**Tip Sheet 2:**

**Planning, Designing, and Resourcing for** **Social Protection in Humanitarian Action**

**Tip Sheet for Delivering on the Social Protection CCCs in Humanitarian Action**

**Primary Audience:** Social Policy Chiefs, Specialists, Officers, and PAs. Emergency specialists and operations colleagues may also find this tip sheet useful.

The 2020 edition of the Core Commitments for Children in Humanitarian Action includes, for the first time, sector level commitments on social protection. A set of four tip sheets have been prepared to accompany these core commitments and to support UNICEF staff in operationalising them.

Along with the tip sheet no. 3 on Delivery Systems, this document supports UNICEF’s core commitment to **provide adequate support for the effective functioning of social protection systems in humanitarian contexts**. This includes: (i) maintaining regular social protection programmes and, where appropriate and feasible, (ii) adjusting or scaling up social transfers, and/or (iii) designing multi-sector humanitarian cash transfers in a way that strengthens or builds nascent social protection systems. Guidance on the commitments related to inclusion of the most disadvantaged and vulnerable families **[*Inclusion*]** and accountability to affected populations **[*AAP*]**, are integrated throughout. Actions to be taken within the first days or week of the emergency are indicated with the **‼** symbol and actions that can form part of emergency preparedness planning are indicated by **[*EPP*]**.

Links to technical resources are provided throughout. Example documents and tools related to planning, design, and resourcing (agreements, MOUs, TORs, operational tools, reports etc.) are available in the [repository of tools for Shock Responsive Social Protection](https://unicef.sharepoint.com/teams/PD-SocialProtection/Building%20and%20strengthening%20national%20shock%20responsive%20social%20protection%20systems/Forms/AllItems.aspx?id=%2Fteams%2FPD%2DSocialProtection%2FBuilding%20and%20strengthening%20national%20shock%20responsive%20social%20protection%20systems%2FRepository%20of%20tools%20on%20Shock%20Responsive%20Social%20Protection&viewid=45c55bfa%2D0818%2D4fb8%2D900b%2Dc557d3d925b4). There is a separate tip sheet on Coordination Between Social Protection and Cash Coordination Systems.

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| **Planning, Management, and Internal Coordination** |
| ***Actions*** | ***Resources*** |
| **‼** All Social Policy staff should be familiar with the social protection and cross-cutting core commitments to children (CCC) in humanitarian action and the Emergency Procedures. **[*EPP*]**  | [CCCs in Humanitarian Action](https://unicef.sharepoint.com/sites/EMOPS-HKR/SitePages/Social-Protection.aspx)[Emergency Procedures](https://unicef.sharepoint.com/teams/EMOPS-EmergProc)[HAC methodology note for social protection sector](https://unicef.sharepoint.com/teams/EMOPS-HACPDR/DocumentLibrary4/Forms/AllItems.aspx?id=%2Fteams%2FEMOPS%2DHACPDR%2FDocumentLibrary4%2F2%2E%20H%2DPME%20support%2F2%2E2%20Indicator%20Methodology%20Notes%2F2%2E2%2E9%20Guidance%2DHAC%2DSocialProtection%2DIndicatorMethodologyNote%5FSept2021%2Epdf&parent=%2Fteams%2FEMOPS%2DHACPDR%2FDocumentLibrary4%2F2%2E%20H%2DPME%20support%2F2%2E2%20Indicator%20Methodology%20Notes)[SITREP template](https://unicef.sharepoint.com/%3Aw%3A/r/sites/EMOPS-HPME/_layouts/15/Doc.aspx?sourcedoc=%7BA8900FB7-25C9-4985-807B-6327F701F5F4%7D&file=Template%20A%20-%20SitRep%20-%20HQ%20-2019.docx&action=default&mobileredirect=true)[Emergency procedures for L3 scale up (example: Afghanistan)](https://unicef.sharepoint.com/%3Aw%3A/r/sites/EMOPS-AFG/_layouts/15/Doc.aspx?sourcedoc=%7B69AE2DAE-7E70-4386-AC7D-08F607AE587F%7D&file=Emergency%20Procedures_L3%20Scale-up%20Afghanistan_v2.docx&action=default&mobileredirect=true&DefaultItemOpen=1)[UNICEF HCT Programmatic Guidance (CTF, Chapter 2)](https://unicef.sharepoint.com/sites/EMOPS-HKR/Cash/Forms/AllItems.aspx?FolderCTID=0x012000E78AD6351DC5164FA875A832DBEC6BDD&id=%2Fsites%2FEMOPS%2DHKR%2FCash%2F1%2E%20UNICEF%20Approach%20to%20HCT%2FHCT%20Guidance%2FUNICEF%20Humanitarian%20Cash%20Transfers%20Field%20Guidance%5F2021%2Epdf&parent=%2Fsites%2FEMOPS%2DHKR%2FCash%2F1%2E%20UNICEF%20Approach%20to%20HCT%2FHCT%20Guidance)[CCC Gender equality](https://unicef.sharepoint.com/sites/EMOPS-HKR/SitePages/Gender-equality-and-empowerment-of-girls-and-women.aspx)[Gender Handbook for Humanitarian Action (IASC)](https://interagencystandingcommittee.org/iasc-reference-group-gender-and-humanitarian-action/iasc-gender-handbook-humanitarian-action-2018)[Key Considerations for GBV Risk Mitigation in HCTs (UNICEF)](https://unicef.sharepoint.com/sites/EMOPS-HKR/Cash/Forms/AllItems.aspx?FolderCTID=0x012000E78AD6351DC5164FA875A832DBEC6BDD&id=%2Fsites%2FEMOPS%2DHKR%2FCash%2F4%2E%20HCT%20Sector%20Specific%20and%20Multi%20sector%2F6%2E%20Child%20Protection%20and%20GBV%2FUNICEF%20resources%20on%20CP%20and%20GBV%2FHCT%20and%20GBV%2FUNICEF%20GBV%20risks%20in%20humanitarian%20cash%20transfer%20prog%5Ffinal%20for%20field%20testing%2Epdf&parent=%2Fsites%2FEMOPS%2DHKR%2FCash%2F4%2E%20HCT%20Sector%20Specific%20and%20Multi%20sector%2F6%2E%20Child%20Protection%20and%20GBV%2FUNICEF%20resources%20on%20CP%20and%20GBV%2FHCT%20and%20GBV)[CCC Disabilities](https://unicef.sharepoint.com/sites/EMOPS-HKR/SitePages/Disabilities.aspx)[Inclusion of Persons with Disabilities in Humanitarian Action (IASC)](https://interagencystandingcommittee.org/iasc-task-team-inclusion-persons-disabilities-humanitarian-action/documents/iasc-guidelines)[AAP Site](https://unicef.sharepoint.com/sites/EMOPS-AAP) |
| **‼** Social Policy Chiefs should participate in the Emergency Management Team (EMT) from day one. Social Policy has a responsibility to promote understanding of SRSP and to encourage the implementation of UNICEF’s commitment at the World Humanitarian Summit in 2016 *to “systematically consider cash-based programming in ways that build on and form the basis for sustainable social protection systems.”* Social Policy also has the responsibility to assess and demonstrate, where feasible, how the provision of emergency cash transfers through or aligned with social protection can be an effective means of achieving shared objectives. |
