



Case study:

Preparing to implement relief cash transfer programming at scale



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The International Federation of Red Cross and Red Crescent Societies (IFRC) is the world's largest volunteer-based humanitarian network. Together with our 189 member National Red Cross and Red Crescent Societies worldwide, we reach 97.1 million people annually through long-term services and development programmes as well as 85.1 million people through disaster response and early recovery programmes. We act before, during and after disasters and health emergencies to meet the needs and improve the lives of vulnerable people. We do so with impartiality as to nationality, race, gender, religious beliefs, class and political opinions.

Guided by Strategy 2020 – our collective plan of action to tackle the major humanitarian and development challenges of this decade – we are committed to 'saving lives and changing minds'.

Our strength lies in our volunteer network, our community-based expertise and our independence and neutrality. We work to improve humanitarian standards, as partners in development and in response to disasters. We persuade decision makers to act at all times in the interests of vulnerable people. The result: we enable healthy and safe communities, reduce vulnerabilities, strengthen resilience and foster a culture of peace around the world.

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Introduction

It is recognized that cash transfer programming can be effective in supporting populations affected by disasters in a way that maintains dignity and choice for beneficiaries while stimulating local livelihoods, economies and markets. However, the majority of cash transfer programmes have been undertaken after the immediate operation response to meet recovery outcomes.

The International Federation of Red Cross and Red Crescent Societies (IFRC) worked with four pilot countries namely the Philippine Red Cross, the Viet Nam Red Cross Society, the Senegalese Red Cross Society and the Chilean Red Cross, between May 2012 and December 2013 to support them with training and coaching, ensuring cash transfers and market assessment are embedded into their existing preparedness measures and contingency planning. This was done to ensure that during an operation with a scalable cash transfer component, the programme could be rapidly implemented to meet the immediate or relief needs of the affected population.

This case study captures the achievements and learning from the cash transfer programming preparedness pilot in order to support future efforts. The case study is predominantly based on the results of a summative evaluation that reviewed the work done by the four National Societies and the IFRC secretariat at the end of the pilot.

The findings of the evaluation suggest that the Viet Nam Red Cross Society and the Philippine Red Cross have demonstrated a capacity to scale up cash transfer programming to meet immediate relief needs. The Senegalese Red Cross Society and the Chilean Red Cross have the basis to be able to scale up cash transfer programming relief response to future disasters.

It is notable that all four National Societies' leadership accepted and supported cash transfer programming as a form of intervention in relief. This represents a marked change in thinking and practice in comparison to before the implementation of the pilot project. This change is reflected through several achievements:

- All National Societies have a cash focal point and a critical mass of trained staff and volunteers ensuring that skills, knowledge and experience can be retained within the National Society for future operations.
- National Societies have templates and tools including those for market assessments, some of which have already been tested, adapted to local context and translated, for use in planning and implementation of cash transfer programming responses in the future.
- Two of the National Societies succeeded in developing standard operating procedures (SOPs) for cash transfer programming.
- All National Societies have the basis to sustain cash transfer programming in the future as they have institutionalized the procedures, tools and templates.
- All National Societies have engaged in external fora and working groups to share experience, learn from each other and coordinate future responses.

Overview of cash transfer programming pilot

This project was implemented in partnership and with support from the European Commission Humanitarian Office (ECHO), the Cash Learning Partnership (CaLP), the Danish Red Cross and the British Red Cross. The project was managed overall by the IFRC's senior officer for recovery in conjunction with the relevant zone offices.

The selection criteria of National Societies to participate in the pilot were documented in the project's concept note. In agreement with the disaster management coordinators from the zones, it was established that the pilot National Societies would be identified from zones with the most experience in cash transfer programming.

