



STANDARD OPERATING PROCEDURE FOR FOOD AND CASH DISTRIBUTION FOR VULNERABLE GIRLS, WOMEN, BOYS AND MEN IDPS IN SITTWE, RAKHINE STATE

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ACRONYMS

CBT-Cash Based Transfers

CCCM-Camp Coordination and Camp Management

CMC-Camp Management Committee

CO-Country Office

CVA-Cash and Voucher Assistance

CWG-Cash Working Group

DoA-Delegation of Authority

DSW-Department of Social Welfare

FLA-Field Level Agreement (agreement between WFP and Plan International)

GFD-General Food Distribution

HH-Households

HR-Human Resources

IDP-Internally Displaced People

M&E-Monitoring and Evaluation

MMR-Myanmar Kyat (currency)

PDM-Post Distribution Monitoring

PU-Program Unit

SOP-Standard Operating Procedure

TA-Travel Authorization (to be granted by the government for staff and the visitors)

UNDP-United Nations Development Program

UNOCHA- The United Nations Office for the Coordination of Humanitarian Affairs

WFP-World Food Program

OBJECTIVE OF THE SOP

Plan International Myanmar has recently started implementing a project ‘*supporting food security for vulnerable girls, women, boys and men IDPs in Rakhine State*’ in collaboration with World Food Program (WFP). The project has a combination of both in-kind and cash modality. A Standard Operating Procedure (SOP) was felt necessary primarily to guide the team for the smooth implementation of the project and in order to produce the intended outcome. Therefore, this document has been produced which has attempted to provide the concept (in brief) and suggested key actions vis-à-vis the project. On the other hand, this SOP has not covered the project designing process as the designing process is primarily led by WFP itself.

KEY TERMS

- **Blanket distribution:** all IDPs residing within a given geographic area will be entitled to receive food and cash assistance.
- **Cash and Voucher Assistance (CVA)** - CVA refers to all programs where cash transfers or vouchers for goods or services are directly provided to recipients. In the context of humanitarian assistance, the term is used to refer to the provision of cash transfers or vouchers given to individuals, household or community recipients; not to governments or other state actors. This excludes remittances and microfinance in humanitarian interventions (although microfinance and money transfer institutions may be used for the actual delivery of cash).
- **Cash Based Transfers (CBTs):** Food is not distributed at site, in such programmes the assistance transfer may include cash in hand, paper vouchers in hand, uploading e-voucher transfers onto SMART cards, uploading e-vouchers onto mobile phones (now called Cash and Voucher Assistance (CVA), which is universally accepted terminology. However, WFP is still preferring the term CBT).
- **Cash Transfer-** The provision of assistance in the form of money - either physical currency or e-cash - to recipients (individuals, households or communities). Cash transfers are by definition unrestricted in terms of use and distinct from restricted modalities including vouchers and in-kind assistance.
- **Conditional distributions:** require that the people served undertake some task in order to be eligible for assistance, within an emergency context this will be light work: e.g. attendance at trainings or health clinics, etc.
- **Conditionality-** Conditionality refers to prerequisite activities or obligations that a recipient must fulfil in order to receive assistance. Note that conditionality is distinct from restriction (how assistance is used) and targeting (criteria for selecting recipients). Examples of conditions include attending school, building a shelter, attending nutrition screenings, undertaking work, training, etc. Cash for work/assets/training are all forms of conditional transfer.
- **Delivery Mechanism-** Means of delivering a cash or voucher transfer (e.g. smart card, mobile money transfer, cash in hand, cheque, ATM card, etc.).
- **In-kind (IK) distributions:** food assistance is provided through distribution of food at the site. In-kind distributions are provided in areas where markets are not functional / accessible to the affected population or if there are protection concerns for the assisted population if cash transfers are pursued
- **Multipurpose Cash Transfers (MPC)** - Multipurpose Cash Transfers (MPC) are transfers (either periodic or one-off) corresponding to the amount of money required to cover, fully

or partially, a household's basic and/or recovery needs. The term refers to cash transfers designed to address multiple needs, with the transfer value calculated accordingly.

- **Mobile Distribution Teams:** operate in the most inaccessible, conflict affected areas where populations are facing the most urgent humanitarian needs. Food commodity and mobile teams are generally airlifted to the distribution location, time on the ground is short. Mobile teams conduct blanket, unconditional, in-kind distributions.
- **Modality-** Modality refers to the form of assistance – e.g. cash transfer, vouchers, in-kind, service delivery, or a combination (modalities).
- **Restriction-** Restriction refers to limits on the use of assistance by recipients. Restrictions apply to the range of goods and services that the assistance can be used to purchase, and the places where it can be used. Vouchers are restricted by default since they are inherently limited in where and how they can be used. In-kind assistance is also restricted. Cash transfers are generally unrestricted in terms of use by recipients.
- **Static Distribution Teams:** have a permanent ground presence and generally have more time at the distribution sites as access is less of a constraint. Static teams may provide food assistance through: blanket or targeted distributions; conditional or unconditional distributions; distributing in-kind (IK) or cash based transfers (CBTs).
- **SCOPE:** is the WFP corporate online registration tool for WFP recipients.
- **Targeted distribution:** the most vulnerable households within a given geographic area will be eligible to receive food and assistance. Such households will be identified using vulnerable criteria.
- **Unconditional distributions:** Those that are identified as eligible will receive assistance with no prerequisites or conditionality.
- **Voucher-** A paper, token or e-voucher that can be exchanged for a set quantity or value of goods or services, denominated either as a cash value (e.g. \$15) or predetermined commodities (e.g. 5 kg maize) or specific services (e.g. milling of 5 kg of maize), or a combination of value and commodities. Vouchers are restricted by default, although the degree of restriction will vary based on the programme design and type of voucher. They are redeemable with preselected traders.

BACKGROUND

Project Summary and Objectives-The programme 'supporting food security for vulnerable girls, women, boys and men IDPs in Rakhine State' will provide relief food assistance through general food distributions (GFD) and cash assistance for 48,270 IDPs (5,400 boys under 5, 4,840 girls under 5, 465 PLW, 18400 other males, 19165 other females) across six camps in Sittwe Township in Rakhine State (Khaung Doke Khar-1, Khaung Doke Khar-2, Ohn Taw Chay, Thae Chaung, Dar Paing and Say Tha Mar Gyi) to support food security and improve the nutrition and health status of vulnerable women, girls, boys and men in a gender sensitive, empowering and inclusive way. A total of **1,897.371 MT** of rice and **4,750,907 USD** is expected to be distributed over 12 months (January to December 2020).

Rakhine State is vulnerable due to decades of marginalization, reflected in comparatively low social development indicators. The ongoing violence continues to exacerbate pre-existing challenges for both ethnic Rakhine and Muslim communities. As a result of violent clashes, many of the Muslim population moved into camps outside of urban areas, and now face severe movement restrictions. Restrictions on livelihoods and movement have been imposed on Muslims, both formal (e.g. fishing licenses, local curfews) and informal (closing of labour opportunities such as harvesting).

The goal of the project is to end hunger, achieve food security and improved nutrition and promote sustainable livelihoods for women, girls, boys and men. The strategic objective is to end hunger by protecting access to food.

Modality-The project has adopted a mixed modality of food distribution (in-kind) and/or cash support. The rationale of the direct food distribution (in-kind) modality is the movement restrictions of IDPs within the camps, and their traditional reliance on the food-aid. On the other hand, there has been some improvements in the market conditions within the camp settings in the recent past with establishment of 'informal supply chain'. The humanitarian communities including WFP therefore, want to utilize this window of opportunity in order to gradually shift from in-kind distribution to the cash modality given that those conditions remain favourable. Different mix of food and cash modality has been chosen for each particular camp, which is governed by the prevailing market conditions near or around the camps, access of the IDPs to those markets, IDPs' choice and the seasonality. The entitlements of food or cash will be as follows:

- **GFD**-Beneficiaries will receive equal specified entitlements of 13.5 kilos of rice per person in each household per month. Pulse, oil and salt will be replaced with cash in the amount of MMK 5,000 per person per month (Rice 13.5 kg + 5000 MMK).
- **Cash**- Vulnerable households will receive a monthly cash payments of MMK 15000/person/month.

