



International Federation  
of Red Cross and Red Crescent Societies

# **Assisting Host Families and Communities after Crises and Natural Disaster - A Step-by-Step Guide**

## **Acknowledgements**

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# **Assisting Host Families and Communities after Crises and Natural Disaster - A step-by step guide**

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## 1. SCOPE OF THESE GUIDELINES

These guidelines are intended as a multi-sectorial tool for assistance to people affected by conflict and natural disaster, both as displaced individuals and as host communities. Particular attention is given to shelter assistance options.

Their purpose is to contribute to improve the understanding of and the capacity to respond to host families and host communities' needs - a neglected area which only recently has gained interest among humanitarian stakeholders.

### **Who will use these guidelines?**

These guidelines are intended for managers and practitioners implementing programmes of national and international aid organisations within host communities. They are structured as step-by-step guidance, derived from experiences in host communities and host families support in Indonesia, after the Acehese tsunami in 2004, in DRC during the conflict response in Goma in 2009, in Pakistan in 2009, and in Haiti after the 2010 earthquake. In Haiti experience shows that a very high percentage, between 70-85%<sup>1</sup>, of the affected population found refuge within host communities and host families in the aftermath of the disasters. As a result they were, almost entirely, and at least initially, overlooked by the humanitarian community simply because their whereabouts were difficult to follow for a variety of reasons. All the more important, then, for humanitarian actors to be aware of the presence of hosting in most responses, and the need to sustain it before it becomes a burden to all concerned, which might then induce additional displacement (to camps or elsewhere) and hardship.

**These guidelines aim at the provision of support to host and displaced families and individuals not only of a safe and dignified place where to live, but also at supporting the restoration of family links, former and more sustainable coping mechanisms, and community recovery.**

## What are hosting arrangements?

When disasters or crises strike, people often rely on the support that is provided spontaneously through friends and family, and sometimes strangers. This genuine and spontaneous assistance can be life saving, as hosted people receive food, water, shelter and a safe familiar environment during the first days of displacement.

This support can be supplemented and prolonged over weeks with these and other forms of humanitarian assistance, such as livelihoods, non food items (NFIs), sanitation/hygiene (WASH) to ensure that this hosting arrangements remain sustainable, and do not become a burden.

For programming purposes, hosts and hosted are considered as a single recipient unit: the *solidarity family*.

In order to ensure as much as possible smooth hosting arrangements, support is offered, based on needs, to solidarity families and host communities until return, relocation or integration of the displaced can be reached.

The different support options considered, are presented as a series of check-list of activities that need to be undertaken in order to plan for and to implement a host community and displaced support plan.

### **BOX 1.**

“Hosting by family and friends, or even by strangers, is socially defined, self-selected, culturally appropriate and typically provided before humanitarian actors arrive and - importantly – long after they leave. Hosting is, in fact, an effort to help, be it for social, family or even altruistic or nationalistic reasons, so how could it not be considered humanitarian in nature?”

*From C. Setchell, Senior Shelter, Settlements and Hazard Mitigation Advisor, USAID Office of US Foreign Disaster Assistance (USAID/OFDA), in Monthly Developments, Jan/Feb 2012*

## BOX 2.

“The humanitarian community missed the opportunity to support people who had left urban areas to live with their relatives in the countryside. The lack of support provided to these people and their host families resulted in a massive return of people to Port au Prince and other affected cities, which increased the pressure on the urban social and economic infrastructure. The post-earthquake migration towards rural areas took place at the beginning of the lean period, when food stocks at the household level are declining sharply before being replenished with the new harvest.”

*F. Grünewald et al.*  
Agency real time evaluation in Haiti,  
2010



## 2. BENEFITS AND CHALLENGES

### ➤ Benefits:

Host community support needs to be more and more prioritised over other types of assistance. On one hand, this helps preventing influx or return into planned or supported spontaneous sites ('camp settings'), where assistance might appear initially easier, but might soon become very onerous from the social, as well as from the medical and economical point of view, leading to a very difficult and slow recovery. On the other hand, it supports the 'safety nets' represented by local solidarity efforts: these play a considerable role, and are often the quickest assistance offered to disaster survivors. From the first hours following a disaster, and for a defined period of time, internally displaced people - the IDPs - are being

‘integrated’ into the homes of close family, relatives or friends - the ‘host families’.

Economic efficiency has been recognised by the evaluation of a solidarity family programme in Goma, DRC, versus encamped assistance:

***“At a cost of US\$ 175 per capita project Umoja (n.d.r. Solidarity) was comparable to a six month encampment intervention (Sierra Leone), and considerably cheaper to the cash transfers for IDPs in hosted families, used in Pakistan 2009, and thus efficient. Umoja is also clearly sustainable, but at a price of increased urbanisation.”<sup>2</sup>***

Despite these benefits, the humanitarian community still struggles to recognize and accept this form of assisting affected populations. In most cases, aid agencies exclusively assess and target beneficiaries living in camps or in collective shelters but, as soon as these integrate or move into homes of relatives or friends, they are no longer considered as vulnerable, and thus systematically excluded from beneficiaries lists.

Lastly, the quality of any response – in particular for host families’ support – very much depends from the quality of preparedness of civil society, local authorities and aid organisations. Many disasters and crises are predictable, as well as the displacement scenarios. Baseline information on family structure, community organisation and wider social mapping can serve to define such scenarios and plan assistance well ahead of disasters.

It will require a significant effort and advocacy in peace time programmes to change this mindset and consistently engage in - and provide funding for - hosting support.

## ➤ **Challenges**

Anybody setting up a programme supporting a large number of displaced individuals, scattered over a large geographical area, soon realises how big a monitoring and logistic challenge that is. Based on experience we can say that such challenge is outweighed by the advantage of getting and keeping as many displaced individuals as possible safely under a roof and with access to basic sanitation facilities until return, integration or relocation become possible.

Speed is of essence. Host community support programmes should be put in place as soon as possible during crises or after natural disaster and become the core of a wider early recovery strategic plan.

It is recommended<sup>3</sup> that as soon as possible organisations empower local

authorities to take on assessment and registration monitoring roles while mobilising their communities. This may require very different types of support depending on environment and circumstances.

Coordination of host-community strategies can be a challenge. It is imperative to coordinate across sectors or clusters in order for any implementation to be successful. This is particularly the case because of the complexity inherent to the tracking of repeated or pendulum movements of those displaced between rural and urban environments alike, as well as their changing needs.

The assistance to solidarity families needs to be community based, so that the displaced can be supported in their first port of call, before further displacement takes place. The solidarity upon which this type of assistance is generally based is undermined if it causes the depletion of the often scarce resources of the hosts. An inter-agency and inter-cluster host community support working group is extremely useful in order for organisations to effectively map needs and report gaps in assistance and in order to find and agree coordinated response solutions.

**Displaced individuals and their hosts have many inter-related needs, like food, physical protection, water and sanitation, which require support to sustainable livelihood strategies. Responding only to the needs of those hosted often causes spiralling tensions, which may end a peaceful hosting. Supporting only hosts can lead to exploitation of the displaced.**

As clearly described in the “Host Family and Community Needs Assessment Guidelines” (*IASC, Haiti Shelter Cluster Technical Working Group, April 2010*):

- Displaced individuals and their host families need to be considered together as a single recipient unit (‘solidarity family’);
- Displaced individuals and host families must agree on how support is divided between families before the support is actually provided and such agreement must be endorsed in writing by an appropriate local authority or committee;
- The risk of household or community level conflict is mitigated through the provision of community level support
- When the risk of household or community level conflict arises the appropriate local authority or committee will work on its resolution
- The benefit derived by hosts is conditional on their continuing to act as hosts, balancing the negotiating positions of hosted IDPs and host families and incentivising hosts.





*'Solidarity Family' assistance programme, Goma, DRC 2009*

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### **3. STEP-BY-STEP GUIDANCE**

The following five steps are structured as a series of checklists of activities and outcomes required when aiming at assisting displaced people affected by crises or disaster within host communities of their choice. In order to achieve this goal, activities and outcomes need to respond to the most urgent needs, not only of the displaced, but also of their host family and host community, on which they directly impinge, depleting often already scarce resources.

STEP 1	Identify and engage host communities
STEP 2	Assess vulnerabilities, capacities and resources
STEP 3	Agree a Host and Displaced Community Support Plan
STEP 4	Implement a Host and Displaced Community Support Plan
STEP 5	Monitor and evaluate implementations

## STEP 1 Identify and engage host communities

In order to plan for assistance to host communities it is key to understand, very early on, what are the affected population's movement trends, and map where and who could provide which support.

This allows a faster response, which reaches the intended target population, preventing depletion of scarce local resources or services, and thus prevents further displacement of those affected by the disaster.

The engagement of the host community as a whole, through its representatives, is imperative to the success of implementation, of which they should also monitor the speed and results.

Do not assume that communities do not already have plans or common priorities, even if these are not formal documents, they do often exist and should be your starting point to ensure that any primary data collection is as efficient with the communities time as possible. Vulnerability and capacity assessments, typically undertaken as part of community preparedness and disaster risk reduction awareness, should be taken into consideration.<sup>1</sup>

The established coordination body gathers and structures the information collected through all possible and different types of assessments undertaken by a wide variety of organisations, and generally, unfortunately, in a wide variety of manners.

Following is a checklist of activities and outcomes necessary regardless of the sector of intervention.

All sectors activities and outcomes		
	Activities	Outcomes
1.	Establish and participate to an inter-agency and inter-cluster host community and displaced support working group	An inter-agency and inter-cluster host community and displaced support working group has been established and is operational.

