ZAMBIA RED CROSS SOCIETY

STANDARD OPERATING PROCEDURES (SOPs)

FOR CASH AND VOUCHER ASSISTANCE (CVA)

FINAL DRAFT

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Contents

List of Tables

List of Figures

Abbreviations and Acronyms

CaLP	The Cash Learning Partnership
CVA	Cash and Voucher Assistance
CVAP	Cash and Voucher Assistance Preparedness
CWG	Cash Working Group (external)
FSP	Financial Service Provider
ICRC	International Committee of Red Cross
IFRC	International Federation of Red Crescent and Red Cross Societies
MEB	Minimum Expenditure Basket
NS	National Society
PoA	Plan of Action
PNS	Partner National Society
TWG	Technical Working Group (internal)
ZRCS	Zambia Red Cross Society

1.0 INTRODUCTION

The Cash and Voucher Assistance (CVA) standard operating procedures (SOPs) for Zambia Red Cross Society (ZRCS) are intended to be used as guiding tools to support effective CVA delivery by ZRCS. The CVA SOPs will enable the National Society (NS) to have a better prepared, planned, and coordinated response and will provide clarity on the roles and responsibilities of ZRCS staff and stakeholders in a response situation. The SOPs fall under the responsibility of the ZRCS Disaster Management department and will be updated regularly when need arises with inputs from the key departments that are playing a part in responses using CVA.

It is recommended that the SOPs be read in full by all managers, DM staff, and relevant district offices prior to implementation of CVA. Familiarity with the SOPs, the ZRCS CVA guidelines and other preparedness tools then enables staff to pull different elements out for reference during an emergency to strengthen the timely delivery of quality CVA.

The ZRCS should aim to include practicing the use of the CVA SOPs in any simulation exercise in the NS, for example in contingency planning workshops or NDRT trainings.

1.1 Purposes

The purpose of these CVA SOPs is to provide structured guidance on how CVA must be implemented within ZRCS through:

- A cash feasibility and risk assessment tool to support effective response analysis and initial decision making as to whether CVA is an appropriate response option or not.
- Defining the respective roles and responsibilities of both programmes and support departments as the project/operations cycle progresses.
- Defining the processes involved and the standard pre-requirements for CVA, including documentation in each step of the functional area. This enables streamlining of operational decision making in emergencies or use of CVA for Early Action.
- Providing key documents for reference to facilitate technical guidance.
- To provide a quick overview of the CVA modalities and mechanisms appropriate in Zambia,
- Take staff through the CVA programme cycle for an effective, quality emergency response using CVA in Zambia and provide a structured overview of how CVA must be administered in emergencies.
- To specify the roles and responsibilities of different departments and staff members and volunteers in ZRCS.

In line with the Red Cross Red Crescent Movement guidelines and toolkits for Cash in Emergencies (CiE),[1] Rapid Assessment for Market (RAM) and Market Assessment Guidance (MAG), this document explains the internal ZRCS procedures and establishes the financial management framework and administrative procedures for the use of CVA modalities in any intervention.

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[1] https://rcmcash.org/toolkit/

When should standard operating procedures be used?

- To be used in any disaster response, where there is a chance that CVA is appropriate.
- To be used for training, simulation exercises, and in the review of ZRCS contingency plans.
- To be used at both HQ and District level to understand CVA in Zambia.

1.2 Objective of the SOPs

To systematically guide the use of CVA modalities in early actions (Forecast-based Action), humanitarian response, recovery activities and community-based disaster-risk reduction and development programs.

1.2.1 Target audience

National Society: The primary users are managers and staff in the Disaster Management unit as well as other managers and staff in Zambia Red Cross Society national headquarter departments and Branches involved in design and response activities during disasters. All programme and support staff engaging in CVA should be familiar with the SOPs. The document or parts thereof can be shared with branch structures involved in CVA.

Partner National Societies (PNS's): The SOPs will give various PNS's in the country an overview of procedures if they are engaged in or considering engaging in a CVA with ZRCS. The SOPs will be shared with PNS to support CVA response.

IFRC: For emergency support staff involved in the operational response and decision-making on CVA, including logistics, finance, legal, security, and programmes.

1.2.2 Operationalization

ZRCS CVA SOPs is foremost operationalized through the ZRCS CVA Internal Technical Working Group (CTWG) which emphasises and supports the coordination with Programme, Finance, Procurement & Logistics, Human Resource and Support Services, M&E, IT, Audit and Risk, and First Aid within ZRCS. These functions must review and use the SOPs and establish their ability to act according to the SOPs in the specific contexts. Any contextual needs or situations that need modifications from the stipulated procedures herein must be clearly documented, justifying the deviation, and also recommend the appropriate option under the circumstances.

An initial inter-departmental planning meeting between all respective departments should take place at the start of any programme/project using, or intending to use, CVA to understand the implementation of these procedures.

2.0 CONCEPTUAL FRAMEWORK AND APPLICATIONS OF CVA

Cash and Voucher Assistance (CVA) refers to all intervention modalities where cash assistance or vouchers for goods or services are directly provided to individuals, households, and communities.

CVA is one of the modalities that have been adopted by IFRC to address different needs for the affected during a disaster. CVA can be used to respond to a shock forecast, in the immediate aftermath of a shock, and to longer-term recovery, such as in support to shelter, evacuation, access to healthcare and services, access to food, or to protect, strengthen, or restore livelihoods. For ZRCS, CVA was identified as appropriate in the following scenarios:

1. Preparedness, i.e., forecast-based / Early Action: CVA will be used as an early action before an anticipated (forecasted) extreme event (disaster) occurs. The extreme event could include drought, floods, epidemics, etc. Providing households with cash early can mean people do not need to sell assets to cover costs when they evacuate in a sudden onset disaster or when they want to take action to protect their houses and livelihoods.
2. Onset of crisis: CVA will be used immediately after a disaster happens to avert a humanitarian crisis and save lives. The crisis and following needs assessment will determine which needs can be meet using CVA.
3. Chronic or protracted crisis: CVA will be used to address humanitarian needs in prolonged disasters, e.g., drought, conflict, or health crisis among others.
4. Post-crisis: ZRCS will use CVA to assist communities affected by disasters towards recovery.
5. Refugee camps and settlements: In the refugee set up, ZRCS will explore the utilization of CVA among populations in protracted displacements and asylum seekers in settlements and refugee camps.
6. Development: ZRCS will seek to link its activities with the Government Social Protection mechanism.

In all the above scenarios, CVA will be applied across all sectors, ranging from emergency relief for basic needs, health and nutrition, shelter, WASH, livelihood and or social protection, to preparedness as an early action, to supporting recovery, or development. The transfers can also be used to support lifesaving needs for refugees and asylum seekers in the country. CVA does not necessarily replace but can also be used alongside other forms of assistance like in-kind support since it is a different tool to achieve the same goals as other interventions.

3.0 DEFINITION OF KEY CVA TERMINOLOGIES

The following terminologies are available in the Cash Learning Partnership (CaLP) CVA Glossary:

Cash Transfer: The provision of assistance in the form of money - either physical currency or e-cash - to recipients (individuals, households or communities). Cash transfers are by definition unrestricted in terms of use and distinct from restricted modalities including vouchers and in-kind assistance.

Although the nature of cash means it is generally not possible in practical terms to restrict how it is spent, a cash transfer may be described as restricted where it is intended that the cash be spent on particular goods/services (soft restrictions), which is reflected in an intervention's objectives, design and targeting.

Cash and Voucher Assistance (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). This term has several synonyms but Cash and Voucher Assistance is the recommended term.

Delivery Mechanism: Means of delivering a cash or voucher transfer (e.g., smart card, mobile money transfers, cash in envelopes, etc.

Modality: 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.

