# Scenario exercise: CEA in Emergencies Population Movement

# Facilitator notes

**Time**

* 20 mins per task (3 tasks)
* 10 mins for feedback after each task

**Materials**

* A few copies of the CEA in Emergencies Scenario Participant handouts Tasks 1-3 for each group

**Instructions**

1. The scenario has 3 tasks, with a task completed after the CEA in emergency assessments, response planning, and response implementation sessions. These facilitator notes cover all three tasks
2. Each scenario-based task is designed to be fast paced (like an emergency) with groups only having 20 minutes to complete the task and then 10 minutes for presentation and feedback
3. Print 2-3 copies of each of the CEA in Emergencies participant handouts (tasks 1-3), for each group. You will hand out each task independently so it can help to organize these in advance as per the below process:
   1. Task 1 – following CEA in Emergency Assessments (20 minutes for the task + 10 minutes for presenting and feedback)
   2. Task 2 – following CEA in Response Planning (20 minutes for the task + 10 minutes for presenting and feedback)
   3. Task 3 - following CEA during Response Implementation (20 minutes for the task + 10 minutes for presenting and feedback)
4. Take time to explain each task clearly to participants in plenary before they break into groups. Remind them to build on information they already know about Alexa and Alexa Red Cross shared through previous scenarios
5. Warn groups they will need to feedback at the end so they should note their answers on a flip chart for each task
6. During the group work, give guidance only where needed. Do not give groups the answers but do try to help groups who are struggling or going down the wrong path. The answers to the tasks are in the facilitator notes below
7. Close the groupwork after 20 mins even if groups have not finished the task
8. To present back, ask one group to share their answers for one of the task questions and rotate around the groups over the day. Some tasks have one question and others have two, so in this way all groups will present their work at least once over the course of the day. When one or both answers to the task have been given, ask other groups to add any additional points that the presenting group(s) did not include. You only have 10mins for presenting back so be strict on time and explain all groups will have an opportunity to present back over the course of the day so you will not ask all groups to present on every task. Alternatively, you could pair two groups together and have one present, and the other to add anything they missed. This will require two facilitators but conducting the feedback in two smaller groups will allow for more discussion. The facilitator should add anything the groups did not mention, using the facilitator notes below.

**The scenario**

Map

Description automatically generatedCivil unrest in response to the upcoming presidential elections in Nepturnia has led to an estimated 25,000 refugees crossing the border into Northeast Alexa over the last month. Most of the refugees are staying in a refugee camp outside the town of Sajin, but around 3000 are estimated to be staying with host families across the region.

Many of those arriving are women and families with young children, unaccompanied minors, and older persons. They are arriving with very little, having fled the situation and left most of their belongings behind. Following a recent joint needs assessment by the Alexan Government, UNHCR, and WFP, the UN is reporting the main needs as food, shelter, WASH, and access to healthcare.

Alexa Red Cross (ARC) has launched a Population Movement Operation, which includes cash-based assistance, health and hygiene promotion, and construction of latrines and water points in the main refugee camp. ARC is mobilising staff and volunteers from across Alexa to support the operation and it is not clear how many have CEA training or experience. ARC has experience working in this region through the community resilience programme and has implemented cash transfers in previous emergency operations. However, the branch staff and volunteers in this region do not have experience of providing cash-based assistance.

**Excerpt from a UNOCHA report published ahead of the Nepturnia elections**

* There are 8 different ethnic groups in Nepturnia, and a range of different languages and dialects are spoken across the country
* Nepturnia has a very strong network of civil society organisations
* Mobile phone ownership in Nepturnia is high at around 80%
* Women in Nepturnia commonly work, hold positions of power, and are free to speak out and participate in public events. Women’s networks and groups are common.

**Information on media and communications in Northeast Alexa**

* There are two major mobile networks, Mobile1 and CalTel, which both have good coverage across the Northeast of Alexa
* There are several local radio stations across the Northeast, however no one station covers the whole region, except the Government-run ABC (Alexa Broadcasting Corporation). All stations broadcast in the national language of Alexan
* Social media is popular in urban areas, but 3G access is patchy and unreliable in rural areas.

**TASK 1: The needs assessment**

Alexa Red Cross is planning a needs assessment for the Population Movement Response. As well as technical questions on the response focus areas of cash-based assistance, WASH, and health, the Head of Disaster Management wants to include some questions for CEA. Building on the data you already have:

1. Recommend three to four questions that should be included in the needs assessment survey for CEA
2. What suggestions would you make to ensure the assessment process is carried out with transparency and respect for the community?

