

# Guidance for Mainstreaming Cash and Voucher Assistance

## Cash Preparedness for Effective Response

Produced for the Movement by the Cash Peer Working Group (CPWG), with Jacqueline Frize and Lois Austin, 2020



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# Chapter 2 – ICRC CVA Preparedness Guidance

## Introduction

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The Movement Guidance for Mainstreaming Cash and Voucher Assistance Cash Preparedness for Effective Response has been written with National Societies (NSs) at the country level in mind. However, this guidance is equally relevant for other Movement components, including ICRC delegations wishing to invest in Cash and Voucher Assistance (CVA) preparedness, to enable them to use CVA effectively in their operational responses.

## Preliminary points

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### Terminology

The term CVA is used throughout this guidance. Historically the Movement (and other organisations) have used the term Cash Transfer Programming (CTP). The term CVA is now more commonly used as an alternative to CTP, Cash-based Interventions and Cash-based Assistance. CVA is the standard term endorsed by The Cash Learning Partnership (CaLP). ICRC will use CVA from 2020 in line with the wider humanitarian sector (although older documents may still refer to CTP).

### ICRC CVA and markets support

Additional guidance and helpful CVA tools are available from HQ. Please contact the HQ Cash and Markets team before embarking on any of the steps and activities outlined in this guidance.

**ICRC CVA support:** ICRC has a dedicated CVA team, with Cash and Market (C&M) Specialists in HQ and in the regions. See [ICRC CVA Intranet Page](#)<sup>1</sup> and [CVA Community of Practice](#)<sup>2</sup> for updated contacts who can support you in using this guidance.

### Guidance structure and numbering

This ICRC-specific guidance follows the same structure as the CVAP guidance for NSs. In order to ensure that ICRC delegations can easily refer to the main parts of the NS guidance (which it will be necessary to do throughout), the numbering for ICRC-specific guidance remains the same as the numbering in the main NS guidance. However, some of the components in the guidance are not relevant for the ICRC, so have been removed. There may be occasions where the numbering may look out of sync, but these should be ignored.

## How to use the ICRC guidance

The following sections provide an overview of each of the five Areas of CVAP, adapted for use at ICRC delegation level.

In order to avoid rewriting each of the chapters in the main guidance for ICRC use, delegations should refer to the main guidance to gain an understanding of the various CVAP actions required under each of the Components that make up each of the CVAP Areas.

It is also important that users read the introduction to the main guidance, which provides an overview of CVAP.

The table below has been designed to provide ICRC-focused replacement terminology for wording in the main guidance.

Terminology in main guidance	ICRC user replacement terminology
National Society	Delegation
National Society HQ/NHQ	Delegation
Branch	Sub-delegation or Office
National Society leadership	Delegation Management (Delegation and Sub-delegation Management and Coordination)
Department	Department, Service or Unit
CVA Working group (NS CVA WG)	Delegation CVA Task Force
Community Engagement and Accountability (CEA)	Accountability to Affected People (AAP)
Disaster management cycle	Programme cycle
Staff and volunteers	Staff
Internal coordination	Coordination with other Movement components and coordination with Delegations
Internal partnerships	Partnerships with other Movement components
External coordination	Coordination with non-Movement entities
External partnerships	Partnerships with non-Movement entities

Each chapter starts with a narrative overview of the relevant Area and a table that highlights the main aims of the Area, the different elements of each Component, and the main deliverables. As these tables have been adapted to portray the aims, components and deliverables for ICRC delegations, they differ slightly from those in the main guidance. Therefore, it is advisable for delegations to refer to the tables in this ICRC-specific chapter.

<sup>1</sup> ICRC CVA Intranet Page: <https://intranet.ext.icrc.org/structure/op/cva/index.html>

<sup>2</sup> CVA Community of Practice: <https://communities.ext.icrc.org/community/cash-and-voucher-community>





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## Area 1 – Leadership Commitment

### Area Overview

Leadership commitment to CVA is essential for CVAP to make all other CVA-related activities and investments more successful.