| **‼** From the onset of the emergency, ensure that the Situation Reports (SitReps) include information on the impact of the crisis on households’ financial access to goods and services to meet their basic needs and any impact on social protection systems.  |
| **‼** Engage with the emergency focal point and country management to ensure that social protection sector programme, targets and resources required are included in the Humanitarian Action for Children (HAC) Appeal. |
| **‼** With the emergency focal point, support the establishment of a Country Office Cash Task Force (CTF) to coordinate and operationalise a cash response. Refer to the Emergency procedures for L3 scale up for more details on the constitution and leadership of the CTF. **[*EPP*]** |
| The Chief of social policy is often well placed to coordinate the use of cash transfer at country office level. Where needed, he/she should be supported by dedicated cash operational capacity, focal point to support and coordinate sectoral cash responses and to identify opportunities to implement UNICEF’s commitment at the World Humanitarian Summit (see above). **[*EPP*]** |
| **[*Inclusion*]** Know your Country or Regional Office focal points for vulnerable and excluded groups including gender, disability, and children on the move and ensure they are included in decision-making processes.**[*EPP*]**Familiarise yourself with core UNICEF guidance on gender equality, GBV risk mitigation and disability in humanitarian action and in relation to inclusion in social protection and cash programming. **[*EPP*]**Throughout all phases of the programme cycle, ensure that there are opportunities to collect and consider the views, priorities, and preferences of affected people including all sub-groups across gender, age, disability and other excluded groups. Consider: is there a heightened risk of exclusion, exploitation, or GBV for women, adolescent girls, and children with disabilities? Are these risks increased by the way that UNICEF delivers cash transfers? Could we mitigate the risk or try another way of delivering cash transfers? |
| **[*AAP*]** Know your Country or Regional Office focal point for Accountability to Affected Populations and familiarise yourself with core UNICEF guidance on AAP. **[*EPP*]**Throughout all phases of the programme cycle, ensure that there are opportunities for consultation with, communications to, and receiving feedback from the affected populations. |
| **Assessments for Response Analysis** |
| ***Actions*** | ***Resources*** |
| **‼** Feed into and influence design of internal and inter-agency needs and vulnerability assessment to ensure that data collection needs are met for a social protection response and that marginalised groups’ specific needs and vulnerabilities are considered. * UNICEF may be well placed (or required) to lead on the social protection component of the Post Disaster Needs Assessment (PDNA) (Refer to the [Repository of tools for SRSP](https://unicef.sharepoint.com/teams/PD-SocialProtection/Building%20and%20strengthening%20national%20shock%20responsive%20social%20protection%20systems/Forms/AllItems.aspx?id=%2Fteams%2FPD%2DSocialProtection%2FBuilding%20and%20strengthening%20national%20shock%20responsive%20social%20protection%20systems%2FRepository%20of%20tools%20on%20Shock%20Responsive%20Social%20Protection&viewid=45c55bfa%2D0818%2D4fb8%2D900b%2Dc557d3d925b4) for resource material).
* Consider using Social Policy expertise to undertake secondary data analysis on impacts on child poverty to advocate for funding and child-sensitive responses.
* Where feasible, facilitate participation of government social protection personnel in assessments.
 | [UNICEF HCT Programmatic Guidance (Chapter 3)](https://unicef.sharepoint.com/sites/EMOPS-HKR/Cash/Forms/AllItems.aspx?FolderCTID=0x012000E78AD6351DC5164FA875A832DBEC6BDD&id=%2Fsites%2FEMOPS%2DHKR%2FCash%2F1%2E%20UNICEF%20Approach%20to%20HCT%2FHCT%20Guidance%2FUNICEF%20Humanitarian%20Cash%20Transfers%20Field%20Guidance%5F2021%2Epdf&parent=%2Fsites%2FEMOPS%2DHKR%2FCash%2F1%2E%20UNICEF%20Approach%20to%20HCT%2FHCT%20Guidance)[UNICEF Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis](https://gdc.unicef.org/resource/unicef-procedure-ethical-standards-research-evaluation-data-collection-and-analysis)[HCT Feasibility Tool (MPS5)](https://unicef.sharepoint.com/%3Ax%3A/r/teams/EMOPS-HCT/_layouts/15/Doc.aspx?sourcedoc=%7BD7826093-15C5-428D-A6D3-F4BEA31FB917%7D&file=MPS%205%20Template%20-%20Humanitarian%20Cash%20Transfers%20(HCT)%20-%2020Nov19.xlsx&action=default&mobileredirect=true)[SP System Readiness Assessment Tool](https://unicef.sharepoint.com/sites/portals/RF/Regulatory%20Framework%20Library/Forms/AllItems.aspx?id=%2Fsites%2Fportals%2FRF%2FRegulatory%20Framework%20Library%2FUNICEF%20Guidance%20on%20Social%20Protection%20System%20Readiness%20Assessment%20Tool%2Epdf&parent=%2Fsites%2Fportals%2FRF%2FRegulatory%20Framework%20Library)[DFAM Financial Management SOP (Sections on MiFA/MaFA)](https://unicef.sharepoint.com/teams/EMOPS-HCT/DocumentLibrary1/Forms/AllItems.aspx?id=%2Fteams%2FEMOPS%2DHCT%2FDocumentLibrary1%2FFinancial%20Management%20SOPs%20for%20Cash%20Transfer%20Programing%20V2%2Epdf&parent=%2Fteams%2FEMOPS%2DHCT%2FDocumentLibrary1)[DFAM due diligence checklist and assistance modality decision tree](https://unicef.sharepoint.com/teams/EMOPS-HCT/DocumentLibrary1/Forms/AllItems.aspx?id=%2Fteams%2FEMOPS%2DHCT%2FDocumentLibrary1%2FFinancial%20Management%20SOPs%20for%20Cash%20Transfer%20Programing%20V2%2Epdf&parent=%2Fteams%2FEMOPS%2DHCT%2FDocumentLibrary1)[Tip Sheet: Consulting with Women and Girls](https://unicef.sharepoint.com/sites/EMOPS-HKR/GBV/Consultations%20Tip%20Sheet.pdf)[Tip Sheet: How to engage with OPDs in humanitarian action (UNICEF)](https://unicef.sharepoint.com/teams/PD-DC/DocumentLibrary1/Forms/AllItems.aspx?id=%2Fteams%2FPD%2DDC%2FDocumentLibrary1%2FTips%20on%20how%20to%20engage%20with%20OPDs%20in%20humanitarian%20action%2Epdf&parent=%2Fteams%2FPD%2DDC%2FDocumentLibrary1) |
| **‼** Feed into and influence design of markets assessments and monitoring to include specific needs of households with children. These are usually undertaken by agencies with existing expertise (e.g., WFP) and coordinated through Cash Working Groups (CWG) (see also the Coordination tip sheet). |
