

# ORGANISATIONAL CASH READINESS TOOL

## INSTRUCTIONS





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June 2017

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# INTRODUCTION

An increasing number of organisations, donors and governments are taking an interest in cash transfer programming (CTP) in humanitarian crises, as evidence has grown of its impact. Many organisations are considering CTP for the first time, while others are expanding or increasing their use of it.

There is growing global consensus on the need to scale-up CTP. This is reflected in recent major commitments and recommendations, including:

- the 'Grand Bargain' from the 2016 World Humanitarian Summit;<sup>1</sup>
- the *10 Common Principles for Multi-purpose Cash-based Assistance to Respond to Humanitarian Needs* from the European Civil Protection and Humanitarian Aid Operations;<sup>2</sup>
- a report from the Overseas Development Institute's High Level Panel on Humanitarian Cash Transfers;<sup>3</sup>
- the World Bank's strategic note on cash transfers in humanitarian contexts;<sup>4</sup> and
- the *Agenda for Cash* from the Cash Learning Partnership (CaLP).<sup>5</sup>

CaLP has consolidated these statements and reports into a Global Framework for Action,<sup>6</sup> which is intended to show how humanitarian actors can scale-up CTP. It is organised around six practical objectives:

1. Ensure sufficient funding is available for CTP.
2. Ensure cash is routinely considered alongside other tools.
3. Build sufficient capacity for CTP.
4. Ensure the quality of CTP.
5. Strengthen coordination of CTP.
6. Strengthen the evidence base and invest in innovation.

CaLP developed an Organisational Cash Readiness Process to help organisations achieve the practical objectives of the Global Framework. CaLP provides three products for this process: the *Organisational Cash Readiness Tool* (OCRT) itself, these OCRT Instructions and the Organisational Cash Readiness (OCR) Process Guide. The latter is a set of templates and notes for the OCR process facilitator to use during the three- to six-month OCR assessment process.

<sup>1</sup> The Grand Bargain – A Shared Commitment to Better Serve People in Need. On *Reliefweb*. Retrieved 15 June 2017, from <http://reliefweb.int/report/world/grand-bargain-shared-commitment-better-serve-people-need>

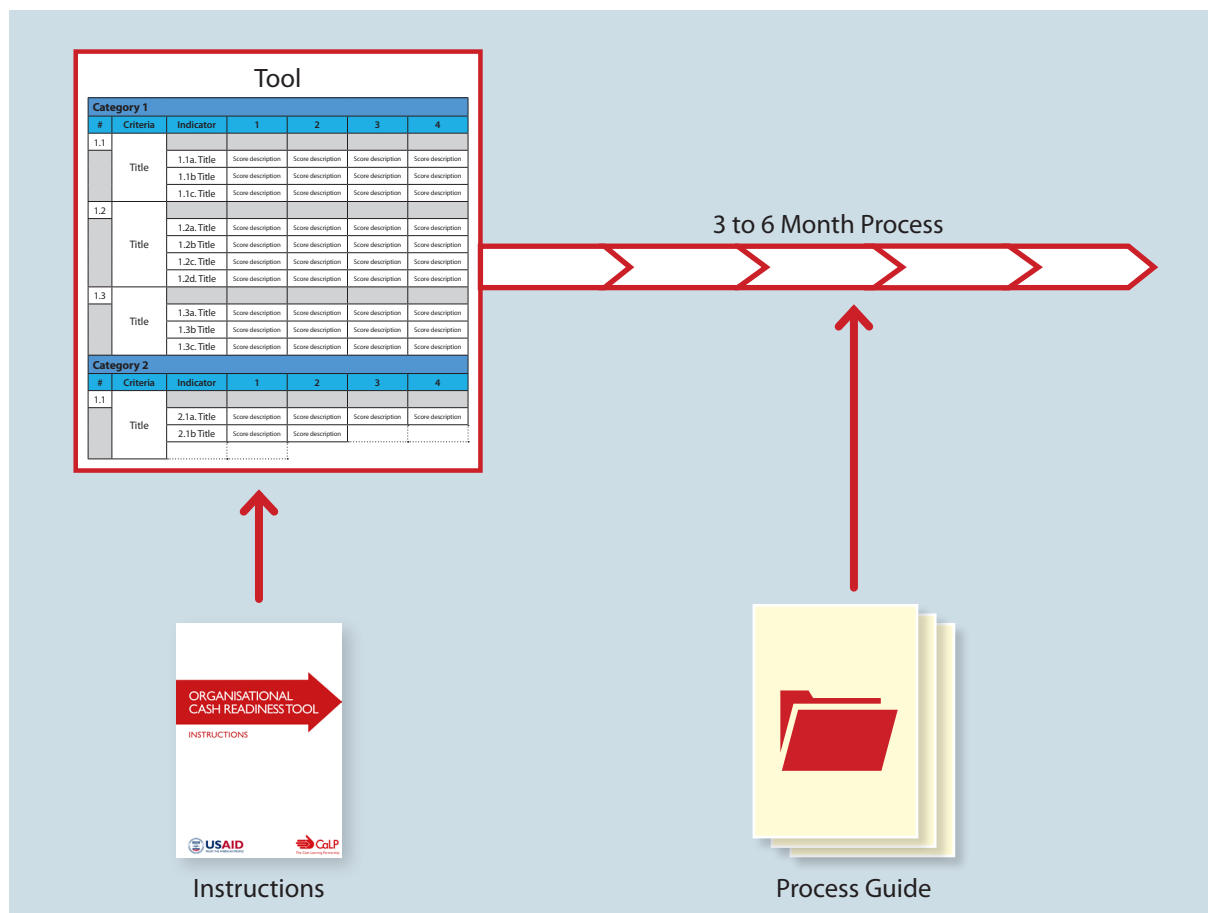
<sup>2</sup> European Commission. (2015). *10 Common Principles for Multi-purpose Cash-based Assistance to Respond to Humanitarian Needs*. Retrieved 15 June 2017, from [www.cashlearning.org/downloads/conceptpapercommontoplineprinciplesen.pdf](http://www.cashlearning.org/downloads/conceptpapercommontoplineprinciplesen.pdf)

<sup>3</sup> Overseas Development Institute. (2015). *Doing cash differently: How cash transfers can transform humanitarian aid*. Retrieved 15 June 2017, from [www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/9828.pdf](http://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/9828.pdf)

<sup>4</sup> World Bank Group. (2016). *Cash Transfers in Humanitarian Contexts*. Retrieved 15 June 2017, from <http://documents.worldbank.org/curated/en/697681467995447727/pdf/106449-WP-IASC-Humanitarian-Cash-PUBLIC.pdf>

<sup>5</sup> CaLP. (2016). *An Agenda for Cash: Part of CaLP's '100 days of cash' initiative*. Retrieved 15 June 2017, from [www.cashlearning.org/downloads/100daysofcash-agendaforcash-final.pdf](http://www.cashlearning.org/downloads/100daysofcash-agendaforcash-final.pdf)

<sup>6</sup> CaLP. (n.d.-a). *CaLP's Global Framework for Action*. Retrieved 15 June 2017, from [www.cashlearning.org/news-and-events/news-and-events/post/455-calpas-global-framework-for-action](http://www.cashlearning.org/news-and-events/news-and-events/post/455-calpas-global-framework-for-action)



These instructions describe and explain how the OCRT works. They introduce the OCR assessment process and the aspects of organisations that are assessed to judge their readiness for CTP. Much of this document is dedicated to explaining the categories, criteria and indicators that are used in the OCRT spreadsheet.

## USING THE OCRT

An organisation of any type or size can use the OCRT. However, it is not meant to be used for a quick assessment of one part of an organisation in isolation. The tool is designed to involve a broad range of staff from across departments and locations. As such, it is helpful to appoint a facilitator to guide the OCR process. The latter can be an external consultant or an internal staff member. Some organisations have appointed a small facilitation team.

The OCRT was designed for use in a series of collaborative workshops with time for data-gathering, review and feedback in between. Data make the scores and subsequent plans evidence-based. Group discussions during workshops bring out valuable information and prepare the way for action plans that respond to issues across an organisation.

Organisations can use the OCRT to assess CTP readiness at an organisation-wide, aggregate level. Alternatively, multi-country organisations and multi-member associations can use it to assess capacity by location and/or member organisation.

The OCR process is a self-assessment that includes an optional contextualisation by the user: some OCRT indicators can be slightly reworded, added or deleted, and/or some OCRT terms can be redefined to fit organisational contexts. As such, the process is not intended to be used as an external evaluation of an organisation. Contextualisation makes comparing detailed results between organisations less meaningful; however, observing general similarities or contrasts can still be of interest.

