



Cash Roadmap 2022-2025

Asia-Pacific Regional Delegation

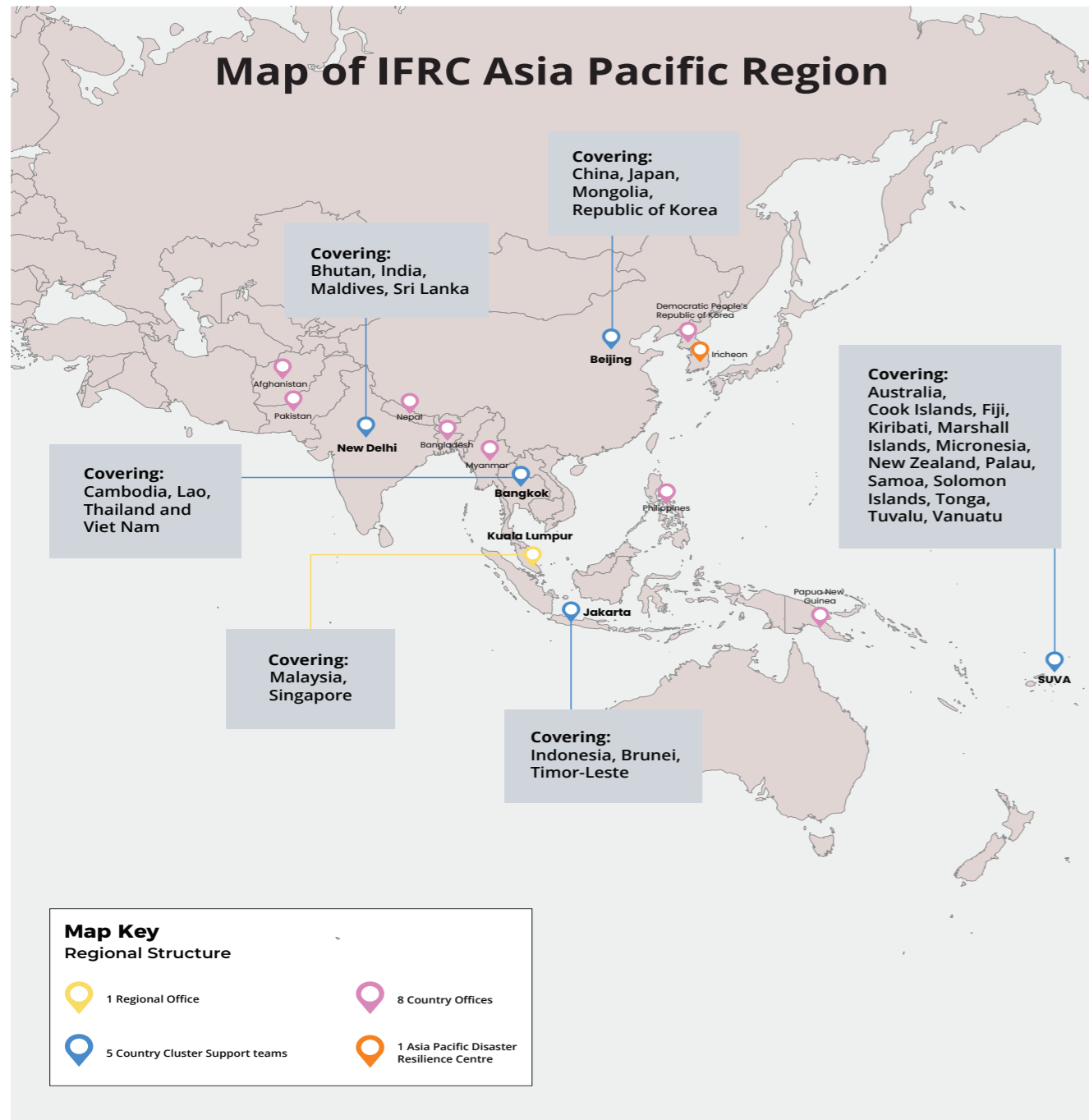


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International Federation of Red Cross and Red Crescent Societies

Asia Pacific Regional Office
 Level 10, Menara Tokio Marine Life,
 189 Jalan Tun Razak, 50400
 Kuala Lumpur, Malaysia

