

Cash and Voucher Assistance (CVA) – Process Flows (simple overview), Africa Region 2021



Picture 1: (c) Ville Palonen, Finnish Red Cross, Eswatini 2020

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Abbreviations*

ARO	Africa Regional Office
CaLP	The Cash Learning Partnership / Network
CVA	Cash and Voucher Assistance
FSP	Financial Service Provider
IFRC	International Federation of the Red Cross and Red Crescent Societies
KYC	Know-Your-Customer
MPC	Multipurpose Cash
NS	National Society
PNS	Partner National Society
RLU	Regional Logistics Unit
SOP	Standard Operating Procedure
SoW	Scope of Work

*See also, [Annex 1: Glossary of Terms](#)

1. Introduction

The following document establishes a quick overview of the processes to follow for Cash and Voucher Assistance (CVA) for IFRC in the Africa Region. The document links directly to the Standard Operating Procedure (SOP) for Financial Service Provider (FSP) procurement. Both the design of CVA programmes and the FSP procurement should be led by the relevant National Society programme and logistics staff and closely followed by IFRC counterparts at the Cluster offices and supported by the Regional Office (RO).

Note on terminology: Cash and Voucher Assistance (CVA) is the official terminology of the IFRC to represent all forms of cash and voucher assistance. For the purpose of this document, the terminology of **cash and voucher assistance** will be used throughout and care should be taken to avoid confusion with the IFRC's internal financial practice and procedure of 'cash transfers' to National Societies.

The Cash Learning Partnership's (CaLP) official definition of CVA: *CVA refers to all programs where cash transfers or vouchers for goods or services are directly provided to recipients. In the context of humanitarian assistance, the term is used to refer to the provision of cash transfers or vouchers given to individuals, household or community recipients; not to governments or other state actors. This excludes remittances and microfinance in humanitarian interventions (although microfinance and money transfer institutions may be used for the actual delivery of cash). The terms 'cash' or 'cash assistance' should be used when referring specifically to cash transfers only (i.e. 'cash' or 'cash assistance' should not be used to mean 'cash and voucher assistance'). This term has several synonyms but Cash and Voucher Assistance is the recommended term. (<https://www.calpnetwork.org/resources/glossary-of-terms/>)*

2. The document's purpose and audience

The purpose of the CVA process flows document is to provide a structured overview and facilitate the set-up of CVA within IFRC through:

- Define key processes and minimum documentation requirements to streamline operational decision making in emergencies.
- Provide key reference documents and reference technical guidance.
- Specifying and providing clarity on the respective roles and responsibilities of Programmes and service departments of IFRC Offices (Logistics, Finance, Legal, Security and Programmes) in establishing and implementing CVA.

The document is supported by the [Cash in Emergencies toolkit \(en\)](#) / [\(fr\)](#), [IFRC's CVA Programme Guidance](#) and other [Cash Hub \(en\)](#) / [Cash Hub \(fr\)](#) resources.

For a more detailed Standard Operating Procedure (SOP), see also [IFRC Secretariat, Global Cash Standard Operating Procedures](#).

2.1. Who is this document for?

The document provides a generic explanation of internal IFRC processes for CVA to be used at the levels of the Africa Regional Office (ARO) (Nairobi), by Cluster Offices and by National Societies (NS), including staff functions in:

- All IFRC Africa Regional Office, including Cluster level, functional areas involved in the initial operational response decision making (Operations, Logistics, Finance, Legal, Security and Programmes), who need an understanding of the process flows for administering CVA;
- All IFRC emergency response and service support staff, including Operations, Programmes, Logistics and Finance;

- National Society programme, logistics and finance staff engaged in CVA preparedness and response.

3. CVA feasibility assessment

There are several relevant steps to take in setting up a CVA project. The CVA feasibility assessment steps outlined in Figure 1 below outline the overall steps to go through to design a CVA project. **The CVA feasibility assessment is conducted pre-crisis** and as part of CVA preparedness.

With IFRC's general preference for multipurpose and unrestricted cash, there is an ambition to scale up the use of FSPs in delivering cash through either mobile money, banks or remittance agents. The cash feasibility assessment is primarily led by programme staff and can and should be undertaken prior to any cash response.

Some National Societies may already be engaged in CVA preparedness, either supported by IFRC or a PNS.

The CVA feasibility assessment is used in establishing the Scope of Work (SoW) and contract requirements for the FSP procurement process. National Societies, supported by IFRC, can commence an FSP procurement process alongside the cash feasibility assessment. More detail and relevant links to cash feasibility assessment are included in [Annex 1](#).