Likewise, OCRT scoring outcomes should not be used for detailed comparisons between organisations. For instance, while CaLP's ideal benchmarks for each indicator are summarised in the respective descriptions for scores of 4, some organisations may tend to score themselves more harshly than others as part of their ethos.

Finally, the OCRT is best used as part of an organisation-wide preparedness process that facilitates organisational capacity building in an integrated fashion, not just for CTP. Involvement by senior leadership is crucial to bring about the desired organisational change.

## OCRT OVERVIEW

The OCRT is a Microsoft Excel file with two linked tabs/spreadsheets: *OCRT Details* and *OCRT Graphs*. Some versions of this file also have two additional sample tabs. The first tab contains all the data, including the scores; the second tab shows the outputs of the scoring process, including average scores and bar charts. The first part of the *OCRT Details* spreadsheet depicts the core elements of the tool: four categories, 14 criteria, 55 indicators and 220 score descriptions.

The OCRT's four top-level categories are:

1. Leadership and resourcing;
2. Organisational systems and policies;
3. Staff CTP technical competency; and
4. External engagement.

Each category contains several criteria, or sub-categories, that are relevant to CTP. In turn, each criterion has several indicators, which form the lowest level of organisational sub-functions or processes that need to be evaluated. They indicate the level of preparedness for CTP by way of a score selection between 1 (low) and 4 (high).



Figure 3. Structure of the OCRT Details tab

Category 1						
#	Criteria	Indicator	1	2	3	4
1.1	Title					
		1.1a. Title	Score description	Score description	Score description	Score description
		1.1b Title	Score description	Score description	Score description	Score description
		1.1c. Title	Score description	Score description	Score description	Score description
1.2	Title					
		1.2a. Title	Score description	Score description	Score description	Score description
		1.2b Title	Score description	Score description	Score description	Score description
		1.2c. Title	Score description	Score description	Score description	Score description
		1.2d. Title	Score description	Score description	Score description	Score description
1.3	Title					
		1.3a. Title	Score description	Score description	Score description	Score description
		1.3b Title	Score description	Score description	Score description	Score description
		1.3c. Title	Score description	Score description	Score description	Score description
Category 2						
#	Criteria	Indicator	1	2	3	4
1.1	Title					
		2.1a. Title	Score description	Score description	Score description	Score description
		2.1b Title	Score description	Score description		

## OCRT DETAILS SPREADSHEET

### SCORE

Following a review of evidence and an internal discussion, a score between 1 (low) and 4 (high) is entered for each indicator. This is a group activity guided by the OCR process facilitator.

### CONSENSUS

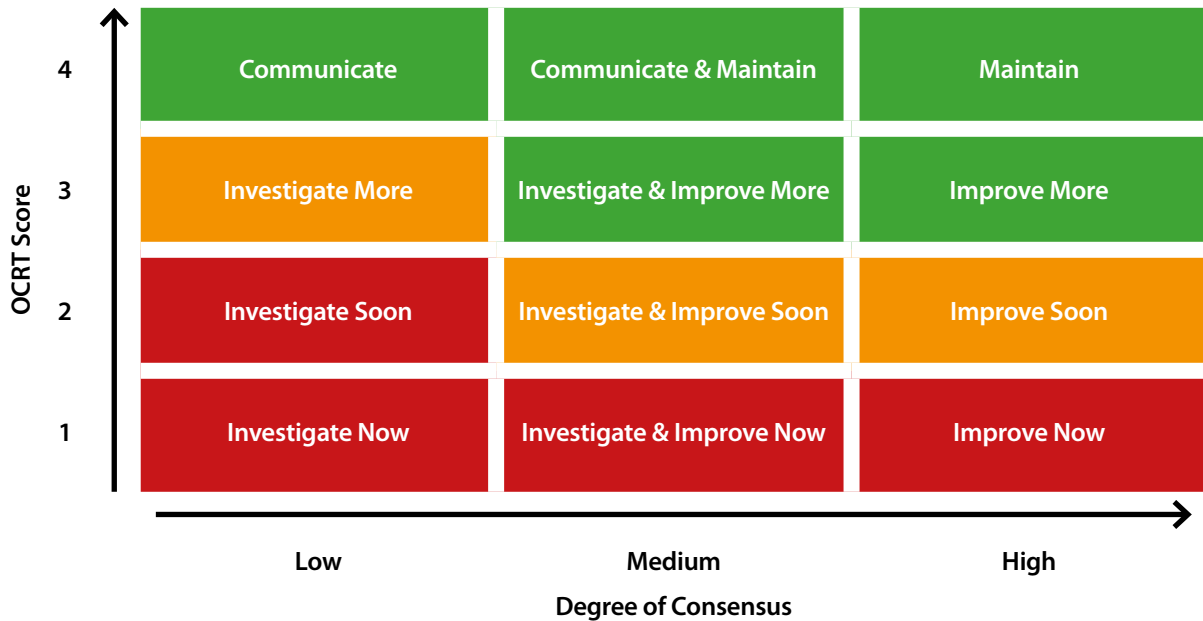
Participants in the OCR process may fully agree with a specific score, or there may be a wide range of opinions about what the score should be. Based on this, a level of consensus with this score is selected from the dropdown list (high, medium or low).

### ACTION

The next column automatically depicts a basic 'action' for a given indicator, based on the selected score and degree of consensus. **Figure 4** shows the possible basic actions suggested in response to the recorded scores and level of consensus.



Figure 4. How an 'action' is determined



### EVIDENCE COLLECTED, REASON FOR SCORE AND RECOMMENDATIONS

The person recording the discussions needs to fill in the last three columns in the *OCRT Details* tab: 'Evidence collected', 'Reason for score' and 'Recommendations'. The *Organisational Cash Readiness Process Guide* give more details about what evidence to collect and the importance of justifying recommendations. A comprehensive and inclusive process for the collection of evidence, scoring, recording of rationale for each score and the collaborative listing of recommendations will ensure that the OCRT outputs are objective, and that action plans are based on evidence and the best available information.

## OCRT GRAPHS SPREADSHEET

Score	Consensus	Action	Evidence Collected	Reason for Score	Recommendations
1	High	Improve Soon			
2	Low				
3	Medium				
1					

The second tab is labelled *OCRT Graphs*. This sheet combines and presents the outputs for the information entered in *OCRT Details*. It provides bar charts aimed at different levels of management (see **Figure 5**).