| **‼** In case the feasibility of delivering emergency cash transfers through the social protection system has not been assessed as part of EPP, use the rapid decision-making tool in the [UNICEF HCT Guidance (Annex B.4](https://unicef.sharepoint.com/sites/EMOPS-HKR/Cash/Forms/AllItems.aspx?FolderCTID=0x012000E78AD6351DC5164FA875A832DBEC6BDD&id=%2Fsites%2FEMOPS%2DHKR%2FCash%2F1%2E%20UNICEF%20Approach%20to%20HCT%2FHCT%20Guidance%2FUNICEF%20Humanitarian%20Cash%20Transfers%20Field%20Guidance%5F2021%2Epdf&parent=%2Fsites%2FEMOPS%2DHKR%2FCash%2F1%2E%20UNICEF%20Approach%20to%20HCT%2FHCT%20Guidance)). **[*EPP*]** |
| Building on the EPP (MPS5), work with relevant actors to undertake or contribute to the strengthening of an assessment for the cash response. Work with relevant social protection stakeholders, UNCCS partner agencies (UNHCR, WFP and OCHA) and other cash stakeholders (CWG) and facilitate participation of government counterparts where feasible. **[*EPP*]** Consider:* Capacity of the existing social protection system and potential UN and CSO partners.
* Legal basis and political appetite of government and donors to support an emergency cash response through social protection or parallel systems.
* Existing, planned, or likely responses of others.
* Initial financial assessment: use existing macro-financial assessments (MaFA), HACT micro assessment of partners, and micro-financial assessments (MiFA) of FSPs.
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| As part of the response analysis, work with emergency, sectoral, and cross-sectoral focal points to identify the best programmatic entry points and related objectives for a cash programme. |
| **[*Inclusion*]** Ensure assessment data is disaggregated by gender, age, disability, migrant status, and other categories of vulnerable groups where required.Include an analysis of the factors contributing to heightened risks and needs for the most marginalized groups (e.g., women, adolescent girls, and children with disabilities), including barriers to accessing assistance and intersecting structural inequalitiesConsult with women and girls and other vulnerable groups (including local organisations that represent them) to determine which cash transfer delivery mechanism is safest and most appropriate to meet their needs and whether they have safe access to markets.  |
| **[*AAP*]** Ensure assessments consider questions on appropriate forms of support (cash, vouchers, in-kind), registration/distribution sites and mechanisms, and preferred communications channels. |
| **Programme Design** |
| ***Actions*** | ***Resources*** |
| In the first instance, Social Policy has a responsibility to provide technical assistance to government to maintain regular social protection programmes. Where new needs are identified, consider the appropriateness and feasibility of scaling-up existing social transfer programmes, implementing new temporary programmes through the existing system, and/or delivering parallel multi-purpose cash transfers. *When designing the programme, humanitarian objectives and principles must come first. Existing social protection systems should be used where feasible, but the implementation model must be driven primarily by considerations of who can be reached, at what scale, at what stage of the crisis, and how quickly, depending on the given context.* | [Programme Guidance: Strengthening SRSP Systems (UNICEF)](https://www.unicef.org/media/63846/file)[UNICEF HCT Programmatic Guidance (Chapters 4 and 5)](https://unicef.sharepoint.com/sites/EMOPS-HKR/Cash/Forms/AllItems.aspx?FolderCTID=0x012000E78AD6351DC5164FA875A832DBEC6BDD&id=%2Fsites%2FEMOPS%2DHKR%2FCash%2F1%2E%20UNICEF%20Approach%20to%20HCT%2FHCT%20Guidance%2FUNICEF%20Humanitarian%20Cash%20Transfers%20Field%20Guidance%5F2021%2Epdf&parent=%2Fsites%2FEMOPS%2DHKR%2FCash%2F1%2E%20UNICEF%20Approach%20to%20HCT%2FHCT%20Guidance)[Strategy Decision Matrix: Using or leveraging social assistance programmes (SPACE)](https://socialprotection.org/sites/default/files/publications_files/SPACE%20Evaluating%20Delivery%20Systems%20Matrix_20052020v1%20%281%29.pdf)[Technical Note: Targeting for social protection in humanitarian and fragile contexts (UNICEF)](https://www.unicef.org/reports/technical-note-0)[Identifying practical options for linking humanitarian assistance and SP in the COVID-19 response (SPACE)](https://socialprotection.org/discover/publications/space-identifying-practical-options-linking-humanitarian-assistance-and-soci-0)[Options for rapid expansion of social assistance caseloads for COVID-19 responses (SPACE)](https://socialprotection.org/discover/publications/space-guidance-note-rapid-expansion-social-protection-caseloads)[Transfer Values: How Much Is Enough? Balancing SP and humanitarian considerations (SPACE)](https://socialprotection.org/discover/publications/space-transfer-values-how-much-enough-balancing-social-protection-and)*Sectoral linkages* [WASH Cluster Position Paper on CTs](https://washcluster.net/sites/default/files/inline-files/GWC%20-%20Cash%20and%20Markets%20Position%20Paper%20-%20Feb%202017.pdf)[The Case for Scaling Up UNICEF’s Use of HCTs to Achieve Education Outcomes in Emergencies](https://unicef.sharepoint.com/sites/EMOPS-HKR/Cash/Forms/AllItems.aspx?id=%2Fsites%2FEMOPS%2DHKR%2FCash%2F4%2E%20HCT%20Sector%20Specific%20and%20Multi%20sector%2F5%2E%20Education%2FEiE%5FCVA%5FBusiness%20Case%5FFINAL%20%2Epdf&parent=%2Fsites%2FEMOPS%2DHKR%2FCash%2F4%2E%20HCT%20Sector%20Specific%20and%20Multi%20sector%2F5%2E%20Education&p=true&wdLOR=c0AC4C34B%2DF2D4%2D492B%2D8658%2D004840633F55&originalPath=aHR0cHM6Ly91bmljZWYuc2hhcmVwb2ludC5jb20vOmI6L3MvRU1PUFMtSEtSL0VRZkx3UXZPQmRGSW0zYkptdlpxa1hNQmtWUEYxUjVCUFJoQ0ptZDVaZHdPU1E_cnRpbWU9XzRHVzNORkYyVWc)[Effective decision making on the use of CVA for education outcomes in emergencies](https://unicef.sharepoint.com/sites/EMOPS-HKR/Cash/Forms/AllItems.aspx?FolderCTID=0x012000E78AD6351DC5164FA875A832DBEC6BDD&id=%2Fsites%2FEMOPS%2DHKR%2FCash%2F4%2E%20HCT%20Sector%20Specific%20and%20Multi%20sector%2F5%2E%20Education%2FEiE%5FCVA%5FResponse%20Analysis%5FDRAFT%5Fpages%2003%2Epdf&parent=%2Fsites%2FEMOPS%2DHKR%2FCash%2F4%2E%20HCT%20Sector%20Specific%20and%20Multi%20sector%2F5%2E%20Education)[Cash and voucher assistance targeting for education