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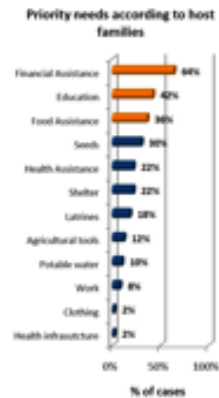
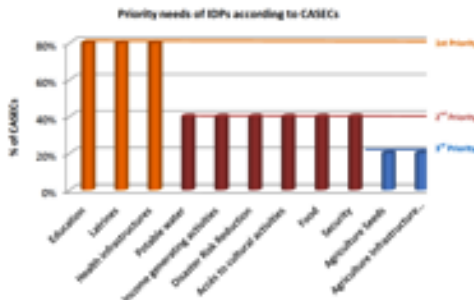
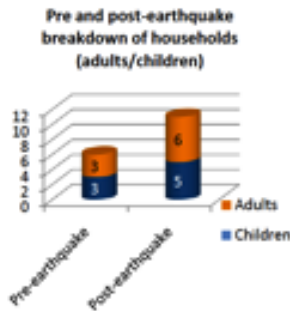
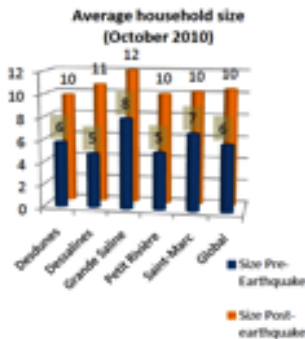
<sup>1</sup> VCA, Vulnerability and Capacity Assessment, manual and toolbox, IFRC

2.	Identify existing and potential host communities and profile trends of displacement, through participatory and inclusive approaches	<p>a. Criteria for the eligibility of host communities have been agreed</p> <p>b. A list of eligible host communities has been agreed</p> <p>c. A list of potential future host communities has been agreed</p>
3.	Participate in and ensure the engagement of Government, CBOs, CSOs, LNGOs in coordination structures	<p>a. Mayors or local authorities of the areas to be targeted have been met and introductions have been made</p> <p>b. A first Memorandum of Understanding has been signed between implementing agencies and local authorities for intervention in the targeted communities in support of the response to a specific conflict or disaster.</p> <p>c. Focal points for the hosting community, host families and for the displaced have been appointed or community committees formed.</p> <p>d. All focal points are actively engaged in the design of the host community and displaced support plan</p>

## **STEP 2. Assess vulnerabilities, capacities and resources**

After having engaged with the host community and in close coordination with its Local Government's, CBOs', CSOs', and LNGOs' representatives, it is fundamental to identify major gaps and assess the community's most pressing needs, so that they can be addressed before the solidarity relationship between host and hosted becomes unsustainable, because of depletion of resources.

In addition to the most pressing needs it is key to assess also what local resources and coping mechanisms may already exist, which can be supported to ensure prolongation of all hosting arrangements.



*“ACTED Assessment: IDPs and Host Families in the Bas Artibonite”, ACTED, February 2011*

Best practice assumes efficiency and avoidance of ‘assessment fatigue’. That requires agencies to design and undertake assessments of host communities and displaced in a coordinated manner. Feedback from the field shows that this is not always possible or done. Following is a checklist of the activities and outcomes to be taken into account.

All sectors activities and outcomes		
	Activities	Outcomes
1.	<p>Profile host communities and hosted families through primary and secondary data, focus group discussions and sector assessments.</p> <p><i>CHECK: Vulnerability and Capacity Assessments (VCA, see section Resources), social mapping tools.</i></p>	<p>a. Ethnic origin of host and hosted has been assessed</p> <p>b. Geographic provenience of displaced has been assessed</p> <p>c. Main livelihood (income and food) sources of host and hosted has been assessed</p> <p>d. Prevalent age and gender of displaced has been assessed</p> <p>e. Capacity for hosting has been assessed</p> <p>f. Predictable trends of displacement have been planned for</p>
2.	<p>Assess services and coping mechanisms within the engaged community and identify major gaps</p> <p><i>CHECK: (Host Communities Assessment Form Haiti, see section 6)</i></p>	<p>a. Gaps have been identified, which will need to be addressed by the support plan to emergency medical services able to respond to the most urgent needs of the displaced as well as their host</p> <p>b. Gaps have been identified, which will need to be addressed by the support plan to the water, sanitation and hygiene infrastructure of both host and hosted</p> <p>c. Gaps have been identified, which will need to be addressed by the support plan to educational facilities/personnel/materials/fees to absorb the displaced children of school age.</p> <p>d. Urgent measures are taken to protect livelihoods and prevent negative and irreversible coping strategies and asset depletion.</p>

3.	Define beneficiary selection criteria for hosts, potential hosts, hosted and referral displaced individuals	Beneficiary selection criteria, including vulnerability criteria for host, potential hosts, and hosted have been agreed between all implementing agencies and have been endorsed by the engaged host community
4.	Provide materials and equipment, additionally to capacity building, to the local government in order to achieve better and faster collection of information towards the building and maintenance of a shared database of hosts and hosted	A second Memorandum of Understanding has been signed with the representatives of the local authorities for the support of host communities during a fixed period of time and for a series of listed activities and provisions for the hosting community as well as in support of hosted displaced by conflict or disaster.
5.	Ensure a regular and continuous digitalization of all data collected by local authorities through IASC Emergency Shelter Cluster Information Manager, when available or set up a parallel system to the one of the local authorities.	<p>a. Beneficiary information (host, hosted, and potential hosts) is entered into a sharable database in the local language and in English or French</p> <p>b. Administrator's access to the database has been agreed and will be monitored</p> <p>c. Beneficiary lists are regularly made public and accessible to the engaged community</p> <p>d. A complaint mechanism has been put in place to allow members of the engaged community to make them heard when in disagreement.</p>
<b>Shelter and settlements activities and outcomes</b>		
	<b>Activities</b>	<b>Outcomes</b>
1.	Appropriate materials sourcing	<p>a. Market analysis has been undertaken for construction materials and skilled labour's local availability, quantities and procurement times.</p> <p>b. Local materials have been identified which can be used</p>

		<p>where sustainable sourcing is possible.</p> <p>c. Alternative materials have been identified, which are sufficiently familiar to the affected population to be used to minimise environmental impact in production, use and disposal.</p>
2.	Map tenure aspects	<p>a. A mapping of ownership, renting, and landlessness has been undertaken and linked to host as well as potential hosting families. This is especially required prior to any shelter intervention.</p> <p>b. An agreement with the local authorities has been signed on transitional rules for the use of land on which to build shelters.</p>



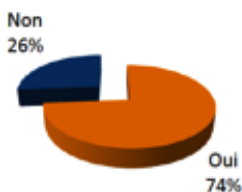
Assessing families in a Host Community in Les Cayes, Haiti (IFRC)

### **STEP 3. Agree a Host Families and Community Support Plan**

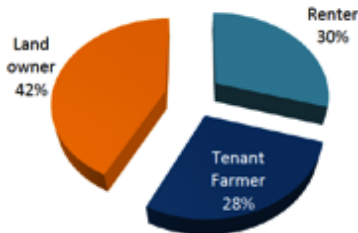
Once all main information has been collected and analysed, it is key to agree what will be the support provided together with the host community and with any other implementing partners targeting the same beneficiaries.

Communities' priorities, along with those of the local authorities, are the milestones that define any support plan. It is important to acknowledge that, as part of an integrated approach, one single organisation may not be able to cover all the needs at the same time. Mandates and competencies of one organisation need to complement that of another one, as part of a joint framework of assistance. Unconditional cash disbursement, support towards educational costs or NFIs distribution, are only some examples of such support plan.

**Is the IDP sleeping in the same room as the host family?**



**Land tenure of host families**



**“IDPs are assisting host families in various ways. One of the most common way is through work assistance: 46% participate in household chores; 36% work with host families in small businesses or agricultural activities; and 24% are providing financial support to their hosts.”**

*“ACTED Assessment: IDPs and Host Families in the Bas Artibonite”, ACTED, February 2011*

All sectors activities and outcomes		
	Activity	Outcomes
1.	Agree whether the coordinating body for the Host Community and Displaced Support Plan will be the Local Government or, at least initially, the IASC/Clusters, in close collaboration with the Local Government	<p>a. The coordinating body has been agreed and a technical working group has been established.</p> <p>b. Roles and responsibilities of the body coordinating the Host Community Support Plan have been agreed</p>
2.	Track people movements after conflict or disaster (SIM cards <sup>4</sup> , School registration, Local Authorities and CBOs)	a. A tracking system has been defined through, or independent of the local authorities
3.	Support people movements from conflict or disaster affected areas to safe heavens in hosting communities as well as from one community to another	a. Transport costs have been covered for X beneficiaries from the disaster or conflict area to one of the target host communities



	Cover transport costs where transport means exist or organize transport Organize transport for those most vulnerable	b. Transport has been organized for X vulnerable beneficiaries from the disaster or conflict area to one of the target host communities
4.	Trace/ Restore family links	a. Specialised personnel has been made available  b. X beneficiaries have been reunited with their families  c. X unaccompanied minors have been adequately taken care of
5.	Define target population to be assisted through the plan	a. Each sector or implementing agency has agreed their target population in coordination with the working group
6.	Define with the appointed focal points, but also with interviews to key informants and focus groups, the type of assistance to be provided	a. A menu of different types of assistance for host and hosted has been put together divided by sector and agreed with the community representatives.  b. A third Memorandum of Understanding has been signed with the representatives of the local authorities for the support of X host and X hosted families or people in that community for a series of listed activities and provisions divided by sector or implementing agency, during a fixed period of time.
<b>Shelter and settlements activities and outcomes</b>		
	<b>Activities</b>	<b>Outcomes</b>
1.	Support the tracking of displaced people movements through the establishment of: Way stations Transit centres Reception centres	a. X number of way stations, transit centres and reception centres have been established within or separately from existing administration facilities  b. X number of local administrators have been provided with capacity building for the registration of host and hosted families within their communities  c. X number of local authorities, where existing and operational, have

		been provided with materials (stationery, copying machines, computers, printers) for the registration of host and hosted families within their communities
2.	Agree on infrastructure related assistance to be provided to the host community (support to local hospitals or clinics, schools, water and sanitation systems, etc.)	<ul style="list-style-type: none"> <li>a. X number of clinics will be improved to standard to respond to the needs of X additional patients</li> <li>b. X number of schools have been improved to standard to accommodate displaced children</li> <li>c. The host community water and sanitation system will be improved to standard to respond to the needs of X displaced individuals</li> </ul>
3.	Define target population to be assisted through the host community and displaced support plan (shelter support)	<ul style="list-style-type: none"> <li>a. Beneficiaries have been selected</li> <li>b. Beneficiary selection has been verified and a revision mechanism has been agreed.</li> <li>c. Beneficiary lists have been approved by implementing agencies and local authorities</li> <li>d. A Letter of Agreement has been issued and signed by the implementing agency, local authorities and the beneficiary household, detailing type, conditions, ownership, and wherever suitable, duration of the support provided</li> <li>e. A complaint mechanism has been put in place</li> </ul>
4.	Define a menu of appropriate shelter assistance options to be offered to host and hosted families and agree it with the engaged community	<ul style="list-style-type: none"> <li>a. X beneficiaries will receive a repair kit<sup>5</sup></li> <li>b. X beneficiaries will receive a relocation/return kit or grant</li> <li>c. X beneficiaries will receive transitional shelter materials</li> <li>d. X beneficiaries will receive Shelter Kit<sup>6</sup></li> <li>e. X beneficiaries will receive technical expertise for their construction works</li> <li>f. X beneficiaries will receive capacity</li> </ul>

