



NORWEGIAN  
CAPACITY

| CASHCAP

# Request and Deployment Guide

---

DECEMBER 2018

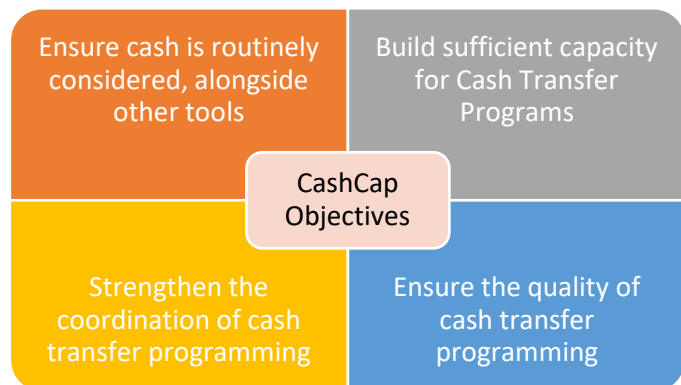
CASHCAP

NORCAP | PRINSENS GATE 2 – 0650 OSLO

This document is written for humanitarian, and development stakeholders interested in understanding what CashCap is, the type of support CashCap can provide and how to request it.

## What is CashCap?

**Objectives:** CashCap is an Inter-agency project designed to support the humanitarian and development communities with cash transfer programming (CTP). CashCap aims to ensure that CTP meets its potential, to be an effective, efficient solution that can be considered and used on an equal level with traditional methods of assistance in all stages of a crisis response. CashCap is a deployment, training and knowledge sharing mechanism. By deploying independent experts with an inter-agency mandate to country, global or regional levels at any point in the humanitarian/development cycle, it can provide guidance and support on technical and strategic areas that may be preventing the use of CTP.



**History:** CashCap was set up in 2015 by NRC/NORCAP. Since January 2016, CashCap has deployed 41 experts to 22 different countries to provide cash and market-based programming support, helping improve competence, coordination and cooperation in humanitarian response. Additionally, it has deployed experts to provide support to the Global Clusters, (Protection, Food Security, Education, Health) and the Global Cluster Coordinators Group (GCCG). It has also deployed experts to support the Whole of Syria coordination system and the Asia and Pacific Regional Cash Working Group.

**Capacity:** CashCap has developed a team (approximately 40 experts as of Q4 2018) of experienced cash experts, some engaged on full-time standing contracts (commonly referred to as the Rapid Response Team) and others on a roster who are deployed at the request of the humanitarian community.

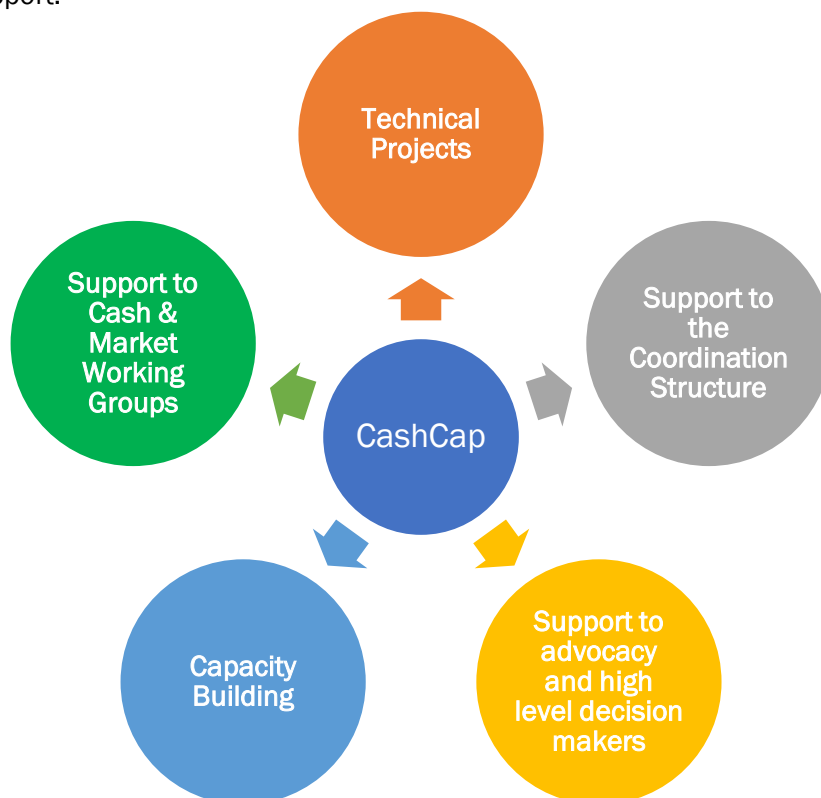
**Steering Committee:** CashCap's work is guided by a Steering Committee consisting of the Global Food Security Cluster, WFP, OCHA, UNHCR, FAO, World Vision International, ACF, DFID, ECHO, SIDA, Belgium and the NMFA.

