

1<sup>st</sup> Edition  
July 2019



# Cash Working Group Strategy Paper for South Sudan 2019-2020

---

*‘Advocacy and efforts to scaling-up Cash and Voucher Assistance Programmes in South Sudan’*



# Acknowledgement...

---

**Cash Working Group would like to thank all CWG technical members for providing their valuable feedback on the Cash Working Group Strategy Paper 2019-2020. This is a live document and will be subject to review in July 2020. CWG extends sincerest gratitude to UNOCHA for providing technical support to CWG.**

**CWG would especially like to thank Swiss Agency for Development and Cooperation (SDC), FSL Cluster SS and WFP for their financial support.**

**Writer & Layout Design | Rabeea Ahmed (Cash Expert- CashCap)**



# About

## Cash Working Group South Sudan...

The Cash Working Group South Sudan (hereby referred as CWG in the document) was officially established in 2015 and has been recognized as the medium for coordination, communication, information sharing, technical discussions, as well as capacity building of cash actors. This platform also provides an opportunity to various Cash Transfer Programming actors to showcase their work, share issues for technical discussions, best practices and lessons learnt. After being inactive for some time after the 2016 crisis, the CWG was re-invigorated in the middle of 2017.

Formerly, the CWG was hosted by the Food Security Cluster, however, after the recommendations from ICWG retreat in 2019, the working group became part of the Inter Cluster Working Group (ICWG) enablers matrix<sup>1</sup> and is recognized as the technical advisory body to the ICWG members. This is a special matrix of various cluster sub-groups and cross cutting programme elements developed by ICWG to improve the functionality and effectiveness of ICWG at national and sub-national level. The idea of this matrix is to identify the main sub-working groups which can work together with ICWG. This list includes CWG as well.

## Coordination Structure

At national level, the Cash Working Group South Sudan is co-led by the World Food Programme and DanChurch Aid, with the technical backstopping of the CashCap<sup>2</sup> Cash Expert and information management support provided by the IM officer from Swedish Civil Contingency Agency (MSB). At the sub-national level, the CWG is hosted by the FSL cluster, whereas OCHA has reinstated commitment to provide support to CWG in deep-field areas where OCHA partners are working. This arrangement developed from a more informal to a consolidated structure which has strengthened over time. CWG members include UN, International NGOs, National NGOs, private sector, government departments, cluster representatives and donors.

## Vision

A dedicated vision statement has been developed in line with the escalating global priorities related to cash programmes. Moreover, the vision itself is a broad amalgam of the international humanitarian and donor trends, global fora and high-level delegations along with the regional and country context. The CWG vision statement narrates as follows:

### **Vision Statement:**

***“Humanitarian and development assistance shall be delivered through cash and voucher assistance (CVA) as the primary form of response delivery during crisis, when applicable and feasible.”***

1. CWG Enabler's Matrix: This is a special matrix of various cluster sub-groups and cross cutting programme elements developed by ICWG to improve the functionality and effectiveness of ICWG at national and sub-national level. The idea of this matrix is to identify the main sub-working groups which can work together with ICWG. This list includes CWG as well.

2. CashCap: Specialized roster of NRC for Cash Experts.

---

# Mission

The CWG South Sudan is committed to increasing the use of cash and voucher assistance through coordination, harmonization of approaches and capacity building of humanitarian and development actors in country, providing necessary technical guidance, as well as direct support to cash actors as required. These practical efforts are complemented by advocacy on cash assistance across various levels and fora, country documents including Humanitarian Response Plans and other coordination fora. The formal mission statement is written out below:

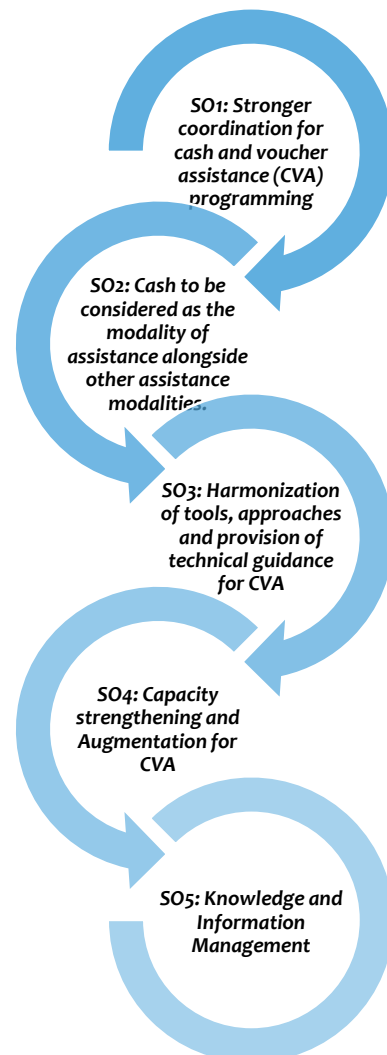
## Mission Statement:

***“The CWG shall provide advocacy leadership for increasing the scale and quality of cash and voucher assistance programmes (CVA) for humanitarian and development response in South Sudan, working towards increased resilience and the building of safety nets.”***

## Strategic Objectives

To strengthen and further increase the existing capacity to implement quality cash and voucher assistance programmes in South Sudan, the CWG adopted a two-pronged approach for its meetings, with ‘Technical Group (Discussions)’ and ‘Capacity Strengthening (of new and existing members)’ sessions. This has been greatly contributing to providing a platform for all types of organizations with varying levels of capacity in relation to understanding, designing and implementing cash and voucher assistance programmes, with standard tools, approaches and guidelines provided throughout. Since the introduction of the approach, technical discussions have become more focused, providing a forum to discuss specific issues and develop work streams more efficiently and effectively. The capacity building sessions focus on strengthening the capacity and expertise of new and existing CWG members on cash and voucher assistance programming.

The following objectives have been derived from the needs and asks from the CWG members and the wider humanitarian and development community. These also mirror the global commitments for cash and voucher assistance programmes in ‘The Grand Bargain’ and further relevant global high-level discussions on cash and voucher assistance.



# Theory of Change

|   | Objectives  | Supporting Activities  | Additional Measures to Achieve the Activities  |
|---|---|--|--|
| 1 | <b>Strong coordination for cash and voucher assistance (CVA) programming</b>                      | 1.1 The CWG maintains strong coordination at all levels.<br>1.2 All clusters are represented in the CWG<br>1.3 The CWG is linked with the Social Protection Working Group and government social protection (SP) programmes.  | 1a: Hold regular CWG meetings and reach out to other cash coordination structures (e.g consortia)<br>1b: Participate regularly in ICWG<br>1c: Regularly update the CWG mailing list and reach out to all clusters for nominating a cash focal point in their cluster to participate in CWG meetings.<br>1d: Participate regularly in Social Protection Working Group (SPWG) meetings and ensure vice versa |
| 2 | <b>Cash to be considered as the modality of assistance alongside other assistance modalities.</b> | 2.1 Advocacy with all clusters to consider cash in their plans.<br>2.2 Cash is considered and reflected in the Humanitarian Response Plan (HRP).<br>2.3 Advocacy to consider cash at all stages of programme cycle<br>2.4 Identification of gaps and barriers relating to CVA programmes   | 2a: Bilateral meetings with cluster leads/coordinators to discuss cash programming in relation to their plans<br>2b: More coordination with ICWG and OCHA for the HRP<br>2c: Extend support to individual CWG member organizations for designing their cash programmers'<br>2d: Conduct surveys for gap analysis and identify gaps from feedback from members  |
| 3 | <b>Harmonization of tools, approaches and provision of technical guidance for CVA.</b>            | 3.1 Cash guiding documents are developed for the cash community.<br>3.2 Establishing Minimum Expenditure Basket for the country.<br>3.3 Advocacy on utilization of harmonized packages<br>3.4 Tools for Market Assessment are developed<br>3.5 Tools for cash monitoring are developed<br>3.6 Quick reference guides are developed related to selection of partner and service providers.  | 3a: Invest in joint initiatives including market assessments and monitoring<br>3b: Update existing tools as and when required<br>3c: Consider cross-functional areas in guiding documents (e.g. Gender, Protection, Accountability to Affected Populations)<br>3d: Consider options for pilots and innovation models for CTP   |
| 4 | <b>Capacity strengthening and Augmentation for CVA</b>  | 4.1 Strategic approach adopted to strengthen the CVA operational and strategic capacity<br>4.2 Cross-functional support units are included in capacity building plan<br>4.3 National organizations are given equal opportunities to bring them up to speed for CVA<br>4.4 The capacity building material is adapted to the context and requirements of country and is disseminated to cash community for reference.  | 4a: Detailed Training Needs Analysis to be conducted for the cash community<br>4b: Detailed capacity building plan to be developed<br>4c: Conduct certified trainings to strengthen the existing capacities<br>4d: Promote cross organizational deployment of staff (if possible)<br>4e: Common repository developed for training material   |
| 5 | <b>Knowledge and Information Management</b>   | 5.1 Create a common repository of all CVA related materials and ensure that the whole cash community has access to it<br>5.2 Ensure the sharing of lessons learnt in CWG meetings by various organizations<br>5.3 Collection existing information for CVA in the country (through 4Ws, 5Ws, and other tools)<br>5.4 Gather and build evidence for cash programmes<br>5.5 Document learnings and best practices<br>5.6 Ensure the strengthening of information sharing links among the cash community | 5a: Development of an information management (IM) strategy for the CWG<br>5b: Develop annual reports and case studies for the CWG<br>5c: Develop video stories, story boards for visual advocacy, and other communication materials<br>5d: Develop IM products and material for CWG and cash community   |

---

# Addressing the Cash and Voucher Assistance (CVA) Programming Gaps in South Sudan...

Humanitarian and development agencies have been using cash and voucher assistance programmes as an assistance modality in South Sudan since late 2013. The evidence from the utilization of cash and vouchers as assistance modality in South Sudan, in refugee camps and settlements, Protection of Civilian (PoC) sites and outside POC sites along with the host communities; highlights the presence of a wealth of opportunities and options for the effective delivery of assistance through cash or vouchers.