Some suggested answers Q1 – Needs assessment survey questions

* **What language do you speak at home?** – Given the range of ethnic groups and dialects in the country it will be important to understand which languages people feel comfortable communicating in
* **What are your most important needs?** – Although the UN has reported the main needs, ARC should still confirm with the communities they will be supporting that the interventions planned will meet the priority needs. Also be aware that there will be a diverse range of needs within the refugees as some are single female-headed families, some are older people and others are unaccompanied minors
* **What are your preferred ways to receive information?** – So that the operation can plan the best ways to communicate with communities about the cash-based assistance and WASH and health information. It is important to ask this question to a range of people as there are older people and young unaccompanied minors arriving, who will likely have different needs and ways of communicating
* **If you wanted to ask questions or raise complaints to an organisation (like the Red Cross) how would you feel most comfortable doing this?** – This will be especially important for the cash-based assistance as people will have questions about eligibility and will need a way to ask questions or request support if they are having troubling accessing their cash
* **How are decisions made in this camp/your community?** – This could help inform how to engage communities in the planning phase, but can also be asked during the planning process if there is not enough space in the assessment survey
* **Who are the leaders in this community?** – Given the disruption the traditional leaders and decision-makers may have changed so important to know who is representing the refugees and who they look to for direction, influence, and decision-making. Again though, this could be asked during the planning phase or in FGDs if not in the needs assessment survey
* **How well can you read / write?** – If this is not included in the survey already, try to push for it to be included as part of the normal demographic questions and not using up one of your CEA questions
* **Which sources of information do you trust the most?** – This could be an important one to include given the civil unrest in Nepturnia, which could affect which channels and sources of information different groups trust
* **Which of these do you have access to?** – Useful to know which communications equipment people still have access to, given many people are arriving with very little. For example, we know that there are local radio stations and mobile network but do the refugees have access to radios and mobile phones?
* **Do you know what Alexa Red Cross does in this country?** – The refugees come from a different country so may have a very different perception of the RCRC from people living in Alexa.

Some suggested answers Q2 – Transparent assessment process

* **Introduce Alexa Red Cross to the refugees** and explain who the National Society is, what they do, and their ways of working, as the refugees will not know who ARC is as they are coming from a different country. Be careful to use languages the refugees will understand
* **Discuss the assessment in advance with key stakeholders** in the refugee community – for example, the women’s groups, community leaders, and civil society organizations that are part of the refugee population
* **Hold a community meeting in the refugee camp** to explain purpose of the assessment, the process, what happens after the assessment and staff and volunteer codes of conduct and behaviours. Answer any questions
* **Brief or train staff and volunteers on the assessment** purpose, process, what happens next and how to communicate clearly and honestly with communities so they can answer questions accurately and avoid raising unrealistic expectations. Provide teams with a frequently asked questions document to support this process
* Make sure the whole team is **briefed on the Code of Conduct and prevention of sexual exploitation and abuse**
* **Coordinate with local authorities and other agencies** to check what data they have already collected, and what their assessment plans are, to reduce duplication and assessment fatigue in communities. For example, ask the UN for their needs assessment data.

**TASK 2: Planning cash-based assistance**

Alexa Red Cross is planning to distribute monthly unconditional cash grants for the next six months to refugees in the main refugee camp and with host families. The cash grants are intended to cover basic needs for the most vulnerable families, which includes single headed households, pregnant women, large families, older persons over 60 who have no family support, and people with disabilities. Families will be identified for support using UNHCR’s refugee registration data, but there are some concerns some people may have been missed or registered incorrectly. ARC plans to distribute cash grants via a mobile money service provided by mobile operator CalTel.

Please advise the Head of Disaster Management on how the cash-based assistance programme can:

1. Ensure communities understand and accept the cash grant selection criteria, targeting and distribution processes
2. Monitor and respond to any questions or issues with the targeting and distribution processes

Some suggested answers Q1 – Selection criteria and targeting

* **Prepare the team**: Make sure the cash-based assistance team are trained on CEA and understand the programme so they can explain the programme aims, selection criteria, targeting and distribution processes clearly to communities
* **Discuss selection criteria with the community**: Meet with community leaders and groups, including civil society and women’s groups, to discuss the proposed selection criteria and ask if these are the most vulnerable groups or if there are other groups who are more in need of support. This could also be discussed with different groups in the community by holding focus group discussions with different groups, including those being targeted and those who are not. Be prepared to make some changes by adding or removing groups from selection criteria based on community understanding of vulnerability
* **Identify any existing community committees** that ARC could work with, or establish project committees with a representation from the different groups in the refugee community and work with them to agree the final selection criteria, review recipient lists, and plan how to communicate this to the wider community
* **Communicate the selection criteria widely to the refugee community**, explaining why these groups are being targeted and why ARC cannot help everyone. Use the best channels and languages for the community. For example, information could be sent via SMS (given people will receive their grants through mobile money they presumably have mobile phones and SIM cards), local radio, community meetings, and posters. Be aware of literacy rates and that different approaches may been needed to reach different groups, for example unaccompanied minors versus older people, those in the refugee camp versus those in host communities or in rural areas
* **Find a way to check and verify the UNHCR lists**. For example, the recipient list could be posted publicly if safe to do so, and acceptable to those who are on the lists. Or these lists could be checked with the committee, women’s groups, or civil society organizations. Another option would be for ARC to check and verify a % of the recipient list to ensure they are accurate
* **Explain distribution processes** and how people can use the mobile money system. For example, carry out demonstrations in the camp, distribute a short video in local languages via social media/WhatsApp or send SMS with clear instructions.

