

**NOR
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PART OF NORWEGIAN
REFUGEE COUNCIL



CashCap Strategy 2022-2024

Who we are

For over 30 years, NORCAP has been working to solve challenges in the humanitarian, development, and peacebuilding sectors in order to better protect and meet the needs of people at risk.

Today, NORCAP delivers across the full range: from stand-by crisis response, to strategic assistance to improve how the aid system delivers. We work with local, national and international partners to develop knowledge and solutions, and promote more effective ways of working at the global level and in the field. Our independence enables us to bring together key stakeholders across sectors and mandates.

CashCap is one of NORCAP's flagship programmes, established in 2015 to drive forward the cash agenda and support humanitarian and development partners' efforts to increase the scale of cash assistance and realise its transformative potential for people in need. Since then, CashCap has been widely recognised as being instrumental to the significant global growth of cash and voucher assistance (CVA). In response to changing needs and developments, our services now include technical assistance, on-the-job capacity building and supporting more collaborative ways of delivering cash at scale. Today, between 30 and 40 per cent of all cash working groups around the world rely on the expertise of CashCap missions.

We offer a unique combination of expertise, neutrality, commitment to building local capacity and the ability to bring partners together to ensure choice, dignity and best possible outcomes for people who need cash assistance, now and in the future.



Jimena Peroni and Meaningful Dialogue with Communities participant in Maicao, Colombia; Photo credit: Fernanda Baumhard.

Our context

We live in an era of unprecedented and constant change. Several complex global challenges compete for humanitarian assistance – including the climate emergency, countless forms of inequality, global health and migration crises. The humanitarian system must adapt to such complexity and be open to change.

The landscape of cash and voucher assistance is expanding. Cash programming has become more prevalent and its usage has broadened beyond food and basic needs to include interventions targeting health, water and protection. Despite these advances, dependable leadership, guidance, accountability and capacity for cash coordination are not yet resolved. Large sectors within the humanitarian cash coordination ecosystem continue to rely on CashCap services to function.

Nevertheless, Covid-19 responses globally have relied on cash assistance to alleviate immediate needs and support economic recovery. Innovative approaches and stronger linkages between humanitarian cash programmes and longer-term adaptive social protection interventions are now more relevant than ever before.

With cash programming widely accepted, the main challenges are to ensure quality, national and local agency and leadership, and the accountability of the growing number of stakeholders involved. In this strategic period, we are determined to turn these challenges into opportunities to increase diversity and inclusion in cash coordination, advocating for accountability, people-centred approaches, and local and national leadership in CVA.



Voucher distribution by WFP in Sofala, Mozambique; Photo Credit: Ida Lomholt/NORCAP

Our purpose

CashCap's long-term goal is for quality cash and voucher assistance to be available and accessible to all who need it.

To this end, CashCap will work to improve the quality of support provided by partners to people in need by enabling stronger accountability, choice and inclusion within their cash and voucher programmes, and developing new models of collaboration, capacity building and cash coordination. With the right approach, we know that cash can transform people's lives. We want to ensure that community voices are heard and acted upon, to empower people to make choices in their lives, to recover from and adapt to future crisis with dignity.

To support our purpose, we have developed three interlinked strategic areas of focus and associated outcomes.

1. Local and national actors increase their leadership roles within CVA interventions. To achieve this strategic objective, we will work to enable and develop capacity for local leadership on CVA. In line with Grand Bargain 2.0 commitments, we will increase investment in local and national CVA actors, in part by advocating for change in the humanitarian system to shift the power to local and national levels. Where relevant, we will also engage and coordinate with development actors to develop more harmonised and effective interventions across the humanitarian, development and peacebuilding sectors.

2. International and national actors are better equipped to provide quality CVA coordination. To achieve this, we will provide additional coordination expertise for major crises, scale-ups and initiatives with the potential for high impact. We will continue to provide transitional support during and immediately after a political solution to cash coordination is identified. This support will focus on enabling partners to maintain effective action on the ground and best outcomes for the people we serve.

