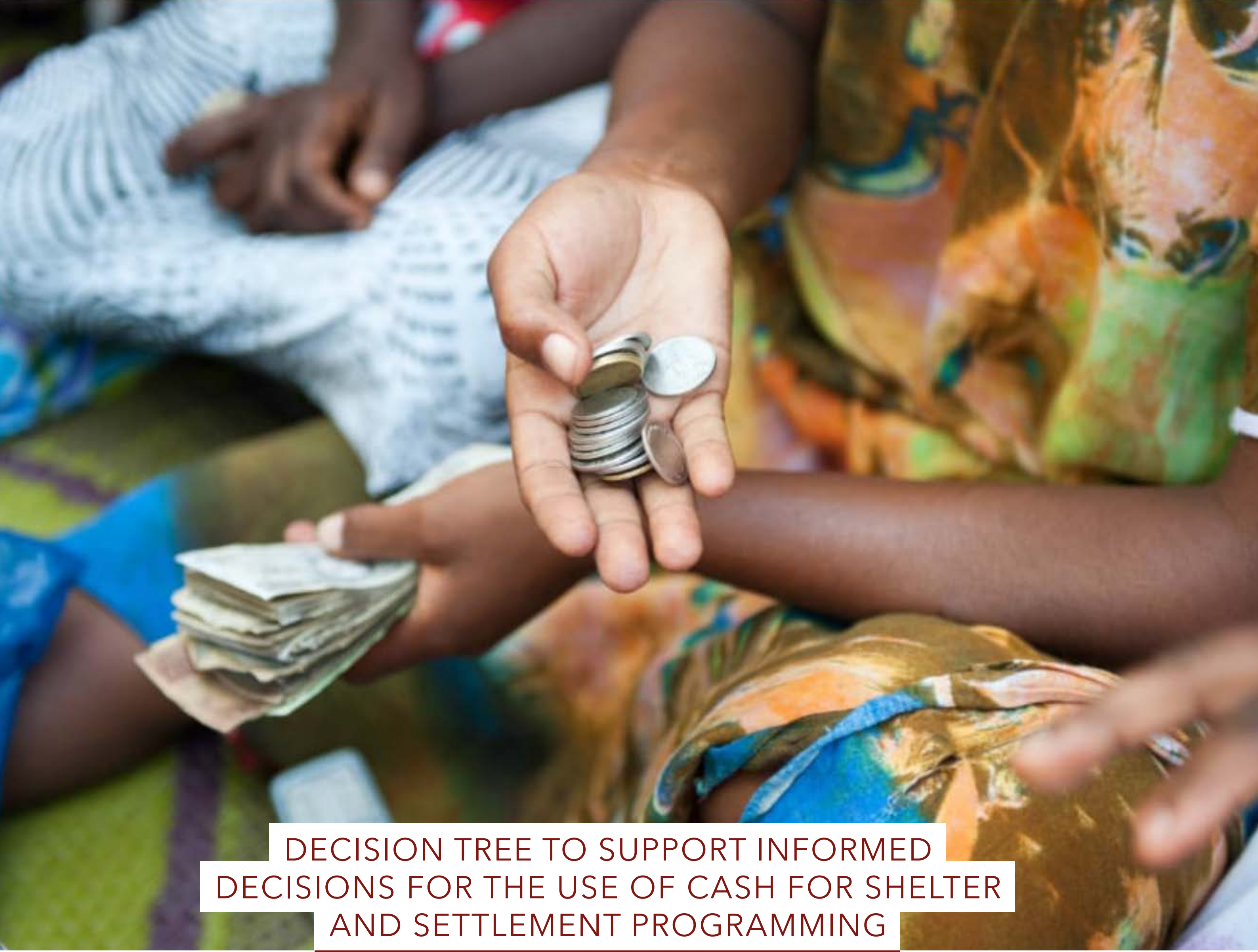
Distinction between unrestricted and restricted cash in relation to conditionalities[*3]

	UNCONDITIONAL	CONDITIONAL
UNRESTRICTED	• Maximum degree of flexibility • Utilisation out of implementers' hands • Intended to contribute to several outcomes (including sector related ones) • Not for a single specific sector • Suitable for recurrent, small transfers EXAMPLE: *Multi-Purpose Cash Transfer (MPCT)*	• Maximum degree of flexibility • Utilisation out of implementers' hands • Conditions checked prior to transfer • Better control on desired outcomes • Can be linked to specific sector EXAMPLE: • *Cash for work: time-based remuneration* • *Cash for work: product-based*
RESTRICTED	• Medium degree of rigidity • Utilization in implementers' hands • Better control on desired outcomes • For specific sector EXAMPLE: *Commodity or value voucher received without having to meet conditions, e.g. shelter item through voucher*	• Maximum degree of flexibility • Utilisation in implementers' hands • Maximum control on desired outcomes • For specific sector • Suitable for high transfers, one-off transfers (rare) EXAMPLE: • *Cash for construction material given in tranches* • *Voucher given after training attendance*

**3 Conditionality and Restrictions – DG ECHO Humanitarian Shelter and Settlement Guidelines (2017)*

12 *Protection for the local environment and natural resources*

Mostly	*Indicators*	*Mostly*	*Example Mitigations*
YES	**12A.** Have the potential environmental impacts of items / shelter materials / services that households will purchase been assessed? In relation to: • Impact on local natural resources • CO_2 footprint of materials • How any materials might be disposed of	NO	Consider the shelter needs identified in the needs assessment, and which goods and services households will purchase to meet these needs. Analyse these for potential negative environmental impacts, for example: • What are items made from? If local natural materials, are these in scarce supply and might increased demand have a negative environmental impact? Are there more sustainable alternatives that can be promoted? • Are the items manufactured locally or brought in from abroad? Are there domestic alternatives that provide similar functionality and quality? • How long do the products typically last? Are some more long-lasting than others? • What are the disposal options for these products? Is it possible for them to be reused or recycled? • Do certain suppliers provide products that are more environmentally friendly?
YES	**12B.** Has an action been taken or a systems set up to mitigate any potential environmental risks?	NO	Act to mitigate environmental risks, including setting up systems to observe and monitor impacts during implementation of programmes, for example: • Incentivise cash recipients through increased information, awareness or targeted communication, to minimise environmental impacts from their purchasing choices. • Investigate sustainable local supply chains and incentivise their use, if a significant increase in demand is likely for some materials • Observe and monitor potential negative environmental impacts during programme implementation.



