

Deciding when and how to link humanitarian assistance and social protection: guidance and tools for response analysis

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Introduction

‘Response analysis’ is considered a crucial practice informing the design of humanitarian interventions. It is the analytical process by which the objectives, response options and delivery mechanisms of humanitarian programmes are determined based on evidence of needs, context-specificity, feasibility, and consideration to ‘do no harm’. There are a variety of best practice tools and guidance available to support this process when designing assistance delivered through the humanitarian system.¹

The same practice should apply to decision making when humanitarian actors seek to link Humanitarian Assistance (HA) and Social Protection (SP).

- A first step will be to assess if linking is feasible (see ‘**Tool 1**’ below).
- Where this is feasible, a second step will be to weigh up whether and how this will most add value, including a consideration of the respective pros and cons of the different possible options for linking HA-SP (see ‘**Tool 2**’ below).

Not all options for linking HA-SP will be appropriate in all contexts, and the relative merits of such approaches versus more conventional programme designs should also be considered.

This short paper thus presents two complementary ‘Tools’ to guide thinking and decision-making on humanitarian programme design, providing the basis for conducting a comprehensive response analysis to inform decisions on linking HA-SP. These can be used to determine the likely feasibility and appropriateness of linking HA-SP and the key considerations to bear in mind for different options for linking. Experience shows that linking can lead to a range of possible benefits such as increasing timeliness, enhancing sustainability, reducing costs, increasing coherence of responses led by governments and partners, and building and strengthening national systems. It also offers one possibility of an exit strategy for humanitarian actors. Realising these benefits depends on the right design for the context and consideration of possible trade-offs².

What is meant by ‘linking humanitarian assistance and social protection’?

Learning emerging from experiences of linking HA-SP to date³ shows that humanitarian action can be ‘linked’ with social protection in a variety of different ways. These different options involve greater or lesser degrees of integration with the SP system (see the infographic in Figure 1 below for details). Linking is not an ‘all or nothing’ exercise: it is about strategically working together across sectors to achieve common outcomes – leveraging the strengths of each sector. In some cases, this may mean linking certain aspects of a response (both strategic and operational) and not others.

¹ For examples, see the ‘response analysis’ sections of the Red Cross [Cash in Emergencies Toolkit](#) and CaLP’s [Programme Quality Toolbox](#).

² See SPACE’s more detailed guidance, [Identifying Practical Options for Linking HA-SP Along the Delivery Chain](#), for more on this.

³ For example, the World Bank’s [‘Unbundled’ paper](#); CaLP’s [State of the World’s Cash report](#); the Social Protection Approaches to COVID-19 Expert helpline (SPACE) guidance note on [Identifying Practical Options for Linking Humanitarian Assistance and Social Protection in the COVID-19 Response](#). In January 2021 members of the Grand Bargain Sub-Working Group on linking cash and social protection also undertook a ‘light touch’ internal stock taking exercise to reflect on the variety of ways in which Sub-Group members linked their COVID-19 response activities with national SP systems. This is also reflected in a forthcoming Grand Bargain publication: “Learnings on Linking Humanitarian Cash and Social Protection”.

Where social protection systems exist (are relatively strong and the political context permits)

A humanitarian response can be channelled through existing SP systems. Humanitarian funding can be channelled through national social protection systems to expand the adequacy or reach of social protection in response to shocks. This includes supporting governments in:

- *Expanding 'adequacy'*
 - ➔ **Vertical Expansion** - to top up assistance provided to (existing or new) SP beneficiaries.
- *Expanding 'coverage', through*
 - ➔ **Horizontal Expansion** - of an existing social protection programme to include new beneficiaries.
 - ➔ Supporting a **new SP-led programme that is piggybacking on existing systems and capacity** – i.e. leveraging social protections systems and institutions for registration; payment delivery; grievance redress etc, to deliver a new programme to those affected by the shock.