The suggested steps in Figure 1 are independent of each other and not all steps will necessarily be finalised before deciding that CVA is feasible and appropriate. However, National Societies are recommended to consider minimum actions for each step.

Linking to other actors

A lot of work on the CVA feasibility assessment may already have been carried out by **National Cash Working Groups** (NCWG) where present or by other actors engaging in CVA. Hence, NS and DM/ops should take the time to reach out prior to starting these processes. If updated data is readily available, there is no need to repeat the assessment or perhaps some steps can be skipped. See also [Figure 1](#), which outlines the key step for the CVA feasibility.

The CVA feasibility assessment is necessary to:

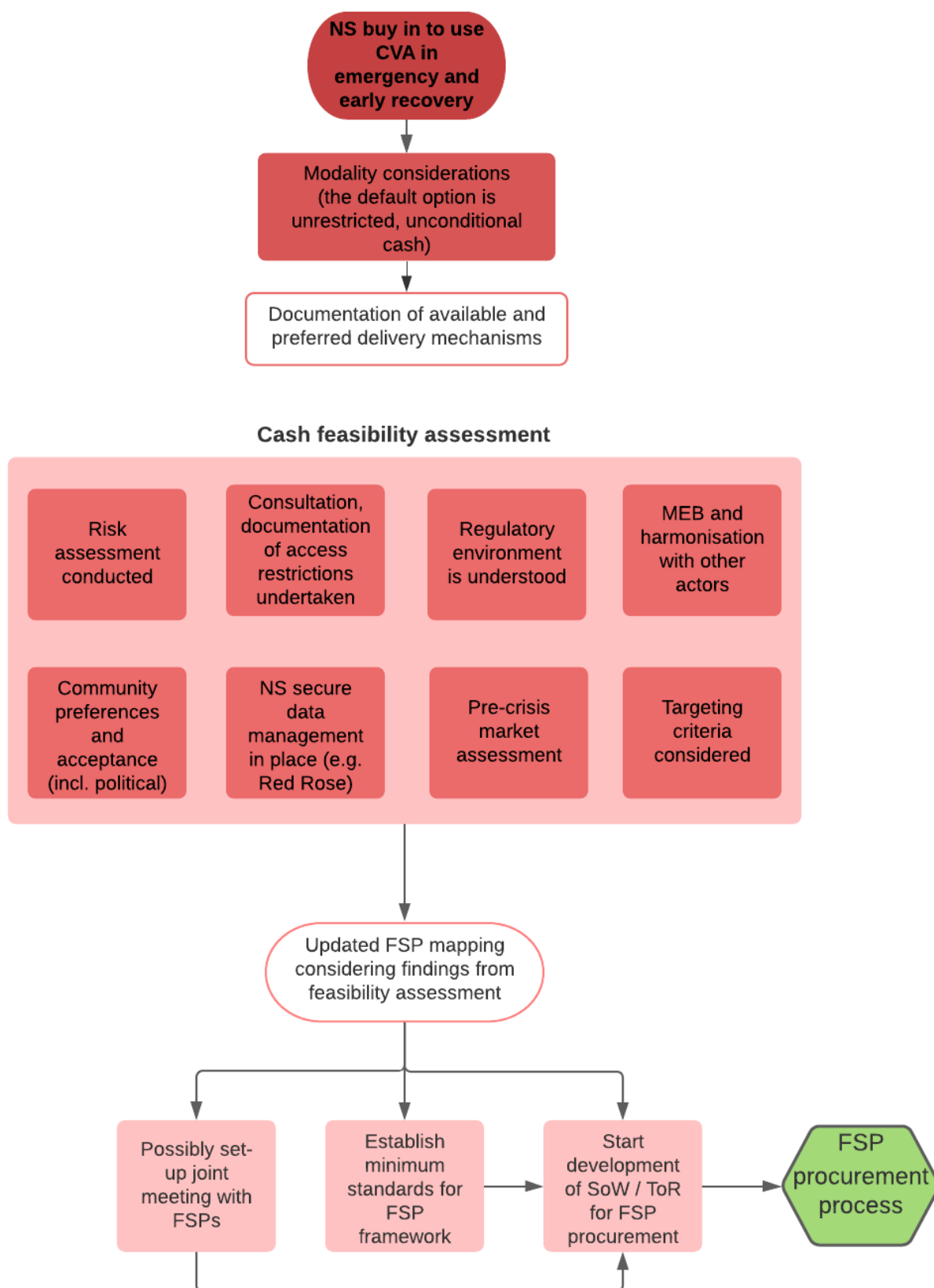
1. Determine which modality and delivery mechanisms are most relevant to deliver assistance to the affected population¹
2. Contextualise draft questionnaire for FSP mapping²
3. Develop/contextualise a strong SoW for the FSP procurement process – see FSP procurement SOPs, which offers references to standard SoWs for easy amendment and contextualisation.