DECISION TREE TO SUPPORT INFORMED DECISIONS FOR THE USE OF CASH FOR SHELTER AND SETTLEMENT PROGRAMMING

MPCA/RRM SPECIFIC

INTRODUCTION

Often MPCA is intended to support people to access shelter-related goods and services (examples may include ability to buy households items, shelter materials, pay for shelter related labour, and access rental accommodation). This decision tree supports shelter and settlement (S&S) practitioners in considering how to best coordinate and engage with those delivering multi-purpose cash assistance (MPCA). It can also be used where unconditional cash is being used as part of a rapid response mechanism (RRM). Practitioners should contextualise this global guidance.

DESIGN CONSIDERATIONS

Review any Cash Working Group (CWG) or Rapid Response Mechanism (RRM) or similar minimum expenditure basket (MEB)

Is the targeting and selection criteria of MPCA similar to criteria for shelter and settlement programmes?

NO

Advocate for inclusion of vulnerable households (HH) within MPCA programmes. This will assist with cash intended for dedicated shelter programmes to be prioritised by the household for shelter.

YES

Are items related to household items, shelter or settlements included in the MEB?

YES

Considering (shelter) needs assessment, are the items included appropriate and transfer value likely to be adequate (e.g. not too small a percentage of assessed average cost to household?

NO

Work with CWG to include appropriate items and adequate transfer value. If not possible (e.g. due to MPCA budget limitations) ensure donors and others know shelter needs are unlikely to be covered and consider dedicated shelter programming or top-ups as appropriate.

Recommend removing items from MEB where it is grossly unlikely to meet need and could lead donors and agencies to believe the need has been covered.

NO

Refer to GSC (2023) Shelter Considerations for MEB and MPCA Program Design: A Guidance Note, CALP (2022) Sector-Specific MEB Companion Guidance Shelter and NFI, and engage with CWG to include where appropriate.

YES

Is cash alone likely to secure intended shelter outcome? (E.g. no need for HLP support or technical assistance?)

NO

Recommend removing items from MEB where MPCA alone is unlikely to secure shelter outcome and consider dedicated shelter programming or undertake complementary programming alongside MPCA if appropriate.

NO

Implement & Monitor

IMPLEMENTATION & MONITORING* CONSIDERATIONS

Implement & Monitor

Is expenditure data/post-distribution monitoring and outcome monitoring data available to be reviewed?

NO → Work with MPCA partners to gather data on expenditure and crucially if intended shelter outcomes are being achieved.

YES ↓

Did households purchase goods and services as intended?

NO → Investigate why not? E.g.

- Adequacy of transfer value
- Households purchased shelter-related goods and services not included in the MEB?
- Higher priority needs than shelter
- Shelter-related goods/ services are not accessible in local market
- Households meeting shelter needs in other ways (incl. dedicated shelter program-ming ongoing?)

→ If transfer value too low or expenditure on shelter items not in MEB, discuss with CWG if feasible to revise MEB and/ or the transfer value of MPCA. If not possible (e.g. due to MPCA budget limitations) ensure donors and others know shelter needs are unlikely to be covered with MPCA and consider dedicated shelter programming or top-ups as appropriate.

→ Where households meeting shelter needs in other ways (incl. accessing dedicated shelter programming) consider removing item from MEB.

→ Consider the need for dedi-cated shelter and settlement programming (may use cash or other modalities and assistance options), top-ups and/or complementary programming

YES ↓

Review any outcome monitoring data available or evaluate outcomes.

YES ↓

Did households achieve intended outcomes?

→ For example, If household items are included in the MEB:

- Did the quantity of house-hold items purchased by the household meet their needs (e.g. one mattress per person)
- Did the quality of items purchased meet shelter standards (e.g. in terms of safety, durability, inclusion etc.)

→ For example, if rent is included in the MEB:

- Did the rented accommo-dation meet the shelter minimum standards, including with respect to security of tenure?
- Are households being supported with an exit strategy (to maintain access to adequate housing when the MPCA ends)?

NO → Consider the need for dedicated shelter and settlement programming, top-ups and/or complementary programming