From the initial evidence gathered on cash and voucher assistance programmes in PoCs, it has been observed that the influx of cash in these areas has contributed to increase the capacity of local markets as cash is used in the community. Post distribution monitoring reports<sup>3</sup> of multiple organizations have been helpful in providing initial insights into cash programming, however there has been increased appetite for evidence on the usefulness of cash and voucher assistance programmes in the strengthening of local markets.

Cash and Voucher Assistance (CVA) Programming continues to be an expanding modality for the delivery of humanitarian assistance in South Sudan. However, its role as an efficient, effective and flexible mode of addressing the humanitarian needs during all stages of disaster lifecycle was only first highlighted significantly in the 2018 HRP. Subsequently, 58 partners reached more than 1.6 million people with CVA in 2018, primarily under the Food Security and Livelihoods Cluster. In 2019, CVA has been continuing to rehabilitate people's lives and livelihoods in a dignified way, whilst simultaneously stimulating local markets and strengthening the local economy for long-term sustainable results. More clusters are exploring cash and vouchers assistance (CVA) as the modality for assisting the vulnerable communities, however there are gaps which the CWG is striving to address.

The FLS Cluster will continue to spearhead cash-based programming, through 58 partners, the cluster will target 1.4 million people in IPC Phase 3, 4 and 5 counties with cash and voucher programmes in 2019. This amounts to 11 per cent of the cluster's overall financial requirements. The ES/NFI Cluster will also continue to implement CVA programmes, with a third of cluster partners experimenting with cash or vouchers. They will target some 180,000 people across 10 counties, representing some 13 per cent of the cluster's financial requirements.

Elucidating further, CWG in South Sudan is putting all out efforts to engage all humanitarian and development actors to synchronize efforts for contributing towards a sustainable cash environment in the country. Development of tools and guidelines, imparting cash specific trainings, specialized technical sessions, efficient knowledge and information management including publishing of Annual Report for CWG are some of the many initiatives attained by the CWG.

<sup>3</sup> Post distribution reports by World Vision International, Plan International, Polish Humanitarian Aid etc.

## Additional Activities Planned by CWG...

Additional activities prioritized through various consultative discussions and feedback from the CWG member are enlisted below. However, the list is non-exhaustive and can be updated as per CWG needs and asks.

- *Joint Market Monitoring Initiative (JMMI) by WFP and REACH for CWG*
- *Cash Monitoring Toolkit for South Sudan*
- *Financial Service Provider Mapping*
- *Financial Service provider and Cooperating/ Implementing Partner selection check lists*
- *Financial Service provider and Cooperating/ Implementing Partner contracting check lists*
- *Revision of Minimum Expenditure Basket*
- *Cash Feasibility Assessments*
- *Market monitoring for cash and voucher programmes*
- *Evidence Building on Cash in SS (cash studies, documentaries etc.)*
- *IM Products infographics, fact sheets etc.)*
- *Sessions on cash and protection*

## Specific Support From HCT, Clusters and Donors...

### Commitment from Donors

Planning for the projects should be need-driven rather than donor-driven. If there is a need, preference and feasibility for cash projects, donors should allow that.

Donors have more appetite for piloting innovative cash-based approaches and pilots.

Request to donors to fund the CWG as a coordination body including HR and activity/ies costs.

Donors consider cash as a viable option in South Sudan, rather than sticking to the 'status quo' of in-kind programming

### Commitment from Clusters

Consider cash and vouchers as part of the assistance modality package while planning their projects. This commitment has been shown by FSL and S/NFI cluster member organizations.

Nominate a permanent focal point for CWG.

Once a quarter, invite CWG to the cluster meeting. Especially while discussing any new projects.

The focal point should actively contribute to the technical discussions and developed of tools and documents

### Commitment from HCT

Support CWG in country and seek exposure to various fora and avenues for advocacy for cash and fundraising

1. *CWG Enabler's Matrix: This is a special matrix of various cluster sub-groups and cross cutting programme elements developed by ICWG to improve the functionality and effectiveness of ICWG at national and sub-national level. The idea of this matrix is to identify the main sub-working groups which can work together with ICWG. This list includes CWG as well.*
2. *CashCap: Specialized roster of NRC for Cash Experts.*

