



Main Report

THE PROVISION OF CASH AND VOUCHER ASSISTANCE IN THE RESPONSE TO THE VENEZUELA REFUGEE AND MIGRANT CRISIS

FINDINGS AND LESSONS LEARNED



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The Cash Learning Partnership

ACKNOWLEDGEMENTS

This document presenting good practices and lessons learned is based on a large number of testimonies and examples provided by actors responding to the migration crisis at national and regional levels. It reflects the collective experience of those implementing and coordinating effective CVA in response to the crisis of refugees and migrants from Venezuela. The study was designed and developed by consultants, Thomas Debrouwer and Jacqueline Frize, with inputs and support from CaLP staff, Karen Pinzon, Jennie Trow and Lynn Yoshikawa. The consultants and the CaLP team thank each person who took the time to share their experiences. In particular, they thank the coordinators of the Cash Working Groups in Ecuador, Colombia and at the regional level, whose role was important for organising the focus groups and interviews with key informants. The report has also benefited from the feedback of representatives of various organisations, whose comments have improved the quality of information. We hope that the report accurately reflects their experiences and meets expectations.

Cover photo:
Venezuelans vendors selling
crafts made of Venezuelan currency.

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CONTENTS

I. JUSTIFICATION AND PURPOSE	05
II. CONTEXT	06
• CASH WORKING GROUP – COLOMBIA	09
• CASH WORKING GROUP – ECUADOR	11
III. METHODOLOGY	16
IV. FINDINGS	20
1. MEETING THE NEEDS AND PREFERENCES OF AFFECTED POPULATIONS	21
2. MONITORING	25
3. MPC DESIGN AND INTER-SECTORAL COORDINATION	28
4. CVA RISK MANAGEMENT	32
5. DATA MANAGEMENT AND PROTECTION	35
6. COHERENCE AND ALIGNMENT WITH SOCIAL PROTECTION SYSTEMS	38
7. KYC AND FINANCIAL REGULATIONS	41
8. COORDINATION	43
9. ADDITIONAL TOPIC: CAPACITY	47
V. CONCLUSIONS	48
VI. ANNEXES	50



ACRONYMS

APC	Presidential Agency for International Cooperation - <i>Agencia Presidencial de Cooperación Internacional</i>
CaLP	Cash Learning Partnership
CCD	Collaborative Cash Delivery Network
CRCS	Colombian Red Cross Society
CVA	Cash and Voucher Assistance
CBI-RWG	Cash-Based Initiatives – Regional Working Group
CWG Colombia	Cash Working Group (Colombia) (<i>Grupo de Transferencias Monetarias</i>)
CWG Ecuador	Cash Working Group (Ecuador) (<i>Grupo de Trabajo de Programas de Transferencias Monetarias</i>)
DRC	Danish Refugee Council
DTM	Displacement Tracking Matrix
ERC	Ecuadorian Red Cross
FGD	Focus group discussion
FSP	Financial service provider
GIFMM	Inter-agency Group for Mixed Migration Flows (Colombia) (<i>Grupo Inter-agencial sobre Flujos Migratorios Mixtos</i>)
GTRM	Working Group on Refugees and Migrants (<i>Grupo de Trabajo sobre Personas Refugiadas y Migrantes</i>) (Ecuador)
HCT	Humanitarian Country Team
HIAS	Hebrew Immigrant Aid Society
HNO	Humanitarian Needs Overview
HRP	Humanitarian Response Plan
IFRC	International Federation of Red Cross and Red Crescent Societies
IOM	United Nations International Organisation for Migration
JMMI	Joint Market Monitoring Initiative
KI	Key informant
MEAL	Monitoring, evaluation, accountability and learning
MIES	Ministry of Economic and Social Inclusion
MPC	Multipurpose cash transfer
NGO	Non-governmental organisation
NRC	Norwegian Refugee Council
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OFDA	Office of Foreign Disaster Assistance
PDM	Post-distribution monitoring
R4V	Response for Venezuelans Coordination Platform for Refugees and Migrants from Venezuela
RMRP	Refugee and Migrant Response Plan
ToR	Terms of Reference
ToT	Training of Trainers
UN	United Nations
UN CCS	UN Common Cash Statement
UNHCR	United Nations High Commissioner for Refugees
WFP	World Food Programme

I JUSTIFICATION AND PURPOSE

This consultancy is based on research that documents lessons learned and good practices in the delivery of cash and voucher assistance (CVA) by humanitarian organisations and governments in response to the crisis of refugees and migrants arriving from Venezuela in Colombia and Ecuador.

The aim is to catalyse organisational learning in order to improve ongoing response in the entire region. (Annex 1 ToR).



II

CONTEXT

The crisis in Venezuela has caused a significant flow of refugees and migrants - both temporary and permanent - to other countries in Latin America and the Caribbean (LAC). It is estimated that the number of Venezuelans living in other LAC countries increased from 695,000 in 2015 to more than 4.3 million as of 1 May 2020.

Worldwide, it is estimated that more than 5.1 million Venezuelans live outside of their country.¹ Given the multinational and multi-dimensional nature of population movements, the governments of 11 Latin American states hosting refugees and migrants signed the **Quito Declaration on the human mobility of Venezuelan citizens**² in September 2018, in an effort to harmonise their approaches and the measures needed to address the crisis.

The Declaration includes the prioritisation of the migration information card, information centres, trafficking and smuggling issues and health initiatives, such as the provision of an immunisation card.

¹ UNHCR, COVID-19 Update, <https://r4v.info/es/documents/download/75914>.

² The *Quito Process* is an initiative of the Ecuadorian Government conceived as a regional technical working space with the participation of Argentina, Brazil, Colombia, Costa Rica, Ecuador, Guatemala, Mexico, Panama, Paraguay and Peru as well as the support of the International Organisation for Migrations (IOM) and the United Nations High Commissioner for Refugees (UNHCR). The "Joint Declaration on Venezuelans in Situations of Human Mobility in the Region" was presented at the 69th Session of the UNHCR Standing Committee (EXCOM) in the framework of the Note of International Protection (NIP) with the aim of reinforcing the need for a coordinated regional response and the establishment of concrete mechanisms of shared responsibility.

Venezuelan caminantes traveling
on the road from Cúcuta to
Pamplona, Colombia.
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REGIONAL HUMANITARIAN RESPONSE

Civil society, religious organisations and local actors have been engaged from the onset in the response to this migration flow. The international community has joined the response by strengthening the efforts of its national partners, initially through the activities of the Humanitarian Country Teams (HCT) and since April 2018, through the new regional platform for the response to the Venezuela refugee and migrant crisis.

TABLE I
SUMMARY OF THE HUMANITARIAN CONTEXT OF THE VENEZUELA CRISIS AND THE CONTEXT OF THE CVA RESPONSE IN COLOMBIA, ECUADOR AND THE REGION

	COLOMBIA	ECUADOR	REGION
National population 2018³	49.65 million	17.08 million	N/A
Venezuelan population in the destination country at the end of 2019	1,825,687 ⁴	371,913 ⁵	N/A
Projected Venezuelan population in the host country by the end of 2020⁶	2.4 million	659,000	4.5 million
National coordination platform	GIFMM Inter-agency Group for Mixed Migration Flows (Colombia)	GTRM Working Group for Refugee and Migrant Population	GTRM Working Group for Refugee and Migrant Population
Cases for RMRP humanitarian response in 2020⁷	1.98 m Venezuelans and returnees 310,000 host population	316,000 Venezuelans 185,000 host population	4.67 m Venezuelans and returnees 1.49 m host population
Funds needed for RMRP in 2020⁸	\$739.2 million	\$199.3 million	\$1.35 billion
Number of RMRP partners in 2020⁹	59	36	137
Amount of programmed CVA for 2020 and number of partners¹⁰	\$55.69 million 18 partners	\$18.49 million 10 partners	\$105.96 million 38 partners

3 World Bank, Country Profiles, <https://data.worldbank.org/country>.

4 Colombia migration as of February 29, 2020.

5 International Organisation for Migration, Displacement Tracking Matrix, <https://dtm.iom.int/ecuador>.

6 UNHCR, RMRP 2020, <https://r4v.info/es/documents/details/74747>.

7 Ibid.

8 Ibid.

9 Ibid.

10 Ibid.

A regional Inter-agency platform was created on 12 April 2018, led by UNHCR and IOM, to address “the protection, assistance and integration needs of both refugees and migrants by accompanying, complementing and strengthening national and regional response by governments, international organisations and civil society, in line with the principles outlined in the New York Declaration on Refugees and Migrants, the Global Pact on Refugees and its comprehensive response framework, and the Global Pact for Safe, Orderly and Regular Migration.”¹¹

The Regional Platform currently has more than 137¹² active participating entities in LAC, including 18 UN agencies, 41 non-governmental organisations (NGOs) and more than 30 donors, including international financial institutions.¹³ The first Regional Refugee and Migrant Response Plan (RMRP) was drafted in 2019¹⁴ in accordance with national priorities and together with the partners in each country around four areas of intervention: direct emergency assistance, protection, socio-economic and cultural integration, and strengthening the capacity of the host government. The second RMRP was drafted in 2020,¹⁵ and it carries forward actions in nine key sectors at regional level: health, education, food security, integration, protection, nutrition, shelter, relief items and humanitarian transportation, and water, sanitation and hygiene (WASH). The plan also emphasises the facilitation of social and economic inclusion of refugees and migrants from Venezuela.¹⁶ The response is coordinated through dedicated national platforms; however, it is underfunded, operating with a deficit of 84 percent of the amount requested in 2020.¹⁷ This constitutes a limitation for the achievement of the expected results, as mentioned by most of the actors interviewed for this report.

In this context, the role of CVA has been steadily increasing and has been included by most humanitarian actors as a feasible and effective option in response, in line with the 2016 Grand Bargain agreement.

CONTEXT IN COLOMBIA



From the onset of the crisis, Colombia has received more than 50 percent of the refugees and migrants coming from Venezuela, a significant part of whom remain in the country. The rest pass through the country and continue their journey to Ecuador or onwards. This migratory movement adds to the phenomenon of Colombians returning from Venezuela, where some had lived for decades.

As a result, the Colombian Government, through the Ministry of Foreign Affairs and Migration and the Ministry of Health and Social Protection, has implemented the following measures: health care for all migrants, integration of children in the education sector, social and economic integration, and public security and social cohesion in accordance with the evolution of the migration flow. Policy for the regularisation of the migrant population materialised with the creation of the Special Stay Permit

¹¹ <https://r4v.info/es/situations/platform>.

¹² UNHCR, RMRP 2020, <https://r4v.info/es/documents/details/74747>

¹³ Ibid.

¹⁴ Ibid.

¹⁵ Ibid.