Figure 1: Key CVA terminology
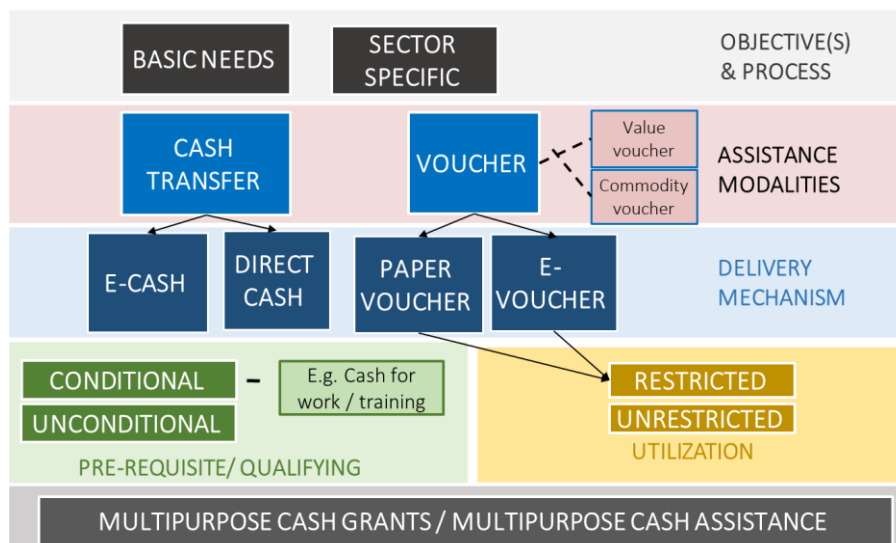
4.0 ZRCS ROLES AND RESPONSIBILITIES

ZRCS has an internal Cash TWG whose objective is to offer a technical platform to promote coordinated and harmonised implementation of CVA within the organization, while enhancing the quality in design and implementation of CVA modalities throughout humanitarian response for ZRCS. The work of the TWG rests on the underpinning principle that multi-purpose cash assistance is the preferred modality as part of the ZRCS' humanitarian response and aims at supporting the most vulnerable households to meet their basic needs and therefore enhancing their capacities to access goods and services.

The Cash TWG is made up of the cash focal point and all staff from the Disaster Management department and head of departments from all ZRCS departments which includes;

    i.   Disaster Management

   ii.   Logistics

  iii.   Finance

  iv.   Planning Monitoring Evaluation and Reporting

   v.   Health and Care

  vi.   First Aid

 vii.   Communications/IT

viii.   Branch Development Department

  ix.   Partner National Societies (Funding CVA activities).

See also RACI / Responsibility Assignment matrix in Annex 1.

Table 1: Table showing responsibilities of Key Staff in CVA

Project cycle step / Tasks	Programmes (CVA FP/DM)	PMER	Finance	Procurement and logistics	Communications
General role	The department will be the overall in charge in the administration and implementation of CVA through the CVA focal person to ensure all processes and procedures are aligned with CVA SOPs.	Ensure planning quality and accountability.	Ensures payments for CVA are processed and transferred to Service providers in a timely manner.		
Contingency planning	Incorporate CVA in the ZRCS short/long-term strategies, response and contingency plans.		Review systems for rapid transfer of funds to CVA distributions in emergencies		
CVA training	Training of relevant staff and volunteers on CVA response analysis and implementation	Training on monitoring tools and the use of KoBo collect	Training of relevant staff and Volunteers on the financial aspects in CVA.		Training of staff on CEA, PSEA and referral pathways
CVA SOPs	Review and update the CVA SOPs and other modalities in line with the emerging needs at the organizational level and that of affected populations.	Ensures CVA best practices and standard operating procedures and benchmarks including approaches are followed and coordinated externally.			
Risk Assessment	Conducts risk assessment during pre-emergency preparedness with the branches.		Participates in CVA risk assessment processes including review of MOUs and contracts for financial service providers; making sure cost is acceptable and all control mechanisms are		

Project cycle step / Tasks	Programmes (CVA FP/DM)	PMER	Finance	Procurement and logistics	Communications
			captured and stipulated for fraud mitigation and future audit (e.g. Payment register, beneficiary list etc).		
FSP Procurement	Develop Scope of Work for FSPs and engage throughout the FSP procurement process			Assess the capacity of the FSPs to deliver. Conduct tender for procurement of FSP according to the ZRCS procurement policy and procedures Formulation of contracts with FSPs to ensure that legal obligations for both parties are known. Carryout appraisals with FSPs to identify gaps and formulate strategies.	
Feasibility assessment (incl. pre-crisis market assessment)	Assess and analyse how the cash transfer programme compare with other in-kind or cash programmes operating in nearby areas- Are similar approaches used- Is there a need for better harmonization.	Assess and analyse how the cash transfer programme compare with other in-kind or cash programmes operating in nearby areas- Are similar approaches used- Is there a need for better harmonization.		Participation in the evaluations such as market assessment and feasibility study in order to understand the supply chain in targeted region.	
Needs assessment	Undertake a rapid needs assessment in post emergency, and risk assessment (assess security, CVA modality, delivery mechanism and Service providers' capacity in terms of HR, liquidity etc), to check the appropriateness and feasibility of CVA in post emergency in coordination with relevant staff from other departments.				

Project cycle step / Tasks	Programmes (CVA FP/DM)	PMER	Finance	Procurement and logistics	Communications
Market assessment	Undertake market assessment including market price collection	Conduct market assessment in collaboration with logistics department and DM department.		Participation in the evaluations such as market assessment and feasibility study in order to understand the supply chain in targeted region.	
Targeting	Ensures that well defined beneficiary selection criteria is agreed and communicated to stakeholders including beneficiaries and non-beneficiaries and the NS branches for inclusiveness. Adhere to proper selection and verification process outlined in the SoP and guidelines, through a well-developed, managed and immaculate beneficiary database.	Reconcile beneficiary database in collaboration with the finance department.			Promote gender and inclusion of the marginalized during formulation of the selection criteria.
Distribution and reconciliation	Establish reconciliation of payment/cash disbursement mechanism in consultation with FSP, PMER and finance team, capture data using payment receipt sheet/register (beneficiary pin codes & transaction receipts from FSP) is crucial for verification purposes against service providers financial reporting and reconciliation necessary for future auditing.		Produces regular financial reports of the CVA documentation (implementation).	Monitoring of FSPs to ensure compliance.	Mobilizes targeted population on ZRCS program and formulate feedback mechanism and grievances in the communities.
CEA	Establish a (contextualized) CEA mechanism during the entire process of CVA interventions. Mobilization and orientation of CVA to targeted households making sure they are well informed on cash transfer procedures, value of the transfer, where and when and what documents are required from the beneficiary end. Supports the beneficiary communications team in the planning and design of effective Beneficiary Communication strategy (including setting up of feedback mechanisms, mobilization of the community during the pre-selection process, and orientation of CVA programme) in alignment to	Establish a CEA mechanism and information management System. Review complaints mechanism to determine if issues been followed up sufficiently.			Formulate a communication strategy and community engagement and accountability mechanisms. In addition, this should work through consultation and coordination with key stakeholders. Promote transparency during community entry, beneficiary selection,

Project cycle step / Tasks	Programmes (CVA FP/DM)	PMER	Finance	Procurement and logistics	Communications
	the chosen CVA intervention modality and transfer mechanism.				verification process and cash delivery throughout the entire CVA processes.
Financial systems	Supports the finance team in establishing finance control system and ensuring all documentations during beneficiary selection and payments are captured for future audits e.g, beneficiary list, return coupon cards, payment register list etc.		Ensures CVA implementation is following existing financial process and controls mechanism of ZRCS accounting and auditing procedures as well as complying to external financial regularity set by the bank of Zambia and FSP.		
Monitoring	Supports PMER team for the development monitoring tools to capture lesson learnt and best practice. Prepares narrative reports as per reporting timeframe.	Leads in the development of monitoring and evaluation system framework. Plans the best methods and frequency of data collection to track the process, quality and the impact of CVA using baseline and PDM, midline and end line.[2] Lead post distribution monitoring (PDMs), conduct real- time monitoring visits to assess the processes, beneficiary communication	Develops financial monitoring system and validate financial reporting and reconciliation to ensure compliance with financial SOPs, processes and accountability. (Participate in all stages of the CVA cycle)	Monitoring of FSPs to ensure compliance.	

[2] Information should include impact, feasibility and suitability of the CVA in line with the response objectives, according to the agreed timeframe for donor compliance; review and reassess CVA objectives, -assess service providers and delivery mechanism and propose amendments for effective and timely delivery.