Tel. +60 3 9207 5700
www.ifrc.org/asia-pacific

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Acronyms and abbreviations

AP	Asia-Pacific
APRD	Asia-Pacific Regional Delegation
CD/CCD	Country Delegation and Country Cluster Delegation
CEA	Community Engagement and Accountability
CoP	Community of Practice
CPWG	Global Cash Peer Working Group
CVA	Cash and Voucher Assistance
DREF	Disaster Relief Fund
DRR	Disaster Risk Reduction
EA	Emergency Appeal
FbF	Forecast-based Financing
ICRC	International Committee of the Red Cross
IFRC	International Federation of Red Cross and Red Crescent Societies
IM	Information Management
NS	National Societies
PECT	Practical Cash in Emergencies Training
PGI	Protection, Gender and Inclusion
PNS	Participating National Society
RCRCM	Red Cross Red Crescent Movement
WASH	Water, Sanitation and Hygiene

Acknowledgments

The IFRC Asia-Pacific Regional delegation would like to thank the Cash Focal Points of the National Societies and IFRC delegation who participated in the consultation process that led to the development of this roadmap. We are grateful as well for the participation and inputs provided by our Partner National Societies.

Introduction

The use of cash and voucher assistance (CVA) in emergencies has been proven to be an efficient, effective, and transparent means of supporting people in crises. Implementing cash and voucher assistance (CVA) to the benefit of people affected by disasters and crises has been growing and a critical part of humanitarian action, with the potential to drive transformational change in the architecture and programming approaches of humanitarian organizations. CVA enables people affected by disasters and crises to receive more appropriate and effective support, giving them greater choice, dignity, and control over their lives, and enabling communities through efficiency gains and better support to local markets and economies.

One commitment of the 'Grand Bargain' – which is an agreement between the biggest donors and humanitarian aid organizations on getting more means into the hands of people in need and improving the effectiveness and efficiency of humanitarian action – is to increase the use and coordination of CVA. As a follow-up on IFRC's commitments to the Grand Bargain¹, the IFRC commissioned a Cash Roadmap for enhancing cash preparedness in National Societies back in 2018. The workshop focused on creating the [Asia Pacific \(AP\) Cash Roadmap](#) from 2018 to 2020, concentrating on improving preparedness, coordination, and communication within the Movement, as well as the concept of shared leadership.

At the Asia Pacific Red Cross Red Crescent Regional Conference held in Manila, Philippines, in November 2018, leaders of National Societies agreed – as part of the Manila Call for Action – on an ambitious target of getting 60 per cent of Asia Pacific [and the Middle East] National Societies 'Cash Ready' by 2022. Lessons learned from the two years of roadmap implementation and recent COVID-19 responses; it was evident that the AP Cash Roadmap required a reboot. The rationale is driven by both the accomplishments and challenges encountered the past years. There is an immediate need to revise the roadmap to incorporate the identified improvements and reflect the new IFRC Strategy 2030 specifically on global cash leadership flagship.




Asia-Pacific Cash Roadmap 2018 to 2020 Report Card

The 2018-2020 Cash roadmap follows the global IFRC roadmap that have six focused areas all aiming in improving and strengthening preparedness and commitment of leadership both at National Societies and IFRC Secretariat. Key significant accomplishments are as follows:

- **Strong Senior Leadership commitment to Cash:**
 - cash preparedness commitments made during the Manila Call for Action, 60 per cent of National Societies in AP to be Cash Ready by end of 2022
 - AP cash road map developed and Pacific specific cash roadmap complementing the regional roadmap.

- **A Stronger Cash Unit within the Secretariat:**
 - recruitment of regional cash advisors for APRD and Pacific country cluster delegation
 - designation of cash focal points at Country and Cluster Delegations
- **Thorough systems review to ensure finance, logistics and IT systems are cash ready**
 - introduction and conducted several trainings on mobile data collection tools and digital data management (Open Data Kit, Kobo toolbox and RedRose)
- **Expansion of work to embed cash in the preparedness and contingency planning processes of national societies**
 - cash embedded in the preparedness of 12 National Societies of the AP region (Pakistan, Viet Nam, Philippines, Nepal, Myanmar, Bangladesh and Indonesia, Laos, Afghanistan, Timor-Leste, Fiji and Vanuatu) and Contingency plans currently under revision to include CVA
 - CVA is a component to few early action protocols (EAP) for the forecast-based action by the DREF.