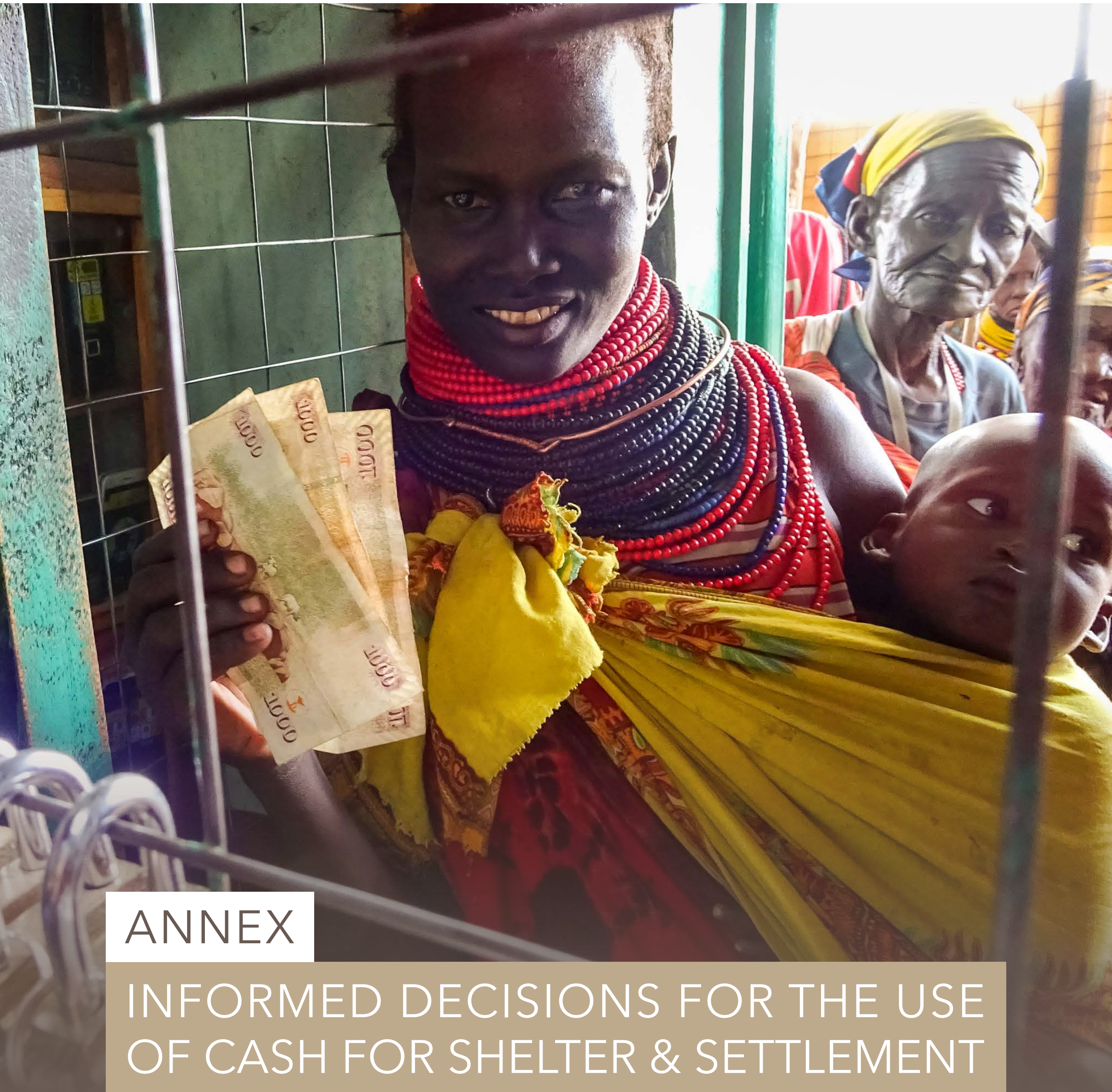
YES ↓

Leave within MPCA and/or cash for shelter within RRM

** The monitoring may indicate that the design of both the MEB and dedicated shelter programming needs to be revisited*

USAID
FROM THE AMERICAN PEOPLE

GLOBAL SHELTER CLUSTER
Coordinating Humanitarian Shelter and Settlements



ANNEX

INFORMED DECISIONS FOR THE USE OF CASH FOR SHELTER & SETTLEMENT PROGRAMMING

SEPTEMBER 2025

INTRODUCTION

This annex provides relevant links and further guidance for criteria that shelter and settlement (S&S) practitioners may consider to inform decision making on the use of cash for S&S outcomes. It builds on research conducted in 2023/2024 by the Global Shelter (GSC) available here on informing decisions on cash programming approaches.

Summary list of criteria

The list below has been organised considering each criteria in relation to impact on the feasibility of using cash, and then the appropriateness of using cash. However, it is recognised that the ordering is context specific and may be subjective.

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

Other Decision Trees and General Guidance for Considering the Use of Cash (Not specific to Shelter and Settlements)

- UNHCR Cash Delivery Mechanism Assessment Tool pp 11-16
- IOM CBI Manual Modality Decision Tree pp 30
- UNHCR Operational guidance and Toolkit for MPCG Protection Risks and Benefits Assessment tool pp 93
- CRS CVA feasibility decision tree pp 16
- BHA Modality Decision Tool for Humanitarian Assistance

CRITERIA	CONSIDERATIONS - SUPPORTING INFORMATION AND LINKS

1

Feasibility within the political context and existing legal frameworks, including housing, land and property rights

1A. Assess Political and Legal Context

- **Understand Legal Frameworks:** Review national and local laws related to land tenure, property rights, and housing to ensure compliance and identify potential legal obstacles.
- **Analyze Political Environment:** Evaluate the political stability and governance structures that may impact project implementation, including any potential for policy changes affecting HLP rights.

Source: HLP Shelter Toolkit | Shelter Cluster

- **Consult with Government Authorities:** Engage with relevant government bodies to understand regulatory requirements and secure necessary approvals.
- **Collaborate with Local Communities:** Involve community members and leaders to gain insights into customary land practices and to build local support for the project.
- **Consider Vulnerable Groups:** Ensure that marginalized groups, such as persons with disabilities and minorities, have equitable access to shelter assistance and are protected under existing legal frameworks.

Source: Global Protection Cluster Page 23-30

1B. Conduct Housing, Land, and Property Due Diligence

- **Verify Land Ownership and Tenure:** Ensure clarity of land ownership and tenure arrangements to prevent disputes and safeguard beneficiaries from eviction.
- **Assess Informal Settlements:** Identify the legal status of informal settlements and the implications for shelter interventions, considering the rights of occupants.

Source: Land Rights and Shelter: The Due Diligence Standard

- **Address Women's HLP Rights:** Recognize and address the specific challenges women may face in accessing HLP rights, ensuring that interventions promote gender equality.
- **General Guidance on HLP and CVA Considerations:** Global Protection Cluster's (TTC4P), 2024, Housing, Land and Property and Cash and Voucher Assistance Tip Sheet.
- **Plan for Eviction Risks:** Identify potential risks of eviction and develop strategies to mitigate these, such as securing agreements or advocating for legal protections.
- **Monitor Political Developments:** Stay informed about political changes that could affect HLP rights and be prepared to adapt project plans accordingly.

Source: NRC's Securing Tenure in Shelter Operations Page 32-34

- **Establish Monitoring Mechanisms:** Set up systems to monitor compliance with legal requirements and the effectiveness of strategies addressing HLP issues.
- **Evaluate Impact on HLP Rights:** Assess how the shelter project influences beneficiaries' HLP rights and make adjustments to enhance positive outcomes.