Humanitarian actors can also **leverage SP systems to implement humanitarian-led assistance** (this is also known as '**piggybacking**'). Different parts of the social protection delivery system can be used, and humanitarian actors could use all or only some of these⁴. This includes, but is not limited to, social protection data; SP registration processes; social protection payment systems; SP staff and institutions.⁵

Where social protection systems are inexistent, still emerging, or where they have gaps or pose a concern

Humanitarian actors can choose to **align a humanitarian response with the SP system**. Humanitarian actors can design a humanitarian cash response with a view to influencing the future adoption of some aspect of this by the government. It might be the adoption of the programme and its target population, adoption of parts of the programme design (for example its targeting methodology, or transfer value), or adoption of all or parts of its delivery (for example, developing a data management system for use on a programme may be used to build and strengthen the social protection system and potentially handed over to the government). In this way, aligning HA-SP can influence and support future national SP system development. '**Parallel**' responses are also always an option, as long as this is justified – and incorporating the two points below.

No matter the context and option/s chosen

There are two other fundamental roles for humanitarian actors. These activities can cut across and complement the other options for linking, along the HA-SP continuum, No matter the context and option/s chosen.

One is a **technical assistance** role:

- *In the short term*: accompanying and supporting government responses to shocks via the SP sector, providing technical assistance as needed.
- *In the medium-long term*: building capacities and strengthening government systems to enable national social protection systems to better anticipate and meet needs during shocks, now or in the future (complementing efforts of other development partners where appropriate). In practice, this will

⁴ For more on this, see Longhurst et al (2021) and Seyfert et al (2019)

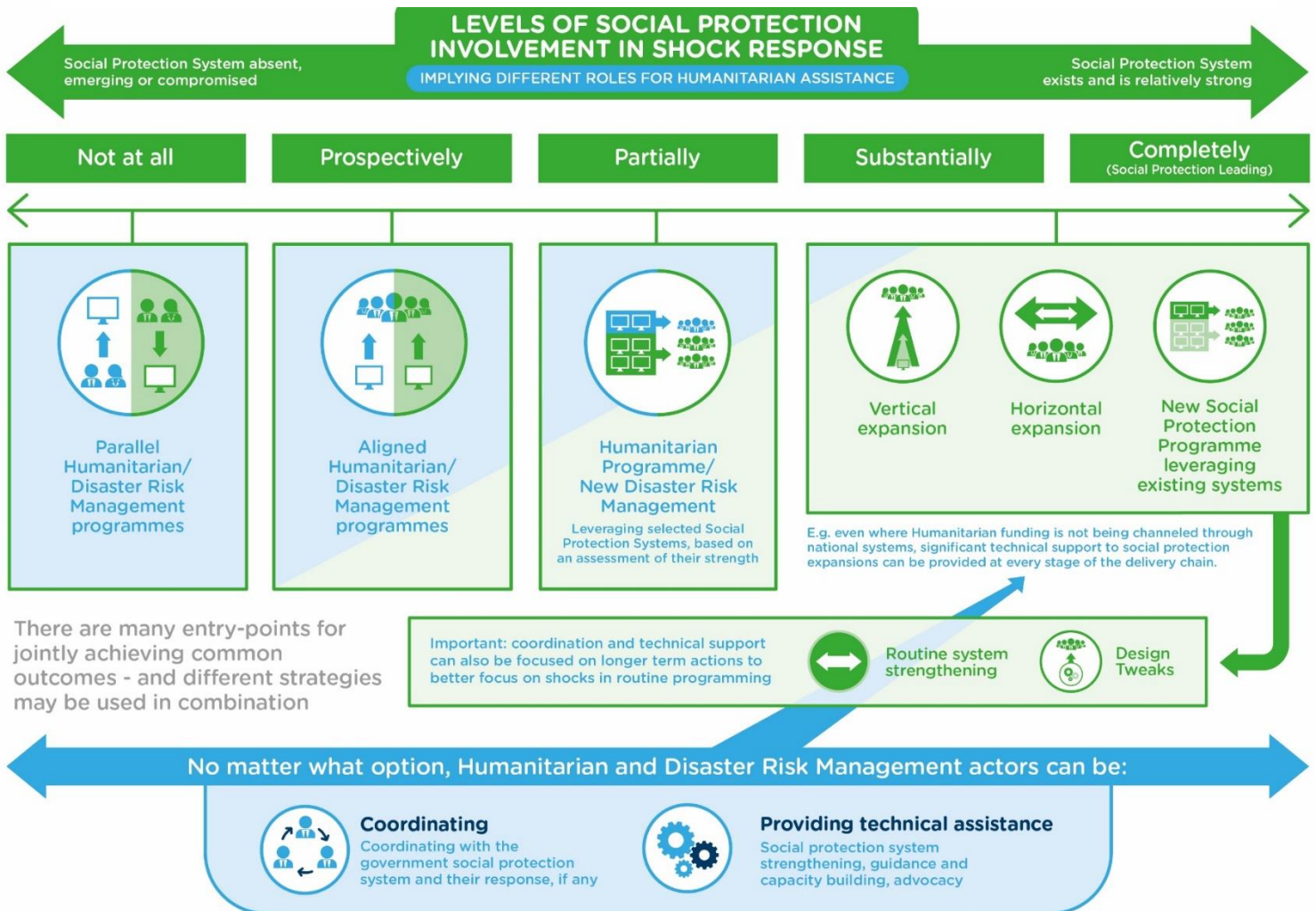
⁵ For more on this, see Longhurst and Smith (2020) [Identifying Practical Options For Linking Humanitarian Assistance and Social Protection In The COVID-19 Response](#)