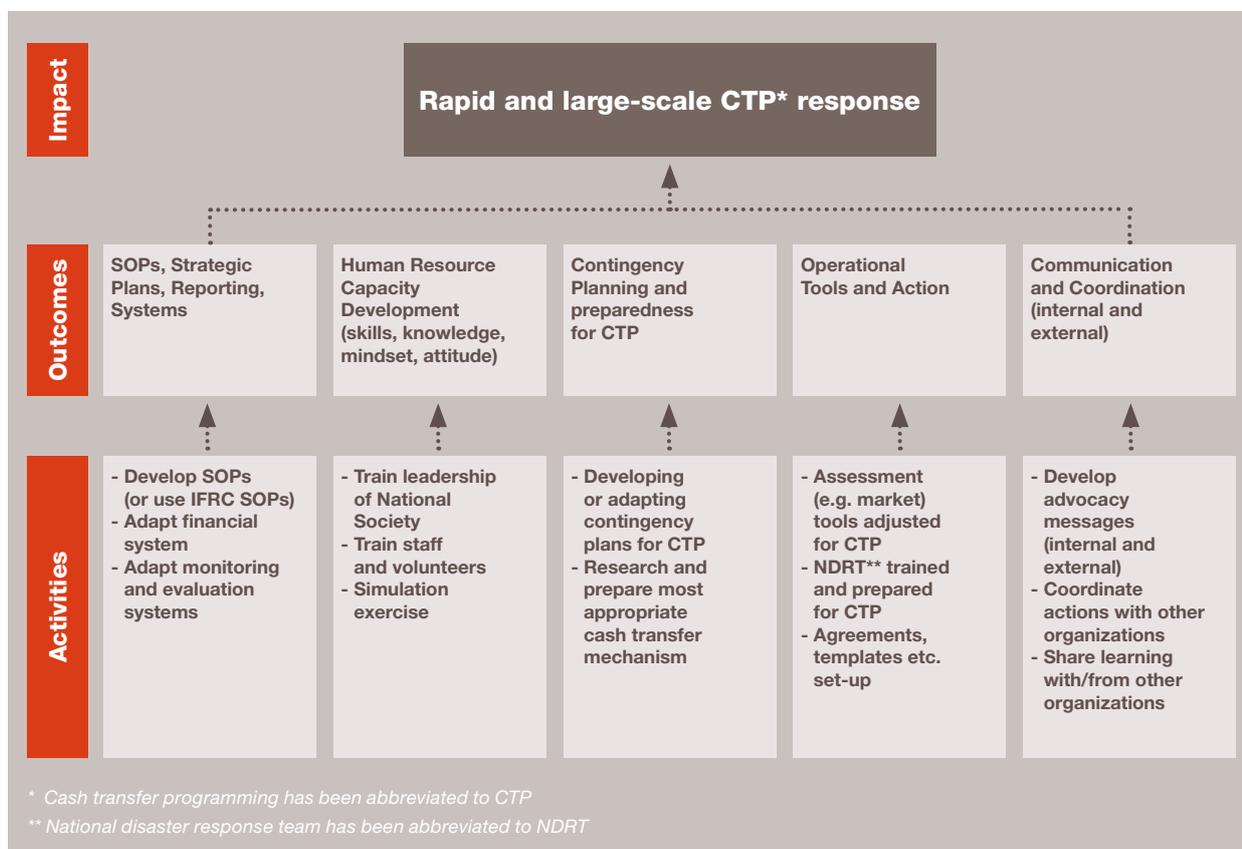
In addition to the geographical criteria, it was agreed that the country should:

- Be prone to hazard.
- Have good experience of cash transfer programming within the National Society. The National Society should also be willing to participate in and commit to the pilot and deliver cash at scale following the next major disaster.
- Have a market and economy conducive to cash transfer programming.
- Have a positive enabling environment (such as a government open to cash transfer programming, etc.).
- Have a regional CaLP focal point.
- Be a DANIDA/Danish Red Cross priority country (for two out of the four pilots as funded by Danish Red Cross).

Acknowledging that trainings alone were not building sufficient confidence and expertise to design and implement cash programming, it was recognized that investments in preparedness and cash transfer programming capacity building required more focused resources and consistent technical support. As each National Society had different experiences and capacities in cash transfer programming, the preparedness support was tailored to meet their respective needs and capacities. The project started with a preparedness workshop and/or training where the main challenges and opportunities to scaling up cash transfer programming during relief operations were explored. Each National Society received support to develop a plan of action for cash transfer programming preparedness.

All four National Societies identified five key areas of preparedness: SOPs, systems and guidelines; human resource capacity development; contingency planning and preparedness; operational tools and action; as well as communication and coordination (Diagram 1). The outcomes of these workshops formed the basis of individual work plans for each National Society highlighting their individual priorities. The IFRC then provided global and intermittent country level technical support as well as a start up budget.