Source: NRC's Securing Tenure in Shelter Operations Page 35

2

Compatibility with or flexibility within humanitarian systems and policies

2A. Review Organizational Policies and Capacity

- **Assess Internal Policies:** Examine your organization's existing policies to determine compatibility with cash transfer programming (CTP). Identify any necessary policy adjustments to support CTP implementation.
- **Evaluate Organizational Capacity:** Ensure that your organization has the necessary financial, procurement, and monitoring systems adapted for cash and voucher assistance. (Source: CALP's OCRT)

2B. Understand Donor Policies and Preferences

- **Identify Donor Guidelines:** Research donor policies regarding cash transfers to ensure compliance and alignment with their funding criteria. Some donors actively support CTP, while others may have specific requirements.
- **Engage with Donors:** Communicate with donors to understand their perspectives on CTP and advocate for the inclusion of cash modalities in funding proposals where appropriate. (Source: IFRC's CTP page 47-51)

2C. Align with Sectoral Strategies and Standards

- **Consult Sectoral Guidelines:** Review shelter sector policies and standards to ensure that cash-based interventions are appropriate and effective within the sector's framework
- **Participate in Sector Coordination:** Engage with sectoral working groups and clusters to stay informed about best practices and to contribute to the development of cash-based strategies in the shelter sector. (Source: IFRC's CTP page 51-53)
- **Engage with Cash Working Group (CWG) or Similar:** The CWG or partners delivering Multi-purpose cash or other sectors delivering cash may be able to support with advising on cash transfer mechanisms and risks and mitigations related to cash programming. The CWG or similar should also be engaged with to understand what is included within the minimum expenditure basket and to help source any expenditure data related to MPCA programming to further investigate the need for sector-specific programming.

Source: IASC Cash Coordination Model

3

Functional and accessible markets with the capacity to meet demand

Market Assessment: Assess local markets thoroughly to confirm they can meet the increased demand for shelter materials, labor, and rental options without causing inflation or resource shortages. This involves understanding local suppliers' capacity, stock replenishment, and price stability. There are a range of tools that can be used, CALP (2020) Comparison of Market Analysis Tool can be used to consider which tool is most appropriate (link below). For example, tools like CRS's MBRRR Market Assessment and UNHCR's Multi-Sector Market Assessment: Companion Guide Toolkit can support ongoing price monitoring to ensure the program remains viable for beneficiaries while minimizing inflation risks.

Source: CALP Comparison of Market Analysis Tools, UNHCR's Multi-Sector Market Assessment: Companion Guide Toolkit, CRS's MBRRR Market Assessment

3A. Market Supply and Stability

- **Supply Chain Continuity:** Confirm that the supply chain for essential shelter items (e.g., construction materials) is reliable. Assess the origin of products and how often they're restocked.

Source: GSC Informing Decisions on Cash Programming Approaches, CRS Emergency Field Operations Manual (Page 4)

3

Functional and accessible markets with the capacity to meet demand

- **Stock Availability:** Determine whether key items are available in sufficient quantity and of acceptable quality. For instance, ensure that construction materials (e.g., wood, nails, roofing) are consistently stocked to meet potential demand

Source: GSC Position Paper: Cash and Markets in the Shelter Sector

- **Vendor Readiness and Scalability:** Assess vendors' capacity to scale up supplies if demand increases. This may include discussing vendors' access to credit or stockpiling abilities to prevent shortages during emergencies

Source: CRS Emergency Field Operations Manual (Page 5-7)

- **Seasonal Variations:** Identify any seasonal impacts on product availability or price changes, which may affect program implementation (e.g., rainy/winter seasons could impact the availability of construction materials)
- **Alternative Supply Chains:** Identify alternative suppliers or markets that could be used if the main supply chain is disrupted.
- **Contingency Stocking:** Consider setting up contingency stocking plans or pre-positioning critical items to address potential shortages during crises

Source: CRS Minimum Market Information Guide, Safer Cash Toolkit

- **Broader Market Conditions:** Assess external factors that could impact markets, like political instability, currency fluctuations, or regional supply constraints
- **Documentation and Analysis:** Keep detailed records of assessments and conduct periodic analyses to detect trends or early warnings of market disruptions

3B. Price and Affordability

- **Baseline Price Monitoring:** Establish baseline prices for key shelter items to help track and manage price fluctuations that could be caused by increased demand
- **Price Stability:** Assess the history of price volatility for essential items. Some price increases may occur due to seasonal changes or supply constraints; understanding these patterns is crucial for setting appropriate cash disbursement levels
- **Potential Inflation Risks:** Determine if the cash influx might lead to inflation that negatively affects both beneficiaries and non-beneficiaries. Evaluate if a surge in demand could drive prices higher, making items less affordable

Source: CRS Minimum Market Information Guide (Page 21 Trader Questions)

3C. Quality Assurance of Goods

- **Quality Standards:** Verify that items meet local or program-specific quality standards. This is particularly important for shelter items, as low-quality materials can lead to unsafe or unsustainable housing solutions
- **Participant Preferences:** Understand the preferences of the target population for shelter items. Some products may be culturally preferred or have a significant impact on perceived shelter quality and durability

Source: CRS Minimum Market Information Guide (Page 18 Minimum Market Questions)

3D. Market Accessibility

- **Physical and Transportation Barriers:** Evaluate if the beneficiaries can access the market safely and affordably. Consider factors like safety, distance, road conditions, public transportation availability, and any geographical or conflict-related access limitations
- **Inclusivity:** Confirm that markets are accessible to all community members, including those with disabilities or other physical restrictions, ensuring equitable access for all program participants

Source: CRS Minimum Market Information Guide (Page 18 Minimum Market Questions)