¹ See also the RCRCM Cash in Emergencies toolkit [Module 3 Response Analysis](#) and M3_1 Feasibility, modality and mechanism

² See FSP mapping tools in the RCRCM Cash in Emergencies toolkit [here](#): Specifically, [FSP Baseline Checklist](#) and [Mapping Service Providers](#) template.

3.1. CVA feasibility assessment flow

Figure 1: Quick overview of steps to undertake in the cash feasibility assessment³



Topics to include in the CVA feasibility assessment include, for example:

- Affected population's preferences for CVA, delivery mechanisms, frequency of transfers etc.
- Harmonisation with other actors, i.e. what are other actors doing, is there a determined minimum expenditure basket etc.
- Access issues: Can people of all sexes, genders, ages, abilities, ethnicities, religion, resident status etc. access the potential FSPs/pay points? (ensure that this is closely linked to the targeting strategy)
- Are there any requirements for financial and technological literacy that may hinder the use of certain FSPs?
- What are the available options for specific contexts including availability of necessary FSP infrastructures such as communications networks, pay points/cash out points, coverage and liquidity of the FSP in specific areas etc.?
- How is the regulatory environment for using FSPs in the context?
- Are there any Know-Your-Customer (KYC) restrictions that can hinder the use of FSPs? (e.g. ID requirements that cannot be met by a sub-section of the target population)

Risk management in CVA

It is imperative to conduct a risk analysis, which factor in mitigation strategies:

- What are the inherent risks and new risks that may occur as a result of CVA and how to mitigate these?
- What is the likely impact that future crisis-related shocks may have on a given FSP's cash transfer services and their continuation during disasters?
- What is the mitigation capacity of the FSP (i.e., plans and systems to avoid or reduce this impact)?

ARO has developed a **CVA Risk Register** with pre-identified risks and mitigation measures that can be amended and contextualized. The CVA Risk Register is available in the online Africa Cash Community of Practice here: <https://cash-hub.org/resources/africa-cash-community-of-practice/africa-cop-key-documents-and-tools/#CVA-risk-register>

This should be complemented by following the [IFRC CVA Risk Management Checklist](#) in the Cash in Emergencies toolkit.

Data management capacity of NS

Due to the nature of engagement with third parties in CVA, it is critical that data management systems are in place, or that plans for this are in place. NS are encouraged to use secure, digital platforms to store all sensitive data. Furthermore, data management capacities of FSPs should be considered.

Many NS engage with Red Rose as a data management platform, while other similar services are available and accepted in the RCRCM. The Cash Hub has a dedicated page on Red Rose [here](#).

Cluster and regional CVA and IM colleagues can support further on this.

3.2. FSP mapping

The FSP mapping is an informative step to gather details on existing FSPs, their services and their capacities prior to an FSP procurement process. For any digital cash option, it is imperative to consider Know-Your-Customer (KYC) requirements, FSP agent's liquidity and FSP capacity issues early. FSPs to include in a mapping include:

- Mobile money providers

³ These steps are extensively documented in various other CVA guidelines and SOPs and are therefore not elaborated in detail in this document.

- Banks
- Remittance agents
- Post offices
- (in less digitalised areas it may be Security Agencies delivering CVA)

There are several templates available on FSP mapping, however these should always be amended to the specific context. The templates indicate some of the characteristics that define a good FSP. Ensure that protection considerations are included in the mapping (for example, that both men and women have access to services).

- FSP Baseline Assessment Checklist [here](#)
- FSP Mapping Template [here](#)

What are the characteristics of a good FSP?

