



NORWEGIAN CAPACITY
OPERATED BY NRC



CashCap Capacity Building Scheme

CashCap, in collaboration with CaLP and supported by DFID

APRIL 2017 | END REPORT

Executive summary

The demand for cash transfer programming (CTP) expertise has grown significantly over the last decade, outstripping the increasing investments made in capacity building. In order to improve the sustainable inclusion of CTP in the planning, implementation and analysis of humanitarian responses, capacity needs to be boosted across sectors. Standalone training sessions are not enough in themselves to address gaps at the individual and organisational level, or to overcome obstacles in the humanitarian architecture.

To address the issue, NORCAP/CashCap collaborated with the Cash Learning Partnership (CaLP) to develop a capacity-building scheme (CBS) as a small-scale pilot project. The project was funded by DFID and implemented from 15 December 2015 to 25 March 2017. Its goal was to increase and improve technical expertise in CTP by expanding and diversifying the pool of practitioners able to use the approach and determine its appropriate application in different contexts. The scheme also aimed to provide lessons learned to shape and inform future capacity building interventions on CTP.

The CBS targeted mid-level to senior humanitarians from a range of organisations and across sectors other than food security. It took a comprehensive approach to developing their knowledge, skills and confidence in designing and implementing CTP, and incorporated the following elements: face-to-face training sessions run by CaLP; one-to-one-mentoring and on-the-job application. For community of practice (CoP) members, the latter took place within the participant's organisation, while three-month placements were provided for NORCAP members in hosting organisations.

CashCap also led a two-day training workshop in cash and market-based responses for GenCap experts, during which the participants were familiarised with standards and tools for mainstreaming gender in CTP. They were also coached to be able to advise working groups and humanitarian agencies in the implementation of cash and voucher programmes in the countries they are deployed to.

CaLP developed training modules on core CTP skills for technical programme design and quality; core CTP skills for strategic planning and decision-making; response analysis for CTP programmes and quality assurance for water, sanitation and hygiene (WASH) and shelter programmes.

Main achievements

The main achievements of the CBS can be summarised as follows:

- Ten of the 12 participating agencies reported increased institutional capacity.
- All six CoP participants reported they had acquired the necessary knowledge, skills and tools to design, implement and monitor CTP, and each has applied their new expertise in one or more areas.
- All six NORCAP participants reported they had contributed significantly to the inclusion of CTP at all stages of the project cycle, and demonstrated their improved engagement through active involvement in a number of initiatives.

All participants also said they valued the training component highly. Content, methodology and facilitators were all well ranked. The mentoring component also proved vital in helping the participants to apply the new tools and approaches they had learned, and increasing their sense of responsibility to ensure the agreed learning objectives were achieved.

The NORCAP participants valued the placement component highly. They felt the on-the-job training they received was well honed and they appreciated the learning environment their host organisations provided. For their part, three out of the six host organisations were pleased with their roster members, and the majority were recommended to work on more complex tasks. Three out of six continued on regular NORCAP deployments after their placements.

This review describes the enabling and limiting factors and lessons learned from the CBS, and identifies future opportunities. Responsibility for the information and views expressed lies entirely with the CashCap team, and the content does not reflect DFID's official opinion. The CBS will be continued as CaLP's building individual expertise programme (BIEP).

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“ The capacity building scheme allowed me to be actively involved in cash programming and enabled me to learn about multi-cash assistance in a complex emergency, from planning to monitoring and evaluation. Since my expertise is within accountability and communicating with communities, I was able to assist the Lebanon Cash Consortium to develop an accountability framework. The direct interaction with the affected population was very valuable. I realized how we could reach the most vulnerable women and children through involving them in the planning and saw the positive impact cash programming had on their lives.”

Farida Kasuyo, NORCAP roster member and CBS participant

Cover photo: NORCAP roster member Farida Kasuyo during her capacity building scheme placement with the Lebanon Cash Consortium (LCC), Lebanon 2017. The LCC comprises six INGOs working together to provide multi-sector cash assistance to acutely vulnerable Syrian refugees in Lebanon¹. Photo: IRC/Lebanon.

¹ LCC partners: International Rescue Committee (IRC), Solidarites International (SI), World Vision (WV), CARE, ACTED and Save the Children (over all coordination)

1. Introduction

The Cash and Markets Standby Capacity Project (CashCap) aims to increase the use and effectiveness of programming across all stages of crisis responses, from preparedness and prevention to emergency and recovery activities. It is an inter-agency project managed by the Norwegian Refugee Council (NRC)'s expert deployment capacity, NORCAP. CashCap's work is guided by a steering committee and funded by the EU's civil protection and humanitarian aid directorate (ECHO) and the UK's Department for International Development (DFID).²

CashCap's work from 2015 to 2017 covered two components, the deployment of senior cash and markets experts and its capacity-building scheme (CBS) for humanitarian practitioners. This report covers results and lessons learned of this capacity building scheme.

The capacity-building scheme

CashCap's CBS was a small-scale project run in collaboration with the Cash Learning Partnership (CaLP). It was funded by DFID and implemented from 15 December 2015 to 25 March 2017. The goal was to increase and improve technical expertise in CTP by expanding and diversifying the pool of practitioners able to use the approach and determine its appropriate application in different contexts.

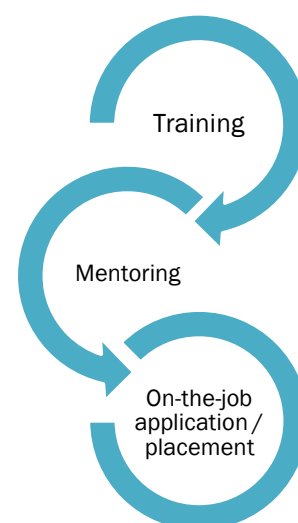
In order to improve the sustainable inclusion of CTP in the planning, implementation and analysis of humanitarian responses, capacity needs to be boosted across sectors. The demand for CTP expertise is growing, and standalone training sessions are not enough in themselves to address gaps at the individual and organisational level, or to overcome obstacles in the humanitarian architecture. Investments in capacity building have increased, but the outreach and consolidation of expertise is still far too limited.

An initial consultation revealed the following issues:

- Poor awareness of CTP at the institutional level was leaving experts on their own to implement programmes and improve their quality
- A proliferation of new tools and approaches was making it difficult for beginners to navigate CTP guidance material
- A lack confidence in applying new skills and competencies was leading to the replication of consolidated ways of working and a tendency to appoint consultants to carry out one-off CTP work

The CBS targeted mid-level to senior humanitarians from a range of organisations and across sectors other than food security, which already accounts for the majority of cash experts. It took a comprehensive approach to developing their knowledge, skills and confidence in designing and implementing CTP, and incorporated the following elements: face-to-face training sessions run by CaLP; one-to-one-mentoring and on-the-job application.

- **Training:** Two face-to-face training workshops were provided covering CaLP level II material, with additional topics such as protection, response analysis, water, sanitation and hygiene (WASH) and shelter in CTP
- **Mentoring:** A mentor was dedicated to supporting the development and achievement of learning objectives
- **On-the-job application and placement:** For CoP members, on-the-job application took place within the participant's organisation, while three-month placements were provided for NORCAP members in hosting organisations. During the placements, participants were paired with their host agency's cash experts. Unlike CoP members, NORCAP participants are followed more thoroughly and undergo further training and twinning deployments to qualify for inclusion on CashCap roster.



² The steering committee is made up of the global food security cluster, WFP, UNHCR, FAO, World Vision International, Action Contre la Faim, DFID, ECHO and The Cash Learning Partnership (CaLP) technical adviser.

Capacity building components per participant type³:

| NORCAP roster members | CoP- participants | SBP Participants |
|--|---|--|
| <ul style="list-style-type: none">• Training• Mentoring• Placement <p>-----</p> <p>(Further training and twinning available after the CBS)</p> | <ul style="list-style-type: none">• Training• Mentoring• On-the-job application | <ul style="list-style-type: none">• Training |

2. What did the CBS involve?

The following activities were led by the scheme's learning and mentoring adviser, who worked in close collaboration with the CashCap adviser, the NORCAP team – particularly for placements – and CaLP's training team:

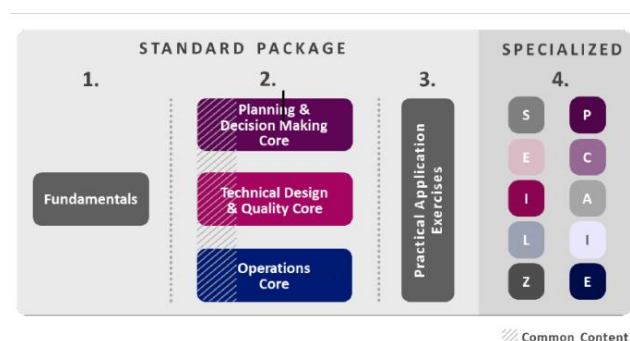
1. **Launch:** News releases were posted on NORCAP's website, CaLP's discussion groups and outreach activities via CashCap's steering committee members and global clusters targeted UN agencies, international NGOs and donors. The aim was both to raise awareness of the scheme and generate support for its hosting arrangements.
2. **Application process:** 107 practitioners applied, of whom 73 were from national and international NGO's, UN agencies and donors. All the applications from CoP practitioners were signed by their supervisor and included a commitment to the CBS's training and mentoring component.
3. **Enrollment:** Sixteen practitioners were enrolled on the CBS: Six NORCAP roster members, six CoP participants – from IOM, Action Contre la Faim (ACF), DanChurchAid (DCA), Norwegian Church Aid (NCA), the Norwegian Refugee Council (NRC) and World Vision International (WVI) – and four SBPP participants from Germany's Centre for International Peace Operations (ZIF) and RedR Australia.

| Participant | Components completed | Practitioners' profile |
|-------------|--|--|
| NORCAP | Six participants completed the training, mentoring and placement components | Three men, three women; all senior project managers; two each from the protection and logistics sectors, and one each from WASH and shelter |
| CoP | Six participants enrolled and completed the training and mentoring components. On-the-job application with own organisation. | Five men, one woman; five senior project managers and one mid-level practitioner; one each from the WASH, shelter, finance, management, climate change and stabilisation sectors |
| SBPP | Four participants completed the training component | One man, three women; two senior and two mid-level project managers; two from the management sector and one each from shelter and logistics |

³ The full capacity building scheme, with its three components, targeted only NORCAP roster members and COP-staff, for whom placements/on-the-job training could be facilitated. The training component was opened up to other standby-partner roster members to increase the reach of the training.

4. **Development of training modules to address capacity gaps:** CaLP worked in conjunction with CashCap to develop and pilot four new CTP training modules. The modules were reviewed by a peer group made up of CaLP member agencies, independent consultants and cluster members.
- (i) **Core CTP skills for technical programme design and quality:** A five-day course piloted in Beirut in conjunction with the Lebanese Cash Consortium (LCC). It was innovative in its design, moving away from a traditional project cycle management structure, and structured instead around the OECD-DAC quality evaluation criteria.
 - (ii) **Core CTP skills for strategic planning and decision making:** A two-day course, also piloted in Beirut in conjunction with LCC. It is the first module to focus on identifying the best response option (between in kind, cash and voucher) and planning and designing CTP systematically at the strategic and operational level. The module will help to ensure that CTP is systematically considered as a response option at the strategic level.
 - (iii) **Response analysis for CTP programmes:** A three-day course for the humanitarian actors involved in programme design. It has also been adapted into a one-day version for other audiences.
 - (iv) **Quality assurance for WASH and shelter programmes:** Pilot for specialised sectoral cash interventions. CaLP engaged with the WASH and shelter clusters at the global level to ensure that the final products are of most use to their respective sectors. It has also planned an engagement strategy with other global clusters for 2017, through which it intends to gather additional material and funds to help refine and roll-out this module, and possibly others.⁴

The four pilots has contributed to CaLP's new learning pathway, structured around a standard training package and specialised courses.