¹⁶ <https://www.refworld.org/es/pdfid/5cbe52304.pdf>

¹⁷ <https://r4v.info/en/documents/details/76210>; as of 15 June, RMRP 2020 had 16 percent funding.

THE PROVISION OF CASH AND VOUCHER ASSISTANCE IN THE RESPONSE TO THE VENEZUELA REFUGEE AND MIGRANT CRISIS

(*Permiso Especial de Permanencia - PEP*), which is a legal instrument of the Ministry of Foreign Affairs¹⁸ that allows the bearer to legally settle in the country for a period of two years. This permit guarantees the rights of migrants, access to the national social protection system, financial institutions and the formal labour market. Close to 570,000 Venezuelans currently hold this permit.¹⁹ Additionally, the HCT has been working since 2018 on a strategy to establish a link between humanitarian, peacebuilding and development initiatives, by implementing concrete tools to realise the "New Way of Working."²⁰ It is estimated that more than 1.8 million people in Colombia have humanitarian assistance needs that require a cross-sectoral response, especially in view of the persistence of emergencies due to armed conflict and mixed migratory flows from Venezuela.²¹

Coordination mechanisms

The inter-institutional coordination platform for the crisis in Colombia is the Inter-agency Group on Mixed Migration Flows (*Grupo Inter-agencial para Flujos Migratorios Mixtos - GIFMM*), which is under the RMRP, and is composed of 61 members at the national level. The platform coordinates the humanitarian response for refugees and migrants from Venezuela, Colombian returnees and host communities. It has eight local GIFMM in 11 departments, from which assistance is also coordinated.²²

TABLE 2
SUMMARY OF 2019 AND 2020 RMRP IN COLOMBIA

RMRP 2019			RMRP 2020		
Required funding	% funding received	Amount of planned MPC	Required funding	% funding received	Amount of planned MPC
\$315 m	61.4%	N/A	\$739.2 m ²³	\$3.1 m ²⁴	\$55.69 m ²⁵

The use of CVA

Although the use of CVA as part of social protection systems is not new in Colombia, its use as part of international humanitarian response is. In February 2019, the Government published "Guidelines for the implementation of cash and voucher programmes to assist Venezuelan migrants and Colombian returnees."²⁶ The guidelines were drafted by Prosperidad Social (Social Prosperity) with the approval of the Colombian Ministry of Foreign Affairs and Migration "to guide the use of this modality in all interventions and reflect them in the formulation and implementation stages and in the monitoring and evaluation

¹⁸ Created by Resolution 5797, 2017.

¹⁹ GIFMM, R4V, Colombia Situation Report – November 2019, <https://data2.unhcr.org/es/documents/download/73350>

²⁰ OCHA, Humanitarian Response Plan 2019, <https://www.refworld.org/es/pdfid/5c509d784.pdf>.

²¹ UNHCR, RMRP 2019, <https://r4v.info/es/documents/download/67282>

²² Communication with Ana White, Platform Leader GIFMM Colombia,

9 March 2020.

²³ R4V and GIFMM, March 2020, "Colombia Financial Overview, March 2020," UNHCR, RMRP 2020, <https://r4v.info/es/documents/details/74747>

²⁴ Ibid.

²⁵ UNHCR, RMRP 2020, <https://r4v.info/es/documents/details/74747>

²⁶ Supplementary Guidelines of the Colombian Government for Cash Transfers, <https://data2.unhcr.org/es/documents/details/74941>

mechanisms.²⁷ These guidelines establish a maximum amount for CVA within humanitarian responses that are in line with the country's social protection programmes. Since January 2020, three adjustments have been made to the guidelines: the incorporation of poor communities (such as border areas or severely affected municipalities) into the population benefiting from the programs; the implementation of co-responsibility between the organisation and the beneficiaries; and the increase in the amounts of transfers to 370,000 Colombian pesos (approximately \$91) for a family of four or more.

CONTEXT IN ECUADOR



When the Venezuela crisis of refugees and migrants began, Ecuador was mostly a country of transit to Peru. Currently, it is the second country in the region, after Colombia, with the highest number of entries of this particular migratory flow. According to national sources, in the 2016-2019 period, 1.8 million Venezuelan citizens had entered Ecuador.²⁸ A change in dynamics has taken place since the end of 2019, with 26 percent of Venezuelans entering the country with the intention of staying in Ecuador permanently, compared to an average of 17 percent in previous years. Many of them were returning from Peru. Ecuador has historically been home to a continuous flow of refugees and migrants (known as 'drop-by-drop' or *gota-a-gota*) from decades of armed conflict in Colombia. However, this is the first time the country has faced massive displacement. In 2019, an average of 2,000 Venezuelans entered Ecuador every day.

A state of emergency was declared in some provinces of the country in August 2018, which allowed for extraordinary measures to be taken to address the needs of Venezuelans, public health risks and security. The Government drew up the "Comprehensive Plan for Care and Protection of Rights" with a human rights focus that seeks to "generate strategic actions to address the difficulties experienced by Venezuelan people who, because of the economic and political situation in their country, travel to Ecuador in phases of transit, permanence, departure and re-entry."²⁹ On August 26, 2019, Ecuador began requiring humanitarian visas for Venezuelans who enter the country. This has reduced the official migratory flow, while increasing the risks for populations who enter the country irregularly.³⁰

Coordination mechanisms

The inter-agency coordination platform for the crisis in Ecuador is the Working Group for Refugees and Migrants (GTRM), which is in charge of coordinating the response, under the leadership of UNHCR and IOM. It is organised into six sectoral working groups and three cross-cutting groups, including the Cash Working Group (CWG). The RMRP in Ecuador focuses on four key areas: direct emergency assistance, protection, socio-economic and cultural integration, and capacity building and support to host governments.

In 2019, Ecuador received USD 52.1 million for RMRP funding, which represents 44.4 percent of the total required to assist refugees and migrants and host communities.

²⁷ Ministry of Foreign Affairs, 19 February 2019, S-GCM-19-004617 letter from the Ministry of Foreign Affairs to WFP Colombia.

²⁸ UNHCR, Ecuador response, <https://r4v.info/es/situations/platform/location/7512>

²⁹ Government of Ecuador, IOM and UNHCR, "International Cooperation

Framework for the National Response to Venezuelan Mobile Population in Ecuador," https://www.cancilleria.gob.ec/wp-content/uploads/downloads/2018/12/marco_cooperacion_internacional.pdf

³⁰ UNHCR, October 2019, Ecuador Fact Sheet.

THE PROVISION OF CASH AND VOUCHER ASSISTANCE
IN THE RESPONSE TO THE VENEZUELA REFUGEE AND MIGRANT CRISIS

TABLE 3
SUMMARY OF 2019 AND 2020 RMRP IN ECUADOR

RMRP 2019			RMRP 2020		
Required funding	% funding received	Amount of planned MPC	Required funding	% funding received	Amount of planned MPC
\$117.3 m ³¹	44.4%	N/A	\$199.3 m ³²	15% ³³	\$18.49 m ³⁴

The use of CVA

The Government of Ecuador is experienced in the use of CVA as part of its social protection programmes. The most notable example is the distribution of the Human Development and Pension Bond, which benefits almost one million vulnerable Ecuadorians, identified through a unique social registry.³⁵ The role of CVA as an appropriate humanitarian tool came to light during the response to the Manabí earthquake in 2016 through the creation of an inter-agency CVA coordination group organised by OCHA, which prepared the document “Principles of Operations for Monetary Assistance- Earthquake in Ecuador.”³⁶

COORDINATION OF CVA IN BOTH COUNTRIES

Colombia

The Cash Working Group (CWG) was established in 2016. It was promoted by the World Food Programme (WFP) with the objective of developing local capacities in CVA issues, in line with the priorities and objectives of the Humanitarian Response Plan (HRP) for Colombia. Initially, WFP and the Colombian Red Cross Society (CRCS) joined to form a tripartite leadership team with the Colombian government, but the government was only involved for a short time before it withdrew. At the beginning of the present crisis, the government re-joined the initiative. The CWG is part of the structure of the GIFMM, participates in its meetings and collaborates in the reporting and monitoring of activities, but it is not considered a sub-group of the GIFMM: it reports to both the HCT and the GIFMM, participating in both coordination mechanisms. Since October 2019, there has been a coordinator dedicated exclusively to the CWG, financed by WFP for an initial period.

³¹ UNHCR, 2019, RMRP 2019.

³² UNHCR, 2020, RMRP 2020.

³³ UNHCR, 29 April 2020, Ecuador Funding Update 2020.

³⁴ UNHCR, 2020, RMRP 2020.

³⁵ Ministra de Inclusión Económica y Social, June 2019, <https://www.inclusion.gob.ec/wp-content/uploads/2019/09/ACUERDO-109-de-27-de-junio-del-2019.pdf>

³⁶ Grupo de Coordinación de Transferencias Monetaria, 2016, ‘Principios Operacionales de Asistencia Monetaria’, https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/principios_operacionales_asistencia_con_transferencias_monetarias_20_may_2016.pdf

CASH WORKING GROUP (CWG) - COLOMBIA



DESCRIPTION OF THE WORKING GROUP

Since its official constitution in 2016, the Cash Working Group (CWG), seeks to ensure a coordinated, harmonised, effective and efficient response in interventions using CVA for sectoral and multisectoral interventions. The CWG supports actors in humanitarian responses to people affected by natural disasters, forced displacement, victims of conflict, Colombian returnees or migrants. The specific objectives of the CWG are to:

1. Promote the articulation and coordination of humanitarian and development response, using sectoral and/or multipurpose cash transfers.
2. Promote and encourage compliance with existing standards for CVA, best practices and agreed-upon guidelines in the country and globally.
3. Identify and facilitate the exchange of good practices and lead CVA capacity development.
4. Provide strategic and technical support to its members.
5. Provide support in national and local monitoring and planning of projects that implement CVA.
6. Facilitate efficient communication and coordination with governmental and non-governmental, local, national and regional actors and donors
7. Coordinate with the other sectoral groups of the GIFMM and the HCT, and with the regional CWG
8. Support the creation and development of local CWGs in articulation with the local coordination structures (Local Coordination Teams {LCT} and local GIFMMs)

MEMBERS

ACH | UNHCR | ACTED | ADRA | Americares | Ayuda en Acción | Caritas Switzerland | CCD | ICRC | Colombian Red Cross Society | Diakonie | DRC | World Lutheran Federation | FUPAD | Goal International | IFRC | IRC | Mercy Corps | NRC | Pastoral Social | Plan International | UNDP | WFP | REACH | RET International | Save the Children | SJR Colombia | SJR Latinoamérica y el Caribe | Terre des Hommes - Lausanne | War Child | World Vision | ZOA

Source: <https://r4v.info/es/working-group/217?sv=39&geo=0>, 27 March 2020

COLLABORATIVE CASH DELIVERY NETWORK (CCD) - COLOMBIA

The CCD in Colombia was formalised in 2018 and is comprised of eight international NGOs. It supports the sharing of tools and capacity building of its members through three pillars: internal technical coordination, external technical coordination and data exchange agreements. In mid-2019, CCD members were organised into two consortia to formulate proposals funded by the Office of Foreign Disaster Assistance (OFDA), focusing on the delivery of CVA to 160,000 people for six months. The CCD-Colombia network leads the MEAL technical sub-group within the CWG through a dedicated expert who is funded for 12 months by CashCap, since June 2019.

