Planning and Distribution in Cash-based Intervention Programs

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HOPE MINI-CONFERENCE, JUNE 29-30, 2017, VIENNA

Motivation

Bilateral funded project

Research team

in Turkey: Demir, Salman, Yetis

in UK: Erdogan, de Leeuw, Saberi

Main topics

- 1. Distribution of cash/e-voucher => refugees outside of camps
- 2. Long term provision of services => to the refugee camps (e.g. healthcare, education)

Cash-based Interventions/Initiatives (CBI)

- Cash-based interventions (CBIs) use local markets and services to meet the needs of persons affected by crisis
- They can be stand-alone, or used in combination with in-kind assistance



In displacement settings

After a disaster

Cash Based Responses in Emergencies

- A rapid growth in the use of cash-based responses in emergencies
 - Governments in Thailand, India, Sri Lanka and Indonesia provided cash support in response to the Indian Ocean tsunami in 2004
 - Pakistan government provided very substantial cash assistance in response to the **Kashmir earthquake** of 2005
 - Cash projects have been successfully implemented in difficult and conflict-affected environments, including Somalia and Afghanistan
 - Cash projects targeted at Syrian refugees in recent years
 - o Following **hurricanes Katrina and Rita**, the US government provided billions of dollars in cash assistance.

Advantages of Cash-Based Programs

Choice

Cash lets people choose their own priorities

Self-respect

Cash gives people more responsibility for their own lives

Effectiveness

Where human needs are created by loss of income, and not by the availability of goods, cash addresses the problem directly

Cost effectiveness

Cash is usually the cheapest option

Speed

Cash is logistically simpler, and can be made available more quickly

Trade

Cash promotes the local market, rather than undermining it

Economic recovery

A cash injection stimulates all kinds of economic activity

Flexibility

Not all individual needs can be met in-kind

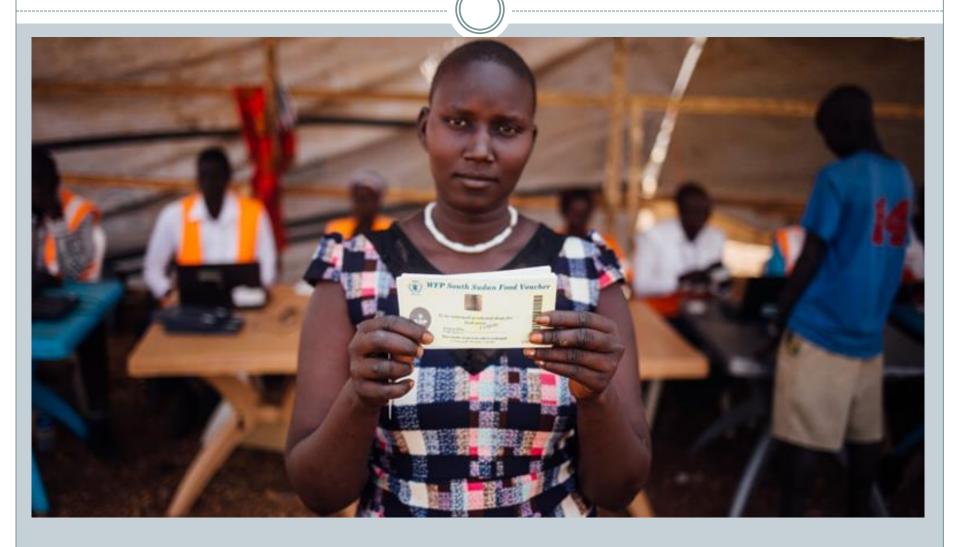
Concerns with Cash-Based Programs

- Safe transfer of money
- Corruption and diversion risks
- Availability of goods in local markets
- Market impacts inflation in price of goods
- Accessibility Damage and disruptions to local markets
 - lost stocks or damage to transport links
- Skills and capacity
- Lack of control over what cash is spent on

