Cash Based Intervention knowledge and Practice Gap Analysis Report

Summary:
Cashcap conducted knowledge and practice gap assessment survey to understand partners` knowledge and practice gaps on cash and markets programming and to develop learning pathways on addressing needs of the cash community in Uganda on cash transfer programming. The mapping of the gaps was deemed necessary to inform the CWG on training needs and therefore, areas of focus to ensure key thematic areas such as quality programming in cash programing is well understood and put in place.

The survey questionnaire was prepared in line with CaLP`s standard training manual, and a set of questions were uploaded on a survey monkey tool- a webpage designed to collect data online and analyse; and shared with the CWG members both at the country and field offices, and sector working groups. A total of 19 responses were received representing donor agencies, UN, INGOs, NGOs, private sectors and the Red Cross. Although, the number of respondents is a bit lower as compared to the total number of partners that received the survey; findings are indicative enough to show knowledge and practice gaps of main actors in the CWG.

The survey monkey provided very comprehensive and summarized analysis. However, it lacked the functionality to allow for further correlation of data to inform on detailed questions such as; detailed capacity needs by actors. This therefore necessitated for more granular analysis, and provided recommendations based on data interpretations.
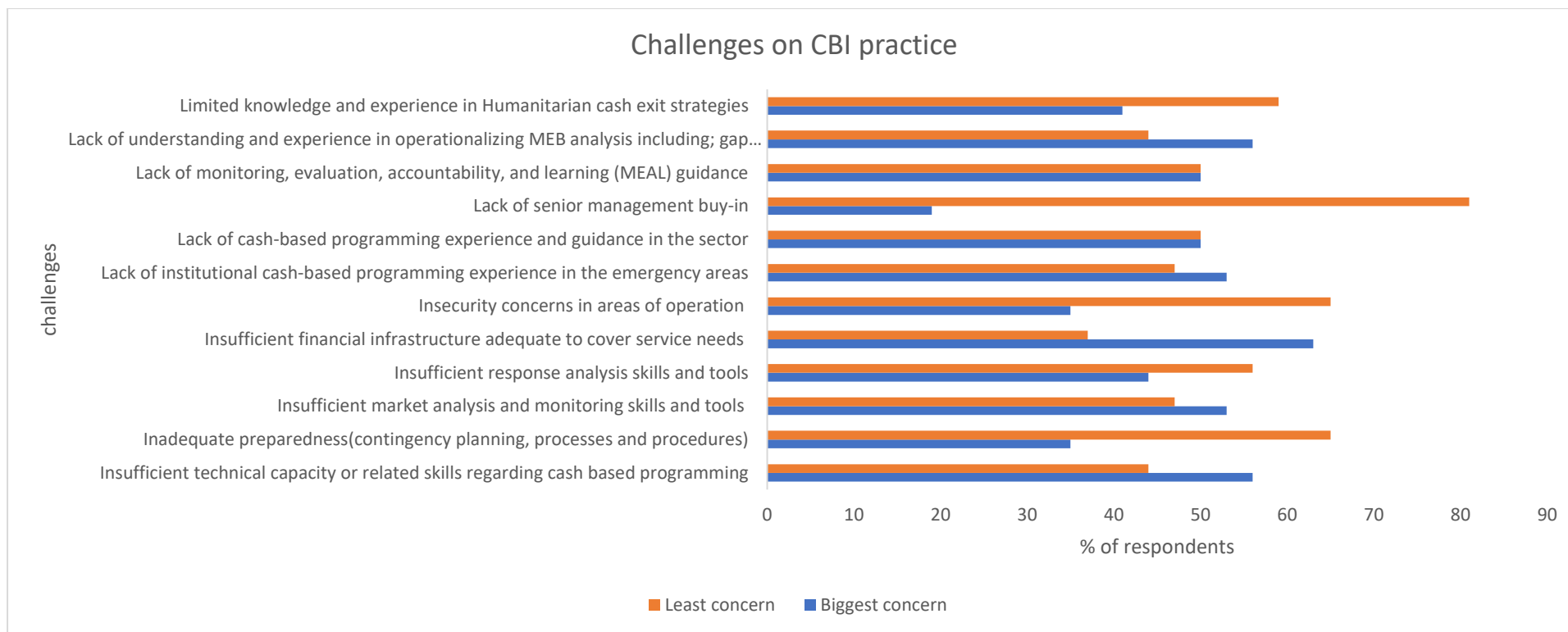
Findings

Majority (68%) out of the total respondents are partners based in kampala and remaining (32%) are based in west Nile. The survey received responses from different agencies where most (53%) are from INGOs, followed by UN Agencies (27%), Donors, NGO, Red Cross and private sectors (5% each).