- FSP has existing presence in the target area and delivers a known service to the target population
- FSP is willing to provide e.g. sim cards or bank cards for free
- FSP works throughout and does not establish services only for the benefit of the project
- FSP jointly with NS/IFRC ensures that people without official ID cards are able to access services
- FSP understands data protection issues and is willing to invest in safe data management
- FSP has successfully engaged in partnerships with other humanitarian actors
- FSP has capacity to provide immediate technical support to recipients and offers to train recipients in the delivery mechanism if needed
- FSP has security and safety measures in place for recipients and staff
- FSP has controls in place to prevent fraud and theft
- FSP offers services at a reasonable service fee

Warning signs (to be aware of during mapping, contracting and monitoring)

- An FSP cannot guarantee that agents have enough liquidity
- An FSP charges high fees to the organisation for delivering services
- FSPs charge fees directly from cash recipients
- FSPs do not have digital platforms for data management and reconciliation
- FSPs do not allow monitoring on site
- FSP do not want to take extra measures to ensure the security of recipients
- FSP is unwilling to engage their staff in training on humanitarian principles

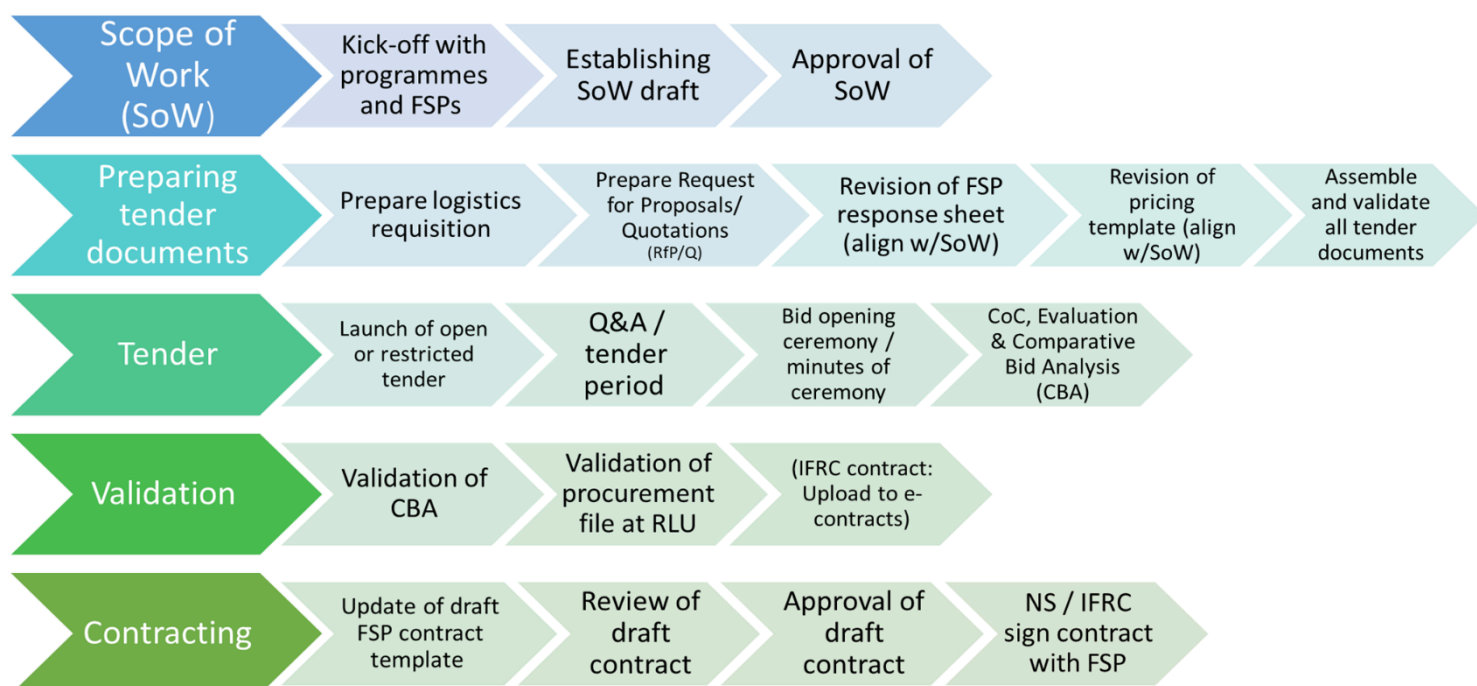
4. FSP Procurement Process

The delivery of cash assistance often requires a third party such as a bank, a mobile phone company or a voucher vendor to be integrated into the process to deliver to the “last mile”. The selection and the evaluation of these suppliers is critical as their performance has a direct impact on the quality of the assistance. Procurement processes help to ensure that the appropriate supplier is selected and allow to manage risks and to offer a set of checks and balances. They are key to selecting services that enable recipients to receive the right assistance in the right way, have sufficient cash out points and liquidity, can reach people in a timely manner, are compliant with local financial regulations, and have sufficient coverage.