**NORCAP linkages:** CashCap is one of NORCAP's specialised projects, along with GenCap and ProCap, CashCap experts support the entire humanitarian response and are only deployed to multi-agency requests. They can be hosted by either a UN agency or an INGO. NORCAP also has cash expertise outside the CashCap project that can be deployed to support one particular agency.

**Cash and Learning Partnership (CaLP linkages:** CaLP and CashCap have a close connection mutually supporting each other's work. For example, CaLP provides global training materials for the cash community and delivers training with the support of CaLP certified trainers. CashCap has invested in placing its experts through CaLP's certification programme to enlarge the pool of available certified trainers that can support the delivery of CaLP materials.

## What type of support can CashCap experts provide?

Every CashCap deployment is unique, crafted to meet the needs of the humanitarian community requesting assistance. However, the activities undertaken by a CashCap expert can be broken down into one of five categories, which can be combined in different combinations to develop a request for support.



### Technical Projects

CashCap experts support or lead the development of a timebound technical project.

#### Example Activities:

- Facilitate a common approach to the coordination of multi-purpose cash
  - Facilitate collaborative MEAL initiatives and comparative analysis of monitoring findings
  - Facilitate the undertaking of both rapid and regular market monitoring
  - Support the development of a minimum expenditure basket
  - Provide guidance on a recommended transfer value for a Multi-Purpose Transfer
  - Facilitate a risk analysis & identify risk mitigation measures related to CTP.
  - Support the sharing of lessons learnt and best practices within the response and created a common repository
  - Identify possible methods for using existing social welfare systems.
  - Support the mapping of financial service provider capacity and analysis of the advantages/disadvantages of delivery mechanisms (smart card, mobile money transfers, cash in envelopes, etc.)
- Provide technical support to the development of a one card system or a collaborative cash delivery platform.

## Support to Cash & Market Working Groups

CashCap experts can provide support or lead activities in the Cash & Market Working group in a country or region.

### Example Activities:

- Supporting the setting up of a C&MWG and linking it to the to the country coordination system and other working groups
- Provide technical support to ensure C&MWG's can undertake the functions required by the humanitarian community in the country.
- Support the setting up of sub-working groups to focus on technical activities, examples;
  - Cash for Work
  - Currency, Exchange rate and inflation
  - Minimum expenditure basket and poverty lines
  - Market monitoring
- Support the agreement on minimum standards and data sharing agreements on market assessment tools
- Support the aggregation of Post Distribution Monitoring data from participating organisations and the creation of reports to inform cash transfer programming
- Ensure that the C&MWG information sharing platforms are maintained and that they are linked to CaLP and Humanitarian.info
- Represent the C&MWG in ICCMs, HCTs, inter-sector WGs and other relevant external forms, including donors as is required.

## Support to the Coordination Structure

CashCap experts can provide support or lead activities in the existing multi-sector coordination structure to ensure it can mainstream cash into its activities, in a country or region.