Project cycle step / Tasks	Programmes (CVA FP/DM)	PMER	Finance	Procurement and logistics	Communications
		activities/mechanisms and encashment process.			
Coordination	Coordinate with/attend meetings of the Cash working group and other stakeholders including authorities. Integration of CVA with other prevailing programmes and interventions.				
Information Management	Set-up and engage relevant functions in the use of Red Rose	Document case studies and best practice in collaboration with communications, DM department and are disseminated with stakeholders.			Establish data management system for the targeted population.
Fundraising and partnerships	Designs programme, develop/draft EPoA/ concept note, proposal, prepare budget and develop plan of action (PoA) Making sure documentation satisfies donor/PNS/IFRC criteria		Provides support to on-going fundraising and partnership efforts.		

Roles of other Functions	
Legal	• Reviews legal documentations such as MOUs and contracts ensuring all legal policy and conditions are incorporated and acceptable for protection and interest of ZRCS • Conducts risk assessments where necessary depending on the context and advise on the best option.
Human Resource	• Needs of extra human resources during CVA implementation should be identified and requests by ZRCS CVA Focal Person through Director of Operations. • Facilitate further CVA training for relevant staff for capacity building • Oversee all staff welfare needs during a CVA • Formulation of contracts for additional staff involved in CVA • Provision of insurance to all HR personnel involved in the CVA.
Security	• Development of the Security Management Plan for CVA to minimise the disaster risks to beneficiaries, staff and volunteers (e.g, consider phasing payment times and multiple inconsistent transportation routes). • Leads in the security risk assessments and reviews process; ensure security plans are developed based on the level of risk identified to warrant safety for programme staff, volunteers and beneficiaries. • Ensure that all Staff from program and operations is following the security and safety procedures (plan) of ZRCS. • Conduct safety drills and training (e.g. online trainings, safe access framework) for relevant staff in accordance with various anticipated security scenario analyses • Make provisional contingencies in response to various other anticipated peripheral risks e.g. PPEs in the case of epidemic exposure. •

5.0 CASH TRANSFER MECHANISMS AND THEIR SOPs

Zambia has seen an increase in the number of FSPs using electronic payment systems. These systems have proven to be more efficient and reliable cash payment methods than manual e.g., cash-in-envelopes.

ZRCS intends to use the following payment systems in its CVA interventions:

1. Payments through FSPs – cash payments can be delivered Telecom Companies, Traders and banks.
2. Direct Cash Distribution (Cash in envelops) – The direct cash will be delivered by an FSP that will be hired to do so.

5.1 Cash Transfers in Emergencies Through Service Providers (Mobile Companies and Trader Etc.) ZRCS plans to provide cash assistance to affected communities in emergencies as well as recovery, in this regard ZRCS has already established contracts with some third-party financial service providers to disburse cash transfers.

Selection of the appropriate Cash Transfer mechanism:

ZRCS has carried out an assessment of cash delivery options as part of its preparedness and contingency planning measures. Following an assessment, ZRCS finalised the tender process and contracted MTN on a 2-year agreement.

In some instances, more than one delivery option may likely be chosen to allow for scaling up the CVA intervention to meet the differing needs of the target population (i.e. rural vs. urban, distance to provider, or accessibility). Procurement teams at HQ level are allowed for selection of multiple providers as long as it is documented and justified using an assessment questionnaire.

ZRCS intends to engage following financial service providers in cash transfer programming through agreements

-
- Airtel Zambia
- Zamtel
- Local traders
- Relevant other financial service provider able to provide cash transfers

For any new FSP procurement, the ZRCS can refer to the IFRC FSP Procurement SOP.

Figure 2: Process flow for CVA through FSPs
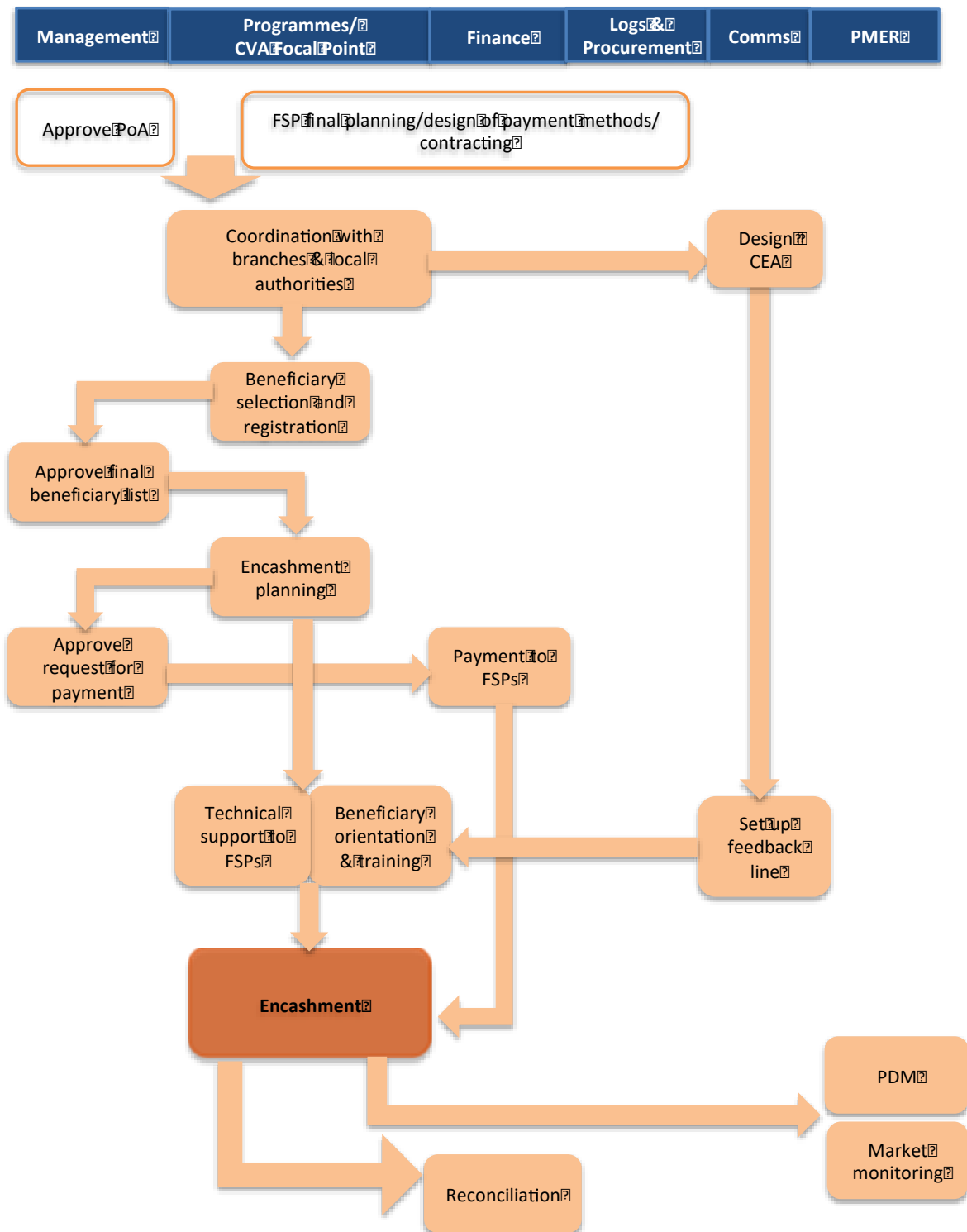
5.1 Cash transfer through direct cash distribution (cash in envelopes)

In an event that e-payments systems are not available this would be in a case were through a feasibility study results show that the intended area of intervention does not have the facilities that can support electronic payments ZRCS will endeavour to use direct cash distribution through an FSP using local

currency (ZMW), delivering directly into beneficiary's hands as a mechanism for transfers. The following will be considered as necessary pre-conditions for direct cash distribution:

- ZRCS must have competent personnel to conduct cash payments.
- Secure place for cash distribution, and safe access to point of distribution.
- Cash is acceptable to local authorities, communities and stakeholders.
- Security situation is acceptable for staff and beneficiaries.