The focus of this chapter is on Delegation Management, but it is important to note the existing institutional leadership for CVA at Geneva level. HQ commitments in relation to CVA include:

- A commitment to the scale-up of CVA as an integral and multidisciplinary part of ICRC response to the needs of people affected by conflict and other situations of violence (OSV).
- An internal institutional target to provide affected populations with CHF 150 million (direct costs)<sup>3</sup> through CVA by 2021.<sup>4</sup>
- Recognition of CVA in the 2019–2022 Institutional Strategy as a standard ICRC response option.<sup>5</sup>
- Regular referencing of CVA in Planning for Results (PfR) instructions, with the 2019 instructions promoting CVA as the default response option for basic needs in delegation responses.<sup>6</sup>
- A global focal point to ensure the institutionalisation of CVA was appointed in June 2017.
- Regular representation by the ICRC at key donor fora focusing on CVA.
- As a signatory to the Grand Bargain commitments, pledging by the ICRC to increase the use of CVA and support CVA coordination.

Area 1 – Leadership commitment – consists of five main components: having a vision and strategy for CVA; investing in structural support for CVA at delegation, sub-delegation and office levels; assessing current delegation CVA capacity and documenting steps for capacity strengthening in a plan of action; mainstreaming CVA in contingency and preparedness plans and including CVA in operational plans; and engaging in CVA advocacy, led by delegation management.

Area 1 centres on delegation management buy-in and commitment in relation to CVA. This includes the need to identify a dedicated CVA focal point within the delegation and the potential for creating a delegation task force to manage CVA and CVAP activities. The delegation's main CVA focal point will normally be the Cash and Market Specialist (where they exist) but departments engaged in CVA (Programmes, Finance and Administration (FAD), Logistics) should have their own departmental focal point. The focal point(s) and task force will need to engage with delegation management to maintain buy-in, resourcing and commitment for CVA, including preparedness. It also includes ensuring clarity on delegation ambitions in relation to CVA (e.g. which forms of response will consider CVA and whether there are specific locations where CVA is/is not an option) and capturing this within the PfR, contingency and preparedness plans, and operational plans. The inclusion of the delegation's CVA ambitions in these documents will be overseen by the delegation's dedicated CVA focal point.

Area 1 includes a commitment to carrying out an in-depth CVA capacity assessment that will help the ICRC gauge its capacity strengths and gaps as a way of identifying what level of investment might be required over what timeframe to build CVA capacity. The capacity assessment will allow the delegation to identify its current level of CVAP. The capacity assessment will then be used as the basis for including CVAP and response in its PfR and operational plans.

Area 1 also includes the development of internal and external advocacy strategies overseen, supported and implemented by the delegation's management – an important measure to ensure the mainstreaming of CVAP and CVA in general.

<sup>3</sup> Direct costs comprise expenses charged directly to objectives

<sup>4</sup> In 2016, when the commitment was made, CVA accounted for CHF 60 million

<sup>5</sup> "By recognising and respecting the fact that communities affected are experts on their own situation, first responders and agents of change, the ICRC aims to go beyond its traditional needs analysis and subsequent provision of assistance – goods, cash and services – to build a response that takes into account evolving priorities, irrespective of whether people's needs lie within its existing portfolio of operational responses."

<sup>6</sup> "Delegations are asked to use CVA as the default tool in their emergency and other operational responses aimed at covering affected people's basic needs, in relation to food security, shelter, essential household items, and explore cash as a tool to improve affected people's access to essential services."

## Area 1 Components and deliverables

Table 1. Area 1 CVAP components

### Area 1 Main Aims:

To ensure leadership actively supports CVA as a response option and supports the mainstreaming of CVAP, based on a realistic understanding of levels of current and updated delegation CVA capacity and the likely financial and human resource investment and time required for CVAP.

Area 1 Components				
Component 1.1 Vision and strategy	Component 1.2 Delegation Structure	Component 1.3 CVA Capacity Assessment	Component 1.4 Operational plans	Component 1.5 Leadership-led advocacy
<ul style="list-style-type: none"> <li>- Delegation Management</li> <li>- Vision</li> <li>- Strategic plans</li> </ul>	<ul style="list-style-type: none"> <li>- Change management</li> <li>- Delegation support to sub-delegations &amp; offices for CVAP</li> <li>- Delegation support to sub-delegations &amp; offices for CVA implementation</li> <li>- CVA focal point and task force</li> </ul>	<ul style="list-style-type: none"> <li>- CVA capacity assessment and gap analysis</li> </ul>	<ul style="list-style-type: none"> <li>- Mainstreaming in preparedness plans</li> <li>- Inclusion in operational plans</li> </ul>	<ul style="list-style-type: none"> <li>- Internal advocacy and communication</li> <li>- External advocacy and communication</li> </ul>
Area 1 CVAP deliverables				
<ul style="list-style-type: none"> <li>- CVA included in the PfR</li> </ul>	<ul style="list-style-type: none"> <li>- A structure for the delegation to provide support to sub-delegations in relation to CVA</li> <li>- An endorsed CVA focal point and task force (including departmental focal points)</li> </ul>	<ul style="list-style-type: none"> <li>- A documented delegation ICRC CVA Capacity Self-Assessment to identify capacity gaps along the 5 CVAP Areas</li> </ul>	<ul style="list-style-type: none"> <li>- CVA fully mainstreamed in delegation preparedness and contingency plans</li> <li>- CVA included in operational plans</li> </ul>	<ul style="list-style-type: none"> <li>- CVA stakeholder mapping</li> <li>- Internal and external advocacy strategy and materials</li> </ul>