3 **Functional and accessible markets with the capacity to meet demand**	**3E. Vendor Capacity and Relationships** • **Engagement with Vendors:** Meet with vendors to discuss the program's goals, assess their willingness to participate, and understand their payment preferences (cash or voucher systems) • **Vendor Liquidity:** Ensure that vendors have sufficient liquidity to handle a potential cash flow increase, which is particularly important if they rely on credit for stocking items • **Vendor Monitoring and Feedback:** Develop a system for ongoing feedback with vendors to monitor supply issues, price shifts, and potential disruptions in availability Source: The CALP Network, CRS Emergency Field Operations Manual (page 5-7)
4 **Functional accessible and timely cash transfer and distribution mechanisms with strategies to manage financial risks**	**4A. Cash Transfer Modality and Mechanism** • **Identify Appropriate Transfer Mechanisms:** Select options like cash, vouchers, or digital payments based on context. Engage with the Cash Working Group and those partners already delivering MPCA or sectorial cash programming for information. Source: IOM CBI Manual (Financial Market Assessment Page 23-26) • **Pilot Delivery Mechanisms:** Test systems to ensure they work efficiently and identify gaps. Source: People in Need CBI Toolkit • **Establish Clear Timelines:** Coordinate payment schedules with market and shelter construction timelines (as appropriate). • **Streamline Processes:** Use reliable financial service providers to prevent delays. Source: IOM's FSP Capacity Assessment Tool, Plan's checklist for assessing the capacity of FSPs, Sample Cash Delivery Mechanism Assessment Tool • **Mitigate Financial Risks:** Implement fraud-prevention measures, audits, and compliance checks. • **Ensure Security:** Use secure methods like e-payments or trusted third-party transfers to minimize theft risks. Source: Sample CMWG Libya Risk Mitigation Matrix, Sample Financial Risk Assessment Form, Safer Cash Toolkit • **Safeguard Data:** Ensure compliance with data protection regulations. • **Use Digital Solutions:** Utilize secure digital payment systems where feasible. Source: IOM CBI Manual (Data Protection Throughout the Programme Cycle Page 9-10 Source: Safer Cash Toolkit, Safer Cash Tools • **Establish Monitoring Systems:** Regularly review fund usage and adjust transfer values if necessary. • **Enable Feedback Mechanisms:** Provide accessible channels for beneficiaries to share concerns or issues. Source: : IOM CBI Manual (MEAL Page 55-59) • **Adapt Flexibly:** Be prepared to modify approaches if operational conditions shift. • **Engage Stakeholders:** Partner with local actors to align efforts and enhance efficiency. • **Train Staff and Partners:** Equip stakeholders with knowledge on cash programming and risk management. Source: CALP's Cash Coordination Tip Sheet

5

Safety for communities and humanitarian staff, with strategies to manage security risks

5A. Risk Assessment and Analysis

- **Conduct Protection and Risk Assessments:** Understand risks related to theft, exploitation, and other vulnerabilities by incorporating community and household input.
- **Evaluate Delivery Mechanisms:** Examine the safety and feasibility of delivery systems like mobile money or cash-in-hand.

Source: Safer Cash Toolkit, Safer Cash Tools

- **Analyze Vulnerable Groups:** Pay special attention to risks faced by marginalized communities, like women or disabled individuals.

Source: Protection Outcomes in CBIs (Page 11-13)

5B. Designing Safe Delivery Mechanisms

- **Secure Delivery Channels:** Use methods like prepaid cards, banking apps, or secure cash transfer operators.
- **Alternative Modalities for Safety:** Shift to in-kind support or vouchers where cash transfers pose excessive risks.

5C. Engaging the Community

- **Community Engagement:** Train recipients on how to use, store, and spend cash safely in volatile environments.
- **Feedback Mechanisms:** Establish mechanisms for beneficiaries to report safety or abuse concerns.

Source: Cash Hub's Beneficiary communication and accountability, Guide for Protection in CBI, Sample directory of FAQs from FCM Call Centre

5D. Staff and Operational Security

- **Training for Staff:** Humanitarian workers should receive safety training tailored to cash delivery environments.
- **Use of Escorts or Safe Spaces:** When necessary, provide security escorts or create distribution points in safe areas.

5E. Monitoring and Accountability

- **Regular Monitoring:** Use regular assessments to ensure safety protocols remain effective and relevant.
- **Accountability Frameworks:** Adopt fraud prevention and transparency measures to avoid abuse.

6

Organization, national society and/or partner capacity

6A. Financial Management

- **Funds Management:** Does the organization have systems to manage large sums of cash securely and transparently?
- **Internal Controls:** Are there robust internal controls to prevent fraud and corruption?
- **Financial Reporting:** Can the organization provide timely and accurate financial reports?

Source: IFRC's Internal Financial Control Supervision Guide (Page 23-28)

6

Organization, national society and/or partner capacity

6B. Logistics and Procurement

- **Distribution Mechanisms:** Can the organization set up efficient and secure cash distribution mechanisms (e.g., mobile money, bank transfers, cash in hand)?

Source: CALP's Cash Transfer Mechanisms in Emergencies

- **Procurement Procedures:** Are there clear procurement procedures for any necessary goods or services?

Source: Supply Chain Planning in the Humanitarian Sector

6C. Human Resources

- **Staff Capacity:** Does the organization have staff with the necessary skills and experience in CTP, shelter, and community engagement?
- **Training:** Will staff need training on CTP procedures, market analysis, and other relevant topics? (CALP Network's training resources on CTP)

6D. Monitoring and Evaluation

- **Monitoring Systems:** Can the organization monitor the use of cash transfers and their impact on shelter outcomes?

Source: IOM CBI Manual (MEAL Page 55-59), CALP Network's Process, Output and Outcome Toolset

6E. Accountability Mechanisms

Are there mechanisms for beneficiaries to provide feedback and complaints?

Source: CALP Network's Participation and Accountability Toolset

7

Alignment with community needs, preferences and capacity

7A. Understanding Community Preferences and Priorities

- **Participatory Needs Assessments (FGDs, HH Surveys, Community Mapping):** Conduct participatory needs assessments involving diverse community members (including women, men, elderly, and people with disabilities) to understand their specific shelter needs and priorities. (Source: IFRC's EVCA, PASSA)
- **Stakeholder Consultations:** Consult with local leaders, community-based organizations, and other relevant stakeholders to gather their perspectives on shelter needs, appropriate interventions and appropriate modalities of support.

7B. Aligning Cash Modality with Community Preferences and Capacity

- **Cash Transfer Modality Selection:** Select a cash transfer modality (e.g., cash in hand, mobile money, vouchers) that is compatible with community preferences, existing infrastructure, and local context.

Source: IOM CBI Manual Financial Market Assessment Page 23-26, assessments of the local financial infrastructure.