### Example Activities:

- Support the IM working group and clusters to collect CTP data and report activities by modality
- Supporting the IM working group together with the CWG to create a regular analysis of 4Ws and reports for programming & advocacy as is relevant.
- Support clusters to undertake multi-sector assessments.
- Support the ICCM or sectoral working groups in undertaking a response analysis, looking at the potential needs, benefits and merits of using cash transfer modalities in their current programmes/activities; to identify gaps and challenges; and use this information in collaboration with partners to develop strategies for addressing CTP gaps in each cluster/working group/sector.
- Support links between humanitarian & development actors.
- Support Cash consortiums on cooperation and technical design
- Support linkages from protection cluster to cash actors to ensure the mainstreaming of protection into Cash

## Support for advocacy & high-level decision makers

CashCap experts can provide support or lead strategic discussions and advocacy in a country or region.

**Example Activities:**

- Provide Analysis of trends and the market environment to support forecasting and contingency planning.
- Undertake awareness-raising activities of cash transfer programming.
- Support the creation of advocacy materials
- Prepare briefing notes, presentations and other materials to facilitate a donor briefing on cash-based. If requested can lead presentations to donors/government actors.

## Capacity Building

CashCap experts can provide capacity building training on multiple areas related to CTP to all actors in the country who may require it, in a country or region.

**Example Activities:**

- Support the process of identifying capacity building needs in the humanitarian response.
- Organising a workshop for management on current trends and developments in CTP
- Support or provide training to support program and operational staff in CTP
- Support or provide training to program managers on CTP Design, Implementation, Monitoring and coordination.
- Training to actors on the basics of CTP, why cash and how?
- Training to FSPs on how to work with the humanitarian community
- Training to cluster leads on developments in Multi-Purpose Cash

All requested activities must have a clear exit strategy. CashCap is a support service and while it can start an ongoing activity such as a working group the humanitarian community has to commit to taking on an activity that will continue after the end of the requested deployment.

During the development of the request, CashCap will work with the humanitarian community to ensure that all identified activities can be completed in the time requested and that there is a clear exit strategy for the activities. In some situations, in which multiple projects need to be completed in a short time, CashCap has been able to deploy multiple experts, but discussions on those situations take place on a case by case basis.

CashCap is an impartial support service and does not have a stance on any current issues related to the coordination of cash transfer programming. CashCap experts when deployed remain impartial and will be able to advise on possible options based on other contexts but will be led by the decisions made by the relevant coordination bodies in the country. Any tools and products created by CashCap will be shared freely with the humanitarian community, published as relevant on [humanitrans.info](http://humanitrans.info) and CaLP.

## When to request a CashCap deployment?

There are currently six scenarios in which CashCap experts have been deployed these are;

1. Preparedness
CashCap experts can be deployed to countries that have been identified to be at risk of future humanitarian emergencies. CashCap provides support to humanitarian/development actors and national governments to be prepared to respond to future shocks.
<i>Example: Ethiopia 2018</i>
2. Emergency Rapid Deployment
CashCap can deploy one of its full-time experts or an expert from the roster during the initial stage of an emergency, to support the initial response analysis and ensure that barriers to the use of cash are identified.
<i>Example: Bangladesh 2017</i>
3. First six months of a response
After the initial period of a crisis, a CashCap expert can be deployed for six months to support the humanitarian community in the expansion of cash by providing expert technical support.
<i>Examples: Bangladesh 2018, Greece 2016,</i>
4. Support to an on-going country response
In contexts which have been using CTP for many years and have an established CWG, CashCap experts can be deployed to support more advanced cash approaches, such as common cash delivery platforms, linking to social welfare systems and multipurpose cash.
<i>Examples: Yemen 2017, Libya 2017 &amp; 2018, Iran 2017 &amp; 2018, North West Syria 2017, South Sudan 2018, DRC 2018, Uganda 2018</i>
5. Support to a regional response
In contexts when a regional coordination structure has been put in place, a CashCap expert can be deployed to support the use of cash and strengthen inter-agency cooperation.
<i>Example: South East Asia 2017 &amp; 2018</i>
6. Support to a global body
As the global thinking around Cash continues to evolve, cluster and working groups at the global level are having to review their existing guidance and procedures. CashCap experts can support this process by providing capacity for internal-cluster discussions between key stakeholders.
<i>Examples: Global Food Security, Education &amp; Health Clusters and Global Cluster Coordination Group.</i>

## How to request CashCap support?

### Step 1: Inter-agency discussion on potential support needs

CashCap requires that all requests made for deployments involve at least four humanitarian or development agencies. This requirement ensures CashCap deployments are endorsed by the wider humanitarian/development community (not only one agency). Therefore, the first step is to discuss the need for CashCap support within a multi-agency forum.