5. **Face-to-face training:** CaLP ran two training courses for all 16 CBS participants:

| Face-to-face training courses | | |
|-------------------------------|---|--|
| Date | 22-26 February 2016 | 13-16 June 2016 |
| Location | Nairobi, Kenya | Addis Ababa, Ethiopia |
| Duration | 4.5 days | 4 days |
| Objectives | <ul style="list-style-type: none"> Describe transfer modalities and delivery mechanisms Assess the appropriateness of CTP based on assessments Make decisions on CTP based on their feasibility Justify and advocate for the use of different transfer modalities to meet different programme objectives Identify the key elements involved in the CTP process with greater skill and confidence | <ul style="list-style-type: none"> Mainstreaming accountability and protection in CTP Situation and response analysis for CTP CTP in WASH and shelter programming |

⁴ For further information see the course catalogue on CaLP's website, at <https://goo.gl/vzGd9o>

Face-to-face training courses

The same facilitators were used for both courses to ensure continuity and make the most of their knowledge of the participants' skills sets. The project's learning and mentoring adviser was also present throughout.

6. **Learning pathways:** The 12 participants targeted for this element developed learning and development plans together with the CashCap learning and mentoring adviser. The CoP participants' supervisors approved their plans, and the NORCAP roster members' were used as the basis for developing terms of reference (ToR) for negotiating their placements with host agencies.
7. **Remote and face-to-face mentoring:** CashCap provided a dedicated mentor to support the 12 CoP and NORCAP participants. The process began by identifying their competency gaps, profiles and interests. The mentor helped the participants to establish learning objectives and decide on methods to achieve them and agree on milestones. She provided remote support such as the selection of literature, courses, discussions and reviews, and tracked and reviewed the milestones via Skype and face-to-face meetings.⁵ The remote mentoring sessions lasted for six months, with an three months for NORCAP participants during their placements.
8. **Ongoing monitoring of the course:** The participants continuously evaluated learning outcomes, the relevance of training materials and the practical implementation of their new skills, whether in their regular jobs or during their placements.
9. **Placements for NORCAP roster members:** The overall objective of the placements was to build experience-based understanding and skills for CTP through on-the-job learning. As NORCAP roster members are not employed by the humanitarian organisations they work for, suitable assignments had to be negotiated to provide a learning environment.

This involved sharing the participants' profiles and learning objectives, initial discussions with potential host agencies to identify entry points, and host agencies drafting ToRs.⁶ After ensuring that the participants' profiles, competency gaps and learning objectives were aligned with their host organisations' needs, CashCap managed the deployments, including a review of security protocols and the signing of letters of understanding.

DFID funded the initial three-month placements, and NORCAP any extensions requested by its members and their host organisations.

| Placements | | | |
|---|---------------|--|-------------------------------|
| Expertise | Country | Host | Timing |
| Protection | Pakistan | World Food Programme | May - August 2016 |
| Shelter/construction | Syria | Norwegian Refugee Council | June - November 2016 |
| Logistics | Libya/Tunisia | Danish Refugee Council | July - October 2016 |
| Community mobilisation | Lebanon | Save the Children International / International Rescue Committee (LCC) | October 2016 - January 2017 |
| Health logistics | Turkey | Danish Refugee Council | November 2016 - February 2017 |
| WASH | Uganda | Action Contre la Faim USA | December 2016 - March 2017 |
| Roles and responsibilities CashCap | | | |

⁵ See annex 6 for examples of learning plans

⁶ See annex 4 for further information

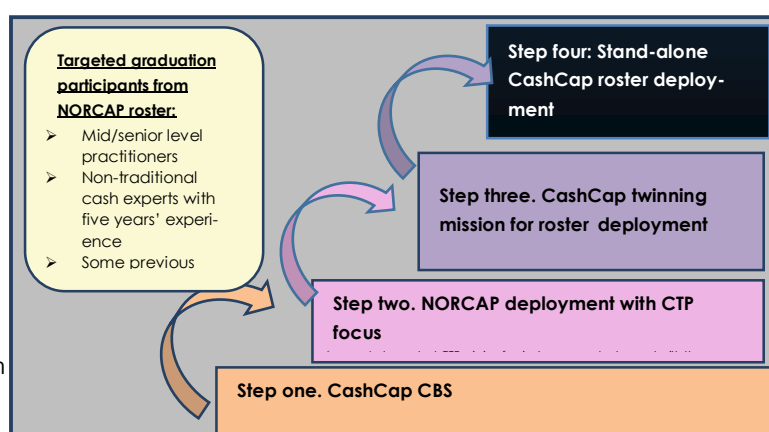
| Placements |
|--|
| <ul style="list-style-type: none"> • CashCap will make its learning and mentoring adviser available throughout the placements. • The adviser will work with the NORCAP experts in assessing their uptake of CTP practices throughout the project. • CashCap will follow the processes and procedures used for standard NORCAP deployments. |
| Host agency <ul style="list-style-type: none"> • Provide supervision by an experienced CTP practitioner with a commitment to the mentoring and learning programme • Provide institutional commitment to the mentoring and learning programme • Facilitate placements according to NORCAP's standard processes and procedures for deployments • Lead the performance evaluation process, including the establishment of objectives during the first couple of weeks of the placement |
| Mentee <ul style="list-style-type: none"> • Be committed to the programme's objectives and learning outcomes • Perform the tasks defined in the ToR to the best of their ability • Establish good relationships with colleagues, and understand roles and responsibilities within the team • Maintain dialogue with CashCap's Learning & Mentoring Adviser about the learning path and inform her of any important issues that arise during their placement |

10. **Monitoring, evaluation and lessons learned:** CBS tracked and measured the achievement of expected outputs, outcomes and impact as stated in the project's logical framework.⁷ This included planning for achievements and milestones, face-to-face and remote reviews, interviews with participants' supervisors or institutions, the facilitation of a workshop, and the use of performance evaluation reports for NORCAP. At the end of the project, a final online survey was sent to participants and agencies.⁸ Results were presented in a webinar on 30 March 2017.

11. **Learning by doing:** The overall objective of this component was to build experience-based competencies and understanding of cash and market programming through on-the-job learning. The mentees worked with the key elements of cash interventions and performed technical and operational functions with varying degrees of responsibility. The added value of placements and secondments is that they provide a "safe space" for learning because the trainee has less responsibility for achieving outputs and outcomes.

12. **GenCap training:** With the objective of improving the mainstreaming of gender during CTP design, 17 GenCap advisers were trained in CTP principles and tools in Geneva on 21 and 22 March 2017. They were familiarised with CTP response analysis via exercises and presentations on standards and tools to enable them to advise cash and market groups and humanitarian agencies in the countries they are deployed to. They also learned the process and steps to identify the most appropriate response modalities and delivery mechanisms.

13. **Graduation pathway:** NORCAP participants in the CBS take part in a graduation pathway⁹. The next step is a NORCAP single agency deployment in a project with a CTP focus. To qualify, the participants must fulfil two criteria: their performance must have been evaluated by their host agency and outlined in a performance evaluation



⁷ See annexes 1 and 6 for further information

⁸ See annex 6 for more details

⁹ See annex 5 for more details

report; and CashCap's capacity building and mentoring adviser must have assessed their progress in accordance with set indicators and evaluation parameters.

3. How did the CBS perform?

Note: The pilot was too small to assess thoroughly with quantitative indicators and results at the outcome and impact level, but a qualitative review was highly useful in gauging the performance of several aspects that contributed to the programme's overall results. As a pilot, CBS focused on learning and suggestions for improving the scheme, as detailed in the following section. Skype interviews, milestone tracking sheets, performance evaluation reports and online surveys were used to assess CBS's performance. Sources have been triangulated. The information below is primarily drawn from answers given by the NORCAP roster members and host agencies that took part in placements. CoP participants and their employers did not provide enough answers from which to draw conclusions, and their input was only used if it was corroborated by qualitative feedback.

Performance by impact and outcome indicators

- **Number of organisations reporting increased institutional capacity to use CTP:** Ten of the 12 participating agencies reported increased institutional capacity thanks to the CBS. The main changes at the country office level were the inclusion of CTP and market considerations in programme design, the cascading of knowledge, the consideration of cash as an available option, new funding and partnership opportunities and strategy revision.
- **Number of mid-level to senior CoP practitioners demonstrating improved engagement with CTP:** All six CoP participants felt they had acquired the necessary knowledge, skills and tools to design, implement and monitor CTP. Each has applied their expertise in one or more of the following areas: the development of proposals and concept notes, participation in cash working groups, response analysis, the facilitation of CTP awareness training, markets assessment and analysis, needs and vulnerability assessments, strategic reviews, donor liaison, contingency planning, and monitoring, evaluation and reporting.
- **Number of NORCAP members demonstrating improved engagement with CTP during their placements:** All six NORCAP participants felt they had contributed significantly to the inclusion of CTP at all stages of the project cycle, mostly in assessment and response analysis but also to a lesser extent in resource mobilisation and quality improvement. They also said they felt "absolutely confident/confident" in considering cash as a response option, both within and across sectors, and in advocating for an appropriate response. They felt better able to perform operational, technical and strategic CTP functions, and were sure future assignments would benefit from their new skills.

Participants demonstrated their improved engagement through active involvement in the following initiatives: gender and protection; risk analysis; the preparation of a brief on nutrition-sensitive activities during drought, floods and conflict; a comparative analysis of cash transfer values for WFP in Pakistan; a study of macroeconomic trends for DRC in Libya, including an analysis of the current liquidity crisis and its potential impact on future CTP projects, the management of the country's first remote cash distribution, and market price and post-distribution monitoring; a cash feasibility assessment for NRC in Syria using the organisation's new tool for the remote management of cash; the preparation of proposals for CTP livelihoods and shelter programmes, and support for preparedness for emergency cash distributions, also for NRC in Syria; the establishment of a lessons learned and accountability framework for communicating with communities for LCC in Lebanon; support for winterisation programmes for DRC in Turkey and operational support for ACF in Uganda.

The host agencies differed in their views on the extent to which participants had contributed to CTP. Most graded their contributions one or two points lower than the participants graded themselves¹⁰.

All NORCAP members that took part in the capacity building scheme have continued to work with CTP, either through a single-agency deployment or on a twinning mission with a CashCap expert.

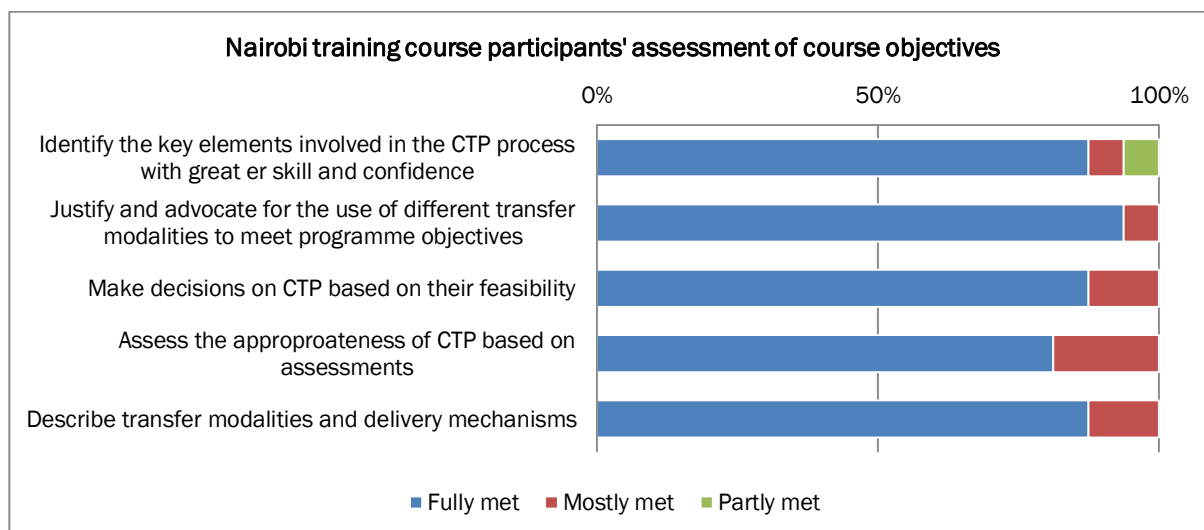
¹⁰ See annex 7, which gauges the level of achievement for each program indicator, for more details

Performance by components

Training component

The training was well received and highly valued by participants. Content, methodology and facilitators were well ranked.