outcomes](https://unicef.sharepoint.com/sites/EMOPS-HKR/Cash/Forms/AllItems.aspx?FolderCTID=0x012000E78AD6351DC5164FA875A832DBEC6BDD&id=%2Fsites%2FEMOPS%2DHKR%2FCash%2F4%2E%20HCT%20Sector%20Specific%20and%20Multi%20sector%2F5%2E%20Education%2FEiE%5FCVA%5FTargeting%20Guidance%5FDRAFT%5Fpages%2002%2Epdf&parent=%2Fsites%2FEMOPS%2DHKR%2FCash%2F4%2E%20HCT%20Sector%20Specific%20and%20Multi%20sector%2F5%2E%20Education)[Child Protection Key Considerations for HCT Programmes](https://unicef.sharepoint.com/sites/EMOPS-HKR/Cash/Forms/AllItems.aspx?FolderCTID=0x012000E78AD6351DC5164FA875A832DBEC6BDD&id=%2Fsites%2FEMOPS%2DHKR%2FCash%2F4%2E%20HCT%20Sector%20Specific%20and%20Multi%20sector%2F6%2E%20Child%20Protection%20and%20GBV%2FUNICEF%20resources%20on%20CP%20and%20GBV%2FHCT%20and%20Child%20Protection%2FChild%20Protection%20Key%20Considerations%20HCT%2Epdf&parent=%2Fsites%2FEMOPS%2DHKR%2FCash%2F4%2E%20HCT%20Sector%20Specific%20and%20Multi%20sector%2F6%2E%20Child%20Protection%20and%20GBV%2FUNICEF%20resources%20on%20CP%20and%20GBV%2FHCT%20and%20Child%20Protection)[Evidence and Guidance Note on the Use of CVA for Nutrition Outcomes in Emergencies](https://www.nutritioncluster.net/resource_Evidence%20and%20Guidance%20Note) |
| **‼** Engage with potential government and CSO partners from the outset. * Ensure sub-national bodies are part of consultations to secure buy-in and to understand their capacities.
* UNICEF may need to play a convening role between different levels of government.
* Even if government systems do not play a part in delivery, relevant government ministries or departments should be involved in programme planning and design.
* Actively consult CSOs working with excluded groups, including women and girls and persons with disabilities, and pay attention to specific marginalised communities in the given context.
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| **‼** Consult with other sector and cross-sectoral teams to identify areas of programme synergy and develop a coherent strategy, especially for developing cash plus programmes. Social Policy can provide support to sector-led cash programmes. |
| Using all available assessment data, and in collaboration with partners, define the primary objectives of the programme and decide basic design parameters related to targeting and eligibility criteria, benefits (level, frequency, duration, and modality), and service linkages. Ensure design parameters are coordinated with other social protection and cash actors (see Coordination tip sheet) and gender, disability, and inclusion specialists.*Social protection targeting approaches are not always well suited to humanitarian targeting needs. However, there can often be a high degree of overlap between chronic poverty and vulnerability to covariate shocks. Follow the* [*principles of beneficiary selection*](https://www.unicef.org/reports/technical-note-0) *across the humanitarian-development nexus and prioritise speed and (wide) coverage over concerns about inclusion error.* |
| Choose the most appropriate implementation model(s) (government, mixed or parallel system) to meet the primary objectives by assessing the advantages and risks across key dimensions of programme effectiveness and operational feasibility, accountability to affected populations, and political acceptability. Detailed considerations for each component are provided in the Delivery Systems tip sheet including MIS, communications, registration, payment, GRM, service linkages, exit strategies, and M&E.*All implementation models come with benefits and trade-offs in different areas. Acknowledge these and justify the chosen approach.* |
| Consider using a phased approach to delivering cash transfers that responds to changing needs and programme options over time (e.g., start with a blanket approach, followed by rapid vertical expansion, and then reach new caseloads), with implications for (sectoral) objectives, targeting, benefit levels, delivery mechanisms, and linkages to other forms of support. Identify, as secondary objectives, opportunities to build and strengthen shock-responsive social protection systems in the longer term. |
| Develop the project proposal and/or programme document including the rationale, objectives, programme components, implementing partners, project framework, budget, risk management, and M&E. |
| Considering the work done by the CWG on the MEB, calculate the cost of the cash transfer programme considering the likely caseload (coverage), transfer value and frequency, programme administrative costs (registration, payment, MIS, communications, GRM, monitoring), and UNICEF operational and HQ recovery costs. Certain costs are often under-estimated including:* The potential number of new beneficiaries. Use multiple data sources (e.g., registries, household surveys, census data) and assume a high range scenario.
* Front-end delivery costs, especially where regular and emergency payment cycles are not aligned. Work closely with Operations to calculate costs of different delivery mechanisms and modalities.
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| **[*Inclusion*]** Consult with your Gender, Disability, and Children on the Move Focal Points. Recognizing that needs and priorities may differ according to age, gender, disability and other intersectional identities, does the favoured implementation model exclude vulnerable groups? How can they be reached? (e.g., changes to eligibility criteria, coordinated response of others, implement a complementary parallel response).Do national laws include or exclude refugees and IDPs from state social protection? Can these be changed? When covering refugees/IDPs, do host communities also need support and can this be through the same mechanism? How will the approach affect community relations?Considering local gender and social norms, how are targeting approaches (e.g., women vs. men) likely to reinforce or exacerbate gender inequalities and the risk of GBV? (GBV survivors should never be singled out for targeting, though additional provisions may be necessary if they come forwards). Consider twin-track approaches relating to specific needs such as additional provisions for pregnant and lactating women.Are transfer values tailored to respond to additional vulnerabilities (e.g., disability). For people with disabilities, consider twin-track approaches to ensure basic economic and disability related needs are met:* Inclusion in (adapted) mainstream social protection programmes.
