Roadmap for preparedness

## INTRODUCTION

Preparedness should allow for the building up of operational readiness for timely and appropriate emergency responses. With good preparedness, cash transfer programing (CTP) responses can be implemented quickly on a large scale. If you have already established general preparedness and contingency plans, you should ensure that these plans take the CTP component into account.

The International Red Cross and Red Crescent Movement (the Movement) *CTP Guidelines for mainstreaming and preparedness* suggest a process organized into three stages to develop a CTP preparedness Plan of Action (PoA) and strategy. The CiE Toolkit makes tools available to support these three stages:

**Stage 1.** Prepare and analyse

**Stage 2.** Develop and implement

**Stage 3.** Review, learn and improve

For each stage, there is a road map with short guidance, minimum standards, description of sub-steps and existing tools. The sub-steps and tools suggested can be adapted for use in different contexts, by different organizations. When adapting tools to your context and needs, you can find detailed guidance on preparedness from the reference documents suggested at both module and step levels. For each step, minimum standards are suggested to help the practitioner understand what is mandatory throughout the process.

## MINIMUM STANDARDS

* CTP should be mainstreamed into strategic, contingency and response plans, including human resources, finance, monitoring and evaluation, and resource mobilization systems.
* The different departments involved in a potential CTP response, particularly Logistics and Finance, should collaborate in preparedness planning, mainstreaming and implementation.
* Secondary data collection and analysis should be carried out first to provide a general picture of the situation and allow for an initial context analysis.
* Among the possible scenarios, at least the ‘worst-case scenario’ should be developed, based upon the initial context analysis, and include a first indication of the potential response options.
* Pre-disaster baselines should include an analysis of key stakeholders, market conditions, service providers’ capacity, community access and preferences, and risks associated with a potential CTP response.
* A cash feasibility analysis based on the baseline findings, particularly beneficiary preferences, and market and service providers’ capacity should be carried out to identify the response modalities and mechanisms that are more suited to respond to the scenarios developed.
* A self-assessment exercise should be carried out with the participation of decision-makers from key departments to identify organizational capacity gaps to implement CTP at scale and in a timely manner.
* A CTP technical working group (TWG) should be established under the leadership of the CTP focal point to overview the development, implementation and monitoring of the preparedness Plan of Action (PoA).
* The CTP preparedness Plan of Action (PoA) should be multi-annual, budgeted and resourced properly, have clear activities and outputs, and be updated annually.
* CTP standard operating procedures (SOPs), systems and procedures should be agreed upon, made widely available and updated periodically.
* Simulations or pilots should be conducted to test the CTP’s operational readiness and should be repeated over time.
* Internal and external CTP coordination mechanisms must be put in place.
* CTP should be mainstreamed into the communication strategy and plans.
* Learning from operations and responses should be captured, and procedures, tools and training materials should be updated as necessary.

## STAGE 1. PREPARE AND ANALYSE

Stage 1 is focused on the processes of conducting a context analysis based on secondary data, developing and analysing scenarios, documenting baselines, and identifying the CTP preparedness gap through a self-assessment exercise.

Secondary data provides a reference point against which the scale and scope of a future disaster can be understood. It also generates information based on which scenarios will be developed. Baselines documentation will deepen the context analysis with information on the enabling context, including: government programmes and policies; community and household needs and access to, use of and preferences around cash; market and service providers’ capacity; and cash-related risks. First-hand information will have to be collected to fill relevant gaps and answer outstanding questions.

The development and analysis of scenarios should be based on assumptions about how an emergency can take place and evolve as a consequence of triggering factors or events, such as conflicts, disasters, etc. A scenario should include: its likelihood and potential severity; its triggers and assumptions; its potential impact; and the humanitarian needs and operational constraints associated with it. Also, it should give a first indication of the potential response options (modality and mechanisms) and their scale.

The preparedness gap analysis should involve the main decision-makers from key departments (disaster management, health, logistics, finance, branch development etc.). Their engagement can be facilitated by advocacy efforts that should take place from the beginning of the preparedness phase. A first workshop can serve this purpose and get the organization ready to conduct the preparedness gap analysis, review its CTP operational readiness and identify priority areas for development. This can be undertaken through a self-assessment workshop with the participation of all relevant departments.

## STAGE 2. DEVELOP AND IMPLEMENT

Stage 2is focused on the processes of developing the minimum internal conditions for building CTP preparedness, mainstreaming CTP into key areas, and implementing the CTP preparedness Plan of Action (PoA).

After a decision is made for the organization to strengthen its CTP readiness, a CTP focal point should be appointed and a CTP technical working group (TWG) established. The CTP focal point and the CTP TWG will work together to identify and agree upon a CTP preparedness Plan of Action (PoA) that can help the organization build the capacities to deliver CTP in emergencies at scale and in a timely manner. The PoA should include: activities, outputs, indicators, responsibilities, time frame and budget. The CTP TWG should help ensure, also, that CTP SOPs are developed and functional, and that CTP is mainstreamed at all levels, especially into human resource, financial, monitoring and evaluation, and resource mobilization systems.

The implementation of the preparedness Plan of Action (PoA) should include simulations and/or pilots, which will allow for testing the National Society’s CTP operational readiness and the outputs developed, and for improving them. CTP preparedness implementation depends on different levels of internal and external coordination, including coordination between the different staff and departments, between the headquarters and the affected or targeted branches, and between the hosting National Society, the Movement, the different levels of government, other humanitarian organizations, donors and the private sector. Finally, CTP communications should be mainstreamed into the regular communications strategy and plans.

## STAGE 3. REVIEW, LEARN AND IMPROVE

Stage 3is focused on the process of evaluating CTP preparedness, reviewing CTP operations, and finally documenting and communicating the learning derived from the CTP preparedness process.

The establishment of a learning environment will be led by the National Society’s CTP focal point and TWG, who will gather inputs from across the sectors and inform senior managers and the Movement partners on the progress of the Plan of Action. The evaluation of CTP preparedness process should allow for the identification of the key achievements against plans, the documentation of good practices and the development of recommendations to improve outputs and processes.

Reviewing and learning should be part of CTP training efforts, reinforcing a ‘learning by doing’ approach to implementation. At the end of a CTP emergency response, an external evaluation should be carried out so that the strengths and weaknesses of the process can be identified in a systematic and impartial way. Case studies conducted by external reviewers are also an interesting way to document the strengths, challenges and solutions found during a CTP experience, and can be used to support resource mobilization and capacity-building efforts.

It is important to document and disseminate the learning from the CTP preparedness experience, both internally to the Movement partners and externally to other actors and networks. Dissemination of tools and case studies, news and audio-visual materials can make a valuable contribution to the humanitarian sector.

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| REFERENCE DOCUMENTS  International Red Cross and Red Crescent Movement - CTP Guidelines for mainstreaming and preparedness  Market assessment guidance: Guideline for market assessment in the project cycle. RCM [www.icrc.org/eng/assets/files/publications/icrc-002-4200.pdf](http://www.icrc.org/eng/assets/files/publications/icrc-002-4200.pdf)  Beneficiary Communication and Accountability (IFRC) [www.ifrc.org/PageFiles/94411/IFRC%20BCA%20Lesson%20Learned%20doc\_final.pdf](http://www.ifrc.org/PageFiles/94411/IFRC%20BCA%20Lesson%20Learned%20doc_final.pdf) |