Diagram 1. The activities outcomes and expected impact of the cash transfer programming preparedness pilot



National Societies were supported throughout the preparedness pilot project. The support provided to the different National Societies comprised a variety of activities. These included:

- Training
- Guiding the process of identifying strengths, weaknesses, opportunities and threats and work plan development to meet project objectives and donor requirements
- Guiding the process of shifting mindsets to consider cash transfer programming to meet immediate needs
- Producing templates and operational tools
- Producing SOPs
- Advocacy and awareness raising with National Society leadership

This support was provided through various channels including country visits by the secretariat staff, consultants, Participating National Societies and IFRC delegates.

Global efforts to encourage learning included two in Geneva and Kuala Lumpur where the four National Societies presented their work to both internal and external partners and stakeholders. The first event took place to help prepare and set-up the project and the second one to capture lessons learnt from the experience. The latter also provided an opportunity for National Societies to partner and coordinate with external actors including CaLP and Oxfam.

Outcomes of cash transfer programming preparedness pilot

All the National Societies are committed to using cash transfer programming as a way to address the relief needs of disaster affected populations. This commitment stems from the leadership of all the National Societies and is reflected in the capacity that now exists at the headquarters with cash focal points, technical working groups and trained staff and volunteers in the various chapters or branches. This capacity also includes tools to support implementation, including market assessment, beneficiary communication and monitoring and evaluation tools.

All the National Societies recognize the importance of having SOPs that describe the cash transfer programming process from assessment and targeting through to cash disbursement and monitoring. There is a commitment to complete the SOPs in countries where they have not been finalized, and explore and agree on specific cash transfer modalities, i.e. cash in envelopes or through private sector providers.

While none of the National Societies have fully integrated cash transfer programming into contingency plans, efforts are underway to do so where these exist or are planned for later this year.

The National Societies have also participated in different inter-agency fora including in-country cash working groups and consortia. This has provided the National Societies with the opportunity to share their experience and learning, as well as learn from others. However, there is a recognition that more work still needs to be done in all the four National Societies to share their pilot experience and materials with and by other branches in the same region.

The Senegalese Red Cross Society implemented a small pilot exercise to put into practice the tools and training that they received. This exposed the National Society to three different transfer mechanisms and proved that the National Society could provide cash to beneficiaries within days.

The Chilean Red Cross did not have the opportunity to put into practice the tools and training in a real response. Instead cash transfer programming was put to practice through a disaster relief and emergency fund (DREF) simulation exercise.

Operationally, both the Viet Nam Red Cross Society and the Philippine Red Cross have demonstrated their ability to scale up unconditional cash transfer programming to support relief needs, in terms of the proportion of total relief beneficiaries that receive cash and the speed at which they can respond.

Table 1 below illustrates the progress made to date by the Viet Nam Red Cross Society in increasing the proportion of targeted beneficiaries in cash transfer programming.

Table 1. Proportion of households that received unconditional cash relief assistance in different operations of the Viet Nam Red Cross Society

Year	Total targeted households	Households receiving unconditional cash transfer	Proportion of households receiving unconditional cash transfer
2009	 166,534	 8,582¹	5%
2011	 10,000	 1,500²	15%
2013	 6,800	 4,784³	70%

The Viet Nam Red Cross Society’s SOPs commit the National Society to deliver cash transfer programming in 13 days and within a maximum of six weeks post-disaster.

1 Bilateral American Red Cross cash transfer post-Typhoon Ketsana

2 Both conditional and unconditional transfers were used in the Mekong floods response. The 1,500 households in the table only reflect households targeted in the relief phase of the operation.

3 This figure does not include the 10,005 households that received a relief cash transfer supported by the Viet Nam Red Cross Society’s disaster response fund. If this number is added to the appeal figures then cash assistance would have been provided to a total of 88 per cent of beneficiaries.

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The Philippine Red Cross (supported by the IFRC) has launched the largest unconditional cash transfer relief programme in IFRC’s history. Table 2 below shows the progress made by the Philippine Red Cross in terms of the number of beneficiaries targeted by unconditional relief cash transfer programming as a proportion of the total number of beneficiaries targeted by relief.