involve **strengthening routine systems**, while ensuring strategic **design tweaks** to better encompass a focus on shocks into routine programming.

Another is **coordinating any** separate **humanitarian programme** with government-led social protection responses, for a coherent response that fills gaps in coverage or adequacy and leaves no one behind. For example, this might include harmonisation of approaches for setting transfer values, or targeting, across both SP and HA interventions.

It is fundamental to stress these options may combine in many different ways depending on country context. For example, this may entail a fully parallel approach to funding and payments, while aligning the set of eligibility criteria and transfer values and piggybacking on SP data, information systems and capacity (see Seyfert et al, 2019 and Longhurst et al, 2020).

Figure 1. Options for linking humanitarian assistance and social protection along a 'continuum of integration'



Source: Author, with support from V. Barca, building on TRANSFORM (2020)⁶

⁶ While this visual includes reference to disaster risk management, the focus for this paper is on social protection and humanitarian assistance.

Response analysis for linking humanitarian assistance and social protection: key considerations

Where SP systems exist, there is a breadth of options for working through this system in some way (as seen in Figure 1). In contexts where it is not conducive to put funds through government or work fully through government programmes, other options for linking may still be feasible. Humanitarian actors can also partner with development actors who may be able to collaborate with government more directly.

There are few ‘preconditions’ or factors that are essential to have in place, before linking humanitarian action and social protection can be feasible. Often, if contextual factors mean that one option is not feasible, other options still could be, and actors should consider the feasibility of the range of possible options for linking with these systems. The few preconditions to be aware of are highlighted further below.

Response analysis should be based on data and evidence. The tools below set the questions to ask to guide the analysis and make appropriate decisions (Tool 1 focuses on feasibility, Tool 2 on relevant trade-offs to consider). To do this well will require information on:

- Extent and nature of humanitarian needs and those affected.
- The level of development of the SP system and coverage of the population.
- SP programme design features such as targeting criteria, transfer modality, value and frequency.
- Steps and bottlenecks in SP operational processes.
- Which institutions are involved in SP provision, their roles, responsibilities and capacities?
- Political economy considerations of governments.
- Contextual factors such as the nature of the shock and political context (for example is it a conflict setting and is government implicated, which may restrict options for linking HA-SP)?

This ideally requires an in-depth assessment of the suitability and readiness of specific national structures and programmes for shock response. Some of the data needed for such an assessment may already be available in existing documents and studies – for example where governments or SP partners have conducted SP system reviews. Some will require new primary data collection from key stakeholders in government and partners. Collection, collation and analysis of information during this assessment process should be a **joint and collaborative** process between teams comprising humanitarian and social protection technical expertise, to ensure that all relevant questions and considerations are included. It will also require engagement with government departments responsible for leading on social protection. Since such exercises can be time-consuming, in contexts with regular and cyclical crises this information should ideally be generated as part of preparedness planning rather than ex-post.

