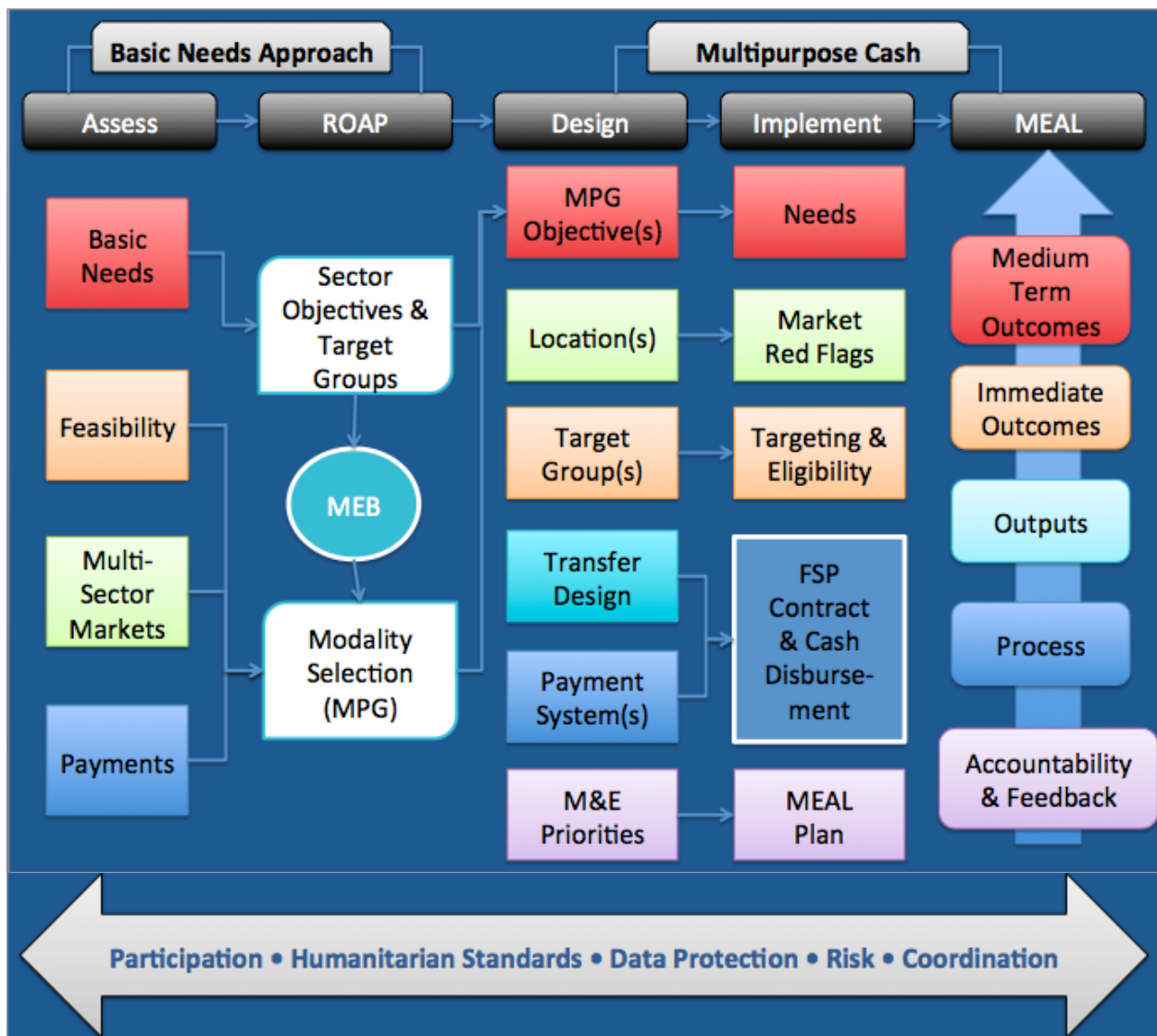


MULTIPURPOSE CASH GRANTS (ERC CONSORTIUM) STANDARD OPERATING PROCEDURES (SOPs) April 2018

The purpose of this document is to provide a road map of the essential components when assessing, designing, implementing and monitoring multipurpose cash grant (MPG) programmes. The Assessment and Response Option Analysis and Planning (ROAP) phases encompass the Basic Needs Approach as the key starting point for MPG, while the Design, Implementation, and Monitoring, Evaluation, Accountability and Learning (MEAL) phases focus more specifically on the multipurpose cash grant (MPG) response, if determined to be technically and contextually appropriate and feasible for the identified needs in a given context.