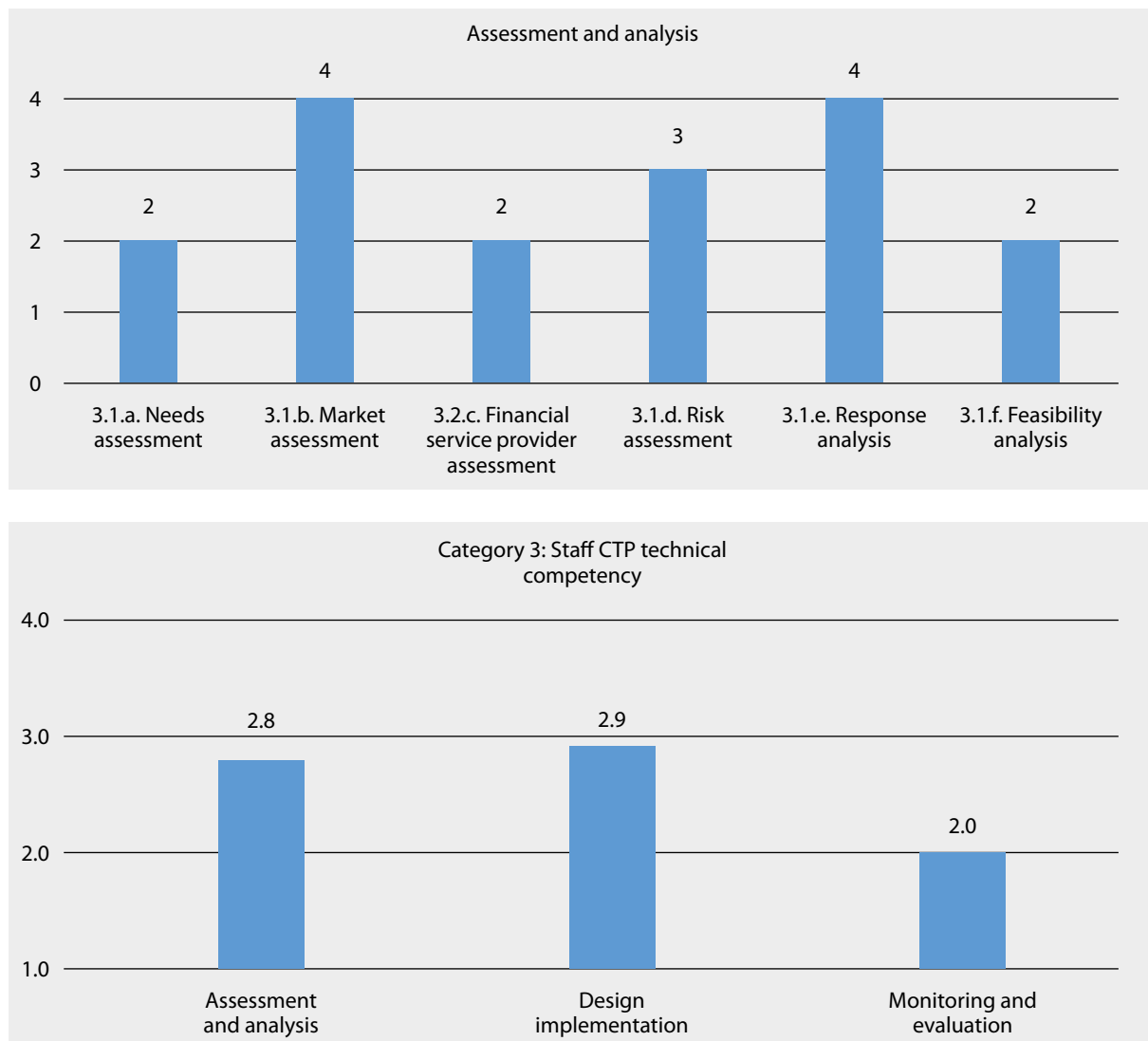


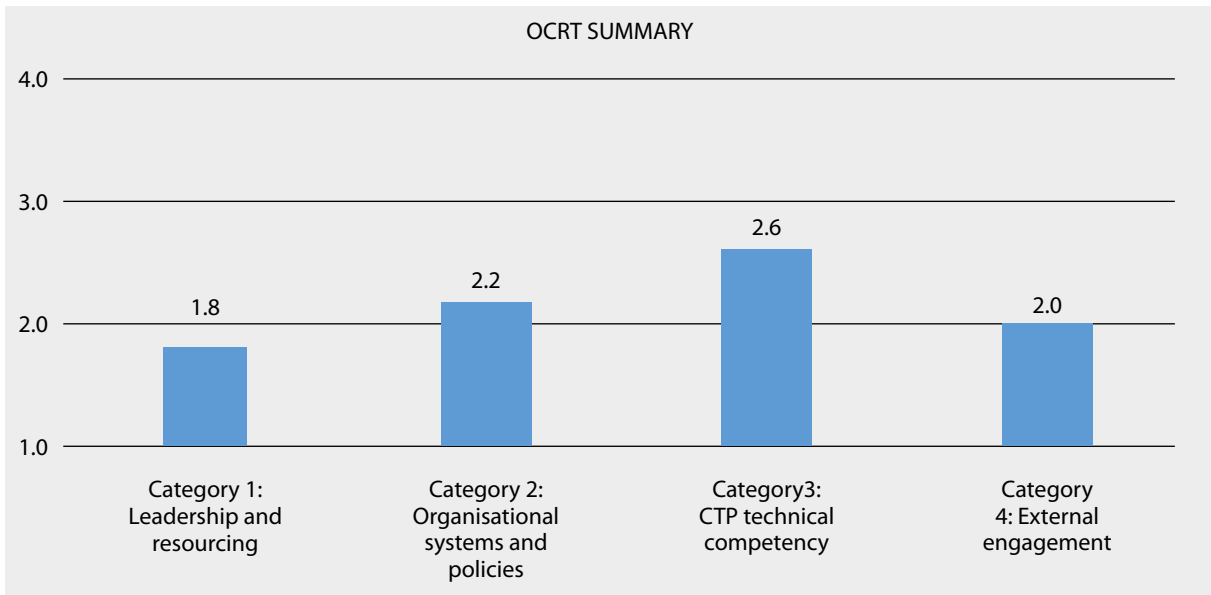
**Figure 5. Intended audiences for OCRT Graphs**

Level	Data depicted as bars	Used by
Criterion	Scores for each Indicator	Department managers/staff
Category	Averages of each Criterion	Department heads
Organisation	Averages of each Category	Executive management

Figure 6 shows examples of the graphs generated for each of the three levels.

**Figure 6. Example graphs**

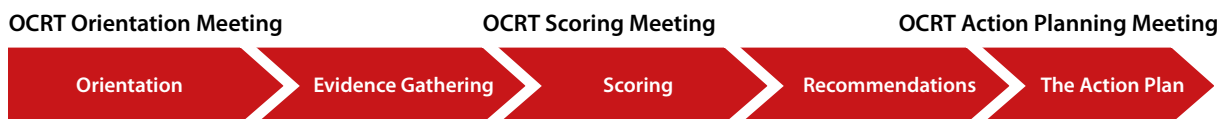




## THE OCR PROCESS

The OCR process is part of a larger initiative for organisational change and strengthened organisational capacity for the design and delivery of CTP. It can be a key first step after leadership has recognised that some improvement in organisational readiness and capacity for CTP is needed. The OCR process identifies the areas where change is needed, assesses the extent of the recommended change and produces an action plan to make improvements. The implementation of the action plan falls outside of the OCR process, which, on average, takes between three and six months and has five main steps, as depicted in **Figure 1**.

**Figure 1. The OCR process**



Executive management should be regularly apprised of progress of the OCR process. However, executive engagement is critical at both the beginning of the OCR process, to initiate it and give it direction, and again at the end of the process, to review the recommendations and action plan, and to decide a way forward.

Seeking feedback from stakeholders and management throughout the process is very important, especially at the end of each step. The *OCR Process Guide* provides detailed guidance, instructions and templates for each step in the OCR Process. The appointed facilitator or facilitation team should consult this Guide and make use of the templates.

# OCRT DETAILS

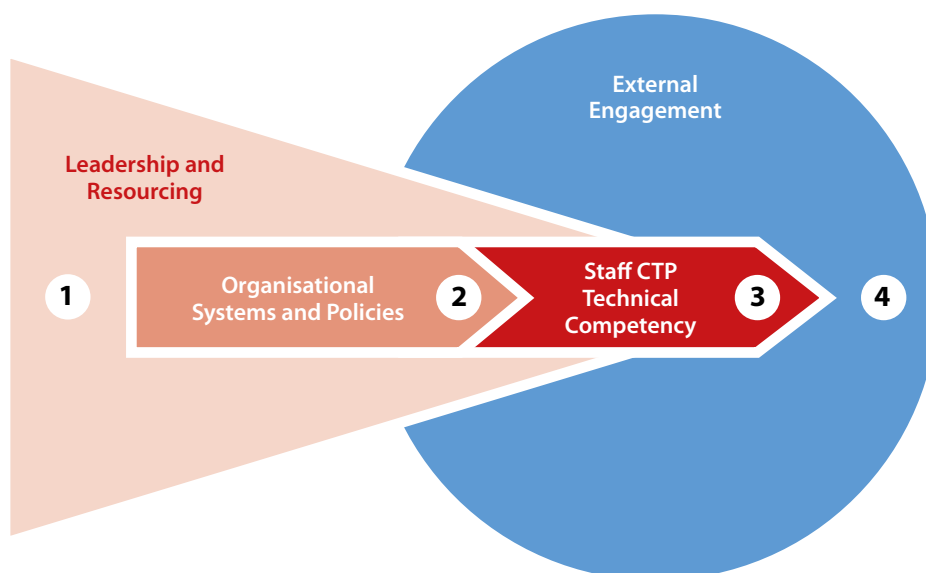
## CATEGORIES AND CRITERIA

The OCRT considers four categories, containing a total of 14 criteria.

Figure 2. Categories and criteria

Category	Criteria
1 Leadership and resourcing	1.1 Leadership 1.2 Change management 1.3 Emergency planning and funding
2 Organisational systems and policies	2.1 CTP technical competency policies 2.2 CTP technical competency guidance 2.3 Finance and operations 2.4 Programme development and contracts 2.5 Knowledge management 2.6 Human resources
3 Staff CTP technical competency	3.1 Assessment and analysis 3.2 Design and implementation 3.3 Monitoring and evaluation
4 External engagement	4.1 Communications 4.2 Coordination

For an organisation to have the capacity to design and deliver high-quality CTP, it needs:



1. A senior leadership team that embraces the value of CTP, and commits resources to make and keep the organisation ready for CTP (**Category 1**).
2. Systems and policies that support CTP and make its operation effective and efficient (**Category 2**).
3. Staff with the technical abilities to design, implement and monitor CTP in line with good practices (**Category 3**).
4. To engage with external stakeholders at local and global levels to stay well-informed about common standards and good practice (**Category 4**).