Based on the approval FLA 2020, the following distribution pattern will be pursued

WFP FLA 2020 (Caseload / Modality & Food MT / Cash MMK Status)

SN	Name of the Camp	Total Beneficiary	Modality	Months	Duration		Rice MT	CASH MMK
					From	To		
1	Thay Chaung	18560	Rice + Cash	4	1-Jan-2020	30-Apr-2020	1002.24	371,200,000
			Full Cash	8	1-May-2020	31-Dec-2020	0	2,227,200,000
2	Da Bine	11010	Full Cash	12	1-Jan-2020	31-Dec-2020	0	1,981,800,000
3	Saythama Gyi	10998	Rice + Cash	3	1-Jan-2020	31-Mar-2020	445.419	164,970,000
			Full Cash	9	1-Apr-2020	31-Dec-2020	0	1,484,730,000
4	Ohm Daw Chay	3402	Rice + Cash	6	1-Jan-2020	30-Jun-2020	275.562	102,060,000
			Full Cash	6	1-Jul-2020	31-Dec-2020	0	306,180,000
5	Khaung Toke Kar-1	2530	Rice + Cash	3	1-Jan-2020	31-Mar-2020	102.465	37,950,000
			Full Cash	9	1-Apr-2020	31-Dec-2020	0	341,550,000
6	Khaung Toke Kar-2	1770	Rice + Cash	3	1-Jan-2020	31-Mar-2020	71.685	26,550,000
			Full Cash	9	1-Apr-2020	31-Dec-2020	0	238,950,000
Total Caseload		48,270					1897.371	7,283,140,000
							1897.371 MT	4,750,907 USD

CONCEPTUAL AND IMPLEMENTATION FRAMEWORK

A simple conceptual and the implementation framework related to this project are presented below. It is anticipated that these frameworks would help to develop a common understanding about the principles and key implementation steps amongst the project team.

Conceptual framework

General Food Distribution (GFD)

Description

Free distribution for disaster affected population as a whole (due to food unavailability and very high rates of malnutrition, etc.) - To meet immediate food needs and protect or facilitate recovery of livelihoods, while preventing the sale of assets, allowing HH (define HH) to spend time on productive activities to ensure restoration of their livelihoods.

Purpose/ Appropriateness

Sustain human life by providing daily rations to large groups of people affected by natural or man-made disasters.

Distribute temporary food rations to refugees or displaced persons.

When acute or transitory food insecurity is significant in proportion to HH, and when food resources are unavailable and inaccessible, and, there is no alternative appropriate cost-effectiveness.

Contextual Determinants & Modalities

Rapid onset and large scale emergencies, displacements;

Find out:

Demographics, health status of affected population

Previous/ current nutrition status, mortality rates (crude for (U5 children) of population, presence/ absence of structural food aid

Levels of HH access to food measured through current consumption levels, sustainability of HH coping strategies

Current/ potential availability of food measured through: food deficit at local/sub-national, national levels, reasons for deficit, food supply over year, potential role of commercial traders.

Selection Criteria

Unavailability and inaccessibility of/to food resources – no alternative appropriate/ cost-effectiveness

Modalities

Size and commodity mix depends on expected hunger period and context of emergency.

Feeding programme should include means to assess when emergency abates to transition to more targeted interventions (Livelihoods and context analysis).

Consider who are the most vulnerable and who may be marginalized

Opportunities/ Challenges

Opportunities

Immediately available resource access

Challenges

If not pre-ceded or linked with market analysis and local food production analysis, may lead to dependency, market distortion

Cash for Food

Contextual Determinants & Modalities

Opportunities/ Challenges

Description

To enhance accessibility to food for vulnerable groups. To enhance/ achieve livelihoods outcomes:)

Purpose/ Appropriateness

In situations where food availability in local markets is given, but HH lack means to purchase without depleting essential assets or cost of procuring or transporting food to area with high need. and where traders would respond to market demands, the aim is to support economic recovery, stimulate market trade and risk of inflation is low

Early stages of emergency or rehabilitation:

Find out

- Availability of significant amounts of cash within emergency situation.
- Market analysis, prices of usual staple, other less preferred staples, price trends, and income and purchasing power of food insecure HH (existence of vulnerable groups who do not
- Participate in economic activity.
- Availability of products within reasonable distance.
- Competitiveness/ integration of markets; ability of traders to respond.
Political acceptance
- Community acceptance
- Security situation
- Risk of inflation
- Administrative and accountability (recipient identification systems)/ monitoring capacities of implementing organization.
- Donor policies and exceptions.

Modalities

Requires administrative capacity to design and implement programme.
Requires time and resources to design and implement these programmes or to increase their coverage.
Linkage with complementary interventions geared at asset growth, access to inputs and markets.

Selection Criteria

Food available and markets functioning, Risk of inflationary pressure is low.

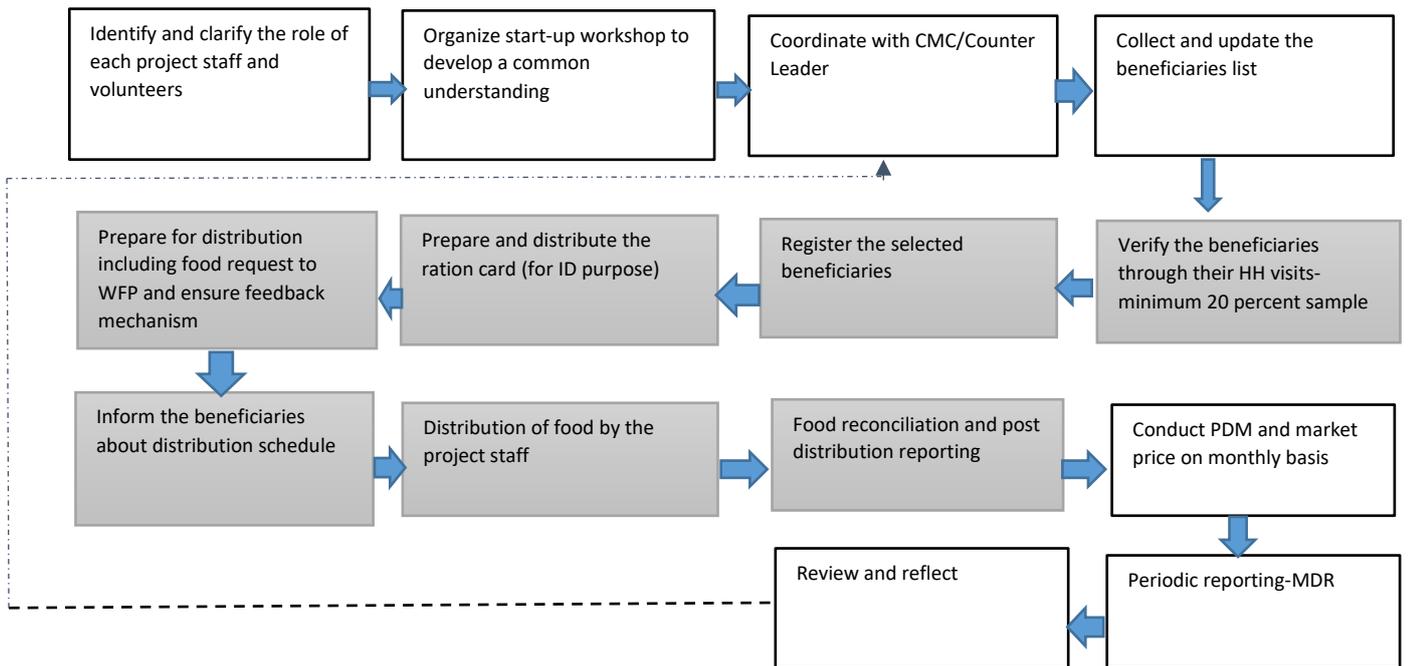
Opportunities

Cost efficient, choice for beneficiaries, quick way of meeting basic needs.
Stimulates markets.

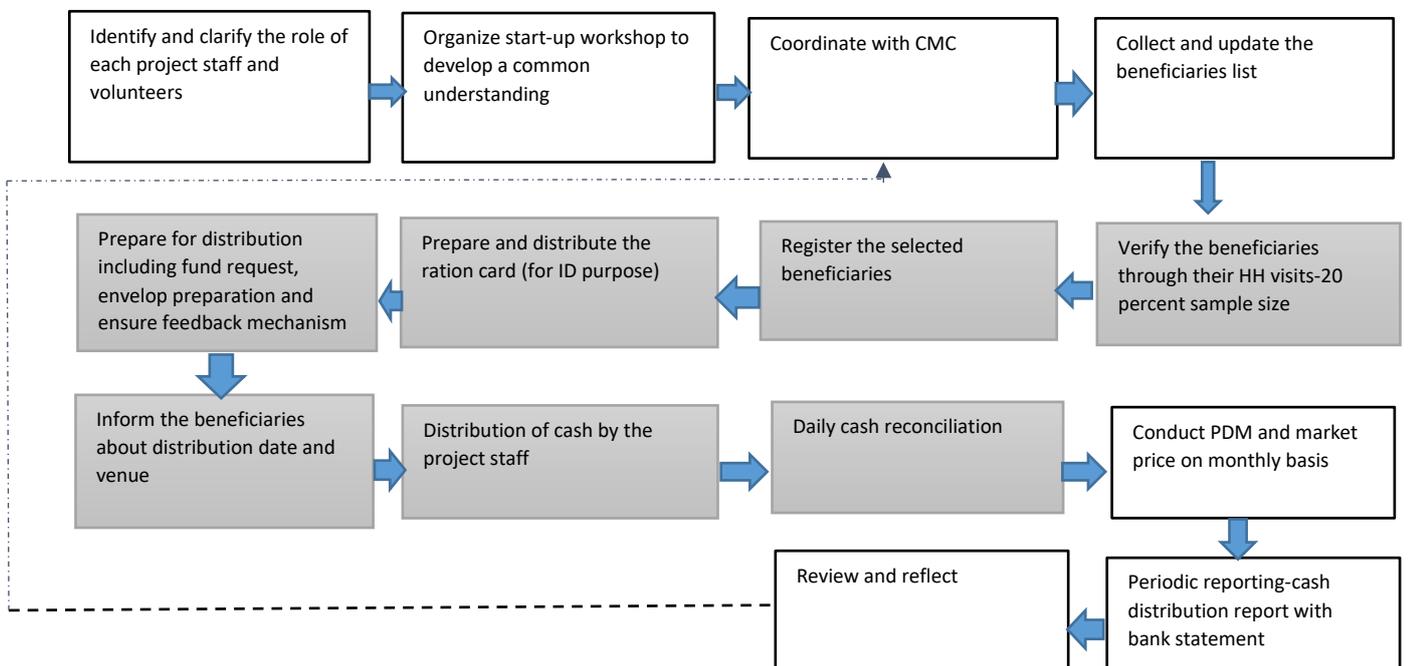
Challenges

Risk of inflation, cash may not be spent on intended programme objectives. Difficult to monitor and target.
If transfers conducted in cash, could be less expensive to manage and will not create price distortion

