**CVA RACI (Roles and Responsibilities Matrix) v2**

**Overview of tool**

A RACI matrix is a simple tool that is useful for highlighting roles and responsibilities during a CVA programme to help National Societies connect and assign different people/functions to tasks. This can help everyone involved to know exactly what is expected of them and who they will need to collaborate with across functions. A RACI is also a good tool to manage a change process – this is likely during the CVAP journey, as a wider range of departments will be taking on new roles within CVA programming.

Using the below guide to the RACI roles, National Societies should adapt the RACI tool for their context and programming needs, based on the NS structure and ways of working

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| ***Responsible*** | The person or function/department responsible for performing the task. It is the actual person or department doing the work to complete the task. |
| ***Accountable*** | 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*** | The people whose input is used to complete the task, thus communication with this group will be two-way in nature |
| ***Informed*** | The people who are informed as to the status of the task, thus communication with this group is one-way in nature. |

It is important to note that only one person is Accountable, not the department or unit. For example, in Programmes, this could be the Head of Programmes, Programme Manager. In Management, this could be the President, Secretary General or Assistant Secretary General.

***How to use the tool - CVA delivery pathways***

Section A and E are relevant for all types of CVA, whereas sections B, C and D only applies for certain transfer mechanisms:

For **CVA through FSPs/service providers:** Use sections A, B and E

For **Vouchers through vendors/service providers:** Use sections A, B, C and E

For **Direct cash (cash in hand):** Use sections A, D and E

**CVAP/PRE-CRISIS**

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| Phase | # | Activity | |  |  |  |  | Branch involved? | If yes: R/A/C or I? |
| ***Responsible*** | ***Accountable*** | ***Consulted*** | ***Informed*** |  |  |
|  |  |  | |  |  |  |  |  |  |
| 1a. Preparedness (CVAP) |  | **Identify CVA Focal Point** | | Programmes | Management | TCWG | Management |  |  |
|  | **Establish Technical CWG** | | CVA Focal Point | Programmes | Management | All relevant depts |  |  |
|  | **Conduct NS CVA self-capacity assessment** | | CVA Focal Point | Management | Programmes, Finance, Logs, IM, HR etc | TCWG |  |  |
|  | **Capacity building of staff in CVA** | | CVA Focal Point | Programmes | Finance, Logs HR, IM, PMER etc | Management |  |  |
|  | **Contextualise CVA tools (from CiE toolkit)** | | CVA Focal Point | Programmes | Finance, Logs & Procurement, Finance, HR, PMER, IM, Security |  |  |  |
|  | **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 |  |  |  |  |
|  | **Establish FSP service/framework agreements** (See ‘Preparedness/Pre-Crisis’ for breakdown of steps) | | Logistics & Procurement | Management | CVA Focal Point, Programmes |  |  |  |
|  | **Develop risk management register and mitigation/control measures** | | CVA Focal Point, | Programmes | Finance, Security | Management |  |  |
|  | **Design and Implement beneficiary management database for CVA** | **Requirement gathering and system design** | IM, CVA Focal Point, Programmes | Management | PMER |  |  |  |
| **Implement and test first version of solution** | IM | Programmes CVA Focal Point |  |  |  |  |
| **Training of staff and volunteers who will be using system** | CVA Focal Point | IM | Programmes |  |  |  |
|  | **Design financial and reconciliation system for CVA** | | Finance | Director of Finance *or* Finance Manager | CVA FP, CTWG, Programmes | Management |  |  |
|  | **Mainstream CVA into NS programmatic, contingency and response plans (e.g., Strategic Plan, Finance Manual)** | | TCWG | Management | CVA FP, Programmes, Finance, Logs & Procurement, HR, PMER, IM, Fundraising, Security |  |  |  |
|  | **Conduct CVA simulation and/or pilot** | | CVA Focal Point | Programmes | All relevant departments & branches involved | * Movement & external partners, * Management,   Communications |  |  |
|  | **Internal and external CVA coordination (and ongoing throughout response)** | | TCWG, CVA Focal Point, Programmes | CVA Focal Point | Programmes | Management |  |  |