## CTP common standards

Some score descriptions refer to CTP ‘common standards’. These are developed by international CTP actors in collaboration. Additionally, many score descriptions use the phrase ‘in line with good practices’. This guide does not define these. The user will need to consult external resources, especially the CaLP website,<sup>7</sup> to find out the latest about good CTP practice. Some of the main resources available on CaLP’s website are:

- The CTP Competence Framework;<sup>8</sup>
- Cash ‘toolboxes’;<sup>9</sup>
- Global Framework for Action;<sup>10</sup> and
- The Cash Coordination Toolkit.<sup>11</sup>

## CATEGORY I: LEADERSHIP AND RESOURCING

Increasing CTP readiness can require significant organisational change. Leadership buy-in and support are required to drive that change. In addition, organisations need to resource the self-assessment and resulting action plans to reach the desired level of CTP preparedness.

**Category 1** has the following criteria and indicators:

Criteria	Indicators
1.1 Leadership	1.1.a The board 1.1.b Senior leadership 1.1.c Strategic plans 1.1.d Standards
1.2 Change management	1.2.a Leadership support 1.2.b Change agents 1.2.c Change plans 1.2.d Change impact
1.3 Emergency planning and funding	1.2.a Leadership support 1.2.b Change agents 1.2.c Change plans 1.2.d Change impact

<sup>7</sup> The Cash Learning Partnership (CaLP). Retrieved from [www.cashlearning.org](http://www.cashlearning.org)

<sup>8</sup> CaLP. (n.d.-b). *CaLP CTP Competence Framework*. Retrieved 15 June 2017, from [www.cashlearning.org/downloads/calp-ctp-competency.pdf](http://www.cashlearning.org/downloads/calp-ctp-competency.pdf)

<sup>9</sup> CaLP. (n.d.-c). *Cash Toolboxes*. Retrieved 15 June 2017, from [www.cashlearning.org/toolkits/toolkits](http://www.cashlearning.org/toolkits/toolkits)

<sup>10</sup> CaLP. (n.d.-a). *CaLP’s Global Framework for Action*.

<sup>11</sup> CaLP. (n.d.-d). *Cash Coordination Toolkit*. Retrieved 15 June 2017, from [www.cashlearning.org/resources/coordination-toolkit](http://www.cashlearning.org/resources/coordination-toolkit)

## Criterion 1.1: Leadership

Criterion 1.1: Leadership				
Indicator	1	2	3	4
1.1.a. The board	The board does not support CTP as a modality	The board has reservations about CTP as a modality	The board generally supports CTP but does not provide CTP oversight	The board actively supports CTP and provides CTP oversight
1.1.b. Senior leadership	Senior leadership discourages the use of CTP as a modality	Senior leadership allows for the use of CTP as a modality but is somewhat apprehensive about it	Senior leadership generally supports CTP as a modality but stays disengaged from any implementation	Senior leadership actively supports CTP as a modality and gives leadership and accountability to its implementation
1.1.c. Strategic plans	CTP is not included in any strategic plans at any organisational level	CTP is only included in one or a few sub-level strategic plans, without integration across the organisation	CTP is only included in one or a few sub-level strategic plans, with integration across the organisation underway	CTP is incorporated fully across the organisation in strategic plans as a recognised modality and a strategic organisational strength
1.1.d. Standards	Leadership has no interest in any CTP standards	Leadership has no preference between in-house/corporate and common CTP standards	Leadership generally supports the application of common standards, guidelines and approaches to the design of CTP, as well as the use of common markers and outcome indicators to track and report CTP	Leadership promotes and requires the application of common standards, guidelines and approaches to the design of CTP, as well as the use of common markers and outcome indicators to track and report CTP

### GUIDANCE

Strategic plans are an expression of the leadership of the board and senior managers. For CTP to succeed, it is important that leadership promotes and requires the use of common standards and adherence to good practices.

#### 1.1.a. The board

The function of the board can differ between organisations, but in general, it provides strategic direction and policy oversight. Board members should have basic knowledge of and support CTP as a modality. Providing oversight (a score of 4) refers to the board receiving general overview reports about CTP activities, tracking key performance measures and giving feedback and direction to the top officer/executive director.

#### 1.1.b. Senior leadership

Active support for CTP by senior leadership means that leaders promote the use of CTP when it is feasible. They would also give accountability to its implementation by resourcing it, managing risks and actively tracking progress through status reports.

#### 1.1.c. Strategic plans

Sometimes CTP may be a strategy for only one department/section of an organisation, with a few CTP experts designing and using cash transfers for some projects. The thrust of the institutionalisation of CTP preparedness is that knowledge, competencies and functions related to CTP are integrated and incorporated across the organisation. The overall strategic plan and/or departmental strategic plans should reflect this.

#### 1.1.d. Standards

‘Common standards’ are those globally recognised, developed and adopted by CTP actors involved in international coordination mechanisms.

## Criterion 1.2: Change management

Criterion 1.2: Change management				
Indicator	1	2	3	4
1.2.a. Leadership support	Senior leadership does not engage in any change process to develop organisational capacity for CTP	Senior leadership partially supports the change process to develop some organisational capacity for CTP	Senior leadership supports the change process to develop organisational capacity for CTP	Senior leadership drives the change process to develop organisational capacity for CTP
1.2.b. Change agents	No OCR process facilitator/team has been appointed or empowered to facilitate the change process	The appointment of an OCR process facilitator/team to facilitate the change process is pending	An OCR process facilitator/team has been appointed but not fully empowered to facilitate the change process	An OCR process facilitator/team has been appointed and empowered to facilitate the change process
1.2.c. Change plans	The organisation is not considering developing change action plans to institutionalise CTP	The organisation is in the process of developing change action plans to institutionalise CTP	The organisation is finalising change action plans to institutionalise CTP	The organisation is implementing comprehensive change action plans to institutionalise CTP
1.2.d. Change impact	The organisation seeks minimal or no change in support of any CTP	The organisation allows some change, but only in one or a few departments/ functions, in support of CTP	The organisation supports some change in all relevant departments/ functions, to institutionalise CTP	The organisation is fully committed to affect necessary change in all relevant departments/ functions, to institutionalise CTP

### GUIDANCE

Organisations go through unsolicited change almost constantly due to external factors. For an organisation to manage self-initiated and positive change proactively and effectively takes a concerted effort. Organisational change happens when three conditions are met:

1. there is dissatisfaction with the status quo;
2. there is a clear vision for a better future; and
3. initial concrete steps to move towards that future are in place.

If one of those conditions does not apply, change will not happen or the change process will come to a halt at the first sign of difficulty. Leadership is needed to demonstrate a dissatisfactory status quo, develop and articulate a vision, and resource the development and implementation of change. The OCR process can highlight gaps in CTP readiness through unsatisfactory scores. It can also help staff develop action plans to take the first steps towards improved organisational capacity for CTP, with senior leadership developing the vision and managing the necessary organisational change process.

#### 1.2.a. Leadership support

The difference between 'supporting' and 'driving' change is whether:

- senior leadership are proactively calling for, promoting and resourcing the change (driving); or
- letting others in the organisation organise, advocate for and lead the change (supporting).

#### 1.2.b. Change agents

It is important to appoint an OCR process facilitator (one person or a team) within an organisation. Such an appointment requires the delegation of responsibility and the associated authority.

#### 1.2.c. Change plans

The score here will depend on where the organisation is in the OCR process.

#### 1.2.d. Change impact

This indicator captures the scope of the change to which senior leadership is willing to commit. CTP readiness is an organisation-wide capacity; the OCR process should bring change to multiple parts of an organisation.

### Criterion 1.3: Emergency planning and funding

Criterion 1.3: Emergency planning and funding				
Indicator	1	2	3	4
1.3.a. Emergency preparedness	CTP is not part of any organisational emergency preparedness/contingency plans	CTP has a small part in some organisational emergency preparedness/contingency plans	CTP is part of most organisational emergency preparedness/contingency plans	CTP is fully integrated into all organisational emergency preparedness/contingency plans
1.3.b. Funding availability	There are no reserve funds available to enable a rapid emergency CTP response	A small reserve fund is available to enable a CTP response to a very limited set of emergencies	Some reserve funds are available to enable a CTP response to a subset of emergencies	Cash/funding reserves are available, enabling a rapid CTP response to emergency humanitarian needs
1.3.c. Funding release approval process	Leadership has not established an approval process for rapid authorisation, disbursement and reconciliation of cash reserve funds for CTP	Leadership is developing an approval process for rapid authorisation, disbursement and reconciliation of cash reserve funds for CTP	Leadership has implemented a partial approval process for rapid authorisation, disbursement and reconciliation of cash reserve funds for CTP	Leadership has implemented a robust approval process for rapid authorisation, disbursement and reconciliation of cash reserve funds for CTP
1.3.d. Funding replenishment	There are no agreements and systems in place to replenish reserve funds	Agreements and systems to replenish reserve funds are under development	There are some agreements and systems in place to replenish reserve funds	A full set of agreements and systems are in place to replenish reserve funds

#### GUIDANCE

The four indicators in this criterion apply to disaster management and humanitarian assistance in general. Consider the effects of each indicator on CTP specifically in your assessment.