Key Implementation steps for food distribution



Key Implementation steps for cash distribution



OPERATING PROCEDURE BEFORE FOOD AND CASH DISTRIBUTION

The project team is suggested to pursue the following actions before distributions of food and cash.

Identify HR structure and role-A successful food assistance project depends heavily on a properly staffed team with the right set of competencies and attitude. All efforts must be made to have all core functions in place before commencing any food assistance programme. A well-defined and well-developed organizational structures enhance the impact of available resources and inputs. Also, proper separation of duties and responsibilities structure is essential in ensuring effective internal controls and efficient transaction of food and cash. It is also very important that safeguarding policy should be explained to all the staff and they understand and duly acknowledge it.

The project has identified five key functions, and the corresponding staff are already in place. Their key roles should be identified and perceived as follows:

Project Manager:

- Overall manage the project, budget and lead the team
- Oversee field implementation and provide technical support
- Conduct periodic spot-checks
- Act as counterpart to WFP
- Manage information and knowledge base at PU level
- Project reporting
- Build relationship with peer agencies and stakeholders at Sittwe level
- Contribute to the proposal writing process and documentation
- 80 percent office and 20 percent field based works

Project Coordinator

- Coordinate all field level implementations
- Monitor field level implementation
- Provide enhanced daily technical support
- Consolidate master beneficiary list
- Prepare distribution plan
- Monitor the daily activity of Project Officers
- Build relationships with stakeholders at camp level
- Collate all information received from field and keep organized record
- 80 percent field and 20 percent office based works

Project Officer

- Technical planning of project activities at camp level
- Supervise efficient distribution of food and camps at distribution site, ensure proper distribution of entitlements and verify appropriate entitlements are distributed
- Ensure proper distribution record and compliance of the allocated camps/distribution points.
- Supervise the Project Assistants; mobilize the Project Assistants in monthly beneficiary list update and HH verification, PDM

Project Assistant

- Prepare and conduct food and cash distributions at the designated camps/distribution points

- Conduct/support Focus Group Discussion with children and women, update the beneficiary list
- Conduct household visits and verify HH data
- Conduct PDM and price monitoring data collection
- Conduct awareness session on fortified rice, gender and feedback

M&E Officer

- Update beneficiaries list
- Enter and update the Food Distribution Monitoring forms submitted by teams.
- Prepare MDR
- Conduct periodic exit interviews with the beneficiaries
- Ensure SADDD management
- Design information and data management tools/formats as per need and orient team members
- Document challenges and lessons learnt from the assigned camps.

Gender Coordinator

- Capacity building of the staff on gender
- Carry out periodic FGDs with different groups of beneficiaries
- Monitor the distribution and PDM from gender perspective
- Analyze the gender and protection situations out of support
- Ensure SADDD maintained and reported

Accountability Coordinator

- Capacity building of the staff on accountability
- Ensure complaint and feedback mechanism are established before each distribution
- Collect, analyse, report and complete the feedback loop.

Volunteers

- Count the cash and prepare cash envelope
- Support the Project Assistants in beneficiary list update
- Support the Project Assistants in HH visits

Organize start-up workshop and team - A start-up workshop should be organized at the beginning of the project consisting all the project staff as well as other associated staff where the Project Manager needs to explain about the project, its implementation approach, time frame, monitoring process and reporting requirements. The role of each staff should be discussed and highlighted. This should be followed by an interactive discussions. Participation from WFP is also recommended in order to explain its perspective and to avoid any gap. Such workshop would thus able to develop a common understanding amongst the team members. Additionally, a monthly review and reflection meeting amongst the project team is also suggested towards the end of the month in order to review the actions, result, challenges faced and way forward.

Coordinate with DSW, UNOCHA, CCCM and CMC- It is necessary to coordinate with DSW in order to provide them information about the project, its objective and approach, start-up process and the intended beneficiaries. This should be led by HPUM with support of the Government Liaison Officer and the Project Manager. Coordination with UNOCHA is also necessary primarily to understand the security challenges and the support required in due course.

Coordination is essential with CCCM Lead and CMC in each camp in order to explain to them about the intended beneficiaries and the distribution process as well as to seek their support in due course.

Collect the beneficiary list: The project pursues a blanket approach in terms of identifying the beneficiaries. All the households living in the six camps are targeted for the food and cash distribution. The list of the beneficiaries has been provided to Plan International by WFP.

Verify the beneficiaries- Carry out home visits of the all identified beneficiaries in order to validate the information.

Register the beneficiaries- Registration is the process of collecting systematic data of the identified beneficiaries. Ensure sex, age, disability disaggregated data (SADDD) while registering the beneficiaries. Follow the below steps:

- Coordinate with CCCM and explain to it about the registration requirements and process
- Coordinate with relevant CMC explain to it about the registration requirements and process
- Mobilize the project team and volunteers.
- Ensure presence and participation of CMC
- Organize general meetings with the beneficiaries securing representation of each households. The meetings should not be a large gathering but should be organized on cluster/zone basis. Recommended size is maximum 100 households per meeting.
- Inform and warn the beneficiaries that any false or misleading information might disqualify them subsequently.
- Validate the information provided by the beneficiaries through CMC members as well as with the volunteers.

Update the beneficiaries list- Since the food ration and the cash transfer amount are calculated and provisioned based on the number of individuals in each family, it is utmost important to update the beneficiaries data on monthly basis. Given the existing large caseload and corresponding limited human resources, the following methodology is suggested:

- Coordinate with CMC. Explain to them about their need and importance of engagements, role and the facilitation support they need to extend in order to meet the needs of the vulnerable people. Motivate them to be engaged and cooperate in the whole process
- Divide/define each camps into clusters or zones
- Identify number of households under each cluster or zone
- Organize a general meeting consisting the participating households under each cluster/zone
- Warn the beneficiaries in advance that providing any false or misleading information may lead to discharge them from the list
- Discuss and update the list in the meeting. Validate the information from CMC and volunteers.
- New born are recommended to be included in the list when they reach to the age of 6 months.
- Carry out household visits by the project team in order to validate the beneficiaries. Considering the large population (7097 households), follow 10 percent sample size. It is expected that this sample size would able to draw an inference about the population.
- Use the same tool that is used for the beneficiaries' registration for updating purpose.
- Update the list into Microsoft Excel
- Consolidate the data and make a summary of food and cash requirements for the upcoming distribution.

Exclude the following beneficiaries during the beneficiaries updating process:

- Individual households that relocate from the camp to out of WFP operational areas
- households that engage in WFP food sales
- households who fail to collect rations as per WFP minimum standards

Distribute the ration card- Ration cards are a key tool in providing the assistance. Ration cards identify the beneficiaries and make monitoring and control easier. It also provides the profile of the IDP population. Registration and issuance of ration cards requires considerable resources of time, people and security.

During the ration card distribution, consider and communicate the following key messages to the beneficiaries:

- The ownership of a ration/cash card is not transferable
- Rations cards should never be collected by a representative
- HH should retain ration card at all times. At no time can the ration/cash card of those not present be handed over to any other person
- Each ration/cash card numbers will be unique.
- The ration card does not automatically entitle the owner to receive food or assistance during future distribution in the same area, or at other distribution centres
- Explain the discharge criteria
- If a beneficiary reports the loss of his/her card (e.g., actual loss, destroyed by fire, stolen, etc.), a new card can be issued if the case has been confirmed through verification, but with a different serial number. For example, three HHs with ration cards 327, 251, and 276 reported the loss of their ration cards due to a fire outbreak. The staff will verify the identity of the beneficiaries and issue new ration cards with serial numbers 4388, 4389 and 4390. In addition, it is necessary to delete the numbers 327, 251 and 276 from its distribution lists; if anyone comes to the distribution point with any of these ration cards, the cards will be confiscated and food will not be provided.
- In case of need of splitting the ration card (such as family split), it is advisable to make a household visits for a fact-finding. If the reasons are found genuine, it is suggested to coordinate with WFP for collecting and thereby them.
- The new ration card distribution for all the benefitting households is planned in 2020. The project should coordinate with WFP well in advance for this, and carry out preparations accordingly.