CROSSCUTTING THEMES

The following core themes should be considered at every phase of the process.

- A. Participation & Feedback (see [ERC outputs](#))
- B. Standards: Core Humanitarian Standard ([CHS](#)), the [Sphere Handbook](#)
- C. Data Protection (see ICRC & Brussels Privacy Hub [Handbook](#), 2017)
- D. Risk Analysis ([MPG Toolkit](#), Part 1.4)
- E. Coordination ([CaLP](#) & [OCHA](#) resources)

I: ASSESSMENT

A – [Basic Needs Assessment](#) (Save the Children / ERC, 2017)

The Basic Needs Assessment (BNA) is a multi-sector needs assessment methodology. It produces a ranking of priorities for assistance, as perceived by the population. It provides information on:

- Access, availability, and quality constraints people face in securing what they need from local service providers and markets
- The perceived severity of related humanitarian consequences.

The BNA can inform response programmes in all humanitarian sectors; however, its findings are best complemented through local experts' knowledge of the context and in-depth assessments that sectors may require. The BNA uses both secondary and primary data; the latter is collected in the field using two main data collection techniques, Community Group Discussions (CGDs) and Household interviews (HHIs).

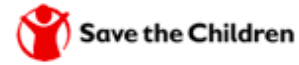
B – Feasibility (OCHA / ERC, 2017)

[Acceptance, Safety & Security:](#)

- Appropriateness is highly context specific and varies largely depending on its acceptance by important stakeholders and the specific safety and security (S&S) issues. Considering acceptance and S&S concerns for beneficiaries, local communities and implementing teams and partners should always be a top priority.
- The exercise provides an overview of the acceptance of CTP by different stakeholders and by displaying existing safety and security concerns inherent to its use.
- The broader aim is to inform strategic level decision making and enable decisions on most appropriate response modalities that implicitly consider specific local contexts and take into account the different realities
- The exercise identifies issues crucial to address when considering the use of cash-based interventions by decision-makers.
- The overview identifies possible mitigation measures that successfully implemented in previous operations

[Partner Capacity](#)

- Provides an overview of existing capacities of partners to implement and scale-up CTP in emergency responses.
- Broader aim: to inform strategic level decision making and thus to enable decisions on most appropriate response modalities, which ideally harness existing capacities and implicitly consider specific local contexts
- Informed by the Cash Learning Partnership's (CaLP) Organisation Capacity Assessment Tool (OCAT) and partner surveys previously piloted in joint cash feasibility processes (see [DFID Preparedness Project](#)).



C – Multi-sector Market Assessment ([MSMA](#) – UNHCR, 2017)

- The Multi-sector Market Assessment Companion Guide and Toolkit provides step-by-step guidance and ready-to-use tools to enable non-specialist staff to conduct market assessments and undertake market monitoring.
- The purpose of this Companion Guide and Toolkit is to enable field teams to include findings of market assessment analyses in their analysis and decision making related to cash programming.
- The guidance and tools will determine whether markets could support cash-based interventions for the multiple sectors.

C – [Delivery Guide](#): Financial Service Provider Assessment Tool (Mercy Corps / ERC, 2017)

The Delivery Guide helps humanitarian workers identify appropriate delivery mechanisms for cash transfer programming, particularly multipurpose cash grants (MPGs)

It takes users through a two-step process:

- An initial landscaping and scoping process to understand viable cash delivery options and potential obstacles
- A process to compare and select a financial service provider (FSP).