#### 1.3.a. Emergency preparedness

Organisations may develop emergency preparedness/contingency plans for certain countries or regions. In these, they identify risks, research infrastructure and services, and conduct basic stakeholder analyses. CaLP advises organisations to fully integrate CTP into this process and emergency plans.

#### 1.3.b. Funding availability

A rapid response to a humanitarian emergency depends on the availability of some reserve funds, which can be used for immediate responses without restriction.

#### 1.3.c. Funding release approval process

The approval process to release emergency funds will need to be a simplified version of the regular process to be able to respond to an emergency in a timely manner.

#### 1.3.d. Funding replenishment

Organisations may have standing or ad hoc agreements in place with some funders for the replenishment of reserve funds, or they may replenish these funds with internal resources at set intervals.



## CATEGORY 2: ORGANISATIONAL SYSTEMS AND POLICIES

An organisation needs an enabling support system to be able to deliver CTP. This includes having the right technical policies and guidance, but also developing and maintaining CTP capacity in organisation-wide functions such as finance and operations, human resources, programme development and contracts.

**Category 2** has the following criteria and indicators:

Criteria	Indicators
2.1 CTP technical competency policies	2.1.a Assessment and analysis 2.1.b Design and implementation 2.1.c Monitoring and evaluation
2.2 CTP technical competency guidance	2.2.a Assessment and analysis 2.2.b Design and implementation 2.2.c Monitoring and evaluation
2.3 Finance and operations	2.3.a Policies and procedures 2.3.b Technical systems 2.3.c Accounting system 2.3.d Staff involvement 2.3.e Staff capacity
2.4 Programme development and contracts	2.4.a Donor attitude awareness 2.4.b Proposals 2.4.c Contracts
2.5 Knowledge management	2.5.a Knowledge capture 2.5.b Knowledge transfer 2.5.c Knowledge use
2.6 Human resources	2.6.a Capacity assessment 2.6.b Capacity development 2.6.c Knowledge, skills and abilities (KSAs) 2.6.d Recruitment and retention

## Criterion 2.1: CTP technical competency policies

Criterion 2.1: CTP technical competency policies				
Indicator	1	2	3	4
2.1.a. Assessment and analysis	There is no policy in place defining who and when to conduct the various situational and response option analyses	There is a policy in development defining who and when to conduct the various situational and response option analyses	There is a policy in place defining who and when to conduct the various situational and response option analyses, but there is no regular review for relevance, compliance and effectiveness	There is a policy in place defining who and when to conduct the various situational and response option analyses, and there is a regular review for relevance, compliance and effectiveness
2.1.b. Design and implementation	There is no policy in place defining who and when to perform the various design and implementation actions	There is a policy in development defining who and when to perform the various design and implementation actions	There is a policy in place defining who and when to perform the various design and implementation actions, but there is no regular review for, relevance, compliance and effectiveness	There is a policy in place defining who and when to perform the various design and implementation actions, and there is a regular review for relevance, compliance and effectiveness
2.1.c. Monitoring and evaluation	There is no policy in place defining who and when to perform the various monitoring and evaluation actions	There is a policy in development defining who and when to perform the various monitoring and evaluation actions	There is a policy in place defining who and when to perform the various monitoring and evaluation actions, but there is no regular review for, relevance, compliance and effectiveness	There is a policy in place defining who and when to perform the various monitoring and evaluation actions, and there is a regular review for relevance, compliance and effectiveness

### GUIDANCE

Policies define who should do what, when. They do not specify how to do something—this is covered under ‘guidance’ (Criterion 2.2).

#### 2.1.a. Assessment and analysis

In general, this indicator relates to the period before CTP is implemented, when staff consider the suitability and feasibility of CTP.

The ‘*various situational and response option analyses*’ are the six indicators of **Criterion 3.1** (i.e. needs assessment, market assessment, financial service provider assessment, risk assessment, response analysis and feasibility analysis). A regular review of the policies for relevance, compliance and programme effectiveness ensure that they are necessary, in use and effective.

#### 2.1.b. Design and implementation

In general, this indicator relates to the first stages of CTP.

The ‘*various design and implementation actions*’ are the seven indicators of **Criterion 3.2** (i.e. transfer value, selection of delivery mechanism, vulnerability analysis and targeting, programme setup, beneficiary communication, beneficiary data protection, and safety and security).

#### 2.1.c. Monitoring and evaluation

In general, this indicator relates to the ongoing operational phase of a cash transfer programme.

The ‘*various monitoring and evaluation actions*’ are the three indicators of **Criterion 3.3** (i.e. post-distribution monitoring, market monitoring, and data analysis and utilisation).

## Criterion 2.2: CTP technical competency guidance

Criterion 2.2: CTP technical competency guidance				
Indicator	1	2	3	4
2.2.a. Assessment and analysis	There is no guidance in place on how to conduct the various situational and response option analyses	There is guidance in development on how to conduct the various situational and response option analyses	There is guidance in place on how to conduct the various situational and response option analyses, but there is no regular review for relevance, compliance and effectiveness	There is guidance in place on how to conduct the various situational and response option analyses, and there is a regular review for relevance, compliance and effectiveness
2.2.b. Design and implementation	There is no guidance in place on how to perform the various design and implementation actions	There is guidance in development on how to perform the various design and implementation actions	There is guidance in place on how to perform the various design and implementation actions, but there is no regular review for relevance, compliance and effectiveness	There is guidance in place on how to perform the various design and implementation actions, and there is a regular review for relevance, compliance and effectiveness
2.2.c. Monitoring and evaluation	There is no guidance in place on how to perform the various monitoring and evaluation actions	There is guidance in development on how to perform the various monitoring and evaluation actions	There is guidance in place on how to perform the various monitoring and evaluation actions, but there is no regular review for relevance, compliance and effectiveness	There is guidance in place on how to perform the various monitoring and evaluation actions, and there is a regular review for relevance, compliance and effectiveness

### GUIDANCE

Guidance defines how a task or activity is done, in contrast to a policy, which defines the who, what and when (**Criterion 2.1**). Guidance therefore covers procedures, checklists, templates, training videos, etc.

#### 2.2.a. Assessments and analysis

The '*various situational and response option analyses*' are the six indicators of **Criterion 3.1** (i.e. needs assessment, market assessment, financial service provider assessment, risk assessment, response analysis and feasibility analysis). A regular review of the policies for relevance, compliance and programme effectiveness ensure that they are necessary, in use and effective.

#### 2.2.b. Design and implementation

The '*various design and implementation actions*' are the seven indicators of **Criterion 3.2** (i.e. transfer value, selection of delivery mechanism, vulnerability analysis and targeting, programme setup, beneficiary communication, beneficiary data protection, and safety and security).

#### 2.2.c. Monitoring and evaluation

The '*various monitoring and evaluation actions*' are the three indicators of **Criterion 3.3** (i.e. post-distribution monitoring, market monitoring, and data analysis and utilisation).