- **Nairobi training course:** Ninety per cent of the 16 participants felt the course's objectives were achieved.



- **Addis Ababa training course:** Ninety per cent of the 16 participants said the exercises on protection risks and mitigation, the benefits of CTP and the selection of modality and delivery mechanisms were useful in achieving the course's objectives.

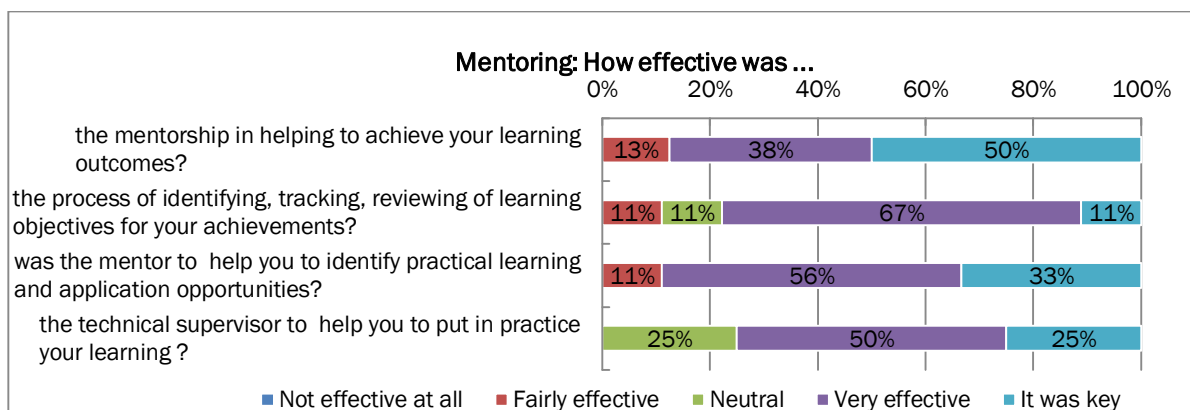
Mentoring component

The mentoring component was also well received and proved vital for the participants in applying their new tools and approaches. It also increased their sense of responsibility for fulfilling the agreed learning objectives. To track the mentoring sessions, learning outcomes were set and monitored via face-to-face sessions and a Skype meeting each month. There was also a final review.

What did the mentoring component achieve?

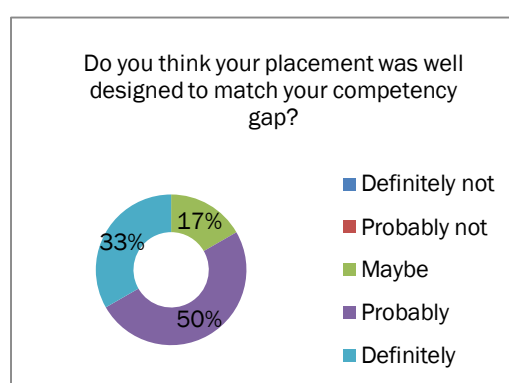
- It increased participants' sense of responsibility for fulfilling set objectives and assessed their progress
- It increased participants' confidence in engaging in new initiatives and encouraged the application of new tools and approaches acquired during the group training courses
- It helped the participants to navigate the vast array of CTP literature and tools, and select those most appropriate for their context and duties
- It helped to increase the adoption of CTP and market-based programming at the institutional level

All of the participants said they had achieved their learning objectives to a large degree. The process of identifying, tracking and reviewing these was highly valued, as was the mentor's assistance in identifying practical learning and application opportunities.

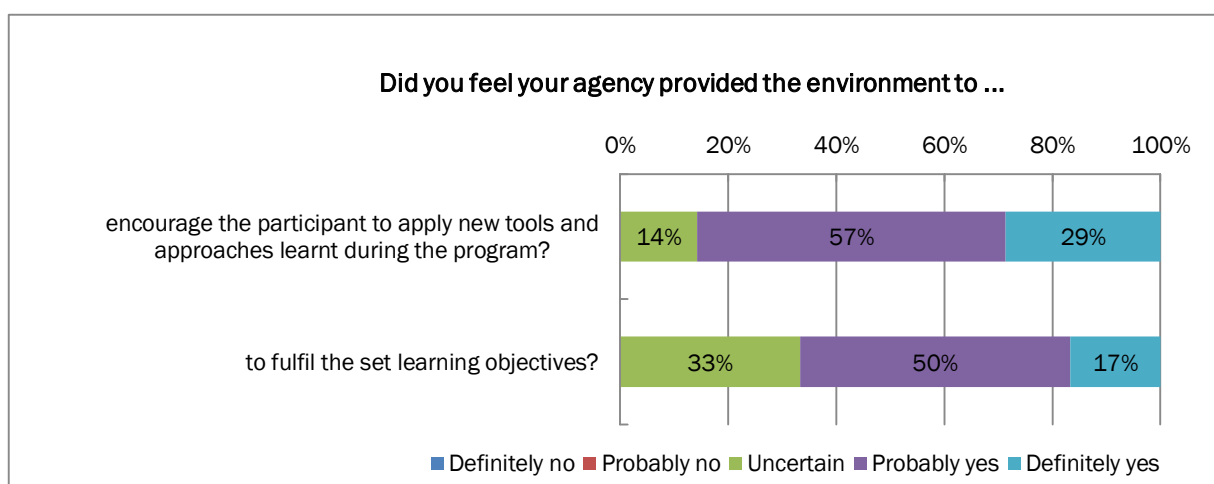


Placements

The placements were highly effective in consolidating the NORCAP members' learning, and all of the participants' performance was rated "good/very good" by their supervisors in their evaluation reviews. Most were recommended for more complex tasks and three of the six stayed with their host agencies on regular NORCAP deployments following their placements. The participants valued the placement component highly. They felt their competency gaps had been well identified and that their placements had been well designed to address them.



The hosting agencies provided a good learning environment, and at the same time gained from the participants' existing expertise and new skills. The participants actively participated in the CTP work of the agencies and performed tasks assigned as team members in planning and implementation of CTP. Three agencies, however, felt the placements failed to address their capacity gaps, and two thought the participants' roles were not defined clearly enough. That said, they felt the skills the participants acquired would be useful for future assignments.



The following enabling and limiting factors were identified based on performance results:

| Enabling factors | Limiting factors |
|---|---|
| <p>Training and mentoring</p> <ul style="list-style-type: none"> • Training modules piloted • Link between training courses and learning pathways • Same trainer for the two courses • Agencies' buy-in • Availability of technical management on the ground • Designed learning pathways • Face-to-face mentoring sessions • Dedicated mentor and tracking of progress toward learning outcomes • Availability of a host agency adviser for NORCAP participants and remote support and overview from CashCap's learning and mentoring adviser to guide the appropriate use of tools and approaches • Cost-effective mentoring techniques, with one mentor for 20 participants per month | <p>Training and mentoring</p> <ul style="list-style-type: none"> • Challenges in harmonising learning outcomes and use of the CTP competency framework • The establishment of learning pathways and expected learning outcomes could be more systematic, perhaps with guidelines for participants and agencies • Difficult for participants not on placement or secondment to dedicate time for learning |
| <p>Placements</p> <ul style="list-style-type: none"> • ToRs focused on participants' abilities and agencies' capacity to provide a learning environment • Focus on learning by doing without the full responsibility of performing in position. NORCAP members could concentrate on cash programming while on placement • ToRs tailored to match participants' experience, competency gaps and learning objectives with their host agencies' activities and needs • Host agency supervisors involved from the outset to develop a tailored work plan • Participants carried out work that combined their existing expertise with their newly acquired CTP capacity | <p>Placements</p> <ul style="list-style-type: none"> • Identification of the needs among host agencies • Number of agencies willing and able to host participants and provide a learning environments • Placements are costly • Wide-ranging ToRs mean too many competencies and functions to cover in a short period of time • Confusion between CashCap expert deployments and CBS placements • Despite tailor made TORs, in some cases programming and operations were not always in line with addressing participants' competency gaps |

4. Lessons learned

As a small-scale pilot, the CBS focused on gathering lessons learned that could benefit the cash community.

Identifying and tracking learning pathways

Having different groups of participants exposed to different components helped to identify the added value of each component as a driver for change in CTP. It also facilitated an overview of the CTP competencies that needed to be reinforced both individually and for the group as a whole.

The “graduation path” developed for NORCAP participants to become part of the CashCap roster is a good example of identifying a learning pathway.¹¹ The process can be replicated for specialised pathways, such as that for a cash in WASH and shelter expert. It involves identifying competency gaps and building capacity in a more holistic way than is possible via standalone training sessions.

Mentoring

The more the mentor can specialise and work with a group on specific competencies and initiatives, the more knowledge can be transferred at the group level. Mechanisms for sharing information and experiences between the group members are recommended.

Monitoring and evaluation

The monitoring framework is rich in qualitative indicators and variables such as confidence, initiative and supportive environment. This is appropriate for a small-scale project, but measuring the level of competencies gained would be a challenge if it were scaled up. The inclusion of quantitative indicators and the longitudinal evaluation of individual and organisational behaviour changes would help to overcome this issue¹². It would also be useful to coordinate efforts with the capacity building outcomes and indicators in CaLP's State of the World of Cash framework for action.

¹¹ See annex 5 for more information

¹² Chronus, Talent development: the ROI of mentoring, coaching and other employee developments programmes, 2017, available at <https://goo.gl/RXNFFNY>

MENTORING

Both coaching and mentoring are development techniques based on the use of one-to-one discussions to enhance an individual's skills, knowledge or performance.

The mentoring process involves:

- Facilitating the exploration of needs, motivations and thought processes to assist the participant in making real and lasting change
- Using questioning techniques to encourage the participant to identify solutions and actions
- Supporting the participant in setting appropriate goals and methods of assessing progress in relation to them
- Encouraging a commitment to action and the development of lasting personal growth
- Observing, listening and asking questions to understand the participant's situation and guide them toward the identification of practical goals and actions
- Maintaining a positive, supportive and non-judgemental attitude

NRC, Capacity Building in CTP for Remote Contexts, 2017, available at <https://goo.gl/XX4FIP>



TALENT DEVELOPMENT: THE RETURN ON INVESTMENT OF MENTORING, COACHING AND OTHER EMPLOYEE DEVELOPMENTS PROGRAMMES, CHRONUS, 2017.

5. Considerations for the future

There is no one way to conduct capacity building to ensure its success. Diverse learning approaches should be explored depending on stakeholders' capacities in each geographical area.

A number of questions need asking in doing so: Are agencies investing in CTP capacity building of their own? How? Who is best positioned to provide guidance and mentorship? How can staff eager to learn benefit from existing CTP capacity in-country? Can the technical support provided by cash working groups, CashCap experts or CaLP's regional offices be transformed into some form of mentorship? Is the technical deployment provided by rosters a way of engaging in placements? Can other capacity-building components be explored?