**Hosting arrangements:** CashCap currently has signed MOUs with all UN agencies, Save the Children and via an internal agreement with NRC, allowing them to host a CashCap expert quickly. However, if you are operating in an environment in which the humanitarian community believes that another agency would best placed to host then a letter of understanding (LOU) can be signed between CashCap and the organisation.

### Step 2: Complete the online inquiry form

Requests for support from CashCap can be made using our online enquiry form which can be found at <https://goo.gl/DoibM7>

The initial request is not binding on any party. Once the request is submitted, CashCap will reply promptly either confirming its ability to provide support or outlining why support could not be given at that time.

**Donor support:** When you are completing the initial enquiry form, please indicate if there is donor interest in supporting CashCap. Donor interest does not guarantee a deployment will take place as CashCap will still consider its other criteria before moving forward with a deployment.

### Step 3: Discuss the request ToR with CashCap management.

If CashCap can provide support, then a member of the CashCap team will contact the agency who submitted the request to start the process of drafting a TOR for the deployment.

The final TOR will be reviewed by the CashCap team using the criteria listed below to guide decision making on requests of a humanitarian response and preparedness nature.

#### For humanitarian emergency requests CashCap considers:

- The scale of the emergency (as announced by the UN) and unmet humanitarian needs.
- Does the request benefit the wider humanitarian community working on cash programming?
- The availability of internal and local capacity.
- How the CashCap expert will be working with local staff and national structures on capacity building throughout the assignment.
- The potential impact of a deployed expert: i.e. on the number of staff trained, beneficiaries to be served, grant size, etc.
- The availability at that time of CashCap experts with the right skills and background.

#### For preparedness requests CashCap considers:

- Does the request benefit the wider humanitarian community?
- Are the products/tools produced for preparedness purposes applicable to other contexts?
- Does the deployment include local capacity strengthening components linked to the following capacity building areas: a) Cash Working Group/

coordination/ training; b) Cash Feasibility Studies; c) Rapid Market Analysis

- Products/ tools developed to contribute to policy influence and address systematic change.
- Limited availability of internal and local capacity to carry out the work.
- Availability of experts.
- Does the preparedness work contribute to research/identification of 'payment methods and solutions' in priority countries?

Once a TOR has been developed it will need to be endorsed by at least the four requesting agencies and ideally the CWG or the relevant coordination body and sent to CashCap.

#### **Step 4: Review candidate suitability**

CashCap will then identify an expert for deployment, for the review of the requesting agencies. CashCap is not able to offer a range of candidates if the proposed candidate is not approved it will attempt to propose an alternative.

#### **Step 5: Prepare for experts' deployment**

Agree on in-country logistics arrangements, pre-briefings (including reading materials) etc

**Reporting arrangements:** CashCap experts report to a designated line manager at their hosting agency. However, their work will be defined by the agreed TOR and work plan, and the expert will not be able to support the work of the host agency to a greater extent than other agencies.

#### **Step 6: Deployment**

Within the first three weeks of the expert arriving in the country, they will work with the hosting agency and the cash community to identify a work plan for the deployment that is realistic and timebound. If activities are identified that are outside of the requested TOR the expert will coordinate with the CashCap HQ team to confirm their ability to undertake it.

**Hosting arrangements:** CashCap covers the staffing, accommodation, insurance and international travel of the deployed expert including overseas, hardship, risk allowance and R&R expenses. The hosting agency will be expected to provide office space, access to a laptop and phone, provide transport within the country for agreed activities and cover the expert under their security arrangements.