Baseline report template

By writing a final baseline report, you ensure that all the data gathered is consolidated and readily accessible. The report should embrace all aspects of CTP preparedness, with an emphasis on those needed for the development of strong CTP systems. The baseline report will provide the foundation for the development of scenarios.

The suggested template is divided into seven sections: I) Summary information; II) CTP situation analysis; III) National Society CTP preparedness level; IV) Movement CTP capacity; V) CTP enabling context; VI) CTP risk analysis; and VII) Overall conclusions. Section III will be informed by the self-assessment and gap analysis (step 1.3).

### I. Summary information

Date, location and National Society and Movement actors involved:

Purpose of the CTP baseline

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| *Some examples include:** To determine whether cash transfers are a feasible emergency response option for the National Society
* To provide baseline information for the development of scenarios that include CTP emergency response options
* To identify priority CTP preparedness activities based on the current situation in country
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### II. CTP situation analysis

Description of the context

*Provide a summary of the types of emergencies to which the Movement is likely to respond to in this context. Provide a brief description of the main hazards and vulnerabilities of the most likely target populations. Provide elements of a well prepared National Society if appropriate.*

This information will come from a secondary data review of National Society and Movement documents related to preparedness and contingency planning.

Summary of the current Movement CTP experience in the country

Summarize all CTP experience in the country with locations and types of CTP and dates implemented by the National Society and all other Movement actors

This information will come from a secondary data review of National Society and Movement documents and from a team meeting with key stakeholders to discuss how best to summarize the level of past experience in country.

Brief overview of non-Red Cross Red Crescent actors with emergency CTP experience in the country

List the main external actors that have been involved in CTP in the country including Government, UN, INGOs and local NGOs and, if possible, provide an overview of where they have implemented their CTP activities and their current geographical presence. List any specific CTP coordination mechanisms in place, such as clusters or government coordinating bodies.

This information will come from a secondary data review of documents and websites linked to previous emergencies and from key informant interviews. If a CTP coordination mechanism is in place this is the best starting point to identify and map key CTP external stakeholders and contact details.

### III. National Society CTP preparedness level

National Society

*Describe the current enabling environment within the National Society in the country. Summarize the results of the self-assessment tool and the workshops conducted on CTP preparedness here. Include the extent to which CTP is incorporated into strategic plans, preparedness and contingency plans and the existence of Standard Operating Procedures (SOPs) for CTP. Include a summary of how appropriate the logistics and finance/administration systems are for CTP.*

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| This information will come from the self-assessment process and the CTP specific team meetings where the following questions are discussed:  |
| 1. To what extent is there active support from National Society senior leadership?
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| 1. To what extent is there active support from National Society NHQ and branches?
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| 1. How consistently has cash transfer been considered as a response option?
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| 1. Are there standardized processes in place for CTP, including the segregation of duties to implement CTP effectively?
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| 1. To what extent are the standardized processes utilized at all levels (NHQ, chapter, and subchapter)?
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| 1. How integrated is CTP into the contingency plans?
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| 1. What preference does the National Society have for different cash transfer modalities and what are the reasons behind this?
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| 1. Are any cash transfer modalities ruled out because of government or National Societies policies?
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### IV. Movement CTP capacity

Movement capacity

*Describe the Movement’s capacity to implement CTP in the country to respond to an emergency.*

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| This information will come from discussions in a team meeting with Logistics, Administration/Finance, Security, IT, HR, Legal and Programme departments to identify current capacity in terms of systems and procedures. Note that this is slightly different from the institutional buy-in and preparedness described under section II. CTP-specific meetings should identify capacity for each identified cash transfer modality and mechanism by answering the following questions:  |
| CTP specific human resource capacity: |
| 1. Is there a focal point dedicated to CTP?
 |
| 1. Is knowledge development of CTP promoted within National Society staff?
 |
| 1. To what extent do we have enough critical mass trained in CTP for effective CTP delivery?
 |
| CTP specific resource mobilisation capacity: |
| 1. Can the National Society fundraise effectively for CTP?
 |
| 1. Are technical systems and skills in place to manage CTP budgets effectively?
 |
| 1. What is the current ability to make sound and informed cost-efficiency decisions
 |
| CTP specific operational capacity: |
| 1. Is sufficient infrastructure and equipment in place for scaling up CTP?
 |
| 1. Is the right technology in place to manage cash transfers (registration and management of beneficiary data; management of payments)?
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| 1. Are M&E systems in place to capture CTP process?
 |
| 1. Are methodologies in place for beneficiary mobilization, verification and follow-up?
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### V. CTP enabling context

Government policies

*Describe and identify any government policies that may affect the choice of CTP modalities and delivery mechanisms. Describe existing safety net policies and programmes in order to understand how a potential cash response could be aligned with them.*

This information can be obtained from secondary data, previous sector studies and reviews and government and sector websites, and from interviews with representatives from local authorities.

Community and households

*Describe community and household access to, use of and preferences regarding cash. Identify and quantify the priority (food and non-food) baskets and livelihood needs of the vulnerable households.*

This information will come from secondary sources, like national expenditure and income surveys livelihoods surveys and market monitoring data. Information on community access, use and preferences can be also directly obtained from discussions with community groups or key informants. The cost of a typical food and non-food basket can be obtained through simple calculations.

CTP service providers

*Describe the CTP service providers and delivery mechanism in the country. Include financial service providers such as banks, remittance companies, post offices, security companies, mobile phone companies using knowledge from Programme, Administration/Finance and Logistic departments. If possible, include in an annex all cash delivery or payment mechanisms identified.*

This information will come from a secondary data review and key informant interviews with service providers and can be presented in a table format; this allows you to map different delivery mechanisms and their features. The findings of the mapping should be discussed in a CTP-specific meeting with key stakeholders to carry out a SWOT analysis for each service provider and identify clearly the pros and cons of working with each of them.

Market assessment and analysis

*Describe the main market systems and actors and their capacity to supply different goods. Include a description of the access to markets of populations identified in section II. Include price monitoring information for food and non-food items that you have identified as being priority goods for disaster and conflict-affected households.*

This information will come from the findings of the MAG tool, which provides specific questionnaires and tools to gather market-specific baseline information, monitor prices and develop market maps. Market analysis will focus on the priority food and non-food items for those vulnerable groups, which are prone to disaster and conflict.

### VI. CTP risk analysis

Describe the main context related, programme related and institution- related risks that have been identified so far in relation to CTP modalities and mechanisms. Risk analysis will be a key feature of the programme cycle and there are a number of tools to guide this process.

This information will come from discussions in a team meeting with Logistics, Administration/finance, Security, IT, HR, Legal and Programme departments to identify risks associated with CTP modalities and mechanisms. The roadmap for risk analysis will help you as you move through the risk analysis process and the risk matrix to judge the seriousness of these risks. During the meeting allocate enough time to differentiate perceived risks that can be mitigated easily from risks that appear to be more difficult to control.

### VII. Overall conclusions

*Provide a brief overview of the conclusions that can be made from the information in the sections above.*

*Suggest some next steps to improve preparedness based on the findings of the self-assessment and gap analysis for CTP emergency response. Include information on additional preparedness activities identified under these headings:*

1. Enabling systems
2. Programme tools
3. Resources and capacities
4. Communication and coordination.