* Support to disability-specific programmes (e.g., disability allowance, pensions, free transport passes, special needs education grants, or food subsidy coupons).

How can the cash transfer programme link to services that provide support to vulnerable groups (e.g., civil registration, protection/case management, health, nutrition)? | [Gender-Responsive Social Protection During COVID-19](https://www.unicef.org/documents/gender-responsive-social-protection-during-covid-19)[How Targeting Mechanisms Can Identify People with Disabilities for Inclusion in Social Protection Programmes (SPACE)](https://www.calpnetwork.org/wp-content/uploads/ninja-forms/2/SPACE-How-Targeting-Mechanisms-Can-Identify-People-With-Disabilities-for-Inclusion-in-Social-Protection-Programmes_Final.pdf)[How to Leverage Social Safety Nets to Prevent Gender Based Violence (World Bank)](https://openknowledge.worldbank.org/handle/10986/35641) |
| **[*AAP*]** Consult with the designated AAP focal point.Embed AAP into response plans, budgets, monitoring frameworks, and programme documents. Further specific actions for AAP are integrated in the Delivery Systems tip sheet. | [AAP Handbook](https://unicef.sharepoint.com/sites/EMOPS-AAP/SitePages/AAP-handbook.aspx) |
| **Monitoring and Evaluation Planning** |
| ***Actions*** | ***Resources*** |
| Develop a monitoring framework and plan to ensure accountability and to provide management data for implementation and to generate learning. The framework should cover outcome, output and process indicators, and the plan should include monitoring activities (data collection tools and process, site visits, field monitoring), methods (household surveys, focus group discussions), sampling, and report formats. See the Delivery Systems tip sheet for further details. | [UNICEF HCT Programmatic Guidance (Chapter 8)](https://unicef.sharepoint.com/sites/EMOPS-HKR/Cash/Forms/AllItems.aspx?FolderCTID=0x012000E78AD6351DC5164FA875A832DBEC6BDD&id=%2Fsites%2FEMOPS%2DHKR%2FCash%2F1%2E%20UNICEF%20Approach%20to%20HCT%2FHCT%20Guidance%2FUNICEF%20Humanitarian%20Cash%20Transfers%20Field%20Guidance%5F2021%2Epdf&parent=%2Fsites%2FEMOPS%2DHKR%2FCash%2F1%2E%20UNICEF%20Approach%20to%20HCT%2FHCT%20Guidance)[Assistance Modality and Cost to Transfer tool](https://unicef.sharepoint.com/%3Ax%3A/r/sites/EMOPS-HCTGT/_layouts/15/Doc.aspx?sourcedoc=%7B33F2FD15-8E3D-4F41-9E8A-CC9057D75901%7D&file=Assistance%20modality%20and%20Cost%20to%20Transfer_61219.xlsx&action=default&mobileredirect=true)[HCT M&E Guidance](https://unicef.sharepoint.com/sites/EMOPS-HKR/Cash/Forms/AllItems.aspx?id=%2Fsites%2FEMOPS%2DHKR%2FCash%2F1%2E%20UNICEF%20Approach%20to%20HCT%2FHCT%20Guidance%2FHCT%20Monitoring%20and%20Evaluation%20guidance%20FINAL%20%2Epdf&parent=%2Fsites%2FEMOPS%2DHKR%2FCash%2F1%2E%20UNICEF%20Approach%20to%20HCT%2FHCT%20Guidance)[UNICEF Evaluation Policy](https://unicef.sharepoint.com/teams/DAPM-PPPX/SitePages/UNICEF-Evaluation-Policy.aspx) |
| Where appropriate, ensure that the emergency social protection programme is included in the wider emergency response Field Monitoring Plan and Third-party Monitoring. This may not be necessary if more comprehensive programme specific monitoring is established.  |
| Plan and budget for a programme evaluation from the start. Depending on the scale, complexity, and duration of the programme, and opportunities to use learning to strengthen and improve shock-responsiveness of SP systems, decide whether to rely on process evaluation using exiting monitoring data, undertake a project-specific evaluation or incorporate within the wider emergency response evaluation (a requirement for L2 and L3 emergencies), and the evaluative approach(es) (summative, formative, meta, impact). |
| **[*Inclusion*]** Do monitoring frameworks include gender, age, and disability *specific* indicators (e.g., #female-headed households reached)?Do monitoring framework disaggregate all relevant indicators by gender, age, and disability to reflect the equal access and inclusion outcome? |
| **[*AAP*]** Ensure that feedback from the grievance and redress mechanism forms a part of the monitoring framework. |
| **Risk Management** |
| ***Actions*** | ***Resources*** |
| Risk management should form an integral part of assessment and programme analysis and design. The process of risk analysis is an office-wide exercise that involves programme, operations, management, and security specialists. Risk management of emergency cash transfer programmes fall under the DFAM Risk Management Policy.*A well-presented risk management framework can help manage both real and perceived risk and bring (risk averse) senior management and donors on board.