

8. MAKING MODIFICATIONS MID-PROGRAM

There are a number of reasons why a program may need to change mid-course. Possible changes in a cash-based program may include the following:

- “Cash in envelope” cash transfers that CRS/Partners set up in week 1 of an emergency may need to be shifted into digital cash, a more sustainable and robust form of cash transfers, once mobile phone networks come back online after a crisis.
- Prices may rise sharply and remain high, and the cash transfer value must be increased to make sure that beneficiaries are able to access the same amount of products and services.
- Vendors may be colluding and inflating prices, requiring staff to terminate certain vendor contracts.
- Smaller vendors may be getting forced out of the market by a voucher program, requiring staff to either include additional vendors or shift to cash transfers.
- Conflict or other external factors may block roads or otherwise hinder beneficiary access to markets, thus requiring emergency distributions.

Needed changes can usually be identified through market and program monitoring, using a tool like [MARKit](#) and PDMS. MEAL staff, Program staff, or Logistics/ Supply Chain staff may be responsible for this monitoring.

It’s important that staff are prepared for possible program adjustments. Actions to ensure preparedness include the following:

- ✓ Finance, Procurement, Logistics/ Supply Chain staff have experience implementing cash-based programs, in case the program needs to shift quickly. At minimum, these staff should be able to access CRS resources on how to implement cash-based programs.
- ✓ Initial program design meetings include contingency planning.
- ✓ MEAL and Programs staff are active in regular market and program monitoring.
- ✓ Programs and Operations staff hold regular meetings to review market and program monitoring data and discuss any needed program modifications. Meetings can also be used to briefly review contingency plans.
- ✓ Programs use digital payment mechanisms where feasible and appropriate, and CPs have access to immediate Help Desk support from the service provider.

Click here for [Sample Steps to Make Program Adjustments](#) mid-program.