Key figures on accomplishments from 2018 to 2021

	2018	2021	% difference
 Number of People Reached	166,644	480,540	188% increase
 Number of National Societies Reporting with CVA	5	23	360% increase
 Total Cash Delivered (CHF)	5.033 million	87.6 million	1,641% increase

¹ Specifically, the International Red Cross and Red Crescent Movement Grand Bargain commitment to provide greater support to local and national responders through scaling up the use of cash-transfer programs where appropriate.



IFRC / Musfarayani Dok

Purpose and objectives of the Asia-Pacific Cash Roadmap 2022-2025

The Asia-Pacific Cash Roadmap 2022-2025 outlines the priorities for CVA in the Asia and the Pacific Region and serves as a reference for the National Societies to establish their CVA strategic plans and activities. Specifically, the roadmap aims the following:

- establish priorities and targets, for the use of CVA, enabling National Societies and the IFRC Secretariat to deliver timely and effective CVA responses.
- serve as a reference in developing National Society CVA Strategic plans and actions
- serve as a framework in engaging support and commitment of the Movement partners in Asia-Pacific.

Regional Priorities – Asia and the Pacific

The Asia-Pacific Cash roadmap is linked within the framework of the IFRC Plan and Budget 2021-2025/Agenda for Renewal that highlights the ambition to achieve global cash leadership and with the target to reach 50 percent of the humanitarian assistance implemented through CVA by 2025.² The roadmap also is linked and complements several regional technical and thematic strategies and other ongoing initiatives such as the Red Ready project. The development of this roadmap and subsequent National Society CVA strategies follows the updated Red Cross and Red Crescent Movement's Cash Preparedness for Effective Response Guidance.³

The development of this roadmap was made through a series of virtual meetings and consultations from the IFRC membership including cash focal points of Host and Partner National Societies and IFRC delegation colleagues. During the consultation process, common key challenges and bottlenecks were discussed which centred mostly on the need to improve response readiness ensuring that the systems and tools are readily available within the National Society. Also, the NS focal points expressed that their policies need to support CVA scale-up in a manner that is understood across the organization. Investments in digitalization and branch-level capacity are deemed necessary as well in ensuring external advocacies are supported. The COVID-19 experience highlighted the strengths but also the weaknesses especially in ensuring the quality of CVA programming with the need to scale up the response.

The Asia-Pacific Cash Roadmap outlines the strategic priorities for CVA in the Asia-Pacific Region. It also provides key strategic actions required to ensure that common key challenges will be addressed. The framework further recognizes that while certain thematic and technical areas will be explored, the roadmap recognizes that the NSs are in varying levels and stages of their CVA journey.

² [IFRC Plan and Budget 2021-2025.](#)
³ [Guidance for Mainstreaming Cash and Voucher Assistance: Cash Preparedness for Effective Response.](#)