* | [UNICEF HCT Programmatic Guidance (Chapter 5.6)](https://unicef.sharepoint.com/sites/EMOPS-HKR/Cash/Forms/AllItems.aspx?FolderCTID=0x012000E78AD6351DC5164FA875A832DBEC6BDD&id=%2Fsites%2FEMOPS%2DHKR%2FCash%2F1%2E%20UNICEF%20Approach%20to%20HCT%2FHCT%20Guidance%2FUNICEF%20Humanitarian%20Cash%20Transfers%20Field%20Guidance%5F2021%2Epdf&parent=%2Fsites%2FEMOPS%2DHKR%2FCash%2F1%2E%20UNICEF%20Approach%20to%20HCT%2FHCT%20Guidance) [UNICEF Risk Management Policy](https://unicef.sharepoint.com/%3Aw%3A/r/sites/EMOPS-HKR/Negotiating%20with%20NSEs/UNICEF%20Risk%20Management%20Policy%20Final.doc?d=wbd897bc83910470c8cc98bd645fa7e43&csf=1&web=1&e=srYi7O)[Emergency Procedures Handbook](https://unicef.sharepoint.com/teams/EMOPS-EmergProc/DL1/Forms/AllItems.aspx?id=%2Fteams%2FEMOPS%2DEmergProc%2FDL1%2F1%2E%20The%20Emergency%20Procedures%20%2D%20Core%20Documents%2FEmergencyProcedures%5FHandbook%2Epdf&parent=%2Fteams%2FEMOPS%2DEmergProc%2FDL1%2F1%2E%20The%20Emergency%20Procedures%20%2D%20Core%20Documents&p=true&originalPath=aHR0cHM6Ly91bmljZWYuc2hhcmVwb2ludC5jb20vOmI6L3QvRU1PUFMtRW1lcmdQcm9jL0VRT0RMTGtObXRwQXA0RUF2MkFKOHcwQkJ3QlI0Y3N4Vm1VM3NSaGtobmxoZkE_cnRpbWU9X0Z2Z1lhVksyVWc)[DFAM Financial Management SOP (section 12)](https://unicef.sharepoint.com/teams/EMOPS-HCT/DocumentLibrary1/Forms/AllItems.aspx?id=%2Fteams%2FEMOPS%2DHCT%2FDocumentLibrary1%2FFinancial%20Management%20SOPs%20for%20Cash%20Transfer%20Programing%20V2%2Epdf&parent=%2Fteams%2FEMOPS%2DHCT%2FDocumentLibrary1)Operational Guidance for Fund Transfers to Government (Forthcoming)[Handbook on PSEA in Humanitarian Action](https://unicef.sharepoint.com/%3Aw%3A/r/teams/PD-PSEA/_layouts/15/Doc.aspx?sourcedoc=%7BCBD1B3B8-977F-494D-8EA5-99BD16265AF8%7D&file=UNICEF%20Handbook%20on%20PSEA%20in%20Humanitarian%20Action%20-%20Zero%20Draft.docx&action=default&mobileredirect=true&cid=f17ca22e-2d35-4a42-9089-cdbc959c9c33)[Key Considerations for GBV Risk Mitigation in HCTs](https://unicef.sharepoint.com/sites/EMOPS-HKR/Cash/Forms/AllItems.aspx?FolderCTID=0x012000E78AD6351DC5164FA875A832DBEC6BDD&id=%2Fsites%2FEMOPS%2DHKR%2FCash%2F4%2E%20HCT%20Sector%20Specific%20and%20Multi%20sector%2F6%2E%20Child%20Protection%20and%20GBV%2FUNICEF%20resources%20on%20CP%20and%20GBV%2FHCT%20and%20GBV%2FUNICEF%20GBV%20risks%20in%20humanitarian%20cash%20transfer%20prog%5Ffinal%20for%20field%20testing%2Epdf&parent=%2Fsites%2FEMOPS%2DHKR%2FCash%2F4%2E%20HCT%20Sector%20Specific%20and%20Multi%20sector%2F6%2E%20Child%20Protection%20and%20GBV%2FUNICEF%20resources%20on%20CP%20and%20GBV%2FHCT%20and%20GBV)[UNICEF Policy on Personal Data Protection](https://unicef.sharepoint.com/sites/portals/RF/Regulatory%20Framework%20Library/Policy%20on%20Personal%20Data%20Protection.pdf) (2020) |
| Develop a risk management framework (mapping, quantification, management, and maintenance) for your project and update it continuously. While there are a range of contextual, programmatic, operational, and organisational risks associated with cash transfer programmes, pay close attention to the following.* *Programmatic risk:* A range of programmatic risks exist that must be considered throughout the planning and design phase. These include the accelerated and tight timelines; funding shortfalls; limited number and/or capacity of partners; lack or limited access to affected areas; and lack of or limited UNICEF capacity.
* *Gender-based Violence:* Work with the protection/GBV specialist on a GBV risk analysis for the cash transfer programme. Refer to UNICEF’s Key Considerations for GBV Risk Mitigation in HCTs for guidance.
* *Fiduciary risk.* The level of fiduciary risk is central to the choice of response modality. When the use of national systems is not feasible, working through a joint UN cash modality or direct transfer of funds to an FSP are typically the lowest risk option. Work closely with finance and procurement teams and refer to assurance processes under the HACT policy, DFAM FSP procurement procedures, and guidance on monitoring.
* *Data Protection:* Loss or misuse of beneficiary data constitutes a serious breach of confidentiality and trust and can cause direct risk to individuals. It is recommended to do a data protection impact assessment to map stakeholders and identify digital solutions for sensitive data storage, management and sharing. Ensure that any necessary data sharing agreements are in place.
* *Financing terrorism.* It is important to minimise the risk of inadvertently financing terrorism through cash programmes and UNICEF is accountable for making sure that this does not happen. Donors also often require specific actions to be taken. Where government partners have well-established measures, donors may be satisfied with evidence of these. In other cases, donors may require cross-checking individual beneficiaries against sanctions lists, an intensive and time-consuming process. Refer to the [Repository of tools for SRSP](https://unicef.sharepoint.com/teams/PD-SocialProtection/Building%20and%20strengthening%20national%20shock%20responsive%20social%20protection%20systems/Forms/AllItems.aspx?id=%2Fteams%2FPD%2DSocialProtection%2FBuilding%20and%20strengthening%20national%20shock%20responsive%20social%20protection%20systems%2FRepository%20of%20tools%20on%20Shock%20Responsive%20Social%20Protection&viewid=45c55bfa%2D0818%2D4fb8%2D900b%2Dc557d3d925b4) for more resources.
* *Child Safeguarding and PSEA.* UNICEF has zero appetite for risk in this area. Consult with the dedicated Safeguarding Specialist/Focal Point to ensure all possible mitigating measures are taken.