Table 2. Proportion of households that received unconditional cash relief assistance during different operations of the Philippines Red Cross

Year	Total targeted households	Households receiving unconditional cash transfer	Proportion of households receiving unconditional cash transfer
2012	 26,496	 498 ⁴	 2%
2013 Quarter 1-3	 15,000	 3,000 ⁵	 20%
2013 Quarter 4	 100,000 ⁶	 50,000	 50%

⁴ Initially 1,000 households were to receive unconditional cash. However, this number was adjusted at a later date.

⁵ The total number of targeted households by the Philippine Red Cross is 5,000. Thus far 3,000 households have been reached. However, since the operation is still ongoing the number of households may be updated at a later stage.

⁶ The figure of 100,000 may contain duplication of assistance, e.g. the same household may have been counted twice because they received more than one type of relief assistance. This would mean that the Philippine Red Cross may have reached more than 50 per cent of the target population with cash relief assistance.

It is evident that the investment in the cash transfer programming preparedness, more specifically in the SOPs and leadership commitment has contributed to the scale up.

National Societies achievements during the cash transfer programming preparedness pilot

Standard operating procedures, finance systems, monitoring, evaluating and reporting

Standard operating procedures

The Philippine Red Cross developed SOPs for cash transfer programming based on the existing ones in recovery during the preparedness pilot. This document is a combination of cash transfer guidelines with SOPs. These have been used in the response to Typhoon Haiyan.

The Viet Nam Red Cross Society had already developed SOPs for cash transfer programming following the 2010 Mekong floods response. These SOPs were developed in order to try and better coordinate support efforts of Participating National Societies and the IFRC.

The Chilean Red Cross and the Senegalese Red Cross Society have not completed the development of SOPs during the project period. While both National Societies have made some progress, the Chilean Red Cross has undergone recent leadership and key staff changes that slowed down progress. The Senegalese Red Cross Society has a draft version of the SOPs that were used during a small-scale cash transfer programming exercise, but is yet to be validated.

Finance systems to support cash transfer programming

Finance systems are the supply chain of cash transfer programming. It is therefore essential to ensure that the appropriate sign-off procedures and thresholds are in place to allow the secure and rapid disbursement of cash at scale.

All the four National Societies have taken steps to work closely with their finance department. With the exception of the Philippine Red Cross, the financial systems in the other National Societies have been able to cope with the cash disbursements. In Philippines case, it is understandable since 50,000 households were targeted in response to Typhoon Haiyan, making it the largest cash transfer programming for a relief operation to date. This volume of cash disbursements required approvals that surpassed the current thresholds of the senior management in the National Society.

Reporting, monitoring and evaluating cash transfer programming

All the National Societies were provided with support in terms of templates and tools for implementing and reporting of cash transfer programming. These have been adapted and translated by all the National Societies to form “tool boxes” that include tools for market assessment, registration and reporting.

The Philippine Red Cross cash focal point highlighted that introducing monitoring tools during Typhoon Haiyan response proved to be useful. These monitoring tools included exit interviews at the distribution sites as well as post-distribution monitoring. These enabled a better understanding of beneficiaries’ perceptions of the distribution process as well as how the cash grant was being used.

Three of the four National Societies highlighted the importance of improving the quality, transparency and timeliness of communication with beneficiaries throughout the project cycle. The Senegalese Red Cross Society conducted short beneficiary surveys after each distribution. They recommend that this should be done systematically in future projects.

Human resource capacity development

Each National Society allocated a cash focal point to coordinate and lead cash transfer programming preparedness efforts. The cash focal point organized a multi-disciplinary working group including representatives from finance, logistics and disaster management to contribute to cash transfer programming preparedness by developing a plan of action and SOPs.

All the National Societies trained chapter and branch staff and volunteers on cash transfer programming using e-learning, face-to-face training, or both. In certain instances, the trainings were extended to external partners as well. The staff and volunteers had access to the online training course on cash transfer programming.

The Chilean Red Cross trained staff and volunteers across branches in urban and rural settings through e-learning and face-to-face training. The cash focal point also carried out trainings with the Peru, Paraguay and El Salvador National Societies.