### Criterion 2.3: Finance and operations

Criterion 2.3: Finance and operations				
Indicator	1	2	3	4
2.3.a. Policies and procedures	There are no finance and operations policies and procedures in place for CTP	There are some finance and operations policies and procedures in place for CTP, but they are not fully in line with good practice	There are finance and operations policies and procedures in place for CTP, and they are being brought into line with good practice	There are finance and operations policies and procedures in place for CTP in line with good practice
2.3.b. Technical systems	Technical systems (IT, information management) do not— or only partially— enable CTP processes, and upgrading is not being considered	Technical systems (IT, information management) do not— or only partially— enable CTP processes, but upgrades are being planned	Technical systems (IT, information management) partially enable CTP processes and further upgrades are underway	Technical systems (IT, information management) fully support and enable CTP processes
2.3.c. Accounting system	The accounting system does not allow for designating entries as ‘cash assistance’	The accounting system does not allow for designating entries as ‘cash assistance’, but upgrades are being planned	The accounting system partially allows for designating entries as ‘cash assistance’, along with related tracking, and further upgrades are underway	The accounting system fully allows for designating entries as ‘cash assistance’ and for disaggregated tracking by cash type, project, etc.
2.3.d. Staff involvement	Finance and operations staff are not involved in assessments and analyses, CTP design and implementation, or monitoring and evaluation	Some finance and operations staff are involved in assessments and analyses, CTP design and implementation, and monitoring and evaluation	Finance and operations staff are involved in assessments and analyses, CTP design and implementation, and monitoring and evaluation, but in an ad hoc manner	Finance and operations staff are systematically involved in assessments and analyses, CTP design and implementation, and monitoring and evaluation
2.3.e. Staff capacity	No relevant finance and operations staff have the capacity to support assessments and analyses, CTP design and implementation, or monitoring and evaluation	A small portion of relevant finance and operations staff have the capacity to support assessments and analyses, CTP design and implementation, and monitoring and evaluation in line with good practices	A large portion of relevant finance and operations staff have the capacity to support assessments and analyses, CTP design and implementation, and monitoring and evaluation in line with good practices	All relevant finance and operations staff have the capacity to support assessments and analyses, CTP design and implementation, and monitoring and evaluation in line with good practices

#### GUIDANCE

‘Operations’ or ‘operational support’ can have different meanings between organisations, but for the purposes of the OCRT it includes logistics, security and ICT functions. Human resources, legal and finance teams are mentioned explicitly.

#### 2.3.a. Policies and procedures

Policies and procedures need to be in line with good practices. This includes being aware of and following ‘Know Your Customer’ rules and regulations for financial institutions.<sup>12</sup> Approval processes for spending may have to be updated. For example, if an organisation requires the total value of contract to a service provider for cash or vouchers to equal the sum of the value of the transfer as well as the value of the service fee (not a recommended practice), higher institutional levels of approval will likely be required, which can slow the procurement process. Similarly, if an organisation considers each individual transfer to a beneficiary as a separate transaction (as opposed to the sum of transfers being considered one transaction to multiple beneficiaries), then the number of cash disbursement approvals required could severely slow delivery and overburden the staff with oversight of

<sup>12</sup> CaLP. (n.d.-e). Glossary. [www.cashlearning.org/resources/glossary#KYC](http://www.cashlearning.org/resources/glossary#KYC)

these processes. The charts of accounts and general ledger code will likely need updating to be able to reconcile and disaggregate cash disbursements to a variety of projects, and in a variety of cash transfer types (i.e. cash/voucher, restricted/unrestricted, conditional/unconditional).

### **2.3.b. Technical systems**

The word '*technical*' here refers to technological systems, rather than technical aspects of cash transfer programmes. For example, information management databases and interfaces may need to be updated to allow for the entry and monitoring of CTP-specific data, including data protection.

### **2.3.c. Accounting system**

Charts of accounts, ledgers and cost centre structures will need updating to allow the proper designation and tracking of CTP transactions.

### **2.3.d. Staff involvement**

Some finance and operations staff will be involved in CTP in a support role. However, given that the financial transactions and disbursements are not in support of the delivery of other goods or services, but are in themselves the delivered service, relevant finance and operations staff need to be integrally involved in all aspects of a CTP cycle.

### **2.3.e. Staff capacity**

This indicator refers exclusively to finance and operations staff, who have a significant and unique role in CTP. Note that there may be some partial overlap here with the competencies listed in Category 3, which focuses on staff capacity (competency) in basic CTP technical tasks.

## Criterion 2.4: Programme development and contracts

Criterion 2.4: Programme development and contracts				
Indicator	1	2	3	4
2.4.a. Donor attitude awareness	Staff involved in programme development are unaware of donor attitudes and requirements related to CTP funding	Some staff involved in programme development are aware of donor attitudes and requirements related to CTP funding	Most staff involved in programme development are aware of donor attitudes and requirements related to CTP funding	Staff involved in programme development are aware of donor attitudes and requirements related to CTP funding
2.4.b. Proposals	Relevant staff involved in proposal development do not understand CTP and exclude CTP from proposals	Relevant staff involved in proposal development partially understand CTP and write weak CTP proposals	Relevant staff involved in proposal development generally understand CTP and write average CTP proposals	Relevant staff involved in proposal development have a good understanding of CTP and write strong CTP proposals
2.4.c. Contracts	No relevant staff involved in contract management have the capacity to apply CTP-specific standard contract terms and conditions	A small portion of relevant staff involved in contract management have the capacity to apply CTP-specific standard contract terms and conditions, in line with good practices	A large portion of relevant staff involved in contract management have the capacity to apply CTP-specific standard contract terms and conditions, in line with good practices	All relevant staff involved in contract management have the capacity to apply CTP-specific standard contract terms and conditions, in line with good practices

### GUIDANCE

In some organisations, programme development may be called ‘business development’. Larger organisations may have a specific Contracts team; in smaller organisations, that function may be covered by other departments, such as Finance or Operations.

#### 2.4.a. Donor attitude awareness

This indicator refers to ‘*staff involved in programme development*’ in general terms because the process of programme development, including the writing of proposals, typically involves staff from many parts of an organisation. It is good to be aware of donor attitudes towards CTP. Some may be more open to using cash transfers, while others may approach it with caution. Some donors may have special conditions or requirements for CTP.

#### 2.4.b. Proposals

‘*Understanding CTP*’ is a general phrase. **Category 3** focuses in much more detail on what that understanding is, as it lists the various technical competencies of CTP—some of which are needed during proposal writing to present a well-analysed and designed programme. Nevertheless, this indicator captures in summary what the level of competency is of those involved in proposal writing.

#### 2.4.c. Contracts

‘*Contracts*’ here refers to all legal documents that obligate parties to certain deliveries and remunerations. This can be a contract with a funder, a subcontract with a prime/lead contractor or an agreement with a local service provider. When the contract involves CTP, special attention must be given to include the appropriate terms and conditions.

## Criterion 2.5: Knowledge management

Criterion 2.5: Knowledge management				
Indicator	1	2	3	4
2.5.a. Knowledge capture	There is no process in place to capture knowledge about CTP	There is some emphasis on learning about CTP, but without any systematic knowledge capture process	There is a clear emphasis on learning about CTP and the beginnings of a systematic knowledge capture process	There is a process in place to capture knowledge about CTP systematically, including from external repositories of common standards
2.5.b. Knowledge transfer	There is no process and platform in place to transfer knowledge about CTP	There is no process and platform in place to transfer knowledge about CTP, but there are plans to develop them	There is a partial process and platform in place to transfer knowledge about CTP	There is a systematic process and platform in place to transfer knowledge about CTP, including to external repositories of common standards
2.5.c. Knowledge use	There is no process in place to ensure the use of any newly captured knowledge about CTP	There is no process in place to ensure the use of any newly captured knowledge about CTP, but there are plans to develop it	There is a partial process in place to ensure the use of newly captured knowledge about CTP	There is a process in place to ensure the use of newly captured knowledge about CTP

### GUIDANCE

Knowledge management is likely not a specific department in an organisation. However, it is nonetheless an important function. Knowledge management needs a concerted and integrated effort to ensure that organisations identify, acquire and/or create (capture), share (transfer) and apply (use) knowledge. Knowledge management is not unique to CTP. If an organisation already has robust knowledge management systems and practices, CTP should simply be integrated as an additional category of knowledge to manage. If, however, an organisation has not developed good practices and systems to manage its knowledge, this OCR process may stimulate it to do so. Knowledge management for CTP is also a global activity by multiple CTP actors that collaboratively develop common CTP standards and commit to the use of those standards to facilitate the increase of knowledge and the improvement of CTP efficiency and effectiveness.

#### 2.5.a. Knowledge capture

Capturing knowledge is foremost about the ability to learn new things. Some organisations are more open to learning than others. Being a learning organisation is good, but the people typically are the recipients of learning—and staff move around. It is critical that new knowledge is identified and then captured in ways that make it easily transferable. Knowledge capture for CTP also needs to be externally focused, to capture the knowledge others have gained and shared through global or local coordination mechanisms and their repositories.

#### 2.5.b. Knowledge transfer

Transferring knowledge requires a process and a platform. It is not enough to simply put reports on a shared drive. There need to be processes in place that cause others to access that knowledge during certain phases or decision points in a project or operation. Knowledge can be shared at special events, such as seminars, but some level of sharing should also be part of normal ongoing operations. It is important to also share knowledge externally with other CTP actors using global or local coordination mechanisms and repositories.