Remember, even where SP systems are still emerging, or where SP systems exist but the optimal programme decision is still to deliver through a parallel system, humanitarian actors can nonetheless consider ways to link with social protection. If it is not possible to channel assistance through, or make use of parts of the SP delivery system, humanitarian assistance could still be **aligned** somehow with the national SP system with a view to influencing its future development.

Also remember, technical assistance and coordination of HA-SP can be considered in all contexts. Whatever the option chosen for delivering assistance to households (supporting government expansion, using parts of the SP delivery system, aligning HA with SP, or using a parallel system), it may be possible for humanitarian actors to provide **technical assistance** to develop or **strengthen social protection systems** or **coordinating** with a social protection response led by government.

Tool 1: Checklist for assessing the feasibility of using existing social protection systems to implement humanitarian assistance

The tool takes the user through five key areas to explore during humanitarian response analysis:

1. Needs and vulnerabilities.
2. Political will and regulations.
3. Capacities.
4. Delivery.
5. Risks.

For each area it provides a checklist of questions to answer, to guide decision making on the feasibility of linking HA-SP. The more questions that are answered 'Yes', the more feasible and appropriate linking HA-SP is likely to be.

The Key Considerations column guides the analysis. It highlights in **BOLD** a few 'preconditions', which, if answered 'No', can mean limited feasibility of working through the existing SP system. For the remainder it guides the user on which alternative options for linking HA-SP can still be potentially feasible and explored.

While context plays a huge part and decisions must be made on a case-by-case basis, there are some general considerations that teams can also use to guide decisions:

- Generally speaking, greater integration (such as supporting the **vertical and horizontal expansion of SP programmes**, either through direct funding or technical assistance) become more feasible and appropriate with greater maturity of the SP system and greater coverage of the affected populations by these programmes.
- Options that make use of social protection staff and institutions are more feasible where there is confidence in their capacity to take on additional workloads.
- In conflict settings and complex emergencies, it may not be possible to channel funds through or closely collaborate with the government. While this may limit the feasibility of some options for linking – such as **vertical and horizontal expansion**, or **funding a new SP programme** delivered through the government, other options for linking such as 'piggybacking' could still be considered.

Table 1. Checklist for assessing the feasibility of using existing SP systems to implement HA

Key considerations in response analysis (using data from assessments)		HA-SP feasibility checklist	Y/N	Key considerations – what this might mean for the feasibility of different HA-SP options
Needs and vulnerabilities	Which geographic areas are (most) affected?	a) Do routine SP programme(s) have good coverage of the geographical areas affected by the crisis? If not, is there any medium-term plan to expand social protection coverage in that area? If not, could registration be easily and quickly		a) If the answer to the checklist questions is Yes, to any of the checklist questions , consider supporting Vertical and Horizontal expansions. If No , existing SP programmes cannot be expanded swiftly and easily, consider Piggybacking on elements of the SP delivery system.