Make monthly food and cash request letter to WFP

- Based on the summary of updated beneficiaries list, there is a need to make a monthly food and cash requisition to WFP. The request should include information on the name of the camps, beneficiaries' number together with their disaggregated data, and requested food and cash amount.
- Also indicate in the same request the proposed distribution date and distribution point.
- Forward this request to Plan International CO in Yangon because of the DoA limitation. The CO will then forward the request to WFP Head Office through WFP Sittwe Sub Office.
- Include the following documents while requesting to Plan International CO for a cash payment:
 - Monthly cash request letter (Form H)
 - Consolidate distribution report (Form B)-of previous month (not applicable for the first distribution month)
 - Cash reconciliation report-of previous month (not applicable for the first distribution month)
 - Bank statement (not applicable for the first distribution month)
 - Summary of distribution plan

- Include the following documents while requesting to Plan International CO for a food request:
 - Monthly Food request letter (to WFP)
 - Daily food request (to WFP)
 - Delivery and verification of food on site (number and weight of bags)
 - Reporting issues with delivery
- Initiate this process at least 15 days before the planned distribution in order to provide adequate time for the processing.
- Following this request with its due review, WFP will transfer the amount to Plan International local account in Sittwe.
- WFP will inform Plan International Sittwe PU about food stock and availability, proposed time and venue for the receipt.

Coordinate with WFP and prepare distribution schedule

- Coordinate with WFP on the date of fund transfer (or most likely date) into Plan International bank account. Also, check the status of food availability for the upcoming distribution.
- Upon getting confirmation from WFP, prepare a draft distribution schedule.
- Check with the CCCM Lead, CMC and volunteers about the distribution schedule to see if it is suitable for the beneficiaries. For example-there might be a festival or religious occasions during that date. Distributions should never coincide with holidays or religious festivals of the camp population.
- Coordinate with the M&E and feedback as well as with finance and logistic team if the schedule is workable for them.
- Identify distribution points and assign the staff responsible for the distribution.
- Finalize the distribution schedule.
- Arrange the porters to carry the items for the most vulnerable beneficiaries, who could not carry those items by themselves.

Announce the distribution schedule to beneficiaries

- Consult the CMC together with the volunteers 24 hours before the distribution.
- No more than 24 hours before the distribution, and given adequate security precautions have been taken, announce to the recipient beneficiaries when and where distributions will be made.
- CMC together with the volunteers are the best means of communication to the beneficiaries
- Only the designated individuals should come to the distribution site.
- Physically vulnerable individuals if possible, plan to be accompanied by a friend or relative to facilitate their return home.
- Provide porter services to the most vulnerable beneficiaries to drop off the goods upto their home.
- Children must not represent their parents unless the children are heads of household.
- Specify if people have to bring something along with them (a bag, a basin, etc.) to carry their items home.

Make vehicle request

- Make vehicle request as soon as the distribution date is finalized. Make this request at least 2 working days before the planned distribution so that the logistic department gets adequate time for processing and the vehicle arrangements. The number of vehicles required would depend on the distribution points and the staff to commute.

Secure/ensure travel authorization

- Travel authorization (TA) from the state government is required for each staff-both national and international. Each authorization for the national staff is valid for one month. A general processing time to receive the TA is 2 weeks. The Government Liaison Officer needs to lead the application process. It is also necessary to attach the project work plan for the coming month together with the application and therefore, the Project Manager must ensure that the work plan is provided to the to the Government Liaison Officer by the middle of the current month, following which he/she will submit a consolidated request for TA for the all project staff at DSW and Rakhine State Coordination Committee. For international staff, the application process involves at two levels: at Naypyidaw and State. Generally, it takes one and half month to get such a TA for an international staff or visitor. At the end of the month, the Government Liaison Officer also needs to submit the reports to the same entities. Thus, the Project Manager needs to provide reports to him/her duly.

Make internal cash request to finance

- Make a cash requisition to Plan International finance department for the distribution purpose. This request is to be supported by distribution schedule, name of the camps, and number of beneficiaries together with the required amount. Ideally, the cash request is to be made by the Project Coordinator at least 2 working days before the distribution. It is suggested to order the cash in small denominations for the convenience of the beneficiaries. It is also suggested to request for the cash advance to be paid for the volunteers and the porters. Please note liquidating the cash advance supported by the documents is necessary before making a next request.

Prepare the envelope

- Since the cash is distributed in envelope (physically) by Plan International staff, each envelope needs to be printed with the information consisting beneficiary ID number, location and amount being provided. The information should be printed in the local language for better communication with the beneficiaries and for the transparency.
- Identify the volunteers for cash in envelope preparation. Volunteers should be identified through a due process such as circulating an advance notice for recruitment followed interview.
- Receive the cash in bundles from finance department, count them, and organize bundles according to the amount required for each distribution point. This can be a lengthy process, so allow sufficient time.
- Assign the cash to the cash volunteers to keep in the printed envelope. Count the cash carefully.
- Undertake random envelope checks to see that the amounts put in the envelopes are correct.
- Once counted, cash should be securely held at the safe box in the office.
- Ensure requisite security

Print-out required document-

- Print out the final beneficiaries' list together with their disaggregated information. Also, add a column for the beneficiary receipt of the foods and cash.
- Print-out the TA, Safeguarding Policies and Code of Conduct as well as the attendance sheet for the staff, volunteers and porters. Safeguarding Policies and Code of Conduct needs to be explained to the volunteers and porters and that they have to acknowledge it.

Arrange the distribution items-the following items would be necessary for the conduction of smooth distribution. Thus, arrange the items accordingly.

- Tarpaulins with poles
- Plastic tying rope 1/2 inch 25 m
- Hammer 5 lbs
- pallets
- scoop
- weighing scales
- Plastic buckets with taps and liquid soap for hand washing
- Drinking water
- Identify the camp based volunteers and porters through due process such as providing notice on recruitment and selecting them through interview process.

Take crowd control measures-distribution sites can quickly become chaotic, crowded and potentially dangerous places for field staff and the camp population. In the event of riots or demonstrations, sometimes the only solution is to evacuate staff and abandon commodities. Careful planning can prevent such situations. The following tips could be useful:

- Cooperate with IDP leaders, listening to their ideas whenever possible and gaining their respect and agreement for the methods used.
- Coordinate with UNOCHA to understand the prevailing security and safety situations in the camps
- Divide the role of each staff as to clarify who is doing what.
- Designate one person in authority, with responsibility for the overall exercise. Make sure everyone knows who is in charge, that the person is always visible.
- Provide effective communications to the staff, IDPs and their leaders to understand what you intend to do and how. Use megaphones if available.
- Define the area carefully, identifying the boundaries and keeping people seated to cause less confusion during the proceedings.
- Make special provisions, allocating separate areas (preferably shaded) for the elderly, the disabled, children and other "at risk" groups. Keep their waiting time to a minimum and have medical personnel on hand.
- Organize beneficiaries in the order they appear on the distribution spreadsheet and in pairs.
- Supply sufficient quantities for the distribution. People will wait more calmly if they know there is enough for everyone. Always keep a reserve stock aside to deal with unexpected demand.
- Speed is essential. Begin early when it is cool. Do not keep people waiting longer than is necessary.
- Deal with potential problems. Things do go wrong, but it is usually best to finish once you have started. Keep people seated and stop temporarily when isolated individuals or small groups cause problems. If trouble is likely, be prepared to move if disorder does arise. Make sure registration and distribution documents are kept safely.

Pre-distribution awareness raising meetings- at all distribution points, it is necessary for ensuring proper awareness and sensitization of the beneficiaries in relation to entitlements, and where and how to lodge a complaint, Dos and Dons at FDP i.e. no abusive behaviors, no drugs, drunken behaviors or weapons Also necessary would be to prepare in advance as what to describe and discuss on the technical issues such as nutrition awareness, fortified rice and safeguarding. It is suggested to coordinate with and request WFP to facilitate sessions especially in the sites where people have expressed their discontent with regard to the selection of beneficiaries, quality or operational difficulties.

Establish community complaint and feedback mechanism- it is crucial to establish a community friendly and culturally appropriate complaint and feedback mechanism focusing on engaging beneficiaries in the processes and decisions that affect their lives. Complaints and

feedback mechanism are meant to improve accountability and transparency towards the beneficiaries and serve them more effectively. To this end, it is necessary to introduce communication channels such as complaint/suggestion book and/or box and dedicated toll free phone number (to be handled by Feedback Officer). Each complaint should be lodged in a complaints book or box and should be investigated. It is necessary to ensuring that all complaints are dealt appropriately and that the complainant receives timely feedback regarding their complaint. It is preferable all complaints will be closed within the day. The number of complaints along with the outcome of the complaints and the time for closing the complaint should be documented. It is also necessary to report the complaints medium and serious nature to WFP.

