**International Red Cross and Red Crescent Movement**

**Cash in Emergencies Toolkit**

**Introduction**

**Purpose of the Cash in Emergencies (CiE) Toolkit**

The humanitarian sector increasingly recognizes cash transfer programming (CTP) as an effective way to support people affected by emergencies, it maintains their dignity and choice, while fostering local economies. CTP includes all forms of cash and voucher-based assistance.

When responding to emergencies, especially rapid onset disasters, humanitarian agencies face numerous challenges and there is intense pressure on their resources and capacities. The CiE Toolkit has been devised by the International Red Cross and Red Crescent Movement (the Movement) as a means to make tools, practical guidance, minimum standards and good practice easily accessible to field staff and volunteers. The toolkit will be disseminated within the Movement to inform and guide CTP implementation. The goal is to improve the quality of CTP at the different phases of the project cycle. In the spirit of transparency and collaboration, the toolkit will be made available to other organizations and CTP networks.

**How the CiE Toolkit is organized**

The CiE Toolkit is organized in **modules**, each corresponding to a different phase of the project cycle: 1. preparedness, 2. assessment, 3. response analysis, 4. set-up and implementation, and 5. monitoring and evaluation.

Each module is divided in **steps and sub-steps**. They are indicative and not necessarily sequential. The user may need to move back and forth to find the information required. Also, the user may need to skip some of the steps or sub-steps proposed, due to the time and resource constraints that are common in emergency contexts.

**CiE Toolkit resources**

**A road map** has been developed for each step as a means to provide the user with guidance on how to work through the process. It includes the minimum standards for the step, a description of the sub-steps, an introduction to the tools and a list of reference documents for the step.

**Minimum standards** have been set for each step, as a way to make the user aware of what the programme cannot do without. They are based on good practice in the humanitarian sector and will be useful when it is not possible to go through all the steps and sub-steps proposed.

The **tools** included in the toolkit have been selected for their potential to be adapted and used in different contexts and CTP programmes, by different organizations. They are either templates, checklists or guidance tools.

**RCRC Movement Key documents** with RCRC Movement Guidance and Standard Operating Procedures (SOPs).

**Reference Box and Modalities Box** include relevant CTP guidance and specific modality tools (CfW, Vouchers)

**Feedback to the CiE Toolkit**

The CiE Toolkit has been based on tools, guidance and experience both from within the Movement and from other humanitarian organizations. A few tools and some guidance have been developed to fill existing gaps. Suggestions for improvement of tools are welcome and shall inform the periodic updates of the toolkit.

**CiE Toolkit overview**

**Module 1: Preparedness**

This module moves step by step through the process of preparing to implement cash responses to future emergencies. It introduces the user to the toolkit resources that are relevant when establishing a baseline, developing scenarios, conducting stakeholder and internal gap analysis, preparing and implementing a plan of action, and learning and reviewing.

**Module 2: Assessment**

This module moves step by step through the process of understanding whether or not assistance is required by an emergency-affected population and if so, exactly who, where, what, how and for how long. It introduces the user to the toolkit resources that are relevant when analysing household needs and household access to markets and services, as well as technical and organizational response capacities.

**Module 3: Response analysis**

This module moves step by step through the process of response analysis, and introduces the user to the toolkit resources that are relevant when choosing the best transfer modalities and delivery mechanisms, deciding on the value of the transfer and targeting CTP beneficiaries.

**Module 4: Set-up and implementation**

This module moves step by step through the process of setting-up and implementing CTP in emergencies, and introduces the user to the toolkit resources that are relevant for CTP planning, beneficiary communication and accountability, service provider selection and contracting, beneficiary registration and identification, as well as distribution and encashment.

**Module 5: Monitoring and evaluation**

This module moves step by step through the process of monitoring and evaluating a CTP, and introduces the user to the toolkit resources that are relevant to developing M&E plans and strategy, establishing baselines, monitoring encashment, post-distribution and the market, and preparing evaluation Terns of Reference (ToRs).

**Acknowledgement**

The CiE Toolkit was made possible thanks to the support of the International Federation of Red Cross and Red Crescent Societies (IFRC), the International Committee of the Red Cross (ICRC), the American Red Cross and the British Red Cross.