Figure 3: Process flow for direct cash distribution
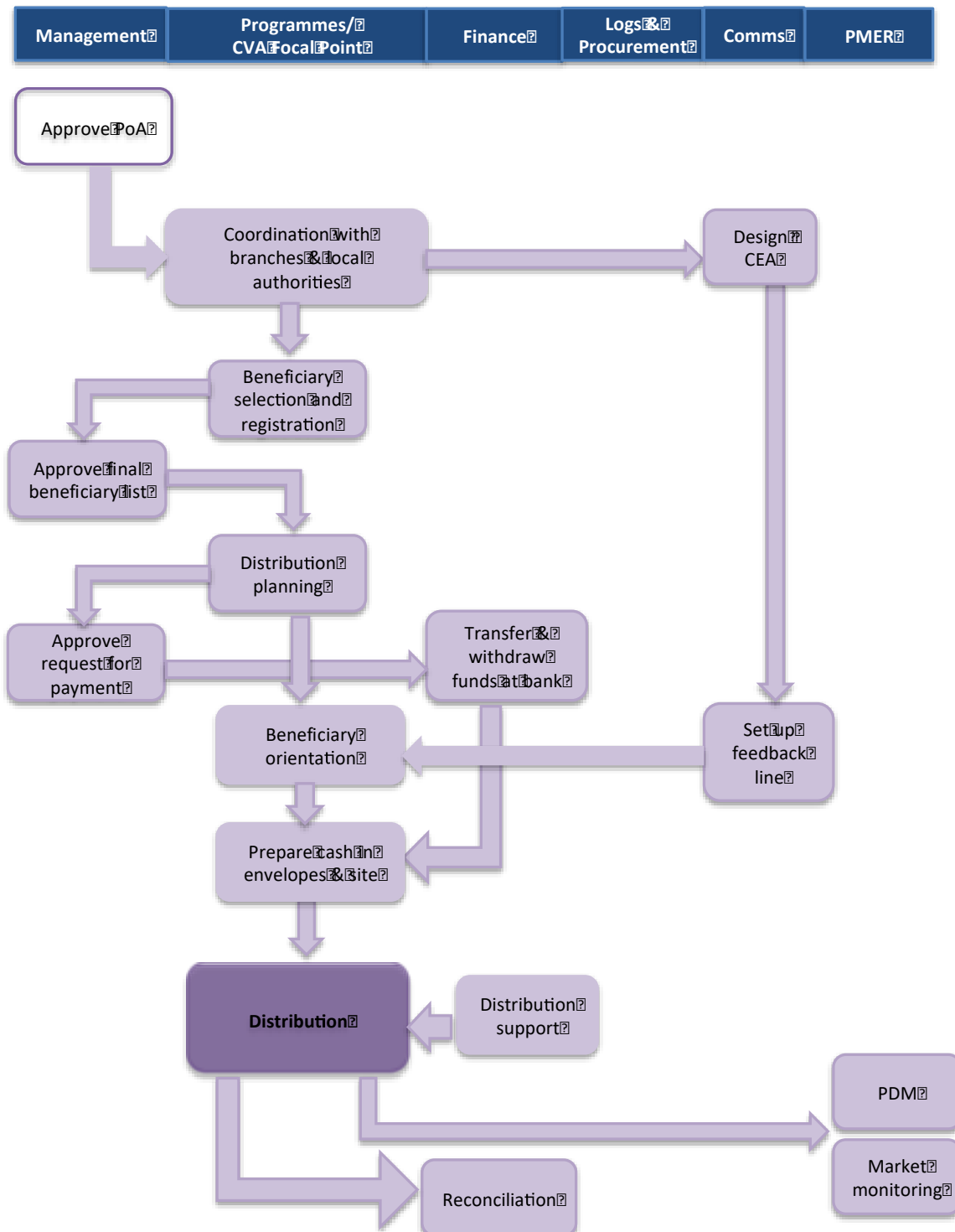
6.0 VOUCHERS

6.1 Types of Vouchers

There are two types of vouchers that can be used in CVA namely value vouchers and commodity vouchers. A value voucher is equivalent to cash and can be used to transact with traders in goods and services. Value vouchers are generally used compared to commodity voucher due to its flexibility in choice of goods and services. In addition, value vouchers can still be restricted to enable the target group only to purchase specific items or types of items to a specified retail outlet. Voucher mechanisms require larger networks of traders to promote wider choice for targeted group and competition among traders.

Commodity vouchers have similar characteristics with in-kind aid in that they limit and indicate the assistance received by the targeted group, yet it is accessed to at local market through traders. According to a seller, commodity vouchers are easier to implement due to the fact that targeted population will receive similar goods and services. They can be appropriate where needs are somewhat homogenous, however entirely restricted commodity vouchers (e.g. to collect 50 kgs of maize only) are not considered under CVA. Both commodity and value vouchers have a limited validity period.

Vouchers can work either in open market environments, where beneficiaries visit the regular retail shops, or in a voucher fair (closed market), where traders showcase goods to their respective customers. The goods and services are identified together with the targeted group beforehand, so that the traders respond to their needs. Voucher fairs can be used in situations where beneficiaries do not have access to regular markets or where specific commodities such as livelihoods inputs are not available.

6.2 Pricing of vouchers

The following are different ways to deal with prices in a value voucher project:

The best approach is to allow the commodity prices to be determined by the traders or market through demand and supply mechanism. The idea is that they will be adequate competition between traders so that the costs charged in return for vouchers are equivalent to the ordinary costs in a shop.

Secondly, the other alternative that, there is room to negotiate with the traders on the prices of the commodity. This methodology decreases the danger of sudden price increments for targeted population and permits the ZRCS to advise on the exact prices before voucher distribution and agreed prices of commodities is displayed at every contracted shop

The third way is to concur with the sellers on a value roof for every product in front of every voucher dissemination or in the agreement. This motivates sellers to marginally diminish their costs while shielding recipients from cost increments past the set-up roof.

Agreeing with the traders on the maximum and minimum price of commodities provides an incentive to competing traders to minimise their prices.

Vouchers has a specified validity period and requires contracting of vendors.

6.3 Printing and designing vouchers

Vouchers have minimum contain the monetary value or the quantity of goods and services a serial number and a validity date. Paper vouchers **should not** be printed in the same area of program implementation and **should not** be provided by the traders who are participating in the programme. Electronic vouchers which are usually delivered to the customer by email or SMS are another type of voucher that can be used. These can either be printed and redeemed in a store or redeemed online using a PIN code. Electronic vouchers are now a popular choice as they can be delivered in real time and can be redeemed instantly in many cases.

6.4 Voucher implementation

In order to have an effective and efficient implementation of voucher intervention, it is important that both traders and affected populations are well sensitized in regards to the voucher modality and the details of the project. The Programmes Department implementing the intervention is responsible to distribute the vouchers to registered households or individuals. A voucher distribution plan can help in planning for the distribution, while the voucher distribution list should be filled by the staff conducting the distribution. The voucher distribution list template can be adapted as required. However, it is essential that voucher serial numbers are assigned to the registered households and that beneficiaries confirm the reception of the vouchers through signature.

Following the reception of the vouchers, ZRCS will provide targeted populations with a timeframe to redeem the vouchers at contracted traders. Traders can be required to keep track of the beneficiaries that redeem their vouchers at their stored by filling the voucher redemption form if required by the programme (and depending on whether an electronic voucher mechanism is used). The voucher redemption form template can be adapted as required. As a minimum, it needs to include beneficiary name, ID number, serial numbers of vouchers redeemed, total amount redeemed (if value voucher) and space for the beneficiary signature. In addition, traders can also be asked to list the items sold to each beneficiary in the form. It is essential that traders are trained on how to fill the form properly. Traders are to submit the redeemed vouchers and an invoice to ZRCS Procurement/Finance at the end of the project or at intervals agreed in the contract. The number and value of the redeemed vouchers needs to match with the information on (the voucher redemption form if used, and) the invoice. Procurement shall be responsible to conduct the reconciliation and finalize the POs for vendor payments.

6.5 Handling undistributed Vouchers:

All undistributed vouchers should be returned by the Programmes team implementing, who need to register undistributed vouchers, void them (by punching and crossing them or similar) and store them in a safe place as will be guided by Procurement.