**Fr** From the above set of CVAP activities, the below are the minimum (as outlined in the CVA SOPs) that are necessary for timely CVA implementation:

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| 1b. Preparedness: Pre-Crisis minimum SOP steps |  | **Baseline CVA feasibility and risk analysis/initial decision for CVA** | | | CVA Focal Point | Programmes | Finance, Logs & Procurement, Security, IM |  |  |  |
|  | **Establish FSP service / framework agreements** | | **Develop Scope of Work** | Logistics & Procurement, CVA Focal Point | Logistics & Procurement | Programmes |  |  |  |
| **Prepare tender documents and receive bids** | Logistics & Procurement | Logistics & Procurement | CVA Focal Point, Programmes |  |  |  |
| **Conduct tendering/selection of FSPs or vendors** | Logistics & Procurement, Finance | Logistics & Procurement | Programmes |  |  |  |
| **Validation/negotiation with FSPs or vendors** | Logistics & Procurement | Logistics & Procurement | Programmes, Finance |  |  |  |
| **Contracting of service providers (including Purchase Order and MoU)** | Logistics & Procurement | Management | Programmes, CVA Focal Point, Finance |  |  |  |
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| RESPONSE PHASE | | | | |  |  |  |  |  |  |
| 2. Assesssment |  | **Conduct CVA needs assessment** | | | Field Operations | Programmes | CVA Focal Point, IM | Movement/  external partners |  |  |
|  | **Conduct market assessment** | | | CVA Focal Point | Programmes | Logs & Procurement, IM | Movement/ external partners |  |  |
| 3. Response Analysis |  | **Decide if CVA is appropriate or in-kind** | | | Programmes | Management | CVA Focal Point |  |  |  |
|  | **Feasibility, modality and mechanism selection** | **Compare modalities and mechanisms** | | CVA Focal Point | Programmes | Management |  |  |  |
| **Risk analysis** | | CVA Focal Point | Programmes | TCWG | Management |  |  |
| **Select delivery mechanism** (if no framework agreement in place) | | Logistics and Procurement | Programmes | CVA Focal Point,IM | Management |  |  |
|  | |  |  |  |  |  |  |
|  | **Calculate transfer value** | | | CVA Focal Point | Programmes | Security | Management |  |  |
|  |  | **Decide on targeting criteria** (geographical and vulnerability) | | | CVA Focal Point, Programmes | Programmes | PMER, IM | Management, External stakeholder, local authorities |  |  |
| 4. Planning and Design |  | **Develop PoA / project proposal** (CVA components) | | | Programmes | Management | CVA Focal Point, PMER, IM |  |  |  |
|  | **Approve PoA / project proposal and budget** | | | Management | Management, Finance | Programmes | CVA Focal Point |  |  |
|  | **Resource and funding mobilization** | | | Partnerships or Fundraising | Management | Programmes, Movement partners, | Partners, Communications |  |  |
|  | **Coordination with branches and local authorities** | | | Programmes | Management | CVA Focal Point | Movement partners |  |  |
| 5. Implementation: Programme Set-Up |  | **Design and roll out community engagement and accountability (CEA) strategy** (including set up of feedback mechanism and beneficiary sensitisation/training) | | | Communications | Communications | PMER, CVA Focal Point, Programmes |  |  |  |
|  | **Beneficiary selection** | **Design & roll out HH questionnaire/baseline for beneficiary selection** | | Programmes | PMER | IM, CVA FP, |  |  |  |
| **Select, verify and register beneficiaries** | | PMER | Programmes | CVA Focal Point, IM | Finance |  |  |
|  | **Deduplication and data cleaning** | | IM | Programmes | CVA Focal Point |  |  |  |
|  |  | **Approve final beneficiary list** | | Programmes | Management | PMER | Finance, IM |  |  |
|  | **Design M&E plan and tools (update from CVAP work)** | | | 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**)