Please refer to the main guidance for a breakdown of actions required for each CVAP component in Area 1. Key exceptions and additions for ICRC delegations in relation to Area 1 are highlighted below.

### Component 1.1 Vision and strategy

See main guidance.

Please note that delegations will not develop a standalone CVA strategy document but will instead include CVA in the PfR and operational plans.



### Component 1.2 Delegation structure

See main guidance.

### Component 1.3 ICRC CVA Capacity Self Assessment

See main guidance.

Please note that the ICRC CVA Capacity Self-Assessment will be documented and will identify the steps required by the delegation to ensure CVAP.

### Component 1.4 Operational Plans and CVAP PoA

See main guidance.

### Component 1.5 Leadership-led advocacy

See main guidance.

However, please note that there is no need for delegations to secure two-years of funding before embarking on CVAP because ICRC's funding structure works differently from NSs.

#### Area 1 ICRC completion checklist

- ☒ CVA included in PfR and operational plans (of multiple programme departments)
- ☒ Delegation CVA focal point identified/recruited
- ☒ CVA focal points identified for each department
- ☒ CVA task force in place (including programme and support staff, plus management as required)
- ☒ CVA task force ToR developed
- ☒ CVA focal point and task force supported by delegation management
- ☒ Documented ICRC CVA Capacity Self-Assessment completed for all domains with broad consultation
- ☒ CVA capacity gap analysis completed and agreed to by key stakeholders
- ☒ External CVA stakeholder mapping carried out to identify all stakeholders and potential enablers and blockages for CVA implementation and buy-in
- ☒ Communications messages developed to address identified external stakeholder concerns, including appropriate AAP
- ☒ Communications messages developed to address identified internal delegation stakeholder blockages



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## Area 2 – Processes, Systems and Tools

### Area Overview

Area 2 focuses on systems and procedures that support CVA responses that are similar in scale, timeliness and effectiveness to other response options such as in-kind distributions. This includes developing contextualised CVA Standard Operating Procedures (SOPs), which set out clear CVA-related roles and responsibilities.

This Area covers all relevant systems that enable CVA implementation, including finance, accounting, information management (including data protection), HR, logistics and procurement, security and monitoring. It also includes the identification and selection of appropriate CVA delivery or payment mechanisms to facilitate the rapid and secure distribution of CVA.

At a global level a number of processes, systems and tools have already been adapted to facilitate CVA. These include the following:

- Global Chart of Accounts that includes CVA-specific account codes.
- Global Logistics Manual that includes CVA-specific information.
- Job descriptions for EcoSec, Logistics, and Finance and Administration that include CVA as a competency.
- Cash and Market Specialist positions in EcoSec and Logistics as well as transversal Cash and Market Specialists for programmes in the field and HQ.
- A contract with RedRose that enables the ICRC to implement e-vouchers. Rollout to all delegations is ongoing, starting with EcoSec programmes.
- Global CVA SOPs (since 2013).

This Area also involves ensuring that relevant tools throughout the programme cycle (e.g. in assessment, programme design and implementation and monitoring) include the necessary CVA elements such as market feasibility and risk analysis.

It is vital that standard business processes and tools are discussed and set up in advance of a CVA response.