Some suggested answers Q1 – Responding to questions

* **Set up a feedback mechanism** so people can report issues and ask questions. This could be a phone hotline, social media or through volunteers. Make sure those running the feedback mechanism are trained and there is a process in place for investigating those who report they have been unfairly missed from the recipient list
* **Identify trusted people in the community**, such as the project committee, women’s groups, or civil society actors, who can be mentors for people and provide support if they are having difficulties using the mobile money system. Discuss who these people should be with those who are receiving support, as it will be critical they trust them enough to ask them for help
* **Organise regular community meetings and FGDs** to ask questions about how the cash grant process is working and if people are experiencing any challenges and make changes to address any issues. This can also be monitored as part of post-distribution monitoring.

**TASK 3: Community feedback**

The first community feedback report has been produced for the Population Movement Operation. Key findings include:

* 40% of all feedback was from people asking how they could register to receive the monthly cash grants
* There were a lot of questions from families about how to access their cash grant through the mobile money system. Many seem to be experiencing difficulties with the system
* Some refugees reported that community leaders had asked them for money to be added to the cash grant recipient list
* New rumours have emerged that the water from the water points in the main refugee camp are causing diarrhoea
* There were a lot of requests about how to register for WFP’s food distributions
* 70% of all feedback came from men
* 20% of all feedback was responded to directly by volunteers, 40% was followed up and responded to later and 40% is still awaiting a response.

The Head of Disaster Management has asked you:

1. What issues does this feedback raise and what could the operation do to act on it?
2. What practical measures could the operation put in place to make sure all feedback is discussed and acted on internally?

Some suggested answers Q1– Issues raised through feedback

* **Many people still don’t understand the selection criteria or targeting process, or why ARC cannot help everyone**: As 40% of all feedback is questions about this. This needs to be better explained to communities and if possible other sources of support for the community (potentially from other agencies) identified
* **People need more help using the mobile money system** – For example, workshops or demonstrations on how to use the system, or training people in the community to be mentors to support families having difficulties, or a video could be produced in the local languages showing how to use the system. It would also help to identify what the specific issues are people are experiencing
* **Potential corruption by community leaders** – Discuss in the team how to address this issue safely. Options include meeting with the people who raised the issue confidentially to find out more information on what has been happening, provided this will not put them or the team at risk. Depending on the context and culture, can the issue be discussed with leaders or would this put the team or community members at risk. A more subtle approach could include meeting with community leaders to explain the selection criteria and ARC’s mandate and zero tolerance approach to corruption. ARC could also communicate widely to all, that cash-based assistance is free, to make it more difficult for leaders to claim that there is a charge for support
* **Rumours that could lead people to stop using the water points** – Conduct FGDs and key informant interviews to find out more about the source and cause of the rumours about the water points, and to understand how widespread these are and the impact they are having. ARC could then hold a community meeting, air a radio programme, or use SMS or social media to address the issues and confirm the water is safe to drink. A demonstration and explanation of how the water is treated could also be provided
* **People need more information on the WFP food distributions** – Share this feedback with WFP and ask for information about their feedback system that can be shared with communities, or contact details that can be passed on
* **There is less feedback from women** – Find out why women not using the feedback mechanism as much as men through some focus group discussions and key informant interviews with members of the women’s groups and address any barriers women face to using the mechanism
* **40% of feedback has still not been responded to** – Investigate why a large percentage of feedback has not been responded to. For example, is this about a specific issue that is difficult to address? Is it a question that could be added to the Frequently Asked Questions document so it can be answered more easily by volunteers? Is there an issue with the way feedback is analysed that is leading to delays in response?

Some suggested answers Q2 – Responding to and acting on feedback

* **Discuss feedback issues in operational team meetings** – Including how to act on feedback and allocate responsibilities for follow up
* **Feedback should be included in operational situation reports** – Including how it is being addressed, or challenges which are preventing it from being addressed e.g., lack of funding, donor inflexibility etc
* **Include an indicator** to measure if feedback is being acted on in the operational plan e.g., # of operational decisions made based on community feedback
* **Close the loop with the community** by responding to individual issues, and addressing common issues raised by multiple people during community meetings or with community committees. This includes explaining what action has been taken, or why it is not possible to act on the feedback shared
* **Check with the community that they are satisfied with the feedback mechanism** – for example through monitoring questions or during FGDs ask if people are satisfied with how the feedback mechanism is working and if they feel their opinions are being considered and acted upon.