

CashCap Strategic Plan

2019 - 2021



NORWEGIAN
CAPACITY | CASHCAP

About CashCap

CashCap is an inter-agency project which provides cash and market expertise to the humanitarian and development community. It is a part of NORCAP, the Norwegian Refugee Council's global provider of expertise to the humanitarian, development and peacebuilding sectors.

CashCap supports the humanitarian/development community to assess gaps and barriers to appropriate use of Cash and Voucher Assistance (CVA¹) and provides inter-agency capacity to help actors overcome them. This is achieved through a roster of experts which deploy to responses for extended periods, backed up by a global technical team who can provide support to the experts or to actors directly.

Contact



Mamta Khanal Basnet
CashCap Project Manager
mamta.basnet@nrc.no

Information on requesting CashCap support can be found at:

www.nrc.no/norcap/cashcaprequest

¹ CVA refers to all programs where cash or vouchers for goods or services are directly provided to beneficiaries. In the context of humanitarian assistance, the term is used to refer to the provision of cash transfers or vouchers given to individuals, household or community recipients; not to governments or other state actors. CVA covers all modalities of cash-based assistance. This excludes remittances and microfinance in humanitarian interventions (although microfinance and money transfer institutions may be used for the actual delivery of cash). The term can be used interchangeably with Cash Based Interventions, Cash Based Assistance, and Cash Transfer Programming. Calp glossary of cash & voucher assistance(ctp) terminology.

Vision

Our Vision is to support international and local actors to prevent, prepare for, respond to and recover from crises by providing multiple evidence-based response options to the affected population.

Mission

Our Mission is to support international and local actors to consider and implement market-based programming, including CVA, to improve choice, dignity, and efficiency in responses for affected populations.

Cover photo: CashCap expert Jimena Peroni Galli talking to female local vendors in a refugee settlement market in Uganda.
© NORCAP / FERNANDA BAUMHARDT



CashCap expert Ricardo Lobo explains to villagers in Dondo the criteria for receiving voucher support from humanitarian agencies. Lobo coordinates the cash working group in Beira, ensuring agencies cover all affected areas and avoid duplications.

© NORCAP / IDA SEM FOSSVIK

Introduction

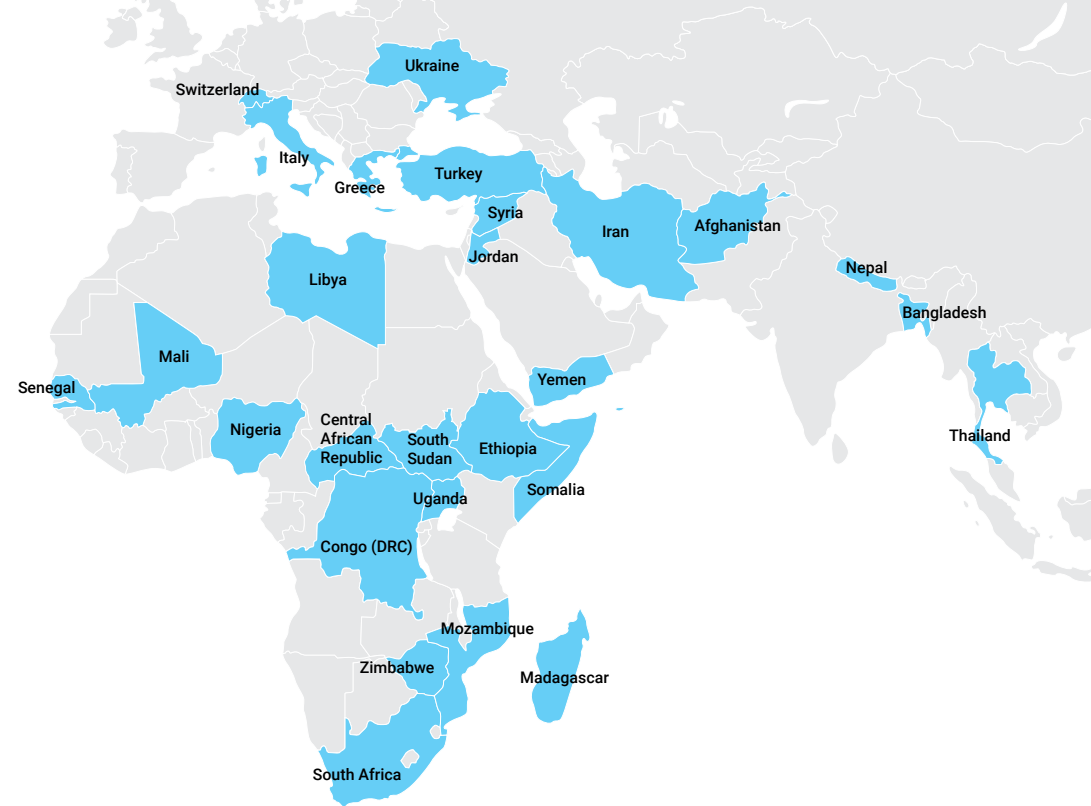
This plan sets out CashCap's objectives for the next three years (2019 – 2021).