Source: <https://www.collaborativecash.org/colombia>

Ecuador

The **Cash Working Group (CWG)** exists permanently since April 2019, under the inter-agency coordination platform. Its purpose is to facilitate coordination between CVA actors in the context of the refugee and migration crisis. The Terms of Reference (ToR) establish that a UN organisation and a NGO which is part of the CCD will co-lead the group. This role has been fulfilled by UNHCR since the onset, with the CCD Ecuador Coordinator joining as a co-lead from August 2019 to February 2020. Leadership is renewed every six months by vote.

CASH WORKING GROUP (CWG) - ECUADOR



> DESCRIPTION OF THE WORKING GROUP

The Cash Working Group (CWG) was established as a cross-cutting technical working group of the GTRM to coordinate work among organisations and provide technical guidance to the GTRM's six working groups on CVA to address the needs of mobile populations through a harmonised strategy among participating organisations. The CWG aims to facilitate the programming of CVA in Ecuador, with a special focus on the mapping and monitoring of MPC.

> MEMBERS

UNHCR | ADRA | Ayuda en Acción | CARE | CCD | COOPI | Ecuadorian Red Cross | Diálogo Diverso | HIAS | Misión Scalabriniana | NRC | OCHA | IOM | Plan International | WFP | RIADIS | UNICEF | World Vision International

Source: <https://r4v.info/es/working-group/199?sv=39&geo=7512>, 27 March 2020

COLLABORATIVE CASH DELIVERY NETWORK (CCD) - ECUADOR

The CCD in Ecuador was formalised in May 2019 with the signing of a Memorandum of Understanding between eight NGOs working in Ecuador. CashCap provided both in-country and remote support of an expert between May 2019 and February 2020. The network is hosted by CARE on behalf of the group. The purpose of the CCD in Ecuador is focused on collaboration and harmonisation of CVA. It involves participation in the coordination networks on CVA to support greater efficiency, effectiveness and improved quality of cash delivery. The members of the CDD in Ecuador are ADRA, CARE, Ecuadorian Red Cross, Norwegian Refugee Council, HIAS, Plan International and World Vision.

Source: <https://www.collaborativecash.org/ecuador-y-faq-ccd-ecuador>, July 2019



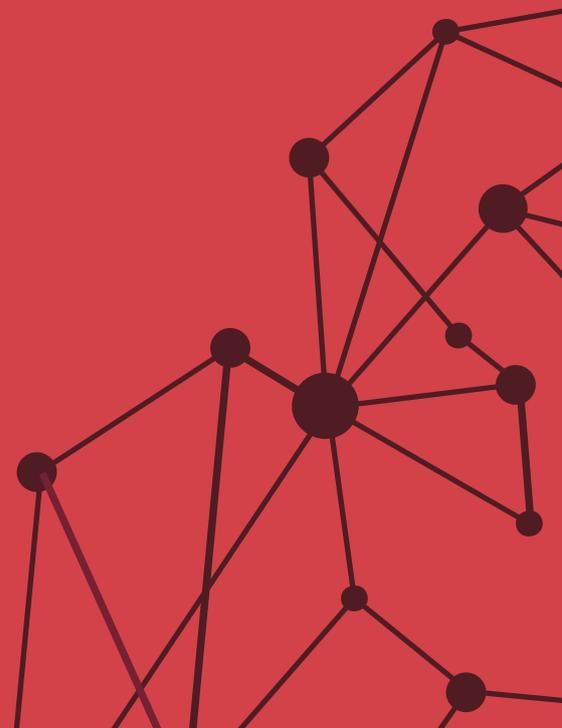
The Cash-Based Interventions Regional Working Group (CBI-RWG)

The CBI-RWG was created to support the national CWG platforms for responses on issues of CVA design, implementation, monitoring and evaluation. The CBI-RWG's co-leadership is rotated every six months and started with shared co-leadership between WFP and the International Federation of Red Cross and Red Crescent Societies (IFRC). Thus far, UNICEF has assumed the role of technical secretariat. In July 2019, a work plan was developed in accordance with the group's ToR with six areas of work:

- Mapping CVA activities in the region;
- Mapping existing methodologies and targeting approaches related to the response of refugees and migrants receiving CVA, and support harmonisation initiatives from national and sub-national platforms;
- Promoting the exchange of information on key operational and technical aspects of CVA and related processes;
- Promoting greater harmonisation of standards and approaches to CVA, in particular transfer values between different actors and countries;
- Promoting the integration of assistance with CVA for refugees and migrants into social protection systems, to enable sustainability; and
- Supporting adequate and coherent coordination of CVA at national and local levels.

III METHODOLOGY

The collection of information on lessons learned and good practices was based on a mostly qualitative approach from the responses to the eight questions presented in the ToR of this consultancy.



PHASE 1 PREPARATION OF THE INITIAL REPORT

The methodology used was detailed in the inception report approved on 7 February 2020, including some adjustments to the original ToR. Four methods of data collection were identified: review of secondary data, key informant (KI) interviews, focus group discussions (FGDs) with affected populations, and mini workshops with stakeholders implementing CVA. Data collection tools and a data analysis matrix were developed and shared.

PHASE 2 DISSEMINATION AND PREPARATION OF COUNTRY VISITS

The inception report was shared with the coordinators and co-leaders of the CWGs in Colombia and Ecuador and the CBI-RWG. A schedule of visits by country was drawn up with the support of the coordinators and co-leaders of the CWGs in Colombia and Ecuador according to the pre-established dates, and a location outside the capital was chosen in each country to carry out part of the data collection. Accessible locations were chosen, with a significant presence of refugee and migrant populations and humanitarian actors. In Ecuador, the city of Ibarra, located three hours north of Quito, was chosen, and in Colombia, the city of Riohacha, capital of the coastal department of La Guajira.

PHASE 3 COUNTRY VISITS AND REGIONAL INTERVIEWS

The collection of country information coincided with the beginning of the COVID-19 pandemic, so there were changes in the configuration of the team's responsibilities as detailed in the inception report. Field data collection in Ecuador took place from 2-6 March, and in Colombia from 8-13 March. The week of 16 March, both consultants continued interviews remotely.

Remote regional interviews with key informants were conducted between 13-20 March 2020.

Focus group discussions: Members of the CWG offered to assist in organising FGD meetings with people who had received CVA. Discussions focused on identifying good practices in relation to questions one, two and four of the ToR.

Lessons learned mini workshops: Members of the CWG from each country implementing CVA were invited to take part in participatory mini workshops that lasted between 2.5 and 3 hours, which sought to identify lessons learned and good practices in relation to the first six questions of the ToR.

Interviews with key informants (Annex 3) Fifty-nine KIs were contacted for interviews from seven categories, including government representatives, inter-agency platform coordinators, CWG coordinators, NGO and Red Cross Movement actors, donors, and research organisations. Fifty-five of them were interviewed using semistructured questionnaires developed for each actor category. When a face-to-face meeting was not possible, the interview was conducted by Skype or telephone.

Review of secondary data (Annex 5) Documents relevant to the topics of this consultancy were collected. CWG outputs, including meeting minutes, were requested with an aim to identify the issues relevant to the consultancy ToR addressed by the group. During the interviews with the KIs, additional documents demonstrating good practices were requested.

THE PROVISION OF CASH AND VOUCHER ASSISTANCE
IN THE RESPONSE TO THE VENEZUELA REFUGEE AND MIGRANT CRISIS

TABLE 4
FOCUS GROUP DISCUSSION (FGD) MEETINGS WITH CVA BENEFICIARIES
AND MINI WORKSHOPS WITH CVA IMPLEMENTERS IN COLOMBIA AND ECUADOR

COUNTRY	CITY	FGD	MINI WORKSHOPS
 Ecuador	Quito	4 March Mixed focus group Nine women; three men Organised by CARE	4 March Seven persons from five organisations (WVI, Plan, Riadis, Care, HIAS) 10 organisations were invited
	Ibarra	6 March Women's focus group 12 women Organised by HIAS	5 March Four persons from four organisations (WVI, UNHCR, Ayuda en Acción, Provincial Government) 8 organisations were invited
 Colombia	Bogotá	10 March Women's focus group Nine women Organised by NRC	11 March 14 persons, from eight organisations (AAH, DRC, NRC, WFP, Mercy Corps, Save, CRC, IRC, WVI) 42 organisations were invited
	Riohacha	13 March Mixed focus group Eight women; four men Organised by Mercy Corps	12 March 12 persons from seven organisations (AAH, Mercy Corps, ACTED, REACH, Pastoral Social, ZOA, Save the Children)

PHASE 4 ANALYSIS, VALIDATION AND DRAFTING OF FINDINGS REPORT

CaLP organised a meeting on 25 March to share initial results with the coordinators/co-leaders of the CWGs in Colombia, Ecuador and the regional CWG. A draft report was shared with national and regional coordinators and key implementing organisations for comments that were integrated into the final version.

Limitations

This report does not document all good practices in the use of CVA, but only those that were shared during the consultancy. The report does not include the numerous developments and lessons which have rapidly emerged in the COVID-19 response, as data collection for this study was ending when the pandemic was declared. Due to staff turnover, it is likely that not all people who were involved in the initial stages of designing the use of CVA were interviewed. There were expectations that the consultancy would map out the activities and tools in the countries. This expectation, while interesting, is not within the scope of this consultancy, which focuses on lessons learned.

The consultants were able to make the most of the good practices documented by the actors active in the response. Due to the operational focus and limited funds for the response, there is a gap in terms of documented learning processes. The exception is CCD Ecuador's lessons learned workshop in February 2020, which was possible because one individual was exclusively dedicated to coordinating learning on behalf of an inter-agency group.



Children play at a UNICEF-supported child friendly space in Ipiales, Colombia.
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IV FINDINGS

Findings on good practices in the use of CVA and factors that enabled and inhibited efforts in the thematic areas of research

What follows is the result of the collection of information on good practices in the provision of CVA in the response to Venezuelan refugees and migrants in Colombia and Ecuador, documented by thematic areas. **Over one hundred examples of good practice were identified** during this consultancy. This section also identifies the factors that enabled and inhibited efforts in each thematic area; with many inhibiting factors stemming from systemic issues related to the specific context, the aid ecosystem and limited funding.