Figure 1. Cash Roadmap priorities and technical and thematic focus

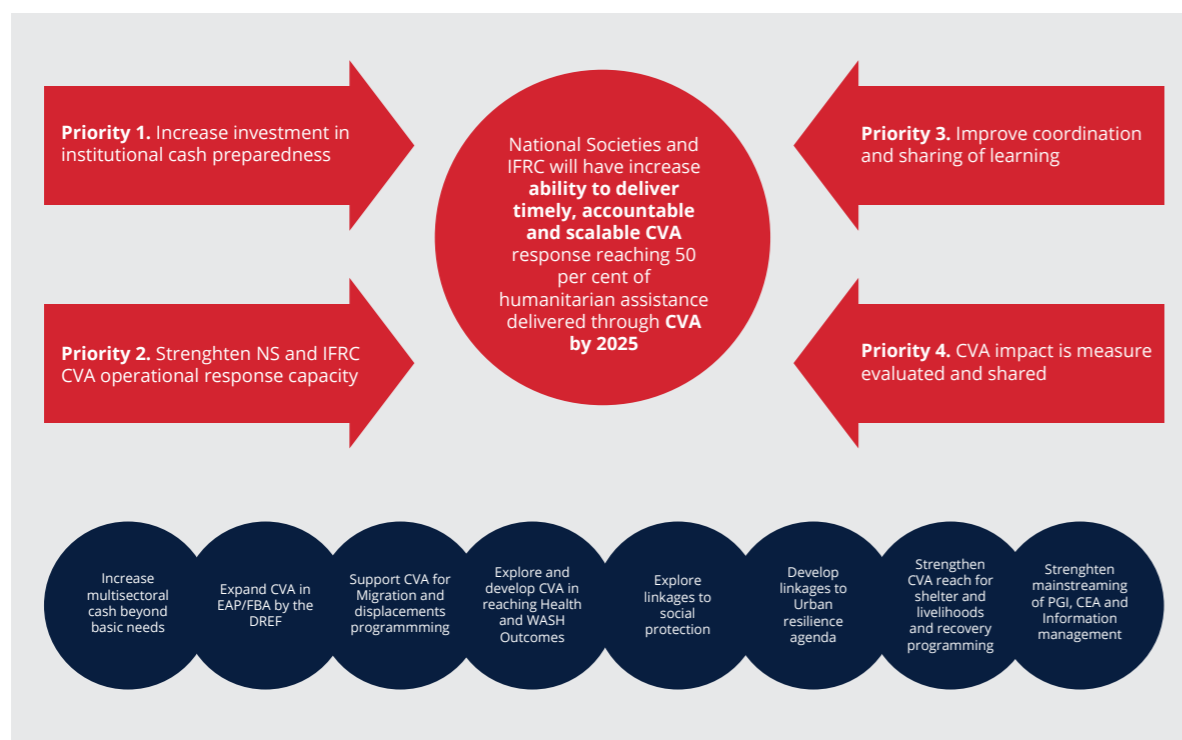


Table 1: Key outcomes and action areas related to Priority 1 on CVA preparedness.

1.1 National Societies are supported with cash preparedness by utilizing the Movement's CVA preparedness framework	1.1.1	IFRC and PNS support in sustaining and strengthening cash preparedness to existing 15 NS using standard Movement Cash Preparedness framework through country and sub-regional approach. Efforts will be ensured that levels of cash preparedness will reach at least level 2 across the NS
	1.1.2	IFRC and PNS support promoting the cash preparedness framework linked to the Preparedness for Effective Response (PER) Framework and expansion of the cash preparedness initiative to more NS
	1.1.3	IFRC to maximize and expand Red Ready Project Framework where cash readiness is an integral component
	1.1.4	IFRC to continue fundraising for CVA preparedness
1.2 National Societies are supported on key CVA humanitarian advocacies	1.2.1	IFRC continuously supports CVA humanitarian diplomacy requirements, including exploring Civil-Military relations advocacies when needed
	1.2.2	IFRC supports the development of specific CVA advocacy products

Priority 1: Increase investments in institutional CVA preparedness

In the 2018-2020 Cash roadmap, it was already highlighted that the Movement is in a prime position to be a global influencer on the cash agenda, and for pushing the localization of aid through the use of CVA, because of its unique presence in every country and its auxiliary role to government. Since the implementation of the roadmap and with succeeding regional NS commitments on CVA preparedness, there is already a total of 23 National Societies in the region that are implementing cash in an emergency and longer-term CVA programming by end of 2021.⁴ From this data, it can be noted as well that a total of 15 National Societies are currently investing in building their CVA capacities through cash preparedness initiatives supported by Red Ready and PNS.⁵ The majority of these National Societies have only started their CVA journey in the past two years and cash preparedness levels are within levels 1 and 2. This would mean that significant external technical support would still be required for them to implement a timely CVA response. Sustaining technical support to national societies' cash preparedness needs to be considered. Gaps remain also in supporting other National Societies especially smaller island nations in South Asia and the Pacific. A regional and subregional approach, taking into account the regional solutions and taking advantage of the network of experienced national societies and peer learning will be promoted.

Priority 2: Strengthen National Society and IFRC operational response capacity

Over the past years, an increase in the utilization of CVA in DREFs and Emergency appeals has been observed. As of 2021, a total of 69 percent of the newly launched DREF had CVA components and 100 percent to all emergency appeals.⁶ However, it can also be noted that a small increase in the number of National Societies that implement CVA in emergency response through DREF and EA with 10 NS in 2019 to only 13 NS by 2021. In these emergency operations, it is also evident that there are still limitations in understanding CVA as a modality and as a mechanism to reach programmatic outcomes during emergency responses.

CVA must be mainstreamed and considered as a default modality informed by a response option analysis. Emphasis on the contingency planning process should also be strengthened as part of the disaster preparedness process where CVA programming considerations are already defined reducing the time to conduct a full rapid needs assessment. Investments in the development of information management skills and exploring data management solutions are necessary for ensuring greater accountability in programming. It is already recognized that information management and a robust data management solution will be required to scale up and implement timely CVA responses.