It is informed by lessons learned since the start of CashCap in 2016, feedback from the CashCap Steering Committee and discussions with members of the CashCap roster.

Contents

CashCap Current Status	6
CashCap Strategic Objectives	8
CashCap Core Principles	10
Outcomes 2019 - 2021	11
CashCap Four Pillar Approach	14
CashCap Strategy Map 2019 - 2021	17
Annex 1 Strategic Analysis Process	18

CashCap Current Status



CashCap Deployments 2016-Present

REGION	COUNTRIES	HOST AGENCY
GLOBAL	Global Food Security Cluster, Global Nutrition Cluster, Global WASH Cluster, Global Logistics Cluster, Global Protection Cluster, Global Education Cluster, Global Health Cluster, Global Cluster Coordination Group	Cluster lead
SUB-SAHARAN AFRICA	Nigeria, Kenya, Uganda, Madagascar, Somalia, South Sudan, Mali, DRC, CAR, Ethiopia, Zimbabwe, Mozambique, South Africa, Senegal	Food Security Cluster, CaLP, ACF, FAO, WFP, OCHA, SCI, IOM
THE MIDDLE EAST AND NORTH AFRICA	Iraq, Yemen, Tunisia/Libya, Jordan (regional), Syria (WoS), Turkey/North West Syria, North East Syria	UNHCR, OCHA, DRC, CaLP, NRC, SCI, ARC-consortium (INGOs), WFP, MercyCorps
EUROPE	Greece, Ukraine	CRS, OCHA
LATIN AMERICA AND CARIBBEAN	Colombia, Ecuador, Haiti	ACF, OCHA, SCI
ASIA	Bangladesh, Nepal, Iran, Afghanistan, Thailand	IOM, WVI (ACAPS), WFP

Since its inauguration in January 2016, CashCap has deployed experts to 30 different countries providing support to market-based programming, including CVA, helping improve competence, coordination and cooperation in humanitarian response.

CashCap has developed a roster of approximately 40² experienced experts. Most experts are deployed at the request of the humanitarian community, while several are engaged on standing contracts commonly referred to as the CashCap Response Team or the Global Technical Team.



8 out of 11

Global clusters supported



21 out of 42

Cash and Market Working Groups supported

² as of December 2018

CashCap Strategic Objectives

In December 2017 the CashCap Steering Committee approved four overall strategic objectives for CashCap to work towards in 2018 – 2021. These strategic objectives are aligned with the Global Framework for Action and Grand Bargain³ commitments for CVA.

1. Ensure CVA is routinely considered, alongside other tools

As a result of CashCap's work, humanitarian/development actors will be able to increasingly consider the use of CVA when examining response options.

Example activities:

- *Maintaining a rapid response team that can deploy quickly, supporting CVA as a response modality even in rapid onset situations.*
- *Deploying experts to build an evidence base for uses of CVA at national, regional and global levels.*
- *Deploying experts to build preparedness for CVA.*
- *Deploying experts who can advise strategic decision makers and support the inclusion of CVA in response analysis.*

2. Ensure the quality of cash and voucher assistance programming

As a result of CashCap's work, humanitarian/development actors at national, regional and global levels will be able to design and implement increasingly efficient and effective CVA programs.

