

MODULE 2.ASSESSMENT, DESIGN & PLANNING



- In this module:
 - 2.1 Assessment overview, Finance and ICT
 - 2.2 Market Assessment
 - 2.3 Cash Pipeline & Financial Flows
 - **2.4 Response Analysis**
 - 2.5 Mechanism Selection

MODALITY SELECTION



Response analysis is the link between situational analysis (broadly speaking, needs assessment and other contextual information) and program design. It involves the selection of program response options, **modalities**, and target groups; and should be informed by considerations of appropriateness and feasibility, and should simultaneously address needs while analyzing and minimizing potential harmful side-effects.

SOURCE: CaLP

This is the broader picture that modality selection fits into.

RESPONSE OPTIONS ANALYSIS

One objective



Different routes

Each route combines:
A type of intervention
A modality
A mechanism (for CTP modalities)

What is the best option? We have to understand how program will evaluate “best” and see how we can support that whilst managing the risk and implications e.g. if we have to procure an FSP from the beginning ensuring program know how long that will realistically take (if the plan assumes 2 weeks for procurement that needs to be flagged and addressed) or if we can move an additional CHF300k per month for CVA on top of the usual operational and running costs.

MODALITY SELECTION FRAMEWORK – WHY WE NEED TO CONDUCT BROAD ASSESSMENTS?

- To understand **the different needs people face** (i.e. from a multi-sectoral point of view)
- To understand **their preferences for how they could best be assisted**
- To understand **markets and services** – and how this may influence the best way we should respond
- To think about **operational feasibility**
- To think about **organisational capacity**

RECAP FROM day 1

Ask the question? Look for Key words:

Needs / Preferences / Understanding / Markets / Capacity / Feasibility

Do we have access to the operational areas? Is it too risky for staff and volunteers?

Organisational capacity – at the NS branch level, are they willing and able? Do they have other pressing priorities?

MODALITY SELECTION

Objective: Program, in consultation with support services, makes recommendation for modality to management



R:

A:

C:

I:

Refer back to the RACI exercise – remember why management are not accountable at this level.

It is programme managers/directors who are accountable for the recommendations that they put forward based on the data they have analyzed

Often program make this decision on their own, the consultation with support services is missing, we need to make the process easier and more systematized. Knowing we should be part of that and offering to be part of the process are the first steps.

Ask the question “who thinks they don’t bring anything to the ROA process?”

QUESTIONS TO BE ANSWERED ON MODALITY SELECTION



- Related to PROGRAM



- Will the modality meet the priority needs of the beneficiaries
- Will it be in-line with how they would like to receive assistance.
- Will the modality allow us to meet our objectives

- Related to SUPPORT SERVICES

- Are we able to support a programme a given modality
- What are the resource implications (Impact) of modality selection
- Does the operational environment meet the requirements for a given modality.



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Before showing the bullet points – ask the question – try and encourage the discussion towards programmes looking to the end result and support looking how to support that journey.

Programme want to know the needs and the preferences of the beneficiaries

Support services want to know are we able to support, does staff need capacity building/training, do we already have an FA for an FSP in place? What regulations help or hinder us etc.

Communication is the key. Co-location (where feasible) can help.

RESPONSE OPTIONS ANALYSIS

Looking at needs, capacities and preferences of conflict affected people as well as existing services and infrastructures, what is the best way of assisting conflict affected people?

- Step 1: Choose type of intervention (relief / livelihood / structural)
- Step 2: Identify all potential modalities and mechanisms
- Step 3: Define response options (combine modality + mechanism)
- Step 4: Select most relevant selection criteria
- Step 5: Compare response options and select the most appropriate one

CaLP Diagram and program design

Criteria	Key considerations
EFFECTIVENESS	Which modality/ mechanism could meet the needs of the affected population better?
MARKET	Which modality/mechanism would be favoured by local market conditions?
ORGANIZATIONAL CAPACITY	Which modality/mechanism would the agency be more prepared to implement?
INFRASTRUCTURE AND SERVICES	Which modality/mechanism would be more suitable and reliable given the existing infrastructure and the services available?
TIMELINESS	Which modality/mechanism requires the shortest roll-out time?
BEN. PREFERENCES	Which modality/mechanism is preferred by beneficiaries?
RISK	Which modality/mechanism includes fewer and/or more manageable risks?
COSTS	Which is the most cost-efficient modality/mechanism?
Financial inclusion	Which modality/mechanism is more suited to promote FI?
etc.	