#### 2.5.c. Knowledge use

A process to use newly captured knowledge could be as simple as checking the knowledge repository on a regular basis on topics related to your responsibilities. An organisation could have a process that automatically triggers an evaluation of newly captured knowledge for possible application to existing policies and procedures. It could also periodically assess the possibility of reviewing or redesigning existing programmes, or developing new ones, on the basis of newly captured knowledge. Other organisations may have a checklist for use when making decisions that requires relevant staff to check the knowledge repository first.

## Criterion 2.6: Human resources

Criterion 2.6: Human resources				
Indicator	1	2	3	4
2.6.a. Capacity assessment	The organisation does not assess staff CTP capacity	The organisation does minimal assessment of staff CTP capacity	The organisation does some assessment of staff CTP capacity	The organisation systematically assesses staff CTP capacity
2.6.b. Capacity development	The organisation does not offer its staff CTP capacity development	The organisation offers its staff limited CTP capacity development	The organisation offers its staff some CTP capacity development	The organisation offers its staff CTP capacity development, in line with good practices
2.6.c. Knowledge, skills and abilities (KSAs)	The organisation does not use CTP KSAs in relevant position descriptions	The organisation does not use CTP KSAs in relevant position descriptions, but KSA definitions are under development	The organisation partially uses CTP KSAs in relevant position descriptions	The organisation uses CTP KSAs in relevant position descriptions
2.6.d. Recruitment and retention	The organisation does not have the capacity to recruit and retain qualified CTP staff	The organisation has minimal capacity to recruit and retain qualified CTP staff	The organisation has modest capacity to recruit and retain qualified CTP staff	The organisation has the capacity to recruit and retain qualified CTP staff

### GUIDANCE

The management of human resources (HR) involves assessing and developing staff capacity, using a system to match staff capacity to positions, and bringing in new staff when needed.

#### 2.6.a. Capacity assessment

The ability to assess staff capacity depends on an organisation's HR information management system. A robust and up-to-date system that captures all relevant staff data makes staff capacity assessments much easier than a minimal set of personnel files. CTP is not the only organisational capacity that would benefit from a data-rich HR system. Regardless of the level of sophistication of this system, it is good HR practice for any organisation to assess the capacity of its staff on a regular basis, to ensure alignment with current and planned programming, including CTP.

#### 2.6.b. Capacity development

It has been shown that in most cases developing existing staff's professional skills is more efficient and effective than replacing staff. Some organisations may have in-house training and mentoring programmes, while others outsource them. Given the growing demand for CTP specialists, organisations are advised to offer relevant capacity development opportunities.

#### 2.6.c. Knowledge, skills and abilities (KSAs)

Using KSAs, or another set of indicators, is good practice in HR management. This is not unique to CTP. KSAs are used in recruitment, position descriptions, performance evaluations and promotions. Organisations that already use KSAs in HR management are advised to add CTP KSAs into their system. Others may have to develop this general practice, which includes training supervisors in how to use KSAs in setting job profiles, performance evaluations and supervision practices.

#### 2.6.d. Recruitment and retention

An organisation's ability to recruit and retain qualified CTP staff will depend on its connection to relevant networks and platforms, its general HR processes, as well as its attractiveness to new and current staff. An organisation's benefit package, salary levels, working environment, reputation and staff development opportunities are all factors in recruitment and retention.



## CATEGORY 3: STAFF CTP TECHNICAL COMPETENCY

Skilled and effective staff are critical to the successful assessment, design, implementation, and monitoring of CTP. CaLP's *CTP Competence Framework* identifies necessary CTP skills for three main classifications of staff engaged in CTP: operational, technical and strategic.<sup>13</sup>

**Category 3** addresses the capacity of any of these relevant staff for direct involvement in CTP design, implementation, assessment, analysis, and monitoring and evaluation. It has the following criteria and indicators:

Criteria	Indicators
3.1 Assessment and analysis	3.1.a Needs assessment 3.1.b Market assessment 3.1.c Financial service provider assessment 3.1.d Risk assessment 3.1.e Response analysis 3.1.f Feasibility analysis
3.2 Design and implementation	3.2.a Transfer value 3.2.b Selection of delivery mechanism 3.2.c Vulnerability analysis and targeting 3.2.d Programme setup 3.2.e Beneficiary communication 3.2.f Beneficiary data protection 3.2.g Safety and security
3.3 Monitoring and evaluation	3.3.a Post-distribution monitoring 3.3.b Market monitoring 3.3.c Data analysis and utilisation

All score descriptions in **Criteria 3.1 to 3.3** contain the phrase '*relevant staff*'. This recognises that staff involved in the technical steps of a cash transfer programme may organisationally be part of a wide set of departments – including regional and field offices – or headquarter groups like technical assistance, programme development or programmes. Each organisation will have their own structures and labels. 'Relevant staff' therefore refers to the staff, wherever they are in an organisation, who are relevant to the specific technical CTP competency at hand. These will likely differ between indicators.

<sup>13</sup> CaLP. (n.d.-b). *CaLP CTP Competence Framework*.

### Criterion 3.1: Assessment and analysis

Criterion 3.1: Assessment and analysis				
Indicator	1	2	3	4
3.1.a. Needs assessment	No relevant staff have the capacity to conduct a needs assessment in line with good practices	A small portion of relevant staff have the capacity to conduct a needs assessment in line with good practices	A large portion of relevant staff have the capacity to conduct a needs assessment in line with good practices	All relevant staff have the capacity to conduct a needs assessment in line with good practices
3.1.b. Market assessment	No relevant staff have the capacity to conduct a market assessment in line with good practices	A small portion of relevant staff have the capacity to conduct a market assessment in line with good practices	A large portion of relevant staff have the capacity to conduct a market assessment in line with good practices	All relevant staff have the capacity to conduct a market assessment in line with good practices
3.2.c. Financial service provider assessment	No relevant staff have the capacity to conduct a financial service provider assessment in line with good practices	A small portion of relevant staff have the capacity to conduct a financial service provider assessment in line with good practices	A large portion of relevant staff have the capacity to conduct a financial service provider assessment in line with good practices	All relevant staff have the capacity to conduct a financial service provider assessment in line with good practices
3.1.d. Risk assessment	No relevant staff have the capacity to conduct a risk assessment in line with good practices	A small portion of relevant staff have the capacity to conduct a risk assessment in line with good practices	A large portion of relevant staff have the capacity to conduct a risk assessment in line with good practices	All relevant staff have the capacity to conduct a risk assessment in line with good practices
3.1.e. Response analysis	No relevant staff have the capacity to conduct a response analysis in line with good practices	A small portion of relevant staff have the capacity to conduct a response analysis in line with good practices	A large portion of relevant staff have the capacity to conduct a response analysis in line with good practices	All relevant staff have the capacity to conduct a response analysis in line with good practices
3.1.f. Feasibility analysis	No relevant staff have the capacity to conduct a feasibility analysis in line with good practices	A small portion of relevant staff have the capacity to conduct a feasibility analysis in line with good practices	A large portion of relevant staff have the capacity to conduct a feasibility analysis in line with good practices	All relevant staff have the capacity to conduct a feasibility analysis in line with good practices

#### GUIDANCE

The six assessments and analyses listed in this criterion need to be conducted prior to a decision being made to conduct a full CTP design effort. Some of these assessments and analyses may overlap, but as a whole, they determine whether CTP is feasible, advisable and desirable. Aspects of them are not unique to CTP, but apply to any disaster management or humanitarian response context.