## Area 2 Components and deliverables

Table 2. Area 2 CVAP components

Area 2 Components			
Component 2.1 Roles and Responsibilities	Component 2.2 Incorporating CVA in systems	Component 2.3 Infrastructure, equipment and technology	Component 2.4 CVA technical tools and guidance
<ul style="list-style-type: none"> <li>- Processes: Roles and responsibilities/ segregation of duties (SOPs)</li> </ul>	<ul style="list-style-type: none"> <li>- Financial systems</li> <li>- Accounting systems</li> <li>- Logistics and procurement systems</li> <li>- HR systems</li> <li>- Delivery mechanisms (payment systems)</li> <li>- Information management systems</li> <li>- Knowledge management systems</li> </ul>	<ul style="list-style-type: none"> <li>- Technical infrastructure and equipment</li> <li>- Information technology tools and systems</li> </ul>	<ul style="list-style-type: none"> <li>- Integrating CVA into existing programme cycle tools</li> <li>- Development of standalone CVA programme cycle tools</li> </ul>
Area 2 CVAP Deliverables			
<ul style="list-style-type: none"> <li>- Contextualised CVA SOPs</li> <li>- Roles and responsibilities in CVA implementation reflected in SOPs and job descriptions</li> </ul>	<ul style="list-style-type: none"> <li>- CVA integrated within existing support service systems (finance, HR, information management, logistics and procurement, security, monitoring, and knowledge management platforms)</li> </ul>	<ul style="list-style-type: none"> <li>- Delegation has appropriate equipment and IT systems for CVA implementation</li> </ul>	<ul style="list-style-type: none"> <li>- Standalone CVA tools developed and disseminated (as relevant)</li> <li>- CVA tools integrated into existing programme cycle tools</li> </ul>

Please refer to the main guidance for a breakdown of actions required for each CVAP component in Area 2. Key exceptions and additions for ICRC delegations in relation to Area 2 are highlighted below.



## Component 2.1 Roles and Responsibilities

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See main guidance.

Please note that each delegation should contextualise the ICRC global CVA SOPs for their own country and ensure that these are disseminated at all levels (delegation, sub-delegation, office, etc.). This should include workflows with roles and responsibilities (and expected timeframes for actions taken). Examples can be provided by the global and regional C&M Specialists.

## Component 2.2 Incorporating CVA in systems

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The following specific issues need to be taken into account by delegations:

### Finance and accounting systems

The main guidance is not relevant here as ICRC systems are already adapted.

The institutional Chart of Accounts and procedures should be applied as per normal practice.

The following should be taken into account:

- Clarity for CVA sign-off in accordance with delegation financial rules.
- Establishing CVA reconciliation systems according to global CVA SOPs.
- Designation of CVA-specific entries in accounting according to the global Chart of Accounts which has one account code for cash transfers (956700) and different account codes for cash value and commodity vouchers (940800, 941800, 945800, 956800) and for complementary services: voucher printing, e-voucher fees, and financial service fees (94800, 962400 and 966000).

Engage finance staff in Financial Service Provider mapping, procurement and contracting.

### Human Resources systems

See main guidance.

In addition to the advice provided in the main guidance, the following should be noted. The ICRC has a pool of mobile Cash and Market Specialists deployed globally, regionally and in delegations. As the delegation CVA focal point, part of the role of the C&M Specialist is to scale up delegation-level CVA across programmes and support departments. In addition, they are responsible for building the CVA capacity of resident staff. Over time, when the skills and capacity of resident staff have been sufficiently developed, it is envisaged that the CVA focal point role will be undertaken by a resident staff member.

Dedicated regional and global support for Programmes, FAD and Logistics CVA capacities will remain available to all delegations.

### Information Management

See main guidance.

In addition to the advice provided in the main guidance, it is important that delegations take into account the procedures and practices included in the ICRC Handbook on Data Protection in Humanitarian Action and the ICRC Rules on Personal Data Protection. Additional guidance on data protection in contracting of financial service providers is under development.

### Logistics and procurement

See main guidance.

In addition to the advice provided in the main guidance, delegations must adhere to the institutional Global Logistics Manual, particularly the internal rules for contracting and procurement.

For delivery mechanisms, it is recommended that delegations have one or more multi-year framework agreements with financial service providers.

### Resource mobilisation systems

Main guidance is not relevant for ICRC delegations as resource mobilisation is primarily managed by HQ.

### Security

Main guidance is not relevant as ICRC manages security according to its framework and procedures. As part of programme design, the safety and security risks of all modalities, including CVA, should be analysed.

## Monitoring systems

See main guidance.