		<p>building for appropriate construction techniques</p> <p>g. X beneficiaries will receive conditional cash disbursement</p> <p>h. X beneficiaries will receive cash for work (infrastructure construction)</p> <p>i. X beneficiaries will receive unconditional cash disbursement<sup>7</sup></p>
5.	Agree among the different implementing agencies the value ranges for the different menus of assistance	Equitable and comparable assistance menus' values have been agreed prior to the implementation of the plan and have been presented to the engaged community
6.	Define the different types of labour methods to be used when implementing the support plan and agree operation-wide daily rates	a. Community labour and direct labour daily rates have been agreed by major implementing agencies and local government and have clearly been communicated to the engaged communities
7.	Agree a legal framework for each shelter component part of the plan, (Example LoA by CHF, see section 5)	a. The ownership of shelters, materials or tools provided, has been agreed prior to any distribution between implementing agencies and engaged host community, and has been underwritten by the local government
8.	Map, within the host community, all property and tenure issues relevant to the plan prior to implementation	A strategy has been defined for all type of beneficiaries ensuring that transitional measures have been approved by local authorities also for renters and occupiers with no legal status, in order for them to be eligible for shelter support

#### **STEP 4. Implement a Host Families and Community Support Plan**

Special attention is given here to activities and outcomes specific to the implementation of the shelter and settlement component of the response. The purpose being the provision of safe, dignified and appropriate shelter within host families key consideration needs to be given to protection and psycho-social wellbeing of displaced individuals (see BOX 3)

Shelter and settlements activities and outcomes		
	Activities	Outcomes
1.	Implement the shelter support agreed within the host community and displaced support plan through a variety of assistance options to best fit the needs of hosts and hosted	<ul style="list-style-type: none"> <li>a. X beneficiaries received a repair kit</li> <li>b. X beneficiaries received a relocation/return kit or grant</li> <li>c. X beneficiaries received transitional shelter materials</li> <li>d. X beneficiaries received Shelter Kit</li> <li>e. X beneficiaries received technical expertise</li> <li>f. X beneficiaries received capacity building for appropriate construction techniques</li> <li>g. X beneficiaries received conditional cash disbursement</li> <li>h. X beneficiaries received cash for work (infrastructure construction)</li> <li>i. X beneficiaries received unconditional cash disbursement</li> </ul>
2.	Secure land tenure for the displaced choosing assistance options requiring the availability of land	An agreement has been reached between host, hosted and host community's local authority to guarantee the displaced with continuity of transitional security of tenure of 1-3 years
3.	Ensure written endorsement of all assistance provided	A Letter of Agreement has been signed by every beneficiary, be host or hosted, or both, and the local authorities.

### Examples of shelter assistance 'packages' for host or displaced families:

- **Repair kit:** consist of a set of tools, materials and guidance to repair damaged houses or housing components. Depending on the needs, repair kits can include cleaning/clearing kits to remove rubble and/or remove dirt, and ad hoc kits such as roof repair kits, walling kits, carpenters/masons kits.
- **Relocation/return kit:** depending on the needs, and family composition, relocation kits can vary from a conditional cash grants for rents, to household items to furnish a new home, to unconditional grant to start livelihood activity.
- **T-Shelter:** provision of materials and technical support to build a transitional shelter on the land of the host family, with a legally binding agreement for usage over a defined period of time and ownership of construction materials.

**BOX 3.** *Good practices that facilitate psychosocial wellbeing or mitigate the negative impacts on the PSWB of displaced families*

1. *Use participatory approach that engage women and other particularly vulnerable groups at risk in the assessment, planning and implementation*
2. *Select sites that protect security and minimize conflict with permanent residents*
3. *Include communal safe spaces in site design and implementation of enable social, cultural and educational activities and dissemination of information*
4. *Develop and use an use and effective registration and documentation system*
5. *Distribute shelter in a non-discrimination manner*
6. *Maximise privacy, ease of movement, opportunities for social support and maintenance of social relations through site and shelter planning*
7. *Balance flexibility and protection in organizing shelter and site arrangements*
8. *Avoid creating a culture of dependency among displaced people and families and promote durable solutions.*

*Source: psycho-social Reference Centre, IFRC/DRC*

## **STEP 5**                      **Monitor and evaluate implementations**

Monitoring activities need to be undertaken at realistic intervals but repeatedly, during the implementation of the plan. This is required, for instance, in order to:

- Ensure that fair complaints about the procedure and criteria for beneficiary selection are taken into account and reach implementation level through an adjustment of the plan as required;
- Ensure the selected focal points for the elaboration and the implementation of the plan keep being representative;
- Ensure the host and displaced population tracking system is effective, and that the database is kept up to date;
- Minimize the risk of depletion of construction material sources are

not depleted before an alternative procurement plan is put in place or a change in the materials used has been agreed

Below is a checklist of those component parts of the assistance plan, which require monitoring in order to allow a fine-tuning or simply an update of the programme. This checklist refers to relevant activities mentioned in steps 2 and 4.

Quality standards will need to be defined both for the construction materials provided as well as for the construction techniques used to assemble them.

Technical supervision will have to be ensured to monitor and evaluate all shelter implementation.

In order to put in place appropriate evaluation mechanisms, it is imperative to agree locally standards and indicators for each of the key outcomes of the plan to be implemented.

Such indicators will have to take into account local standards of living and international standards such as the Sphere Project Minimum Standards in Humanitarian Response. Sphere Standards benchmarks will have, invariably, to be adjusted to local circumstances and any standard, will have to be agreed with the local government through the assistance of the clusters of competence.

Failing to do that will result in inequitable support provided on the basis of what is available at a particular time and not for everybody, rather than on the basis of reaching the highest number possible of affected people, responding to their most urgent needs.

Monitor all sectors outcomes	
1.	Monitor eventual changes in the profile host communities and hosted families
2.	Monitor that assessed services and coping mechanisms of the engaged community are still in place and record any changes or the emerging of critical gaps
3.	Monitor that the complaint mechanism put in place is effective and adjust, after verification, the support plan accordingly.
4.	Monitor the effectiveness of data collection and data insertion into a sharable database and support further or take over from local government as appropriate
5.	Monitor that the exchange of data collected by local authorities and IASC Clusters Information Management is regular and

	effective, so as to allow keeping the support plan up to date
Monitor Shelter and settlements outcomes	
1.	Monitor materials sourcing and identify alternative procurement sources to ensure that all shelter needs taken in charge by the support plan are coverable in the predicted time
2.	Monitor that the implementation of all shelter support agreed in the support plan is taking place according to schedule and that the menus of assistance offered still fit the needs of host and hosted
3.	Monitor the effectiveness of all agreements and the respect of rules both by host and hosted, so that tenure is guaranteed for the agreed period of 1-3 years.
4.	Monitor that written endorsement of all assistance provided to beneficiaries has been recorded, best if into a sharable database

#### 4. IMPLEMENTATION SUGGESTIONS FROM THE FIELD

This section contains three case studies and examples of different assistance menus of assistance.

##### CASE STUDY 1 - INDONESIA, ACEH, 2005

Unconditional cash disbursement to 7'239 families hosting a minimum of 2 tsunami affected individual over a period of 3 months.

**Country:**

Indonesia – Aceh Province

**Disaster:**

Earthquake followed by tsunami, and civil war until August 2005

**Disaster date:**

26<sup>th</sup> December 2004 earthquake and tsunami, on-going conflict since 1990

**Number of houses damaged:**

252,000 destroyed or partially destroyed all within 5km from the coast

**Number of people displaced:**

over 500,000

**Project target population:**

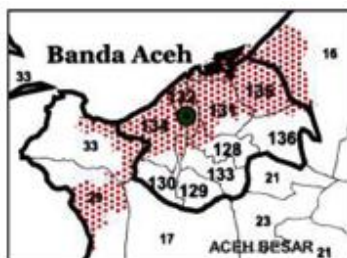
7,500 host families to be targeted with a total cash amount of US\$ 750'000

**Area targeted:**

Implementation in seven Kecamatan (districts) of Kota Banda Aceh (municipality) and in four directly neighbouring Kecamatan of the Kabupaten (regency) of Aceh Besar

**Project cost per family:**

CHF 120 (CHF 40 per month)



**Kota Banda Aceh:**

- 128 Baiturrahman (9 Desa)
- 129 Banda Raya (10 Desa)
- 130 Jaya Baru (5 Desa)
- 131 Kuta Alam (2 Desa)
- 133 Lueng Bata (9 Desa)
- 135 Syah Kuala (5 Desa)
- 136 Ulee Kareng (9 Desa)

**Destroyed:**

- 132 Meuraxa (0 Desa)
- 134 Kuta Raja (0 Desa)

**Aceh Besar:**

- 16 Darussalam (27 Desa)
- 17 Darul Imarah (29 Desa)
- 21 Ingin Jaya (52 Desa)
- 23 Krueng B. Jaya (12 Desa)

**Destroyed:**

- 33 Peukan Bada (0 Desa)

During the months of March and April 2005, a total of 8'400 host families were registered as po-tential beneficiaries by the local authorities (Camat and Kepala Desa). Based on this received registration data a total of 7'239 host families were selected and defined eligible. As each supported host



family hosted average of 6 tsunami victims, a total number of 42'600 beneficiaries were reached by this programme, completed in June 2005. Host families became eligible beneficiaries if they were living in the defined Kecamatan and had been hosting at least two tsunami victims permanently between beginning of January and end of March 2005 (for a minimum of three months).