In addition to the cash transfer programming and awareness raising training, National Society staff and volunteers in the Philippines and Viet Nam were trained as part of an operational response. This was mainly because typhoons struck the Philippines and Viet Nam during the period when they were carrying out preparedness activities. Both these National Societies chose to respond to the typhoons using cash modalities. This on-the-job training has demonstrated the efficacy and efficiency of cash transfer programming response to the chapters in both countries. The Senegalese Red Cross Society also noted that the learning-by-doing experience of testing and delivering three different cash modalities (paper voucher, transfer through a third party (remittance company) and e-vouchers with the disaster management delivery system (DMDS)) was a valuable experience. This has been captured in a comparison exercise of the three approaches done in the final lessons learnt workshop and has been shared with partners.

The Viet Nam Red Cross Society cash focal point plans to train the national disaster response team (NDRT). The Philippine Red Cross focal point has provided an awareness raising session during a NDRT training. Both the Senegalese Red Cross Society and the Chilean Red Cross have not had the opportunity to train their NDRTs, however, they do have the materials available in their respective languages to undertake such trainings.

The support of senior leadership of National Societies is key to scaling up cash transfer programming. The senior management of all the National Societies are aware of and support cash transfer programming. This trend continued even when new leadership joined the National Society in Chile and Senegal. The leadership in the Philippines and Viet Nam also demonstrated its commitment to cash transfer programming. The Viet Nam Red Cross Society used their own disaster response funds to support unconditional cash transfers during typhoon relief operations in 2013. The Senegalese Red Cross Society have included cash transfer programming in as much as 50 per cent of future programme planning and funding requests to donors.

Contingency planning and preparedness

Contingency plans

The plan of integrating cash transfer programming into contingency plans was based on an assumption that each National Society already had a contingency plan in place. However, this was not always the case and therefore reduced the impact of this planned activity. Where contingency plans existed, the process of revising these required longer engagement due to the political nature of the process or because revisions have been planned for 2014.

In Viet Nam, where the contingency plan does exist at the provincial chapter level, ongoing efforts are being made to integrate cash transfer programming into these plans. A template to support this integration into contingency plans has been developed to support the process. The Senegalese Red Cross Society will complete its contingency plan for the 2014 floods season and plan to include cash transfer as a key modality.

Cash transfer mechanisms

All the four National Societies have explored different cash transfer mechanisms. In Viet Nam, the National Society explored potential banks as partners for cash disbursements. However, the National Society prefers to disburse cash in an envelope because the current banking systems do not always reach commune level. The National Society also believes that the cash in an envelope method provides greater transparency to the affected population.

The Senegalese Red Cross Society experienced using three different cash modalities in response to the floods. It reached 300 households in four different communities, using paper voucher, through a third party (remittance company) and e-vouchers with DMDS although the last modality was not planned from the outset of the preparedness pilot. The National Society took the opportunity to run a lessons learnt workshop at the end of the pilot and carried out a comparative exercise to look in more detail at the pros and cons of each approach and when best to use them. They also used the learning from the three experiences to build future relationships with traders and phone or remittance companies (e.g. Joni Joni).

The Philippine Red Cross has historically provided cash through two private service providers. GCash and LBC Express are both remittance providers with a wide network throughout the Philippines. Initially, the Philippine Red Cross used only LBC Express for cash disbursements. However, it was found that while LBC Express was better placed to serve in urban settings, GCash, which uses a network of merchants at community level to disburse cash, had a better reach in rural areas. Pre-agreements have been signed with both service providers. More specific service agreements are used during operations. The combination of providers has enabled the Philippine Red Cross to meet the needs and respond to Typhoon Haiyan through cash disbursements at an unprecedented scale.

The Chilean Red Cross identified seven banks that can be potential partners based on their nation-wide presence and social responsibility policies. Potential traders and supermarkets were identified at branch level as potential partners to implement cash transfer programming at scale in the target areas using gift cards or vouchers. As per the feedback received during the market assessment exercises, potential partnerships might also include sponsorship or donations in case of emergency.