⁴ In 2021, there are 23 out of 38 National Societies with reported CVA activities, 18 NS in Asia, and 5 in the Pacific

⁵ Afghanistan, Bangladesh, Fiji, Indonesia, Laos, Malaysia, Mongolia, Myanmar, Nepal, Pakistan, Philippines, Sri Lanka, Timor-Leste, Vanuatu, and Viet Nam

⁶ In 2021, 26 new DREFs had been launched, 18 of those have CVA components while 100 per cent of new emergency appeals had CVA components

Table 2: Key outcomes and action areas related to Priority 2 on Operational Response Capacity.

2.1 CVA is the default response option	2.1.1 NS reflects CVA in all their contingency plans and specific response plans
	2.1.2 NS include CVA as their default response modality in NS strategies, position papers, and other key strategic and guidance documents
	2.1.3 IFRC promotes CVA as the default response option in all DREF and Emergency appeals
2.2 Strengthen CVA Regional Human Resource capacity	2.2.1 IFRC and PNS support in sustaining technical support are provided to NS through the country and regional cash advisors
	2.2.2 IFRC facilitates NS peer-to-peer support through rapid response deployments during emergency response and peer learning during training and cash preparedness activities
	2.2.3 NS intensifies country-level CVA technical training and explores on-the-job opportunities through domestic deployments
	2.2.4 IFRC and PNS support the conduct of Cash Surge Technical Training (PECT)
2.3 National Societies increase utilization and improved quality of CVA through multisector and program-specific CVA responses	2.3.1 IFRC supports the development of practical technical guidance on CVA and multipurpose cash assistance
	2.3.2 IFRC and NS increase the utilization of CVA to the forecast-based action by the DREF where CVA is considered in the EAPs
	2.3.3 IFRC and NS support the development of CVA for migration and displacement programming, ensuring experiences and lessons are captured and shared ⁷
	2.3.4 NS explore and support the development of CVA in reaching WASH ⁸ and Health outcomes
	2.3.5 IFRC - Develop and explore linkages on urban resilience
	2.3.6 IFRC and Movement partners - Explore and document learning in strengthening linkages to existing social protection mechanisms
	2.3.7 IFRC and NS - Support development in establishing longer-term framework agreements on financial service providers.
	2.3.8 IFRC facilitated capacity building for support services

2.4 Strengthen National Society and IFRC internal systems and promote innovations	2.4.1 NS explore and test new emerging technologies on digital identity and payment solutions
	2.4.2 NS uses information management tools and systems in all CVA-related interventions. Mobile data collection training and use of the Kobo toolbox will be the minimum tool in data collection. Support from the Asia-Pacific Information Network and NLRC's 510 Group is maximized ⁹
	2.4.3 IFRC and NS use Red Rose data management ¹⁰ in absence of a data management system to account for CVA disbursements. Replication of data managing systems such as the Kizilaykart platform ¹¹

Priority 3: Improve coordination and sharing of learning

Before the COVID-19 pandemic, peer-to-peer support during emergencies has been a strong component of all operations in the region. During COVID-19, the need to be connected to peers and colleagues has been critical in sharing tools and resources and the establishment of the AP Cash reference group or the AP Cash RG. The AP Cash RG was formed informally for sharing of tools and resources in response to the pandemic and later developed into a group for sharing learning and experiences and coordination especially around featuring CVA accomplishments. The existing structure of peer support through the establishment of an AP Cash community of practice must be supported.

Ensuring that NS is engaged with external cash coordination will be maintained and when opportunities to co-chair present, NS will be supported with the success and crucial role and experiences in Nepal, Myanmar, and the Philippines. This will ensure that NS benefits from the technical and policy decisions affecting the CVA responses in their respective countries. The co-chair role of IFRC in the Asia-Pacific Regional Cash working group will be maintained working in collaboration with the rest of the other regional technical working groups.

7 Strategic priority 2: Mainstreaming Migration into existing programming and priority 3: Support for Migration-focused programming of the Asia-Pacific Migration and Displacement Framework for Action. [4_2018-IFRC-AP-Migration-Displacement-Framework-LR.pdf](#)
 8 AP Emergency WASH Strategy 2021-2030.

9 510 Group: An initiative of the Netherlands Red Cross: <https://www.510.global/>
 10 Red Rose resources are available at: <https://cash-hub.org/resources/cash-technology/redrose/>
 11 Kizilaykart Platform: <https://platform.kizilaykart.org/en/>

Table 3: Key outcomes and action areas related to Priority 3 on Coordination and Learning.