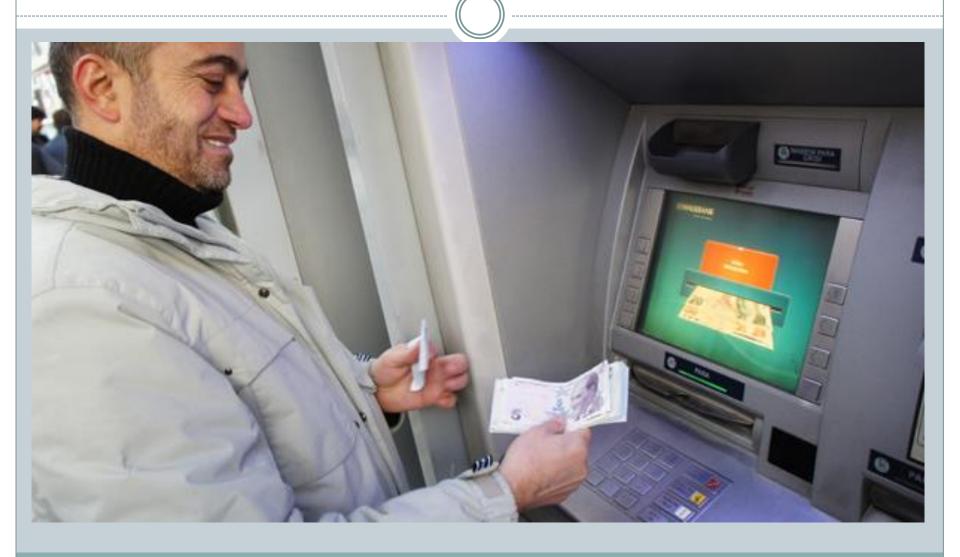
Delivery Mechanisms

- Transfer cash into bank/post office accounts
- Transfer cash to local remittance and money transfer companies
- Direct cash/voucher distribution to recipient
- Direct check distribution to recipient
- Mobile ATMs
- Smart cards
- Money orders
- Local businesses
- Community-based organizations (CBOs)

Vouchers



Smart Card / ATM



Direct Cash



Operational Steps of a CBI Program

Targeting Planning and Preparation Registration Distribution **Post-distribution Monitoring**

Targeting

- Decide on:
 - Area and whom to distribute to
 - o Cash delivery method cash/voucher/smart card
- Identify most vulnerable groups and eligibility criteria
 - o Women, children, elderly, disabled



Planning and Preparations

Needs assessment

Staff recruitment and/or training Decide on distribution mode(s) Select distribution points

Generate schedule

Voucher/check/smart card/equipment acquisition Security risk assessment

Consult local leaders and organizations

Registration

- Setup registration sites
- Inform targeted beneficiaries
- Get local help



Distribution

Preparations

- o Setup sites, desks, inform recipients
- Distribution

Goals:

- Reach a maximum number of recipients
- Reduce delays
- Should be during day time
- Security risk minimization
- Minimize transportation distance and increase accessibility
- Redistribution

Post-distribution Monitoring

- Interviews, surveys
- Reporting
- Process improvement

Logistics Planning

- Distribution point location selection
- Security risk mitigation
 - Security personnel
 - If cash-in-transit, generate unpredictable routes
- Routing
 - Time windows (should be completed during the day)
 - Personnel transportation
- Forecasting the number of recipients
 - Overcrowding and delays in central distribution

Decisions: How to Allocate the Budget

- Cost of preparation and operations vs. Amount distributed to the recipients
- Cost efficiency vs. Customer service (waiting time, travel time)