Example activities:

- *Supporting responses to consider and make best use of all suitable CVA programming options.*
- *Informing initiatives which develop standards, indicators and guidance on best practice in CVA.*
- *Supporting actors in country to coordinate, collaborate and share lessons learnt and best practices.*

3. Build sufficient capacity for cash and voucher assistance

As a result of CashCap's work, humanitarian/development actors will have greater in-house capacity to undertake CVA projects.

Example activities:

- *Providing briefing and training to support guidance and materials developed at the global level to be effectively used at country level.*
- *Building the capacity of actors at country level. This will often focus on local actors, agency support teams and clusters in which the capacity for CVA is limited.*
- *Supporting analysis of capacity gaps in the humanitarian/development system and assisting actors to develop their teams, including linking them to global training providers.*

4. Strengthen coordination of cash and voucher assistance

As a result of CashCap's work, current approaches to CVA coordination will become increasingly predictable and in line with agreed structures, while operational linkages will be strengthened in the humanitarian and development systems. This will also support the first three objectives.

Example activities:

- *CashCap's mandate allows it to engage directly with the humanitarian-development nexus discussions and actors, where it will seek to help make connections and mitigate obstacles.*
- *Support market based programming by linking humanitarian and development actors working on CVA at country level.*
- *Support global guidance for CVA coordination, working to link systems among humanitarian and development actors.*
- *Support existing coordination systems at country and regional levels.*
- *Support required linkages between operational work on CVA and strategic decision-making fora at country and regional levels.*

³ "The Grand Bargain - A Shared Commitment to Better Serve People in Need". Istanbul, Turkey, 23 May 2016.

CashCap Core Principles

In support of the four core objectives, CashCap has identified three overarching principles:

Impartial

CashCap experts endeavour to only provide options grounded in operational experience and/or best-practice guidance, focussed on the best interests of crisis affected populations. CashCap experts will not promote the agendas of any particular entity.

Independent

CashCap experts must always maintain their autonomy, acting at all times in accordance with the priorities of the inter-agency group or body responsible for the request and ToR deliverables. Host agency responsibilities must be limited to administrative arrangements.

Operational

CashCap's value lies in supporting the humanitarian/development community to identify key issues and deploy experts to address them. It does this at country, regional and global levels to achieve measurable outputs.

Outcomes 2019 - 2021

CashCap has developed the following plan of outcomes in pursuit of the project objectives. The outcomes were developed through consultation with the CashCap Steering Committee, CashCap roster members and the Global Technical Team.

Internal

A GLOBAL TECHNICAL TEAM

The CashCap Response Team (CRT) has been playing a key role in developing internal guidance, facilitating new deployments and supporting links between existing experts. In 2019, the CRT's formal remit will be expanded to also include more general global technical support. Key targets:

- *Secure funding to maintain the current set up.*
- *By 2020 increase the team to five experts, capable of supporting the diverse thematic roles CashCap experts play.*

WAYS OF WORKING

Continue to develop new SOPs, guidance and systems to support CashCap to work as an inter-agency body.

CASHCAP INTERNAL INFORMATION FLOWS

Ensure that the CashCap intranet, Workplace and Skype groups enable experts to share up to date information and support each other in line with evolving needs and lessons learnt.

MONITORING

Roll out of the new deployment tracking procedures in 2019, designed to improve monitoring of CashCap's impact and improve support to its deployments.