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| Certain risk categories require immediate escalation when reported or suspected. These include sexual exploitation and abuse, abuse of power, corruption, safety and security to beneficiaries, UNICEF, partner, or FSP staff, and beneficiary data breaches. |
| **[*Inclusion*]** Include data disaggregated by sex, age, and disability in the risk analysis and management framework. |  |
| **Internal Capacity** |
| ***Actions*** | ***Resources*** |
| **‼** Ensure Social Policy teams have the requisite knowledge and training on Emergency Procedures (EP), Emergency Preparedness Planning (EPP), Core Commitments to Children (CCC), Humanitarian Cash Transfers (HCT), Accountability to Affected Populations (AAP), and Harmonised Approach to Cash Transfers (HACT). **[*EPP*]** | [Emergency Procedures](https://unicef.sharepoint.com/teams/EMOPS-EmergProc)[Risk Analysis and Emergency Preparedness](https://unicef.sharepoint.com/sites/EMOPS-EmergencyPreparedness) [Procedure on Preparedness for Emergency Response (Agora)](https://agora.unicef.org/course/info.php?id=8085)[UNICEF fundamentals of humanitarian action (Agora)](https://agora.unicef.org/course/info.php?id=7214)[Introduction to UNICEF CCCs in Humanitarian Action (Agora)](https://agora.unicef.org/course/info.php?id=28195)[HCT (Agora)](https://agora.unicef.org/course/info.php?id=28525)[AAP (Agora)](https://unicef.sharepoint.com/sites/EMOPS-AAP/SitePages/AAP%20Agora%20Course.aspx)[HACT (Agora)](https://agora.unicef.org/course/info.php?id=1312)Operational Guidance for Fund Transfers to Government (forthcoming)[UNICEF HCT Programmatic Guidance (Chapter 5.7)](https://unicef.sharepoint.com/sites/EMOPS-HKR/Cash/Forms/AllItems.aspx?FolderCTID=0x012000E78AD6351DC5164FA875A832DBEC6BDD&id=%2Fsites%2FEMOPS%2DHKR%2FCash%2F1%2E%20UNICEF%20Approach%20to%20HCT%2FHCT%20Guidance%2FUNICEF%20Humanitarian%20Cash%20Transfers%20Field%20Guidance%5F2021%2Epdf&parent=%2Fsites%2FEMOPS%2DHKR%2FCash%2F1%2E%20UNICEF%20Approach%20to%20HCT%2FHCT%20Guidance) |
| In medium to large scale emergencies, ensure there is dedicated human resource capacity for the emergency cash transfer programme. At a minimum, appoint a dedicated full-time programme manager (social protection, cash, or other sectoral specialist depending on programme objectives) and a cash focal point within operations. Additional technical (MIS/data/ICT), monitoring, communications, and coordination capacity may also be required.*Do not under-estimate the number of staff required. Under the ‘no regrets’ approach, UNICEF has a high appetite for risks associated with mobilising capacity to deliver.* |
| Consider the following human resource capacity and recruitment options and seek support from RO, and HQ emergency HR teams:* HQ/RO specialists in shock-responsive social protection and cash transfers.
* Regional Surge Support / Emergency Rosters
* Stretch Assignment
* Temporary Staff Release
* Recruitment including new staff and consultants (using short-cut procedures and single source if necessary)

**‼** In contexts with limited CO capacities, alert the RO/HQ, develop TORs and request for surge support. |
| From the start and throughout the response, work closely with the Operations team to support programme design, contracting, and procurement, especially in relation to Financial Service Providers (FSPs). |
| **Funding** |
| ***Actions*** | ***Resources*** |
| **‼** Be proactive and ensure that the social protection emergency response targets and resource requirements are included in the Humanitarian Action for Children (HAC) Appeal. Because the situation is rapidly evolving in the early stages of a crisis, do not aim for perfection. It is acceptable to make informed estimates for targets and numbers. | [HAC methodology note for social protection sector](https://unicef.sharepoint.com/teams/EMOPS-HACPDR/DocumentLibrary4/Forms/AllItems.aspx?id=%2Fteams%2FEMOPS%2DHACPDR%2FDocumentLibrary4%2F2%2E%20H%2DPME%20support%2F2%2E2%20Indicator%20Methodology%20Notes%2F2%2E2%2E9%20Guidance%2DHAC%2DSocialProtection%2DIndicatorMethodologyNote%5FSept2021%2Epdf&parent=%2Fteams%2FEMOPS%2DHACPDR%2FDocumentLibrary4%2F2%2E%20H%2DPME%20support%2F2%2E2%20Indicator%20Methodology%20Notes)[EPF Practical Guide for Field Offices and HQ](https://unicef.sharepoint.com/%3Aw%3A/r/teams/SAR-Emergency/_layouts/15/Doc.aspx?sourcedoc=%7B9C3C61C9-1E1A-4DFD-B5EC-063A6D703340%7D&file=EPF%20Guidelines.doc&action=default&mobileredirect=true&DefaultItemOpen=1) |
| Multiple funding options may be available. For each funding option, consider enabling factors, opportunities, and risks. * Emergency Programme Fund (EPF) loan from HQ to support start-up activities while raising funds from elsewhere.
* Leveraging national resources. UNICEF should advocate for allocation of national resources towards social protection responses including extending coverage to non-citizens, especially in contexts of forced displacement.
* Re-programming UNICEF thematic funds and other resources. In the short-term, existing funds may be reallocated to kick-start a response.
* Re-programming donor funds. Donors may have unspent balances, or other project or contingency funds that can provide immediate support while securing other resources.
* New donor funding. Where necessary, play a convening role between donors and government, and articulate UNICEF’s comparative advantage as a technical agency to support implementation.
* Sectoral and multi-sector funding. Cash transfers can form a part of multi-sector proposals. Social Policy can promote sectors to move from in-kind to cash responses that form part of integrated programmes with social protection and develop cash plus models that include sector specific objectives.
* Private sector contributions: With support from PFP, Social Policy may be able to leverage private sector contributions in the form of in-kind service provision (or reduced fees/fee waivers) from FSPs and other relevant services.