Decisions: Distribution Methods

- Centralized
- Localized
- Mobile
- Door-to-door







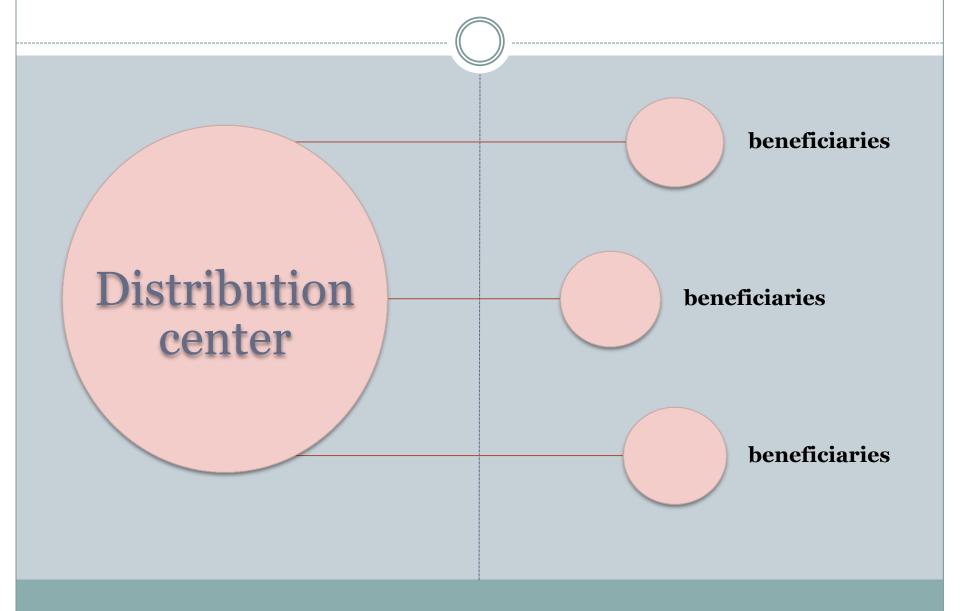
Distribution Methods: **Centralized**Distribution

All beneficiaries are invited to a place known to all of them

- PROS
- Large numbers can be handled. (1,000+ families can be served)
- Beneficiaries have
 several days to pick up
 their cards
 - Invitation via SMS should be staggered to avoid every one showing up on the first day

- CONS
- **Crowd control** might be an issue "
- Difficult to find suitable space "
- In rural areas or disasters accessibility can be an issue

Centralized Distribution



Distribution Methods: Localized Distribution

Beneficiaries in one neighborhood are invited to a central office. Distribution lasts one day usually, up to **400 families** can be served.

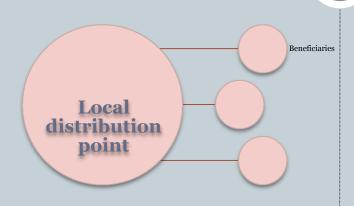
PROS

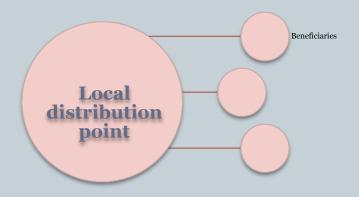
- **High accessibility** as families are familiar with the office
- Families will travel shorter distance

