Facilitators should familiarize themselves with the lesson well in advance of the training to become familiar with the content, exercise requirements (printing etc.) and timing of the lesson. It is important to become familiar with the lesson objectives. This slide is meant only for the facilitator and should not be printed in the participant work book and should not be displayed in class. In the following slide the lesson objectives are displayed and this should be used to introduce the lesson and give a brief overview of what participants can expect for the lesson. When practicing the lesson prior to the training, facilitators should use the timing listed in this slide to ensure they have enough time for each element to avoid facilitating the lesson too quickly or running out of time.
The Speaker to emphasize that every institutional change implies first a strong resistance appearing at various levels. The slide shows some of the comments we all have heard when promoting changes, which reflects resistance towards them.
The Speaker to state that:
One of the main conceptual change in the Humanitarian World was initiated 10 years ago, promoting the shift from:

- pure **Humanitarian AID** (mainly based on Rapid Emergency Response operations for sudden onset shocks)

to the larger concept of:

- **Humanitarian Assistance** (which contains the Rapid Emergency Response operations for sudden and slow onset shocks, the activities related to the Rapid Recovery Phase and the implementations developed in the Development Phase.

One of the main idea is to promote the implementation links between all these different phases in order to have a better impact on short, medium and longer term, promoting the sustainability of the assistance
Speaker to state that for the UN organisations, it’s implied to revise their own strategic objectives in the respect of their own mandates. It is still a challenge for UN organisations to define clear boundaries in their areas of reference because of the interconnexions between themes.

4 main changes:
- The way Program/projects are designed, conceived and implemented (RED)
- The way Beneficiaries are perceived and are engage in acting (BLUE)
- The way Organisational Systems are setup (PURPLE)
- The way New Tools are produced and used (GREEN)

Next slides will detail each one of these 4 main changes.
As an interactive activity, the Presenter can ask, for each Dimension, what does it implies for Logistics and Supply Chain operations or what does it implies for an Emergency Response Operation?

- **Space dimension** (to set up a more reactive Supply chain able to absorb contractions and expansions of the requests according to the movement of population) (Sample of the Floods in Paraguay where the Supply chain was expanding or contracting according to the Floods movement)

- **Time dimension** (to set up a more flexible Supply chain able to consider the continuum or the changes in the immediate implementation, without losing the longer term perspective (Supply Chain depending on the local crops production able to cover the needs of the assisted population)

- **Multi dimension** (Side effects like in Haiti earthquake operation where WFP Supply Chain, for few food items, replaced the Local Supply Chain for a broader number of items)

The Speaker to clearly separate the two axes:

- Perception about himself
- Perception for the Institution

Underlining the double benefit of being involved in this approach.
The speaker to underline that no one approach is better than another but they are adapted to a specific context and moment. With the increase of complexity for the humanitarian interventions, the multi partner’s collaborative approach seems to be more efficient.

The speaker to explain that previously, most of the humanitarian organisations were working on the delivery of in-kind assistance. Today, projects are linking various new activities in order to generate a multiplier effect in various areas of intervention.
The Speaker to explain that the Cash Based Interventions are today recognized worldwide, in the UN Organisations, the INGO and NGO communities and amongst the Donors. If before the question was: **Why to use CBT?** Today, the main question is: **Why not to use CBT?**

After several attempts, the Humanitarian Community is now sharing the same definition of the Assistance Transfer Modalities and Delivery Mechanisms. Cash Based Transfers are referring to Cash and Vouchers.
A cash transfer is the assistance in the form of physical cash or electronic disbursement that enables direct access to food from the market place. Cash transfers can be distributed through 2 different models.

Model 1: Cash account
Cash can be distributed through accounts opened in a selected bank or other financial institution. Beneficiaries have several alternatives to access cash at the bank counter, with ATM cards, cell phone and others.

Model 2: Immediate Cash
Cash is made immediately available to beneficiaries via ‘direct delivery’ (e.g. cash in envelopes on site) or via ‘collection’ from an agent or bank counter (e.g. cash at disposal). In both cases, beneficiaries are not required to open an account.

Main recurrent questions:
MISSUE OF ASSISTANCE?: Every assistance transfer modality can generate misuse of Assistance. One particular modality cannot assure the right use of the assistance. So, what shall we do? INCREASE THE CONTROL (a policeman behind each beneficiary) or IMPROVE IDENTIFICATION OF MOST VULNERABLE BENEFICIARIES (Targeting)
STEREOTYPES?: INCREASE CLUSTERIZATION or INCREASE CULTURAL KNOWLEDGE ON THE ASSISTED POPULATIONS (Gender & Protection)
It implies a more complex system, with various stakeholders involved in the entire procedure. Advantages are related to:

1. a better control of the food items the beneficiaries can access (focused objectives aligned with the food nutritive patterns)
2. a better control of the food items availability in the shops (diversification of food items as a contractual obligation for shop owners)

The introduction of the technique is supposed to facilitate and shorten the procedures for the access to food. Due to their technical dependency (telecom network, readers, electricity, etc.), the E solutions are more complicate and expensive than simple solutions. We have to be careful not to get trapped in the dependency toward hyper-technology (what about if the beneficiaries, often the poorest and less instructed, are analphabetic and cannot read the electronic vouchers, cannot use the ATM machines, etc..)
The African continent is very well advanced with the Cash Transfers through Mobile Phone, even more than in Europe where the electronic wallet is not so developed.