Prepare distribution site- In-kind distribution systems can be classified according to whom the commodities are given. In each of these categories of distribution the recipient can either be a woman or a man. There are three broad categories of distribution system.

Table: different kinds of distribution systems

Distribution to groups of beneficiaries through the group leadership	Distribution to groups of heads of family	Distribution to individual heads of family
System Description		
Commodities are given in bulk to a representative of a group of beneficiaries who further divide it among the group.	All of the commodities for the group of families are handed over to a representative of the group. The commodities are then immediately redistributed to the individual family heads by the representatives.	Commodities are handed over directly to each family head.
Type of situation in which these systems have been used		
Early days of an emergency.	Early days of an emergency.	Settled population.
Mass influx of refugees.	Mass influx of refugees.	Registered population.
No formal registration.	No formal registration.	Beneficiaries living in camps,
Large populations.	Large populations.	settlements or integrated within

As a general rule, it is best to have the distribution points **close to the beneficiaries** and located in such a way as to minimize the numbers of people who attend any one distribution point at any one time. This makes it easier for them to carry the commodities home, reduces their exposure to theft and harassment and minimizes the time spent away from home - a particularly important consideration in female headed households. IDPs should not have to travel more than a maximum of 10km to distribution points. Also, distributions points could be kept few or more depending on the situation. Principally, it is good to have many distributions points.

Table: Advantages and disadvantages of few vs many distribution points

Few distribution points	Many distribution points
Advantages	
Need less staff	Fewer crowd control problems
Less infrastructure, sites, distribution structures, roads	Easier access for women
	Shorter journeys home
	Beneficiaries can see the distribution taking place, self-policing more facilitated
	Special arrangements easier
Disadvantages	
Longer journeys to the household	More staff and transportation needed
Potential crowd problems	More structures, roads, access, cleared sites needed for distribution
Difficult for beneficiaries to see the distribution,	
lack of self-policing	
Difficult access for weaker groups	

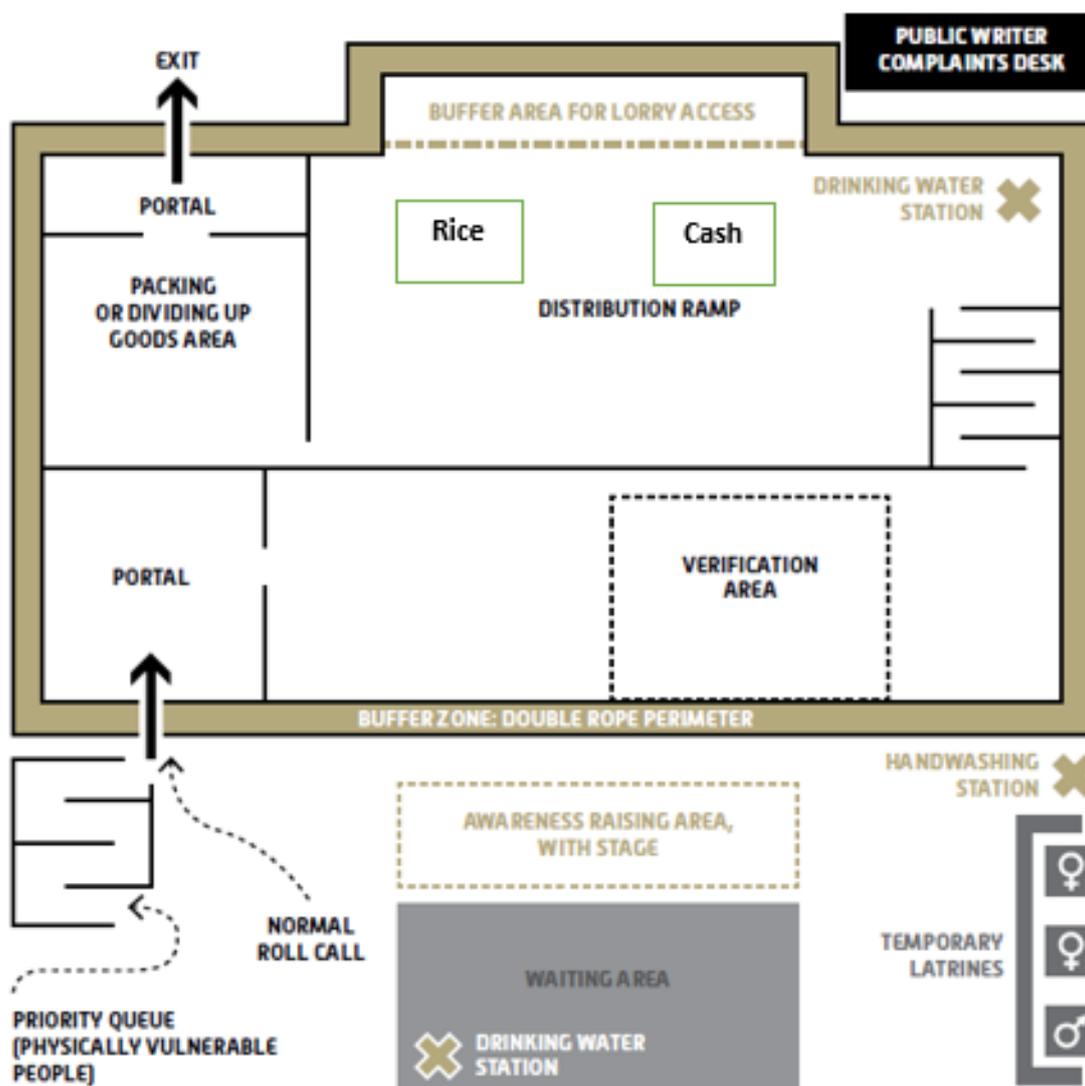
In selecting distribution points, factors affecting women’s access should be taken into consideration, e.g. physical security of women may be threatened if they have to pass through a long distance may also be threatening, especially if women have to travel while it is dark. Minimizing the number of beneficiaries at any one distribution point is important for crowd control reasons. Fewer people also helps to ensure fairness in the distribution - everyone can see what everyone else is getting. As a general rule for camp situations, it is recommended have at least 1 distribution site per 20,000 people. Take the following steps for its preparation.

- Ensure the site is sufficiently clean and spacious to accommodate the number of people
- For the most vulnerable, ensure that priority is given through the provision of special queues and waiting areas
- Establish help desk, staffed by equal ratio female and male staff
- Put visibility banners
- Water points for all people on site
- Ensure hand washing facilities for the distributors as well as the toilet
- Arrange tables and chairs for the verifiers.
- Arrange for shade
- No armed actors present in the vicinity
- No commercial traders present in the vicinity
- Remember to bring tools (scissors, box cutters, knives, machetes, etc.) to unpack any bales, boxes, etc. Be careful to give this equipment to a trustworthy person only, so that it is not used for any other purpose.

Lay out of the distribution site

- Locate the entrance near a shaded area (or cover the entry area with tarpaulins) so that the people awaiting their turns are not exposed to the sun or rain. The waiting area, located outside the site, must be large enough to accommodate the crowd;
- Locate the exit on the side opposite the entrance to avoid confusion in the waiting queues
- Cover the verification area with tarpaulins to protect it from the sun and rain

- Create a “safety buffer zone” between the crowd and the site (in order to limit possible mobbing) by putting up an outer and an inner rope perimeter;
- A distribution site must always be secure- in other words, at the very least cordoned off with ropes
- Arrange the distribution itself along a “line” (rather than in a corner of the site) called a “distribution ramp”, so as to (i) facilitate monitoring - the whole process is visible at a glance, (ii) maintain a smooth flow of people, and prevent the beneficiaries from turning around and going back
- The distribution ramp must be wide enough for the goods to be kept away from the boundaries of the site and thus from the crowd, to avoid theft during any mobbing that might occur;
- It is absolutely essential that there be an area where the beneficiaries can pack up their items before they leave the site, to enable them to gather their items together calmly and safely and thus be able to carry them home more easily (and discreetly)
- Remember to define an awareness-raising area: this could be inside the site - opposite to where people are waiting - or outside the site. Ideally, the awareness-raising programme should take place on a stage with its own separate sound system
- Remember to set up a complaints and appeals desk in the shade, close to but not inside the site
- Provide for access routes to the site for lorries/day workers transporting goods: set aside a specific entrance or corridor for them
- You may also set up zig-zag queues at key waiting points to regulate the flow of people



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CONDUCTING THE DISTRIBUTION

- By the day before the distribution at the latest, the Project Manager should have determined: the roles and responsibilities of every staff and thoroughly discussed with and inform to the team. Information on the number of target households to be served should also be conveyed.
- On the morning of the distribution (1-2 hours before the scheduled starting time), set up the distribution site: tie the ropes around the stakes set up the day before, do not forget to provide access for the lorries, put tarpaulins up over the verification section, and set up the tables and chairs for the verifiers. Any temporary latrines, hand-washing stations and water supply points will have been installed in the days preceding the distribution.
- Ensure that all expected staff including the volunteers are present (do a roll call). You must provide them with visibility aids so that you can easily distinguish them from the beneficiaries
- Position each staff at their assigned post and ensure that they have understood their roles fully
- Do not take delivery of any goods on site unless the site is ready and secure: ropes tied in place and security workers in position around the site, etc.
- Take delivery of all or part of the goods. Ensure that the goods correspond in quantity and quality to the waybills (or delivery notes) as well as to the transport schedule. Write any remarks on the waybill or delivery note, and sign it.