During the feasibility analysis of the CVA program an FSP mapping has been already conducted and it is an informative step to gather details on existing FSPs, their services and their capacities prior to an FSP procurement process.

Figure 2 below provides a quick overview of the process to follow in FSP procurement. The detailed process including roles and responsibilities is available in the FSP procurement SOP: <https://cash-hub.org/resources/africa-cash-community-of-practice/africa-cop-key-documents-and-tools/#FSP-procurement>

Figure 2: Process flow for FSP procurement



Annex 1: Glossary of terms⁴

Assistance Modality

'Assistance modality' refers to the form of assistance – e.g. cash transfer, vouchers, in-kind, service delivery, or a combination. This can include both direct transfers to household level, and assistance provided at a more general or community level e.g. health services, WASH infrastructure.

Cash and Voucher Assistance (CVA) (key term)

CVA refers to all programs where cash transfers or vouchers for goods or services are directly provided to recipients. In the context of humanitarian assistance, the term is used to refer to the provision of cash transfers or vouchers given to individuals, household or community recipients, not to governments or other state actors. This excludes remittances and microfinance in humanitarian interventions (although microfinance and money transfer institutions may be used for the actual delivery of cash). The terms 'cash' or 'cash assistance' should be used when referring specifically to cash transfers only (i.e. 'cash' or 'cash assistance' should not be used to mean 'cash and voucher assistance'). This term has several synonyms (CBA, CBI, CTP) but Cash and Voucher Assistance is the recommended term.

Commodity Voucher

Commodity vouchers are exchanged for a fixed quantity and quality of specified goods or services at participating vendors. They may also be exchanged for commodities selected by recipients from a pre-determined list. Commodity vouchers share some similarities with in-kind aid in that they restrict and specify the assistance received.

Conditionality

Conditionality refers to prerequisite activities or obligations that a recipient must fulfil in order to receive assistance. Conditions can in principle be used with any kind of transfer (cash, vouchers, in-kind, service delivery) depending on the intervention design and objectives. Some interventions might require recipients to achieve agreed outputs as a condition of receiving subsequent tranches. Note that conditionality is distinct from restriction (how assistance is used) and targeting (criteria for selecting recipients). Examples of conditions include attending school, building a shelter, attending nutrition screenings, undertaking work, training, etc. Cash for work/assets/training are all forms of conditional transfer.

Delivery Mechanism (key term)

Means of delivering a cash or voucher transfer (e.g. smart card, mobile money transfer, cash in hand, cheque, ATM card, etc.).

Disbursement

Disbursement refers to the transfer of funds to recipients e.g. the transfer of a digital payment to a recipient's bank account, card, mobile money account, etc.

Distribution

This encompasses the distribution of physical items (e.g. currency, paper voucher, ATM card, smart card, SIM card, etc.). The term may also be used to refer to the broader distribution process, including both the preparatory activities and the distribution itself.

E-Transfer

A digital transfer of money or vouchers from the implementing agency to a program participant. E-transfers provide access to cash, goods and/or services through mobile devices, electronic vouchers, or cards (e.g., prepaid, ATM, credit or debit cards). E-transfer is an umbrella term for e-cash and e-vouchers.

⁴ <https://www.calpnetwork.org/resources/glossary-of-terms/> and IFRC Procurement Manual <https://cash-hub.org/resource/ifrc-procurement-manual/>.

E-Voucher

A card or code that is electronically redeemed at a participating distribution point. E-vouchers can represent cash or commodity value and are redeemed using a range of electronic devices.

Financial Service Provider (FSP)

An entity that provides financial services, which may include e-transfer services. Depending upon your context, financial service providers may include e-voucher companies, financial institutions (such as banks and microfinance institutions) or mobile network operators (MNOs). FSPs includes many entities (such as investment funds, insurance companies, accountancy firms) beyond those that offer humanitarian cash transfers or voucher services, hence within CTP literature FSP generally refers to those providing transfer services.

Framework Agreement

An outline of a contract, also known as an umbrella contract, or master services contract. Call off or draw down agreements are similar but include financial information. This usage provided by private sector. Humanitarian agencies may use the term differently.

Know Your Customer (KYC)

This usually refers to the information that the local regulator requires financial service providers (FSPs) to collect about any potential new customer in order to discourage financial products being used for money laundering or other crimes. Some countries allow FSPs greater flexibility than others as to the source of this information, and some countries allow lower levels of information for accounts that they deem to be 'low risk'.