The guide includes these tools:

1. Desk review questions and sources,
2. Stakeholder matrix,
3. Key informant interview questions (for regulators, FSPs and their field agents, community representatives, affected communities, other implementing agencies and cash coordinators),
4. Template for a delivery mechanism assessment report,
5. Tips on when to use a providers' meeting and requests for information,
6. Program requirements to consider, and
7. Tools to prioritise requirements to prepare for a procurement process

2: [RESPONSE OPTION ANALYSIS & PLANNING \(ROAP\)](#)

The Response Options Analysis and Planning (ROAP) is a structured process that brings together sector, protection, and cash experts to review humanitarian analyses (people's needs and operational environment), to feed into programmatic decisions.

The first stage of the ROAP is undertaken at the sector level and results in:

- Identification of population groups to be prioritised
- Definition of response objectives
- Selection of the most appropriate response option for the selected groups and geographic areas.

The second stage of the ROAP involves sectors getting together to create an integrated inter-sector response plan. This step will provide recommendations to plan for the response, including the sequencing and frequency of transfers (regardless of their nature), the type and amount of sector assistance to be provided, and the cumulative effect that this may have on recipients. The ROAP will then inform:

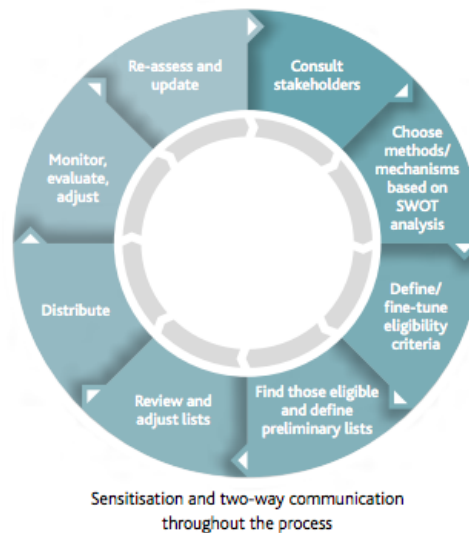
- MPG Feasibility and Appropriateness
- Cross-sectoral Objectives & Target Groups (with complementary sectoral responses – outside the scope of this SOP roadmap)
- Modality Selection / Combination of assistance modalities
- Minimum Expenditure Basket (see also [MPG Toolkit](#) + [ROAP](#))

The following sections outline the key components necessary for MPG SOPs during the Design, Implementation, and MEAL phases. For a large-scale interagency MPG programme, please also see the [template](#) annexed to the MPG Toolkit (UNHCR et al.).

3: MPG DESIGN

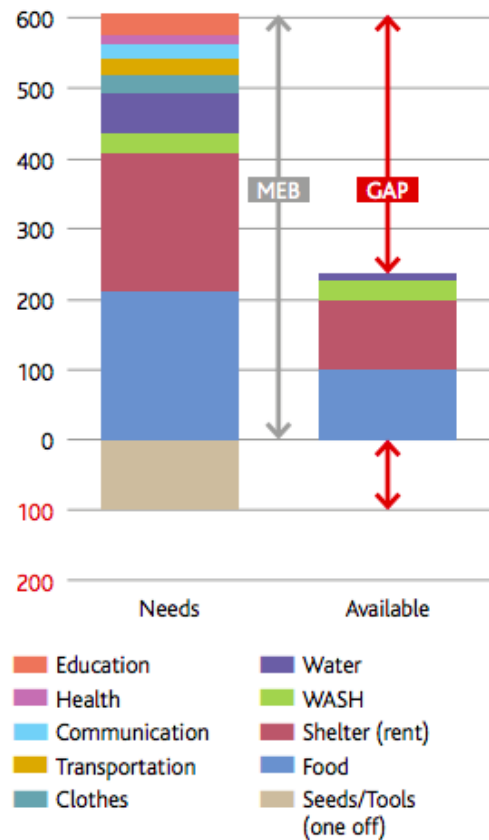
[Please also see the [MPG Toolkit](#) (UNHCR et al., 2015)]