Finally, suggestions for actions to strengthen efforts in each area are included, identified based on the information gathered, with the goal of guiding the community of CVA practitioners, within and outside the region. In their interpretation, **it is recommended that the operational contexts of each country and the phases of response be taken into account.**

1. Meeting the needs and preferences of affected populations



What good practices and lessons have been identified in order to meet the needs and preferences expressed by affected populations, including host communities?



The need to address the massive migration flow of people with very diverse profiles and a wide range of needs was a challenge that humanitarian actors are committed to responding to. The response has been characterised by low funding, which leads to the additional dilemma of whether to serve more people with less assistance, knowing that needs are not met, or to restrict the selection criteria to focus on the most vulnerable.

There was a progression in the use of assessment tools in the two countries: from the use of rapid global needs assessment tools and individual assessment tools with a case management approach in line with the mandate of the assessment agency, to the harmonisation of tools and analysis and exchange of results among actors.

Examples were shared of organisations that include questions about recipient population preferences in terms of assistance in their needs assessments. Organisations that have the capacity to offer humanitarian assistance by combining the provision of services, in-kind assistance, CVA and/or referral to other organisations and services, have been best able to incorporate the preferences of affected people. The preference between CVA and in-kind distributions is not well documented in the response and seems to serve more as a monitoring factor than a design factor.

The use of CVA at a wider level is limited by the lack of technical experience of many national actors and by the lack of sufficient funding. Many organisations seek complementarity in the use of CVA with in-kind assistance and services. In addition, there are challenges due to the limited options in terms of FSPs and strict limitations to meet Know Your Customer (KYC) obligations.



The following best practices in terms of needs and preference assessment should be highlighted in this context:

ASSESSMENT OF PRIORITY NEEDS, PREFERENCES FOR ASSISTANCE (INCLUDING MODALITIES), AND SOCIO-ECONOMIC VULNERABILITIES



ECUADOR

Joint multisectoral needs assessment among six NGOs in September 2018 identified priority needs, recommends CVA based on a minimum expenditure basket for caminantes and CVA for three months for populations seeking to settle with a support/referral strategy.

Reassessment of needs at critical moments of the operational context - such as border closures for migrants without humanitarian visas.

Real-time data collection with tools such as ODK, and KOBO, which allows for faster analysis to identify needs and preferences.

Application of **standards for assessing the needs** of people affected by the crisis, including the systematic collection of assistance modality preferences.



COLOMBIA

Creation of a common **needs assessment tool** for the members of the CCD Colombia consortia, shared with the other members of the CWG and adopted by several of them.

Joint multisectoral needs assessment among three NGOs in April 2019, identifies several needs and recommends the use of CVA for response.

Joint needs analysis through the CCD Colombia consortia - market, population and context analysis, interviews with institutions and service providers.

Real-time data collection, using ODK, Kobo or Commcare, allowed faster analysis for the identification of needs and preferences of the target population.

A NGO worked on **data collection for IOM's Displacement Tracking Matrix (DTM)**, which assesses the population and identifies the population's preference for CVA and decides to incorporate them into its response.

CVA FEASIBILITY ANALYSIS THAT INFORMS RESPONSE ANALYSIS (PREFERENCES, USE OF DELIVERY MECHANISM, MARKET AVAILABILITY)



ECUADOR

World Vision led **market analysis** studies in 2019; this experience was registered in the capacity mapping carried out by members of CCD Ecuador for a better use of the group's capacities.

Market analysis harmonisation - World Vision provided Rapid Assessment for Market (RAM) training to members of CWG Ecuador and identified geographic areas for use of the same tool by members, with an analysis template. This is then agreed upon at the CWG level and allows for confirmation of the relevance of CVA and their use in response.

HIAS conducts studies of the labour market.

UNHCR conducted a study of financial inclusion and legal barriers to accessing FSPs.



COLOMBIA

The market study conducted by members of CCD Colombia served as a catalyst for donor funding approval of the consortia's projects.



COMMUNICATION AND ACCOUNTABILITY TO AFFECTED POPULATIONS REGARDING THE CHOSEN DELIVERY MECHANISM

 ECUADOR

CCD Ecuador was in the process of developing a **document as a mechanism for complaints and suggestions** specifically for CVA, as well as guidance for staff. It includes key messages used by ERC and HIAS to inform CVA recipients.

Development of a tool for FGDs in the CWG framework to make adjustments to the minimum expenditure basket and the design of the methodology to define the value of the transfer.

We feel that we have been able to communicate our concerns to HIAS about the amount not covered by needs.

GDF2

 COLOMBIA

A **hotline** and/or WhatsApp account were established to place calls in case of complaints or comments and, in most cases, free of charge.

Socialisation and dissemination dynamics on the use of the card.

FGD3
The card can be used directly in the supermarket or for with-drawing money

Use of a **real-time preference monitoring system** hired by the Norwegian Refugee Council (Kuja Kuja) for telephone follow-up of all CVA recipients based on two simple questions: "Are they satisfied with the delivery? Do they have any recommendations?"

Piloting the **Dialogue Initiative** for improved participation of the population receiving CVA, developed by CashCap and sponsored by Save the Children Colombia. The aim is to use the "participatory video" methodology to give a voice to recipients.

THE CVA DELIVERY PROCESS IS ACCESSIBLE AND EFFICIENT

 ECUADOR

Selection of FSPs with **national coverage and presence in areas of transit** so that recipients can go to various delivery points during their journey.

Collaboration between humanitarian organisations and FSPs to allow access to the CVA delivery mechanism with documentation other than the ID card, showcasing the joint search for technical and legal solutions.

 COLOMBIA

Working with **money transfer companies** that have simplified processes for debiting recipients' accounts and reducing cash delivery time.

Working with **national banking groups**, who can reach populations in small cities.



Factors that promoted efforts in this area

The needs assessment process in the response followed the traditional process of a humanitarian response. At the onset, actors address immediate and acute needs, and over time they establish processes and protocols for assessing needs and preferences to better target assistance and use of available resources. General needs assessment templates are adjusted to the context, and new tools are created. This leads to the development of joint tools that reduce workloads and duplication of efforts and improve transparency and comparability of data.

Stakeholders used rapid assessment tools, and other more detailed assessment tools, in specific themes or sectors simultaneously. This generated a volume of information that requires systematisation and analysis for decision-making. The harmonisation of needs analyses that contributed to humanitarian needs reports such as the Humanitarian Needs Overview (HNO), and to inter-agency response plans such as the HRP and RMRP was a priority for CWGs. Organisations using CVA included this topic in their coordination meetings from the onset.

The nature of the crisis required that the work be focused on the particular needs of diverse populations: people who intend to stay, caminantes, returnees, displaced persons, and the host population. There is no single response package that covers the needs of all these groups. Therefore, changes in needs in each group must be identified. The "user journey" methodology allowed for a view of the crisis from the reality of those affected and to adapt the response to the pace of their changing needs.

Factors that inhibited efforts in this area

The funding available for the response to the crisis remains grossly insufficient and failed to cover a significant part of the needs; although Colombia had funds for the implementation of MPC and CVA for food security. The scale and rapid evolution of the refugee and migration crisis make for a complex scenario. Several of the humanitarian organisations present in both countries had no direct experience working with communities from Venezuela. They also lacked previous experience in two-way communication systems with affected communities, which would allow for increased quality of the response.

Feedback systems (level of satisfaction, complaints and suggestions) were rarely used as a means to gather the opinions of the population excluded from CVA. In some cases, targeting showed a lack of transparency for fear of increasing the demand for assistance and overwhelming the response capacity. Targeting criteria and systems are not always easy to understand by the affected populations. Needs and preference surveys relied heavily on questions that generate subjective and "self-reported" responses that make verification and analysis difficult.

Basic needs assessment tools developed for other contexts do not adapt easily to the operational reality of middle income countries. Similarly, tools developed at the national level do not always match the realities of the field, for example, when selection criteria are set uniformly for the whole country.



Suggestions to strengthen this thematic area:

- Promote the continued use of cross-sectoral tools, while acknowledging that sectors need more detailed information on needs at different stages of the response cycle, as well as technical support to formulate proposals that include CVA.
- Increase feasibility analysis on the use of CVA in terms of market functionality and access of the different groups to those markets, the operational and institutional risks regarding the use of CVA in different contexts, and the country's regulatory frameworks. These actions would improve decisionmaking while respecting the design of CVA activities and the package of associated services. The community of CVA practitioners is well-positioned to promote the systematic use of response analysis to improve the quality of humanitarian assistance.

2. Monitoring

To what extent does CVA, as currently designed, meet the basic needs of the target populations?



Monitoring systems make it possible to assess the relevance of the design and implementation of activities that carry a CVA component. The monitoring of programmes with CVA components emerges as one of the most complex issues in this response, since monitoring has multiple internal and external purposes:

Choosing the population for targeting (like many other tools), can generate high expectations. It is time consuming and needs to be well-organised to avoid complaints

MINI-WORKSHOP, COLOMBIA

- **Internal monitoring:** monitoring of programme activities, monitoring of the context to inform organisations internally in places of operation, at the national, regional or headquarters levels.
- **External monitoring:** to populate the information system of the R4V inter-sectoral coordination platform through the country's ActivityInfo monitoring platform for the national CWG and the regional platform; and monitoring to inform donors and relevant authorities.



The response has seen multiple efforts to harmonise monitoring systems and prioritise relevant indicators to measure the use of CVA, which allows for the documentation of the achievement of project objectives. In Ecuador, CCD members agreed that, although each organisation has monitoring responsibilities according to the demands of its donors, its institutional practices, and the characteristics of its programmes, there were a series of five questions that could be incorporated by all actors in their respective monitoring activities. Thus, information systematisation was developed to enable some comparability among all, without imposing a monitoring matrix. In Colombia, consortia made progress with the content of MPC monitoring, and organisations working with sector objectives use sector indicators. At the regional level, a single indicator was used for MPC (the number of recipients of multipurpose cash transfers).