- *Recommendations from the 2019 CashCap review will determine further developments in 2020 and 2021.*

GUIDES FOR CASHCAP EXPERTS

To standardise the work undertaken by CashCap, the Global Technical Team will continue to develop guides for experts being deployed on critical areas such as:

- *How to maintain independence and neutrality, and how to undertake commonly required tasks etc.*
- *How to work on preparedness, shock responsiveness, social protection, cash plus etc.*

External

FUNDING

CashCap will continue efforts to broaden its funding base through;

- *Building strategic partnerships with global clusters/initiatives and support the inclusion of funding for CashCap deployments in their proposals.*
- *Engage with donors in countries where deployments have already taken place as an avenue to facilitate funding at country level.*
- *Advocacy to core humanitarian donors on CashCap's relevance to their global objectives.*
- *Approach new donors who are targeting preparedness and social protection shock responses.*

VISIBILITY

CashCap will work to raise its visibility among the humanitarian community by:

- *Sharing the CashCap guide for how to request support within relevant networks.*
- *Build on improved monitoring information to develop relevant communications material.*
- *Ensuring CashCap visibility material is used by deployed experts and included in any tools developed.*
- *Create an online CashCap dashboard to display ongoing deployments and products.*
- *Develop a communication strategy to highlight the work of experts.*
- *Pilot a Communicating with Communities initiatives which can support refugees to have a say on improving the quality of CVA.*

SOCIAL PROTECTION SHOCK RESPONSES AND PREPAREDNESS

CashCap will engage with the relevant leading agencies and governments with the aim of working on two or three social protection shock responses and preparedness projects during 2019/2020.

COORDINATED INTER-AGENCY CASH MECHANISMS

CashCap will provide support where requested to the UN Cash Collaboration agreement and Collaborative Cash Delivery (CCD) Platform:

- *Fifteen⁴ of the largest cash programming INGOs have joined forces to create the CCD. CashCap sees the benefit of CCD and where appropriate will explore opportunities to support and collaborate with the initiative. CashCap is also aware there may be considerable practical and political challenges.*
- *A pilot deployment is underway to the CCD in Colombia for six months in 2019.*

GLOBAL PARTNERSHIPS

CashCap will work to develop its connection to the humanitarian and development CVA community by:

- *Expanding existing partnerships with INGOs and signing global MOUs with at least four more actors.*
- *Build on the contributions of CashCap to the global clusters.*
- *Identify new INGO, UN and private sector actors to join the CashCap Steering Committee.*
- *Engage in at least one activity with the Red Cross Movement.*
- *Strengthen linkages with the other Caps and explore formalising relationships with GenCap, ProCap and ACAPS.*

DEPLOYMENTS

CashCap is planning for the following deployments in 2019, expected to equate to 20 – 21 deployments / 144 deployment months. Targets should be exceeded if more funding can be secured.

National level

- *Support to large scale rapid onset emergencies.*
- *Engage with the CCD in one country.*
- *One deployment on preparedness and one to support social protection shock responses.*
- *Facilitate new deployment requests from priority countries.*
- *CashCap will work to ensure the localisation agenda is a key component in deployments, ensuring national actors are included.*

Regional Level

- *Continue support for regional cash coordination bodies in South East Asia and the Whole of Syria.*

Global Level

- *Continue support to the global cluster system through the mainstreaming of CVA.*
- *Collaborate/support actors engaged with the development of basic needs approaches.*

ROSTER

Recruitment

CashCap will continue to expand its roster of available experts to meet the expected growth in both demand and funding. Priorities include:

- *Spanish and French language skills*
- *Market system analysis*
- *Advanced data management systems.*

Roster maintenance

CashCap will monitor and adapt the roster to maintain active and appropriate roster members to best meet expected needs.

IASC DECISION

The IASC is under pressure to select an agency to be responsible for CVA coordination. Whichever agency is given this responsibility will need to quickly develop its capacity, at which stage CashCap may have a role to play. CashCap will make efforts to prepare ahead of any decisions.

If CashCap can achieve these objectives during the strategy period it should gain from:

- *Increased roster capacity.*
- *Improved ability to capture impacts.*
- *Incorporated preparedness planning in deployments.*
- *Greater awareness of CashCap tools and publications.*
- *Increased focus on preparedness and social protection shock responses projects.*
- *Improved M&E on capacity development.*

⁴ ACF, ACTED, Adeso, CARE, Concern, CRS, DCA, DRC, IRC, Mercy Corps, NRC, Oxfam, Relief International, SAVE, World Vision

CashCap

Four Pillar Approach

Business Development

Explore new opportunities, avenues and partnerships.

CashCap Foundations

Continue strengthening CashCap's foundations through developing systems and tools.