- The goods must be properly stocked on the site: bales, boxes and large sacks should be correctly stacked (and not left in a heap on the ground) so that you can count them easily and immediately note (visually) if anything has been stolen.
- When single items are unpacked, they are to be put on a clean tarpaulin behind each distribution staff. Tarpaulins (or other protective materials) should be made available to cover the goods in the event of rain or sand/ dust storms.
- Physically vulnerable people have priority, while the others must wait to be called. The vulnerable beneficiaries are subject to get the porter service and therefore, provide this service as appropriate. Currently, porters are entitled to get MMK 10,000 per day.
- Turning around and going back is not allowed inside the site (compliance with the distribution sequence).
- Never distribute “off the back of the lorry” so as to avoid mobbing and disruption. The lorry arrives on site, the shipment is unloaded, the site manager signs the carrier’s waybill, and the lorry leaves the site or is parked in a corner: then and only then can the distribution begin or be continued.
- Inform that everyone who has a valid card will be served, so the crowd should stay calm and wait patiently.
- Some beneficiaries might not be present in themselves during the distribution but send their relatives or friends for the entitlement collection. This should be carefully analyzed and considered as the IDPs do not have any valid ID except the ration card. On the other hand, the reason for an absence could be valid such as sickness. In such event, it is suggested to verify with the volunteers, CMC members. It is also suggested to conduct a household visits of the beneficiaries to verify the case if believed suspicions. When distribution is planned for more than a day, it could be suggested to collect the entitlements by the beneficiaries themselves within that period.
- Awareness-raising activities should be carried out at the very least before the distribution starts (while the people present are calm, not overly tense because the distribution has started, and are thus still receptive).
- Any failure to observe the rules or any attempt to commit fraud will be sanctioned by permanent exclusion from the distribution.
- Finally, in contexts where there is a high risk that the team may have to evacuate during the distribution (riots, violent mobbing, etc.), it is advisable you to unload the lorries gradually so that you can evacuate the site with as much of the undistributed goods as possible. In practical terms, this means unloading the items needed for 100 or 200 households, distributing them, and then unloading the items for the next 100 or 200 households, and so on. If mobbing occurs, the distribution will be suspended or even cancelled.
- The distribution should be closed at the scheduled time, even if there are still households to be served (for reasons of security and to enable the beneficiary communities to return home before nightfall).
- Pay the porters and the volunteers according to the agreed rate and get the receipt.
- The site is then entirely dismantled and cleaned.
- All remaining goods (undistributed) are counted, repackaged and returned.
- The community’s complaints and appeals are collected together.

Recommended distribution timing

- Starting time: 8 am
- Closing time: 3.00 pm

Dealing with fraud and misappropriation

Direct distribution is vulnerable to fraud, manipulation and other types of misappropriation of aid. Misappropriation can take a variety of forms and appear at different stages of a response:

During the beneficiary list update:

- Registering households that do not meet the established criteria
- Registering households in exchange for money
- Registering the same household twice etc.

During distribution:

- Distributing to unregistered beneficiaries
- Households collecting repeatedly
- Giving extra items to certain households

During reporting:

- Falsifying numbers (the number of beneficiary households, waybills, stock management...) with a view to using items meant for distribution for other purposes (personal use, reselling, etc.).

Possible remedial measures:

- Verification of the beneficiaries and their members through CMC and Volunteers
- Household visit and verification by the project team on random basis
- Randomly verifying the items and the quantity being distributed by the another team member
- Ask the beneficiaries to count the cash in front of the distribution officer before leaving the counter
- The first recipient should count the money in their envelope in front of the second recipient who will act as a witness that the correct amount has been received. Both recipient and witness should fingerprint or sign the distribution spreadsheet and the receipts confirming the amount received.
- Close verification of documentation and its coherency (waybills, lists, stock levels, complete post-distribution monitoring), etc.
- It is mandatory to submit an incident report regarding any monetary or material loss, of whatever size or origin.
- Document any problems related to the distribution
- Every Plan International staff and the Volunteers should thoroughly read and acknowledge Plan International anti-fraud policy, safeguarding policy and code of conduct.
- Plan International has zero tolerance for fraud and misappropriation. Staff are liable to face strong disciplinary action in case of any fraud and misappropriation. This message should be well conveyed to every staff including the volunteers by the Project Manager.

Signing of distribution list-All distribution lists should be signed and/or fingerprinted by the beneficiaries at the distribution site immediately upon receipt of the ration and cash. Therefore, assign two permanent staff per FDP who will oversee the distribution registration table. They will tick off the ration card number from the registration list and will oversee that all ration cards are marked off. After all recipients have been marked off the registration/beneficiary list, the list will be submitted to the Office (original) and finally to WFP (camera copy).

Beneficiaries not present on the distribution day may lose their entitlement for that month. Please note that while WFP will always endeavor to provide a complete ration, reduced rations could be distributed if pipeline breaks or other logistical issues occur. Also, in cases of distribution of reduced rations, no retroactive distributions to complete or replace missed commodities will be provided.

After the distribution is completed, the remaining food balance must be returned to the WFP warehouse or kept within a store under full control and responsibility of the staff. This arrangement will be according to storage facility or location being used.

Post distribution record and documentation- Although the staff receives and acknowledges the way bill from WFP in the field on a paper version, it is necessary to enter the same data after each distribution into a software called LESS MILE, of which the database is managed by WFP. Staff will be further trained by WFP on this application.

POST DISTRIBUTION MONITORING (PDM) AND PRICE MONITORING

After a distribution, a PDM survey should be conducted. The PDM aims to collect the information at household level on the quantity of food received or purchased by cash support, the use of food assistance and its acceptability and quality. The PDM tries to understand whether the distribution process was correct; the support was timely, relevant and useful for the beneficiaries and that if they are satisfied with the support. PDM also helps us to understand the protection and gender implications of the support. PDM is carried out on within two weeks after a monthly distribution. PDM should include some quality and accountability indicators, in particular related to information needs, feedback on the distribution, complaints and the quality of the process. The PDM is carried out through interview with the beneficiaries.

For this project, WFP itself is leading the PDM process. Also, limited questions are asked and only a concise report is shared. This is done taking the fragile context into consideration. The PDM data should be collected by the project team using the Kobo platform. WFP will train the project team in terms of its methodology and the application of the tools. Thus, the Project Manager should coordinate with WFP on the regular basis for the PDM activities and the report.

Price monitoring needs to be carried out in order to understand the impact of cash and/or food distribution on the price of the items in the local markets. Price monitoring:

- Indicates when prices become too high / low.
- Ensures necessary measures are taken in a timely manner.
- Provides information on the supply / demand conditions.
- Helps determine the transfer modality and the value

Few tips for price monitoring

- Select a market visited by a beneficiary.
- Select a different part of the same market.
- Monitor regularly in case of volatile inflation.
- Monitor the same products at the same time of the day.
- Pre-define a monitoring frequency.

For this project, price monitoring needs is be done on monthly basis using the Kobo platform. The data is then sent to WFP. The Project Manager should coordinate with WFP as to offer any support for the process.

RISKS AND THEIR MITIGATION MEASURES

Risk can be understood in relation to the concept of future harm, the probability of a harmful event or hazard occurring and the likely severity of the impact of that event or hazard. Risk management refers to attempts to eliminate or mitigate the probability of a harmful event, i.e. to seek to remove or reduce risks.