The survey was unable to capture response from Government colleagues; and this might be attributed to the lower level of their participation and representation in the CWG. One of the CWG`s mandate should be increasing the role of Government in the CWG strategic discussions to ease endorsement and implementation of guidelines and harmonized standards as well as to bridge gaps between humanitarian cash transfer programming and longer-term interventions like social protection. Majority (37%) of the agencies participated in the survey reported Multipurpose cash grant as their sectorial mandate, followed by livelihoods (26%), food security and protection (11%) each and education, FSPs and social protection (5%) each. The survey sought responses from colleagues at different roles in their respective agencies where majority (32%) were cash and markets officers, followed by colleagues at coordination and management levels. The analysis has captured correlation of training needs by the different roles across agencies.

Type of Organizations

UN 27% · INGO 53% · NGO 5% · Donor 5% · Red Cross 5% · Private sector 5%
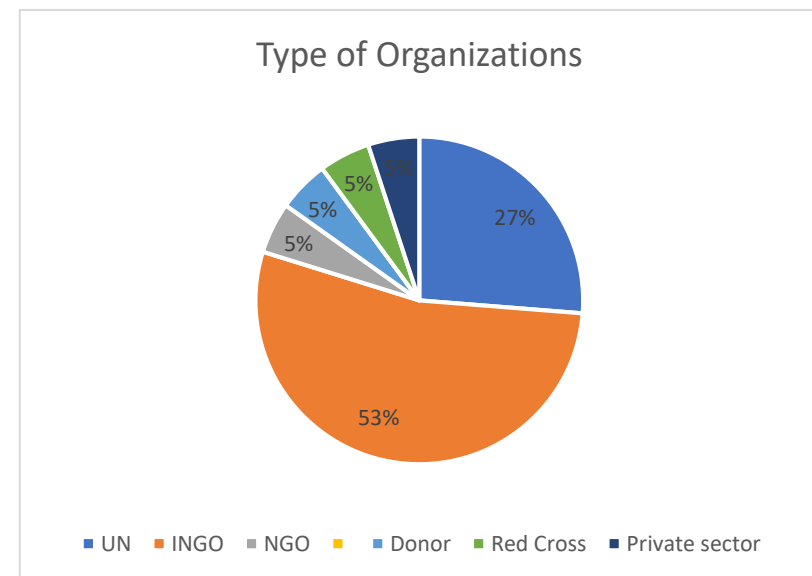
Challenges and Constraints on Cash based programming practice

Constraints and challenges identified do not vary a lot across the different actors that participated in the survey. Insufficient financial infrastructure adequate to cover service needs is the biggest challenge identified by most respondents (63%) while Lack of senior management buy-in is the least concern identified by most respondents (81%). Insufficient financial infrastructure adequate to cover service needs is indicated by all actors that participated in the survey except private sectors. The FSP mapping exercise that is initiated by the CashCap should be completed to identify and compare availability of preferred cash delivery mechanisms and their capacity to deliver cash at scale in the settlements. FSPs should be encouraged to participate in the CWG meetings and a strategy should be developed to address barriers related to cash delivery mechanisms at settlement level.

Challenges on CBI practice

Challenge	Least concern	Biggest concern
Limited knowledge and experience in Humanitarian cash exit strategies	59	41
Lack of understanding and experience in operationalizing MEB analysis including; gap…	44	56
Lack of monitoring, evaluation, accountability, and learning (MEAL) guidance	50	50
Lack of senior management buy-in	81	19
Lack of cash-based programming experience and guidance in the sector	50	50
Lack of institutional cash-based programming experience in the emergency areas	47	53
Insecurity concerns in areas of operation	65	35
Insufficient financial infrastructure adequate to cover service needs	37	63
Insufficient response analysis skills and tools	56	44
Insufficient market analysis and monitoring skills and tools	47	53
Inadequate preparedness(contingency planning, processes and procedures)	65	35
Insufficient technical capacity or related skills regarding cash based programming	44	56

(X-axis: % of respondents; Y-axis: challenges)

Lack of experience and guidelines on cash across some sectors including protection, food security and livelihoods would call upon the need for the CWG to work closely with the different sectors, to ensure consideration of CBI in their response strategies and are actively involved in standardizing approaches and tools in CBI. The cash in EiE taskforce[1] experience can be taken as one example to replicate the steps taken to integrate CBI to address financial barriers to education in emergencies.

