



## Terms of Reference: Development of Training Modules on the Fundamental Concepts of Cash and Voucher Programming

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<b>Responsible</b>	CaLP Technical Coordinator
<b>Date</b>	Commence January 2016
<b>Consultancy duration and timeframe</b>	<b>20 days over a 4 week timeframe</b>

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### ABOUT THE CALP

The Cash Learning Partnership (CaLP) is a global partnership of humanitarian actors engaged in policy, practice and research within cash transfer programming (CTP). Formed of a community of practice including over 150 organisations and more than 5,000 individuals in the humanitarian sector, the CaLP is based on learning, knowledge sharing, networking and coordination around the appropriate and timely use of CTP in humanitarian response. The CaLP has a Board of Directors which will include individuals from up to 13 institutions working in the humanitarian sector and a Technical Advisory Group is being developed of 20+ members.

***CaLP's Goal is that by acting as a catalyst for change in attitude and practice the CaLP will ensure that CTP is routinely considered as a scalable component of quality, timely and appropriate preparedness, emergency response and early recovery.***

The CaLP believes that when appropriately incorporated into humanitarian response planning aimed at increasing access to basic goods and services, CTP presents opportunities for effective and efficient programming to meet the needs of communities affected by crises. With the number, scale and complexity of humanitarian crises increasing, CaLP acts as a **catalyst for positive transformation** within the sector.

### CaLP TRAINING STRATEGY

The CaLP is in its first year of a 5 year strategy. The first year has been marked by opening up CaLP's membership to its wider community of practice, with a significant growth in membership expected in 2016, the development of a Board of Directors, made up of up to 13 representatives and an ambition for a 'step change' to CaLP's approach. In capacity building this means a step change from reaching approximately 200 humanitarian actors annually with training, to reaching close up 1,000s through a dynamic shift in CaLP's capacity building approach. In response to learning and demands from the community of practice, CaLP will operate a number of parallel programmes that aim to meet the needs of humanitarian practitioners of large and small agencies, including senior, middle and junior level practitioners and policy writers from CaLP's wide community of practice (CoP) including NGOs, States and Donors, UN agencies, Private Sector etc.

This process will be built on the foundation of a *modular training scheme*. In order to develop this, the CaLP are looking for an experienced training development consultant to pilot this approach through the conversion of components of the CaLP Level 1 Training Course onto a modular format. The successful applicant/team will work with CaLP's existing global technical and capacity building staff to drive forward the implementation of the modular training approach. This will include reviewing existing training materials, and will link to and build upon previous work on a framework for the modular training approach completed in 2015.

### BACKGROUND / JUSTIFICATION

The current CaLP training materials are largely focused on the capacity building needs of program staff. As such, they do not currently adequately reflect the diversity of the capacity building needs and requirements of the range of organisational staff involved in delivering crisis responses and cash based interventions in humanitarian situations. CaLP also acknowledges the need to develop introductory training modules for new actors and new profiles, with the aim to contribute to cash institutionalization within organizations, across sectors and mainstream basic understanding of the modality to all types of actors involved in the humanitarian response.

In order to better support the capacity building needs of the humanitarian sector in relation to CTP, it is therefore necessary for CaLP to expand its specialised training offering to include courses and materials that

meet the specific needs of a range of organisational staff and stakeholder groups with an involvement in supporting the delivery of high quality cash and voucher programming. This will also assist organisation in mainstreaming cash competencies and preparedness within and across their organisations, and will thus support the process of institutionalisation of cash programming.

The CaLP is currently seeking to increase the sustainability and flexibility of its training program and make it more responsive to demand – both in terms of level of provision (introductory to advanced level), and also its ability to respond to the differing priorities and interests of the community of practice involved in cash programming. To meet the existing diversity of demand, and increasing frequency of requests for ‘tailored’ or ‘customised’ trainings, from 1<sup>st</sup> January 2016, CaLP will be overhauling its approach to capacity building, to implement a modular framework for training, based on learning pathways for specific target groups of participants.

### **Primary Objective**

This consultancy will contribute to CaLP’s conversion of its training materials into a modular structure, and the implementation of the modular training framework developed under a separate consultancy during 2015. This will be achieved through the adaptation and updating of selected components from the existing CaLP Level 1 training course into a core training module on the fundamentals of cash and voucher programming.

### **Specific Objectives:**

- Determine key learnings to achieve throughout the fundamentals and design a series of modules to be used as fundamentals to CTP
- Review existing CaLP Level 1 Materials as basis for these new thematic modules on fundamentals of Cash and Voucher Programming to cover (distribution of topics between modules should be determined by the consultant in consultation with CaLP technical and capacity building team)
  - Key Definitions and Terminology (harmonised with recent CaLP glossary and also terminology used in revised Level 2 documents)
  - What is cash programming / voucher programming
  - Why use cash (humanitarian reasons / pragmatic reasons)
  - Ensure multi-sectoral approach and avoid “food security focus”
  - Preconditions for the use of cash
  - Perceived barriers to the use of cash (eliciting participants perceptions) – includes popular and challenges misconceptions
  - Perceived barriers to the institutionalization of cash
  - Key trends in C&V Programming, Incorporate the trend to use of Multipurpose cash Grants (MPG) and social protection
  - Cash in humanitarian coordination
- Conversion of the existing PowerPoint focused training approach to a more interactive format based on group work and case studies
- Ensure that the materials developed are consistent with the existing modular training framework

This will involve the development of:

- Modular Training materials including:
  - group work and interactive materials,
  - facilitators’ notes,
  - handouts,
  - identification of further reading / references,
  - any other supporting materials identified as necessary for the achievement of the training objectives.