## Criterion 3.2: Design and implementation

Criterion 3.2: Design and implementation				
Indicator	1	2	3	4
3.2.a. Transfer value	No relevant staff have the capacity to design and implement a transfer value action in line with good practices	A small portion of relevant staff have the capacity to design and implement a transfer value action in line with good practices	A large portion of relevant staff have the capacity to design and implement a transfer value action in line with good practices	All relevant staff have the capacity to design and implement a transfer value action in line with good practices
3.2.b. Selection of delivery mechanism	No relevant staff have the capacity to design and implement a delivery mechanism selection in line with good practices	A small portion of relevant staff have the capacity to design and implement a delivery mechanism selection in line with good practices	A large portion of relevant staff have the capacity to design and implement a delivery mechanism selection in line with good practices	All relevant staff have the capacity to design and implement a delivery mechanism selection in line with good practices
3.2.c. Vulnerability analysis and targeting	No relevant staff have the capacity to design and implement vulnerability analysis and targeting in line with good practices	A small portion of relevant staff have the capacity to design and implement vulnerability analysis and targeting in line with good practices	A large portion of relevant staff have the capacity to design and implement vulnerability analysis and targeting in line with good practices	All relevant staff have the capacity to design and implement vulnerability analysis and targeting in line with good practices
3.2.d. Programme setup	No relevant staff have the capacity to establish local contracts and perform distribution tracking in line with good practices	A small portion of relevant staff have the capacity to establish local contracts and perform distribution tracking in line with good practices	A large portion of relevant staff have the capacity to establish local contracts and perform distribution tracking in line with good practices	All relevant staff have the capacity to establish local contracts and perform distribution tracking in line with good practices
3.2.e. Beneficiary communication	No relevant staff have the capacity to design and implement beneficiary communication processes in line with good practices	A small portion of relevant staff have the capacity to design and implement beneficiary communication processes in line with good practices	A large portion of relevant staff have the capacity to design and implement beneficiary communication processes in line with good practices	All relevant staff have the capacity to design and implement beneficiary communication processes in line with good practices
3.2.f. Beneficiary data protection	No relevant staff have the capacity to integrate beneficiary data protection in the design and implementation of CTP programmes in line with good practices	A small portion of relevant staff have the capacity to integrate beneficiary data protection in the design and implementation of CTP programmes in line with good practices	A large portion of relevant staff have the capacity to integrate beneficiary data protection in the design and implementation of CTP programmes in line with good practices	All relevant staff have the capacity to integrate beneficiary data protection in the design and implementation of CTP programmes in line with good practices
3.2.g. Safety and security	No relevant staff have the capacity to design and implement safety and security risk management for staff and beneficiaries in line with good practices	A small portion of relevant staff have the capacity to design and implement safety and security risk management for staff and beneficiaries in line with good practices	A large portion of relevant staff have the capacity to design and implement safety and security risk management for staff and beneficiaries in line with good practices	All relevant staff have the capacity to design and implement safety and security risk management for staff and beneficiaries in line with good practices

### **GUIDANCE**

These seven indicators reflect critical tasks in the initial design of CTP during early stages of the project cycle, as well as the more detailed design and implementation phase of cash transfer programmes. Some of these tasks happen once, while others continue throughout the duration of a programme.

The OCRT does not make a distinction between an organisation implementing all aspects of a CTP themselves versus using implementing partners. In either case, the relevant staff need to be able to perform the task or oversee that the task is performed correctly.

### Criterion 3.3: Monitoring and evaluation

Criterion 3.3: Monitoring and evaluation				
Indicator	1	2	3	4
3.3.a. Post-distribution monitoring	No relevant staff have the capacity to perform post-distribution monitoring in line with good practices	A small portion of relevant staff have the capacity to perform post-distribution monitoring in line with good practices	A large portion of relevant staff have the capacity to perform post-distribution monitoring in line with good practices	All relevant staff have the capacity to perform post-distribution monitoring in line with good practices
3.3.b. Market monitoring	No relevant staff have the capacity to perform market monitoring in line with good practices	A small portion of relevant staff have the capacity to perform market monitoring in line with good practices	A large portion of relevant staff have the capacity to perform market monitoring in line with good practices	All relevant staff have the capacity to perform market monitoring in line with good practices
3.3.c. Data analysis and utilisation	No relevant staff have the capacity to conduct data analyses and utilise the findings in line with good practices	A small portion of relevant staff have the capacity to conduct data analyses and utilise the findings in line with good practices	A large portion of relevant staff have the capacity to conduct data analyses and utilise the findings in line with good practices	All relevant staff have the capacity to conduct data analyses and utilise the findings in line with good practices

#### GUIDANCE

These three activities represent the third phase of a CTP. Some level of monitoring and evaluation is needed to keep the programme on track in meeting its objectives.

## CATEGORY 4: EXTERNAL ENGAGEMENT

External engagement includes:

- communicating to the outside world about the organisation;
- coordinating and/or collaborating with external partners on CTP activities and delivery;
- collective learning; and
- applying common standards and lessons learned from the wider community.

Category 4 has the following criteria and indicators:

Criteria	Indicators
4.1 Communications	4.1.a Strategy
	4.1.b Practice
4.2 Coordination	4.2.a Global involvement
	4.2.b Local involvement
	4.2.c Collaboration
	4.2.d Receptiveness

### Criterion 4.1: Communications

Criterion 4.1: Communications				
Indicator	1	2	3	4
4.1.a. Strategy	There is no communications strategy for consistent messaging to all stakeholders	A communications strategy for consistent messaging to all stakeholders is under consideration	There is a partial communications strategy for consistent messaging to all stakeholders	There is a comprehensive communications strategy for consistent messaging to all stakeholders
4.1.b. Practice	The organisation does not communicate consistently with any stakeholders in support of CTP	The organisation communicates with a few stakeholders in support of CTP	The organisation communicates consistently with most relevant stakeholders in support of CTP	The organisation communicates consistently with all relevant stakeholders in support of CTP

#### GUIDANCE

Organisations communicate to the external world constantly, both passively and actively. It is good to have a communications strategy, and to ensure that staff put it into practice.

#### 4.1.a. Strategy

A communications strategy covers content, platforms, audiences and frequency. It needs to consider what is communicated through websites, in meetings, on social media, in correspondence and in documents, etc. Being consistent in messaging about CTP to different stakeholders—from funders to programme partners—is important to ensure that communication is complete, timely, accurate and targeted.

#### 4.1.b. Practice

The emphasis in this indicator is on consistency of implementation. Communicating the same message to all relevant stakeholders is important for creating accountability and ownership. This also solidifies an organisation's stance on, and strategy for, CTP. It should help unite staff behind the strategy.

## Criterion 4.2: Coordination

Criterion 4.2: Coordination				
Indicator	1	2	3	4
4.2.a. Global involvement	The organisation does not participate in global strategic and operational coordination mechanisms	The organisation participates minimally in global strategic and operational coordination mechanisms	The organisation participates to a modest degree in global strategic and operational coordination mechanisms	The organisation fully participates in global strategic and operational coordination mechanisms
4.2.b. Local involvement	The organisation does not participate in local strategic and operational coordination mechanisms	The organisation participates minimally in local strategic and operational coordination mechanisms	The organisation participates to a modest degree in local strategic and operational coordination mechanisms	The organisation fully participates in local strategic and operational coordination mechanisms
4.2.c. Collaboration	The organisation does not share information, use common approaches or collaborate with other CTP actors	The organisation minimally shares information, uses common approaches and collaborates with other CTP actors	The organisation shares information, uses common approaches and collaborates with other CTP actors to a modest degree	The organisation shares information, uses common approaches and collaborates with other CTP actors as much as possible
4.2.d. Receptiveness	The organisation is not receptive to any input from external CTP strategic and operational coordination mechanisms, including global commitment documents	The organisation is minimally receptive to input from external strategic and operational coordination mechanisms, including global commitment documents	The organisation is receptive to some input from external strategic and operational coordination mechanisms, including global commitment documents	The organisation is very receptive to input from external strategic and operational coordination mechanisms, including global commitment documents

### GUIDANCE

‘Coordination mechanisms’ here refers to external networks and working groups. Engaging with these and other external actors to improve CTP involves the development and application of common standards, as well as collaboratively learning and sharing knowledge. It also involves coordinating CTP activities in specific countries or regions to avoid duplication, gaps and inconsistencies.

#### 4.2.a. Global involvement

Coordination at the global level mostly focuses on capacity building, strategic partnerships, coordination of resources to major crises, and the development of CTP common standards and commitment documents.

#### 4.2.b. Local involvement

‘Local’ here can refer to one country or a wider geographical region. Some countries may not have local CTP coordination mechanisms.

#### 4.2.c. Collaboration

Sharing information and results from the various situational and response option analyses (Criterion 3.1) and ongoing programmes will foster collaborative learning. Using common CTP standards and approaches allows for comparison studies and overall knowledge gathering. Beyond information sharing, the need for collaboration extends to actual CTP planning and implementation.

#### 4.2.d. Receptiveness

If an organisation decides to engage with external CTP coordination mechanisms, it must be receptive to input from them, and make commitments to use common standards. Learning from others is likely to lead to higher quality, more accepted programming.



The Cash Learning Partnership

As more and more organisations respond to the growing call and expanding funding for cash transfer programming (CTP), there is an acknowledgement that individual technical capacity must be supported by organisational structures, systems, policies and procedures that improve readiness to design and implement effective CTP.

To contribute to the institutionalisation of cash CaLP has developed an Organisational Cash Readiness Process to help help a range of committed organisations achieve the practical objectives of the Global Framework. CaLP provides three products for this process: the Organisational Cash Readiness Tool (OCRT), a set of Instructions for using the OCRT, and the Organisational Cash Readiness (OCR) Process Guide.

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