In addition to the advice provided in the main guidance, ICRC monitoring of CVA includes process monitoring (which has components specific to CVA) and outcome monitoring (which should take place regardless of modality and is directly related to the specific objective of the project/programme). CVA outcome monitoring for the ICRC differs to that proposed in the main guidance and instead assesses outcomes for different ICRC actions/services e.g. food security outcomes, shelter outcomes, protection outcomes, etc. ICRC departments each have their own outcome monitoring frameworks and can provide M&E support. However, as CVA often leads to multi-sectoral outcomes, guidance is being developed on monitoring these. For support with CVA process monitoring contact the global and regional C&M Specialists.

## Component 2.3 Infrastructure, equipment and technology

Main guidance not relevant.

The ICRC has its own data management infrastructure systems and is shifting away from paper-based data management tools. For example, the ICRC currently has a contract with RedRose that offers electronic beneficiary data management tools and processes. Device Magic is another mobile data collection and management system used by the ICRC.

All assistance reporting for donors is undertaken via the EcoSec Programme Management Tool (EPMT), which disaggregates data.

## Component 2.4 CVA technical tools and guidance

Main guidance not relevant.

Delegations should take note of the global level CVA technical tools and guidance (using resources on [CVA intranet](#)<sup>7</sup> and [CiE Toolkit](#)<sup>8</sup>) and should contextualise them as necessary. Contact HQ and/Pre Regional cash teams for advice and support (contact details available on the [CVA intranet](#)<sup>7</sup>).

### Area 2 completion checklist

- ☒ CVA SOPs development workshop with CVA task force
- ☒ Delegation CVA SOPs contextualised, including CVA modalities and delivery mechanisms
- ☒ Delegation CVA SOPs disseminated
- ☒ Roles and responsibilities for CVA included in SOPs
- ☒ All systems include CVA elements
- ☒ Delegation-specific CVA tools developed (using resources on CVA intranet and CiE Toolkit)

<sup>7</sup> CVA intranet: <https://intranet.ext.icrc.org/structure/op/cva/index.html>

<sup>8</sup> CiE Toolkit: <https://www.cash-hub.org/guidance-and-tools/cash-in-emergencies-toolkit>



## Area 3 – Financial and Human Resources and Capacities



### Area Overview

Adequate financial and human resources must be in place to support effective CVA capacity building. In terms of funding, for ICRC delegations, Area 3 focuses on human resource capacities, as financial resource capacity is linked to resource mobilisation, and responsibility for this lies with the headquarters. However, as noted under Area 1, delegations should include CVA in the PfR and this will require an associated budget, as with any other response option.

In terms of human resources, Area 1 identified the need to have a dedicated delegation CVA Focal Point and a CVA Task Force appointed to lead the CVAP process and support CVA implementation. An additional element of CVA HR relates to competency mapping and capacity building.

Under Area 3, mapping of programme and support service staff competencies will take place in order to help identify gaps. Competency mapping happens at two levels: HQ (mobile) and in delegations (resident). Based on the HR gap analysis and CVA competency analysis, capacity building plans that include a combination of on-the-job learning, peer-to-peer learning, coaching and mentoring and training will be developed. An initial mapping of CVA competencies has already taken place in some key departments in Geneva (namely in EcoSec and Logistics) and will be continued for other departments as required. CVA training is available for programme staff (although previously this was very EcoSec-focused) and for support service staff. The year 2020 has seen a further rollout of transversal CVA training targeted in the main at those who do not work in EcoSec. Market assessment and analysis training is also being rolled out and made available to all relevant staff.



## Area 3 Components and deliverables

Table 3. Area 3 CVAP components

### Area 3 Main Aim

To ensure that the CVA capacity development needs of delegation staff are identified and addressed.

Area 3 Components				
Component 3.1 Funding availability, release and replenishment	Component 3.2 CVAP capacity	Component 3.3 CVA skills and capacity – leadership and decision makers	Component 3.4 CVA skills and capacity – programme staff	Component 3.5 CVA skills and capacity - support services staff
<ul style="list-style-type: none"> <li>- Not applicable for the ICRC</li> </ul>	<ul style="list-style-type: none"> <li>- Staff CVA competencies mapping and HR gap analysis and capacity building plans</li> </ul>	<ul style="list-style-type: none"> <li>- CVA knowledge and skills for decision-making</li> </ul>	<ul style="list-style-type: none"> <li>- CVA appropriateness and feasibility capacity</li> <li>- CVA response options and design capacity</li> <li>- CVA implementation capacity</li> <li>- CVA monitoring capacity</li> </ul>	<ul style="list-style-type: none"> <li>- HR CVA scale-up capacity – not applicable for the ICRC</li> <li>- Finance and cash flow CVA scale-up capacity</li> <li>- Logistics and procurement CVA scale-up capacity</li> <li>- CVA safety and security risk management capacity</li> </ul>
Area 3 Deliverables				
	<ul style="list-style-type: none"> <li>- CVA competencies mapping and HR gap analysis</li> <li>- Staff capacity building plan(s) developed including training and other capacity building approaches applied</li> </ul>			