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[1] Cash in EiE taskforce is established to technically support the EiEWG to:1) **Develop a position paper on CTP in EiE in Uganda 2) Support the national Cash Working Group SWG in updating the Minimum Expenditure Basket (MEB) Reference Guidance 3) develop guidelines for CTP most appropriate in EiE interventions in Uganda. For more information on this please email anais.marquette@kua.fi.**

Inadequate cash preparedness and contingency plans, processes and procedures and limited knowledge and experience in Humanitarian cash exit strategies were other areas of gaps identified; the CWG need to advocate for partnership with the host Government to mainstream preparedness and to establish linkage with national social protection system where feasible. Similarly, there is a need to work closely with development actors including the World Bank.

All respondents both at the field and country office face similar challenges, but what is reported as biggest challenge by respondents in the field is mostly reported as least by respondents in kampala. To bridge some of the gaps and challenges mentioned by respondents in the field and national level; the CWG should ensure there is adequate information flow between field and country level CWGs. In addition, the CWG should ensure discussions that are taking place at the CWG meetings are reflecting strategic and operational needs of the field level CWGs and vice versa.

Challenges	Biggest Kampala %	Least Kampala%	Biggest Field %	Least Field %
Insufficient technical capacity or related skills regarding cash-based programming	58	42	43	57
Inadequate preparedness (contingency planning, processes and procedures)	42	58	43	57
Insufficient market analysis and monitoring skills and tools	50	50	57	43
Insufficient response analysis skills and tools	33	67	57	43
Insufficient financial infrastructure adequate to cover service needs	42	58	57	43
Insecurity concerns in areas of operation	42	58	20	80
Lack of institutional cash-based programming experience in the emergency areas	42	58	43	57
Lack of cash-based programming experience and guidance in the sector	58	42	20	80
Lack of senior management buy-in	42	58	0	100
Lack of monitoring, evaluation, accountability, and learning (MEAL) guidance	58	42	20	80
Lack of understanding and experience in operationalizing MEB analysis including; gap analysis and establishing Multipurpose cash grant size	58	42	43	57
Limited knowledge and experience in Humanitarian cash exit strategies	42	58	43	57

Table 1: **Challenges on CBI Practice by location.**
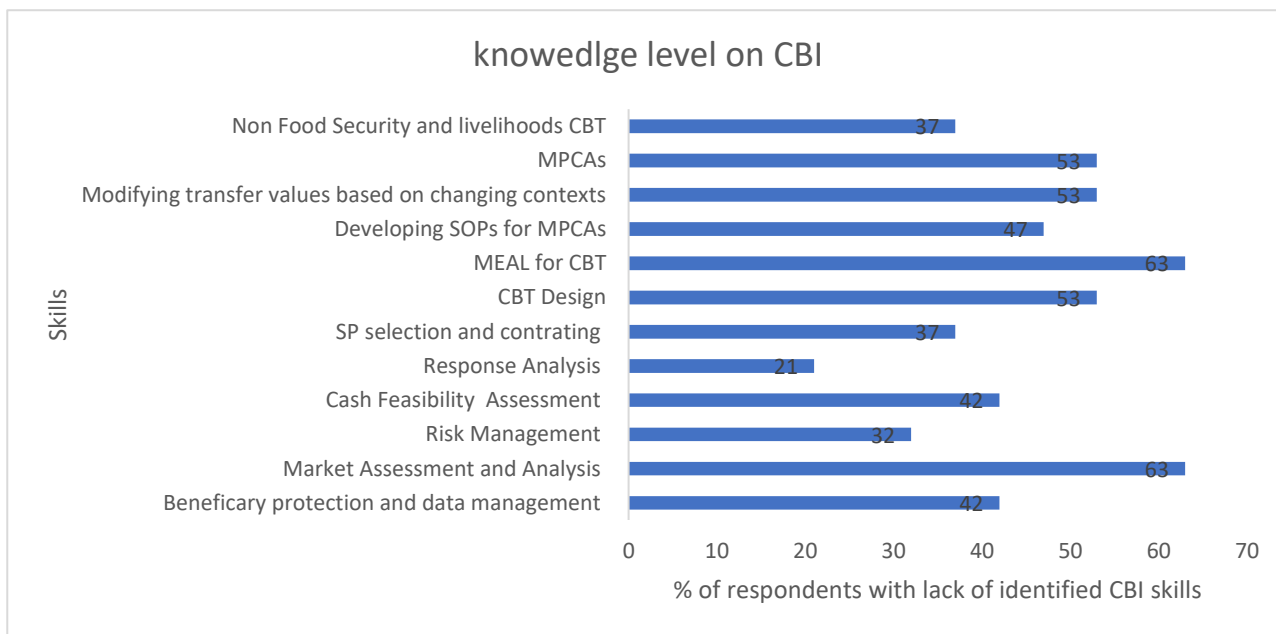
Practice and knowledge lacking in CTP