In this context, the following are best practices in monitoring:

MONITORING OF CVA RESULTS (CAPACITY TO SPEND CVA, ABILITY TO MEET BASIC OR SECTORAL NEEDS, REDUCTION OF NEGATIVE COPING MECHANISMS)	
ECUADOR	COLOMBIA
Active participation of the CWG in the conceptualisation of the R4V monitoring systems , which facilitates reporting systems that are more aligned with the needs of organisations on CVA issues.	
Creation of a list of five minimum questions to be included in post-distribution monitoring (PDM).	Creation of a CWG thematic sub-group for MEAL with a dedicated individual as co-lead.
CVA is reported in all relevant sectors and not just as MPC, so that its use and impacts can be monitored at the sectoral level.	The two major CVA consortia in Colombia have staff dedicated to MEAL functions. At the technical level, members of the CWG benefit from this type of technical resource.
Investment in the use of a dashboard for delivery monitoring by CARE (by modality).	Beginning of collaboration between the CWG with REACH on the development of the Joint Market Monitoring Initiative (JMMI) methodology for joint analysis of market data. Work is taking place with local actors to collect data in areas where partners show interest in this initiative developed within the framework and with the support of the CWG. An analysis is made of the data needed to guide organisations' decision-making regarding the feasibility of using markets for response, to validate the relevance of the use of cash, to identify impacts of CVA on the market, and to publish results at the local and national levels.
Use of post-distribution monitoring survey by some organisations. The Ecuadorian Red Cross created a WhatsApp group for recipients of CVA, to clarify concerns regarding the delivery.	
Search for minimum standards for measuring the efficiency and effectiveness of the use of CVA.	
Monitoring of voucher use by WFP through review of purchases made.	



Factors that promoted efforts in this area

There is a culture of CVA monitoring. The role of the CWG was clear in terms of collecting information to be able to report on activities in the country's Activity Info monitoring platform, which was shared with the regional CWG.

Organisations had tools to comply with their accountability commitments. Agreement on indicators for monitoring the context related to CVA, such as market situation, the regulatory context and risks related to the use of FSPs and businesses have been possible, and organisations showed interest in working on these issues jointly. Although joint monitoring has limitations in light of the individual requirements of each actor, they managed to agree on indicators for monitoring programme activities through the use of PDM systems.

The introduction of systems to collect the views and experiences of people receiving CVA continues to expand and should ensure better quality work in terms of the standards set for humanitarian response.

Factors that inhibited efforts in this area

The process of developing monitoring systems requires specialised and technical resources, and the R4V coordination platform was strengthened by contributions from various sectors and cross-cutting groups. However, establishing an effective and efficient monitoring system required a significant amount of time, and the risk is that these systems, once established, may not be flexible enough to incorporate changes.

The high demand for humanitarian assistance calls for the establishment of agile communication and accountability systems that are capable of promoting two-way communication with the affected population, particularly people who do not receive CVA.

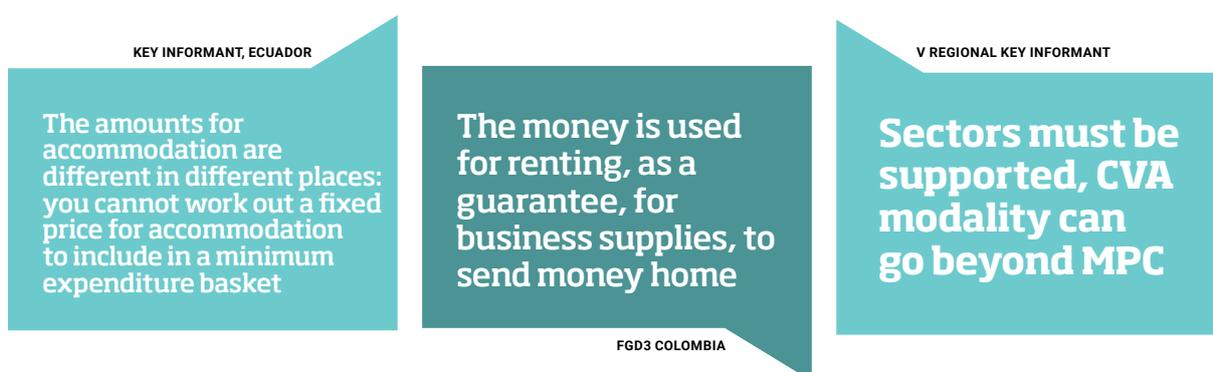
Suggestions to strengthen this thematic area:

- Continue to agree on minimum standards for measuring the efficiency and effectiveness of CVA in the response to the Venezuela migration and refugee crisis. This activity could be prioritised in the CBIRWG work plan, devoting technical and financial resources and incorporating the good practices of other humanitarian responses to mobile populations and existing global guidelines. Ensure that the range of indicators selected cover CVA indicators in cross-sectoral and sectoral use.
- Conduct a technical assessment of indicators in use to measure the impact of activities that include CVA, differentiating between multi-sectoral activities and MPC, with their respective objectives.

3. MPC design and inter-sectoral coordination



What good practices and lessons have been identified to ensure that MPC are coordinated with relevant technical sectors and through inter-sectoral mechanisms?



The use of MPC in the response had two main characteristics:

- MPC are designed to cover basic needs, regardless of the sector, with a specific amount calculated based on real costs and following rules on the design, use and monitoring of MPC. The amount provided is usually insufficient to cover the needs gap.
- By design, MPC are not restricted, but in practice they have been restricted by various organisations that want to provide MPC to the affected population in accordance with their programmatic objectives. This category includes multisectoral CVA that are more similar to MPC than to sectoral CVA. These CVA are differentiated mainly by their focus and by the amount, which is not standardised.

The design of sectoral CVA appears to be more prominent in the food security sector, implemented through the use of electronic coupons by the Red Cross, Pastoral Social and WFP and their partners for the purchase of food in supermarkets, and in the shelter sector, implemented mainly by UNHCR partners.

Within this context, the following best practices in cross-cutting issues are worth mentioning:



PRIORITY NEEDS ASSESSMENT, PREFERENCES FOR ASSISTANCE (FOR USE OF CROSS-SECTORAL CVA)

 ECUADOR

Inter-sectoral meetings to share the use of CVA and meetings with each sector to discuss in-kind support and opportunities for the use of CVA. The co-leaders of the CWG in Ecuador have offered to participate in **sectoral meetings** and have proposed trainings.

Creation of a sub-group of the CWG to address the value of the transfer based on the Government's MEB,³⁷ seeking a harmonised approach that organisations can use to calculate the value of the transfer according to the objectives of each project, without imposing standardised amounts. The government guidelines have facilitated the harmonisation of delivery amounts.

Save the Children promoted a multisectoral exercise to calculate the Minimum Expenditure Basket (MEB) in 2018, encouraging collaboration among NGOs. In Colombia, the MEB was prepared and presented by WFP to the CWG based on the Food Security Assessment (EFSA).

Participation in the *movilidad humana territorial* group, from which working roundtables are derived on sectoral issues of livelihoods, education, health. This roundtable has 80 members.

In Ecuador, MPC make it possible to provide **multi-sectoral support to caminantes**, with whom the few interactions are not conducive to needs assessment.

 COLOMBIA

Development of guidelines by the Colombian government to standardise the value of CVA and align their value with national social protection programmes.

Initially, MPC were implemented by several organisations with different values depending on the location. The government guidelines have facilitated the harmonisation of delivery amounts.

Advocacy by humanitarian organisations to increase the transfer value of CVA, which was approved by authorities.

Participation in **sub-national GIFMM coordination spaces** to share CVA issues with different sectors.

TARGETING CRITERIA, TRANSFER VALUE, FREQUENCY AND DURATION ARE IN LINE WITH PROGRAMME OBJECTIVES (RELEVANT TO MULTI-SECTORAL PERSPECTIVES)

 ECUADOR

The delivery of **CVA for transportation** for caminantes to travel through the country, while not MPC, allowed CARE to support scale and speed at the beginning of the crisis.

Creation of the **CWG thematic sub-group on targeting** to map targeting criteria, create common eligibility survey, identify opportunities for referral to another agency, identify possibilities of duplication, taking into account the objectives and mandates of each actor.

 COLOMBIA

Creation of a **common eligibility survey** by the CWG for targeting.

Creation of consortia that promote **the use of common tools and standardisation** of targeting criteria, among others.

³⁷ In Ecuador the canasta vital is a set of 73 items of lesser quality and quantity than the basic basket, which includes the minimum required for a family's survival. The canasta vital contains the minimum energy and protein to sustain a family.



Factors that promoted efforts in this area

The operational context of the response allowed for the use of MPC. In Colombia, donor funding of two NGO consortia for the scaled-up use of MPC facilitated harmonisation and standardisation among actors. This donor strategy has been used in several other humanitarian responses to implement MPC.

CWG members in Colombia created a tool to determine eligibility of individuals, which allowed for a fairer and more homogeneous selection of CVA recipients and the creation of harmonised key messages. The use of a scoring system strengthened programme transparency, on the condition that the scores are adapted to the specific conditions of vulnerability. The eligibility survey was limited to targeting individuals seeking to settle in Colombia, but there is potential to adapt these tools for other groups.

Factors that inhibited efforts in this area

CVA coordination was focused on the use of MPC, but lacked the participation of sector representatives, which limited the analysis necessary for optimal design. The sectoral working groups in Ecuador have voiced the need for technical support within their sectors, and the CWG leaders have responded to these groups. However, this support was limited by the lack of human resources: interorganisational discussions to determine the transfer value of MPC have required significant time and energy, and identifying the effective combination of MPC, services and in-kind assistance in the response package was a challenge.

The use of MPC in Ecuador was just beginning and had so far been limited by the lack of funds for this type of response as well as by the regulatory context, which makes the financial inclusion of mobile populations difficult because it was impossible to open a bank account without documentation.

There was a lack of consensus and clarity among some CVA practitioners on whether receiving MPC and for example, a food voucher, constitutes duplication. This depends on the targeting and design of the value of the two transfers. In some cases in both countries, these two activities constituted a high percentage of CVA delivered and seemed to be implemented as parallel programmes.



Venezuelans head to the border crossing in Cúcuta, Colombia into Venezuela.
© Cindy Catoni

Suggestions to strengthen this thematic area:

- Continue to strengthen MPC systems to meet identified gaps in the needs, as done in Ecuador, while being guided by national guidelines on the use of MPC to contribute to problem-solving on a global challenge. Continue to strengthen the reporting of services and in-kind assistance sectors to the needs gap analysis, to achieve strategies on the use of sectoral CVA and MPC according to feasibility criteria and the preferences of affected populations.
- In addition to seeking to increase the value of MPC, focus on the ability to measure the impact of MPC to improve its design in terms of targeting, frequency and referral to other assistance services, notably health, education and protection.
- Acknowledge that much of the assistance designed by implementing organisations is multi-sectoral in nature, combining two or three sectors depending on the mandate of each organisation. Prioritise the development of guidelines and tools for the design, use and monitoring of CVA with multi-sectoral objectives within the work plan of the CBI-RWG with an aim to provide better guidance to countries and to make better use of combined sectoral assistance.
- Strengthen the link between the use of CVA in the shelter and food security sectors with the use of MPC, to obtain a design that addresses any potential duplication of assistance across sectors. This would allow overlapping aid to be seen as an opportunity to measure what is received from the point of view of the recipients, rather than what is distributed by each organisation, as they tend to focus on its respective sector of interest.

4. CVA risk management

What good practices and lessons have been identified for the effective assessment and management of risks related to CVA?