Operational tools and action

As a result of this preparedness pilot, National Societies now have templates and tools they can use for planning and implementation of cash transfer programming responses. Some of these have already been tested and modifications are planned based on the lessons learnt by using them in relief response. Templates that National Societies have developed include, but are not limited to:

- Risk analysis tool
- Baseline and secondary data available matrix
- Traders questionnaire
- Market system mapping
- Cash transfer programming response options analysis tool (modality ranking)
- Cash transfer mechanisms evaluation and selection tool

The National Societies are aware of the importance and are able to undertake market assessments as a result of this preparedness pilot. The National Societies understand that market assessments are important to enable monitoring of inflationary effects of cash transfer programming and to support the determination of the cash transfer value. However, future cash transfer programming preparedness programmes should provide clearer guidance on the how to determine cash transfer values for relief response. In all the National Societies, a food and non-food commodity basket was generally used, however there seems to be an over-emphasis on food-related costs.

A key aspect of the cash transfer programming preparedness pilot was learning-by-doing. This gave National Societies the opportunity to put theory to practice, use the tools that were developed as well as capture knowledge through lessons learnt workshops.

Communication and coordination

All the National Societies formed their own internal technical working group to discuss and agree the way forward on cash transfer programming and to support implementation of the pilot project. These groups were multi-disciplinary (including finance and logistics) to capture the need for engaging a wide stakeholder group when dealing with cash transfer programming.

The Chilean Red Cross has made two videos on cash transfer programming. One video is focused on training and explains why and how to do cash transfer programming available on its website. The other one documents an example of cash transfer programming. The Chilean Red Cross has also uploaded the online training provided by IFRC on its website. This will enable staff and volunteers from branches not involved in the pilot project to increase their awareness on the issue. Volunteers from non-pilot branches were also invited to participate in the trainings that were held. The Chilean Red Cross shared its website link with the IFRC secretariat and the IFRC Livelihoods Centre in Madrid. The cash focal point also provided cash transfer programming training to colleagues in El Salvador and Peru, further raising awareness in the region. Lastly, the Chilean Red Cross presented cash transfer programming during the launch of 2013's *World Disasters Report on technology and future of humanitarian action*.

The Senegalese Red Cross Society organized a lessons learnt workshop at the end of the project and shared the cash transfer programming toolkit developed during the pilot with branches. The National Society invited external partners (government, UN, donors, etc.) to both their introductory workshop on the project as well as to the lessons learnt workshop to ensure good engagement with partners.

Internal communication on cash transfer programming in the Philippines and Viet Nam predominantly consisted of trainings provided just prior to the response to Typhoon Haiyan in the Philippines, and training and market assessment work undertaken prior to Typhoon Wutip in Viet Nam. This covered a number of hazard prone branches in both countries. The Viet Nam Red Cross Society included external actors.

All the National Societies took the opportunity to engage with external partners during trainings and through meetings. Partners included NGOs, UN agencies, governments and private sector providers. National Societies also joined consortia and cash working groups at country level to share their experience and learn from other organizations.

A key learning that the National Societies from the Philippines, Viet Nam and Senegal raised was around the importance of quality beneficiary communication. The National Societies in the Philippines and Viet Nam adopted the use of geographical and community-based targeting. The latter required awareness raising and communication with beneficiaries, which included holding meetings at the village level; producing posters and information brochures that highlighted beneficiary entitlement, the process of cash transfer programming and the selection criteria; as well as promoting different complaint and feedback mechanisms including feedback boxes at distribution sites and arranged hotlines. Although the pilot project in Senegal was small-scale, one of the key learnings was the need to improve the level and transparency of communication to beneficiaries and the local authority before, during and after the distribution. The Senegalese Red Cross Society benefited from beneficiary communication brochures produced by the Viet Nam Red Cross Society.

Lessons for future cash transfer programming preparedness programmes

Planning

The participatory method used for planning cash transfer programming preparedness activities should be maintained, however:

- The IFRC should be clearer with National Societies implementing future cash transfer programming preparedness about the human resource commitment required prior to the start of activities in order to ensure appropriate planning and sustainability.
- Planning for cash transfer programming preparedness should carefully review the availability within National Societies of key tools such as contingency or response plans prior to trying to integrate cash transfer programming within these. Where the contingency or response plans do not exist, work across the relevant sectors to develop plans that incorporate such procedures.
- The planning should more adequately reflect the time it takes to get senior and middle management engagement and support for more complex activities (e.g. SOPs formulation)
- The appointment of a National Society cash focal point as well as an IFRC country focal point is vital to the success of the project. It is important that this role is included in the job description of the selected individuals and that time and space is planned to allow them to do this work.