Please refer to the main guidance for a breakdown of actions required for each CVAP component in Area 3. Key exceptions and additions for ICRC delegations in relation to Area 3 are highlighted below.

## Component 3.1 CVA funding release and replenishment processes

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Main guidance not relevant.

ICRC systems for budgeting and transfer of funds to delegations follow standard FAD procedures (monthly cash forecast, allocation of expenditure (AoE) for exceptions, etc.). Programmes using CVA must be budgeted in the PfR and in monthly collaborative demand planning (CDP) and cash forecasts as with any other modality (in kind, services), using the correct account codes.

If a programme has been planned and budgeted as in kind or services in the PfR and the situation changes enabling CVA to be used instead, it is possible to switch modalities. To do this, an AoE should be created, briefly explaining the reason for the change. Once the AoE is approved, the funds are reallocated between account codes and the programme can be implemented using CVA.

## Component 3.2 CVA human resource capacity analysis

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See main guidance.

In addition to the advice provided in the main guidance, Area 3 for the ICRC ensures a plan for capacity development linked to each staff member's own career progression. CVA capacity development should be included for staff in relevant roles within programme and support teams.

The ICRC has its own CVA competency framework, which should be used to identify capacity gaps in CVA skills and competencies. This is fully developed for EcoSec and Logistics and is built into overall competency frameworks. For other programme (Prot/Assist) and support (FAD) departments CVA competency frameworks will be updated as required.

### Specific CVA training available for ICRC staff includes:

- “Basics of Cash” – two-day transversal CVA training (pilot 2020).<sup>9</sup>
- One-day department-specific training modules for different departments (pilot 2020).<sup>10</sup>
- Cash for Support Services (CfSS) three-day training for Logistics and FAD.
- Practical Emergency Cash Transfer (PECT) training.
- Market Assessment and Analysis Training (MAAT).

Other CVA actors provide online and face-to-face CVA training. Details can be accessed through the [CaLP network](#)<sup>11</sup>.

## Component 3.3 CVA skills and capacity – Leadership

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See main guidance.

### Component 3.4 CVA skills and capacity – Programme staff

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See main guidance.

### Component 3.5 CCVA skills and capacity – Support services staff and volunteers

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See main guidance, noting the following:

3.5.a – HR CVA scale-up capacity and 3.5.e – ICT CVA scale-up capacity are not relevant for the ICRC as ICRC systems are already in place.

#### Area 3 completion checklist

- ✓ CVA competencies mapping and HR gap analysis
- ✓ Delivery of CVA trainings tailored to different target groups
- ✓ CVA capacity building plan for management
- ✓ CVA capacity building plan for programme staff
- ✓ CVA capacity building plan for support service staff

<sup>9</sup> Please note that the "Basics of Cash" and departmental specific training modules will in 2020/2021 replace the current five-day cash training which has previously targeted mostly EcoSec.

<sup>10</sup> ibid

<sup>11</sup> CaLP network <http://www.calpnetwork.org/>





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## Area 4 – Accountability to Affected People (AAP), Coordination and Partnership



### Area Overview

Area 4 looks at how the delegation engages with external actors in its CVA activities.

Accountability to Affected People (AAP), known as Community Engagement and Accountability (CEA) in the wider Movement, is central to all programming, including to the delivery of CVA. It requires the establishing of robust and safe two-way communication mechanisms and the participation of affected populations throughout the programme cycle in a way that puts them at the centre of what we do. The ICRC has had an AAP strategy and framework in place since 2018. In addition, AAP is a core element of the 2019–2022 Institutional Strategy, highlighted in Strategic Orientations 3 and 4. As part of AAP, a number of delegations implementing CVA have increasingly used community-based approaches (including the community-based protection approach) and tools such as Community Contact Centres (telephone hotlines to respond to queries and questions from affected communities). It is important to note that existing community two-way communication mechanisms should be built on and adapted to incorporate CVA messaging and feedback as these systems are not specific to CVA but an integral element of all programming.

