



REBUILD AID FORENING

CASH HANDLING & CASH TRANSFER SOP POLICY

VERSION 3.01

This Cash Handling & Cash Transfer SOP defines the procedures and controls that govern how Rebuild Aid Forening requests, safeguards, distributes, and accounts for cash. It ensures transparency, accountability, risk management, and protection of beneficiaries in all cash-based interventions.



Rebuild Aid Forening
Runestenen 18
8210 Aarhus V
Denmark



Website: www.rebuildaid.dk



Email: info@rebuildaid.dk



Telephone: +45 30 58 09 21

2025

1. Purpose 5

2. SCOPE AND APPLICABILITY	5
3. DEFINITIONS AND CASH MODALITIES	6
3.1 Definitions.....	6
3.2 Cash Modalities	6
4. GUIDING PRINCIPLES	7
Accountability	7
Transparency	7
Do No Harm	7
Dignity and Respect	8
Value for Money	8
Zero Tolerance for Fraud and Corruption	8
Protection and Inclusion	8
Compliance	8
5. ROLES AND RESPONSIBILITIES.....	8
5.1 Board of Directors.....	8
5.2 Finance Officer	9
5.3 Cash Custodian.....	9
5.4 Project Manager	9
5.5 Enumerators and Distribution Team	9
5.6 Implementing Partners.....	10
5.7 Segregation of Duties	10
6. CASH REQUESTS AND AUTHORISATION	10
6.1 General Requirements	10
6.2 Cash Request Documentation	10
6.3 Approval Process	11
6.4 Emergency Cash Requests	11
6.5 Prohibited Practices	11
7. CASH WITHDRAWAL AND TRANSPORTATION	12
7.1 Cash Withdrawals.....	12
7.2 Cash Collection.....	12
7.3 Cash Transportation	12
7.4 Documentation and Accountability.....	13
7.5 Security Incidents.....	13
8. CASH CUSTODY AND SAFEKEEPING	13
8.1 Cash-on-Hand Limits.....	13

8.2 Secure Storage	14
8.3 Access Control	14
8.4 Cash Monitoring and Verification	14
8.5 Prohibited Use of Cash.....	15
9. ENUMERATION AND BENEFICIARY IDENTIFICATION	15
9.1 Beneficiary Eligibility and Targeting	15
9.2 Enumeration Process	15
9.3 Segregation of Duties	16
9.4 Beneficiary Identification and Verification.....	16
9.5 Data Protection and Confidentiality.....	16
9.6 Prevention of Duplication and Fraud	17
10. BENEFICIARY LISTS AND DOCUMENTATION.....	17
10.1 Preparation and Approval of Beneficiary Lists.....	17
10.2 Unique Identification	17
10.3 Required Information	18
10.4 Amendments and Changes.....	18
10.5 Record Integrity and Confidentiality	18
10.6 Verification and Audit Trail.....	19
11. CASH DISTRIBUTION PROCEDURES	19
11.1 Distribution Planning.....	19
11.2 Distribution Site Requirements.....	19
11.3 Beneficiary Verification	20
11.4 Cash Disbursement	20
11.5 Receipt and Acknowledgement.....	20
11.6 Staffing and Segregation of Duties	21
11.7 Incident Management	21
11.8 Dignity, Protection, and Non-Discrimination	21
12. SAFETY AND SECURITY PROTOCOLS	21
12.1 Security Risk Assessment.....	21
12.2 Distribution Team Composition	22
12.3 Security Measures During Distribution	22
12.4 Incident Response and Reporting.....	22
12.5 Suspension or Termination of Activities	23
12.6 Duty of Care	23
12.7 Confidentiality and Information Security.....	23
13. FRAUD RISK MANAGEMENT AND PREVENTION	23
13.1 Commitment to Fraud Prevention	23

13.2 Common Fraud Risks	24
13.3 Fraud Prevention Controls	24
13.4 Undocumented Cash and Unexplained Variances	25
13.5 Reporting of Suspected Fraud	25
13.6 Investigation and Corrective Action	25
13.7 Continuous Risk Management	26
14. COMPLAINTS, FEEDBACK, AND ACCOUNTABILITY TO AFFECTED POPULATIONS (AAP)	26
14.1 Commitment to Accountability	26
14.2 Information to Beneficiaries	26
14.3 Complaint and Feedback Mechanisms	26
14.4 Complaint Handling and Investigation	27
14.5 Protection from Retaliation	27
14.6 Confidentiality and Data Protection	27
14.7 Learning and Continuous Improvement	27
15. RECONCILIATION AND FINANCIAL REPORTING	28
15.1 Cash Reconciliation Requirements	28
15.2 Distribution Reconciliation	28
15.3 Variances and Discrepancies	28
15.4 Return of Unused Cash	29
15.5 Financial Reporting	29
15.6 Review and Oversight	29
15.7 Record Retention	29
16. POST-DISTRIBUTION MONITORING (PDM)	30
16.1 Purpose	30
16.2 Timing and Coverage	30
16.3 Areas of Assessment	30
16.4 Gender, Protection, and Inclusion	31
16.5 Data Collection and Confidentiality	31
16.6 Analysis and Reporting	31
16.7 Continuous Improvement	32
17. PARTNER-IMPLEMENTED CASH TRANSFERS	32
17.1 General Requirements	32
17.2 Partner Due Diligence and Capacity Assessment	32
17.3 Partner Responsibilities	32
17.4 Monitoring and Oversight	33
17.5 Audits and Access to Information	33
17.6 Reporting and Incident Management	33