Figure 4: Process flow for voucher distribution

Management	Programmes/ CVA Focal Point	Finance	Logs & Procurement	Comms	PMER

Approve PoA

FSP final planning/design of payment methods/contracting

Coordination with branches & local authorities

Design CEA

Beneficiary selection and registration

Approve final beneficiary list

Encashment planning

Approve request for payment

Create vouchers

Distribute vouchers

Voucher storage & release

Technical support to vendors

Beneficiary orientation & training

Set up feedback line

Encashment

Collection of vouchers from vendors

Reconciliation (including payment to vendors

PDM

Market monitoring

7.0 IMPLEMENTATION

The table below shows the different phases of the CVA timeline with various activities that have to be conducted during each phase.

Table 2: Showing the different phases of CVA

	Phase	Day	Step	Activity	Decision/ Approval Needed
Pre-Crisis	**Preparedness**			CVAP PoA	
				Identify CVA Focal point	
				Draft CVA SOPs	
				CVA feasibility and risk assessment (baseline)	
				FSP identification, tendering and contracting (pre-agreements)	
				Internal and external coordination	
				Contextualise and develop CVA tools & systems	
				Mainstream CVA into NS plans & strategies	
				Capacity building of staff in CVA and/or CVA simulation/pilot	
				Crisis strikes or DREF launched	
Response	**Assessment**	1	1	Deployment of rapid assessment teams (needs and markets)	
		2-3	2	Update feasibility/risk analysis	
	Response Analysis	3	3	Decide if CVA is appropriate (or in-kind)	X
		3	4	Define CVA objectives (modality, delivery mechanism, transfer value, targeting)	X
	Planning	4-8	5	Develop Operational Plan	
		9-11	6	Approval of Operational Plan or resubmission	X
		9-11	7	Resource and funding mobilization	
	Set-Up and Distribution	12-13	8	FSP planning/final design of delivery mechanism	
		12-15	9	Coordination with branches and local authorities	
		12 - 21	10	Beneficiary selection, validation and registration	
		12 -29	11	Beneficiary engagement (and set up CEA approach/feedback line)	
		22	12	Final beneficiary list approved	X
		23 -26	12	Distribution of beneficiary cards/coupons or vouchers + orientation	
		22 - 25	13	Final encashment/distribution planning	
		26 -27	14	Request for payment and approve	X
		26 - 27	15	Prepare and communicate with FSPs/vendors + training	
		27 - 30	16	Transfer process to FSPs and payments to beneficiaries	
		30 - 40	17	ENCASHMENT/DISTRIBUTION	
		30 - 40	18	Encashment/distribution monitoring and register + CEA	
		30 - 45	19	Reconciliation	
	Monitoring and Evaluation	40 - 50	20	Post distribution monitoring	
		40 - 50	21	Market monitoring	
		60	22	Final reporting	
				Evaluation and review/re-assess	

Having selected the most feasible and appropriate response for the intervention, the implementing team will activate the response. This process starts with planning the intervention, defining ways of working, establishing mechanisms for internal and external coordination as well as for communicating with beneficiaries. The implementation phase includes contracting service providers, identifying and registering beneficiaries, as well as carrying out distributions and encashment.

Five key steps for setting up and implementing a CVA intervention or programme in line with IFRC Cash in Emergencies toolkit and the CVA RACI matrix in Annex 1 are outlined as follows;

7.1 Set-up the CVA programme

The basis of a CVA programme stems from the detailed operational plan. An operational plan includes the following aspects; the overall strategy, objectives, field structure, resources, costs, expected outputs and outcomes. After developing a strong operational plan, an internal coordination mechanism comprising of Programs/Operations, Logistics, Organizational Development, Finance and Administration should be established. This can potentially build directly on the existing internal CVA TWG.

7.2 Community Engagement and Accountability

CEA is a linchpin to any operation, including those utilising CVA modalities. The CEA aspects starts with the development of a plan describing the approach that the CVA will use to communicate with the targeted communities. This plan should include:

o   The capacity building of staff on CEA, PSEA and referral mechanisms
o   The selection of communication channels and tools
o   Development of key messages for each different target audiences as well as the design and Implementation plan.
o   Strategy for obtaining affected populations' feedback on the CVA design and implementation strategy
o   Setting-up of a feedback mechanism as guided by ZRCS CEA framework.

Reviewing and learning should also be part of CVA, either as a stand-alone activity or as part of an overall programme review.

Communication to both the affected community and other stakeholders shall be done through a *Communications Plan to Affected Populations* and should detail:

1.   The purpose of the programme
2.   The targeting methods
3.   The selection criteria
4.   The value of the transfer and how it has been calculated
5.   The number of transfers, frequency and implementation time frame
6.   How the project will be monitored and evaluated
7.   The communication channels/platforms that can be used to provide feedback (Complaints and feedback) about the programme
8.   Any other information pertaining to the CVA intervention, e.g personal security and safety aspects

7.3 Use/activation of the FSP framework agreement

As the framework agreement is a contract meant to be used for repeat situations, it does not contain the exact details of upcoming distributions/services to be provided.

The predefined service with agreed terms, conditions and fees can be used by placing a Purchase Order (PO) with Logistics. The PO typically also contains an **Addendum/SoW** that details the cash assistance delivery and services, i.e., number of people, transfer value, instalments, locations, duration of project, and delivery schedule.

The addendum must be reviewed and approved by CVA focal points at the cluster and regional levels.

7.4 Targeting, Registration of beneficiaries, and verification

During a response, the selection criteria for affected populations are established in the Emergency Plan of Action (EPoA). However, the final targeting mechanism and criteria is influenced by discussions with the community while seeking to be sensitive on gender, protection and inclusion as guided by the PGI policy so as to ensure a smooth and fair operation. The targeting criteria is also based on the initial needs assessments done. The clearer and easier it is to identify who qualifies under the set targeting criteria, the easier it will be for the CVA to run.

A feedback mechanism will be put in place to deal with inclusion and exclusion errors. If the affected population does not understand or agree with the chosen targeting criteria, the team may consider withholding, continuing or cancelling the intervention as they review the initial targeting plan. Before carrying out registration, a list of beneficiaries' needs need to be verified by means of random household visits for example, to minimize targeting errors. To ensure effective and an efficient registration process, the exercise will be done electronically on mobile application. The PMER department will support the registration exercise through innovative digital methods.

The processes registering affected populations on the basis of the targeting, requires the creation of unique identifiers. Through guidance from the regional and area branch, this process needs to be undertaken response Team members. The Registration of beneficiaries as well as management of all the CVA data will be done on the Red Rose platform which ZRCS intends to adopt for all its CVA interventions.

In order to ensure a smooth registration process, some key preparatory measures include:

o   Deciding roles, responsibilities and ways of work
o   Defining the type and level of information to be collected (data minimization)
o   Creating a database including coordination with FSPs on requirements in their systems and potential integration of platforms
o   Developing registration forms on data collection mobile application
o   Organizing registration. During distributions/encashment, beneficiaries and/or their representatives will have to be identified by means of community lists, ID cards and other technological options e.g., biometrics. This ensures that the person presenting him/herself to receive the cash transfer is indeed a registered beneficiary and/or their representatives

7.4 Distributions and encashment.

Staff and third party (e.g. FSP and their agents) directly involved in cash transfers shall be trained/sensitized on distribution, humanitarian principles, and code of conduct before undertaking any distributions.

Distributions should be planned in advance and will be informed by the addendum following the Purchase Order. Items to be distributed (vouchers, cards, phones, etc.) will vary according to the delivery mechanism chosen. Encashment planning must include agent mobilization according to their location and capacity. The required documentation includes an initial cash transfer order and encashment reports and reconciliation forms. Encashment closes out or reconciliation of funds is mandatory and should be done jointly between program/operations, finance and Logistics teams. The Scope of Work and the FSP contract informs timelines for this.