Coordination is another key element of Area 4 that helps ensure a coherent approach among CVA responders working in the same area, and also minimise security risk and other risks, such as market inflation. Effective coordination with external actors includes taking part in common CVA platforms and coordination structures, including national and regional-level CVA WG. At a global level the ICRC is a signatory to the Grand Bargain<sup>12</sup> and also a member of The Cash Learning Partnership (CaLP)<sup>13</sup>. The ICRC also participates in key CVA fora, such as the Geneva-based Cash Working Group.

Coordination and partnership with other Movement components with a view to promoting a better understanding of the context, unmet needs and CVA-specific delivery options is a key part of Area 4, as is the promotion of shared learning about CVAP and implementation. Key to this is the ICRC's membership of the global-level Movement Cash Peer Working Group and support to the [Movement Cash Hub platform](#)<sup>14</sup>.

## Area 4 Components and deliverables

Table 4. Area 4 CVAP components

### Area 4 Main Aim:

To ensure CVAP and implementation keeps the needs of affected people at the forefront of the response and that the capacity of the multiple CVA stakeholders is maximised through coordination and partnership mechanisms that strengthen the delegation's CVA response.

Area 4 Components				
Component 4.1. Accountability to affected people (AAP)	Component 4.2 Internal Coordination	Component 4.3 Internal Partnerships	Component 4.4 External Coordination	Component 4.5 External Partnerships
<ul style="list-style-type: none"> <li>- Communication to affected communities on CVA</li> <li>- Affected community involvement in programme cycle</li> <li>- Feedback and complaint mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>- Delegation coordination and Movement coordination</li> </ul>	<ul style="list-style-type: none"> <li>- Partnerships with RCRC Movement Partners</li> </ul>	<ul style="list-style-type: none"> <li>- Local involvement</li> <li>- Receptiveness</li> </ul>	<ul style="list-style-type: none"> <li>- External partnerships</li> </ul>
Area 4 Deliverables				
<ul style="list-style-type: none"> <li>- Two-way communication materials and systems for complaints and feedback mechanisms developed</li> </ul>	<ul style="list-style-type: none"> <li>- Coordination processes included in CVA SOPs</li> </ul>	<ul style="list-style-type: none"> <li>- CVA partnerships with other Movement components (as appropriate)</li> </ul>	<ul style="list-style-type: none"> <li>- Documented CVA FAQs sheet</li> <li>- Participation in the national CVA WG</li> </ul>	<ul style="list-style-type: none"> <li>- CVA partnerships with external actors (as appropriate)</li> </ul>

<sup>12</sup> One of the 2016 Grand Bargain commitments focuses on the increased use and coordination of CVA

<sup>13</sup> CaLP is a global partnership of humanitarian actors engaged in CVA-related policy, practice and research.

<sup>14</sup> Movement Cash Hub platform: <https://www.cash-hub.org/>

### Component 4.1. Accountability to affected people (AAP)

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See main guidance, with the exception that at ICRC level this domain is known as “Accountability to Affected People (AAP)” rather than Community Engagement and Accountability (CEA), which is the Movement term.

### Component 4.2 Internal Coordination

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Main guidance not relevant.

Internal coordination in this document includes both coordination within the ICRC delegation, and Movement coordination.

Internal coordination within the ICRC delegation is of key importance, ensuring that the delegation, sub-delegations and offices are connected and have access to relevant and timely information to inform CVAP and implementation.

Coordination with the Movement is vital, and ICRC delegations should be active participants in any Movement cash coordination mechanisms.

### Component 4.3 Internal Partnerships

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See main guidance.

### Component 4.4 External Coordination

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See main guidance, with the exception of references to regional and global coordination, which are not relevant for delegations.

### Component 4.5 External Partnerships

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See main guidance, with the exception of the following references, which are different for the ICRC:

- Buying in technical know-how in relation to CVA systems (see above under Component 2.3) which, if it happens, tends to be managed centrally by HQ rather than by individual delegations.
- Social protection links with government. ICRC would not work with social protection systems in the same way as a NS in their auxiliary role. ICRC is currently working on guidance related to working with social protection systems, which will be made available in 2020.