- It is important to ensure participating agencies' institutional buy-in. Some organisations and participants underestimated the time required for the learning process, and the CoP members in particular often had competing activities to perform as part of their regular workload. This was less the case for NORCAP members because their placement ToRs focused on their learning objectives, but on the downside they were only able to start applying their learning once they had been deployed.
- The more involved agencies are from the beginning, the more they are able to contribute to the learning process. Committed supervisors, a sense of ownership, a supportive learning environment, and drawing on internal learning networks and the organisation's own staff development resources are all important factors.
- Organising placements is time consuming, from the process of identifying the right match between participants and host agencies within the right timeframe, to negotiating and managing conditions, including letters of understanding, security considerations and visas. Providing quality support for trainees also takes time for their hosts. A capacity building programme needs to set aside adequate resources for project management and administration.
- Many participants and host agencies thought the placements were too short, but they are also expensive to organise. The better the match between the participant's profile, their host's technical and operational needs and the chosen CTP learning pathway, the greater likelihood that costs are optimised and the placement becomes a regular NORCAP deployment.
- The CoP participants receive regular remuneration and allowances, but these costs are met by their employers and will not show up in the CBS budget. For them, the most significant challenge is to balance their time, resources and workload to establish a conducive learning environment.

Placements and secondments

There are a number of different placement and secondment types to explore:

- Internal or external:** A staff member could move temporarily to another role within the same organization, or take part in an exchange between organisations
- Regional, country or field:** Depending on the learning pathway and the agency's needs, placements at different geographical levels could be organised
- Strategic, technical or operational:** Mentee positions could be organised within the same office but working on a different set of tasks
- Twinning missions:** See below

6. What next?

Building individual expertise programme

As a way of scaling up components of the CBS, CashCap and CaLP developed a building individual expertise programme (BIEP) to offer the CTP CoP an opportunity to benefit from a range of capacity-building activities. CaLP will take over the programme, which will take into account the lessons learned and best practices from the CBS pilot. It will take in CaLP's standard training package, plus comprehensive and tailor-made capacity building, including the CBS's mentoring and on-the-job application components and additional peer-to-peer support.

By complementing the activities of CaLP's initiative to strengthen institutional capacity and CashCap's roster deployments, BIEP will take advantage of existing resources to enhance impact. Implementation models are still being explored.

Twinning missions for CashCap

CashCap has adopted twinning missions, or paired deployments, as a way of increasing the pool of senior experts available to respond to the requests it receives. Twinning missions aim to facilitate on-the-job training and capacity building for less senior deployees, albeit often with significant technical expertise, by drawing on the thematic and humanitarian experience of more senior roster members. As part of its action plan for 2017, NORCAP/CashCap has introduced an initiative to further develop and formalise twinning missions as a tool for roster development¹³.



“What I like most about the CBS are three things:

- 1. First, very generally that it's taking people outside the traditional mould of those who do cash, ie. it's for people from logistics or protection or other backgrounds. It makes the pool bigger and shows people that anyone can do cash, and in fact, should be.*
- 2. Second, from the perspective of the person deployed it's a safe space in which to put theory-based skills to use in a practical environment and gain the confidence needed through practical application of the learned skills. People tend to learn best on the job and this is an opportunity to do exactly that.*
- 3. From the hosting organisation's perspective, an extra set of hands is always useful, especially if they are coming in with the training CashCap is providing them. It also helps up-skill our own staff in that the mentees are coming in with new training materials and are aware of the new guidelines etc out there.”*

Zehra Rizvi, former regional head of programmes,
Danish Refugee Council

¹³ NRC, What we do: cash and markets, available at <https://goo.gl/wPDgif>

ANNEXES

Annex. 01 Project Logframe

| CBS LFA-DFID | Impact Indicator |
|--|---|
| Improved and more sustainable inclusion of cash transfer programming in humanitarian response analysis and project implementation | % of humanitarian organizations reporting increased institutional capacity to use CTP |
| An expanded and diversified pool of practitioners are confident in using CTP and determining appropriate, context specific responses to humanitarian needs | Outcome Indicator 1 |
| | % of mid to senior level humanitarian practitioners from the wider CoP who demonstrate improved engagement with CTP by the end of the project |
| | Outcome Indicator 2 |
| | Indicator 2.1: Number of NORCAP members that demonstrate improved engagement with CTP during targeted placement. |
| | Indicator 2.2: Number of NORCAP members that are accepted into the CashCap Roster post placement |
| | Outcome Indicator 3 |
| Mid-Senior Level Practitioners gain practical skills to contextualize CTP through participating in trainings and access to on the job mentoring. | % of GenCap experts that are able to include CTP considerations for GenCap missions at an inter-agency level. |
| | Output Indicator 1.1 |
| | # of organizations identifying staff for trainings and enrolling them in the mentoring programme |
| | Output Indicator 1.2 |
| | # of training modules developed and tested to address specific capacity gaps |
| | Output Indicator 1.3 |
| | # of mid-senior level practitioners enrolled in the CashCap training and mentoring scheme |
| | Output Indicator 1.4 |
| Mid-Senior Level Practitioners (NORCAP members gain practical skills to contextualise CTP analysis and implementation through placements and on the job mentoring. | # of participant training and mentoring days disaggregated by: i) sex; ii) participant job level/function; iii) organization type |
| | Output Indicator 1.5 |
| | % of mid-senior level practitioners completing the CashCap training and mentoring scheme |
| GenCap experts gain a basic understanding of CTP principles and practical tools on how this can be applied to the work of GenCap experts at an inter-agency level | Output Indicator 2.1 |
| | # of placements approved/endorsed by hosting agency's # of experts completing the full placement period |
| | Output Indicator 3.1 |
| | # of GenCap Experts attending the training on CTP at the annual workshop for GenCap |

Annex 02. Theory of Change



Annex 03. Application form

CashCap- Capacity Building Scheme – Application Form

JOB TITLE:

PERSONAL DETAILS:

| | | |
|-------------|--------------|---|
| First Name: | Middle Name: | Surname: |
| | | Telephone: Day: |
| | | Nationality (passport used for travel to training): |
| | | |

EDUCATION:

Please give details of further / higher education, starting with the most recent:

| Dates | | Name of College/University etc. | Qualifications Obtained |
|-------|-----|---------------------------------|-------------------------|
| From: | To: | | |
| | | | |

Please feel free to attach additional sheets as appropriate

OTHER TRAINING & QUALIFICATIONS:

| Dates | Details | Qualifications obtained |
|-------|---------|-------------------------|
| | | |

Please feel free to attach additional sheets as appropriate

PLEASE NAME SPOKEN/WRITTEN LANGUAGES AND LEVEL:

| Languages (Spoken & Written) | Level (i.e. Basic, Intermediate or Advanced) |
|------------------------------|---|
| | |

EMPLOYMENT:

| Current employer's name and address | Dates | | Position held |
|-------------------------------------|-------|----|---------------|
| | From | To | |
| | | | |

*Please give brief details of your major responsibilities and duties, including previous knowledge of Cash Transfer Programming:**

| |
|--|
| |
|--|

Previous employment: (most recent first)

Please feel free to attach additional sheets as appropriate

**PLEASE EXPLAIN (IN NO MORE THAN 300 WORDS) – USING YOUR OWN EXPERIENCE –
WHAT IS YOUR UNDERSTANDING OF CASH TRANSFER PROGRAMMING, AND HOW CAN THIS
MODALITY SUPPORT IMPLEMENTATION OF HUMANITARIAN PROGRAMMING IN YOUR AREA OF
EXPERTISE?**

| |
|--|
| |
|--|

SUPPORTING INFORMATION: EXPERIENCE, SKILLS, AND KNOWLEDGE

Why do you think you are suited to attend this training and mentoring scheme, and why are you interested in capacity building within cash and markets programming? Why is this area of work that you would be interested in specialising in?

| |
|--|
| |
|--|

Do you have a disability? If so, please tell us what we need to do if you are selected, in order to accommodate this at the training.

| |
|--|
| |
|--|

DECLARATION

The above information is true and correct to the best of my knowledge. "I declare that the information I have given is complete and true and understand that knowingly making a false statement may result in termination of any agreement held between myself and the CashCap Capacity Building Project."

| | | |
|----------------|--------------------|--------------|
| Signed: | Print Name: | Date: |
|----------------|--------------------|--------------|

Please return by the 6th of January to Linn Bogsnes Miles, NORCAP Adviser- CashCap on the following email address: linn.bogsnes.miles@nrc.no

Annex 04. Placement ToR

CASHCAP CAPACITY BUILDING SCHEME PLACEMENT TERMS OF REFERENCE

CASHCAP MISSION

CashCap's mission is to facilitate and strengthen capacity of the humanitarian sector to undertake and promote quality cash transfer programmes in different contexts, and to ensure greater technical expertise on Cash Transfer Programming (CTP) in emergencies. This includes assessment, design, implementation, coordination, capacity building and monitoring of cash and market programming. It will also address needs to ensure that mainstreaming of gender, protection and do no harm principles are incorporated into CTP and multi sector cash programming at global, regional and country levels.

CASHCAP CAPACITY BUILDING SCHEME AND PLACEMENT

The Scheme will focus capacity building efforts at a targeted individual and technical level. The goal is to strengthen and increase technical expertise on Cash Transfer Programming (CTP) by ensuring that an expanded and diversified pool of practitioners is confident in using CTP and market based programming and determining appropriate, context specific responses to humanitarian needs.

Following training and alongside learning and mentoring path the scheme will facilitate three-month paid placement with an agency implementing CTPs. The aim of the placement, within the learning path, is to build experience-based competencies and understanding of cash transfer programming through on the job learning. The mentee will be placed under the supervision of a cash expert/s with a commitment to the mentoring and learning programme and to pass on their knowledge and experience in CTP and market based programming.

JOB DESCRIPTION

BACKGROUND (BRIEF OUTLINE)

Current humanitarian situation in the country concerned/ Agency CTP strategies and interventions/ Current internal Cash and Markets capacity

REPORTING AND SUPERVISION

Line of direct and indirect reporting

Location

PLACEMENT OBJECTIVES

The overall objective of the placement is to *build experience-based competencies and understanding of cash and market programming through on the job learning.*

The placement aims at increasing mentee cash and market programming capacity ensuring a balance of CTP learning and application of mentee robust skills and competencies. Learning by doing will be the key approach for the placement.

Specific to the operation: what would be the key learning from this posting?

Clear task and degree for responsibility for the mentee are defined in the key tasks and learning outcomes sections. A detailed work plan and key deliverables will also be developed once the mentee is in place.

KEY TASKS AND LEARNING OUTCOMES

Technical/Operational

Within the programme unit and the cash transfer response the mentee will actively participate in the work of the unit and perform tasks assigned as a team member by participating in the planning and implementation of CTP activities in various phases to develop practical understanding about the various steps involved e.g. needs assessment, market assessment cash feasibility assessment, response analysis, delivery mechanism selection and set up, implementation and monitoring.

The mentee will become familiar with the roles and responsibilities of various department and stakeholders. The mentee will also have access to and will be guided to select the most relevant resources, corporate guidelines, documents and tools from available internal sources (proposals, SOP, manuals etc) and through relevant external sources for enhanced knowledge and conceptual understanding. This will be key to develop good understanding about agency CTP programming.

| Task/Responsibility Level | Learning Outcome |
|--|-------------------------|
| Desk Review | |
| | |
| Need/Market Assessment | |
| | |
| Feasibility study | |
| | |
| Response Analysis | |
| | |
| Delivery Mechanism | |
| | |
| Monitoring, Evaluation and accountability | |
| | |
| Protection and gender | |
| | |
| Coordination | |
| | |

ROLES AND RESPONSIBILITIES

CASHCAP

- CashCap will avail the experience of the Learning and Mentoring Adviser throughout the placements.
- The Mentoring and Learning Adviser will work with the NORCAP experts in assessing their uptake of CTP practices throughout the Scheme.
- CashCap will use the deployment process and procedures used for the standard NORCAP deployments.