Further analysis was conducted to identify the core CTP knowledge required to inform on the appropriate modality but also in programming cash-based transfers in programme and operations.

Partners at field and country offices would need to foster a harmonized way of sharing capacity-building materials and working across organizations through joint capacity-building approaches.

FSPs can learn from humanitarian actors the basics on cash and markets programming while humanitarian actors can benefit from discussions on addressing financial service barriers.

Through the UNHCR portal, the field level CWG and kampala CWGs have uploaded very useful material and acts as a repository hub requiring frequent uploading of materials by themes.

Market assessment and analysis tools and MEAL for CBI are identified as lack of knowledge by majority of respondents (63% each); lack of knowledge on MPCAs, modifying transfer values based on changing contexts and CBI design are also identified as major lack of skills (53% each).

knowedlge level on CBI

Skill	% of respondents with lack of identified CBI skills
Non Food Security and livelihoods CBT	37
MPCAs	53
Modifying transfer values based on changing contexts	53
Developing SOPs for MPCAs	47
MEAL for CBT	63
CBT Design	53
SP selection and contrating	37
Response Analysis	21
Cash Feasibility Assessment	42
Risk Management	32
Market Assessment and Analysis	63
Beneficary protection and data management	42

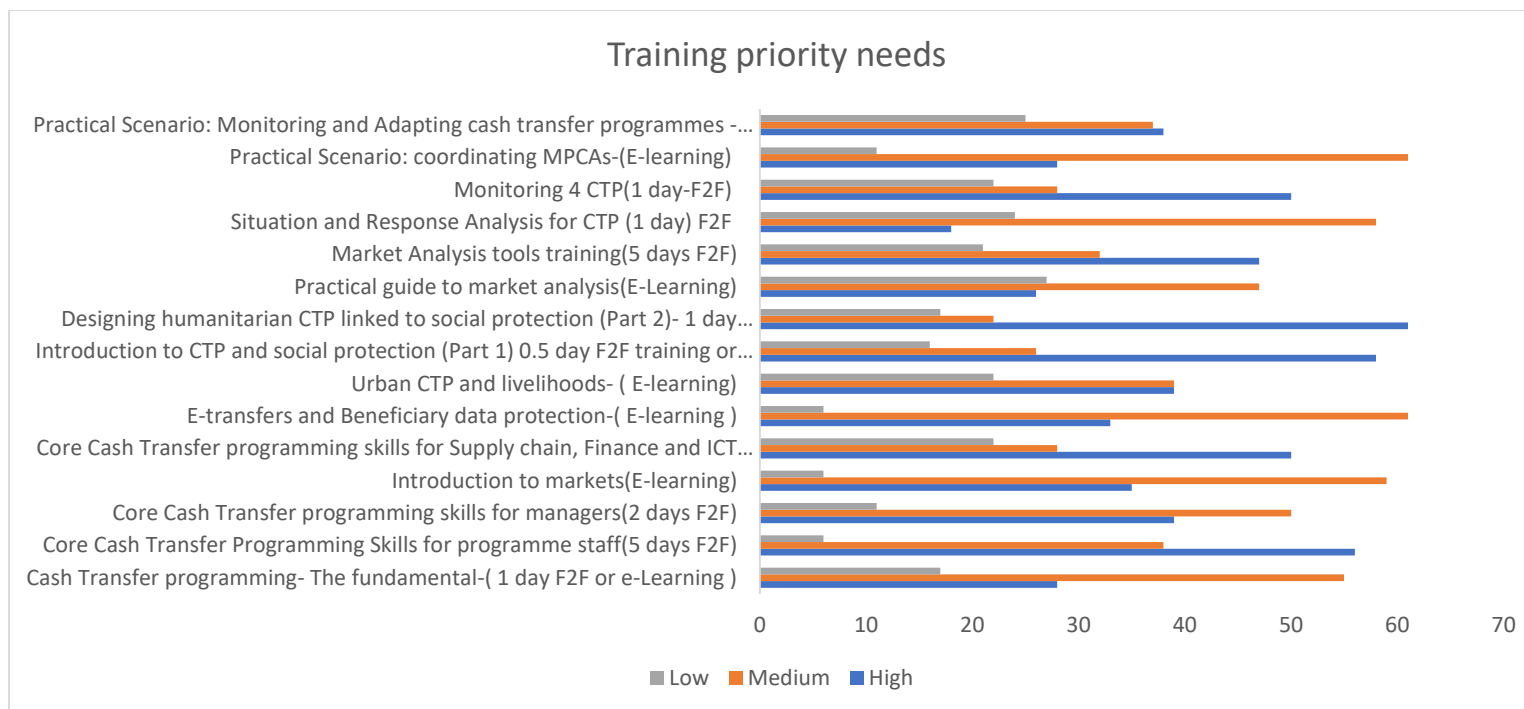*Skills (y-axis); % of respondents with lack of identified CBI skills (x-axis)*