Around 97% of those families shared the same roof with the displaced individuals they hosted, 76% couldn't cover the extra costs related to hosting with the support provided.

Numerous people among dead or unaccounted for, worked in the local administration, making it often difficult to have a governmental counterpart with or without offices to work from, personnel and materials to work with.

Those able to work, couldn't do it full time as civil servants were paid 30 USD a month and they therefore had to provide for themselves and their families

The uncertain political situation until a peace agreement was signed in August 2005 directly impacted the programme, as most of the local authorities focal points were replaced depending on changing power forces.

Local authorities had problems following people's repeated displacements, while several registrations were on-going in parallel and for different purposes.

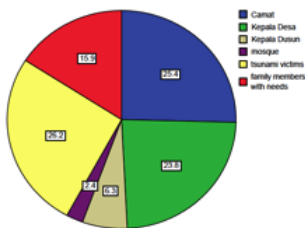
Additional difficulties in registration originated from the lack of standards on the form and composition of ID-card numbers, issued either by the local government or by military authorities, and by the existence of double ID cards

Did HostFamily use all the cash contribution for itself (all IDR 900'000)?

	Cases	%
yes	44	18.7
no	126	53.6
contradictory answer	53	22.6
no answer	12	5.1
<b>Total</b>	<b>235</b>	<b>100.0</b>

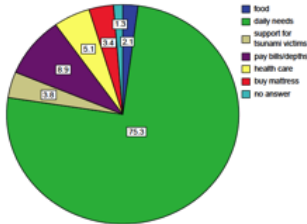
If yes: To whom were parts of the cash contribution given?

	Cases	%
Camat	32	25.4
Kepala Desa	30	23.8
Kepala Dusun	8	6.3
mosque	3	2.4
Tsunami victims	33	26.2
family members in need	20	15.9
<b>Total</b>	<b>126</b>	<b>100.0</b>



What did the host family use the cash contribution for?

	Cases	%
food	5	2.1
daily needs	177	75.3
help Tsunami victims	9	3.8
pay bills	21	8.9
health care	12	5.1
buy mattress	8	3.4
no answer	3	1.3
Total	235	100.0



## Strengths

- Successful involvement of local authorities, dealing with the registration of the beneficiaries and responsible for its correspondence to agency criteria and responding to any complaints due to mistakes arising from incorrect data
- Strong commitment of PT.Bank Rakjar Indonesia employees to the timely processing of all payments
- Only 0.4% of all paid beneficiaries resulted not eligible after final evaluation

## Weaknesses

- A part of previously hosted IDPs returned to their homes and repaired or reconstructed them. Many of them started hosting other affected and homeless families. Unfortunately they didn't fulfill agency criteria for beneficiary selection, remaining unassisted. About 5% of the registered host families were under these circumstances.
- Most host families were continuing hosting others affected by the tsunami when the agency programme closed and the support suspended.
- The programme relied entirely on data provided by local authorities, which caused endless problems, however due to time limitations the agency decided not to set up a parallel verification system.
- The programme wasn't sufficiently linked nor coordinated with other stakeholders who could have taken over after handover or

integrated their own type of support

## **Lessons learned**

- Programme flexibility is essential in order to allow necessary adjustments both to the size and composition of the target group and to the selection criteria, defined on the basis of rapid assessments data, and which will most likely become superseded by repeated assessment and monitoring of the needs of the affected population.
- Coordination of host and hosted family support is required, the amount of cash disbursed, which must be fine-tuned with local social assistance given in cash or in-kind, basic salaries, humanitarian support provided by other agencies.
- A good personal and institutional contact with all actors at national and local level is key for a successful implementation.
- A parallel registration system often needs to be put in place in order to monitor official registration. If that is unnecessary substantial support is likely to be required to empower local authorities to carry out the task adequately.
- Time and resources for monitoring and eventually modify the definition of assistance programme needs to be planned also and especially in emergency response situations.
- Time and resources for the training of local staff shouldn't be underestimated especially if relying on young educated staff with no previous working experience

## **CASE STUDY 2 - DRC, GOMA, NORTH KIVU, 2009**

Multi-sectoral support to 'Umoja' (solidarity) hosting and hosted families following an influx of displaced people into Goma. Families were provided with materials for either repair or additions /extensions to existing housing, as well as key household items using a voucher system.

### **Country:**

Democratic Republic of Congo

### **Disaster:**

On-going armed conflict

**Disaster date:**

1994 - Conflict in eastern DRC 2008 - Offensive towards Goma

**Number of houses damaged:**

Unknown

**Number of people displaced:**

>100,000 for this phase of the conflict. Millions cumulatively over the previous 16 years.

**Project target population:**

250 'solidarity' families

**Occupancy rate on handover:**

100% on project completion.

**Shelter size:**

11.5m<sup>2</sup> extension to existing houses.

Increase from 1.5m<sup>2</sup> per person to 2.25m<sup>2</sup> per person.

**Materials Cost per shelter:**

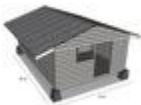
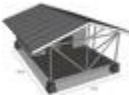
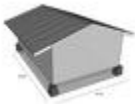


680 USD for shelters, latrines and labour.



**Project cost per shelter:**

250 USD per person, inclusive of operational / support costs.

## Assistance menus

Five assistance menus were agreed after focus group discussions and defined through participatory workshops with the affected community of the two districts targeted.

<p><b>Menu 1 - construction kit for an independent shelter</b> Menu 1 offered three different options, to be chosen on the basis of different budget allowances, to and based on the need of each solidarity family. The final combination of different menus for each solidarity family will depend also on their size and the presence or absence of sanitation.</p>	
<p><b>Menu 1 - option a</b></p> 	<p><b>Shelter cladded in wooden planks and covered with corrugated iron sheets</b></p>
<p><b>Menu 1 - option b</b></p> 	<p><b>Shelter with only 2 rooms cladded in wooden planks and covered in corrugated galvanised iron sheets</b></p>
<p><b>Menu 1 - option c</b></p> 	<p><b>Shelter cladded in plastic sheeting and covered with corrugated galvanised iron sheets</b></p>
<p><b>Menu 2</b></p> 	<p><b>Kit for the extension of the existing host-family house, only 2 rooms cladded in wooden planks and covered in corrugated galvanised iron sheets</b></p> 

<p><b>Menu 3</b></p> 	<p><b>Fixing kit for the roof of an existing structure</b></p> 
<p><b>Menu 4</b></p>	<p><b>Construction of latrine covered in plastic sheeting</b></p>
<p><b>Menu 5</b></p>	<p><b>Emptying an existing latrine</b></p>

### Assistance methods supported

In order to empower the affected population targeted and to ensure their ability to carry out all construction works, a number of assistance methods were combined with the distribution of the kits of the different menus:

- Phased materials and tools distribution
- Training of trainers for the construction of a model shelter and latrine
- Monitoring the construction and provision of technical expertise
- Vouchers programme
- Community labour
- Contracted labour
- Legal support

### Strengths<sup>8</sup>

- An alternative to camps was found
- Both hosting and hosted families were given a large degree of control
- The communities themselves, as well as the authorities and local groups and churches were very involved in the project design and its implementation
- A significant number of the families hosted total strangers. In some cases the hosting family was from a different ethnic or linguistic background than the hosted family. This showed the spirit of Umoja

- Livelihoods of the displaced families were supported through the provision of more secure shelter closer to areas of high economic activity
- Families were able to get the supplier to substitute some materials for a better quality at the same price.
- Tensions between host and displaced communities were reduced

### **Weaknesses<sup>9</sup>**

- Initially, many vendors dropped out, making prices for food and shelter items difficult to control. This was later resolved.
- As this was a pilot project, high levels of monitoring and involvement by senior management staff were required.
- High levels of sensitization and monitoring were required
- The project was not supported by pooled funding as it did not fall into pre-defined categories such as Camp Management or Early Recovery.
- Existing houses were smaller than 3.5m<sup>2</sup> per person. The shelters built by the project respected this to reduce the risk of tensions arising.
- This project was not linked to any formal urban or regional planning.

The above text is extracted from: UN-Habitat IFRC, Shelter Projects 2009

### **Lessons learned**

- Allocation of sufficient local staff time to undertake timely and repeated verification of construction material markets and dealers is crucial, especially for the procurement of wood, sand and aggregates, in order to guarantee sufficient quality in a region where certification is not a viable option.
- Allowing time and resources for a participatory process is an initially demanding, but very rewarding investment especially when working in a very volatile conflict area and working towards the creation of a hosting environment which needs to last at least as long as displaced are safe to return home, which in Goma may mean years.
- Although a certain degree of community voluntary work is advisable, in order to retain participation, cash or food need to be provided as an incentive not to go and seek for alternative daily jobs. In Goma it was a combination of paid work during weekdays, when people

would otherwise not have been available, and volunteer work, once per week, as traditionally done.

- Contracted labour should be always considered for works that are unacceptable or confirmed to be too hard by family members, such as emptying latrines or digging latrine pits into lava rock.
- All work contributions of skilled and unskilled labour from the community in support of construction works undertaken on behalf of vulnerable families needs to be paid.



### **CASE STUDY 3 - HAITI, 2010**

Support to displaced people and their host families in 10 communes of Les Cayes, South Department, through provision of one-year school fees for displaced children, and a one-time unconditional cash grant for families hosting them.

**Country:**

Haiti

**Disaster:**

Earthquake

**Disaster date:**

12<sup>th</sup> January 2010

**Number of houses damaged:**

Unknown

**Number of people displaced:**

>500,000 outside Port au Prince

**Project target population:**

6000 families supported with unconditional cash grant

14,300 children with school fees for 1 year

10 communities with a community grant for proposals that will benefit the wider community 8000 school uniforms

Children's summer schools organised

Community awareness raising

After the devastating earthquake of 12 January 2010, a study showed a large influx of population in several communes in the Sud (South) department. This was caused by the movement of earthquake-affected families to these communes in the countryside. It was found, however, that one or both parents of these families returned to the Port-au-Prince to look for work due to lack of employment opportunities in the countryside. While the parents looked for work, they left their children behind to be cared for by relatives or family friends.