AGENCY

- Provide supervision from an experienced CTP practitioner with a commitment to the mentoring and learning programme.
 - Provide institutional commitment to the mentoring and learning programme
 - Facilitate placement as per standard NORCAP deployment processes and procedures.
- Lead the Performance Evaluation process within the first couples of weeks of the placement objectives would be set with the supervisor in country.

MENTEE

- Be committed to objectives of the programme and the learning outcomes
 - Perform at best the tasks defined in this TOR
- Establishes good relationships with colleagues and understand the roles and responsibilities within the team
- Maintain a dialogue with Learning and Mentoring Adviser about the learning path and inform about any critical issues arising during placement.



Steps to graduate from CashCap Capacity Building Scheme (CBS) to CashCap Roster

CashCap CBS second CaLP Training Addis Ababa June

September 2016

Background

The CashCap Project consists of two different but complementary components; (i) The CashCap **roster which consists of senior cash and market programming experts** who can be deployed on **short notice to support humanitarian response and preparedness work**; and. (ii) the CashCap Capacity Building Scheme which focus capacity building efforts at a targeted individual and technical level. The goal of the Scheme is to strengthen and increase technical expertise on Cash Transfer Programming (CTP) by ensuring that an expanded and diversified pool of practitioners is confident in using CTP and determining appropriate, context specific responses to humanitarian needs.

The **long term vision** for the CashCap Roster is to be able to deploy, in larger numbers, cash and markets experts to provide support not just at a technical/operational/ coordination level but at also a strategic level through deployments to national governments, regional institutions etc.

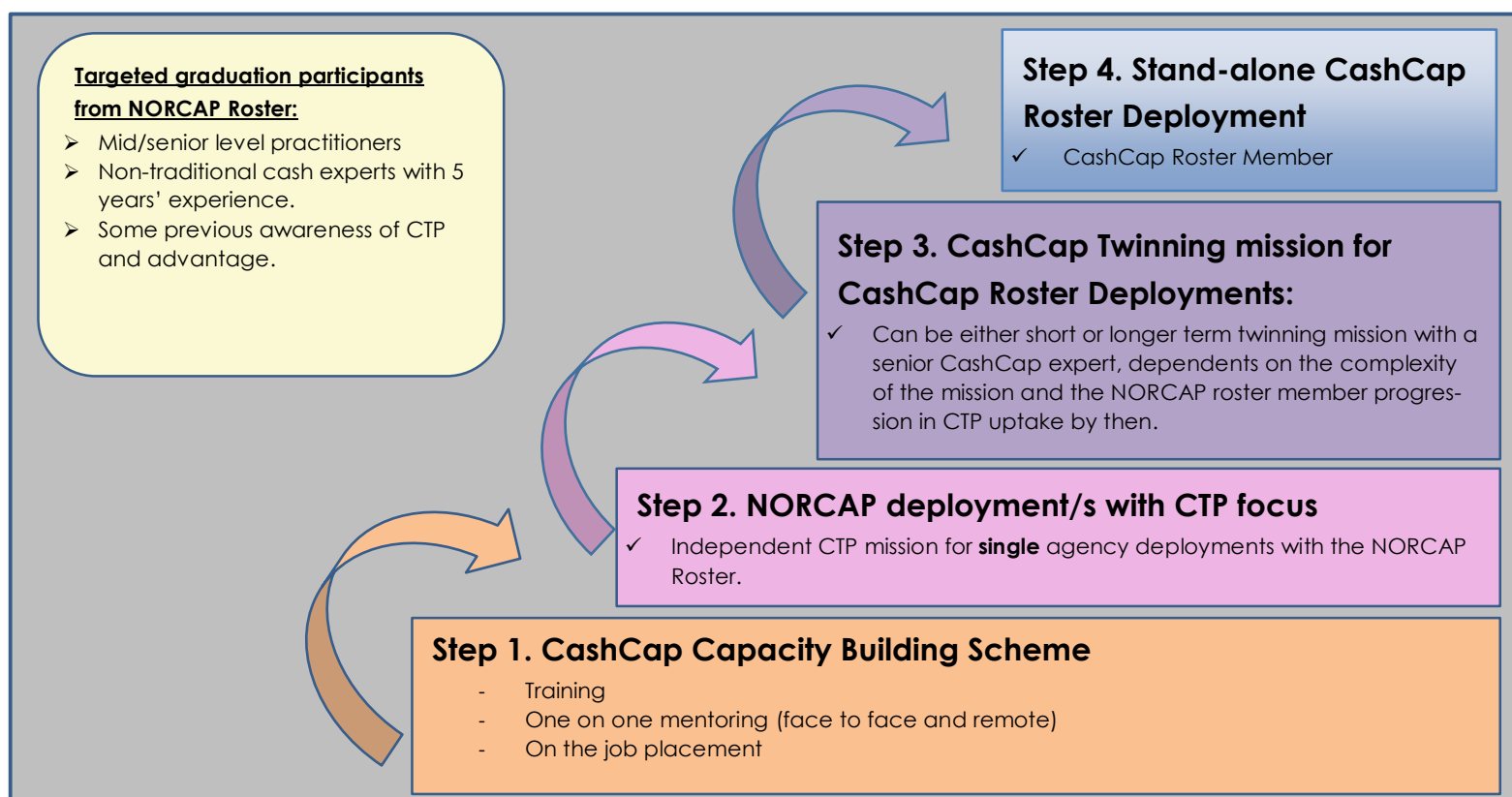
However, the CashCap roster will not be able to meet the demands for cash expertise of the sector alone.

With this in mind, the Capacity Building Scheme (CBS) offers the CashCap Project, and the overall humanitarian sector, with the opportunity to strengthen and increase technical expertise on Cash Transfer Programming (CTP) by ensuring that an expanded and diversified pool of practitioners are confident in using CTP and determining appropriate, context specific responses to humanitarian needs.

For the majority of participants of the CBS, such as Community of Practice participants and members of other Standby- Partnership Program Rosters, CashCap Roster membership post CBS is not a stated objective. But for NORCAP Roster members that are participating in the CBS the CashCap Project does seek to offer graduation paths that can lead to CashCap Roster membership over time.

How to graduate from Capacity Building Scheme to CashCap Roster

With the objective of strengthening and increasing technical expertise on Cash Transfer Programming (CTP) and retaining some of the CBS participants for future CashCap deployments, the table below outlines steps that guides the graduation path for NORCAP roster members that participate in the CBS. However, CashCap Roster membership does not automatically take place after completing the CBS, and is dependent on good performance in each step. Hence following each graduation step the NORCAP Roster members ability to move to the next step in the process is dependent on two factors: i) the evaluation of their performance carried out by their host agency and outlined in the experts Performance Evaluation Report and: ii) assessment of their progress conducted by the CashCap Capacity Building and Mentoring Adviser in accordance with set indicators and evaluation parameters.



Step One

CashCap Capacity Building Scheme (CBS):

CBS Participants selected from the NORCAP Roster will participate in a comprehensive Cash Transfer and Market Programming Capacity Building Scheme (also referred to as Building Individual Expertise Program) alongside Cash Learning Partnerships (CaLP) which integrates training, one-to-one mentoring and on-the-job placement approaches.

(i) **Training:**

A training path based on the CaLP new modular framework approach includes at least two face-to-face trainings and online courses, which will be tailored to the participants' profiles and competency gap.

(ii) **Mentoring:**

A dedicated mentor follows and supports the learning path of each participant. Competency gap and profile analysis will inform the definition of learning objectives and ways of achievement. Milestones will be set and tracked by the participants and the mentor.

(iii) **Placement:**

A three month paid placement is arranged with a host agency implementing Cash Transfer and Market Programming (this can be both NGO and UN agencies). The aim of the placement is to apply and consolidate the theoretical learning.

| Participants Portfolio management | Criteria for next step graduation |
|---|--|
| CBS Learning and Mentoring Adviser | 1) Completion of the full Scheme 2) Rating for Technical competencies scored Very Good or Exceptional in the performance evaluation review (PER) from host agency. 3) Recommendation from CBS Mentor based on ongoing evaluations during the Scheme to add 'Cash and Market' competency to their profile in the NORCAP Database. |
| Funding | |
| This step is funded under the CashCap Capacity Building Scheme. | |

Step Two

NORCAP Deployment/s with CTP focus:

These are single agency focused deployment/s under the NORCAP Roster, where the area of responsibilities (AoR) outlined in the ToR's should be matched closely with the interest and competencies of the NORCAP Roster member that has been part of the Scheme and part of the graduation path in order to ensure that the NORCAP roster member can undertake this mission independently. Discussion and decision making on this can be carried out by Deployment Adviser, CashCap Project Manager and CashCap Roving and Mentoring Adviser. The aim is to leverage on the NORCAP roster members previous expertise (e.g. protection, wash, shelter or generalist) and to further increase their sectoral CTP expertise through further on the job application as well.

| NORCAP Roster Members Portfolio management | Criteria for next step graduation |
|--|--|
| CashCap Roving and Mentoring Adviser | Good PER for the NORCAP deployment. Evaluation of their performance and progression in uptake of CTP from the CashCap Roving and Mentoring Adviser, who will be working closely with them whilst on mission? |
| Funding | |
| This step is funded under the NORCAP Roster frame. The NORCAP expert will be nominated for missions that the NORCAP Roster has approved funding for. | |

Step Three

CashCap Twinning missions

To build the confidence and prepare for independent CashCap deployments, the NORCAP roster members will be deployed alongside a senior CashCap Roster member. This type of twinning mission can be for short or longer term, depending on the nature of the term of reference (ToR) and the level of expertise required and outlined in the CashCap Request Form. This also requires that the CashCap Project Manager actively promotes this approach with CashCap Steering Committee members and their Standby-Partnership Program Units that work on selection of experts for various missions.

During a short term twinning mission, the NORCAP roster member will be guided by the CashCap expert for a few weeks and then they will complete the mission independently with remote support. In cases where the deliverables in the ToR requires a senior cash expert to be able to fulfill the duties of the role, and where there are merits in the NORCAP roster member shadowing the senior expert, a longer term twinning mission will be negotiated with the hosting agency. Such twinning mission could be for project design, implementation, coordination, assessments and response analysis. To maximize the learning, it is critical to find the best deployment match, and carry out an evaluation/screening of the deliverables in the ToR, the expert's skills, competencies and learning vs. the competencies and skills of the senior CashCap Roster member that will be mentoring the NORCAP roster member.

| NORCAP Roster Members Portfolio management | Criteria for next step graduation |
|--|---|
| CashCap Roving and Mentoring Adviser | Good PER and evaluation of the NORCAP members performance from the senior expert accompanying them on the twinning mission. |
| Funding | |
| CashCap Roster will fund the position. | |

Depending on the Performance Evaluation Report received from the hosting agency under both Step two and Three (standalone/ twinning mission) the NORCAP roster members will be invited to join the CashCap Roster.

Step Four:

CashCap Roster Stand-alone mission:

After the successful completion of step one, two and three, NORCAP roster members will be given an opportunity to independently handle a CashCap mission. Although the NORCAP roster members will be expected to lead the mission independently, can still seek support from the Roving CashCap Mentoring and Capacity Building advisor during their deployments.

| NORCAP roster members Portfolio management | Criteria for next step graduation |
|--|--|
| CashCap Roving and Mentoring Adviser | Their membership of the CashCap Roster will be assessed based on how they are able to perform independently on standalone CashCap missions and PER from Host Agency. |
| Funding | |
| CashCap Roster funding. | |

Timeframe to graduate:

It will take about 12 months to complete the CB scheme (step 1), consecutively upon the request for the Cash missions/availability of resources steps 2 and 3 will be carried out. NORCAP roster members will be evaluated in every steps and will only be moved on to the next step if they meet the criteria set for each step. After the completion of all four steps, NORCAP roster members will graduate from CBS to CashCap roster.

Things to remember:

- This strategy is implemented only for NORCAP roster members.
- Graduation participants will firstly be considered as Cash expert under the NORCAP roster and then later on potentially be offered CashCap Roster membership.