The risks prevalent in humanitarian action are many, varied and often interlinked. Many agencies tend to highlight risks to the safety and security of staff and beneficiaries, but whilst these are indeed critical, there are many other risks which present serious threats to humanitarian programming. It is essential

to analyse the risks at every stage of the program cycle and identify the mitigation measures. Some of the anticipated risks for the project and the possible mitigation measures are enlisted below:

Table: some anticipated risks in the project and their possible mitigation measures

Possible risks	Possible mitigation measures
Security environment deteriorated and operation minimized/halted	<ul style="list-style-type: none"> • Maintain close coordination with UNOCHA, WFP, Food Security Cluster and Cash Working Group to get the updates and the possible collective actions • Coordinate with Country Security Manager for his advice • Discuss with WFP in terms of security environment and possible reduction in or halt of operation
Government may restrict distribution of cash and/or food in the camps	<ul style="list-style-type: none"> • Coordinate with WFP for a possible negotiation with the government • Discuss with WFP in terms possible reduction in or halt of operation
Lack of acceptance of cash modality by the beneficiaries because of the movement restriction, non-availability of the food items in the camp markets or due to movement restrictions	<ul style="list-style-type: none"> • Conduct periodic market assessment and price monitoring to understand the items availability in the local markets and price monitoring of the items (WFP is taking a lead on this) • Discuss with WFP for possible change in the modality
Inflation in the local market prevents the cash grant from meeting the project's objective	<ul style="list-style-type: none"> • Conduct periodic market assessment and price monitoring to understand the items availability in the local markets and price monitoring of the items (WFP is taking a lead on this) • Discuss with WFP for possible change in the modality
Theft or robbery of cash during transportation or at distribution site	<ul style="list-style-type: none"> • Insure the cash • Hide the money in different parts of the car • Limit the number of people who have specific information about cash • Avoid spending previous nights in the field with cash • Randomly change the date and venue of distribution • Be vigilant
Staff or beneficiaries safety Violent crowds at distribution point	<ul style="list-style-type: none"> • Regularly assess the safety and security situation • Always remember the principle of 'safety first' • Follow the principles of 'Do no harm' • Ensure crowd control measures • Communicate clear and consistent message to the beneficiaries • Prepare to leave the distribution sites leaving behind the items
Distributions may increase tensions between refugees and host communities. Risk to staff from non-recipients (reprisals or threats for not being included)	<ul style="list-style-type: none"> • Describe the project objective clearly and transparently • Give clear and consistent message • Engage CMC the beneficiaries update and registration process • Use local volunteers • Ensure crowd control measures • Prepare to leave the distribution sites leaving behind the items
Missing of ration card by the beneficiaries	<ul style="list-style-type: none"> • Issue a new card with new serial number following household verification
GBV issues- GBV risks to in the households and from distribution and market	<ul style="list-style-type: none"> • Conduct FGD with different groups regularly in order to understand the implication of distribution

	<ul style="list-style-type: none"> • Pursue the case specific protection activities such as counselling, psychosocial support or referral.
Cash provided will not be used to purchase intended items. Items may be sold commercially.	<ul style="list-style-type: none"> • Explain clearly prior to the distribution about the purpose of support and intended results • Monitor the consumption pattern during FGDs • Carefully analyse this during the PDM (by WFP) • Discuss with the traders about food items sale by the beneficiaries, monitor this carefully • Explain the beneficiaries about possible discharge if they do not adhere to the condition
Distributions can be delayed, if logistical, administrative and security problems are not clearly and promptly identified	<ul style="list-style-type: none"> • Make a thorough preparation for the distribution. Ensure effective coordination with WFP • Analyse the security environment prior to making any distribution
Misappropriation of funds or fraud by the staff	<ul style="list-style-type: none"> • Explain fully to all the staff including volunteers about anti-fraud policies of Plan International and its zero tolerance of fraud or misappropriation • Get the acknowledgement in written from all the staff and the volunteers • Report immediately any case of fraud or misappropriation to the Project Manager, HPUM and ERM.

GENDER CONSIDERATIONS

It is utmost necessary that gender is mainstreamed throughout the project cycle, and therefore, the following key actions are suggested during the implementation phase. The Gender Officer and the Project Manager should be primarily leading the process and ensure that these are in place.

- Communicate about project details (objectives, expected outcome, cash transfer modality, delivery mechanisms, frequency and timeframe) in ways that can be easily understood by different groups.
- Carry out regular focus group discussions with women, girls, male and boys in order to understand the impact of cash and food support on household and community conflict, sexual and gender based violence, decision making process, child protection as well as on households and community dynamics.
- Analyse the collected data regularly to measure GBV risk reduction and the effectiveness of mitigation mechanisms.
- Ensure priority lines for children and other the most vulnerable during the distribution process. Provide porter service to the most vulnerable.
- Complete the distribution early so that girls, women, boys and men could reach their home in day light.
- Motivate the beneficiaries to report any case of abuse or misconduct by anybody. Make them aware on the reporting mechanism.
- Solicit views of boys and girls, in particular minors economically responsible for their households in all monitoring and learning activities. Ensure having separate discussions with boys and girls, and other age groups.
- Do not leave any complaints and feedback unaddressed.
- Maintain sex and age specific database. The template is already available. Outline such data in the reporting process.
- Document learning.
- Participate in SGBV Sub Cluster meeting regularly

FEEDBACK MECHANISM

A feedback mechanism is a set of procedures and tools formally established and used to allow the beneficiaries to provide information on their experience of a humanitarian agency or of the wider humanitarian system. Feedback mechanisms collect information for a variety of purposes, including taking corrective action in improving some elements of the humanitarian response, and strengthening accountability towards affected populations. Feedback mechanisms can function as part of broader monitoring practices and can generate information for decision-making purposes.

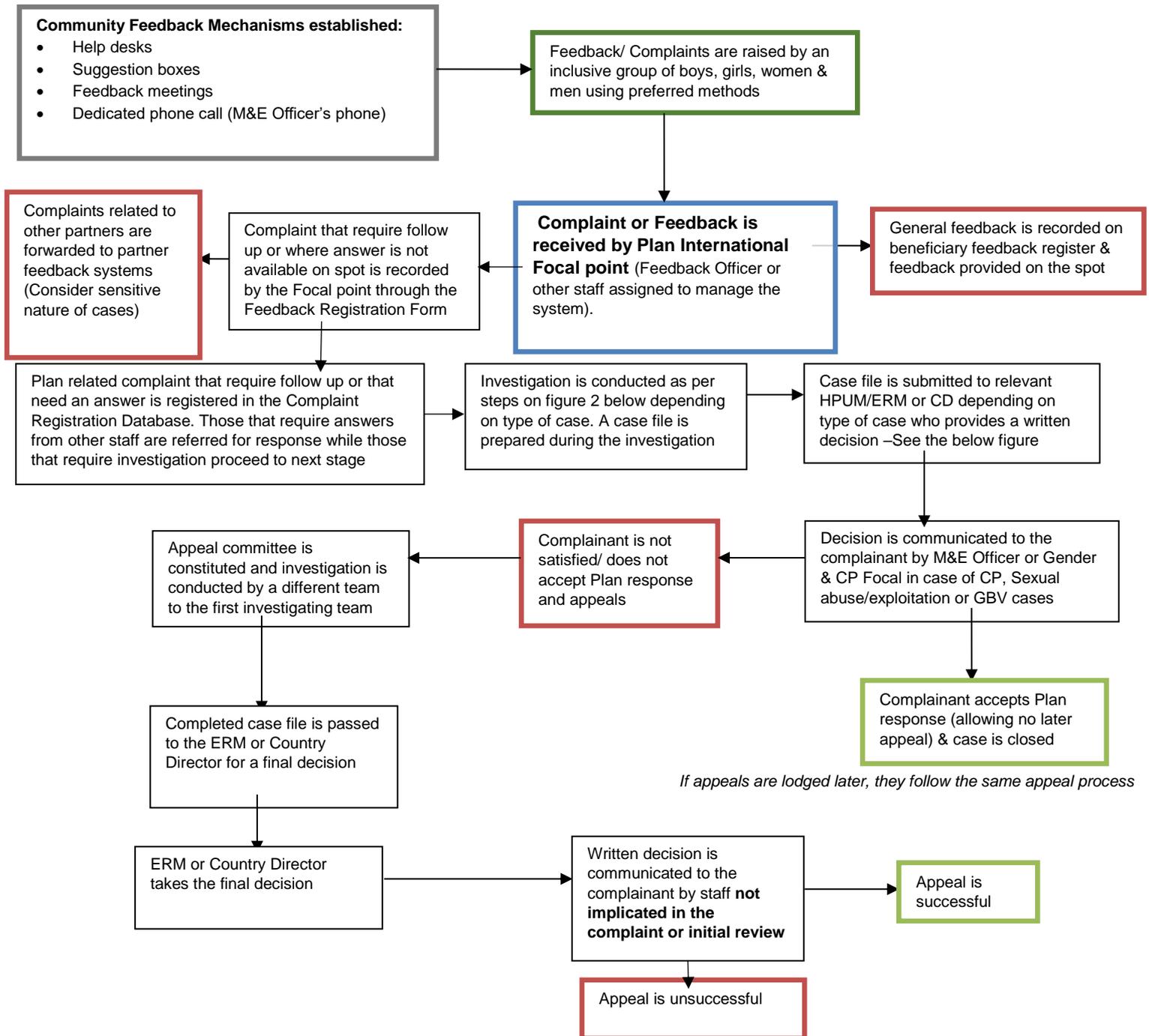
General principles of establishing a good feedback mechanism

- Engage programme staff during design: By bringing staff members into the conversation about feedback mechanisms early, it is possible to dispel misconceptions, build agency organisational buy-in, and allow all staff to take ownership of the system.
- Invest time and energy into sensitisation: Sensitising stakeholders to the existence of the complaint system is the first step in promoting its use and empower communities to voice their concerns and needs.
- Build several modalities into feedback systems: Both missions used more than one modality to access stakeholders' feedback. When complainants do not have phones or do not have the literacy to use complaint boxes or mail, they can rely on face-to-face communication to submit their complaints. Having several channels ensures that feedback mechanism users can choose the method that best fits their circumstances and comfort.
- Maintain confidentiality: Designing the feedback system and training implementers to minimise potential risks are crucial for safeguarding users.
- Monitor feedback mechanism usage: Monitoring usage is essential for evaluating how well it is being implemented, how well certain components of the system work, and disparities in the population's access to the system.
- Use feedback to improve the programme: There is no reason to solicit feedback if it will not be used to improve programme services. For example, Plan International Nepal changed its frequency of cash distribution based on the feedback of the beneficiaries.