17.7 Donor Accountability	33
18. NON-COMPLIANCE, IRREGULARITIES, AND SANCTIONS	34
18.1 Reporting and Identification of Irregularities	34
18.2 Investigation of Non-Compliance	34
18.3 Corrective and Disciplinary Actions	34
18.4 Serious Cases and External Reporting	35
18.5 Protection of Good-Faith Reporting	35
18.6 Lessons Learned and Control Improvements	35
18.7 Organisational Commitment	35
19. DOCUMENTATION, RECORD KEEPING, AND DATA PROTECTION	36
19.1 Record Retention	36
19.2 Documentation Requirements	36
19.3 Storage and Security of Records	36
19.4 Data Protection and Confidentiality	37
19.5 Compliance with Data Protection Requirements	37
19.6 Disposal of Records	37
19.7 Access for Monitoring, Audits, and Investigations	37
20. REVIEW, UPDATES, AND VERSION CONTROL	38
20.1 Review and Updates	38
20.2 Approval of Amendments	38
20.3 Version Control	38
20.4 Current Version	39
20.5 Version History	39
20.6 Archiving	39

1. Purpose

This Standard Operating Procedure (SOP) establishes the mandatory policies, procedures, and internal controls governing the requesting, approval, withdrawal, transportation, custody, distribution, reconciliation, and reporting of cash managed by Rebuild Aid Forening.

The purpose of this SOP is to ensure that all cash-based activities are conducted in a transparent, accountable, secure, and efficient manner, while minimising financial, operational, security, protection, and fraud-related risks. It provides a framework for safeguarding organisational and donor resources, protecting beneficiaries and staff, and ensuring compliance with applicable donor requirements, national laws, and Rebuild Aid Forening policies.

This SOP applies to both operational cash management and direct cash assistance provided to beneficiaries, including emergency response, humanitarian assistance, recovery, and development programmes. It further aims to uphold the principles of accountability, dignity, non-discrimination, and responsible stewardship of resources in all cash-based interventions.

2. Scope and Applicability

This SOP applies to all cash-related activities conducted, managed, funded, or overseen by Rebuild Aid Forening, including activities implemented directly or through partners.

The provisions of this SOP are mandatory for:

- All staff, volunteers, consultants, and Board members involved in cash management or oversight;
- All projects, programmes, and activities utilising cash or cash-equivalent modalities;
- All partner organisations implementing cash-based interventions funded wholly or partially by Rebuild Aid Forening;
- Cash advances, petty cash operations, operational cash expenditures, and beneficiary cash distributions;
- Emergency, humanitarian, recovery, and development programmes involving cash assistance;
- Operations conducted in Denmark and in all countries where Rebuild Aid Forening or its partners implement activities.

All personnel and partners covered by this SOP are required to comply with its provisions. Where donor regulations, contractual obligations, national laws, or local regulations impose stricter requirements than those contained in this SOP, the stricter requirement shall prevail. Failure to comply with this SOP may result in corrective action, disciplinary measures, suspension of responsibilities, or other appropriate sanctions in accordance with organisational policies and applicable laws.

3. Definitions and Cash Modalities

3.1 Definitions

Cash Handling

The physical receipt, withdrawal, transportation, storage, safeguarding, disbursement, recording, reconciliation, and reporting of cash managed by Rebuild Aid Forening or its implementing partners.

Cash Transfer

The provision of cash directly to beneficiaries to meet basic needs, support livelihoods, facilitate recovery, or respond to humanitarian emergencies, enabling recipients to determine how best to meet their priorities.

Cash-Based Intervention (CBI)

A programme approach in which cash or cash-equivalent assistance is provided to eligible beneficiaries instead of, or in combination with, in-kind assistance.

Cash Custodian

An individual formally designated and authorised to receive, safeguard, maintain records of, and account for organisational cash holdings.

Beneficiary

An individual, household, or group selected according to approved eligibility criteria to receive cash assistance under a Rebuild Aid Forening programme.

3.2 Cash Modalities

The following cash modalities may be used by Rebuild Aid Forening, subject to donor requirements and operational feasibility:

- **Cash-in-Kind Distributions** – Direct distribution of physical cash to beneficiaries at approved distribution sites.
- **Cash Advances** – Temporary cash provided to authorized staff, volunteers, or partners for approved project activities and expenditures.
- **One-Off Cash Advances** – A single cash transfer provided to eligible beneficiaries.
- **Multi-Period Cash Advances** – Multiple cash transfers provided over a defined period based on programme objectives and beneficiary needs.
- **Partner-Implemented Cash Transfers** – Cash assistance delivered by implementing partners on behalf of Rebuild Aid Funding, under approved agreements and oversight.



If you are a Rebuild Aid partner or grantor, you can access the full policy by contacting us.