### **Methodology**

The consultant shall:

- Commence with the review of the outputs of the previous consultancy on the development of a framework for the modular training approach in liaison with CaLP technical team.
- Identify key stakeholders, key organisations or agencies anticipated to be users of the completed materials, and training consultants likely to use the materials, and will consult with these stakeholders on their needs / requirements in relation to a 'fundamentals of CTP' training module
- The consultant will also liaise closely with CaLP Capacity Building staff throughout the consultancy to obtain their input into requirements and feedback on draft outputs
- Guidance notes and supporting materials should clearly indicate which materials are relevant for each of the above categories of participant, in line with CaLP's new modular framework for training, and should be 'packaged' to ease utilisation for different groups of participants.
- Following review and piloting of the materials and guidelines, revisions will be made based on feedback received.

The materials developed will seek to ensure that the training materials reflect the most recent research findings, current best practices and reflect the increasing use of, and acceptance of, cash as a multi-purpose intervention which has impacts across sectoral divides.

#### **Key Deliverables:**

1. The primary output will be the development of a package of **modular training materials on the fundamental principles of cash and voucher based programming**, which fit into a standardized modular framework including as a minimum:
  - A competency framework, taking into account individual learning paths and expected outcomes vs. specific time/space requirements for different target groups
  - Learning outcomes and objectives for a range of target groups
  - Session plan / facilitators' notes for the module
  - Guidance for the use of accompanying materials
  - Where group work or case study examples are used, clear 'model answers' will be provided to guide facilitators

### Time Schedule:

The completion of this work is expected to take a maximum of 4 weeks following the signing of the contract. The draft final report must be submitted to CaLP no later than 25/02/2016.

Indicative Time Schedule	Activities	No of days	Deliverables
Week 1	Desk-based Review and gathering secondary data / existing materials including review of consultancy outputs on the Modular Training Framework Identification of Key Informants (in consultation with CaLP) Inception report Data Collection – Key Informant Interviews Review of existing training materials (CaLP training materials and other relevant sources required to update / revise the technical content)	10	Inception report, including detailed work plan and schedule, and draft methodology including the format of modules to be developed, with a mention of key technical learnings and targeted audience for each.
Week 2	Preparation of Draft Training Materials	8	Draft training materials, including facilitators' notes, handouts, interactive materials, etc.
Week 3	Receive feedback and revise draft materials	2	Finalised training materials, including facilitators' notes, handouts, interactive materials, etc.
	Total consultancy days	20	Final outputs submitted <b>no later than 25/02/2016</b>

### Management:

This piece of work is commissioned by Oxfam GB on behalf of the Cash Learning Partnership (CaLP). The CaLP Technical Coordinator will manage the consultants for this assignment.

### Essential profile of the consultants:

The consultants should have the following essential skills and knowledge:

- Technical experience and knowledge of cash transfer programming, especially in current good practice.
- Knowledge and experience in developing training and capacity building materials.
- The ability to communicate technical subject matter (in a written and oral form) to people with varying technical knowledge and skills.
- Familiarity with CaLP, including existing CaLP training materials and CaLP aims and objectives.

### Application Guidelines

CaLP is inviting expressions of interest from suitably qualified consultants to undertake this work. The Consultant is expected to submit a detailed proposal with the following components:

#### a) Technical proposal to include:

- A maximum of one and half pages outlining the consultant's understanding of the TORs
- An outline of the proposed methodology to conduct the assignment.
- A detailed activities schedule/work plan with time frame
- A profile of the consultant, copies of CV(s) for the lead consultant(s), and the supporting team, outlining who will undertake the different roles within the assignment, if applicable. This should include descriptions of at least 2 relevant examples of recent work
- Three referees for whom the consultant has carried out similar work, (stating the organization, assignment undertaken, date and duration, contact person's name, email address and contact number)

**b) Financial Proposal detailing the following:**

- Itemized consultant's fees - consultant should indicate professional rate
- Itemized breakdown of any additional chargeable expenses, including any field work related costs and any administrative costs or overhead charges.
- Validity period for the quotation

**Proposal Submissions:**

Expressions of Interest must be sent to the CaLP Administrator [administrator@cashlearning.org](mailto:administrator@cashlearning.org) and copied to [JRudolph@oxfam.org.uk](mailto:JRudolph@oxfam.org.uk) by 08/01/2016.

**NOTE: Due to the urgent timescale for this work CaLP will review the applications as they are received, do interviews and may award the consultancy to a suitable candidate before the end of the advertisement period.**

Any additional clarifications on the consultancy should be addressed to the CaLP Technical Coordinator at e-mail address [techco@cashlearning.org](mailto:techco@cashlearning.org)