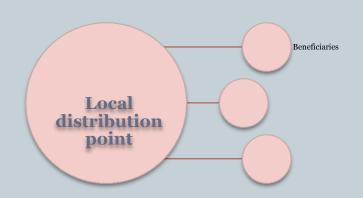
CONS

• Redistribution is necessary for families who did not pick up their cards

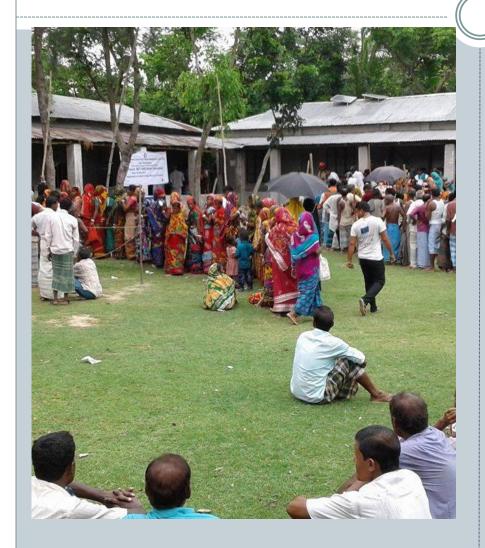
Localized Distribution







Localized Distribution





Distribution Methods: Mobile Distribution

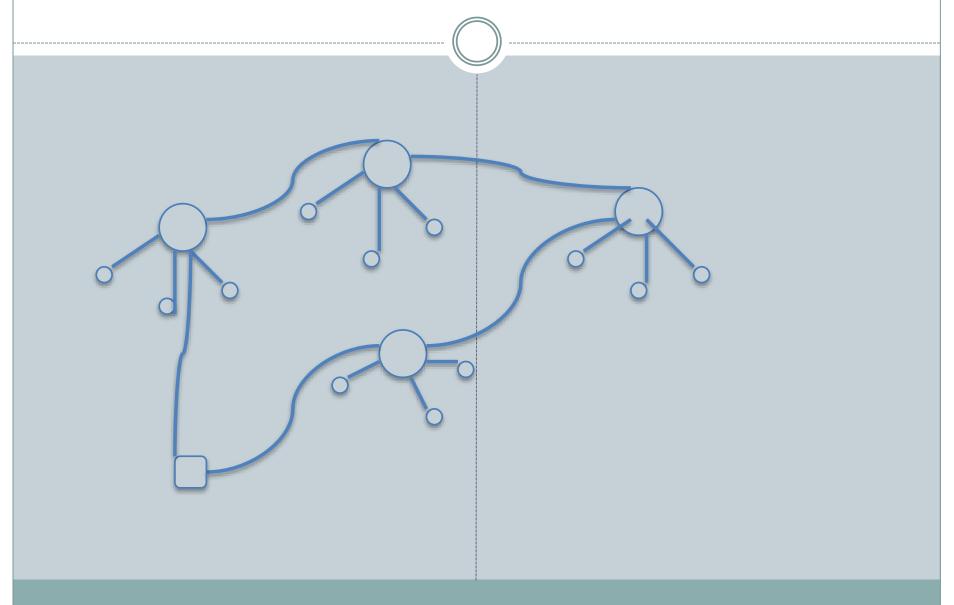
The car is used as a base for distribution. Suitable for rural areas and redistribution. A maximum of **50 families** can be served.

- PROS
- No local restriction ,
- High accessibility "
- Can be combined with house-to-house distribution

CONS

Limited security

Mobile Distribution



Distribution Methods: House-to-House

Each family gets the card delivered to their home address. Suitable in **unsafe environments** and for redistribution. A maximum of **30 families** can be served per day.

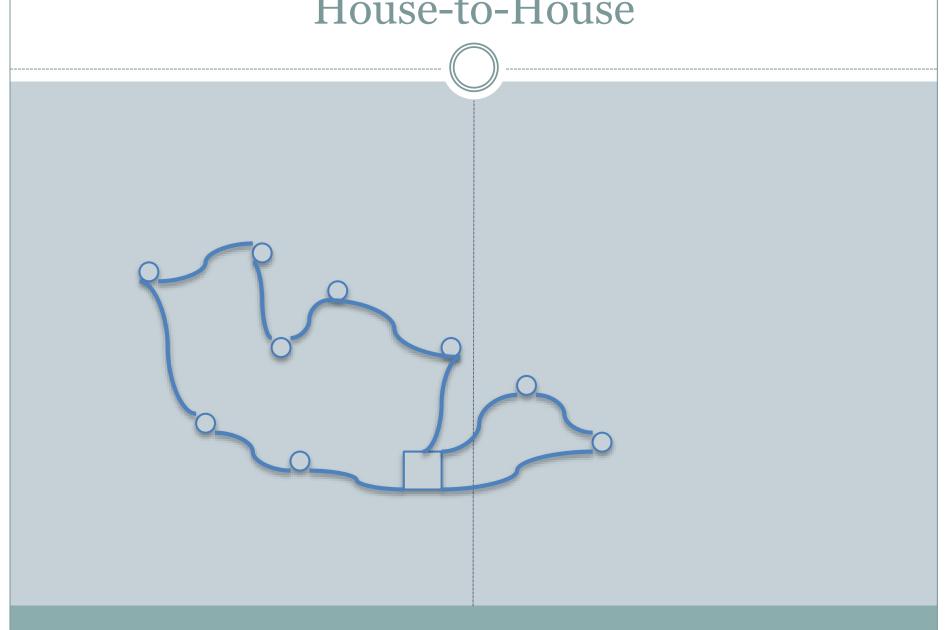
PROS

- Changes in family composition can be checked on the spot "
- Highest comfort for beneficiaries,
- Households unable to go out (old, sick, etc.) can be reached