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| Phase | # | Activity | | |  |  |  |  | Branch involved? | If yes: R/A/C or I? |
| ***Responsible*** | ***Accountable*** | ***Consulted*** | ***Informed*** |  |  |
|  |  |  | | |  |  |  |  |  |  |
| 5. Implementation: Encashment |  | **Distribute beneficiary cards/coupons (or vouchers) and conduct beneficiary sensitisation/training** | | | Communications, CVA Focal Point | Programmes | IM |  |  |  |
|  | **Encashment planning** | | | Programmes, CVA Focal Point | Programmes | Finance, Logs, Security | Management, |  |  |
|  | **Finalise and communicate encashment plan with stakeholders (e.g., local authorities) and share with FSPs/vendors** | | | Programmes, CVA Focal Point | Programmes | Movement partners | Management |  |  |
|  | **Encashment set-up and training** | **Support FSPs/vendors with setting up chosen payment mechanisms (e.g., ATMs, smart cards, cheques, mobile SIMs)** | | CVA Focal Point, Programmes | Programmes OR Logistics & Procurement | IM |  |  |  |
| **Train NS staff in payment system** | | Finance | Programmes |  |  |  |  |
|  | **Raise request for payment** | | | CVA Focal Point, Finance | Programmes |  | Management |  |  |
|  | **Approve request for payment** | | | Management | Management | Finance, Programmes | CVA Focal Point |  |  |
|  | **Transfer funds to FSPs (or advance to vendors, if applicable) as per MOU** | | | Finance | Programmes | Logistics & Procurement | Programmes, CVA Focal Point |  |  |
|  | **Encashment point/vendor monitoring** | | | PMER, CVA Focal Point | Programmes | Security |  |  |  |
|  | **Reconciliation** | | **Validate encashment reports from FSPs/vendors** | Finance | Programmes | PMER | CVA Focal Point |  |  |
| **Process FSP/vendor invoices against reconciliation** | Finance | Finance | Programmes | CVA Focal Point |  |  |
| **Final reconciliation and reporting** | Finance | Programmes | PMER | CVA Focal Point |  |  |

C. Set-Up and Distribution - Further activities for CVA **unique to** **vouchers**

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| Phase | # | Activity |  |  |  |  | Branch involved? | If yes: R/A/C or I? |
| ***Responsible*** | ***Accountable*** | ***Consulted*** | ***Informed*** |  |  |
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| 5. Implementation: Disbursement/ Encashment |  | **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, IM |  |  |  |
|  | **Storage of vouchers** | Logs and Procurement | Programmes |  |  |  |  |
|  | **Issuing of vouchers per distribution** | CVA Focal Point | Finance OR Logistics & Procurement |  |  |  |  |
|  | **Distribution of vouchers** | CVA Focal Point, Programmes | Programmes | Logistics & Procurement, Finance, IM | 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.Set up and Implementation - Additional specific activities for **cash by-hand distribution (through NS)**

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| Phase | # | Activity |  |  |  |  | Branch involved? | If yes:  R/A/C or I? |
| ***Responsible*** | ***Accountable*** | ***Consulted*** | ***Informed*** |  |  |
|  |  |  |  |  |  |  |  |  |
| 5. Implementation: 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 |  |  |  |
|  | **Preparation of cash in envelopes for distribution** | Finance | Programmes |  |  |  |  |
|  | **Management of distributions** | Programmes, Finance, Security, Logistics Communications | Programmes | CVA Focal Point, IM |  |  |  |
|  | **Distribution monitoring** | PMER | Programmes | CVA Focal Point, IM |  |  |  |
|  |  | **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 Evaluation – General Activities (for **ALL types of CVA)**

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| Phase | # | Activity |  |  |  |  | Branch involved? | If yes: R/A/C or I? |
| ***Responsible*** | ***Accountable*** | ***Consulted*** | ***Informed*** |  |  |
|  |  |  |  |  |  |  |  |  |
| 6. Monitoring and Evaluation |  | **Conduct Post-Distribution Monitoring** | PMER | CVA Focal Point | Programmes, IM |  |  |  |
|  | **Conduct market price monitoring** | Logs & Procurement | CVA Focal Point | Programmes, IM |  |  |  |
|  | **Lessons learned /final evaluation** | CVA Focal Point, PMER | Programmes | PMER, Finance | Management |  |  |
|  | **Final reporting** | PMER, Finance | Programmes | CVA Focal Point | Management |  |  |