		expanded in affected areas, including via existing social protection data (e.g. within a social registry)?	
Who are the (most) affected individuals/ households?	<ul style="list-style-type: none"> a) Do SP programme(s) target those groups that are most affected by the crisis and do they have good coverage of those groups? b) If not, could eligibility criteria easily be adjusted, or registration processes 'fast tracked' to include these groups into the existing programme? c) Are routine SP programme(s) underpinned by a social registry that contains information on these other affected populations, and is this sufficiently accurate and up to date? d) Will there be gaps in assistance coverage from any SP expansions planned (Vertical, Horizontal, or new SP programme)? For example, migrants. 	<ul style="list-style-type: none"> a) Vertical Expansion is only useful if the answer is Yes (affected groups are covered). If No, continue below. b) If Yes, consider supporting Horizontal Expansion of existing SP programmes, modifying eligibility and registering new eligible caseloads. If No, consider supporting a new SP programme based on existing systems to reach these groups, OR Piggybacking on SP delivery systems to implement a separate programme targeting these groups. ALSO consider Technical Assistance to provide additional support to SP registration institutions and staff. c) If Yes, this can be a key enabler enhancing the feasibility of the options outlined in b) above. ALSO consider Technical Assistance to strengthen the social registry in the process. d) If Yes, consider gap-filling through a separate programme, coordinating with the social protection sector in the process (e.g. aligning on transfer values, etc). 	
What are the needs of affected individuals (financial/material needs)? What additional needs do the affected population have (e.g. – for services)?	<ul style="list-style-type: none"> a) Is the SP programme modality appropriate for meeting these financial/material needs? b) Is the value of assistance on routine social protection programmes adequate to meet the needs? If not, can this value be easily topped up? c) Do the SP programmes include any complementary services (e.g. education, nutrition, health, psychological support, social welfare/care services, livelihood support, etc.) valuable for the humanitarian response? 	<ul style="list-style-type: none"> a) If Yes, consider supporting Vertical or Horizontal expansions. If No, consider supporting a new SP programme, or Piggybacking on SP delivery systems to deliver a new programme with the appropriate modality. OR consider coordinating/negotiating with the government to provide a rationale for changing transfer modality. b) If Yes, consider supporting a Vertical Expansion. If No, and top-ups are not feasible, consider whether this could be possible through a separate programme Piggybacking on the SP delivery system, and coordinating with SP actors (for layering and sequencing of interventions). OR consider coordinating/negotiating with the government to provide a rationale for investing in flexibility for temporary increases to 	

				transfer values to meet emergency needs. c) If Yes , coordinate with these. If No , consider complementary programming to fill gaps in the social protection response.
Political will and regulations	Do donor funding rules and conditions, or risk appetite, restrict or promote certain modalities or implementation mechanisms?	a) Will donors permit funds to be channelled through government systems? b) Can donor's accountability and reporting requirements be met through the administrative processes of the SP delivery system? If no, can additional financial controls and reporting be incorporated into this system?		a) If Yes , consider supporting Vertical and Horizontal Expansions or a new SP programme. If No , consider a separate programme Piggybacking on SP delivery systems but channelling funds directly to the SP financial service provider, or using a separately contracted FSP. b) If Yes , consider supporting Vertical and Horizontal Expansion or a new SP programme. If No , consider a separate programme Piggybacking on SP delivery systems but using a parallel payment system.
	<ul style="list-style-type: none"> Are the modalities and mechanisms proposed acceptable to the government and in line with government legal framing? 	a) Is it politically acceptable for international emergency aid to be channelled through SP institutions, or SP payment delivery systems? b) Is there a willingness of the government to engage in a partnership with humanitarian actors that makes use of its SP institutions, processes or data? c) Do existing laws and regulations enable the extension of social protection to particularly affected groups (e.g., non-nationals, refugees)? If not, can these easily be amended? d) Do existing regulations and procedures enable the sharing of data from SP registries with humanitarian actors? If not, can these be adapted?		a) If Yes , consider supporting Vertical and Horizontal Expansions or a new SP programme. If No , consider a separate programme Piggybacking on SP delivery systems but using a parallel payment system (e.g., not via Government). b) If Yes , consider supporting Vertical and Horizontal Expansions, a new SP programme, or programme Piggybacking on SP delivery systems. If No , consider a programme through parallel systems, but start engaging in increased coordination to build trust over time. c) If Yes , consider supporting Horizontal Expansion or a new SP programme targeting these excluded groups. If No , programme Piggybacking on SP delivery systems could still be feasible, if coordinated with SP provided to citizens. d) If Yes , consider supporting Vertical or Horizontal Expansion, a new SP programme, or a programme Piggybacking on SP data. ALSO consider technical assistance to strengthen SP registries in the process, coordinating with SP