CONS

 Only a low number of beneficiaries can be reached

House-to-House



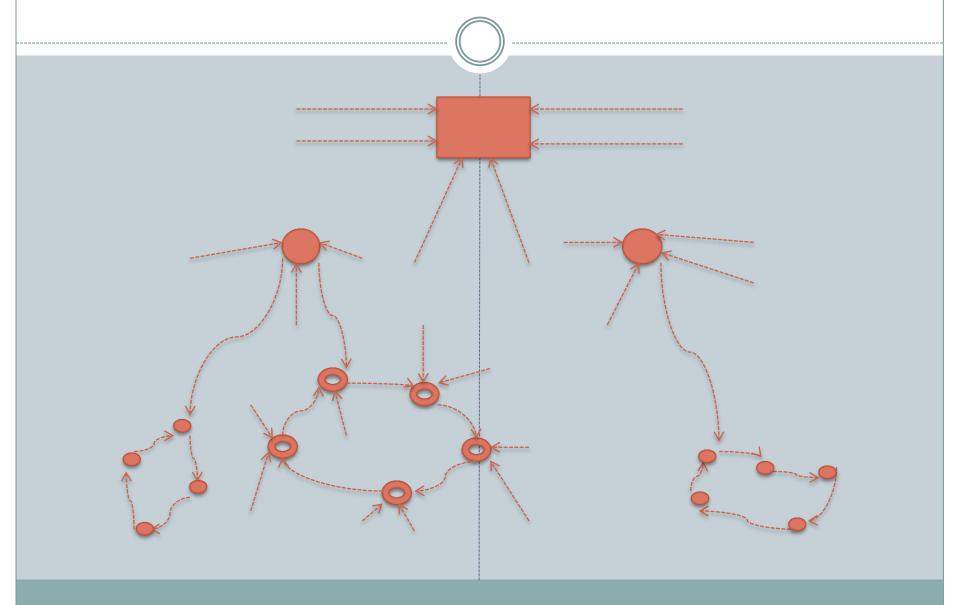
House-to-House





ori Lanka, Oxfam G

Combined model



Related Operations Research Problems

- Location of distribution points
 - Distribution site capacity
- **Routing** of vehicles mobile and door-to-door
 - Time windows
 - Security cost
- Objectives
 - Cost efficiency
 - Minimize total and maximum transportation distance
 - Reaching a maximum number of beneficiaries in shortest time
 - Minimizing waiting time of beneficiaries

The Case of Syrian Refugees in Turkey:

Past and Present CBI Projects

The Case of Syrian Refugees: Facts and Figures

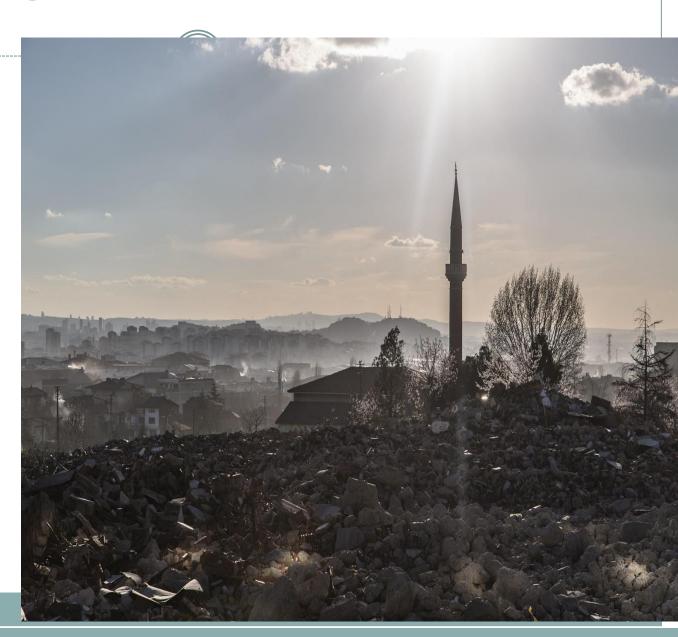
- Official estimate of refugees in Turkey: Over 3.2 million
 - o making Turkey the host country with the largest refugee population in the world
 - o including Syrians, Iraqis, Afghans, Iranians, Somalians and other nationalities
- About 90% of Syrian refugees in Turkey live outside of camps with limited access to basic services
- The European Commission is providing CBI to vulnerable refugees, particularly to those living outside of camps

Refugee Camp



Syrian Neighbourhood - Önder District

Önder District is a suburb of Ankara also known as "Little Syria" because of its increasing Syrian population.