After beneficiary registration has been completed, the PMER officer shares the final and approved list of beneficiaries with the cash focal person and Finance manager for payments as follows;

1. The Cash Transfer Officer (CTO) in charge prepares a cash transfer excel file including beneficiaries first and last names (approved list by PMER), unique account (phone number), transfer date and amount.
2. The Cash Transfer Officer thereafter uploads the excel file to the MTN mobile wallet account for approvals by the Finance manager.
3. The finance manager logs into the MTN mobile wallet accounts platform to check the uploaded file. Before making an approval of the uploaded file the Finance manager compares the uploaded list with the initial approved beneficiary list shared by the PMER officer, if he/she is satisfied with the uploaded list, he/she will approve the file and money will immediately hit the accounts of targeted persons. If the finance manager is not satisfied with the uploaded file, he or she will not approve the payment and will request that the Cash focal person counter checks the file and make the necessary changes.
4. Once the money reaches the beneficiary mobile wallet accounts, an SMS will be sent to the targeted persons notifying them on the total amount of money they have received.

7.5 Reconciliation of Transfers

At the end of every encashment, a reconciliation of funds need to be conducted with the Finance team in line with the established tools. When closing the payments at the end of the programme/operations, the finance and PMER team involved in coordination with the programme manager in charge should reconcile the prepaid account and justify any discrepancy. Any balance should be discussed and explained with the programme manager. Systems to deal with unclaimed transfers or other problems that arise with the transfer are established in the FSP contract.

7.6 Coordination with other actors

The CVA focal point persons at various levels will represent ZRCS in National Cash Working Group meetings for learning and sharing of experiences at Global, National, Regional and Country Levels.

8.0 DATA PROTECTION AND MANAGEMENT OF RIGHTS HOLDERS INFORMATION

In any Humanitarian operation, protecting individuals' personal data is an integral part of protecting their life, integrity and dignity. This is why Personal Data protection is of fundamental importance for Humanitarian Organizations in their various interventions. In the recent years, the development of new technologies allowing for easier and faster processing of ever-increasing quantities of personal data in an interconnected world has been rising exponentially. This has given rise to concerns about the possible intrusion into the private sphere of individuals.

In response to this trend, Zambia passed the Data Protection Act in 2021 to address data protection needs and establish standards of compliance. In this regard, our chosen FSP as an integral part of the CVA process, shall be considered as a data controller for all beneficiary information in accordance with the Data Protection Act and shall thus be required to comply with the rules and regulations for data controllers. ZRCS as the end user for the data collected shall also be liable for the actions or omissions of its agents' incidental to the CVA process in accordance with the Act.

The [ICRC's Handbook on Data Protection in Humanitarian Action](#) and the [RCRCM Practical Guidance for Data Protection in CVA (2021)](#)[3] also provides guidelines on Data Protection and raises awareness aimed at assisting National Societies and other Humanitarian Organizations in ensuring that they comply with personal data protection standards in carrying out humanitarian activities. The handbook provides specific guidance on the interpretation of data protection principles in the context of Humanitarian Action, particularly when new technologies are employed. ZRCS will incorporate these guidelines in handling and ensuring beneficiary data protection throughout the CVA process.

To ensure that data protection prevails in all CVA interventions, the National Society intends to adopt a data management system called Red Rose that will be used to manage all CVA related data which includes beneficiary list as well as records for all payments made.

CVA, with its focus on using third party financial service providers, pose privacy-related threats and risks associated with the inherent collection, handling and transfer of individuals' personal data. This is especially due to the involvement of many third parties necessary for the provision of cash assistance services, such as financial institutions and mobile network providers. This creates complex data flows and may lead to loss of control over both the data collected and the meta-data generated in the course of ZRCS' CVA interventions.

Programmes and implementing teams shall ensure that Data Protection Impact Assessments (DPIAs) are drafted so as to:

- **a.** Identify the confidentiality and privacy risks to individuals, in particular those deriving from the data flow and stakeholders (e.g. FSPs, ZRCS officers, Government officers and community leaders) involved;
- **b.** Identify the privacy and data protection compliance liabilities for the organization;
- **c.** Protect the RCRC's reputation and instil public confidence in the programme; and
- **d.** Ensure that ZRCS does not compromise on the neutrality of its Humanitarian Action.

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[3] https://cash-hub.org/resource/practical-guidance-for-data-protection-in-cash-and-voucher-assistance-a-supplement-to-the-cash-in-emergencies-toolkit/

The DPIA will help to analyze, document and understand the flow of beneficiary data for each CVA intervention in order to identify the risks involved and develop risk mitigation strategies.

A data protection committee comprising of relevant officers from DM, Communications (IT), Finance and PMER Departments shall be instituted. Each unit involved in the CVA process shall work with the established committee to develop specific DPIA tools and methodology. Until these DPIA tools and guidelines have been field tested, each relevant officer implementing CVA in the field must contact the committee for advice on how to address the data protection risks concerning the identified risks in their CVA activity.

9.0 KEY RISKS AND MITIGATION MEASURES IN CVA

ZRCS will strive to develop a risk matrix for all the CVA programs by identify possible risks and ranking them according to their adverse effects in order to decide those which can be accepted (low risks), which can be mitigated (medium risks), and which should be avoided (high risks). The table below illustrates ranking of risk management plan.

Table 2: Illustrating ranking of risks

Impact Likelihood	Negligible (1)	Minor (2)	Moderate (3)	Severe (4)	Critical (5)
Very unlikely (1)	1	2	3	4	5
Unlikely (2)	2	4	6	8	10
Moderate likely (3)	3	6	9	12	15
Likely (4)	4	8	12	16	20
Very likely (5)	5	10	15	20	25

Low risk 1-7	Medium risk 8-14	High risk 15-25

Once the risks have been identified and ranked according to their seriousness, a risk register template will be filled accordingly to give a detailed description of the risk, the probability of it happening as well as the mitigation measure that can help reduce the risks to acceptable levels.

Table 3: The Risk Register

Risk register template
NAME OF PLACE - MONTH/YEAR

Risk no.	Type of risk *contextual,* *programmatic,* *institutional*	Description	Likelihood *1-2-3-4-5*	Impact *1-2-3-4-5*	Key controls/ Mitigating action	Risk owner	Date of completion

10.0 PROJECT PROPOSAL/ EMERGENCY PLAN OF ACTION

On the basis of the feasibility assessment and the selection of the best response option, DM will draft a project proposal as per its usual procedures.

The budget with inputs from Logistics, PMER, HR and Finance, DM and Comms/PR needs to include the following:

- The number of targeted persons/households multiplied by the amount to be paid (in the currency of payment) and frequency of payment
- Human resources costs
- Logistics and administrative cost
- Handling costs (bank or other charge, cash transfer fees, withdrawal fees)
- Red Rose costs
- Community engagement and accountability costs¨

11.0 WAYS OF WORKING

The ZRCS Internal Cash Working Group

Main Duties and Responsibilities at National Level

1. To identify appropriate Cash transfer modalities for ZRCS disaster operations in consultation with other relevant managers
2. Devise an appropriate vulnerability and targeting criteria to identify families to benefit from cash assistance,
3. Develop a mechanism for supervision of the registration process and data entry.
4. Support development of a proper beneficiary management and communication system procedure for the household visits.
5. Account and secure the data for all the beneficiaries.
6. Participate in the procurement process to identify FSPs that will be used in the distribution of cash on behalf of the NS and establish framework agreements with the identified FSPs in compliance with IFRC

Capacity strengthening

1. Strengthening ZRCS volunteers and staff to implement cash and voucher programmes through knowledge transfer, training, mentoring, development of good practice and evidence-based research.
2. Provide technical support to the implementing team at field level on Cash and Voucher Assistance review systems for Cash and Voucher Assistance (CVA) for continuous improvement.
3. Support the review of Standard Operating Procedures for cash voucher assistance and ensure its incorporated in the Disaster Management Policy.
4. Integrate CVA and Monitoring and Evaluation (M&E) system in coordination with the field and M&E teams.

5. Tracking of M&E outputs through data collection and database management to ensure data quality.
6. Monitoring of all cash transfer elements of the disaster operation to ensuring targets are met
7. Conduct and document cash transfer processes in a case study and draw lessons learnt that should be shared with management.

Coordination and Partnerships

1. Representation of ZRCS at external cash coordination forums at national and field levels.
2. Focal person to chair the CVA Internal Technical Working Group at National Level
3. Attend programme progress review events and planning meetings.