3. Quality CVA is delivered every time, through innovative and integrated approaches to the specific context. We will support new and ambitious ways to increase access to quality CVA, through coordination with social protection systems, by working in sectors with less experience of CVA, collaborating with non-traditional actors, and bringing together work across the humanitarian, development and peacebuilding sectors.



Voucher distribution by WFP in Sofala, Mozambique

Guiding principles

From our inception, CashCap has applied the following principles to our work, and we are committed to maintaining them:

Impartiality: Endeavour to focus on the best interests of the crisis-affected population. We do not promote agendas of any particular entity.

Independence: Always maintain autonomy, acting at all times in accordance with the priorities of the inter-agency group, collaborative or government platforms to which we were deployed.

Operationality: Our experts are ready to address operational challenges at all levels with flexibility and agility, in order to respond to changing demands.

For the next strategy period, we are also committing to:

Supporting local leadership: We recognise the value of national and local agency in CVA and all humanitarian action. We will strive to enable national and local organisations, from community level to government, to assume and exercise leadership for quality CVA for all who need it. In practice, this could mean that each CashCap placement seeks, whenever possible, a local counterpart to mentor from the onset.

Gender and protection: We are committed to assess how gender, protection and CVA programming intersect, to integrate gender and protection concerns in the CVA support we provide, and to advocate for gender and protection to be considered in all CVA programming.

Community engagement and accountability: We actively promote and advocate for responsible use of power through taking account of, giving account to and being held to account by the people that CVA actors seek to assist. This underpins our commitment to community engagement and accountability.

Climate adaptation: We will develop our own understanding of climate adaptation and how these concerns may be integrated in the CVA support we provide.



Meaningful Dialogue with Communities briefing in Arauca, Colombia; Photo credit: Fernanda Baumhard.

Our approach

CashCap has a people-centred, non-hierarchical approach, providing additional capacity and learning, for people to do their jobs in the best way possible. CashCap invites a space of openness and collaborative decision-making.

At the heart of our approach is the concept of a **Community of Practice**, whereby people with knowledge, skills and experience of cash programming collaborate with others from different sectors or areas of expertise. We are engaged in all areas of cash-based assistance, ranging from local responses and national preparedness, to regional and global coordination initiatives. CashCap will continue to invest in our community of practice and create easy ways for people to stay connected and be available for each other. We will continue to bring our experts together to share experiences, skills and learning, and use these gatherings to adjust our strategy and activities as learning emerges.

A fundamental node of this strategy is the CashCap Response Team (CRT). This is a core team of cash specialists with a rotating membership. The Response Team plays a key role in supporting colleagues on missions, which drives the learning and development of CashCap. CRT members are also available to provide immediate support in case of an emergency need.