Alleviating economic pressure of IDPs as well as the host families and communities is an urgent need and priority, which has been largely overlooked. Initial assessment in the South department confirmed the need for the creation of livelihoods opportunities and to respond to primary needs of host as well as hosted. Additionally it was required to support an increase in access to education: an assessment by UNICEF showed that 33% of primary school aged children dropped out of school due to parents' inability to pay for school fees and related costs.

The programme addressed both needs by providing an unconditional cash grant to 6,000 host families in 6 different host communes, as well as by providing for the payment of one-year school fees for 14,300 children. Additionally a grant was set up to respond to different requests made by communities.

A parallel programme component dealt with strengthening the awareness of communities and schools in:

- Disaster risk reduction
- HIV/AIDS
- First Aid
- Disaster Preparedness
- Participatory Hygiene And Sanitation Transformation and hygiene promotion
- Capacity building of the Haitian Red Cross Branch in Les Cayes.

## **Strengths**

- The programme invested on the strong support host families can provide to help affected people's recovery by providing them with a more familiar and inclusive living environment than camps.
- It alleviated the direct economic pressure on IDP parents by paying for school fees and school uniforms.
- By ensuring the IDP children's school attendance the psychosocial programme contributed to the psychosocial value of the children's return to a normalized routine
- It addressed also one of the root causes of poverty in Haiti – ie. the migration from rural areas to Port au Prince, driven by the lack of education and livelihood opportunities in the provinces. The programme build community resilience, while investing in rural development.
- It improved access to education for displaced children in rural areas, which enabled more stable return of families to their home villages.

## **Weaknesses**

- More time and capacity development could have been invested in mobilizing local authorities to fully engage in the programme and in explaining how it would benefit them directly.
- More links could have been established, through the inter-agency Cluster mechanism, with other agencies developing similar host families and host communities' approaches, to ensure coherence and better cross-learning.

### **Faced problems**

- Scattered IDP's throughout a large geographical area require substantial resources to register and monitor
- To implement a programme of this type in an area that is chronically poor – everyone has unmet needs

### **Lessons learned**

- The importance, content and modality of communication shouldn't be underestimated, as well as the chance for possible misunderstandings. Local staff plays a key role.
- Never bend the eligibility criteria's on a case-by-case manner or because of 'special cases'. Once vulnerability and eligibility criteria have been agreed, their transparent and accountable application is essential.
- A solid beneficiary database management software is of paramount importance. It is key to invest sufficient time and resources in the development of a good system and in the training of staff.
- Get a widely used geographical mapping tool in place. Ensure it is compatible with the most common tools or can export/import from other tools.

- Invest a lot of time in training your staff; ensure they know exactly what the programme is about. Invest in explaining the “do and do not’s” to all your staff.
- Protect your staff, they are often at the frontline and will often be put under immense pressure to accept or “adjust” beneficiary information. Expatriates can leave after the operation – our local staff cannot and may face retaliation.

**The following options have been considered (but not all implemented) throughout the programme. Those which have not been selected may serve as a reference to design other ‘menu’s’ for host family support programmes.**

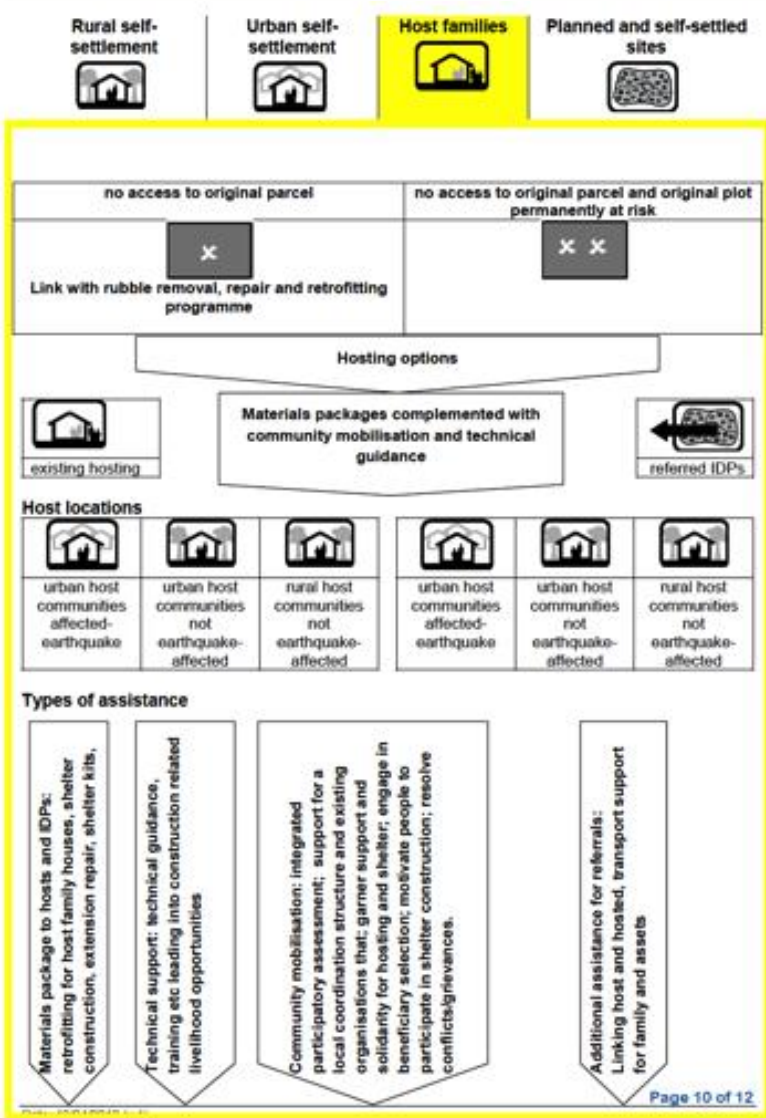
<b>Menu 1 - Food</b>	
<b>menu 1.1. – food distribution or access to food sources</b>	<p>Population movement to rural areas may offer possibilities from agricultural produce or other food sources located nearby the coasts.</p> <p>Support to establish home gardening and planting of fruit trees can either contribute to the diet of the household or the produce can be sold. Planting of crops with a faster yield is clearly a more relevant suggestion if it is to benefit the host and the IDP’s.</p>
<b>Menu 2 –Shelter and NFIs</b>	
<b>Menu 2.1 – adding living space</b>	<p>Host families are often related to the IDP and can be parents or grandparents. In such cases the IDP’s may want to move in with them or with close friends who can offer shelter for a period, often shorter period.</p> <p>A possible support could be to build an extension to the house to accommodate an additional bedroom or to build a shelter in the garden or yard if any. This kind of support will also have an encouraging effect, as an additional room is of lasting value.</p>

<b>Menu 2.2 - provide Utensils and other NFIs</b>	Depending on the number of IDP's moving in with a host family then there may be a need to acquire additional kitchen utensils, pots, pans, water containers, plates, knives, forks, spoons and many other items. Beds and bed sheet and towels may also be needed.
<b>Menu 3 – Water and sanitation</b>	
<b>Menu 3.1 Watsan improvement</b>	Wells construction/improvement and household level latrines or septic tanks can be expensive interventions, and should be considered after a cost-benefit analysis. But such effort has large advantages: apart from the obvious improvement for the host and residing IDP's, it also contributes to possible hygiene promotions and durable effects.
<b>Menu 3.2 Hygiene promotion</b>	The ability to uphold a good personal hygiene is extremely important for safety and dignity. The distribution of hygiene kits is well-known especially in operations within camps settlements. Baby kits may also be highly useful.
<b>Education</b>	
<b>Menu 4.1. School fees</b>	In countries where education system is not free it makes a lot of sense to support families with school fee payments. An added value of supporting children's access to schools is the psychosocial value. Even if no psychosocial activities are planned or possible it will help the children towards a normal daily routine. This kind of support is alleviating the pressure on the parent's economy.
<b>Menu 4.2. School uniforms</b>	The purchase of uniforms can be a costly affair and in some cases it may amount to a month's salary. Often uniforms are several shirts and several skirts or trousers, these may have been acquired over more than one year or passed on from the older siblings to the new ones. However, moving from one school to another often means you will need to purchase an entire new set as colours and


	<p>uniform designs are individual “trademarks” of the schools. Clearly support to purchase uniforms will alleviate the financial pressure of the parents.</p> <p>One positive point about the uniform is the equalizing effect it has, it is harder to distinguish the children from poor or well off household.</p>
<p><b>Menu 4.3. School spaces</b></p>	<p>It is advisable to ensure that the school is properly registered and approved by the local education authorities. Not all countries have an official approval system and in such cases a self-made inspection must be made. Classroom and equipment, sanitation facilities, schoolyard, canteen and its hygiene are some issues you may want to see.</p> <p>Schools may get congested if the population movement is large or even in smaller movements if the schools are small. Support to add or extend the classrooms, more equipment, desk, chairs, and textbooks can be considered.</p>
<p><b>Menu 4.4. Teachers</b></p>	<p>There may also be a need for more teachers and a teacher’s salary support can be an option. An unreasonable student/teacher ratio is often a result of financial constraints of the school as the influx of displaced children often is from families unable to pay school fees. If the support package is including school fee payments it is good to record if the additional school fees are <u>also</u> utilized for additional teachers.</p>
<p><b>Menu 4.4. School canteen</b></p>	<p>Schools in some countries are running canteens and may need additional equipment, utensils, food, fuel wood or other support. The advantage by supporting a canteen can also be to ensure the children are getting, at least one good meal during the day.</p> <p>Depending on the size of the influx, and the school system, there may be opportunities</p>

	<p>for extra staff from the community to be employed by the school. Even small employment opportunities may, in a small way, contribute toward community acceptance of the influx.</p>
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**Assistance menu examples extracted from “Host Families Shelter Response Guidelines”, IASC, Haiti Shelter Cluster Technical Working Group, April 2010**