- **Transfer Value and Frequency:** Determine the transfer value and frequency based on community needs, market prices, and household budgets, ensuring it aligns with their capacity to manage funds. (Market analysis data, household budget analysis, and consultations with community members.)
- **Conditional vs. Unconditional Transfers:** Determine whether conditional or unconditional cash is more appropriate, considering the community's capacity to meet conditionalities and their preferences for autonomy. (Source: Mercy Corps page 23-36, UKShelter Forum CTP)
- **Information and Communication:** Provide clear and accessible information to the community about the project objectives, cash transfer modality, and their roles and responsibilities. (Community engagement and communication strategies, using appropriate communication channels and languages.)

7

Alignment with community needs, preferences and capacity

7C. Assessing Community Capacity

- **Skills and Resources Assessment:** Assess the community's existing skills and resources related to construction, repair, and maintenance of shelters. (Community asset mapping exercises, skills inventories, and interviews with local artisans and builders.)
- **Community Organization and Leadership:** Assess the presence of existing community organizations, leadership structures, and social networks that can support project implementation. (Social network analysis methodologies, organizational assessments of community-based organizations.)
- **Financial Literacy and Management Skills:** Assess the community's financial literacy and ability to manage cash transfers effectively. (Financial literacy assessment tools and surveys. Also, microfinance and community development literature.)
- **Access to Markets and Services:** Assess the community's access to local markets, suppliers of building materials, and other essential services. (Market analysis reports, infrastructure assessments, and community mapping exercises.)

Source: IFRC's EVCA, PASSA

- **Community Participation in Project Design and Implementation:** Involve the community in all stages of the project, from design and planning to implementation and monitoring.
- **Establishment of Community Committees:** Establish community committees or working groups to oversee project implementation, manage funds, and ensure accountability.
- **Feedback and Complaint Mechanisms:** Establish accessible feedback and complaint mechanisms to allow community members to voice their concerns and provide feedback on the project.

Source: Cash Hub, CALP Network's Participation and Accountability Toolset, Cash Hub's Beneficiary communication and accountability, Guide for Protection in CBI, Sample directory of FAQs from FCM Call Centre

- **Capacity Building and Training:** Provide training and capacity building to community members on relevant skills, such as financial management, construction techniques, and project management.
- **Joint Monitoring and Evaluation:** Involve community members in monitoring and evaluating the project's progress and impact. (Participatory monitoring and evaluation methodologies.)
- **Community-Based Monitoring Systems:** Support the development of community-based monitoring systems to ensure ongoing feedback and accountability. (Community-based monitoring and evaluation guides.)

(See other resources on MEAL listed in this document)

8

Being the most cost-efficient and cost-effective option

8A. Comparing Cash with Alternative Modalities

- **Cost-Effectiveness Analysis:** Conduct a cost-effectiveness analysis comparing cash transfers with alternative modalities (e.g., in-kind distribution, direct implementation by NGOs). (IRC's Cost efficiency Analysis)
- **Reach and Coverage:** Assess the potential reach and coverage of cash transfers compared to other modalities, considering factors like logistical constraints, market access, and household preferences.
- **Impact on Local Markets:** Evaluate the potential impact of cash transfers on local markets and the local economy. (Check Market analysis reports, economic impact assessments, and studies on the effects of CTP on local economies.)
- **Participant Choice and Dignity:** Consider the extent to which cash transfers empower participants and promote dignity compared to other modalities. (Consider conducting qualitative studies on households' experiences with different aid modalities, and ethical frameworks for humanitarian assistance.)
- **Time Efficiency:** Compare the time required to achieve shelter outcomes using cash transfers versus other modalities. (Review project timelines, implementation reports, and comparative studies.)
- **Efficiency and Effectiveness:** Forecast/evaluate program efficiency (e.g., administrative costs, delivery costs) and effectiveness (e.g., achievement of shelter outcomes) to ensure value for money. (Value for money frameworks from donors and humanitarian organizations. Cost-benefit analysis and cost-effectiveness analysis.)

- **Accountability and Transparency:** Implement robust accountability and transparency mechanisms to ensure that cash transfers are used for the intended purpose and that resources are managed effectively. (As previously mentioned, drawing from CHS and similar accountability standards, and financial management guidelines.)

8

Being the most cost-efficient and cost-effective option

8B. Optimizing Cash Transfer Design for Shelter Outcomes

- **Transfer Value and Frequency:** Determine the appropriate transfer value and frequency to enable beneficiaries to achieve the intended shelter outcomes. (Review market analysis data, cost of shelter materials and labor, and household budget analysis.)
- **Delivery Mechanisms:** Select appropriate cash delivery mechanisms (e.g., mobile money, cash in hand, bank transfers) based on context, security, and participant preferences.
- **Conditional vs. Unconditional Transfers:** Decide whether to use conditional or unconditional cash transfers, considering the specific context and project objectives.
- **Technical Assistance and Complementary Support:** Provide technical assistance and complementary support (e.g., training, information campaigns) to maximize the effectiveness of cash transfers for shelter outcomes. (As previously mentioned in the checklist regarding complementary activities, drawing from Sphere, IFRC, and other relevant technical guidance.)

9

Complementary shelter technical support, conditions or restrictions

9A. Technical Assistance

- **Provide Guidance:** For example, offer technical support and training to beneficiaries to ensure that shelters are built safely and maintenance needs are understood, and household items are used safely and to maximise outcomes, and labour is appropriately managed to ensure quality.

Source: UNHCR's Emergency Shelter Solutions and Standards, The SPHERE Handbook: Shelter and Settlement Page 237

- **Facilitate Access to Materials:** Assist beneficiaries in sourcing quality materials.
- **Ensure Tenure Security:** Assist beneficiaries in securing land rights to prevent disputes and ensure the longevity of shelter solutions.
- **Promote Community Participation:** Encourage community involvement in planning and implementation to ensure that solutions are culturally appropriate and widely accepted.

Source: The CALP Network, PASSA, CRS Cash for Shelter Programs

9B. Conditionality and Restriction

- Consider conditionality such as cash in tranches dependent upon agreed criteria (e.g. progress on construction at an agreed quality, or attendance at a training).
- Consider restricted modalities such as vouchers if it is really necessary to use vouchers because it is unclear if shelter outcome can be secured through conditionality.