				<p>counterparts – while noting the main caveats on its ‘quality’.</p> <p>If No, solutions could still be found. For example, a programme Piggybacking on SP data could still be feasible if you partner with an intermediary that is allowed access (such as the national red cross red crescent society). ALSO consider using this opportunity to start discussions for future data sharing options.</p>
Capacities	<ul style="list-style-type: none"> • What is the capacity within the SP institutions (expertise; human resources; systems; resources; operational budgets) to design and implement a HA programme addressing the needs identified? 	<p>a) Do the technological systems used on SP programmes function well? Can they be quickly adapted to take on the additional tasks or the adapted tasks?</p> <p>b) Do SP institutions and staff have the capacity to take on any additional workload involved in identifying and registering new beneficiaries? If not, could this capacity be quickly built?</p> <p>c) Do SP institutions and staff involved in <i>payment delivery</i> have the capacity to take on any additional workload involved?</p>		<p>a) If Yes, consider leveraging these to support Vertical and Horizontal Expansions or a new SP programme. If No, consider Piggybacking on those elements of the system that do function well and bypassing those that do not.</p> <p>b) If Yes, consider supporting Horizontal Expansion, or a new SP programme, or leveraging these in a programme Piggybacking on these staff and institutions. If No, Vertical expansion could still be feasible as no new registration is required. If No, consider also Piggybacking on other elements of the SP delivery chain, but undertaking registration separately, through different partners.</p> <p>c) As above, but with a focus on separate payments (not registration).</p>
	<ul style="list-style-type: none"> • What is the capacity within your agency to design and implement a HA programme addressing the needs identified? (Technical capacities and soft skills such as in engaging with governments) 	<p>a) Does your organisation have the capacities to design, implement or oversee a programme linking HA-SP? If not, can your organisation’s capacity be quickly built (e.g., through TA from HQ, or partnerships in-country)?</p>		<p>a) If Yes, consider supporting Vertical and Horizontal Expansions, a new SP programme, or programme Piggybacking on SP delivery systems. If No, consider implementing a programme through parallel systems – but still try to coordinate as much as possible with government, and do aim to build your capacity for next time!</p>
Delivery	<ul style="list-style-type: none"> • Are there channels through which assistance can be delivered securely, safely and quickly to those in need? 	<p>a) Does the SP system offer robust administrative systems with a good capacity to register new caseloads and deliver timely and accurate payments? Are payment distribution networks functioning post-disaster? Can new beneficiaries be</p>		<p>Across all of these, if Yes, consider supporting Vertical and Horizontal Expansion, or a new SP programme, by leveraging the strengths of existing SP systems. ALSO consider providing additional expertise/capacity/technical support to fill in any gaps.</p> <p>If No, consider Piggybacking on the strongest elements of the SP delivery</p>

		<p>quickly enrolled in the payment system (account opening, delivery of cards etc)? Can the payment distribution network be expanded to cover newly affected areas?</p> <p>b) Is the overall process accessible to new affected populations, including the most vulnerable people (last mile)? If not, can processes be modified, or extra help provided (by SP staff or humanitarian actors) to overcome these barriers?</p> <p>c) Are the grievance redress mechanisms in place good enough and scalable?</p> <p>d) Is there sufficient monitoring of beneficiary experiences, or utilisation? If not, can this be reinforced (e.g. through parallel Post Distribution Monitoring by humanitarian actors)?</p>	<p>chain, while maintaining other functions in parallel. ALSO consider supporting medium-long term system strengthening and preparedness work for the other dimensions, with special attention on inclusion of those hardest to reach.</p>
Risks	<ul style="list-style-type: none"> • What are the potential risks to affected populations or your organisation when linking HA-SP, and can these be mitigated? 	<p>a) Will assistance delivered through the SP system be provided impartially, according to need and without political bias or corruption? If not, can additional accountability measures be put in place to mitigate this?</p> <p>b) Will the perception of humanitarian neutrality be maintained, if assistance is linked to government SP structures (especially in contexts of conflicts)?</p> <p>c) Are there sufficient controls for the protection of humanitarian beneficiary data (especially in contexts of conflicts)?</p>	<p>a) If Yes, consider supporting Vertical and Horizontal Expansions or a new SP programme. If No, can still consider a programme Piggybacking on parts of the SP system but retaining control of targeting and registration.</p> <p>b) If Yes, consider supporting Vertical and Horizontal Expansions or a new SP programme. If No, a separate programme delivered outside SP institutions, but Piggybacking on SP data could still be feasible.</p> <p>c) If Yes, consider supporting Vertical and Horizontal Expansions or a new SP programme. If No, consider a programme that makes use of SP data but does not share humanitarian data back through the social protection system. Or, consider making use of other social protection delivery systems but without sharing of data.</p>