Annex 06. Monitoring and evaluation tools

A. Mentoring and Learning Tracking Sheets

The Mentoring and Learning Tracking Sheets is used to track outputs and outcomes indicators. It is the fundamental tool used by the mentor to individually follow up on the learning path of each participant.

This tool is used by the participant (mentee) at the beginning of the scheme to define:

- a) Learning Objectives
- b) Plan for achievement
- c) Milestones
- d) Timeframe
- d) Support required from the mentor

The mentor uses the tracking sheet to record progress, challenges, and achievements collected through mentoring sessions (e.g. milestone reviews) and ad hoc communication (e.g. via email, skype etc.). The sheets also tracks the various contact records between the mentor and the mentee.

- Agreed Objectives for learning: Where do you want to be by the end of the scheme? What you want to reach?
 - Plan for achievement: How you are going to achieve it? What are you going to do?
 - Milestones/Outputs: Practical outputs
 - Final Milestone Review : Status/Milestone Review

Plan for achievement (Mentoring and learning tracking tool, NORCAP in placement, 2016)

- Understand operational requirements for implementing CTP
- Understand how the Remote Cash Project guidelines support evidence-based decision-making on the appropriateness of cash for different project outcomes and in different contexts
 - Learn how protection issues can affect and be affected by remote emergency CTP
- Develop the skills required for ensuring quality outcomes in remote emergency cash transfer programming

To understand how the cash is delivered to beneficiaries through different modalities how the transfer is accepted by beneficiaries and what challenges can be there

Consolidate learning and capitalize on the experience.

- (1) Review relevant corporate guidelines, documents, tools including those adapted specifically for DRC Libya and other key material
- (2) Actively participate in the planning of cash/NFIs projects, including evidence-based decision-making on beneficiary targeting and delivery modality in the different areas.
- (3) Focus on quality programming, with an emphasis on protection / gender / diversity issues
- (4) Support DRC office in coordinating the cash feasibility assessments through the partners in Kufra and Northern Libya
- (5) Support remote staff or partners in implementing, monitoring and troubleshooting cash/NFIs program in Libya
- (6) Participate in September Programme Review and actively involved in any revision of cash SOPs, templates and tools through lessons learnt from the first distribution in August 2016
- (7) Produce a simple study on Macro Economic trends in Libya including an analysis of the current liquidity crisis and its potential impact on future CTP projects in Libya
- (8) Consolidate a report at the end of three months highlighting the key successes, challenges and need for further training etc

B. Participants Final Questionnaire

This questionnaire is completed by the participants after the completion of the scheme. It looks at different evaluation aspects, from satisfaction of single components (training, mentoring, placement), challenges,

positive returns at individual level, and the level of engagement with CTP since the beginning of the scheme. This tool aims at measuring and tracking outcome level indicators.

Cash Cap Capacity Building Scheme
COP Participant Questionnaire - Final - Round 1 – September/October 2016

Objectives

1. To assess challenges and elicit best practices
2. To assessing individual results

Questionnaire

| |
|--|
| 1. What is your overall impression of the CashCap capacity building scheme and its main components? |
| a) Overall |
| |
| b) Training |
| |
| c) Mentoring |
| |
| 2. Do you think you have set relevant and achievable objectives for the scheme? |
| |
| 3. Do you think you have achieved the objective/s you set at the beginning of the scheme? If not why? |
| |
| 4. What are the main challenges involved in the scheme roll out both at individual (participant) and from an institutional level? |
| a) Individual |
| |
| b) Institutional |
| |
| 5. What are the key success factors for achieving the set objectives? |
| |
| 6. What are, if any, the positive returns from the scheme at individual (participant) level (e.g. new of CTP skills and competencies)? |
| |
| 7. Have you experienced an improved engagement with CTP since the beginning of the scheme? Please elaborate in a synthetic way. |
| |
| 8. Do you have any specific suggestion to improve the scheme and its effectiveness? |
| |

C. NORCAP placement PER

The NORCAP Performance Evaluation Report (PER) is compiled by the mentee and the host agency supervisor following the objectives set by the placement. It provides information about the performance of the placed NORCAP expert, a performance rating and comments and recommendation from both the mentee and the host agency.

D. Post Scheme Survey

The post survey scheme was developed to collect the impact and outcome indicators at the end of the project to complement the monitoring data already collected.

Capacity Building Scheme - Cash Cap 2016/2017

Thanks for participating in the Capacity Building Scheme (CBS).

We would highly appreciate your feedback through the following questionnaire. It will take you no longer than 15 minutes. Thanks for your time.

The Cash Cap Team

Did you participate in the CBS?

- q Yes
- q No

Are you member of

- q NORCAP roster
- q Cash Community of Practice
- q Stand-by-partner roster

Select the components of the CBS you have participated in

- q Training
- q Mentoring
- q Placement

Sex (OPTIONAL)

- q Female
- q Male

Select the sector you feel most familiar with, based on your professional background (OPTIONAL)

- q Camp Management and coordination
- q Early Recovery
- q Education
- q Emergency Shelter
- q Emergency telecommunication
- q Food security
- q Health
- q Logistics
- q Nutrition
- q Protection
- q Sanitation, Water and Hygiene
- q Multisectorial
- q Other

Select the sector you were most exposed to during your participation in the CBS (OPTIONAL)

- q Camp Management and coordination
- q Early Recovery
- q Education
- q Emergency Shelter
- q Emergency telecommunication
- q Food security
- q Health
- q Logistics
- q Nutrition
- q Protection
- q Sanitation, Water and Hygiene
- q Multisectorial
- q Other

To what extent do you agree or disagree with the following statements?

FOR NORCAP

I contributed to (.....) within the host organization

FOR CoP

I contributed to (.....) within the organization, you work with

FOR SBPP

I contributed to (.....) within roster assignments

| | Strongly Dis- agree | Disa- gree | Neu- tral | Agree | Strongly agree | N/A |
|--|------------------------|---------------|--------------|-------|-------------------|-----|
| increasing institutional capacity to use CTP | q | q | q | q | q | q |
| including CTP in humanitarian need as- sessments and analysis | q | q | q | q | q | q |
| including CTP in humanitarian strategic response planning | q | q | q | q | q | q |
| including CTP in humanitarian resource mobilization | q | q | q | q | q | q |
| including CTP in humanitarian imple- mentation | q | q | q | q | q | q |
| including CTP in humanitarian monitor- ing and evaluation | q | q | q | q | q | q |
| improving the quality of CTP | q | q | q | q | q | q |
| improving cash coordination among stakeholders | q | q | q | q | q | q |

When performing this task/action, please rate your level of confidence

| | Not confi- dent at all | Un- confi- dent | Neither con- fident or un- confident | Con- fident | Abso- lutely confi- dent | N/A |
|---|---------------------------------|-----------------------|--|----------------|-----------------------------------|-----|
| Ensuring equal and consistent consideration of cash in humanitarian responses | q | q | q | q | q | q |
| Advocating for the most appropriate context specific response whether it involves in- kind, cash, voucher or a combination of mo- dalities | q | q | q | q | q | q |
| Considering cash as a response modality across different sectors | q | q | q | q | q | q |
| Considering multipurpose cash in humanitar- ian responses | q | q | q | q | q | q |

**In which sectors, do you feel more confident in considering cash as a response modality? (OP-
TIONAL)- You can choose sectors that are relevant per your criteria**

| | Not con- fident at all | Un- confi- dent | Somewhat unconfi- dent | Neither confident or unconfident | Some- what confident | Con- fident | Absolutely confident | N/A |
|------|------------------------------|-----------------------|------------------------------|-------------------------------------|----------------------------|----------------|-------------------------|-----|
| Camp | q | q | q | q | q | q | q | q |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Man- age- ment and coor- dina- tion | | | | | | | | |
| Early Re- covery | q | q | q | q | q | q | q | q |
| Edu- cation | q | q | q | q | q | q | q | q |
| Emer- gency Shel- ter | q | q | q | q | q | q | q | q |
| Emer- gency tele- com- muni- cation | q | q | q | q | q | q | q | q |
| Food securi- ty | q | q | q | q | q | q | q | q |
| Health | q | q | q | q | q | q | q | q |
| Logis- tics | q | q | q | q | q | q | q | q |
| Nutri- tion | q | q | q | q | q | q | q | q |
| Pro- tection | q | q | q | q | q | q | q | q |
| Sani- tation, Water and Hy- giene | q | q | q | q | q | q | q | q |
| Multi- secto- rial | q | q | q | q | q | q | q | q |
| Other | q | q | q | q | q | q | q | q |

To what extent do you agree or disagree with the following statements?

I am able to perform.....

- Strategic functions involve actions in strategic planning and decision making at the organizational level (Country Directors, Head of Base, Programme Advisors, Cash working groups coordination, etc.)
- Technical functions involve leading and overseeing cash based interventions across the project cycle (Programme managers, Coordinators, etc.)
- Operational functions involve turning the programme design into an operational and implementa-

tion reality (Head of projects, Logisticians, IT staff, etc.)

| | Strongly Dis- agree | Disa- gree | Neu- tral | Agree | Strongly agree | N/A |
|--|------------------------|---------------|--------------|-------|-------------------|-----|
| strategic functions required for CTP | q | q | q | q | q | q |
| technical functions required for CTP | q | q | q | q | q | q |
| operational functions required for CTP | q | q | q | q | q | q |

Do you feel that the quality of your future assignments will be benefited by the gained skills in CTP?

| | |
|---|----------------|
| q | Definitely not |
| q | Probably not |
| q | Maybe |
| q | Probably |
| q | Definitely |
| q | N/A |

Would you consider the CBS contributed to increase your engagement with the NORCAP roster?

FOR NORCAP

Would you consider the CBS contributed to increase your engagement with your organization? *FOR CoP*

Would you consider the CBS contributed to increase your engagement with the roster? *FOR SBPP*

| | |
|---|----------------|
| q | Definitely not |
| q | Probably not |
| q | Maybe |
| q | Probably |
| q | Definitely |
| q | N/A |

Do you think your competency gap was well identified?

| | |
|---|----------------|
| q | Definitely not |
| q | Probably not |
| q | Maybe |
| q | Probably |
| q | Definitely |
| q | N/A |

Do you think your placement was well designed to match your competency gap? *FOR NORCAP*

| | |
|---|----------------|
| q | Definitely not |
| q | Probably not |
| q | Maybe |
| q | Probably |
| q | Definitely |
| q | N/A |

Have you achieved your learning objectives?

| | |
|---|----------------|
| q | Definitely not |
| q | Probably not |
| q | Maybe |

| | |
|---|------------|
| q | Probably |
| q | Definitely |
| | N/A |

| How effective was | | | | | | |
|---|----------------------|------------------|---------|----------------|------------|-----|
| FOR NORCAP and FOR CoP | | | | | | |
| | Not effective at all | Fairly effective | Neutral | Very effective | It was key | N/A |
| the mentorship in helping to achieve your learning outcomes? | q | q | q | q | q | q |
| the process of identifying, tracking, reviewing of learning objectives for your achievements? | q | q | q | q | q | q |
| was the mentor to help you to identify practical learning and application opportunities? | q | q | q | q | q | q |
| the technical supervisor to help you to put in practice your learning ? | q | q | q | q | q | q |

| Did you feel | | | | | | |
|---|---------------|-------------|-----------|--------------|----------------|-----|
| FOR NORCAP and FOR CoP | | | | | | |
| | Definitely no | Probably no | Uncertain | Probably yes | Definitely yes | N/A |
| encouraged to apply new tools and approaches learnt during the program? | q | q | q | q | q | q |
| responsible to fulfil the set learning objectives? | q | q | q | q | q | q |

| How often did you have contact with your mentor? | | | | | | |
|--|----------------|--------------|--|--|--|--|
| FOR NORCAP and FOR CoP | | | | | | |
| q | Every 2 months | | | | | |
| q | | Once a month | | | | |
| q | | Fortnightly | | | | |
| q | | Once a week | | | | |
| q | Twice a week | | | | | |
| q | | N/A | | | | |

| Would you have liked to be in contact with your mentor more often? | | | | | | |
|--|----------------|--|--|--|--|--|
| FOR NORCAP and FOR CoP | | | | | | |
| q | Definitely not | | | | | |
| q | Probably not | | | | | |
| q | Maybe | | | | | |
| q | Probably | | | | | |
| q | Definitely | | | | | |
| q | N/A | | | | | |

| How would you rate | | | | | | |
|------------------------------|------|---------|------|-----------|-----------|-----|
| FOR NORCAP | | | | | | |
| | Poor | Regular | Good | Very good | Excellent | N/A |
| The Capacity Building Scheme | q | q | q | q | q | q |
| The training component | q | q | q | q | q | q |

| | | | | | | |
|--|---|---|---|---|---|---|
| The mentorship component | q | q | q | q | q | q |
| The placement component | q | q | q | q | q | q |
| The involvement of your host organization in the CBS | q | q | q | q | q | q |