The greatest challenge has been how to deliver CVA to undocumented people, which has in turn encouraged the use of cash in hand. This entails security risks in the delivery

KEY INFORMANT, ECUADOR

Using the card is safe. I leave the code at home

DGF4 COLOMBIA)

Programmatic, operational and contextual risks have been identified in the response in regard to the use of CVA for mobile populations. The implementing organisations have carried out risk mapping individually according to their guidelines, as well as jointly through the coordination groups.

Operational risks related to CVA delivery and the safety of individuals are common to many of the actors using CVA but vary by geographic area and targeting criteria.

Both countries have transitioned from the use of cash-in-hand to delivery systems using FSPs. The risks associated with fraud and corruption were addressed according to agency standards and donor requirements.



Within this context, the following best practices of CVA actors stand out:

RISK AND OPPORTUNITY ASSESSMENT



ECUADOR

UNHCR has a global risk matrix that is applied and adapted to each operational context

CCD Ecuador designs a tool to analyse the risks linked with CVA for its members.



COLOMBIA

Risks linked with the targeting criteria are identified, and the importance of mitigating these risks is addressed through communication and awareness campaigns by Save the Children.

The risk of duplicating CVA is identified as a priority by the government, and mitigation strategies associated with data management and sharing are developed.

SELECTING AN APPROPRIATE AND SAFE CASH DELIVERY MECHANISM



ECUADOR

Creation of sub-thematic groups within the CWG to **map FSPs** that could offer products for populations with particular documentation characteristics due to their legal status.

Cash-in-hand has been used by many organisations in light of the country's financial legislation, which limits access to financial services for foreigners, and to the small amounts involved.

Negotiation with Banco Pichincha for the use of **non-card cash transfers** through CARE's agreement became available to all CWG members, although the bank still has limitations on its use (certain number of transactions per day).

The ERC used international **prepaid cards** as an immediate, albeit costly, response measure.



COLOMBIA

The use of cards has been appropriate due to the habits of the target population, who are used to utilising cards in Venezuela.

Transition from paper **vouchers to a digital format without vouchers**, where merchants have access to a platform to verify the amount and identity of individuals.

MONITORING PROGRAMMATIC AND CONTEXTUAL RISKS LINKED TO CVA



ECUADOR

Creation of **Standard Operating Procedures** for cash transfers for UNHCR partners, reviewed by UNHCR's CVA, Protection and Project Control staff.



COLOMBIA

Sub-national CWGs report their contextual situation and this feedback allows for adjustment of CVA at the central level.



Factors that promoted efforts in this area

The identification of common risks by actors using CVA and joint work initiatives to address mitigation strategies within coordination, collaboration and consortium mechanisms. Most organisations are concerned about risks caused by policy changes with respect to border crossings, risks of corruption and risks resulting from xenophobia as contextual priority issues. This encourages an impetus for learning and joint work, as these are risks affecting all activities.

Factors that inhibited efforts in this area

The shortage of financial resources for the response is an inhibiting factor that puts all operations at risk and provides a short-term vision to CVA design. This increases the need for CVA interventions that prioritise those in greatest need, avoid duplication, and encourage access to various assistance services.

Suggestions to strengthen this thematic area:

- Continue to implement good practices in risk identification and mitigation. As a priority of the work plan, promote a culture for the exchange of learning and prevention and mitigation measures, under the leadership of the CBI-RWG. The analysis of specific risks in the use of CVA, and mitigation strategies related to the operational context have much more room to be shared and addressed jointly by CWG members. This topic merits a specific sub-group that recognizes internal risk management capacities and systems and documents the positive or negative outcomes of different strategies.

5. Data management and protection



What good practices and lessons have been identified to ensure that recipient data is effectively managed and protected?

Data protection good practices have been incorporated from other refugee, migration and displacement crises. Much effort has been devoted in the response in Colombia to management and protection, in view of the number of people receiving CVA. UNHCR and WFP's global registration systems have been put in place, and at the same time investment has been made in large-scale registration systems through the CCD Colombia and UNHCR,³⁸ and work is now underway regarding the possibility of a single encrypted registration system to enhance data management and sharing. In Ecuador, the United Nations Common Cash Statement (UN CCS) provides an opportunity to unify registration systems. Humanitarian actors in both countries have recognised the challenge of maintaining effective recipient registration and data exchange systems that reduces the risk of duplication and are internally compliant. Both countries have been involved in processes on how to exchange data while upholding data protection.

Although there is complementarity between WFP and other agencies' aid, there is a perception of duplication in some cases

KEY INFORMANT, COLOMBIA

Within this context, the following best practices by CVA actors stand out:

REGISTRATION AND DATA PROTECTION OF THE POPULATION SERVED

ECUADOR

Use of **live ODK system on the cloud** to ensure data confidentiality; use of a secure online server and encrypted data; and different levels of data access depending on the user.

Use of a data management system in which the custodian is responsible for keeping codes; data is shared only in special cases, e.g., for relocation; data protected in systems with codes.

Development of **data sharing agreements** and training on this subject with members of CCD Ecuador and Colombia for a better understanding of the issue.

COLOMBIA

Use of Commcare to **verify case duplications** based on data sharing agreements between CCD organisations. Unique codes created by the platform are shared, not data. Each consortium has a MEAL manager who shares the codes and sees the duplicates.

Several organisations include a question in the eligibility survey about authorisation to share data.

³⁸ In the initial response stages, UNHCR reported that it offered the use of its recipient registration management and CVA systems free of charge to the CCD Network, but the offer was declined.



Factors that promoted efforts in this area

The Government of Colombia's prohibition to duplicate assistance encourages the members of the CWG to seek joint solutions. Most of these focus on efforts to create records of the population served and to manage data exchange agreements. The work with a common implementing partner (HIAS) by UNHCR, UNICEF and WFP in Ecuador creates a filter in the management of data registration of CVA recipients, which limits the risk of duplication and facilitates complementarity between actions.

The presence of multiple actors in a location allows for referrals between organisations without sharing sensitive data, although it does not allow for monitoring the success of these referrals.

Factors that inhibited efforts in this area

Some KIs noted that humanitarian actors experienced challenges in implementing global data sharing agreements and commitments in the response, particularly due to the different systems and policies of individual organisations, which in turn slowed progress. Other KIs have noted that despite challenges, there have been progress on strengthening the inter-operability of respective systems.

There is no single organisation or government entity that collects all the data on the population that crosses the border as UNHCR does in other contexts, as many refugees and migrants cross the border irregularly and without registering. As the mobile population has heterogeneous characteristics, it is a challenge to set the delivery of humanitarian assistance, to communicate to people their rights, and to address the legal documentation needs of populations with diverse priorities and needs.

Suggestions to strengthen this thematic area:

- Agree on minimum standards for data protection at the country level and registration of CVA recipients receiving more than one payment, without compromising humanitarian standards of protection for individuals. Focus the search for technological solutions on the well-being of people affected by the crisis.
- Explore innovations to support CVA recipient registration in line with humanitarian protection principles, and systematically collect the views of affected persons, given the challenges of implementing data sharing agreements.
- Identify risks for different groups of refugees and migrants (including pendular migrants, populations with the intention to remain, caminantes, returnees and displaced persons) linked to data protection and analysing the protection needs for each group.



Venezuelans in an informal settlement in Boa Vista, Brazil.
© Michael Swan

6. Coherence and alignment with social protection systems



What good practices and lessons learned have been identified for the alignment of humanitarian CVA with government policies and programmes?

The use of CVA in the response implies an inherent tension between the assistance offered to the host population and mobile populations, and the alignment of humanitarian aid is defined according to the social system of the host country.

- The comparison between the transfer value for humanitarian CVA and that received by the host population in social protection programmes is a significant point of tension, globally. Good practices suggest a dialogue between actors offering CVA in the country's social protection systems and in humanitarian responses is key, both during design as well as response, including the exit strategy. In the case of Colombia, national authorities have formally participated in the development of the CWG since 2016, although much more actively since the beginning of the crisis and the increased migration flows of 2018. In Ecuador, authorities have issued a decree excluding foreigners from accessing government social assistance using CVA, thus the systems follow parallel lines, despite outreach efforts. This challenge exist across the humanitarian system, and the implications reach far beyond the transfer value of the MPC.

Within this context, the following best practices by CVA actors stand out:

PARTICIPATION OF RELEVANT GOVERNMENT ENTITIES IN STRATEGIC, TECHNICAL AND OPERATIONAL COORDINATION FORUMS FOR CVA



ECUADOR

UNHCR and HIAS take the **ceiling of government bonds** as a reference to define transfer values, in order to avoid disparities.



COLOMBIA

The Government is a member of the CWG created in 2016. They continue to participate actively, with much involvement since 2018, which allows for more fluid communication.

CVA DELIVERY CONSIDERS EXISTING PROGRAMMES IN THE COUNTRY USING CVA



ECUADOR

Humanitarian actors are aware of the social protection activities in the country and seek to **minimise the risk of xenophobia** that may be exacerbated by the assistance provided to refugees and migrants.



COLOMBIA

The Government frames humanitarian aid with the development of mandatory **Government guidelines**, which define the use of CVA and the alignment with national social protection systems, through the concept of **shared responsibility**, which is applied in the government's social protection programmes.

WFP includes shock-responsive social protection issues in its country plan to improve entry points and linkages of emergency/humanitarian activities with social protection systems in the country.



Factors that promoted efforts in this area

Both countries have previous experience with the use of social protection systems together with targeting systems, defining transfer amounts according to poverty levels and CVA delivery mechanisms for the population based on socio-economic vulnerability. Such systems are equally extensive in Venezuela, which implies that recipients are familiar with this type of state service.

There is recent experience of adjusting social protection systems in response to national crises such as the civil conflict in Colombia and the response to the 2016 earthquake in Ecuador, in order to be able to serve new groups with CVA, defining target groups and CVA amounts.

In terms of assistance, governments prioritised the provision and, to some extent, the integration into health and education services (in addition to legal documentation processes) of the population seeking to remain in the host country and promote equity between host populations and refugees and migrants. In Colombia, this included a communication campaign on the need to assist the *caminantes*.

The creation of guidelines by the Colombian Government for the implementation of CVA to assist Colombian returnees and Venezuelans (built with inputs from Prosperidad Social and endorsed by the Colombian Ministry of Foreign Affairs and Migration) were incorporated into all CVA interventions and reflected in the design, implementation and monitoring phases.³⁹

Factors that inhibited efforts in this area

The absence of a specific forum to develop a common strategic plan among national actors responsible for social protection systems and humanitarian response in preparation, implementation and in transition from humanitarian crises, was a challenge. This created a divided approach in terms of planning times and increased the challenge of alignment. This extended to the concept of coresponsibility which seeks to ensure that humanitarian assistance is delivered to host populations. Funding sources made this practice difficult.