Mobile Money

Mobile money uses mobile phones to access financial services such as payments, transfers, insurance, savings, and credit. It is a paperless version of a national currency that can be used to provide humanitarian e-cash payments.

Modality (key term)

Modality refers to the form of assistance – e.g. cash transfer, vouchers, in-kind, service delivery, or a combination (modalities). This can include both direct transfers to household level, and assistance provided at a more general or community level e.g. health services, WASH infrastructure.

Multipurpose Cash Transfers (MPC) (key term)

Multipurpose Cash Transfers (MPC) are transfers (either periodic or one-off) corresponding to the amount of money required to cover, fully or partially, a household's basic and/or recovery needs. The term refers to cash transfers designed to address multiple needs, with the transfer value calculated accordingly. MPC transfer values are often indexed to expenditure gaps based on a Minimum Expenditure Basket (MEB), or other monetized calculation of the amount required to cover basic needs. All MPC are unrestricted in terms of use as they can be spent as the recipient chooses. This concept may also be referred to as Multipurpose Cash Grants (MPG), or Multipurpose Cash Assistance (MPCA).

Restriction (key term)

Restriction refers to limits on the use of assistance by recipients. Restrictions apply to the range of goods and services that the assistance can be used to purchase, and the places where it can be used. The degree of restriction may vary – from the requirement to buy specific items, to buying from a general category of goods or services. Vouchers are restricted by default since they are inherently limited in where and how they can be used. In-kind assistance is also restricted. Cash transfers are unrestricted in terms of use by recipients. Note that restrictions are distinct from conditions, which apply only to activities that must be fulfilled in order to receive assistance.

**Tendering**

Also known as tender process. Process of inviting suppliers or services providers to submit proposals, offers and the like, with the intention of generating a purchase order or a contract.

Unconditional Transfer

Unconditional transfers are provided without the recipient having to do anything in order to receive the assistance, other than meet the intervention's targeting criteria (targeting being separate from conditionality).

Unrestricted Transfer

Unrestricted transfers can be used as the recipient chooses i.e. no effective limitations are imposed by the implementing agency on how the transfer is spent. Cash transfers are by definition unrestricted in terms of use.

Value Voucher (key term)

A value voucher has a denominated cash value and can be exchanged with participating vendors for goods or services of an equivalent monetary cost. Value vouchers tend to provide relatively greater flexibility and choice than commodity vouchers but are still inherently restricted as they can only be exchanged with designated vendors.



Annex 2: Draft CVA RACI (Roles and Responsibilities Matrix)

A RACI Matrix, sometimes known as the Responsibility Assignment Matrix (RAM) or RACI Model, is a simple tool that is useful for highlighting roles and responsibilities during a project

The primary function of a RACI Matrix is to connect people to tasks. Basically, a RACI Matrix lets everyone involved in a project or organizational change know exactly what is expected of them on the project, and when people know what's expected of them it's more likely they'll work on the right things and get them done on time. Thus, a RACI matrix is a great tool to use for managing a change project, particularly where functional boundaries are crossed.

Section A and E is relevant for all types of CVA. Section B is specifically for CVA through FSPs and vendors (cash or vouchers). Section C is additional steps for vouchers. Section D is specifically for direct cash distribution.

A: Preparedness, Assessment, Response Analysis, Planning & Programme Set-up - General Activities (for all types of CVA)

Phase	Activity				
		<i>Responsible</i>	<i>Accountable</i>	<i>Consulted</i>	<i>Informed</i>
1. Preparedness	Develop CVAP PoA	TCWG	Management	CVA Focal Point, Finance, Logs & Procurement, Finance, HR, PMER, IM	In country Partners including external partners
	Identify CVA Focal Point	Programmes	Programmes	TCWG	Management
	Draft and update CVA SOPs	TCWG, CVA Focal Point	Programmes	Finance, Logs & Procurement, Finance, HR, PMER, IM	Management
	Capacity building of staff in CVA	CVA Focal Point	Programmes	Finance, Logs & Procurement, Finance, HR, PMER, IM	Management
	Conduct CVA simulation and/or pilot	CVA Focal Point Programmes	CVA Focal Point	All relevant departments & branches involved	In country Partners including external partners Management