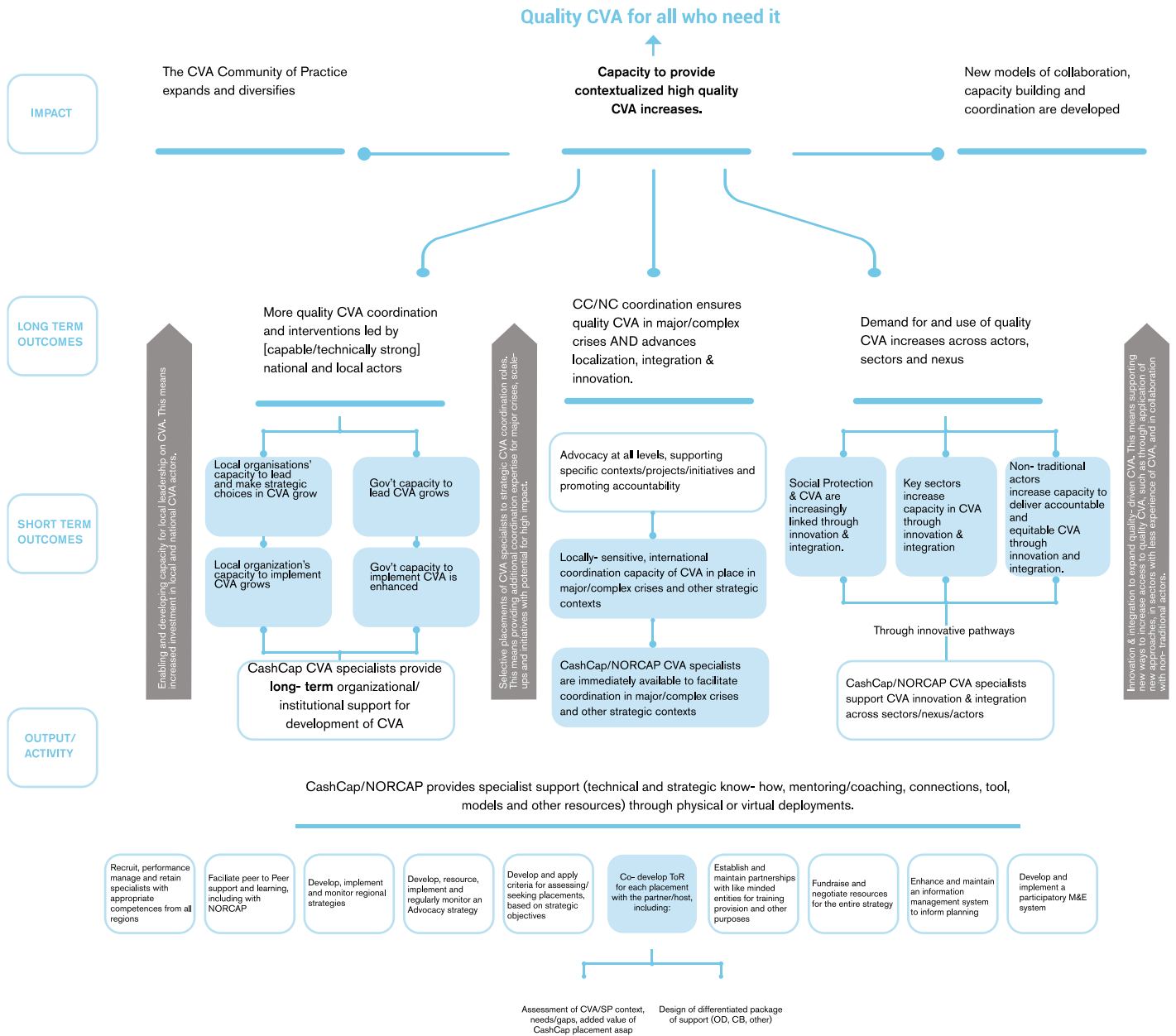
A key element in realising the new strategy is shifting to a more regionally focused approach. This means that we will invest in a cash expert based in the region, who will: (1) provide the independent and inter-agency support requested by regional cash coordination platforms; (2) ensure that our team is closer to the crisis and more responsive to contextual needs; and (3) facilitate communication and complementarity with other NORCAP experts present in the region. We will also seek to localise our recruitment and expand the range of technical skillsets in the pool.

While the majority of our work will continue on an inter-agency basis, we will also consider single-agency support if context and stakeholder analyses indicate that it is the best way to achieve the desired change.

Advocacy is inherent in what we do and underpins our Theory of Change. In a cash working group coordination role, we advocate to ensure regular rotation of leadership of the working group to include local representation. Such advocacy efforts can also ensure that any information shared with CVA recipients and/or partners is in a language and format that is accessible to them. An advocacy plan will be an important component of this strategy, and will contribute to NORCAP's strategic aim to improve effective action on the ground.

This new strategy will focus on reinforcing existing **partnerships** and developing new ones. We will seek to expand our partnership with the Cash Hub of the International Federation of Red Cross and Red Crescent Societies and further deepen our collaboration with the CaLP Network, building on areas of shared expertise, experience and enhancing the value of our approach across regions and geographies. We will also seek out new models for collaboration with non-traditional actors, including the private sector, universities, government entities and locally led think tanks.

CashCap Theory of Change 2022-2024





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**Learn more about CashCap at
nrc.no/norcap/cashcap**

Front cover photo: Jimena talking to Annery Zambrano, a Venezuelan migrant and her family who had received cash assistance.

Photo credit: Fernanda Baumhard