Range: USD value	Menu 1: Shelter Selection	Menu 2: Other livelihood priorities
	<b>Kitchen sets</b>	<b>Appropriate voucher bundle based on household priorities identified during participatory assessments</b> <ul style="list-style-type: none"> <li>• <b>Food vouchers</b></li> <li>• <b>Fuel vouchers or transport vouchers</b></li> <li>• <b>School vouchers</b></li> <li>• <b>Medical or pharmacy vouchers</b></li> <li>...</li> </ul>
	<b>Household NFIs kit</b>	
	<b>Toolkits</b>	
	<b>Mountain/rural Toolkit</b> (suitable for working with timber, wattle and daub, beam and post, construction types)	
	<b>Urban Toolkit</b> (suitable for salvaging from reinforced concrete, cement block, floor/roof slabs, CGI roofs and timber trusses and repairing/reinforcing self-built or transitional shelters)	
	<b>Latrine repair kits</b> (these will be coordinated under WASH. However any household level intervention should aim to contribute to adequate sanitation levels)	
	<b>Return or relocation package:</b> only applicable for new IDP referrals into host families and may include collective transport for family and shelter, household and/or livelihood assets	
	<b>Housing Repair Kits</b>	
	<b>Extension kit</b>	
	<b>Transitional shelter kit:</b> compliant with <a href="#"><u>Shelter Cluster Technical Guidance</u></a>	
	<b>Core shelter:</b> upgradable and suitable for extension	
<b>Up to USD 1,500</b>	<b>Constructed transitional shelter:</b> compliant with <a href="#"><u>Shelter Cluster Technical Guidance</u></a>	

Range: USD value	Menu 1: Shelter Selection	Menu 2: livelihood vouchers
	<p><b>Kitchen sets</b>  <b>TBC/reference <a href="#">NFI standards</a></b>            1 cooking pot (7L)            1 cooking pot (5L)            1 frying pan            5 bowls            5 plates            5 cups            5 spoons, knives and forks            1 kitchen knife            1 cooking spoon            1 scouring pad</p> <p><b>Household NFIs kit</b>            2 mattresses            2 blankets            1 plastic sheet (for subdividing space)            1kg 2" nails with washers</p> <p><b>Toolkit</b>  <b>Urban Toolkit</b>            1no. 4-pound hammer.            1no. pry bar.            1no. 3-inch mason chisel.            1no. 8-inch pliers with cutting tool            10no. dust masks.            4no. pairs of leather gloves.            4no. pairs of safety glasses.            1no. 12-inch hacksaw with six replacement blades.            1no. folding knife with a steel blade.            1no. pointed chisel.</p> <p><b>Rural/mountain Toolkit</b>            1 handsaw            1 shovel            1 hoe            1 tin snips            1no. folding knife with a steel blade            1 claw hammer            1 role of tie wire            1 role of rope            4 no. pairs of leather gloves.</p> <p><b>Latrine repair kits:</b>            1no. Shovel            1no. Plastic sheet            4no. 2"x2"x4" wood beam</p>	<p><b>Appropriate voucher bundle based on household priorities identified during participatory assessments</b></p> <ul style="list-style-type: none"> <li>• Food vouchers</li> <li>• Fuel vouchers or transport vouchers</li> <li>• School vouchers</li> <li>• Medical or pharmacy vouchers</li> <li>• Materials or tools vouchers</li> </ul>

<p><b>Housing Repair Kits: for rural housing / wooden structures</b>  U-shaped nails, 2-inch nails, 4-inch nails, rubber washers for nails,  12-mm re-bar metal anchors,  8 mm nylon rope,  hurricane strapping,  2'X4' wooden planks,  1no. 60cm metal safe box,  4m X 5m of plastic sheeting and  1no. 50kg sack of cement, or equivalent</p>	
<p><b>Extension kit</b>  42no. plank piece  32no. 2" x 2" x 4' wood beam  8no. CGI sheet BG 32 piece  3 no. cement 50kg sack, sand 1.09 m3, rough sand 0.55m3  1kg roofing nails, 5kgx10cm nails, 6kg 8cm and 6cm nails,  0.5kg 4cm nails  1no. door with accessories 80/180cm  2no. window with accessories 60/40 cm  6no. 2" x 4" plank or other suitable cladding material  1no. plastic sheet  5litre wood preservative oil</p>	
<p><b>Transitional shelter kit:</b> compliant with Shelter Cluster Technical Guidance (transitional shelter parameters)</p>	
<p><b>Constructed transitional shelter:</b> compliant with Shelter Cluster Technical Guidance (transitional shelter parameters)</p>	

Performance standards and indicators for <b>transitional materials assistance</b> in host family shelter response		
Indicators	Standard	Remarks
Key data		
Lifespan	<ul style="list-style-type: none"> <li>Transitional materials assistance should aim for at least <b>3 years use</b> in line with the shelter strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Informal, pre-earthquake rental agreements typically 1 year</li> </ul>
Cost	<ul style="list-style-type: none"> <li>Up to 1500USD including transport and labour and potential taxes</li> <li>Host families packages should be seen in the context of other types of assistance (e.g. in planned sites) and recognized as part of a decongestion strategy.</li> <li>Packages should be seen in the context of household incomes, labour rates, housing costs and their geographic variation</li> <li>Packages should be adapted to the composition of the host-family and the proportionality of the burden of hosting (e.g. in case the host family is hosting disabled or elderly persons)</li> <li>Shelter assistance for hosting will be one time and cannot be ongoing intervention, though other cluster interventions may recur</li> </ul>	<ul style="list-style-type: none"> <li>Note that this sum represents between 30-50 USD per person per year spread over 3 years (5 hosts, 5 hosted)</li> <li>Direct provision of rent by agencies over extended period of time is not within this framework.</li> <li>Paying arrangements which are observed or arise over time should be monitored alongside protection standards and vulnerability criteria</li> </ul>
Type of package	<ul style="list-style-type: none"> <li>Material and tool packages that support repair and extension of existing structures</li> <li>Free-standing T-shelter (with technical assistance and, for the most vulnerable, construction support)</li> <li>Material assistance can be direct or through voucher systems (locally redeemable)</li> </ul>	<ul style="list-style-type: none"> <li>Assuming average of 5 persons per family</li> </ul>
Appropriate material sourcing	<ul style="list-style-type: none"> <li>Materials should be local where sustainable sourcing is possible</li> <li>Culturally acceptable materials which minimise environmental impacts in production, use and disposal should be prioritised</li> </ul>	<ul style="list-style-type: none"> <li>Links should be sought to the <a href="#">Early Recovery Cluster's appropriate technology working group</a></li> </ul>
Tenure aspects	<ul style="list-style-type: none"> <li>A stable agreement should be reached between the host and hosted with the local authority or committee arbitrating before support is given</li> <li>This agreement should be at minimum legitimised by the local host family committee and authorities in the context of a variety of complex tenure arrangements</li> <li>An agreement should aim to provide hosted IDPs continuing in existing hosting situations and hosted IDPs referred from camps with transitional security of tenure for 1-3 years</li> </ul>	<ul style="list-style-type: none"> <li>Take into account different forms of tenure security, including ownership, tenancy and other arrangements</li> <li>Refer to guidance on <a href="#">tenure security</a> (Shelter Cluster website)</li> </ul>
Geographical targeting	<ul style="list-style-type: none"> <li>Host family assistance should in principle support the choices made by the beneficiaries themselves.</li> <li>However, targeting should also be designed to discourage unsafe shelter, encourage return and avoid multiple further displacements.</li> </ul>	<ul style="list-style-type: none"> <li>Push and pull factors which will continue to motivate families or individual family members to move and follow livelihood opportunities need to be monitored and linked in to <a href="#">Early Recovery and national Government strategy</a></li> </ul>
Linking hosts	<ul style="list-style-type: none"> <li>Existing linkages and hosting arrangements are</li> </ul>	<ul style="list-style-type: none"> <li>Potential referrals documented in</li> </ul>

and hosted	<p>prioritized</p> <ul style="list-style-type: none"> <li>Family hosting is prioritized</li> <li>Other forms of hosting are possible too (linkages based on friendship etc). Economically motivated hosting is not recommended.</li> <li>IDPs referred for hosting can be supported</li> </ul>	<p>camp registration data to be coord between relevant clusters and agencies: <a href="#">Protection (UNICEF)</a>, <a href="#">CCCM (IOM)</a> and <a href="#">UNOCHA's InterCluster coordination</a></p> <ul style="list-style-type: none"> <li>Identification of possible hosts should be in close collaboration with community committees</li> </ul>
Basic Services	<ul style="list-style-type: none"> <li>Basic services (eg water and sanitation, education and health) should be supported and coordinated with relevant clusters</li> </ul>	<ul style="list-style-type: none"> <li>The burden on services is expected to acute where communities have experienced a large increase in population, outside earthquake affected zones and where pre-earthquake infrastructure has been damaged</li> </ul>
Protection concerns	<ul style="list-style-type: none"> <li>Linking host with hosted can create protection concerns. Each referral should be carefully analysed in particular:             <ul style="list-style-type: none"> <li>GBV risks</li> <li>Cultural and social acceptability</li> <li>Gender and age issues</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Reference: <a href="#">Minimum Agency Standards for Incorporating Protection into Humanitarian Response</a></li> <li>Gender sensitive programming is required and women and vulnerable groups should be consulted about a range of issues.</li> </ul>
Community involvement	<ul style="list-style-type: none"> <li>Programming should aim to set up community committees (existing committees should be prioritised in this role) that have the functions to:             <ul style="list-style-type: none"> <li>support hosting arrangements,</li> <li>beneficiary selection</li> <li>mobilise participation in construction,</li> <li>activities which reinforce stability of hosting</li> <li>resolve conflicts/grievances</li> <li>identify infrastructure/community asset priorities (for other clusters)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>For example the creation of solidarity groups for communal construction of shelters is encouraged</li> <li>Committees should reflect a range of interest groups, hosts and hosted and reflect a balance of gender and age groups</li> </ul>
Privacy	<ul style="list-style-type: none"> <li>The assistance should allow hosted families to live as much as possible separately from the hosts recognising that hosting puts additional pressure on shared cooking and hygiene facilities, sleeping space and outdoor space</li> </ul>	
Needs	<ul style="list-style-type: none"> <li>The needs of the hosts and hosted families are prioritized. If shelter is not a priority other interventions (e.g. livelihood support) should be considered and coordinated with the inter-cluster work group for Host families</li> </ul>	
Technical assistance	<ul style="list-style-type: none"> <li>Any material intervention should come with the necessary technical guidance and appropriate advice on disaster risk reduction</li> <li>Organisations must ensure that families have the means and skills to build safe shelters.</li> <li>Other interventions next to material support should be considered in a broad range of interventions</li> </ul>	<ul style="list-style-type: none"> <li>For example training in constructions skills, building of model shelters in communities, labour provision etc.</li> <li>Combining skills training with material and construction-related livelihood interventions is encouraged</li> </ul>
Beneficiary selection	<ul style="list-style-type: none"> <li>Organisations must work carefully to ensure that the most vulnerable families, including the landless are not excluded from hosting arrangements.</li> <li>Beneficiary selection and selection of host should be done together with the communities</li> </ul>	<ul style="list-style-type: none"> <li>The groups at risk in disasters are single headed households, children, older people, disabled people and people living with HIV/AIDS.</li> </ul>