#### Area 4 completion checklist

- ✓ Existing two-way communication systems and programme design tools that allow for participation and a people-centred approach have been adapted to include CVA-specific matters
- ✓ Internal coordination systems in place within the delegation
- ✓ Internal coordination systems in place with Movement actors
- ✓ External coordination systems in place with external CVA actors
- ✓ Internal partnerships in place with Movement actors
- ✓ External partnerships identified and pursued



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## Area 5 – Test, Learn and Improve



### Area Overview

Area 5 focuses on the CVA capacity of delegations by testing systems, procedures and tools. This can be done through simulations or pilots but will most likely be during a response involving CVA. At an individual staff level, Area 5 promotes peer-to-peer learning exchanges.

Internal reviews and external evaluations of CVA responses are also seen as important ways to learn lessons and help improve future CVA. For the ICRC, CVA implementation itself is a key opportunity for learning and further identifying CVAP investment needs. Since 2018, ICRC has undertaken increased testing of CVA in Protection and Assistance responses beyond EcoSec.

All learning must be well documented and shared via the institutional [CVA intranet<sup>15</sup>](#) page and [CVA Community of Practice<sup>16</sup>](#). Documented learning can then be used to amend CVA SOPs, systems, tools and guidance as well as be shared internally and externally to contribute to learning for CVA practitioners and stakeholders. Delegations may also wish to keep relevant documents on their Team Space.

In 2020, a number of delegations started to undertake CVA Capacity Self-Assessments (see Area 3.1) using the ICRC CVA Capacity Self-Assessment Tool that was developed together with this guidance.

## Area 5 Components and deliverables

Table 5. Area 5 CVAP components

### Area 5 Main Aim

To put CVAP investments to the test and document progress and priority areas for further CVAP investment and to ensure CVA implementation feeds into learning.

Area 5 Components		
Component 5.1 Testing CVA capacity	Component 5.2 CVA knowledge management	Component 5.3 Reassessing CVA capacity
<ul style="list-style-type: none"> <li>- CVA implementation</li> </ul>	<ul style="list-style-type: none"> <li>- CVA learning documentation and dissemination</li> </ul>	<ul style="list-style-type: none"> <li>- ICRC CVA Self-Assessment post-testing, post-implementing or after-action review</li> </ul>
Area 5 Deliverables		
<ul style="list-style-type: none"> <li>- Analysis of previous CVA and implementation</li> </ul>	<ul style="list-style-type: none"> <li>- CVA evaluation</li> </ul>	<ul style="list-style-type: none"> <li>- Updated ICRC CVA Capacity Self-Assessment</li> </ul>
<ul style="list-style-type: none"> <li>- Documented learning</li> <li>- Disseminated learning</li> </ul>		

### Component 5.1 CVA Testing

Main guidance not relevant.

Testing allows the delegation to put all their CVAP investments into practice. For the ICRC, testing is carried out through programme implementation (and not through a simulation exercise as proposed for NSs in the main guidance). This requires building in a learning, reviewing and documenting element so that learning is well captured and builds delegation CVAP capacity further, supported by delegation CVA knowledge management systems.

<sup>15</sup> CVA intranet: <https://intranet.ext.icrc.org/structure/op/cva/index.html>

<sup>16</sup> CIE Toolkit: <https://communities.ext.icrc.org/community/cash-and-voucher-community>



## Component 5.2 CVA Knowledge Management

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See main guidance.

In addition to the advice provided in the main guidance, CVA knowledge management for the ICRC focuses on the documentation and sharing of learning via the [CVA intranet](#)<sup>17</sup> and with the [ICRC's CVA Community of Practice](#)<sup>18</sup>. Learning workshops as proposed in the main guidance are not formally mandated but can be held at delegation, regional or global level if relevant.

## Component 5.3 Reassessing CVA capacity

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See main guidance.

In addition to the advice provided in the main guidance, the delegation should reassess its CVA capacity post-implementation in order to:

- Identify and document areas of CVA-related progress in line with the ICRC CVA Capacity Self-Assessment Tool.
- Identify existing CVA capacity gaps.

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<sup>17</sup> CVA intranet: <https://communities.ext.icrc.org/community/cash-and-voucher-community>

<sup>18</sup> ICRC's CVA Community of Practice: <https://communities.ext.icrc.org/community/cash-and-voucher-community>