Source: Conditionality and Restrictions – DG ECHO Humanitarian Shelter and Settlement Guidelines (2017)

9C. Monitoring and Evaluation

- **Establish Monitoring Systems:** Set up mechanisms to track progress, ensure compliance with standards, and address any issues promptly.

Source: Mercy Corps page 15, IOM CBI Manual (MEAL Page 55-59), CALP Network's Process, Output and Outcome Toolset

- **Gather Feedback from Beneficiaries:** Implement feedback mechanisms to learn from beneficiaries' experiences and improve future interventions.

Source: Cash Hub, CALP Network's Participation and Accountability Toolset

10

Clear communication channels with communities

10A. Developing a Communication Strategy

- **Target Audience Analysis:** Identify the different target audiences (e.g., beneficiaries, community leaders, local authorities, implementing partners) and their specific information needs. (Audience analysis frameworks from communication and marketing literature. Also, stakeholder mapping methodologies.)
- **Communication Objectives:** Define clear communication objectives aligned with the project goals (e.g., increase awareness of the cash transfer program, provide training on shelter construction, collect feedback on program implementation). (SMART (Specific, Measurable, Achievable, Relevant, Time-bound) objectives framework.)
- **Key Messages:** Develop clear, concise, and culturally appropriate key messages about the cash transfer program, its benefits, and the responsibilities of beneficiaries. (Communication and messaging guidelines from organizations.)
- **Communication Channels:** Select appropriate communication channels based on the target audience, context, and available resources (e.g., community meetings, radio broadcasts, mobile phones, social media, posters, leaflets). (Communication channel selection frameworks and media landscape analysis.)
- **Communication Timeline and Frequency:** Establish a communication timeline and frequency to ensure that information is delivered in a timely and consistent manner. (Project implementation plans and communication schedules.)

Source: Mercy Corps page 39-42, IOM CBI Manual page 46

- **Feedback Channels:** Establish multiple feedback channels to allow beneficiaries and other stakeholders to provide feedback on the cash transfer program (e.g., suggestion boxes, hotlines, community meetings, online surveys).
- **Feedback Collection and Analysis:** Develop clear procedures for collecting, analyzing, and responding to feedback. (Data analysis methodologies and feedback management systems.)
- **Complaint Mechanisms:** Establish clear and accessible complaint mechanisms to address grievances and resolve disputes related to the cash transfer program. (Complaint handling procedures and grievance redressal mechanisms.)
- **Confidentiality and Protection:** Ensure confidentiality and protection for those providing feedback or making complaints, particularly in sensitive contexts. (Protection principles and data privacy guidelines.)

(See Feedback mechanism design guidelines from above mentioned resources, IOM CBI Manual page 46)

11

Compatibility with the longer-term needs of recovering communities

11A&B. Aligning with Recovery Needs and Longer-Term Outcomes

- **Recovery Frameworks and Plans:** Review national and local recovery frameworks, plans, and strategies to ensure alignment with broader recovery objectives. (Check Post-disaster needs assessments (PDNAs), recovery and reconstruction frameworks developed by governments and international organizations like the World Bank and UN agencies.)

Source: SPHERE Handbook: Shelter and Settlement

- **Transition from Humanitarian Assistance to Development:** Consider how the cash modality can support the transition from humanitarian assistance to longer-term development and self-recovery. (Linking Relief, Rehabilitation and Development LRRD frameworks)

Source: OECD's DAC Guidance on Scaling Development Outcomes

- **Sustainability of Shelter Solutions:** Ensure that the cash modality supports the construction or repair of durable and sustainable shelter solutions that meet long-term needs and are resilient to future hazards.

Source: Shelter Cluster Sustainable Solutions TWG, SPHERE Handbook: Shelter and Settlement

- **Integration with Local Building Practices and Materials:** Promote the use of local building materials and techniques where appropriate to ensure cultural appropriateness and sustainability.
- **Land Tenure Security and Property Rights:** Address land tenure security and property rights issues to ensure that beneficiaries have secure access to land for rebuilding or repairing their homes.

Source: HLP Shelter Toolkit | Shelter Cluster

11

Compatibility with the longer-term needs of recovering communities

11C. Supporting Community Plans and Priorities

- **Community-Driven Recovery Planning:** Facilitate community participation in recovery planning processes to ensure that their priorities and needs are reflected in the project design. (Participatory planning methodologies and community-based development approaches.)
- **Integration with Community Development Plans:** Align the shelter project with existing community development plans and initiatives to maximize synergies and avoid duplication. (Local development plans and community profiles.)
- **Support for Local Economies and Markets:** Design the cash modality to support local economies and markets by promoting local procurement and stimulating demand for local goods and services. (Market analysis reports and local economic development strategies.)
- **Community Ownership and Management:** Promote community ownership and management of the shelter project to ensure long-term sustainability and local accountability. (Community-based project management methodologies and participatory governance frameworks.)
- **Integration with Livelihoods Programs:** Integrate the shelter project with livelihoods programs to support income generation and economic recovery. Integrated programming approaches and livelihoods development frameworks.)
- **Links to Financial Services:** Facilitate access to financial services (e.g., savings accounts, microloans) to support longer-term recovery and development. (Financial inclusion strategies and microfinance best practices.)
- **Technical Assistance for Long-Term Maintenance:** Provide technical assistance to beneficiaries on long-term maintenance and repair of their shelters. (Technical training manuals and community-based maintenance programs.)

12

Protection for the local environment and natural resources

Overarching source of resources

- Global Shelter Cluster's Community of Practice Website, Environment Community of Practice (ECOP) has an up-to-date list of available resources:

Source: GSC's ECOP Webpage

12A&B-1. Conduct Environmental Assessments

- **Utilize Environmental Screening Tools:** Employ tools like the Nexus Environmental Assessment Tool (NEAT+) to identify potential environmental risks associated with cash-based interventions in shelter projects.

NEAT+; Environmental Screening in Humanitarian Action;

- **Assess Local Resource Availability:** Evaluate the availability and sustainability of local construction materials to prevent resource depletion and environmental degradation.

Source: SPHERE Handbook: Environmental Sustainability Shelter and Settlement Standard 7 Page 270, EHA Connect, UNHCR environmental checklist for cash-based interventions.