Administrative roles

1. Compile & upload the CVA related resources available on the google drive (Review tools and develop, Documents, Lessons Learned, etc)
2. Preparation of workshops, trainings and meetings.
3. Prepare requisitions for procurement of goods and services and follow up with Logistics for progress.
4. Coordinate preparation of cash requests

Main Duties and Responsibilities at Field Level

1. Implement Cash and Voucher Assistance (CVA)
2. Training volunteers and monitor the operation
3. Supervise cash disbursement
4. Monitor FSP on the ground to ensure compliance
5. Attend to any other query.

ANNEXES

Annex 1: CVA RACI Matrix (IFRC generic draft)

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.

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 person 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.

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 <u>all types of CVA</u>)

Phase	Activity	*Responsible*	*Accountable*	*Consulted*	*Informed*
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

Phase	Activity		Responsible	Accountable	Consulted	Informed
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		Parterships/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	*Responsible*	*Accountable*	*Consulted*	*Informed*
5b Implementation: Set-up & Distribution	**Develop Scope of Work**	Logistics' & Procurement, CVA FP	Logistics & Procurement	Programmes	
	Prepare tender documents and receive bids [4]	Logistics & Procurement,	Logistics & Procurement	CVA Focal Point, Programmes	

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[4] See 'Full CVA SOPs and Guidance Notes' for tender thresholds for third party selection

Task				
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	
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

Phase	Activity	*Responsible*	*Accountable*	*Consulted*	*Informed*
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 reconciliation	Finance	Finance	Programmes	CVA Focal Point

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

Phase	Activity	*Responsible*	*Accountable*	*Consulted*	*Informed*
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 requst 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	

	Activity	Responsible	Accountable	Consulted	Informed
	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	*Responsible*	*Accountable*	*Consulted*	*Informed*
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

Annex 2: Overview of general steps in CVA

The following are the key steps to implementing any CVA programme successfully

CVA Preparedness and feasibility assessment

One of the key constraints in delivering CVA in emergencies is recognized as the set-up time in emergency settings. Thus, preparedness is critical if the modality is to be undertaken quickly and at scale. Preparedness involves assessing risks and identifying whether CVA, in-kind assistance or a hybrid of cash, vouchers and/or in-kind is most feasible and appropriate. If CVA is to be considered, then there are also a number of key tasks that can be undertaken in order to ensure that the organization is able to initiate transfers at short notice. These tasks include;

- Analysis of potential financial service providers (FSPs) and delivery mechanisms offered (including direct distribution)

- Pre-agreements with financial service providers (FSPs) of at least 2-years and timely updating and procurement of FSPs

- Reviewing and working with other agencies with regard to CVA solutions to ensure harmonization and coordination of responses, for example in establishing a minimum expenditure basket (MEB).

- Reviewing of ZRCS capacity and gap analysis and implementation of the Plan of Action (PoA) (the CVA TWG should lead on this).

- CVA feasibility study in areas most likely to be impacted by crisis. This includes assessment of people's preferences, understanding the political environment (i.e. acceptance), and whether needs are likely to be met through cash assistance

- As part of CVA feasibility assessment, undertake pre-crisis market assessments and gauge whether markets can sustain the anticipated levels of CVA in an emergency situation.

- All departments will be represented through the internal cash working group and this will help ensure relevant input from all departments into the decision making process. CVA organogram at the national, provincial/state and district level (both in peace time and the business when it turns into the contingency phase). This should be integrated with the DM and other key departments within the ZRCS.

- Develop ZRCS CVA risk register including respective risk mitigation measures. A CVA risk register with pre-defined risks is available, however, this needs to be contextualized.

- Update cash SOPs (this document). The SOPs will be updated once a year to incorporate any new changes which may be drawn from the lessons learnt through the various cash intervention the Ns would have implemented during the year.

- Identify key staff from each relevant function who would need to play a role in any CVA programming; ensure CVA training or refreshers for relevant staff and volunteers including also market assessment training.

- The optimal delivery mechanism selected may require the pre-positioning of items such as vouchers in order to ensure a timely response at the immediate post-emergency stage.

- Create assessment and monitoring templates and design tamper proof vouchers.

- Pre-registration of (likely) affected populations. If we understand who the target groups are likely to be within the population, then we may wish to start pre-registering beneficiaries for

any potential scheme. The reason for this is two-fold: 1) by having beneficiary details already on hand any early action and emergency response will be quicker; and 2) gathering this data in advance shortens any emergency response.

▪ Ensure the relevant levels of financial controls are introduced and that the required segregation of duties is maintained.

▪ Conduct simulations for already established cash delivery mechanisms

Needs Assessment

This phase consists of a needs assessment including affected populations, markets and cash transfer mechanisms, and the feasibility study (CVA and in-kind distributions). If CVA is feasible, appropriate (meeting the defined objectives of the assistance), and represents the best option of response (efficiency, effectiveness, etc.), a project proposal or emergency plan of action is drafted.

Programmes/operations are responsible for the needs and market assessments. As per ZRCS emergency needs assessment tool the needs assessment should analyze:

▪ The vulnerability of the at-risk population, the affected population's economic security situation and unmet needs
▪ The urgency to respond to needs of the affected population
▪ The potential foreseen and unforeseen most affected people.
▪ The preferences of affected populations with regards to the type of assistance: cash, voucher, in-kind or a combination of cash and in-kind
▪ Intra-household and intra-community issues, including gender roles attributed with the management of cash/voucher and in-kind resources
▪ The usual means of accessing cash by the targeted households
▪ Target beneficiaries' physical access to markets or shops
▪ Capacities of local markets or shops (both markets & market systems) to meet the needs and the demand triggered by cash transfers or vouchers based on magnitude on forecasted emergency and or actual emergency.

To further define CVA, the assessment should also determine:

▪ The amount of cash to be transferred in total, per beneficiary and per location guided by the Minimum expenditure basket guidelines endorsed by the national Cash Working Group through the Disaster Management and Mitigation Unit .
▪ The frequency of payments
▪ The number of people that will need to be served in each location in a given timeframe guided by the needs, resources and in consultation with the Disaster Management and Mitigation Unit..
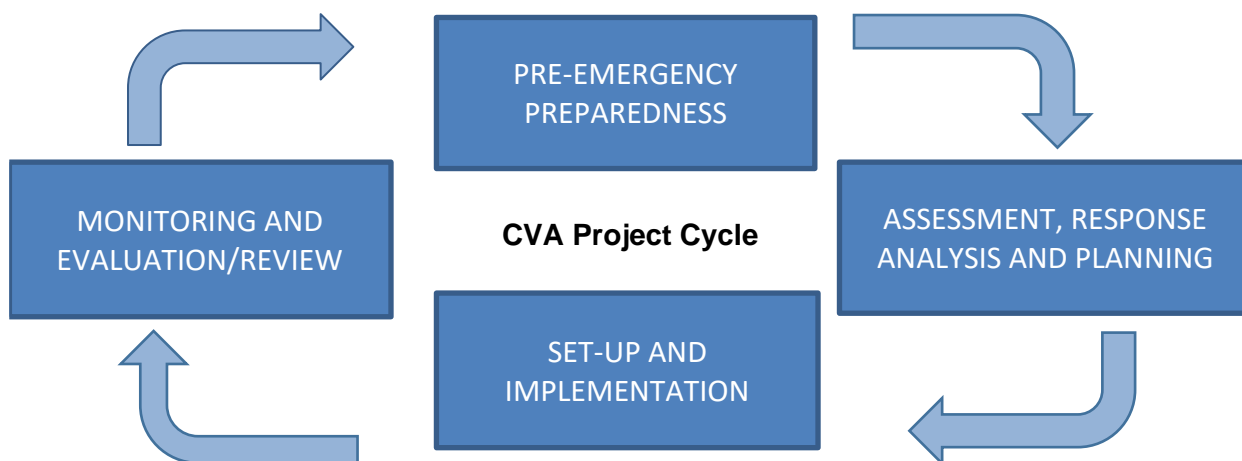▪ The familiarity of the target population with various existing FSPs

PRE-EMERGENCY PREPAREDNESS

MONITORING AND EVALUATION/REVIEW

CVA Project Cycle

ASSESSMENT, RESPONSE ANALYSIS AND PLANNING

SET-UP AND IMPLEMENTATION

Figure 2: Summary of Key Stages in CVA programming

CVA response analysis and design

> ZRCS has experience in distributing cash through mobile phone service providers (MTN, Airtel). The latter is the preferred option for the delivery mechanism, while proposals from banks and security companies on delivery are welcomed. As modality, ZRCS has distributed unrestricted cash in earlier responses, but with a 'preferred' use/expenditure, which is communicated to affected populations. On cash for shelter, ZRCS prefers signing MOUs with beneficiaries on the use to strengthen their monitoring of cash expenditures.
>
> On Cash for Work, ZRCS leadership and district staff has deemed the modality most relevant in preparedness and recovery/disaster risk reduction work. If it is simple, less technical tasks like rebuilding market structures, cash for work can still be considered.