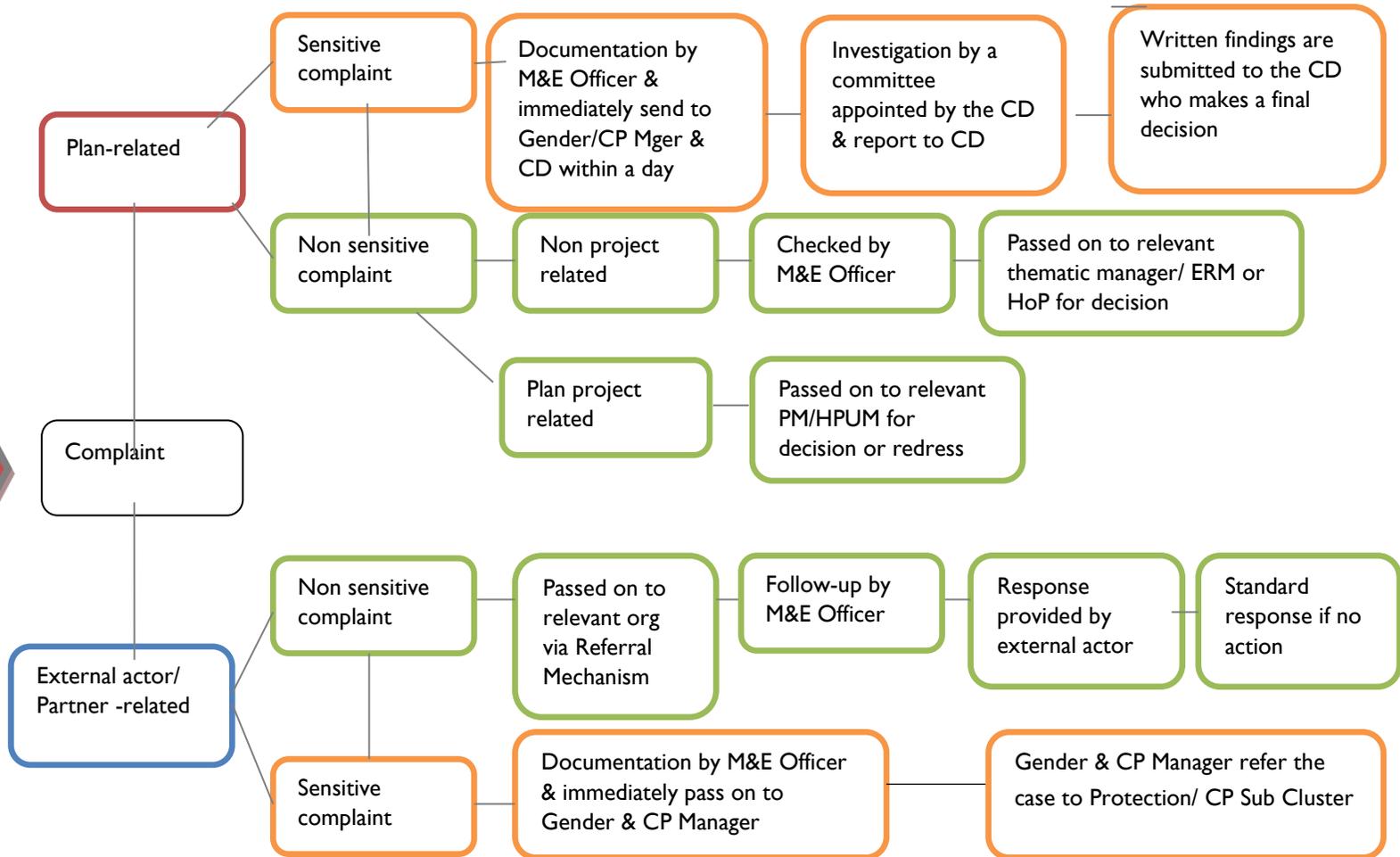
Plan International (together with other four child-focussed namely 6 Educo, Save the Children UK, War Child UK and World Vision have started promoting child friendly feedback mechanism that incorporates the following processes. Therefore, it is suggested to introduce child friendly feedback mechanism in the project cycle.

- Engagement of children in design and establishment of feedback channels and in monitoring and evaluation of the overall mechanism. The process of engagement will help to increase children's confidence in using the channels and their understanding of the feedback process. It will raise children's awareness of their rights and promote trust in the agency.
- Collection of locally defined, disaggregated data on the use of the feedback channels. This will help to identify or confirm children's preferences and determine which groups of children are accessing the channels and which are not. This information can be used to design feedback mechanisms that are better targeted.
- Systematic evaluation of the feedback mechanism is also required to ensure that it continually reflects and responds to the preferences and needs of children.

A feedback mechanism is seen as effective if, at minimum, it supports the collection, acknowledgement, analysis and response to the feedback received, thus forming a closed feedback loop. Where the feedback loop is left open, the mechanism is not fully effective. The following framework is suggested to complete the feedback cycle.



Beneficiaries
Other Organisations
Individuals



EXTERNAL COORDINATION

The humanitarian system' comprises a large number of organisations, which often conduct similar activities in support of crisis-affected populations in the same geographical areas. Under these circumstances, there is plenty of opportunity for duplication, disagreement and inefficiency. Coordination helps to avoid or minimize those gaps and contribute to synergy development. It is a means of relationship building, positioning the organization, finding a collective way of mitigating the challenges and to harmonize the practices. The following tips could contribute to the enhanced coordination with key stakeholders.

- WFP-communicate regularly through phone and/or email, share the post distribution and periodic reports in time, discuss on any operation challenges that have been faced and try to find a joint solution. This should be primarily led by the Project Manager.
- Government-Meet periodically, explain the project progress and the challenges, submit monthly distribution report and work-plan for the coming month. It is suggested that HPUM and Government Liaison Officer take the lead for government coordination-mainly with DSW and Coordination Committee in Sittwe.
- Food Security Cluster-the Food Security Cluster of Rakhine meets every month in Sittwe, and FAO and WFP are the Co-chair. The Project Manager should actively participate in the every meeting, share what is being done, raise the issues of any challenges faced and seek the cluster advice in terms of their management.
- Cash Working Group-The Cash Working Group of Rakhine meets in every two months in Sittwe. WFP and UNDP are the Co-chairs. The Project Manager should actively participate in the every meeting, share what is being done, raise the issues of any challenges faced and seek the cluster advice in terms of their management.

REPORTING

- Finance department needs to prepare a cash reconciliation report together with the bank statement on monthly basis.
- Monthly cash distribution and food distribution report. This needs to be prepared and submitted to the CO for its review before forwarding it to WFP.
- Quarterly narrative report-this report needs to submit by the Project Manager to the DERM and ERM following which they would forward it to the Business Development Team to be circulated to the NOs for their input. Subsequently, the Business Development Team submits the final report to WFP.
- Quarterly Financial report- The quarterly financial report should be prepared by the CO Grants Account based on the monthly financial report received from the PU. The report needs to be reviewed by the NO before submitting to WFP.
- Final narrative and financial report
- The following reporting schedule must be followed:

Reports	Period	To NOs	To Donor
Monthly expenditure report	Monthly	Every 20 th of the following reporting month	NA
Quarterly narrative and financial report (for financial a budget forecast will be requested)	01.01.2020-31.03.2020	22 April 2020 to NO	30 April 2020 to donor
	01.04.2020-30.06.2020	22 July 2020 to NOs	31 July 2020 to donor
	01.07.2020-30.09.2020	22 Oct 2020 to NO	31 Oct 2020 to donor
Work plan (yearly distribution plan)	At the beginning of the project	NA	NA

Monthly distribution plan (and revised distribution projection when necessary)	Monthly	Second week of month	NA
Monthly food distribution report	Monthly	20 th of each month	25 th of each month
Bank statement	Bank statement shall be provided to ANO, CNO and GNO after each bank transfer through WFP	Within 30 days of receipt of income	NA
WFP signs Commodity Value Statement and Cash Payment Advice and copy of bank statement, credit notes (LRIs)	01.01.2020-31.03.2020	9 April 2020 (PU to CO) or as soon as received from WFP	25 April 2020 (CO to donor)
	01.04.2020-30.06.2020	8 July 2020 (PU to CO)	12 Aug 2020 (CO to donor)
	01.07.2020-30.09.2020	8 October 2020 (PU to CO)	10 Oct 2020 (CO to donor)
	01.01.2020-31.12.2020	8 January 2021 (PU to CO)	12 January 2021 (to donor)
Final narrative and financial report	01.01.2020-31.12.2020	January 31, 2021	31 March 2021

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End of document: March 2020