12A&B-2. Promote Sustainable Construction Practices

- **Encourage Use of Eco-Friendly Materials:** Advocate for the use of environmentally friendly and locally sourced materials in shelter construction to reduce carbon footprint and support local economies.

- **Implement Waste Management Strategies:** Develop plans for managing construction waste, including recycling and reusing debris, to minimize environmental impact.

Source: SPHERE Handbook: Environmental Sustainability Shelter and Settlement Standard 7, Page 270, EHA Connect, 3R management options for shelter components

12A&B-3. Integrate Environmental Considerations into Program Design

- **Include Environmental Criteria in Cash Assistance:** Incorporate environmental guidelines into cash transfer programs to ensure that funds are used in ways that do not harm the environment.
- **Provide Environmental Education:** Offer training and resources to beneficiaries on sustainable building practices and environmental stewardship.

Source: The Environmental Impact of CVA Page 22, UNHCR environmental checklist for cash-based interventions.

12A&B-4. Monitor and Mitigate Environmental Impacts

12

Protection for the local environment and natural resources

- **Establish Monitoring Systems:** Set up mechanisms to monitor the environmental impact of shelter projects funded through cash transfers, ensuring compliance with environmental standards. (Source: UNHCR)
- **Implement Mitigation Measures:** Develop and enforce strategies to address any identified environmental issues during the project lifecycle. (Source: UNHCR, SPHERE Handbook: Environmental Sustainability Page 270, EHA Connect, The Environmental Impact of CVA, UNHCR environmental checklist for cash-based interventions.

12A&B.5 Coordinate with Environmental Experts and Authorities

- **Engage with Environmental Specialists:** Collaborate with environmental experts to inform project design and implementation, ensuring alignment with best practices.

Environment Community of Practice and Environmental Support team, Global Shelter Cluster – can provide expertise and connect with environmental specialists:

- **GSC environmental support team (Green Team):** EnvironmentOperations@sheltercluster.org
- **GSC Environment Community of Practice (ECOP):** For contacts and resources see: https://sheltercluster.org/community-practice/environment-community-practice
- **Comply with Local Environmental Regulations:** Ensure that all project activities adhere to national and local environmental laws and policies.

For an overview of local environmental laws see Environmental Country Profiles for Shelter and Settlements response on the Global Shelter Cluster website.

12

Protection for the local environment and natural resources

- **Implement Waste Management Strategies:** Develop plans for managing construction waste, including recycling and reusing debris, to minimize environmental impact.

Source: SPHERE Handbook: Environmental Sustainability Shelter and Settlement Standard 7, Page 270, EHA Connect, 3R management options for shelter components

12A&B-3. Integrate Environmental Considerations into Program Design

- **Include Environmental Criteria in Cash Assistance:** Incorporate environmental guidelines into cash transfer programs to ensure that funds are used in ways that do not harm the environment.
- **Provide Environmental Education:** Offer training and resources to beneficiaries on sustainable building practices and environmental stewardship.

Source: The Environmental Impact of CVA Page 22, UNHCR environmental checklist for cash-based interventions.

12A&B-4. Monitor and Mitigate Environmental Impacts

- **Establish Monitoring Systems:** Set up mechanisms to monitor the environmental impact of shelter projects funded through cash transfers, ensuring compliance with environmental standards. (Source: UNHCR)
- **Implement Mitigation Measures:** Develop and enforce strategies to address any identified environmental issues during the project lifecycle. (Source: UNHCR, SPHERE Handbook: Environmental Sustainability Page 270, EHA Connect, The Environmental Impact of CVA, UNHCR environmental checklist for cash-based interventions.

12A&B.5 Coordinate with Environmental Experts and Authorities

- **Engage with Environmental Specialists:** Collaborate with environmental experts to inform project design and implementation, ensuring alignment with best practices.

Environment Community of Practice and Environmental Support team, Global Shelter Cluster – can provide expertise and connect with environmental specialists:

- **GSC environmental support team (Green Team):** EnvironmentOperations@sheltercluster.org
- **GSC Environment Community of Practice (ECOP):** For contacts and resources see: https://sheltercluster.org/community-practice/environment-community-practice
- **Comply with Local Environmental Regulations:** Ensure that all project activities adhere to national and local environmental laws and policies.

For an overview of local environmental laws see Environmental Country Profiles for Shelter and Settlements response on the Global Shelter Cluster website.

ACKNOWLEDGEMENTS

The work was commissioned and funded by Habitat for Humanity International in support of the Global Shelter Cluster.

Authors: David Dalgado (Global Shelter Cluster) primarily authored the decision trees and Martin Dacles (Habitat for Humanity International) primarily authored the Annex, under the direction of Lizzie Babister, Global Focal Point for Research, Global Shelter Cluster, (Habitat for Humanity International).

In collaboration with the co-facilitators of Global Shelter Cluster, cash and markets community of practice: Jenny Weatherall, Technical Adviser – Cash and Markets, Catholic

Relief Services and Leeanne Marshall, Senior Specialist Shelter/ CVA Focal Point, Australian Red Cross.

The work builds upon research conducted in 2023/2024 by the Global Shelter Cluster available here on informing decisions on cash programming approaches. The authors of this were Madeline Burnham and Jim Kennedy, consultant researchers to Habitat for Humanity International.

With thanks to the reviewers of the decision tree and annex: Sneha Malani (Catholic Relief Services), Caroline Dewast (Global Shelter Cluster), Mandy George (Global Shelter Cluster), Yewubdar Mekasha, Tesfaye (UNHCR), Khaled Almasri (Norwegian Refugee Council), Ahmad Alragheb (Insan Charity Organisation), Borja Lopez Arteta (Norwegian Refugee Council), Amr Khoury (Danish Refugee Council), Baria Alkafre (UNHCR), Housam Halimeh (CARE), Birgit Vaes (Canadian Red Cross), Abdullahi Muhammad Gunda (Salient Humanitarian Organization), Muhammad Hamid (Save the Children), Rosemarie Placencia (Shelterbox), Ria Lewis (Shelterbox), and to Aurélie Portier for the graphic design.