There will be a ranking and weighting of these criteria and that may be context specific. Beneficiary preference and effectiveness will always be high. Time might have a higher weighting for post-crisis life saving/life sustaining activities. Time and costs generally have to be traded off against each other, but not always. Low organisational capacity might mean accepting higher costs if we bring in surge or we use an FSP who can provide more services on our behalf.

There are many criteria that influence our decision making and we should try to take some sort of open, transparent, scientific and objective approach to decision making, of which ranking and weighting is part of.

MODALITY SELECTION



Support Services ' Contributions:

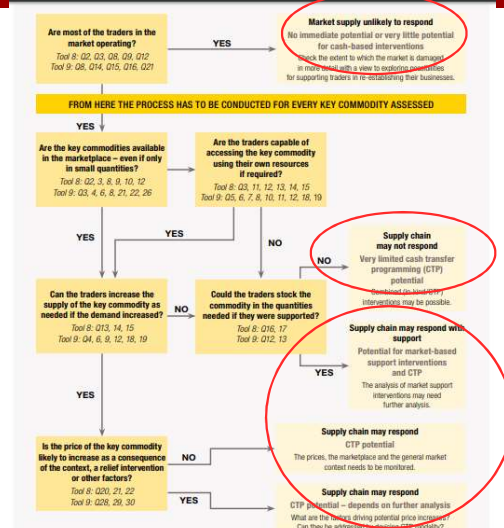
- Assessments
 - Financial Market, ICT, Retail Market, Security
- Outputs of the Support Services-led analyses
 - Procurement Options Analysis
 - Operational Design Options Analysis
- Inputs to Program-led analysis
 - Cost.-efficiency , Risk Analysis & Mitigation

When we review modules 3 and 4 see if this wording makes sense.

Outputs – as per step 1 of the PCM & RACI (check wordings)

Inputs to program-led analysis (VfM, risk analysis and others) we will go into detail in module 3

MODALITY SELECTION – DECISION TREES



Decisions trees are a useful part of the process and we the RCRCM use one as part of the RAM we spoke about earlier.

1. Market supply unlikely to respond - IKD
2. Supply chain may NOT respond – consider combined cash and IKD
3. Supply chain may respond – further analysis or implement with monitoring
4. This is one way to systematise the decision making but it's not the only one.

MODALITY SELECTION

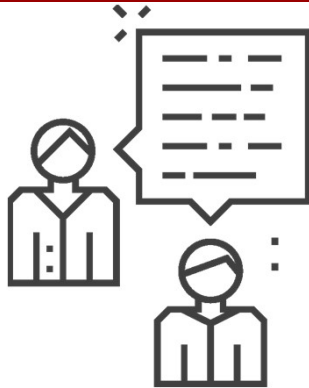


Management approves the modality(s) best suited to achieve the organization's objectives(s)

While programmes will be accountable for that recommendation, should management decide to go a different way, that accountability would shift.

We move from the “big picture” or the long list down to a more focused decision, looking at risk, cost etc. Lots of things go into the funnel but the preferred option (s) are the ones that make it into the plan of action.

TASK: KEY MESSAGES FROM OPERATIONS



- In your groups – select someone to do the pitch
- As a team take 10 min to come up with your key messages
- Remember you are arguing for Cash / In-kind / Services / A combination / Or a specific cash mechanism.
- Your deputy SG is a busy person so no waffle

*You have 60 seconds to sell your Deputy SG on one modality from an **Operation's perspective**.*

Scenario – Currently the organization only does Food parcels –

Assessment tells you that Cash is possible –

Organisation have never done cash here before

1 member of the Branch office is trained in Cash programming

Branch has Medical Social, BA, WASH and PSS trained volunteers

Organisation has been doing food parcels for a while

Assessment data shows beneficiaries sell some or all of the food parcel

Needs are greater than just food and inc. health, education, water, shelter, debt repayments and food

INFORMATION TO FRAME YOUR ARGUMENTS

- Assessment tells you that Cash is possible –
- Organisation have never done cash here before
- I member of the Branch office is trained in Cash programming
- Branch has Medical Social, BA, WASH and PSS trained volunteers
- Organisation has been doing food parcels for a while
- Assessment data shows beneficiaries sell some or all of the food parcel
- Needs are greater than just food and inc. health, education, water, shelter, debt repayments and food

10 mins

KEY TAKE AWAYS

- Response Option Analysis starting with a “long list” of all feasible modalities to meet program objectives
- Modality selection criteria and weighting will help to shortlist and select the most appropriate modalities
- Support services has a role to play in response option analysis and modality selection



3 Key messages – review slides and see if there are better key take aways.

Important that organizations speak the same language – that there is a common understanding of why and what we do.