Tool 2: Checklist guiding the comparison of response options

Often more than one of the options for linking HA-SP may be feasible. The outcome of response analysis does not have to be an ‘either - or’ decision between options. Teams may decide to take forward more than one option for greater effectiveness in terms of coverage and adequacy and to leave no one behind.

The decision on whether and how to link HA-SP should be taken because this approach to programming presents benefits, overall, to alternative ways of working. Evidence shows that linking HA-SP presents benefits and limitations when compared to delivery through parallel systems, and that the operational context and the manner of linking HA-SP both influence these. For example, linking in a certain way might ensure the adequacy of assistance and reduce the cost of the response, but have limitations in terms of coverage of those in need. Or, linking HA-SP might hold potential for long term benefits in terms of national systems strengthening, but in the immediate term the response may be slower than a response through a parallel system.

In other words, decisions on the appropriateness of one option over another, or of linking HA-SP versus humanitarian assistance through a parallel system need to be based on an understanding of trade-offs. Often there will be no definitive ‘right’ or ‘wrong’ option and the choice made should be based on analysis of respective pros and cons.

The tool in Table 2 below presents a list of typical judgement criteria that guide the comparison of programme options in humanitarian response analysis. For each criteria?, it gives a checklist of key questions to ask when considering options for linking HA-SP. This can be used to consider the respective benefits and limitations of each option, according to these criteria, and to make comparisons between options (and to compare these options with the pros and cons of response through a parallel humanitarian system). It will help you to a) make an informed judgement about which option, or options, present the best choice overall; and b) identify limitations with these options, for which mitigating measures can be designed.

→ The exact criteria to be considered in the analysis (and their respective importance) will vary according to the context. Note, these are aligned with and give a very concise overview of the criteria set out in the [SPACE Strategy Decision Matrix](#) and [Delivery Systems Matrix](#), guiding users to think through response options for COVID-19 (but conceptually relevant beyond). See those matrices for more detailed guidance and Figure 2 for a visual summary.

This checklist can be completed for each of the response options being considered. The results can then be compared, across options, to understand the respective pros and cons and trade-offs involved for each. This will help you to arrive at an option, or options, that on balance present the best way forward.

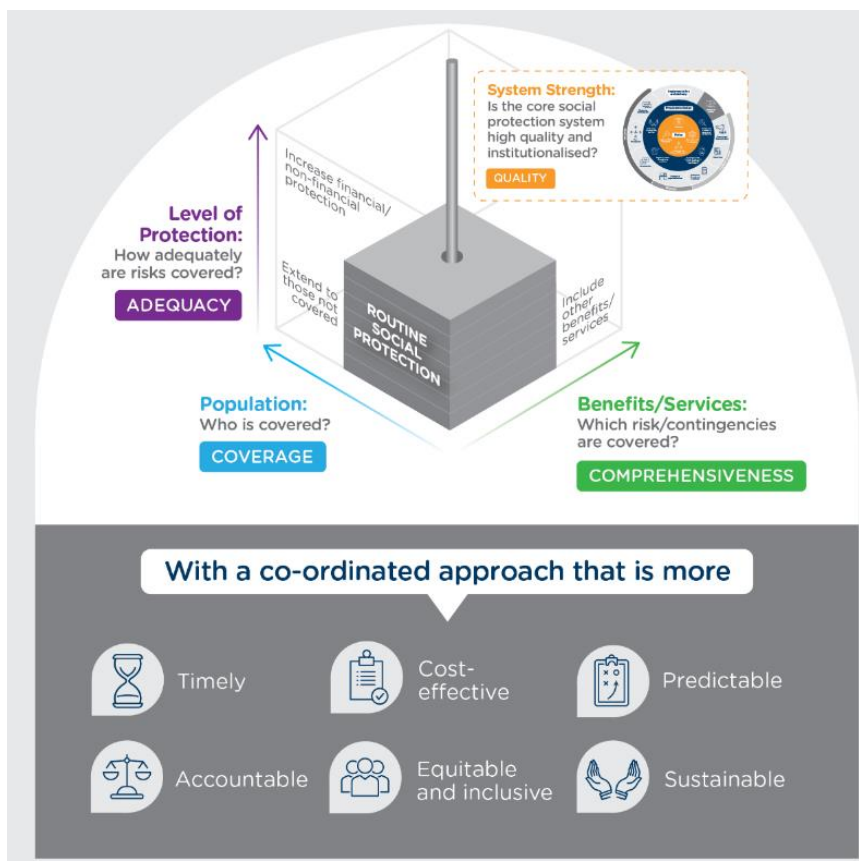
Table 2. Checklist guiding comparison of response options