The concept of shared responsibility was promoted by the Colombian Government since 2020, with the aim of aligning humanitarian aid with national social assistance programmes that involve the same criteria. This approach implied the use of conditional cash transfers, which is something that humanitarian practice does not support.

³⁹ Working Group on Cash Transfers and Interventions - to be called CWG in the Colombian Government's document



Venezuelans pass through Colombia's customs screening.
© Comisión Interamericana de Derechos Humanos

Suggestions to strengthen this thematic area:

- Contribute to the goals of the 2016 Grand Bargain by enhancing engagement between humanitarian and development actors for greater coherence and consistency in the use of CVA responses:
 - Target 2. Increased support and funding for local and national response tools
 - Target 3. Increase the use and coordination of remittance-based programming
- The transition to the use of the UN Sustainable Development Cooperation Framework by HCTs and the selection of the UN in Ecuador to pilot the UN CCS in 2020 presents opportunities to take advantage of initiatives that contribute to a common goal in the area of CVA use at the strategic level, without negatively impacting the speed of implementation of the R4V response.
- Promote a meeting at the regional level between government entities that implement social assistance programmes and humanitarian actors, in order to exchange challenges and solutions, based on the work that exists in the region and on the new approaches to the use of CVA developed at the global level.

7. KYC and financial regulations



What good practices and lessons learned have been identified in the interaction between humanitarian actors and financial and/or government service providers with respect to KYC policy and financial regulations?

The issue of KYC for the delivery of CVA through FSPs is subject to national banking and trust legislation. This issue arises in all humanitarian crises because of its association with registration of individuals, their access to authorised documentation and data protection (noted in thematic area five).

In both countries, efforts avoid duplication and the use of FSPs are important: in Colombia there are more possibilities of working with FSPs than in Ecuador, where financial banking legislation and KYC regulations facilitate the use of cash delivery mechanisms for refugees and migrants.

Within this context, the following best practices by CVA actors stand out:

ASSESSMENT OF FINANCIAL SERVICE PROVIDERS



ECUADOR

Several organisations use ATM **cash withdrawal systems without a card** with codes that do not identify the individual.

Invitation to FSPs to **present their products** to the CWG; joint work for product development; advocacy with authorities for the relaxation of requirements in sharing personal data.

Creation of a **thematic sub-group of the CWG** for FSP mapping. Organisations share information within the groups.



COLOMBIA

Use of prepaid **cards** that do not show the individual's name.

Comparative analysis of FSPs accessible to CWG members, allowing individual organisations choose which ones they want to use.

REGISTRATION AND DATA PROTECTION OF THE POPULATION SERVED



ECUADOR

Organisation of a presentation for CCD members on World Vision's **global registration system** "Last Mile Mobile Solution" to support data sharing.



COLOMBIA

Save the Children and Accion Contra El Hambre have negotiated flexibility in the use of valid documentation with Efecty for CVA delivery, ensuring data protection standards.

KYC regulations in **border areas** are relaxed in order to serve the refugee and migrant population.

The members of the CWG are beginning to explore options for the creation of **encrypted unique identifiers**; while the members of the two CCD Colombia consortia are using the same system.



Factors that promoted efforts in this area

The legislative context on the use of FSPs is a catalyst for the creation of collaborative mechanisms, such as the CCD and UN CCS, which seek a better range of options for CVA delivery to vulnerable populations. In Ecuador, an organisation's initiative opened doors to other actors using CVA. Documenting and disseminating information during the design phase of a new product with the participation of the FSP allowed for collective learning in real time.

Factors that inhibited efforts in this area

The legislative framework on KYC issues prevented access to FSP services by the undocumented population, limiting delivery options, particularly in Ecuador. Operational obstacles were compounded with administrative obstacles, either because the products had high transaction costs, or because they could not be used on a large scale due to anti-money laundering regulations.

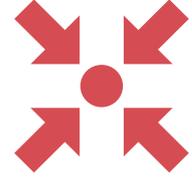
Management of personal data of CVA recipients by each humanitarian organisation is subject to data protection rules applied by European countries and by US donors. Data protection standards are not easily harmonised between the members of a coordination group, and this makes it difficult to develop common SOPs, as it is not possible to agree on a lower level of data protection than that which exists between group members.

Suggestions to strengthen this thematic area:

- Continue to promote the use of FSP mapping to support decision-making regarding delivery mechanisms that best serve the affected population in terms of coverage, familiarity, cost effectiveness, security and flexibility to adapt to the context. To overcome resistance by CWG members to share their analysis, consider using a third party to perform these mappings as a CWG member-funded product.
- Agree on joint advocacy messages to promote flexible KYC rules by financial regulators when dealing with mobile populations and seek allies within the humanitarian system to influence the regulatory framework in crisis situations.

8. Coordination

What best practices and lessons have been identified in coordinating CVA to maximise the potential of CVA?



The organisations that attend the sub-national CWG feel listened to by the national CWG and see a possibility to be accompanied in their processes

MINI-WORKSHOP, COLOMBIA

Although a regional CWG was established under the inter-agency coordination platform, the best coordination efforts must be made before an emergency, to cover the preparedness, prevention, recovery and development phases - they must be in place for the implementation phases.

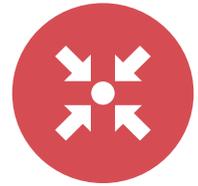
KEY INFORMANT, REGIONAL

Coordination is the topic that elicited the most feedback during the consultancy. In the quest for good practices in CVA coordination, issues have emerged related to national, cross-country, regional coordination and coordination within the R4V response system, and coordination with national actors. CVA coordination “provides technical support to and across clusters and advises on strategic issues regarding programming with CVA. The group develops common products, positions and approaches and ensures information sharing, learning, and adoption of these common approaches across its members to promote inter-agency and inter-sector participation. By providing support to and convening CVA activities across sectors, the group plays a vital role in the coordination of MPC.”⁴⁰

Different CWG coordination structures are observed in Ecuador and Colombia. Globally, and in both countries, the workload associated with coordination is significant. The importance of having staff dedicated to this function has been documented as a good practice in multiple humanitarian responses. CaLP’s coordination guidance notes that, “where cash coordination relies only on people who are ‘double-hatting’ with their main jobs, this often leads to bottlenecks, delays, and sub-optimal consideration and inclusion of cash in the response plan.”⁴¹ In Ecuador, UNHCR co-leads the CWG and CashCap played the role of CCD coordinator and co-lead for six months, as NGOs did not have the capacity and resources to devote time to this role. In Colombia, WFP sought funding for a dedicated coordinator and some donors promoting the use of CVA offered to fund the position.

⁴⁰ CaLP, ‘Cash Coordination Tip Sheet’, 2020, <https://www.calpnetwork.org/publication/cash-coordination-tip-sheet/>.

⁴¹ Ibid.



Within this context, the following best practices by CVA actors stand out:

THE CONSISTENT USE OF TERMINOLOGY

 ECUADOR	 COLOMBIA
<p>Harmonisation in the nomenclature of the CWG using the Spanish acronym and in line with the CaLP glossary translated into Spanish (September 2019) and the Red Cross Red Crescent Movement toolbox (2016).</p>	
<p>Training sessions using CaLP material in Spanish held in Colombia and Ecuador in 2019 and ToT in Bogota in August 2019 and Panama in February 2020 for the dissemination of CVA-related terminology and concepts.</p>	

STRATEGIC, TECHNICAL AND OPERATIONAL COORDINATION FORUMS FOR CVA

 ECUADOR	 COLOMBIA
<p>Creation of the CWG in March 2019 as an interagency group under the response platform, lead by UNHCR and the CCD Ecuador coordinator. The CWG provides a platform for sharing of information, tools, lessons learnt, evaluation reports and other joint activities. It has organized trainings, presentations of technical solutions and provided technical assistance to its members. It has also contributed to the creation and sharing of common methodologies such as the calculation of the transfer value, guides for FGDs, various targeting strategies, etc.</p>	<p>Creation of CWG in 2016, before the migration and refugee crisis, with the purpose of continuing with national coordination, and not only the refugee and migration response. The CWG provides a platform for sharing of information, tools, lessons and joint activities.</p>
<p>CWG ToRs can boost in-country work and help streamline multiple coordination structures (HRP, R4V, etc.).</p>	
<p>Trainings and tools developed by the CWG and CCD Ecuador: 4W matrix, FSP mapping, tool for market study and analysis, risk matrix, targeting tools, calculations of transfer values, etc.</p>	<p>CWG serves as a forum for dialogue with donors and the government.</p>
<p>The dedicated support of a coordinator for six months has facilitated coordination among CCD members.</p>	<p>Creation of sub-national CWGs under the umbrella of national CWG, with the same governance structure and close relations with local GIFMM.</p>
<p>Information sharing with the CBI-RWG created in May 2019 and participation in the meetings by the co-leaders of the country CWGs.</p>	



Factors that promoted efforts in this area

In both countries, ToRs setting out the role, responsibilities and scope of the CWGs as well as governance processes for coordination and accountability are in place and agreed, supported by a detailed work plan. The CWGs hold regular meetings and minutes are documented and shared. Thematic sub-working groups were created to advance the work plans. Sub-national CWGs were created for coordination among actors in different areas of the country. These activities occur at a different pace in each country but follow a standard logic and sequence of coordination.

In Colombia, government institutions participated in the CWG since its creation in 2016, allowing the Government to convey its priorities to members, as well as facilitate the Government's involvement in the development of the response and work plans. These plans then reflect the Government's vision for the response.

The establishment of the CCD in both countries encouraged technical contributions to the CWGs and created a collaboration forum among NGOs implementing CVA. In Colombia, the CCD was the basis for accessing donor funds for the use of MPC in the response, while the members of CCD Ecuador are not limited to the refugee and migration response and provide CVA to other vulnerable population.

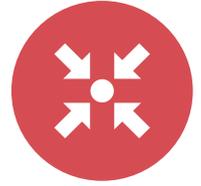
Co-leadership of the CWG in Ecuador between UNHCR and CCD Ecuador allowed for collective work plans, joint tools and activities, increased participation, and the division of coordination functions between two people to maintain workload balance and accountability to the membership.

Full-time coordinators, deployed by CashCap, were dedicated to the CWG in Colombia, the CCD in both Colombia and Ecuador, and a MEAL expert in Colombia. This provided technical and impartial input to the group, as the experts have an inter-agency mandate and do not represent the interests of any single organisation, but rather those of the group members.

Factors that inhibited efforts in this area

There are several simultaneous coordination forums around CVA: coordination of the sub-national, national and regional inter-agency platform; coordination of the HCT and coordination with the government. In some cases, coordination mechanisms established before the Venezuelan crisis were diluted by the creation of new mechanisms that needed time to be established, and humanitarian implementing organisations were under pressure to attend various coordination forums at the beginning of the response, which limits their operational capacity. This particularly affects small organisations, as many of the CVA focal points have roles in sectoral responses as well.