Based on the results of the assessment, Programmes shall define the main objectives of the intervention including;

- The needs to be addressed
- The type and number of affected populations to be assisted and their locations
- The transfer value, programme duration, and timing

On this basis, an analysis of the possible response options is conducted, considering all transfer modalities (restricted/unrestricted i.e. use of cash grants, vouchers, cash combined with in-kind, etc.), delivery mechanisms (i.e., mobile transfer, direct cash distributions, etc.) and any conditionalities (conditional/unconditional). The default modality is unrestricted, unconditional cash transfers.

The identification of the possible response options is determined by the feasibility to use different CVA modalities and different mechanisms of transfer. In order to assess the feasibility, a joint team including programmes/operations, Finance-Administration and Logistics collects all relevant information to inform decision making.

It is important to remember that cash is a tool and not an end in itself.

Following a positive outcome of the feasibility study, the assessment team needs to decide on one or a combination of cash transfer modalities and mechanisms taking into account the objectives of the intervention.

Ensure that the following have been discussed and analysed:

1. The appropriateness of the various cash modalities and potential use restrictions in relation to the programme objectives
2. The market capacity
3. The potential protection risks and benefits for affected populations, volunteers and staff
4. The acceptability of CVA at local, district and national level
5. The most appropriate delivery options and potential differences in implementation areas
6. The cost-efficiency and cost-effectiveness of cash vs. in-kind assistance
7. The skills and capacity of ZRCS staff and volunteers as well as stakeholders
8. The preference of the affected populations (through community consultations with men and women)

The decision should be informed through a consultation with core CVA staff (DM department, other managers and district level staff) as well as presented to other actors (e.g. NGOs, Clusters, DMMU, local authorities). When decided upon, information about the selected response option can be shared at community level for feedback prior to finalising the design and moving on to implementation.

Consider if the minimum operating conditions of your chosen CVA modality are met:

▪ People can receive cash and are able to buy what they need at a reasonable price, in good quality and in a safe manner.

Consider if a combination of cash, /or in-kind is needed, e.g.:

▪ Immediate in-kind assistance followed by cash and vis-versa
▪ Long-term combination of cash and inkind , Consider the possibility of responding differently to different areas in parallel or as a transition, e.g.:
▪ Familiarity with mobile money operations
▪ Network stability
▪ Urban/rural differences and urban area populations have access to banking services.

Use the decision tree (tool) on the next page to guide your analysis.

ZRCS CVA Assistance Decision Tool

This decision-making guide illustrates the basic conditions to consider in the response options analysis. The purpose is to provide a logical process for building consensus around the choice of modality. When a response option has been reached, a comparative analysis of different options, e.g. in-kind or mixed approaches, is necessary.

Figure 3: Overview of the Decision Making Process

Figure 3 below outlines the main steps in the decision-making process necessary before CVA set-up and implementation can start. The SOPs for set-up and implementation start following this process and are split into three main delivery options: CVA through FSPs/third parties, Vouchers through vendors and direct cash distribution by NS ('cash in envelopes').

Figure 6 - Overview of NS CVA Decision Making Process
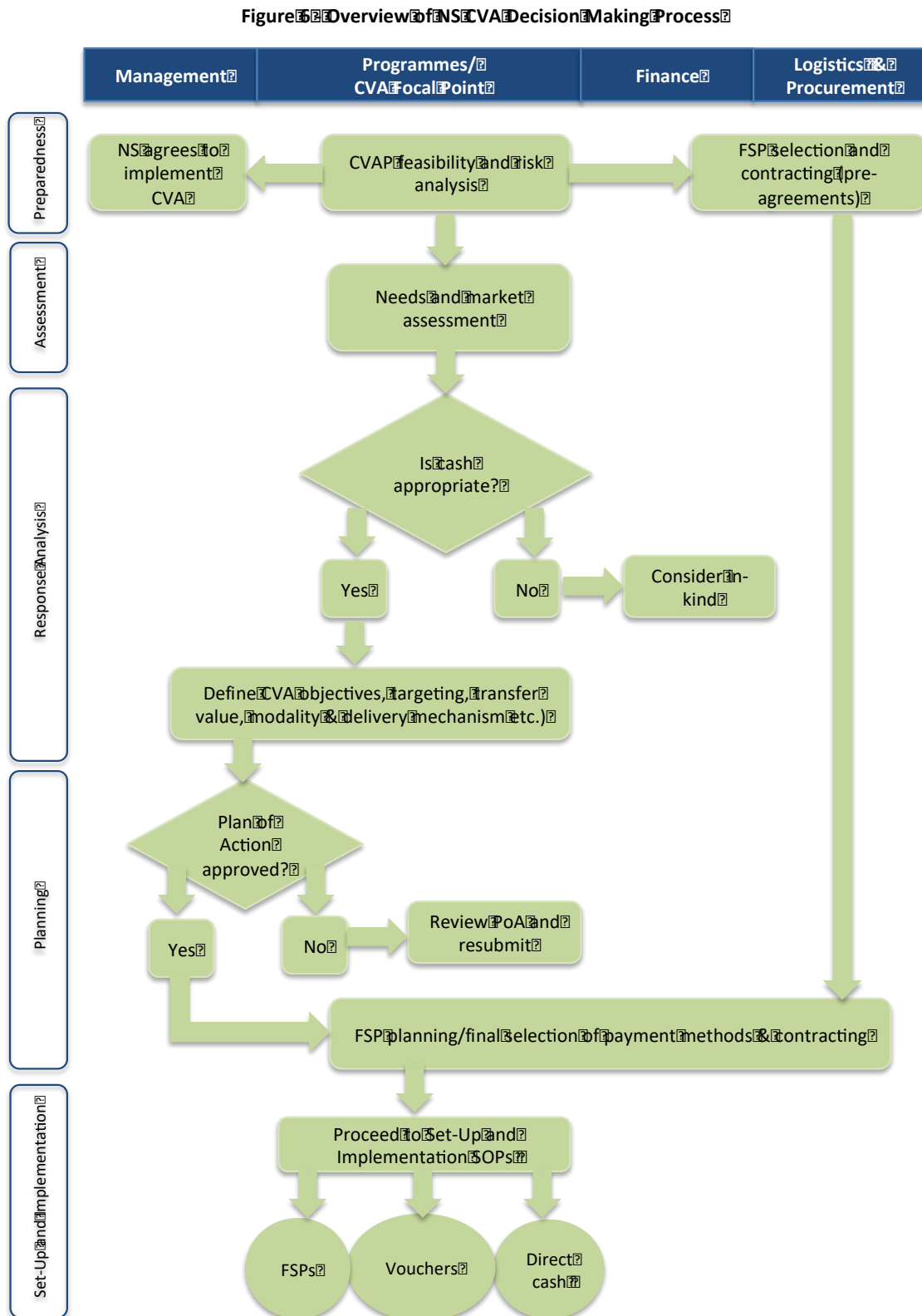
LEGAL PROVISION

The procedures stated in this document are subject to the ZRCS Code of Conduct, Disaster Management Policy, and all other relevant ZRCS Policies.

Author Department: _____

Date Approved: _____

Name of Approver: _____

Proposed revision date: _____

Date (s) of Revision: _____

Name of Approver: _____