**CHF International – Options de l'Assistance aux Familles d'Accueil & Déplacées**

**Ki sa èd la gen ladann – Fanmi kap Akeyi ak Fanmi Deplase**

CHF offre à votre famille un paquet/ensemble d'assistance pour supporter votre rôle de famille d'accueil, pendant au moins 8 mois. Veuillez sélectionner les articles ci-dessous qui constituent les besoins prioritaires des moyens d'existence de la famille. Remarque: pour cette assistance, CHF considère que les 2 familles ne font qu'une seule unité (Accueil et IDP) et décident de l'aide nécessaire pour les deux parties. CHF s'attend à ce que les familles s'accordent sur les besoins prioritaires, en sélectionnant ensemble les options. Veuillez aussi noter que le choix final des articles ne peut dépasser **34,000 gdes**.

*CHF ap ofri fanmi w yon èd pou sipòte wòl li antanke fanmi kap akeyi. Lap fè sa pandan omwens 8 mwa. Nap chwazi nan lis sa atik nou kwè fanmi an plis bezwen pou li kontinye viv ; CHF ap fè sa pandan 8 mwa pou pi piti. Sonje byen, CHF konsidere toulede fanmi yo – kit se sa kap akeyi a oswa sa ki deplase a – tankou se yonn e nou dwe deside ansanm ki èd ki pi nesèsè pou nou. CHF ta mande nou mete nou dakò sou sa nou bezwen e tout bagay sa yo pa ta dwe depase **34,000 gdes**.*

	Sélection (choisir jusqu'à un montant maximum de 34,000 gdes) / <i>Seleksyon (sa wap chwazi a pa ta dwe depase 34,000 goud)</i>	Valeur par Unité/ <i>Valè chak atik</i>	Quantité Choisie / <i>Kantite nou chwazi</i>	Valeur Totale (multiplier la valeur par la quantité choisie) <i>Total kòb (miltipliye l pa kantite ou chwazi a)</i>
A.	Unité d'Abri de Transition en Bois, 18m <sup>2</sup> avec couverture en plastique pour les murs et des feuilles de zinc pour le toit / <i>Inite Abri Tranzisyon Anbwa, 18m<sup>2</sup> avèk kouvèti plastik pou mi yo epi tòl an zen pou twati a.</i>	26,000 gdes		
B.	Toilette temporaire / <i>Pou yon ti tan</i>	8,000 gdes		
C.	Bon pour Frais d'Ecolage / <i>Lajan lekòl ak frè</i>	3,000 gdes		
D.	Bon pour Fournitures scolaires / <i>Materiyèl pou lekòl</i>	2,000 gdes		
E.	Bon pour Produits Menageres / <i>pwodwi pou menaj</i>	8,000 gdes		
F.	Bon pour Outils de Travail/ <i>Zouti pou travay</i>	4,000 gdes		
G.	Subvention pour Petite Entreprise / <i>Lajan pou Ti Biznis</i>	8,000 gdes		
	<b>Valeur Totale du Paquet d'Assistance / <i>Kantite total èd la</i></b>			<b>Gdes</b>

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## Recommendations extracted from “Host Community Guidelines”, IASC, Haiti Shelter Cluster Technical Working Group, June 2010


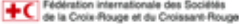

- ✦ Host family interventions must be in place quickly after targeting to prevent research fatigue, and disincentivise further displacement
  - ✦ If needs identified by an organisation are not within its capacity or mandate to fulfil they should be brought to the Host Family Working Group to coordinate implementation with other organisations and Clusters
  - ✦ The host family should be considered as one household made up of the host and displaced families who must together decide how support will be used and/or divided
  - ✦ Household and community level support must be programmed together, both to mitigate potential conflict, and to develop broader mechanisms which will support the infrastructural and socio-economic changes which have taken place in *all* Haitian communities
  - ✦ The wider community must be involved in host family interventions such as identifying hosts and mobilising community participation which will involve both host and displaced families
  - ✦ Selection criteria and organisational intentions for the broader community needs to be well communicated and transparent to prevent research fatigue and organisations should develop such criteria based on vulnerability indicators such as income and special needs identified by the community
  - ✦ To facilitate understanding of population movement more than one tool should be used to triangulate information. This information should be shared and managed by a coordinating agency such as the Host Family Working Group or the UN Office for the Coordination of Humanitarian Affairs
  - ✦ While cash-for-work and similar short term programmes may inject capital quickly into communities, longer term investment strategies including capacity building must be developed in host communities
  - ✦ Development strategies must be based on displaced family intentions of returning, integrating or potentially resettling to new communities. These intentions emphasise that hosting is not a durable solution and that although some arrangements may become permanent it is important to understand the longer term intention of the community and develop longer term solutions accordingly
- 
- ✦ In rural areas it will be important to monitor for the increased effects of urbanisation where large numbers of IDPs are supported through host programmes
  - ✦ Guidelines should continue to be monitored and updated to form evidenced based policy which will be extracted from findings from assessments, responses and evaluations
  - ✦ All above guidelines will depend on local empathy levels and the economic absorption capacity of the local economy. This needs to be clearly understood before implementation

- ✦ To facilitate the understanding of population movement more than one tool should be used to triangulate information, this could include information gathered through assessments, community monitoring tools, local authorities, communications analyses, community based organisations, etc
- ✦ This information should be shared and managed by a coordinating agency such as the Host Family Working Group or the UN Office for the Coordination of Humanitarian Affairs
- ✦ One of the most important aspects of tracking movements and needs is sharing information on a multi-sectoral level, this paper advocates that humanitarian organisations working in Haiti use multi-sectoral rapid assessments which will feed into the CMT when possible
- ✦ Furthermore, as many organisations are already focusing on programmes in affected areas it is essential that they include questions on hosting and identify displaced families in their surveys and focus groups
- ✦ At early stages of (future) emergencies, organisations must empower local authorities to take on the task of identifying IDPs and their needs, as well as mobilising the communities through their assessment processes



## 5. OTHER USEFUL MATERIALS FROM THE FIELD

### a. Assessment forms used in Haiti in 2010.

**Formulaire d'évaluation pour le programme d'assistance aux familles d'accueil**

Rempli par \_\_\_\_\_ CODE GROUPES \_\_\_\_\_  
 Date/heure \_\_\_\_\_  
 Supervisé par \_\_\_\_\_

1. Est-ce que vous avez des personnes déplacées par le tremblement de terre qui maintenant habitent chez vous ? Oui  Non   
(Si OUI et à quel des déplacés en note le nom du chef de famille pour vérifier qu'il a déjà trouvé cette famille mise en un contact par avec le reste du formulaire, un simple l'adresse de la famille n'est pas suffisant)


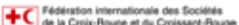

2. Introduction faite? (crocher) Oui  Non

**FAMILLE D'ACCUEIL** : Ceux qui étaient dans le foyer avant le tremblement

Commune	Localité	Localités	Proximité	Age et genre				Malade et/ou handicapé	Éducation	Travail
				0-5	6-17	18-59	+60			
Section	Adresse			H	F	H	F	H	F	Capable de travailler A un travail régulier A un stage
1	Chef	Prénoms	Adresse	H	F	H	F	H	F	
2	Famille									
3										
4										
5										
6										
7										
8										
9										
10										
11										
Total										

Signature et nom de la personne qui a fourni les données de la famille d'accueil : \_\_\_\_\_

\*\*\* (P) Pas de Place 1 l'école (L) L'écrit en trop bon (A) Pas d'argent (N) Pas de nourriture 1 l'école

**FAMILLE DEPLACÉE** : Ceux qui sont arrivés dans le foyer après le tremblement

Date d'arrivée dans le foyer Accueil	Prénoms de la famille	Prénoms de la famille	Prénoms de la famille	Age et genre				Malade et/ou handicapé	Éducation	Travail
				0-5	6-17	18-59	+60			
Adresse avant le tremblement	Relation avec la famille d'accueil Famille 1 <sup>ère</sup> degré (frère, sœur, parent, fils, grand parent) (P) Famille 2 <sup>ème</sup> degré (oncle, tante, cousin, etc.) (O) Amis, ancienne connaissance (A) Nouveaux connaissances (N) Enfants non accompagnés qui n'ont aucune relation avec la famille d'accueil (E)			H	F	H	F	H	F	Capable de travailler A un travail régulier A un stage
1	Chef	Prénoms	Adresse	H	F	H	F	H	F	
2	Famille									
3										
4										
5										
6										
7										
8										
9										
10										
11										
Total										

Famille déplacée pense rester  (E) ou la famille  (O) ou de la famille  (N) ou (A) ou (E)

Signature et nom de la personne qui a fourni les données des déplacés : \_\_\_\_\_

\*\*\* (P) Pas de place 1 l'école (L) L'écrit en trop bon (A) Pas d'argent (N) Pas de nourriture 1 l'école



## b. Example Letter of Agreement, Haiti 2010

### *Lettre de Consentement / Accord Lèt ki di mwen dakò*

*Entre CHF International (CHF) et  
Antt CHF Entènasyonal ak*

\_\_\_\_\_ (nom du représentant de la famille bénéficiaire/Non reprezentan fanmi benefisyè a), \_\_\_\_\_ (Commune / Komin), \_\_\_\_\_ (Section Communale / Seksyon Kominal), qui va recevoir l'assistance humanitaire sous forme d' assistance pour moyens d'existence / materyèl pou amelyore kote lap viv.