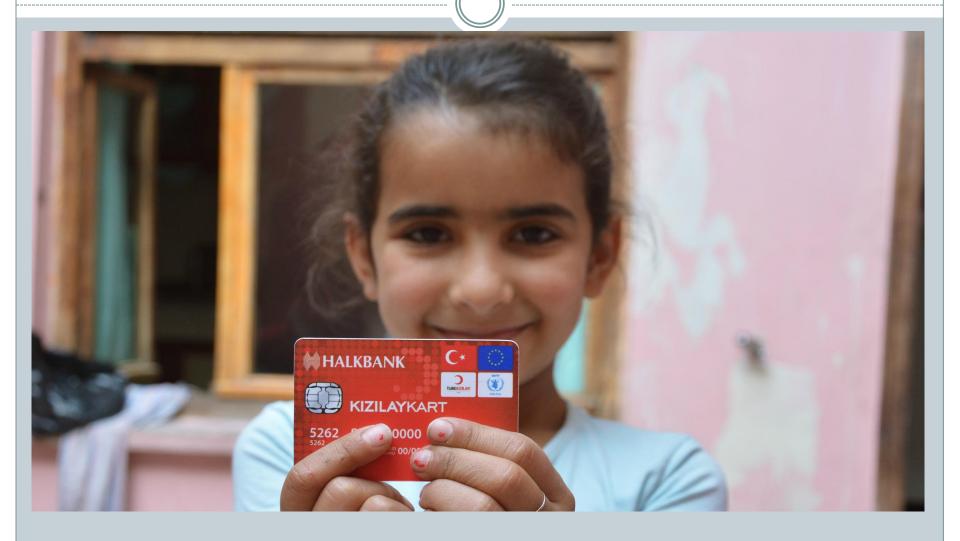


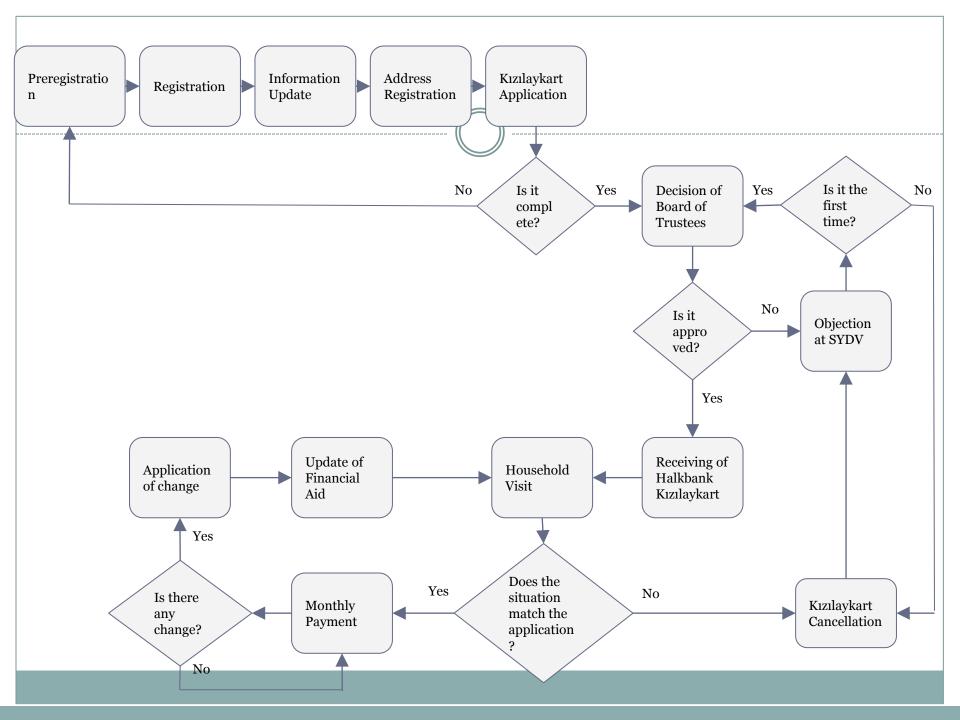
The Case of Syrian Refugees: Examples to projects by organizations