Implementation

Implementation of cash transfer programming preparedness plans progressed well, however:

- Raising awareness and advocacy with the National Society leadership including board members, should be a key activity.
- There is a need to ensure that all materials (templates, tools etc.) and documents are translated into IFRC's four official languages prior to use by the National Societies and/or include translation costs into the preparedness budgets.
- Explore other methods beyond training to further develop staff and volunteer knowledge of cash transfer modalities and methods – this could include mentoring or shadowing by personnel from other branches and National Societies, peer support visits etc. Learning-by-doing proved to be key and should be further enhanced in any future pilots.
- Increase the opportunities and regularity of the participating National Societies to learn from and share each other's experiences.
- Encourage National Societies to maintain multi-disciplinary technical working groups in order to support finance and logistics issues that may arise when implementing cash transfer programming at scale.

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- Preparedness activities must engage National Society finance systems to ensure the ability of this key supply chain to function when at scale cash transfer programmes are being implemented and are able to respond quickly with manageable sign-off systems in an emergency situation. This should include encouraging National Societies to provide allocated finance support staff to the project in order to predict and address finance issues as they arise.
- Future cash transfer programming preparedness should encourage National Societies to move beyond the food basket approach when calculating cash transfer amounts and should consider cash values relating to wider emergency needs (e.g. shelter, health, etc.).
- The Global SOPs have been a useful support to National Societies trying to produce their own procedures. However, the IFRC secretariat could look to use the SOPs developed by the Philippine Red Cross and the Viet Nam Red Cross Society as examples that are better suited to National Society systems and programming.

Learning, monitoring and evaluation

Opportunities for learning, monitoring and evaluation were present throughout the cash transfer programming preparedness pilot, however:

- Global technical support should be maintained, resources permitting, for all the four National Societies in the next phase of the preparedness work to monitor progress and to ensure that learning continues to be captured. This learning should be actively shared with branches in each of the four National Societies and with other National Societies within the regions as a targeted follow-up action.
- The specific tools developed by each National Society, as part of the pilot, should be captured and shared with the other involved National Societies including tools and experience to support improved beneficiary communication and programme monitoring. This should be shared earlier in the pilot programme.

Institutionalizing cash transfer programming

The approach to institutionalizing cash transfer programming was successful, however:

- Awareness raising should include the board members of National Societies, particularly in those cases where the turnover in National Society leadership and management staff can occur. The time to do this and the need to maintain this effort should not be underestimated. In addition, the IFRC should lead by example and ensure that its Board and senior management staff are aware of and support cash transfer programming preparedness efforts.
- Closer links with relevant government departments should be established in order to better coordinate efforts and to ensure alignment and sustainability of approaches.

- Technical support was provided in different ways to each National Society, with overall oversight being maintained by the senior officer for recovery in Geneva. This was appropriate for the pilot; however, it is unlikely that this model can be maintained for a wider roll-out of cash transfer programming preparedness. It is therefore recommended that the IFRC:
 - Develop and design a more explicit cash transfer programming preparedness framework based on the current experience and learning.
 - Gather and formalize a set of cash transfer programming tools that can be used and adapted by National Societies.
 - The secretariat in Geneva identify zone counterparts to act as cash focal points and provide a common training platform so that they can deliver the required support and gather the learning for future efforts. These focal points can also act as key interlocutors with zone finance and logistics departments.
 - Engage and raise awareness among IFRC country and zone offices for cash transfer programming to ensure that processes are supported.
 - To address the lack of qualified and experienced cash professionals available on Red Cross Red Crescent rosters, the IFRC should develop a pool of commonly trained technical support staff (from National Societies or IFRC) that can support National Society preparedness efforts in the future and to ensure technical support is available to each zone.
- The lack of planned follow-up beyond the end of the project raises concerns about the sustainability of the approach. National Societies will need encouragement and motivation, intermittently, in order to feel valued having made this initial investment. This is particularly true where cash focal point roles are not included in job descriptions.
 - This motivation and encouragement can take the form of invitations to seminars to share their experience, updates and even visits to other National Societies that participated or will participate in future cash transfer programming preparedness.
 - Support in integrating follow-up activities into annual appeals and funding proposals to donors and partners.
- In order to maximize the usefulness of tools and documents, translation costs should be included in future budgets.

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.

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