Judgement Criteria	Checklist: What we need to know
Beneficiary needs and preferences	<ul style="list-style-type: none"> Does this option use the modalities preferred by beneficiaries? Will the target group be able to effectively access assistance provided this way? Will this option address the priority needs of the target group, while ensuring an equitable and inclusive response (especially for those facing the highest barriers to access)? Will it be accountable to affected populations and beyond? How does this compare to humanitarian assistance implemented through parallel systems?
Efficiency	<ul style="list-style-type: none"> What is the cost associated with linking HA-SP in this way? How does this cost spread over time (e.g. is it a one-off or could it form the basis for more cost-effective future responses)? How accurately can assistance be targeted at those most in need? How does this compare to humanitarian assistance implemented through parallel systems?

Effectiveness	<ul style="list-style-type: none"> • How quickly will humanitarian assistance linked with SP in this way reach those affected? • Will there be gaps in assistance if linking this way? • Will assistance provided in this way be of adequate value and duration to meet needs? • How does this compare to the effectiveness of humanitarian assistance if implemented through parallel systems?
Long term development and sustainability	<ul style="list-style-type: none"> • Is there any additional expected 'added value' of linking in this way (for example – national SP system strengthening; building national capacities in and ownership of shock response; building long term SP coverage/sustained support)? • Are these benefits included as part of your programme objectives? • Will additional activities (and resources) be required to ensure these objectives are met, and can these be covered in the budget and timeframe of the planned intervention?
Risks	<ul style="list-style-type: none"> • What are the risks and trade-offs to be aware of, for linking in this way, and can these be mitigated – either through actions taken on the programme or by complementing this with an additional programme to fill gaps in coverage or adequacy? E.g. coverage vs adequacy, timeliness vs reaching the right people, etc.
Assumptions	<ul style="list-style-type: none"> • What assumptions have been made regarding the operational context?

Different judgement criteria will be prioritised over others, depending on the objective of your intervention. There are different things that we can expect to achieve with linking HA-SP, as illustrated in Figure 2. For example, is it to better meet humanitarian needs (coverage, adequacy)? To respond in a quicker, or cheaper, or more predictable way? To also influence national systems building? Before completing this options analysis, it is important to have a clear, and common, view of the objective of linking HA-SP that is shared by all implicated actors, including the government, because this will influence the importance that you assign to particular judgement criteria. For example, if influencing longer-term development and sustainability are part of the objective, then the judgement criterion “Long term development and sustainability” set out in Table 2 below may be given greater weight in your analysis. On the other hand, if the objective remains ‘purely humanitarian’ (i.e., meeting immediate needs of those affected) and longer-term system building is not an intended or measurable part of the programme objective, with accompanying activities, this judgement criteria shouldn’t be a main influencing factor behind any decision to link HA-SP.

Figure 2. Competing objectives of linking humanitarian assistance and social protection.



Source: SPACE (2021), building on Barca et al (2020a/b), TRANSFORM (2020), SPAN (2019)

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