Ongoing - ESSN program

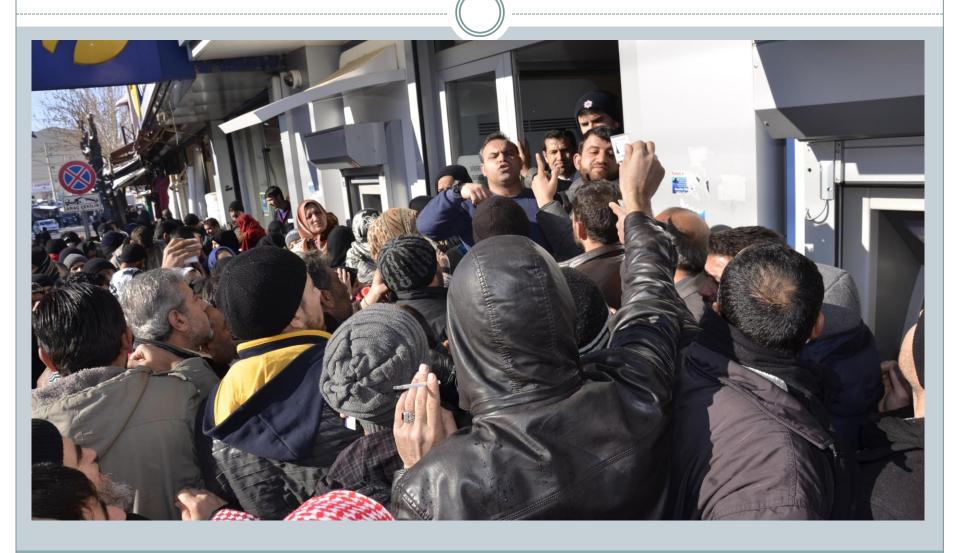
- With an initial grant of €348 million from the EU, the World Food Program, in collaboration with the Turkish Red Crescent and Turkish government institutions, is distributing electronic debit cards to refugee families
- Targets most vulnerable refugee families taking shelter outside of camps in Turkey
- As of June 2017 over 600,000 refugees are already receiving monthly payments
- EU hopes to reach 1.3 million refugees by the end of 2017

KizilayKart





Picking up the cards from the bank branch



The Case of Syrian Refugees: Examples to projects by organizations

Past and ongoing - WHH - Welt Hunger Hilfe

- There has been 7 projects of e-voucher distribution in Turkey conducted by WHH:
 - > SYR 1009
 - > SYR 1012
 - > SYR 1020 (I and II)
 - > SYR 1022
 - > SYR 1030
 - > SYR 1038
 - > SYR 1040

Projects: SYR 1009

Humanitarian Assistance to war affected population and urban refugees in Turkey

- Location
- Donor
- Timeframe
- Beneficiaries
- Loading Schedule
- Overall budget
- Transfers to beneficiaries

Kiziltepe, Ceylanpinar

ECHO

1.6.2014 - 31.6.2015

1,135 families,

5,675 beneficiaries

40 TL per person

for 6 months

5,000,000€

701,250 €

Conditional Cash Transfer for Education (CCTE) Project

- The EU and UNICEF have launched the largest ever EU humanitarian contribution to Education in Emergencies, valued at EUR 34 million
- The Conditional Cash Transfer for Education (CCTE) project aims to increase the number of refugee children enrolled in and attending school in Turkey

The CCTE Project

- The project has recently started to be implemented by reaching families of 56,000 refugee children
- The program aims to encourage 230,000
 refugee children to attend school in Turkey by
 the end of 2017
- Currently, it is estimated that 370,000 of the 870,000 school-aged refugee children in Turkey remain out of school

The CCTE Project

- Goal is to improve access to education for vulnerable children in both Turkish public schools and Temporary Education Centres (TECs)
- As of May 2017, bimonthly cash-transfers are made to vulnerable refugee families whose children attend school regularly
- The project also includes a strategic child protection component

Conclusions

- Humanitarian actors need to develop the skills to assess whether cash-based responses are appropriate, and to implement them when they are
- Logistics of cash/voucher distribution can be optimized using Operations Research methods

References

- European Commission Press Release June 8th, 2017
- ECHO Factsheet Turkey April 2017
- WHH Field Manual for Humanitarian E-voucher Programs in Turkey – November 2016

Questions and Comments