				Communications
Baseline CVA feasibility and risk assessment	CVA Focal Point	Programmes	Finance, Logs & Procurement, Security, IM	Management
Initial NS position/decision making around CVA feasibility, modality and delivery mechanism	Management	Management	CVA Focal Point, Programmes	
Conduct baseline FSP mapping	CVA Focal Point, Finance	Programmes		
Initial FSP tendering and contracting for pre-agreements	Logistics & Procurement	Management	CVA Focal Point, Programmes	
Internal and external CVA coordination (and ongoing throughout response)	TCWG, CVA Focal Point, Programmes	CVA Focal Point	Programmes	Management
Contextualise CVA tools (from CiE toolkit)	CVA Focal Point	Programmes	Finance, Logs & Procurement, Finance, HR, PMER, IM, Security	
Mainstream CVA into NS programmatic, contingency and response plans (e.g. Strategic Plan, Finance Manual)	CTWG	Management	CVA FP, Programmes, Finance, Logs & Procurement, HR, PMER, IM, Fundraising, Security	
Develop risk management register and mitigation/control measures	CVA Focal Point,	Programmes	Finance, Security	Management
Design beneficiary management database for CVA	PMER, IM	CVA Focal Point,	Programmes	
Design financial and reconciliation system for CVA	Finance	Director Finance/Finance Manager	CVA FP, CTWG, Programmes	Management

2. Assessment	Conduct needs assessment		Field teams, operations, Programmes,	Programmes		Movement /external Partner
	Conduct market assessment		CVA Focal Point, Logistics & Procurement	CVA Focal Point	Programme	Movement /external Partner
	Conduct CVA feasibility and risk analysis (update post-emergency)		CVA Focal Point	CVA Focal Point	Finance, Legal, Security, programmes	Management, Partners
3. Response Analysis	Decide if CVA is appropriate or in-kind		Programmes	Management	CVA Focal Point	
	Response options analysis/ CVA modality selection		CVA Focal Point, Programmes	Management		
	Decide on delivery mechanism (if no pre-agreements)		Management	Management	CVA Focal Point, Programmes	
	Calculate transfer value (MEB)		CVA Focal Point, Programmes	Programmes	CWG	Management
	Decisions on targeting (geographical and vulnerability)		CVA Focal Point, Programmes	Programmes	PMER, IM	Management
4. Planning and Design	Develop PoA/ project proposal (CVA components)		Programmes	Management	CVA Focal Point, PMER, IM	
	Approve PoA/ project proposal and budget		Management	Management, Finance	Programmes	CVA Focal Point
	Resource and funding mobilization		Partnerships/Fund Raising Dept.	Management	Programmes, Movement Partners,	Partners, Communications
5a. Implementation: Programme Set-Up	Define geographical targeting criteria		Programmes	Programmes	CVA Focal Point, PMER	External stakeholders/authorities
	Beneficiary selection	Design & roll out HH questionnaire/baseline for beneficiary selection	Programmes	PMER	IM, CVA FP,	
		Design beneficiary targeting criteria	PMER	Programmes	CVA FP	Management

	Select, verify and register beneficiaries according to agreed targeting criteria	PMER,	Programmes	CVA Focal Point	Finance
	Approve final beneficiary list	Programme	Management	PMER	Finance, IM
	Design community engagement and accountability (CEA) strategy	Communications	Comms	PMER, CVA Focal Point, Programmes	
	Design monitoring plan tools (update from CVAP)	PMER	CVA Focal Point, Programmes	IM	

B. Set-Up and Distribution - Specific activities for CVA through service providers (cash or vouchers through FSPs and vendors)

Phase	Activity				
		<i>Responsible</i>	<i>Accountable</i>	<i>Consulted</i>	<i>Informed</i>
5b Implementation: Set-up & Distribution	Develop Scope of Work	Logistics' & Procurement, CVA FP	Logistics & Procurement	Programmes	
	Prepare tender documents and receive bids ⁵	Logistics & Procurement,	Logistics & Procurement	CVA Focal Point, Programmes	
	Conduct tendering/selection of FSPs or vendors	Logistics & Procurement, Finance, CVA Focal Point	Logistics & Procurement	Programmes	
	Validation/negotiation with FSPs or vendors	Logistics & Procurement	CVA Focal Point, Logistics & Procurement	Programmes, Finance	
	Contracting of service providers (including Purchase Order and MoU)	Logistics & Procurement	Management	Programmes, CVA Focal Point, Finance	

⁵ See 'Full CVA SOPs and Guidance Notes' for tender thresholds for third party selection