3.1 Improve IFRC membership CVA coordination	3.1.1 NS takes lead in coordination with Movement partners in-country engaged in CVA during emergency responses and CVA preparedness
	3.1.2 IFRC and PNS establishes regular membership engagement and collaboration
	3.1.3 NS establishes and actively engaged in the AP Cash community of practice
3.2 Enhance external partnership and collaboration	3.2.1 NS increase presence and engagement with country cash working groups and other relevant cash coordination and fora
	3.2.2 IFRC continuously co-chairs the Asia-Pacific external Regional Cash Working Group
	3.2.3 NS strategically explore funding to support CVA interventions beyond the Movement

Priority 4: National Society CVA impact is measured, evaluated, and shared

A streamlined knowledge management system remains a big gap to ensure a collective impact on the CVA programming across NS, PNS and IFRC supported activities. Annually, a counting cash initiative is usually launched but the process remains to be ad hoc and requires a systematic approach and assist NS cash focal points with their reporting processes.

Impact evaluations and studies will be encouraged with the aim to improve the quality of CVA programming and assist in advocacies in increasing the utilization of CVA in programming.

Table 4: Key outcomes and action areas related to Priority 4 on CVA impact and knowledge management.

4.1 Improve National Society Cash visibility	4.1.1 IFRC and NS through the AP Cash CoP develop a knowledge management strategy ensuring NS learning on CVA are captured and shared
	4.1.2 NS strengthens engagement with Cash Hub and utilizes the AP Community of practice online platform on Cash Hub
	4.1.3 IFRC and NS reactivates the AP Cash Newsletter highlighting NS CVA responses and key updates

4.2 Enhance the quality of CVA reporting	4.2.1 NS and RCRCM partners ensure improvement in timing and quality in counting cash data collection
	4.2.2 IFRC initiative the development of regional cash dashboard – where the mechanism to maintain is agreed with NS, especially on data inputs and utilization
	4.2.3 IFRC and PNS support the conduct of impact evaluation on CVA response and cash preparedness
	4.2.4 IFRC and NS identify key research priorities relevant to CVA and initiates the conduct of studies



Annex 1. Cash Roadmap Targets and Indicators

Goal	50% of humanitarian assistance is delivered through cash and voucher assistance	
Indicators	2021 Baseline	2025 Target
Number of newly launched DREF with CVA	17	Via emergencies
Number of newly launched EA with CVA	8	Via emergencies
Number of people reached with CVA (DREF and EA)	288,655	Via emergencies
Number of IFRC Offices that are Cash-ready		100%
Priority 1	Increase investments in institutional CVA preparedness	
1.1 Percentage of National Societies that are cash-ready	60% of the NSs in Asia-Pacific reporting CVA related activities and cash preparedness investments	80% of the NSs in Asia-Pacific reporting CVA related activities and cash preparedness investments
1.2 Number of NS supported with Cash preparedness initiatives and projects	13	28
Priority 2	Strengthen National Society and IFRC operational response capacity	
2.1 Number of NS with CVA strategies in-place (cash preparedness plans, contingency plans, position, and strategic papers)	8 (Laos, Philippines, Timor-Leste, Philippines, Indonesia, Bangladesh, Myanmar, Nepal)	28
2.2 Number of CVA technical advisors	1	4
2.3 Number of CVA trained staff and volunteers (specific training on CVA Standards, PECT Cash-IM Trained (to be devised separately)	(to be developed separately)	
2.3 Percentage of CVA utilization across technical and thematic areas (separate technical and thematic integration indicator to be developed)	(to be developed separately)	
2.4 Number of CVA technical surge deployments	2	Via emergencies

Priority 3	Improve coordination and sharing of learning	
3.1 Number of NS engaged in country Cash Working Groups	9	15
3.2 Number of AP CoP engagements (learning sessions, webinars, fora)	4	One per quarter
3.3 Number of new partners supporting CVA interventions	4 (PNS)	
Priority 4	National Society CVA impact is measured, evaluated, and shared	
4.1 Number of information and learning products developed and shared	4	1 per quarter
4.2 Number of NS reporting CVA	23	30
4.3 Number of CVA related research and studies	1	1 per year



The Fundamental Principles of the International Red Cross and Red Crescent Movement

Humanity

The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

Impartiality

It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality

In order to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

Independence

The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

Voluntary service

It is a voluntary relief movement not prompted in any manner by desire for gain.

Unity

There can be only one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality

The International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