1. Needs → Objectives: what is the MPG intended to address?
2. Location(s)
3. Target Group(s) & Eligibility
Targeting process (diagram below from MPG Toolkit, p. 44)



4. Payment System(s) / Delivery Mechanism(s)
5. Transfer Design (diagram below from MPG Toolkit, p. 38)
 - a. Value (How much: % of MEB or estimated income-expenditure gap)
 - b. Frequency (How often)
 - c. Duration (How long)

FIGURE 8. Calculating the MPG Transfer Value



6. M&E Priorities

- Medium-term outcomes (based on Objectives). See MPG indicators in [Monitoring4CTP](#), p. 52 (composite by sector or well-being/coping strategies).
- Immediate outcomes
- Process & output priorities
- Evaluation priorities (i.e. issues that may not be captured solely from monitoring, that will likely need further exploration)
- Risk Analysis (see diagram below from the MPG Toolkit, p. 34)

Risk, Vulnerability and Capacity Analysis	<ul style="list-style-type: none"> • Create a context-specific protection risk and benefit analysis. • Analyse relative importance (likelihood and impact) and manageability (prevention or mitigation) for different groups and individuals. • Discuss the differences and overlaps between specific needs, protection risks and economic vulnerability.
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4: MPG IMPLEMENTATION

“Who will do what, where, and in what order” – [MPG Toolkit](#) (p. 51)

- Complementary programmes essential to meet objectives: what to keep an eye on
- Markets: Key considerations / red flags (usually per location) that were identified in the assessment and ROAP, which could affect the MPG programme (Section 5)
- Targeting & Eligibility (see diagram below from the MPG Toolkit, p. 34)

Eligibility Criteria and Targeting

- Identify and assess people with specific needs or protection risks, and refer them to other assistance if CBI is not relevant for them.
- Build in the flexibility to accept ongoing protection referrals, beyond the initial assessment and targeting.
- Use a combination of targeting methods (e.g. community-based, administrative) to improve access and inclusion.

- Identifying beneficiaries
 - Beneficiary registration & data management (see cross-cutting issue of Data Protection)
 - Appeals mechanisms
- D. Payment Systems & Financial Service Providers (repeat this section for each Payment System)
- Cash disbursement process
 - Finance should be involved to ensure necessary finance and audit documentation
 - Data protection / privacy measures
 - IMPORTANT: Beneficiary list storage, archiving and disposal
- E. MEAL plan (you can simply reference Section 5 below)

5: MPG MONITORING, EVALUATION, ACCOUNTABILITY, AND LEARNING (MEAL)

[Resources: ERC [Monitoring tools](#) (DRC) + CaLP [Monitoring4CTP](#)]

- Log Frame:** Linking Objectives → Indicators → MEAL tools
- Feedback mechanisms:** How can people (beneficiaries and non-beneficiaries) approach the programme?
 - Consider both virtual (website, hotline, SMS, WhatsApp, etc.) and physical access points (town hall meetings, help desks, outreach teams) – as many as possible given your human and financial resources.
- Monitoring plan:** When, how and who will collect, analyse and use the data from:
 - Households
 - Community level
 - Key stakeholders / informants
 - Markets (ideally contributing to broader market monitoring via the Cash Working Group and other sector-based market monitoring)
- Evaluation plan:** What key evaluation questions did we identify in the design phase? When/how often do we review them? Who will evaluate – internal (e.g. real time review), 3rd party (another consortium or CWG member, or external (consultants)? Who will manage an external evaluation?
- Learning:** How will your project capture what you've learned and disseminate to other stakeholders (including communities/households receiving MPGs)?
 - Mediums: reports, webinars, workshops, etc.)
 - Who needs to be involved?

ANNEX: [DRC SOP template](#) (populated with field example, ready for context adaptation)

This resource was developed by the Danish Refugee Council as part of the ERC MPG Consortium.

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