Following 4 slides are to clarify the transversality of the conditionality/unconditionality linked to the Program and NOT to the transfer modality! There are no unconditional or conditional Cash projects, there are projects using conditional or unconditional assistance transferred through Cash, Vouchers or In-Kind.
Mainly used in the first moments of an emergency

Conditionality is referring to activities beneficiaries have to undertake in order to receive their assistance (Examples in next slide). No matter if you design a Conditional or Unconditional Assistance (programmatic decision), WFP will always try to identify the most appropriate assistance transfer modality (Cash, Voucher or In-kind) through a cost-efficiency / effectiveness analysis.
This type of assistance is based on pre-requisites that have to be fulfilled by the beneficiaries, for example:

- Participation to defined Trainings
- Participation to working schemes
- Keeping children in school and access to health services

Conditional Assistance through Cash or Voucher transfer modalities

Conditionality does not mean restrictions in the use of cash neither in the beneficiary’s selection process

Mainly used in the recovery phase (but used immediately in the Haiti earthquake context to remove gravels and facilitate emergency operations) because it links short term impacts on food security (cash helps in buying Food immediately) with long term impacts on food security (clearing the land of landslide mud to restart the cultivation)

Double benefit:
- Short term -> Tackles Food insecurity immediately by receiving the benefits
- Longer term -> Tackles Food insecurity because it support the production of Food, support nutrition sensitiveness, malnutrition health care, for example.
Explanation of the WFP Business Process Model (CORPORATE REFERENCE HOW TO WORK WITH THE TRANSFER MODALITIES – In-kind, Cash, Voucher), describing the three axes:

1. Vertical axe (the phases of a project/program) (Columns)
2. Horizontal axe (the roles and responsibilities of each unit) (Rows)
3. Arrows axe (the causality links between the activities (Boxes))

Presenter to ask, for each Column or strip, what does it imply in terms of new roles for Logistics and Supply Chain operations? (Reply – all activities are interlinked and Supply Chain is fully involved in maintaining the chain of activities and information. Without it, the chain is broken and the process stops.)

Traditional concept and activities linked to the WFP ‘Supply Chain” is changing, partly because of the necessary segregation of duties (accountability). As a result, the Supply Chain actors have to perform broader activities out of their traditional specific “Logistics” and “Procurement” ones.
Why use Cash and Vouchers transfer modalities?

- Preserve beneficiary’s dignity avoiding stigmatization and stereotypes
- Increase the flexibility in the choice of adapted food, respecting cultural patterns
- Facilitates the transfer of power from humanitarian organizations to the beneficiaries, strengthening sustainability
- Cost-efficiency and effectiveness improved for agencies and beneficiaries
- Consider a multiplier effects on several areas
- Assist in the revitalisation of local and economic markets

Speaker can ask participants to read the points and give some examples.

Additional Impacts

- Beneficiaries can set their own priorities
- Cash/Vouchers helps people to take responsibility for their own nutrition
- Families or individuals obtain a Bank account, often without any administrative fee
- Potential for complementing other Agency’s scope of work
- Feverish the connection with the phases of recovery support
WFP Cash Base Intervention Transfer modalities

Minimum requirements for the use of Cash and Voucher transfer modalities

- Markets need to operate
- Availability of food at the local, regional or national level and within a reasonable distance
- Traders willing and able to participate
- Geographic accessibility of shops/markets to recipients
- A reliable beneficiaries identification system
- A system of reliable operation through which you can pay
- Political acceptance, stable context and security
- Agreement and community awareness

Module 3
Cash based Interventions in WFP and where WFP stands now
Where WFP stands worldwide now in terms of CBT

- 9.6 million people
- 27% WFP Operations
- 680 million USD

In 2015, to be updated every year.

Where WFP stands now worldwide in terms of CBT

- Latin America & Caribbean: 4%
- Southern Africa: 4%
- West Africa: 7%
- Eastern & Central Africa: 8%
- Middle East, North Africa, Eastern Europe and Central Asia: 27%
- Asia and the Pacific: 4%

In 2015, to be updated every year
Proportionally the use of Cash & Vouchers has been increasing.

It seems that the increase in the use of CBT is more linked with emergencies… (to be revised annually)
The Governmental Social Safety Nets, mainly available in the Middle Income Countries, are new areas where WFP is actually searching ways to transfer its assistance in a most efficient manner. WFP already implemented its transfer of assistance through GVT Safety Nets, to shock affected population in Philippines (Typhon Yolanda, 2014), in Fiji (Typhon Winston, 2015) and actually in the response to Floods in Sri Lanka.

There is a very net progression worldwide in the use of these transfer modalities and, in the Asian region, an increased willingness to intervene through GVT Social Safety Nets. To update annually!
Recap Lesson

Questions:

1. What are the main shifts in the Humanitarian Interventions approach for Assistance delivery?
2. What kind of new additional Assistance Transfer Modalities have been integrated in WFP?
3. What are the new additional Delivery Mechanisms used by WFP?
4. What kind of new additional role/activities are undertaken by the WFP Logistics?

Question 1: Slides 6 to 10
Question 2: Slide 12
Question 3: Slides 13 to 17
Question 4: Slide 22