 |
| **‼** Engage with donors early to gauge their interest and prepare short proposals tailored for humanitarian and development donors.Frame the response as one where different systems and actors (including UNICEF) can contribute through their comparative advantage to enhance comprehensiveness, coverage, and adequacy. Social policy staff should engage with relevant humanitarian sector donors to identify and influence funding opportunities for social protection and cash transfers.  |
| Identify options for contingency financing in case of further unexpected scale-up. **[*EPP*]** |
| **[*Inclusion*]** Consider how different funding streams can work together towards a more inclusive response, e.g., national resources may fund an expansion to existing beneficiaries, while donor funds may reach new caseloads such as refugees and IDPs; or additional support linked to cash transfers for menstrual hygiene management resources, psychosocial support for survivors, safe spaces for adolescents, or linkages to other services or support. |
| **[*AAP*]** Consider how different funding streams can work together to implement a response that is more accountable to beneficiaries, e.g., a donor may fund transfer costs while UNICEF resources can fund the GRM. |
| **Partners and Fund Transfers** |
| ***Actions*** | ***Resources*** |
| Whatever the primary implementation model, most emergency cash transfer programmes will require engaging and working with multiple government, CSO and private sector partners. Carefully assess which partnership/contractual procedure is most appropriate in each case and the implications for policies and procedures governing fund transfers.  | [UNICEF HCT Programmatic Guidance (Chapter 6)](https://unicef.sharepoint.com/sites/EMOPS-HKR/Cash/Forms/AllItems.aspx?FolderCTID=0x012000E78AD6351DC5164FA875A832DBEC6BDD&id=%2Fsites%2FEMOPS%2DHKR%2FCash%2F1%2E%20UNICEF%20Approach%20to%20HCT%2FHCT%20Guidance%2FUNICEF%20Humanitarian%20Cash%20Transfers%20Field%20Guidance%5F2021%2Epdf&parent=%2Fsites%2FEMOPS%2DHKR%2FCash%2F1%2E%20UNICEF%20Approach%20to%20HCT%2FHCT%20Guidance) [HACT Policy](https://unicef.sharepoint.com/teams/DAPM-PPPX/SitePages/Harmonized-Approach-to-Cash-Transfers-to-Implementing-Partners-%28HACT%29.aspx)Operational Guidance for Fund Transfers to Government (Forthcoming)[UN Common Cash Statement (UNCCS)](https://unicef.sharepoint.com/sites/EMOPS-HKR/Cash/Forms/AllItems.aspx?viewid=98e1e32a%2Dfb70%2D45cc%2Da11a%2Dc8bc33299315&id=%2Fsites%2FEMOPS%2DHKR%2FCash%2F6%2E%20HCT%20Inter%2DAgency%20Workstreams%2F1%2E%20Inter%2DAgency%20Principals%20Statement)[UN Data Sharing Agreement](https://www.unhcr.org/602e24a94.pdf)[Programme Cooperation Agreements (PCAs)](https://www.unicef.org/about/partnerships/index_81428.html)[DFAM Financial Management SOP](https://unicef.sharepoint.com/teams/EMOPS-HCT/DocumentLibrary1/Forms/AllItems.aspx?id=%2Fteams%2FEMOPS%2DHCT%2FDocumentLibrary1%2FFinancial%20Management%20SOPs%20for%20Cash%20Transfer%20Programing%20V2%2Epdf&parent=%2Fteams%2FEMOPS%2DHCT%2FDocumentLibrary1)[Joint Guidance on Collaborative Procurement of Financial Services](https://www.unhcr.org/5e317a587.pdf)[Contracting processes for cash programmes](https://unicef-my.sharepoint.com/%3Aw%3A/g/personal/omulet_unicef_org1/EQD9-wxOVNRBijav2b-EkIIBgV6hNbeCGo3TMKJSwrm-KA?e=ZEhYur)[Key Considerations for GBV Risk Mitigation in HCTs](https://unicef.sharepoint.com/sites/EMOPS-HKR/Cash/Forms/AllItems.aspx?FolderCTID=0x012000E78AD6351DC5164FA875A832DBEC6BDD&id=%2Fsites%2FEMOPS%2DHKR%2FCash%2F4%2E%20HCT%20Sector%20Specific%20and%20Multi%20sector%2F6%2E%20Child%20Protection%20and%20GBV%2FUNICEF%20resources%20on%20CP%20and%20GBV%2FHCT%20and%20GBV%2FUNICEF%20GBV%20risks%20in%20humanitarian%20cash%20transfer%20prog%5Ffinal%20for%20field%20testing%2Epdf&parent=%2Fsites%2FEMOPS%2DHKR%2FCash%2F4%2E%20HCT%20Sector%20Specific%20and%20Multi%20sector%2F6%2E%20Child%20Protection%20and%20GBV%2FUNICEF%20resources%20on%20CP%20and%20GBV%2FHCT%20and%20GBV) |
| **Government Partners**In some cases, an existing signed CPD and workplan is sufficient to implement an emergency cash transfer programme and to transfer funds under the HACT. Where new activities are taking place, an amendment to the workplan is required for which an exchange of letters is sufficient. While there is (currently) no HACT requirement for additional Agreements with a government partner it is recommended to set out an MOU to define responsibilities and manage risks. In some cases, the government partner may require an MOU.Fund transfers follow HACT policies and procedures (see the Operational Guidance for Fund Transfers to Government) |
| **UN Agencies**The UN Common Cash Statement (UNCCS) is based on a set of global commitments by UNICEF, WFP, UNHCR and OCHA to collaborate on FSP procurement, data interoperability, and harmonization of programme design to prevent duplication of costs and beneficiaries and to build complementarities.An MOU or Agreement should be set out with support from the RO or HQ HCT team. If using another agency’s data or payment management system, a Service Provision Agreement is required, with additional support of DFAM. In joint (multi-agency) programmes, make sure that roles and responsibilities are clear and mutually agreed from the outset, but also that they are adaptable to changing contexts.Fund transfers between UN agencies follow UN-UN regulations. |
| **CSO Implementing Partners**In a parallel model, the delivery of high-volume cash transfers should, whenever possible, be managed directly by UNICEF with FSPs and not channelled through IPs. UNICEF may engage IPs to deliver cash transfers where direct management of the payment system takes too long to set up, and/or the scale of the programme is limited. In this case, a thorough assessment of IP capacity to manage payments and to contract FSPs is essential. It may be beneficial to work with partners who have existing relations with government (e.g., Red Cross/Crescent).In all implementation models, IPs can provide other services including communications, outreach, targeting, registration, grievance and redress, sectoral linkages, and monitoring.A programme cooperation agreement (PCA) will be required (if a contingency PCA is not already in place as part of EPP). If directly managing payment systems, CSO cost recovery only applies to operational costs. Under the Emergency Procedures, several mechanisms are available to rapidly kick-start a response including start-up funding, small-scale funding agreements (SSFA), amending existing PCAs, and use of the humanitarian PCA template.Fund transfers follow HACT policies and procedures. |
| **Private Sector Service Providers**Private sector services can be procured for a range of functions including FSPs for payment delivery and ICT companies for cloud services, communications, and call centres. Where relevant, invite members of the Private Sector Humanitarian Platform (or on a bilateral basis) to social protection and cash working groups.If not done as part of EPP, supply and finance sections will need to undertake a market assessment of possible services providers.Social Policy section should work closely with Supply Division and Finance colleagues (and Private Sector Fundraising where donations are involved). To facilitate better collaboration, Social Policy personnel should be familiar with the procurement and contracting process.See the Delivery Systems tip sheet for further details on contracting FSPs. |
| **[*Inclusion*]** Deliver trainings to partners on expected conduct, PSEA, child safeguarding and data protection. Require all partners to sign a PSEA protocol and/or Code of Conduct, with consequences that would nullify their contract. |
| **Key Contacts in the Social Policy and Social Protection Programme Group Team** |
| Policy Specialist, Shock Responsive Social Protection – Nupur Kukrety nkukrety@unicef.org.Humanitarian Cash Transfer Coordinator – Claire Mariani cmariani@unicef.org.HQ Inter Division HCT Team: Use the [One-Stop-Shop](https://unicef.sharepoint.com/teams/EMOPS-HCT/SitePages/One-Stop-Shop.aspx) to request regional or country level programmatic and operational support.DFAM Cash Focal Point: Alejandro Guzman aguzman@unicef.org. |