PART 4

Preparedness

What can be done in advance of an emergency to allow for fast and appropriate MPG design and implementation?
What It Is

Preparedness for MPGs enables humanitarian actors to develop an understanding before a crisis starts of:

- Anticipated needs of crisis-affected populations.
- People’s relationships with markets.
- Acceptability of cash-based interventions (to beneficiaries, governments and donors).
- Operational Feasibility of using cash transfers (including MPGs) to meet humanitarian needs.

Essential Checklist

Pre-analysis for each step of the Situation and Response Analysis outlined in this toolkit can take place prior to a crisis as a broader component of preparedness for any CBI, not just MPGs (see Table 6).

Needs and Gap Analysis preparedness:

- Compile existing vulnerability data to provide a picture of pre-crisis vulnerabilities across sectors, which assists in identifying potential groups most affected by the crisis.
- Map livelihoods zones to aid in the assessment of Needs and Gap Analysis, targeting and vulnerability – particularly with regard to potential coping mechanisms (positive and negative) and their impact on vulnerability.

Market Analysis preparedness:

- Establish market system baselines, including market maps identifying the number of traders, quantities of goods and average prices mapped over a seasonal calendar. This serves the dual purpose of reviewing the robustness of markets for a potential cash-based response during a crisis, as well as establishing a baseline against which to measure any damage/reduction in market capacity caused by the crisis.
- Identify “priority market services” that would leverage the greatest impact on basic needs in the event of a crisis – for example, financial services markets that provide credit to traders and communities, or critical transportation lines that could be severely damaged during the crisis.

Operational Feasibility preparedness:

- Prior determination of delivery mechanisms and Operational Feasibility will allow agencies to develop relationships that support more timely delivery of cash grants – for example, by expanding existing contracts with FSPs to include contingency planning, or by identifying alternative financial services most likely to function immediately after a crisis (e.g. mobile money transfers).
- Reviewing internal organisational capacity for the delivery of CBIs during the preparedness phase allows time for capacity building (training, simulations, preparation of SOPs, etc.) and/or recruitment to take place before rapid response is necessary.

BOX 16. RED CROSS SOCIETIES’ PREPAREDNESS PRE- TYPHOON HAIYAN

Between May 2012 and December 2013, the International Federation of Red Cross and Red Crescent Societies (IFRC) provided support to the Philippine, Viet Nam, Senegalese and the Chilean Red Cross Societies to ensure cash transfers and market assessment were embedded into their existing preparedness measures and contingency planning. This was done to ensure that during an operation with a scalable cash transfer component, the programme could be rapidly implemented. Preparedness activities focused on:

- Ensuring leadership support for CTPs.
- National Societies cash focal points and a critical mass of trained staff and volunteers.
- Standard operating procedures, templates and tools including those for market assessments adapted to local context and translated.
- Engagement in external fora and working groups not only sharing experience, but also to learn from others and to coordinate future responses.
- Most significantly, after Typhoon Haiyan, it took only 4 weeks to deliver more than 50,000 household grants reaching over 250,000 people.
RESOURCES

There is a multitude of very good tools for cash preparedness. See CaLP thematic web page

IFRC’s Cash Toolkit

UNHCR’s Minimum and Advanced Cash Preparedness Actions (MPA) in their CBI Guidance

Baseline analysis:

Country Risk profiles (Inform)

Market baselines (EMMA)

Livelihoods baselines from the Situation and Response Analysis Framework (SRAF) in slow-onset emergencies

Mapping of existing cash-based interventions (Cash Atlas)
### TABLE 6: Minimum Preparedness Actions and Advanced Preparedness Actions