Coordination requires significant investments in information sharing and reporting. Globally, as well as in both countries, this consumed significant CWG time and effort, leaving limited room to focus on technical



planning and quality improvement. In spite of this, the structure of CWGs allowed members to develop their technical capacity, and there have been investments in technical training. One year after the creation of the CBI-RWG, the visibility of the processes, products and achievements of the actors is still limited and will require time to reflect the operational, strategic, collaborative and coordination work that is taking place at the national and sub-national levels.

In both countries, the same staff participated in several working groups, which facilitated coordination, institutional memory in the groups and a knowledge management system. This implied a significant workload for individuals, but in the long-term it provided a good basis for better coordination between actors.

Suggestions to strengthen this thematic area:

- Continue to harmonise and simplify the use of terminology and acronyms related to CWGs, and the role of group and sub-group coordinators, taking into account the historical path of each group, and at the same time the need to use common terminology for better socialisation of CVA across the response.
- Continue financing positions to lead CWGs and identifying experienced personnel, who will coordinate the activities of the group as their primary role. This would end the workload produced by the 'dual function', and increase the visibility of the work done, while allowing for more investment in the involvement of the sectors in CVA. Identify coordinators who can encourage strategies to shift the role of coordination to national actors and who have extensive experience in MPC.⁴²
- Support systematic and regular engagement of the CWGs in humanitarian response analysis strategies in-country among government actors, donors, and HCT actors beyond the R4V response. Consider the concrete possibility of the role of the CWGs with an inter-agency and inclusive mandate, with a work plan that upholds the objective of improving the use of CVA in humanitarian response, while creating spaces within its work plan for sustainability and alignment of CVA coordination in country. This would encourage better use of human and financial resources in the country, and the medium- and longterm impact of humanitarian activities.

⁴² CaLP, 'Cash Coordination Tip Sheet', 2020, <https://www.calpnetwork.org/publication/cash-coordination-tip-sheet/>.

9. Additional topic: Capacity



REGIONAL KEY INFORMANT

Our partners already had some knowledge [regarding CVA,] but were not prepared for a large-scale response and to provide help quickly.

REGIONAL KEY INFORMANT

Countries will lose human capital when programmes decrease. It is now that we must increase capacity in the region to be better prepared for the future

During data collection for this evaluation, the issue of technical and strategic capacities came up on multiple occasions during the interviews and workshops. As a result, this section has been included to document good practices in this regard. As activities and needs increased, international experts arrived in both countries. Regional support came at first from the staff of each agency, providing technical support, including field visits.

The need to strengthen the technical capacities of CVA actors was identified, and technical training activities started in 2019, supported by CaLP materials in Spanish. Training and contextual adaptation activities to work in refugee and migration issues in Latin America is particular, and shelter and protection issues should be considered in a more systematic way. Trainings, both to strengthen capacities and as socialisation activities, are important in the context of CVA growth. Notably, in Ecuador and Colombia, an important enabling factor has been that the leaders of the CWG in Ecuador were certified CaLP trainers.

CAPACITY BUILDING ON THE TOPIC OF CVA



ECUADOR

Capacity mapping, the development of a training plan and training of CCD members according to their availability and needs contingent upon workload. Project visits during cash distributions.

Protection, gender and CVA training provided by CARE with a case study of the Ecuadorian context.

CWG trainings with CaLP materials in Spanish held in Colombia and Ecuador in 2019 and ToT in Colombia (with participation from other countries in the region) in August 2019 and Panama in 2020 with accredited CaLP and CashCap facilitators, who not only convey technical knowledge on CVA but also created a community of practitioners among actors in the region implementing CVA.

CCD Ecuador exchange visit to CCD Colombia. Visit of the UNHCR CWG Ecuador lead to the CBI-RWG.



COLOMBIA

Short training sessions at the sub-national level (trip by CCD and CWG leaders).

Government and donor participation in CaLP trainings.

V CONCLUSIONS

More than one hundred good practices were identified regarding the use of CVA in Colombia and Ecuador, to meet the needs and preferences of refugees and migrants from Venezuela. In each of the eight thematic areas explored, enabling and inhibiting factors were detailed, which in some cases are specific to the operational context of each country and the phase of the response. The report aims to ensure that the suggested actions to strengthen each thematic area will help CWG members and stakeholders at national, regional and global levels to identify the role they wish to play in further strengthening the use of CVA in response to refugees and migrants.

This report was written during the COVID-19 pandemic, and this new context brings new challenges as well as learning about the role and use of CVA. During the course of this lessons learned study, it has been evident how the CWGs have mobilised to share information, tools, and technical analysis of response options, and the the community of practitioners should be commended for this collective effort. This new response provides an opportunity to put into practice the learnings of the community of practitioners in the use of CVA to better address the needs of women, men, girls and boys facing these migration, refugee, health and socio-economic crises, who will be the most affected. We also hope that this report will inspire the professional community on the use of CVA at a global level, especially in contexts of mobile populations, which often become long-term crises.





aliviando el hambre - con HOPE

HOPE

Rise AGAINST HUNGER



VI. ANNEXES

A1. TERMS OF REFERENCE

A2. MAP OF CWGS IN THE REGION



A.3 LIST OF INTERVIEWED KEY INFORMANTS

COLOMBIA

	NAME	POSITION	AGENCY
1	BERNAL, Karen	CWG co-lead Programme Associate	WFP
2	ELLUARD, Cedric	CWG Coordinator	WFP
3	PAZ, Sonia	CWG co-lead Disaster Risk Reduction Manager	Colombian Red Cross Society
4	ARNAUD, Emile	MEAL Coordinator	CCD Colombia
5	CALLAND SCOBLE, Naina	Research manager	REACH
6	CECCARONI, Mariarita	Programme Manager	Danish Refugee Council
7	DE LA CRUZ, Sonia	CBI Officer	UNHCR
8	FORERO Elena	MEAL focal person	Consorcio Buena Esperanza
9	GUZMAN, Karen	Business Facilitator	EFACTY (financial institution)
10	KELLER, Sean	Area head	ACTED
11	LACERDA, Carla	Former CVA consultant at WFP	N/A
12	MAYR, Nicolas	National Land Office	OCHA
13	NARVAEZ, Patricia	Migratory Affairs Adviser	Presidency of the Republic
14	NIÑO, Tania	Independent	N/A
15	PINERO, Diego	Migration Manager	Colombian Red Cross Society
16	PORETTI, Fabrizio	Head of Cooperation	Cosude
17	ROMERO NAVAS, Oscar	Vice-president of Risk	Banco de las Micro-finanzas Bancamia S.A
18	RUBIO, María Carolina	Programme Manager	Acton Against Hunger
19	SUAREZ, Andrés	Third Foreign Affairs Secretary	Ministry of Foreign Affairs
20	TONEA, Diana	Consortium lead	Consorcio Buena Esperanza
21	VALENZUELA, Ricardo	Head of Inter-institutional Cooperation and Relations	Foundation Halü Human Wellbeing
22	WHITE, Ana	Platform Lead	GIFMM

THE PROVISION OF CASH AND VOUCHER ASSISTANCE
IN THE RESPONSE TO THE VENEZUELA REFUGEE AND MIGRANT CRISIS

A.3 LIST OF INTERVIEWED KEY INFORMANTS CONT.

ECUADOR

NAME	POSITION	AGENCY
23 STEINBERG, Lucia	CWG Co-Lead Cash Based Interventions Officer	UNHCR
24 TERMES, Mireia	CWG Co-Lead Coordinator CCD Ecuador	CCD (hosted by CARE)
25 GABRIELA, Aguilar	International coordination director	Ministry of Risk Management Civil Protection
26 HELLER, Mike	Regional FFP Coordinator Disaster Assistance Response Team USAID-Venezuela Regional Crisis	Food For Peace
27 AALDAZ, Diego	Under Secretary for Social Assistance	Ministry of Economic and Social Inclusion
28 ALVEAR, Maria José	CBI manager	HIAS
29 CARDENAS, Sonia	Livelihoods coordinator Ecuadorian	Ecuadorian Red Cross
30 Diego Mora	Humanitarian Assistance Technician	CARE
31 ESCOBAR, Alexandra	Social protection manager	UNICEF
32 GALARZA, Pablo	OCHA focal point in Ecuador	OCHA
33 JACOME, Lorena	Programme manager	HIAS
34 MENA, Marcela	Programme director	GAD Social Inclusion
35 TOBAR, Mónica	Programme Quality Manager	CARE
36 MUELAS, Jacobo	Sector lead Shelter	UNHCR
37 MUNUELA, Xavier	Programme coordinator – Humanitarian Action & RRD	CARE
38 PAQUE, Sebastien	Programme officer	WFP
39 PAQUI GUAMAN, Ana Lucía	Livelihoods technician	Ecuadorian Red Cross
40 BASTRIDAS, Anabel	Coordination platform	UNHCR
41 PAZMIÑO, Daniel	Coordination platform	UNHCR
42 PEÑA, Magali	Coordination platform	IOM
43 MASI, Chiara	Coordination platform	IOM
44 QUNITERO, Brigitte	Technical officer ME	NRC
45 SANCHEZ, Valdivieso Ma. Belén	Micro finance manager	Banco Pichincha
46 SIGUENZA, Reveca	Director of cooperation	Ministry of Economic and Social Inclusion
47 VANCRAEYNEST, Koenraad	Sector Lead	WASH UNICEF

A.3 LIST OF INTERVIEWED KEY INFORMANTS CONT.

REGIONAL

	NAME	POSITION	AGENCY	INTERVIEW
48	ESCAROZ, Gerardo	Technical Secretariat Regional	CWG UNICEF	03/13/2020
49	MEDINA, Mario	Co-coordinator regional CWG Consultant Cash and Voucher Assistance	IFRC	03/16/2020
	STORBECK, Adrian	Co-coordinator regional CWG	WFP	-
50	FUENTES, Alejandro		AECID (Spanish Agency for International Development Cooperation)	
51	GELMAN, Phil	USAID/OFDA Colombia DART Team Lead	USAID Venezuela Regional Crisis Disaster	03/18/2020
52	MILLER, Ward	Deputy Leader of Planning, Colombia	Venezuela Regional Crisis Disaster Assistance Response Team	03/18/2020
53	PALACIOS, Ducar Vicente	Technical Assistant South America	ECHO	03/17/2020
54	PIRES, Renata	Sr Programme CBI Officer	UNHCR	03/17/2020
55	RULLANTI, Giuseppe	Sr CBI Regional Officer	UNHCR	03/17/2020

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This study is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of the authors and do not necessarily reflect the views of USAID or the United States Government.