**How would you rate
FOR CoP**

| | Poor | Regu- lar | Good | Very good | Excel- lent | N/A |
|---|------|--------------|------|--------------|----------------|-----|
| The Capacity Building Scheme | q | q | q | q | q | q |
| The training component | q | q | q | q | q | q |
| The mentorship component | q | q | q | q | q | q |
| The involvement of your organization in the CBS | q | q | q | q | q | q |

**How would you rate
FOR SBPP**

| | Poor | Regular | Good | Very good | Excellent | N/A |
|------------------------------|------|---------|------|-----------|-----------|-----|
| The Capacity Building Scheme | q | q | q | q | q | q |
| The training component | q | q | q | q | q | q |

Please, feel free to share your feedback about the CBS

Agencies/Capacity Building Scheme - Cash Cap 2016/2017

Thanks for participating in the Capacity Building Scheme (CBS).

We would highly appreciate your feedback through the following questionnaire. It will take you no longer than 15 minutes. Thanks for your time.

The Cash Cap Team

ONLY FOR HOST ORGANIZATION/NORCAP AND COMMUNITY OF PRACTICE

Did your organization participate in the CBS?

- q Yes
- q No

Which was your organization's involvement in the CBS

- q A member of our staff received CTP training from the CBS
- q A member of our staff received CTP mentoring from the CBS
- q My organization hosted a NORCAP expert
- q Other _____

Sex

- q Female
- q Male

Which was your role?

- q I managed the CBS participant
- q I supported the CBS participant technically
- q I supported the CBS participant operationally
- q Other:

Please select the sectors your organization feels most familiar with concerning CTP (at country level)

- q Camp Management and coordination

| | |
|---|-------------------------------|
| q | Early Recovery |
| q | Education |
| q | Emergency Shelter |
| q | Emergency telecommunication |
| q | Food security |
| q | Health |
| q | Logistics |
| q | Nutrition |
| q | Protection |
| q | Sanitation, Water and Hygiene |
| q | Multisectorial |
| q | Other |

Please select the sectors the participant was MOST exposed to during the period of CBS

| | |
|---|----------------------------------|
| q | Camp Management and coordination |
| q | Early Recovery |
| q | Education |
| q | Emergency Shelter |
| q | Emergency telecommunication |
| q | Food security |
| q | Health |
| q | Logistics |
| q | Nutrition |
| q | Protection |
| q | Sanitation, Water and Hygiene |
| q | Multisectorial |
| q | Other |

To what extent do you agree or disagree with the following statements?

For NORCAP

The participant contributed to (.....) within the organization, she/he work with (at country office level)

For CoP

The participant contributed to (.....) within the host organization (at country office level)

| | Strongly Dis- agree | Disa- gree | Neu- tral | Agree | Strongly agree | N/A |
|--|------------------------|---------------|--------------|-------|-------------------|-----|
| increasing institutional capacity to use CTP | q | q | q | q | q | q |
| including CTP in humanitarian need assessments and analysis | q | q | q | q | q | q |
| including CTP in humanitarian strategic response planning | q | q | q | q | q | q |
| including CTP in humanitarian resource mobilization | q | q | q | q | q | q |
| including CTP in humanitarian imple- mentation | q | q | q | q | q | q |
| including CTP in humanitarian monitor- ing and evaluation | q | q | q | q | q | q |

| | | | | | | |
|--|---|---|---|---|---|---|
| improving the quality of CTP | q | q | q | q | q | q |
| improving cash coordination among stakeholders | q | q | q | q | q | q |

Please rate the level of confidence do you think the participant has when performing the following tasks/actions

| | Not confident at all | Unconfident | Neither confident or unconfident | Confident | Absolutely confident | N/A |
|---|----------------------|-------------|----------------------------------|-----------|----------------------|-----|
| Ensuring equal and consistent consideration of cash in humanitarian responses | q | q | q | q | q | q |
| Advocating for the most appropriate context specific response whether it involves in-kind, cash, voucher or a combination of modalities | q | q | q | q | q | q |
| Considering cash as a response modality across different sectors | q | q | q | q | q | q |
| Considering multipurpose cash in humanitarian responses | q | q | q | q | q | q |

**To what extent do you agree or disagree with the following statements?
After the CBS, the participant is able to perform.....**

- Strategic functions involve actions in strategic planning and decision making at the organizational level (Country Directors, Head of Base, Programme Advisors, Cash working groups coordination, etc.)
- Technical functions involve leading and overseeing cash based interventions across the project cycle (Programme managers, Coordinators, etc.)
- Operational functions involve turning the programme design into an operational and implementation reality (Head of projects, Logisticians, IT staff, etc.)

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly agree | N/A |
|--|-------------------|----------|---------|-------|----------------|-----|
| strategic functions required for CTP | q | q | q | q | q | q |
| technical functions required for CTP | q | q | q | q | q | q |
| operational functions required for CTP | q | q | q | q | q | q |

Do you feel that the quality of her/his future assignments will be benefited by the gained skills in CTP?

q Definitely not

q Probably not
q Maybe
q Probably
q Definitely
q N/A

Do you think

For NORCAP

| | Definite-ly not | Prob-ably not | May-be | Prob-ably | Defi-nitely | N/A |
|--|-----------------|---------------|--------|-----------|-------------|-----|
| the competency gap of the participant was well identified? | q | q | q | q | q | q |
| the host organization competency gaps were well identified? | q | q | q | q | q | q |
| the learning opportunities for the participant were well identified? | q | q | q | q | q | q |
| the placement matched profile, gaps and learning opportunities? | q | q | q | q | q | q |
| you have a clear picture on what to expect from the participant's role? | q | q | q | q | q | q |
| the participant achieved her/his learning objectives? | q | q | q | q | q | q |
| your organization provided the participant with a learning supportive environment? | q | q | q | q | q | q |

Has the participant achieved her/his learning objectives?

For COP

| | |
|---|----------------|
| q | Definitely not |
| q | Probably not |
| q | Maybe |
| q | Probably |
| q | Definitely |
| q | N/A |

Did you feel your agency provided the environment to

| | Defi-nitely no | Prob-ably no | Un-cer-tain | Prob-ably yes | Definite-ly yes | N/A |
|--|----------------|--------------|-------------|---------------|-----------------|-----|
| Encourage the participant to apply new tools and approaches learnt during the program? | q | q | q | q | q | q |
| To fulfil the set learning objectives? | q | q | q | q | q | q |

How often did you have contact with the CBS mentor?

For NORCAP

| | |
|---|----------------|
| q | Once |
| q | Every 2 months |
| q | Once a month |
| q | Fortnightly |
| q | Once a week |
| q | N/A |

Would you have liked to be in contact with the mentor more often?

For NORCAP

| | |
|---|----------------|
| q | Definitely not |
| q | Probably not |
| q | Maybe |
| q | Probably |
| q | Definitely |
| q | N/A |

How would you rate

| | | | | | | |
|------------------------------|------|---------|------|-----------|-----------|-----|
| <i>For NORCAP</i> | | | | | | |
| | Poor | Regular | Good | Very good | Excellent | N/A |
| The Capacity Building Scheme | q | q | q | q | q | q |
| The training component | q | q | q | q | q | q |
| The mentorship component | q | q | q | q | q | q |
| The placement component | q | q | q | q | q | q |
| How would you rate | | | | | | |
| <i>For COP</i> | | | | | | |
| | Poor | Regular | Good | Very good | Excellent | N/A |
| The Capacity Building Scheme | q | q | q | q | q | q |
| The training component | q | q | q | q | q | q |
| The mentorship component | q | q | q | q | q | q |



Please, feel free to share your feedback about the CBS


Annex. 07. Performance Evaluation-end of project

Objective: Assess the Capacity Building Scheme implemented during the following period: December 15th ,2016 March 25th, 2017



Scope: Internal. Measure the level of achievement of identified indicators from the log frame. Focus on identifying the key factors that contributed to outcomes' achievement.



Limitations of the following performance evaluation: The scale of the pilot is too small to assess thoroughly, through quantitative indicators, results at outcome and impact level. However, a qualitative review has contributed highly to be able to gauge performance of several aspects that contributed to the program's results. In addition, because of the nature of the project, being a pilot, the CBS focused on learning and suggestion on how to improve the scheme (refer to next section). Skype interviews, milestone tracking sheet, PER and online surveys have been used to assess CBS's performance. Sources of information have been triangulated. On line survey, has only been answered by stakeholders relevant to placement's component. The number of answers related to CoP it is not enough to contribute to results, they are only used if are corroborated by qualitative feedback.



| Impact Level -institutional- | Indicator | Performance |
|---|---|---|
| Improved and more sustainable inclusion of cash transfer programming in humanitarian response analysis and project implementation | % of humanitarian organizations reporting increased institutional capacity to use CTP | <p> CoP: 5/6 agencies reported increased institutional capacity to use CTP thanks to the scheme¹⁴. 5/6 agencies reported that the scheme support the inclusion of CTP in humanitarian response analysis and project implementation. The main changes that the programme brought to the agency at country office level was: inclusion of CTP and market consideration in programme design, cascading of knowledge, consideration of cash as an available option, New funding/partnership opportunities, strategy revision and long term change. Agencies buy-in is a key factor of success.</p> <p> NORCAP: 60% of responders agreed on the contribution of the placement for increasing capacity to use CTP in their program (survey). 4 out of 6 agencies reported increased institutional capacity to use CTP thanks to the scheme (qualitative). The main outputs were to reinforce CTP strategies, projects or frameworks. The key limiting factor was that the results depended on the existing technical capacity on the ground, i.e. with the hosting agency. The more exposure the NORCAP expert had to cash programs supported by technical management on the ground, the more s/he could apply own expertise and give an added value. In addition, to what extent the mentor worked with the supervisor from the beginning, designing the placement,</p> |