Training priority areas

42% of respondents were programme staff of which 76% were cash transfer officers and were naturally observed with the highest capacity need. However, cash transfers cut-across functionalities and skills such as contracting; market assessments; standard operating procedures; M&E, beneficiary data protection etc., and would require joint approaches across programme and operational staff.

Training areas including Core Cash Transfer Programming Skills for programme staff(5 days F2F), Core Cash Transfer programming skills for Supply chain, Finance and ICT staff (5 days F2F), Introduction to CTP and social protection (Part 1) 0.5 day F2F training or e-learning, Market Analysis tools Training-(5 days F2F), Monitoring 4 CTP(1 day-F2F) and Core Cash Transfer Programming Skills for programme staff(5 days F2F) are prioritized training areas both at field and country office levels. In addition, partners have recommended training needs areas around FSPs, and MPCAs.

A contact has been established with the regional CaLP office in Nairobi to facilitate a training on Face to Face cash and markets programming with CashCap in Uganda on prioritized thematic areas. A link to the E-learning courses was shared with the CWG partners. Since Uganda cash programming is transitioning into MPCAs based on essential household need analysis, a training on operationalization of MPCAs would be very useful to consider. The analysis shows almost all respondents are facing challenges around delivery mechanisms; a contact has been established with Helix Institute of Digital Finance and a training on Financial service providers and agent banking approaches should be another area to prioritize.

Training priority needs

Horizontal bar chart titled "Training priority needs" with categories (Low = grey, Medium = orange, High = blue), x-axis from 0 to 70:

- Practical Scenario: Monitoring and Adapting cash transfer programmes -…
- Practical Scenario: coordinating MPCAs-(E-learning)
- Monitoring 4 CTP(1 day-F2F)
- Situation and Response Analysis for CTP (1 day) F2F
- Market Analysis tools training(5 days F2F)
- Practical guide to market analysis(E-Learning)
- Designing humanitarian CTP linked to social protection (Part 2)- 1 day…
- Introduction to CTP and social protection (Part 1) 0.5 day F2F training or…
- Urban CTP and livelihoods- (E-learning)
- E-transfers and Beneficiary data protection-(E-learning)
- Core Cash Transfer programming skills for Supply chain, Finance and ICT…
- Introduction to markets(E-learning)
- Core Cash Transfer programming skills for managers(2 days F2F)
- Core Cash Transfer Programming Skills for programme staff(5 days F2F)
- Cash Transfer programming- The fundamental-(1 day F2F or e-Learning)

Legend: Low, Medium, High

Summary of Recommendations

CashCap and Survey respondents' recommendations for promoting quality cash-based programming across the country.

- Identify experts in country and form thematic groups on key technical areas
- Bilateral discussions with CWGs in the field to inquire on capacity-building pathways and areas of support from the kampala CWGs

- Considering the challenges mentioned above, prioritize trainings and workshops on financial service contracts and delivery mechanisms, Multi sectorial market analysis/market-based cash programming, operationalizing MPCAs and cash-based programming for managers.
- Provide on-site/field level supports during implementations