<table>
<thead>
<tr>
<th>Minimum Preparedness Actions (MPAs): No specific emergency scenario yet</th>
<th>Advanced Preparedness Actions (APAs): Specific emergency scenario identified</th>
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</thead>
<tbody>
<tr>
<td><strong>Anticipate needs</strong></td>
<td><strong>Who might need what? Will targeting be necessary?</strong></td>
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<tr>
<td>Consider homogeneity of potential recipients, economic vulnerability and potential need for basic goods and services. Develop scenarios: a) scope based on needs, b) scale based on the target group, and c) estimate the potential value of the transfer.</td>
<td>Refine scenario. Consider if a one-off MPG will enable people to meet assessed needs during registration and if so, decide who will lead on cash preparedness planning.</td>
</tr>
<tr>
<td><strong>Know your context: Markets and traders</strong></td>
<td><strong>Do markets and traders have the capacity to respond to the potential needs?</strong></td>
</tr>
<tr>
<td>Review existing sources of market information and main commercial actors, including private and public partners (e.g., bureaus of commerce, supply chains, etc.). There are often government and non-government agencies that collect this information. At a community level in areas of potential influx, review market integration, supply chains and seasonality of available goods. Foodstuffs may be dependent on local production which follows seasonal patterns, while food and non-food items may be limited during the rainy season when roads become impassable.</td>
<td>Conduct a rapid market assessment of potential goods and services likely to be required by crisis-affected persons, including housing markets, and the capacity of host communities to accommodate displaced people to avoid encampment if possible. In a camp setting, consider whether the local market could support the number of camp residents if CBIs were provided.</td>
</tr>
<tr>
<td><strong>Know your context: Risk to recipients, agency staff, and other possible protection concerns</strong></td>
<td><strong>What are the potential risks to recipients and agency staff at national and community levels?</strong></td>
</tr>
<tr>
<td>Review the nature, frequency and location of security incidents in-country. Analyse potential risks and benefits of CBIs for recipients, particularly those potentially discriminated against based on age, gender and/or diversity. Understand coping mechanisms, household gender roles, vulnerabilities, preferences and priorities of women, men and children from the potential crisis-affected community. Understand local data-protection legislation and anticipate how beneficiary information will be managed.</td>
<td>Taking into consideration the specific scenario (geographic area, scope and scale of emergency), develop more detailed security and protection risk assessments and potential mitigating measures (e.g., through variations in programme design).</td>
</tr>
</tbody>
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40 Berg et al. (2013).
### Minimum Preparedness Actions (MPAs): No specific emergency scenario yet

#### Know your context: Political feasibility

- **Are CBIs appropriate? What is the political acceptability of CBIs? Is there a need for advocacy?**
  - What are government and donor attitudes and willingness to use CBIs to meet emergency needs? What do host communities think?
  - Consult other agencies implementing/supporting CBIs, including donors and government. Host communities may have experience with CBIs.
  - Review evaluations and lessons learned from existing CBIs. Identify APAs, such as determining authorisation limits, which is key to moving cash fast.

#### Implementing arrangements: Implementing and operational partners

- **Does the agency have the required programme, logistical and finance capacity?**
  - Review the regional and country capacity for implementing CBIs. Identify training needs and seek out training opportunities (e.g. Emergency Market Mapping and Assessment (EMMA) training or Cash Learning Partnership (CaLP) trainings. Collaborate with other agencies implementing CBIs to organise briefings and exchange experience and lessons learned. Participate in any CBI working groups.

#### Implementing arrangements: Delivery mechanisms and private sector partners

- **What are the available cash delivery mechanisms?**
  - What is the logistical and finance capacity in terms of ensuring security and accountability?
  - What are the national protocols for data privacy?
  - What are the implications of data requirements on data protection?
  - At national level, this means taking an inventory of the range and capacity of services available as well as emerging technologies (e.g. mobile money transfers). Consider stand-by arrangements with providers. Discuss with agencies that have experience in delivering CBIs. At community level, identify one delivery mechanism and one contingency mechanism.

### Advanced Preparedness Actions (APAs): Specific emergency scenario identified

As the likelihood of an influx becomes more apparent, organisation and coordination with all levels of government is very important – e.g. while local government may be amenable to CBIs, regional government may not.

#### Implementing arrangements: Implementing and operational partners

- Identify partners, prepare agreements; agree on standard operating procedures for the implementation of CBIs, including beneficiary selection criteria, delivery modalities (cash or voucher) and mechanisms (direct cash, ATMs, etc.), transfer amounts, duration and frequency, etc.

#### Implementing arrangements: Delivery mechanisms and private sector partners

- Discuss with actual providers to determine their readiness/capacity.
  - Ensure that tenders, contracts, and other financial and administrative tools are prepared in advance.
  - Update confidentiality and data-protection clauses.
  - Ensure that card stockpiles are adequate if the use of cards is foreseen.