Deployments Technical & Strategic

Explore new intervention areas and continue providing quality support.

Capacity Development

Building Cash and Markets expertise, targeting CashCap experts and various levels of humanitarian and development actors, from global to local.



CashCap expert Ricardo Lobo with Teresa Mimeses, who says she has calculated in advance on her phone all the items she wants to buy with the voucher she received from WFP. The voucher is set to a fixed amount and recipients have to spend the whole amount within one month.

© NORCAP / IDA SEM FOSSVIK

CashCap Strategy Map

2019 - 2021

NORCAP Director Benedicte Giæver, studying maps with NORCAP site planner Shyam Sundar in Balukhali camp in Cox's Bazar, Bangladesh, November 2017.

© NORCAP / INGRID PRESTETUN



Affected populations have greater choice and can cover their needs in a dignified, effective, and efficient manner.

Who we serve

Global, Regional, Country level (humanitarian/development/national actors)

Cash is routinely considered, alongside other tools.

High quality of cash transfer programming.

Sufficient capacity for cash and market programming.

Strengthened coordination of cash and market programming.

What we do

Services we provide

Advocate with high-level decision makers for better use of cash.

Provide evidence based guides and procedures.

Provide technical assistance and capacity development.

Support coordination of cash and markets programming.

How we work

Systematic procedures to provide services

Enhance understanding of cash and market programming through collection and analysis of data.

Develop and maintain a skilled and experienced community of experts.

Deploy cash and market expertise to the right place at the right time with the right support.

Our people

and their development

CashCap experts have access to diverse support and development opportunities.

CashCap's community of experts has skills and tools to meet evolving needs.

Funding

Sufficient funding to fulfil expected requests.

Explore new funding streams to promote new development areas.

Attract regular multiyear funding to ensure sustainability.

Annex 1 Strategic Analysis Process

To prepare the strategic plan, CashCap conducted two SWOT exercises in 2018. The first was undertaken in May 2018 by the CashCap Steering Committee and the second in October 2018 by 15 of the most active members of the CashCap roster. The outcomes of these exercises are summarised in the following categories:

Strengths

Ability to support – deployed CashCap experts offer high quality and achieve results.

Respected reputation – actors recognise the positive impact of CashCap and are willing to engage.

World leading community – the CashCap roster provides a very active internal support network.

Trusted independent – actors can convene around CashCap's neutrality where politics may otherwise intervene.

Community bridge – with inter-agency and nexus at the core, CashCap can bring together all actors engaging in CVA.

Change agent – donors aims become practice through CashCap's support to partners.

Weaknesses

3 way balancing act – constant need to harmonise funding, an effective roster, and request levels.

Steering Committee support – more might be needed from the SC to keep CashCap on its trajectory.

Sustainability – continuing progress after CashCap departs proves challenging for many contexts .

UN-centred – to improve impartiality CashCap needs to not to rely on UN hosts.

Visibility – CashCap is not good at letting others know what it has been doing.

Identity – confusion remains between CashCap (inter-agency) vs NORCAP (single agency).

M&E – more insight into outputs of deployments is needed before advocacy can be improved.

Opportunities

More funding – investment in CVA is increasing in pace with the needs for CashCap's support.

Sector coordination – Clusters at all levels and across all sectors are engaging with CashCap.

Red Cross – The Red Cross and CashCap are looking to collaborate, which will open new doors.

The coordination decision – CashCap may have a role to play when the IASC puts CVA coordination structures in place.

Threats

Needs exceed capacity – inability to maintain a roster agile enough to meet increasing demands.

Stretched core support – lack of enough funding to invest behind the scenes.

Lower standards – CashCap's reputation may suffer if junior profiles are used to fill the gaps.

Loss of neutrality – It could be over if CashCap is perceived to have aligned to an agenda.

Funding stability – transient funding has made CashCap vulnerable, it needs stable, longer term funding to progress.



NORWEGIAN CAPACITY
OPERATED BY NRC

CashCap

Norwegian Refugee Council,
Prinsens Gate 2, 0650 Oslo

www.nrc.no/norcap/cashcap