| | | was also of significance. The more focused the ToR was on the abilities of the participant and the capacity of the agency to provide a learning environment, the better. The period of the placement - 3 months - was consistently referred to as too short to contribute to institutional capacity. |
|---|--|--|
| Outcome Level -individual- | Indicator | Performance |
| An expanded and diversified pool of practitioners is confident in using CTP and determining appropriate, context specific responses to humanitarian needs | % of mid to senior level humanitarian practitioners from the wider CoP who demonstrate improved engagement with CTP by the end of the project. |  <ul style="list-style-type: none"> • All the participants (6/6), felt they now have the necessary knowledge, skills, and tools to engage with design, implementation, and monitoring of CTP. They have been able to engage with Cash Transfer and Market Programming in different ways and each participant has at least applied/experienced one or more of the following: Proposal/ Concept development, CTWG participation, Response analysis, Facilitation of CTP awareness training, Markets assessment & analysis, Needs and vulnerability assessment, Strategy review, Donor discussion engagement, Contingency planning, Monitoring and evaluation, Reporting. • CoP participants rated themselves as “Absolutely confident” or “confident” in advocating for the most appropriate context specific response as well as considering cash as a response modality across different sectors. They felt more confident in performing technical and operational functions than strategic functions. 100% think that gained skills will benefit future assignments as well as it increased their engagement with their own organization (survey). • 100% agreed to have contributed highly to including CTP within the project cycle. Especially within need assessments, response planning and implementation. To a lesser extent, the participants contributed to improving cash coordination, resource mobilization and/or improving quality in a response. • A number of specific initiatives and outputs conducted by the participants also demonstrate their enhanced engagement with CTP and return for the participating agency: 2 Market assessments (Kenya, Somalia), 2 Cholera, response case studies on modality choice (Tanzania, Kenya), 1 FFP proposal development (Somalia), 1 Case study on WFP voucher programme (Somalia), 2 Pilot CTP, 1 Shelter project and 1 Cash Grant for Cooperatives (Ethiopia), 4 CTP awareness session/training (Ethiopia, Kenya, Somalia, Mali/Libya), 1 SOP for inclusion of CTP in logistic and procurement manual, 1 CTWG reactivation (Ethiopia) and CTWG attendance for the other participants) |

| | |
|---|---|
| <p>Number of NORCAP members that demonstrate improved engagement with CTP during targeted placement</p> | <div data-bbox="660 204 750 292"> </div> <p>Participants have extensively demonstrated their improved engagement through the following initiatives: Gender and protection, Risk Analysis Brief on 'Nutrition-sensitive' activities in various contexts (drought, floods, conflict etc.), Comparative analysis of Cash transfer value (WFP Pakistan); Study on Macro Economic trends in Libya including an analysis of the current liquidity crisis and its potential impact on future CTP projects in Libya, Management of the first remote cash distribution in Libya, Sabha, Market prices monitoring and PDM (DRC Libya); Cash feasibility assessment in Hassake, Syria, through the use of NRC's tool for Remote Management of Cash; CTP Livelihoods Proposal Development; CTP Shelter Pilot Proposal Development; Emergency preparedness for Emergency Cash Distribution in Erbil (NRC Syria); CwC lesson learnt and accountability framework (LCC, Lebanon); Support to Winterization programmes (DRC, Turkey), Operational support (ACF, Uganda)</p> <ul style="list-style-type: none"> • All participants had a good/very good Performance Evaluation Review. Most of them were recommended for more complex tasks and continue with the host agencies as NORCAP deployment. • All responders from the NORCAP expert roster considered that they highly contributed to including CTP at all stages of the project cycle (assessment and response analysis). To a lesser extent, at resource mobilization and improving quality. As well as, they feel "absolutely confident"/"confident" in considering cash (sector and multisector) and advocating for an appropriate response. They felt stronger and able to perform operational, technical, and strategic functions of CTP. They are sure that future assignments will be benefited from the gained skills. <div data-bbox="651 847 741 935"> </div> <ul style="list-style-type: none"> • 3 out of 6 agencies required an extension from the NORCAP expert and NORCAP supported it (refer to graduation pathway). Though satisfied with the performance of the NORCAP expert and their interpersonal skills as well as their commitment to achieve learning; host agencies differ greatly on the level of confident and contribution of participants in CTP according to survey. Almost 60% of the host agencies responders stated that participants are unconfident or neither confident/unconfident to consider cash as an appropriate response across sectors and in equity as in kind. There is agreement of the increased confidence in advocacy for the most appropriate response. 50% of responders still hesitate in stating that participants are able to perform functions on CTP (there was more consensus on the gained skills at operational level). Feedback from qualitative interviews also differ, and even though agencies highly appreciated the expertise from the Expert, they still have some doubts to what extent this expertise was needed to fulfill the tasks required for CTP at their level. There were some good practices to be highlighted as managing complex tasks and responsibilities beyond their role. This shows that measuring level of competences gained still present challenges to lead to conclusive results. |
| <p>Number of NORCAP members that are accepted into the CashCap Roster post placement</p> | <div data-bbox="660 1220 716 1284"> </div> <p>All responders except one agreed that the competencies gained in CTP will increase future assignments' quality. 3 of the 6 participants have already been deployed through NORCAP to the same hosting agency as a result of the placement and to continue the work they have been doing. CashCap has developed a graduation path for the capacity building scheme participant that leads to the acceptance in the CashCap roster. The CashCap roster requirements list at least 5 years of professional experience including considera-</p> |

| | | <p>ble CTP expertise. Hence a 3-month placement will not be sufficient for immediate roster acceptance. Nevertheless, candidates are considered for NORCAP stand-alone mission or CashCap Twinning Mission right after the successful completion of the scheme. 100% of responders answered that CBS highly increased their engagement with NORCAP roster.</p> |
|--|--|---|
| | % of GenCap experts that are able to include CTP considerations for GenCap | <p>17 GenCap Advisor were trained on CTP principles and tools. The advisors were made familiar with the response analysis using the programme management cycle through exercise and presentation on standards/tools so that they could advise the cash & market group and the humanitarian agencies who are dealing with cash and/or voucher in the country they are deployed to. Furthermore, with the objective to mainstream gender during the design of CTP, the gender experts are now fully aware of the process and steps on identifying the best response modality/delivery mechanism and will be able to provide guidance at the agency or inter agency level.</p> |
| Perception | Indicator | Performance |
| The programme components are positively valued | % of participants that valued positively the CBS | <p style="text-align: center;"><u>CoP</u></p> <p> Overall the scheme was well received and appreciated by the COP participating organizations as well from the COP participants. The participants used the following terminology to describe the scheme overall: relevant, essential, good and timely, important contribution and increased confidence. The participating agencies appreciated the combination of different approaches as often training does not translate in the application of learning.</p> <p>All participants provided positive feedback regarding the mentoring component. For most of the mentees it supported them in putting the theoretical learning into practice and building skills. In fact, one of the key success factors of the scheme was the follow up on the progress of each participant through mentoring as stated by most agencies and participants. Most believe that the scheme would benefit from a stronger focus on the application component, which could be strengthened by introducing a secondment opportunity.</p> <p>The trainings were very well received and appreciated by all participants. In particular, the content, the training methodology (interactive and case studies) and the quality and experience of the facilitators made the training component a success. Only one participant mentioned that the training covered too many topics.</p> <p style="text-align: center;"><u>NORCAP</u></p> <p> 83% thought that competency gap was well identified and that placement was well designed to address it.</p> <ul style="list-style-type: none"> • 100% of the responders said that they have achieved their learning objectives (“definitely”, “probably”). 83% thought that mentorship was key and very effective to achieve them. The process of identifying, tracking, reviewing of learning objectives was highly valued. As well as the role of the mentor to help to identify practical learning and application opportunities (80%). 83% recognized the effectiveness of the technical supervisor to put in practice learning. • 100% felt encouraged to apply new tools and approaches learnt during the program and felt responsible to fulfil the set learning objectives |

| | | |
|---------------------|--|--|
| | | <ul style="list-style-type: none"> 75% responded having contact with their mentor once a month. While almost 25% once a week. To the question if they would have liked to meet more frequently, 40% responded “maybe”, while 20% “probably not”, 40% answered “definitely” Participants well rated CBS. 100% rated as Excellent (67%) and Very good (33%). The training component was highly valued, while mentorship was highly valued by 83% of participants. The rest valued it as “good”. Placement was valued by 83% as “excellent” and 17% as “very good”. The involvement of host organization was rated as good, very good and excellent. |
| | % of agencies that valued positively the CBS |  <p><u>CoP</u>: based on feedback, agencies valued positively. They highlighted the added value of the participant in their ongoing programming, the way to influence including market programming in a WASH strategy, for instance, for granting funds through proposals, and improved monitoring. However, they recognize the need for more involvement and buy in to increase a learning environment for the participant.</p>  <p><u>NORCAP</u>: 83% of responders of host agencies replied that the participants’ next mission will be benefited by the gained skills in CTP. Agencies felt they provided a good learning environment to encourage the participant to apply new tools and approaches (83% as “Probably yes”, and “Definitely yes”) and to fulfil the set learning objectives (60%). One of the more determinant factors was if agencies consider agency competency gap was well identified. Also, when expectations from the participant’s role were not clear enough, it tended to affect negatively satisfaction on other components. Inconclusive results on many times they had contact with the mentors, but based on recording records, it is between 1 to 3 times during the program. 60% would have preferred more contact. The program was rated as an “average good” by responders: 40% “valued as Excellent and Very good”, while 40% was neutral and 20% “regular”. 60% of responders did not value the placement, while 40% graded as “excellent” and “very good” respectively. 3 out of 6 agencies on qualitative interviews were enthusiastic about the program and components and 3 out of 6 agencies required extension for NORCAPs.</p> |
| Output Level | Indicator | Performance |

| | | |
|---|---|---|
| Mid-Senior Level Practitioners gain practical skills to contextualize CTP through participating in trainings and access to on the job mentoring. | <p># of organizations identifying staff for trainings and enrolling them in the mentoring programme</p> <p># of training modules developed and tested to address specific capacity gaps</p> <p># of mid-senior level practitioners enrolled in the CashCap training and mentoring scheme</p> <p># of participant training and mentoring days disaggregated by: i) sex; ii) participant job level/function; iii) organization type</p> <p>% of mid-senior level practitioners completing the CashCap training and mentoring scheme</p> |  <ul style="list-style-type: none"> • 9 organizations: WFP, NRC (2), DRC (2), Lebanon Cash Consortium, DRC, ACF (2), IOM, WVI, NCA • 4 Modules. The following modules were developed under this grant (i) <i>CTP Core skills for Technical Programme Design and Quality</i> (ii) <i>CTP Core skills for Strategic Planning and Decision-Making</i> (iii) <i>Response Analysis for CTP programmes</i> (iv) <i>Quality Assurance for WASH and Shelter Programmes</i>. • 16 of mid-senior level practitioners enrolled in the CashCap training and mentoring scheme • 6 CoP participants enrolled and completed the CBS program. Components: training (9 days) + mentoring (12 sessions (1 hour and 2 face to face sessions): 5 men: 1 woman/5 senior project managers, 1 mid-level practitioner/ 1 Finance, 1 Shelter, 1 Logs/ Shelter Management, 1 WASH; 2 Senior Humanitarian Project Managers, 1 Climate Change/ Economic Empowerment Project Manager/ 5 working with NGO's, 1 IOM |
| Mid-Senior Level Practitioners (NORCAP members) gain practical skills to contextualize CTP analysis and implementation through placements and on the job mentoring. | <p># of placements approved/endorsed by hosting agency's # of experts completing the full placement period</p> |  <ul style="list-style-type: none"> • 6 NORCAP were placed in hosting organizations and completed the program. 3 men/3 women/ 5 senior project managers/ 2 Protection, 1 WASH, 2 Logistics, 1 Logs Camp/ Shelter Management. NORCAPs received training, mentoring and placement components. Training (9 days) + mentoring (18 sessions (1 hour) 2 face to face sessions) |

| | | |
|---|--|--|
| GenCap experts gain a basic understanding of CTP principles and practical tools on how this can be applied to the work of GenCap experts at an inter-agency level | # of GenCap Experts attending the training on CTP at the annual workshop for Gen-Cap | 17 GenCap attending the training "Cash and Markets". Geneva, 21 st and 22 nd March, 2017 |
|---|--|--|

Annex. 08. Webinar presentations

On March 30th CashCap and CaLP held a Webinar to present the results of the CBS, presenting the future of the Building Individual Expertise Programme and the CashCap roster.

Webinar presentation will be shared by CaLP through the CALP d-group. Please follow this link <https://goo.gl/jCeWrN>