#### Termes de l'Accord / Men sou kisa nou dakò :

CHF accepte de fournir une assistance, comme suit / Nan sa ki konsène CHF (Faire une liste du nombre d'articles pour chaque case / Fè yon lis kantite chak atik) :

- Bons pour Frais Scolaires / Kat pou frè lekòl
- Bons pour Fournitures Scolaires / Kat pou materyèl lekòl
- Bons pour Produits Ménagers / kat pou bagay moun sèvi andedan kay
- Bons pour Outils ou Matériels de travail / kat pou zouti oubyen materyèl nou travay
- Subventions pour Petites Entreprises / Lajan pou ti Biznis

**Le bénéficiaire est d'accord pour / Benefisyè a dakò pou :**

1. Donner des informations exactes et complètes concernant son éligibilité pour l'assistance et l'utilisation des matériels de l'aide / Bay bon jan enfòmasyon sou sityasyon l, pou sa konnen si li ranpli kondisyon pou resewa acri sa.
2. Éviter de vendre les bons ou matériels acquis pour tout autre usage que celui défini / Evite vann materyèl yo oswa itilize yo pou fè lòt bagay
3. Pour tout bon reçu par le bénéficiaire, il lui faut fournir à CHF les reçus des articles achetés. Si le bénéficiaire ne fournit pas les reçus, il/elle ne recevra pas le prochain bon d'achat / Pou tout acha, benefisyè a gen pou bay CHF resi sa l achte yo, sinon li pap resewa pwochen kat la.
4. Prendre livraison des matériels acquis avec les bons d'achat entre 8 :00am et 12 :00pm tous les jours. Les bons doivent être payés durant ces heures / Ale pran materyèl l achte yo ant 8 : 00 nan maten ak midi, toulejou. Kat yo dwe sèvi nan lè sa yo.

#### Termes de l'Accord / Men sou kisa nou dakò :

1. La famille bénéficiaire fait référence à la fois à la famille d'accueil et à la famille déplacée (IDP). Ces familles sont traitées comme étant une seule famille bénéficiaire et sont d'accord pour partager de façon égale toutes

marchandises ou matériels reçus de CHF / Fanmi a benefisyè vle di toulede fanmi yo : fanmi kap akeyi a ak fanmi deplase a e yo toulede dakò pou pataje egalego tout machandiz ak materyèl yo resevwa nan men CHF.

2. CHF n'est pas responsable de la réduction ou résolution de conflits qui pourrait surgir entre les membres des deux familles (accueil et déplacée), autour de l'assistance fournie. Les familles devront contacter le Maire ou son Délégué pour assistance dans la résolution de ces conflits / CHF pa reskonsab redwi oswa rezoud konfli ki kapab genyen ant toulede fanmi yo (sa kap akeyi ak sa ki deplase) nan zafè èd ki bay la. Nan ka sila, fanmi yo dwe ale kote Majistra a oswa Delege li pou jwenn asistans.
3. Cet accord ne peut être modifié qu'à travers un consentement de toutes les parties (famille IDP, famille d'accueil et CHF) par le biais d'une note d'amendement écrite de cette lettre d'Accord, signée par toutes les parties / Akò sa kapab chanje sèlman si tout pati yo dakò fè sa epi ekri yon nòt amandman pou lèt sila ke tout pati yo ap siyen ansanm.
4. En acceptant cette assistance de CHF, la famille d'accueil accepte de continuer à héberger la famille déplacée pendant une période minimum de 8 mois, à commencer par la date de cet accord / Yon fwa fanmi kap akeyi a dakò pou resevwa asistans CHF, li dakò tou pou li kontinye akeyi fanmi deplase pandan omwens 8 mwa, apati lè li siyen akò sa.

**Signatures / Siyati**

Nom du bénéficiaire, Chef de la famille d'Accueil / Non benefisyè a, Chèf fanmi kap akeyi a \_\_\_\_\_

Signature / Siyati \_\_\_\_\_ Date / Dat \_\_\_\_\_

Nom du beneficiaire, Chef de la famille deplasee / Non benefisyè a, Chèf fanmi deplase a \_\_\_\_\_

Signature / Siyati \_\_\_\_\_ Date / Dat \_\_\_\_\_

Temoins / Temwen (Membre/Leader de la Communauté / Manm oswa lidè nan kominote a)

Signature / Siyati \_\_\_\_\_ Date / Dat \_\_\_\_\_

Team Leader CLEARS au Cap-Haitien

Signature / Siyati \_\_\_\_\_ Date / Dat \_\_\_\_\_

Directeur du Programme CHF au Cap-Haitien / Direktè Pwogram CHF la Okap

Signature / Siyati \_\_\_\_\_ Date / Dat \_\_\_\_\_

## c. Terms of Reference Return Focal Point

### Host Communities Working Group

#### Provincial Return Focal Point Terms of Reference

##### Introduction

As outlined in the Return and Relocation Strategy recently approved by the Inter-Cluster Coordination team, multiple actors from across clusters will be required for the voluntary return or relocated IDPs to provinces and thereby supporting the Government of Haiti's .

Given the number of actors working in each area and cross-cutting nature of the issue of return and relocation, a coordination mechanism is necessary in the province of return / relocation. Key to this task will be the role will be of the Province Return Focal Point when IDPs identify the department for relocation. Organizations would take the role of Focal Point. One organization would volunteer to be the Focal Point for that Department. In Earthquake affected Departments, Neighborhood Return Coordinators will take the role of coordinating the return / relocation of IDPs between the affected Departments.

##### Key Responsibilities Provincial Return Focal Point

###### *Focal point in the Department or Commune*

- When IDPs are identified as wishing to return or relocate to the province, coordinate and facilitate the return and relocation process by leading meetings to distribute responsibilities amongst stakeholders working in the province of return / relocation.

###### *Coordination with Government*

- The Provincial Return Focal Point will work in close collaboration with the local Mayor's Office and associated line ministries through the monthly Table de Consultation.
- The Provincial Return Focal Point will work with the Government counterpart and train the deputy to replace him or her in 18 months.

###### *Coordination with Humanitarian Actors*

- Encourage active support and participation in the neighbourhood level coordination system by advocating with actors working in the local area to share data and information.
- Coordinate with Host Communities Working Group in the Earthquake Affected areas to facilitate movement of IDPs from a camp to the identified return / relocation area in another department.

###### *Advocacy & Resource Mobilization*

- In coordination with other stakeholders, Identify, analyse and prioritise community needs in order to avoid service duplication and gaps in assistance and protection.

- Assist and participate in the development of strategies and action plans for return / relocations to the department.
- Advocate on behalf of communities for service provision where gaps are identified.

#### *Data Gathering and Communication*

- When IDPs are identified to relocate to the department, collect and distribute data on humanitarian actors and service provision in the department. Disseminate this information to the IDPs through Neighbourhood Return Coordinators / Neighbourhood Resource Centres.

#### *Application of Standards*

- Participate in the development and adoption of contextualised guidelines, policies and standards for return / relocation. Provide information about IDP return / relocation to local stakeholders.

#### *Advocacy & Resource Mobilization*

- Support the department level coordination mechanism in advocating for the mobilisation of resources and funding for services.

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## 6. REFERENCE DOCUMENTS

“Host Family and Community Needs Assessment Guidelines”, IASC, Haiti Shelter Cluster Technical Working Group, April 2010

“Host Families Shelter Response Guidelines”, IASC, Haiti Shelter Cluster Technical Working Group, April 2010

“Host Community Guidelines”, IASC, Haiti Shelter Cluster Technical Working Group, June 2010

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“ACTED Assessment: IDPs and Host Families in the Bas Artibonite”, ACTED, February 2011

“Evaluation Project Umoja”, DR Congo 2009, Ralsa Foundation

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Hannes Herrmann, “Cash for Host Families Project Aceh”, Swiss Agency for Development and Cooperation Final report, July 2005

“Urban Shelter Guidelines” – launch edition, NRC and Shelter Centre 2011

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IFRC and UN-Habitat, “Shelter Projects 2009”

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“Vulnerability and Capacity Assessment (VCA)”, manual and toolbox, IFRC

“Hosting support – an overlooked humanitarian shelter solution” , Charles A.Setchell in Monthly Developments, InterAction, January-February 2012

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## NOTES

<sup>1</sup> “Host Family and Community Needs Assessment Guidelines”, IASC, Haiti Shelter Cluster Technical Working Group, April 2010

<sup>2</sup> “Evaluation Project Umoja”, DR Congo 2009, Ralsa Foundation. On this programme see section 4, Case Study 2 of these guidelines.

<sup>3</sup> “Host Community Guidelines”, IASC, Haiti Shelter Cluster Technical Working Group, June 2010, page 17

<sup>4</sup> On this method see Linus Bengtsson et al. “Internal population displacement in Haiti”, May 14, 2010 and updated August 31, 2010,

<sup>5</sup> “Selecting NFIs for Shelter”, p75, IASC Emergency Shelter Cluster, December 2008

<sup>6</sup> On this type of assistance see: “IFRC Shelter Kit Guidelines”, International Federation of Red Cross and Red Crescent Societies, 2010

<sup>7</sup> On cash transfer programming see:  
“Guidelines for Cash Transfer Programming” ICRC and IFRC, 2007  
P.Creti and S. Jaspars, “Cash-Transfer Programming in Emergencies, Oxfam GB, 2006  
“The Use of Cash and Vouchers in Humanitarian Crises” DG ECHO Funding Guidelines, 2009  
“Cash Transfer Programming in Emergencies”, Good Practice Review, June 2011, Humanitarian Practice Network

<sup>8</sup> UN-Habitat and IFRC, “Shelter Projects 2009”

<sup>9</sup> UN-Habitat and IFRC, “Shelter Projects 2009”