Support FSPs/vendors with setting up chosen payment mechanisms (e.g ATMs, smart cards, cheques, mobile SIMs)	CVA Focal Point, Programmes	Programmes, Logistics & Procurement	Finance	
Train NS staff in payment system	Finance	Programmes	Logistics & Procurement	
Set up feedback mechanism	Communications, CVA Focal Point	Programmes	PMER	IM
Develop distribution/encashment plan	Programmes, CVA Focal Point	Programmes	Finance, Logs & Procurement, Security	Management
Communicate distribution plan with stakeholders (e.g. local authorities)	Programmes, CVA Focal Point	Programmes		Management
Share final beneficiary list/distribution plan with SPs and provide support in system KYC requirements, data protection etc)	CVA Focal Point, Finance	Programmes	Finance	Management
Design and distribute beneficiary cards/coupons	Communications	Communications	Programmes, CVA Focal Point	
Raise request for payment	CVA Focal Point, Finance	Programmes		Management
Approve request for payment	Management	Management	Finance, Programmes	CVA Focal Point
Transfer payment to FSPs (or advance to vendors, if applicable) as per MOU	Finance	Programmes	Logistics & Procurement	Programmes, CVA Focal Point
Beneficiary communication & sensitization/training	Communications	CVA Focal Point	PMER	
Encashment point/SP monitoring	PMER	Programmes		
Validate encashment reports from FSPs/vendors	Finance	Programmes	PMER	CVA Focal Point

	Process FSP/trader invoices against reconciliation	Finance	Finance	Programmes	CVA Focal Point
	Final reconciliation and reporting	Finance	Programmes	PMER	CVA Focal Point

C. Set-Up and Distribution: Additional specific activities for vouchers through vendors

5b Implementation: Set-up and Distribution	Visit/map selected vendors (site checks and visits)	Logistics & Procurement, CVA Focal Point	Programmes	Security	
	Design and print vouchers	CVA Focal Point, Programmes	Programmes	Logistics and Procurement	
	Storage of vouchers	Logs and Procurement	Programmes		
	Issuing of vouchers per distribution	CVA Focal Point	Finance/ Logs & Procurement		
	Distribution of vouchers	CVA Focal Point, Programmes	Programmes	Logistics & Procurement, Finance	Security
	Collection of vouchers from vendors for reconciliation	Finance	Programmes	CVA Focal Point	
	Process vendor invoices against reconcillation	Finance	Finance	Programmes	CVA Focal Point

D. Implementation/Set-Up and Distribution - Specific activities for direct cash distribution through NS

Phase	Activity				
		<i>Responsible</i>	<i>Accountable</i>	<i>Consulted</i>	<i>Informed</i>
5b. Implementation: Set-up and Distribution	Develop security management plan for distribution	CVA Focal Point, Programmes	Programmes	Security	Management
	Raise request for payment	CVA Focal Point, Finance	Programmes		Management
	Approve request for payment	Management	Management	Finance, Programmes	CVA Focal Point

	Transfer of funds from NS HQ to branch bank	Finance	Programmes		
	Physical withdrawal of money from bank	Finance	Programmes	Security	
	Preparation of cash in envelopes for distribution	Finance	Programmes		
	Management of distributions	Programmes, Finance, Security, Logistics Communications	Programmes	CVA Focal Point	
	Distribution monitoring	PMER	Programmes	CVA Focal Point	
	Physical reconciliation of cash after each distribution	Finance	Programmes		CVA Focal Point
	Reconciliation of beneficiary numbers/encashment (NS own encashment report)	Finance	Programmes		CVA Focal Point

E: Monitoring and Exit - General Activities (for all types of CVA)

Phase	Activity				
		<i>Responsible</i>	<i>Accountable</i>	<i>Consulted</i>	<i>Informed</i>
6. Monitoring	Conduct Post-Distribution Monitoring	PMER	CVA Focal Point	Programmes, IM	
	Conduct market price monitoring	Logs & Procurement	CVA Focal Point	Programmes, IM	
7. Exit and evaluation	Conduct final evaluation	CVA Focal Point, PMER	Programmes	PMER, Finance	Management
	Review and reassess	CVA Focal Point, Programmes	Programmes	PMER, Finance	Management



Responsible	This is the person or role responsible for performing the task, that is, the actual person doing the work to complete the task.
Accountable	This is the function who is ultimately accountable for the task being done in a satisfactory manner. Essentially, the Accountable person must sign-off the work that the Responsible person produces. Typically, the owner of the process will be the Accountable person. There should only ever be one Accountable person per task.
Consulted	Those people whose input is used to complete the task, thus, communication with this group will be 2-way in nature.
Informed	Those people who are informed as to the status of the task, thus, communication with this group is 1-way in nature.