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Federal Department of Foreign Affairs FDFA
Swiss Agency for Development and Cooperation SDC
Humanitarian Aid of the Swiss Confederation and the
Swiss Humanitarian Aid Unit (SHA)

SDC/HA Operational Concept on CTP

2015-2016

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Table of content

1. Objective of the Operational Concept

Over the past 15 years, we have observed a dramatic increase of cash transfer programming[1] (CTP) in humanitarian response (and development assistance[2]). While CTP is first and foremost an assistance modality to deliver humanitarian assistance, it has become more and more clear over the past years that the significance of CTP goes far beyond simply being an assistance modality. The market-based and multi-sectoral nature of cash transfers is challenging the sectoral setup of humanitarian response and pushing humanitarian actors to find new ways of working. Because of these important implications of the enhanced use of CTP, SDC/HA (SDC Humanitarian Aid) wants to take a strategic approach towards own cash-based projects, CTP financing and internal/external advocacy on CTP.

The **objective** of this concept is to promote the use of CTP within the SDC and the wider humanitarian system, both in terms of quantity (i.e. more CTP wherever adequate and feasible) and quality (i.e. better assessment, planning, implementation, coordination, monitoring and evaluation of CTP).

The objective to promote CTP both within and outside of SDC/HA is closely linked to SDC/HA's positive experiences with cash-based humanitarian responses over the past 15 years and the extensive evidence[3] suggesting that the cash-based approach offers a wide-range of important advantages over the traditional in-kind approach. These include:

- CTP allows beneficiaries to address their varied needs (including food, shelter, asset creation, health, school enrolment, debt reduction, etc.) according to their own priorities and choice.
- CTP is the preferred and more dignified assistance modality for the beneficiaries.
- CTP is in most cases more cost efficient (better input-output ratio) than in-kind assistance and allows humanitarian assistance to be implemented in a more harmonized / integrated way.
- CTP stimulates local markets and generates multiplier effects within the local economy that help communities to recover.

On the other hand, SDC/HA also recognizes that CTP is no silver bullet to deliver humanitarian assistance. It requires first and foremost functioning markets and a reliable transfer mechanism to reach people in need. The decision on whether to intervene with a cash-based response should always be based on a careful analysis on what modality works best in a given context.

This concept paper is structured as follows: Chapter 2 clarifies the CTP approach and terminology and chapter 3 looks at the wider context and key trends relevant to CTP. Chapter 4 takes stock of SDC/HA's past engagement on CTP through its three lines of action. Chapter 5 defines the overall goal of the concept and how the concept will be operationalized in the coming two years (2015-2016) and chapter 6 describes the management arrangements for the implementation. The concept concludes with the budget required for its implementation.

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[1] Cash transfer programming (CTP) is often referred to as "cash transfers", "cash-based response", "market-based response" or simply "cash". This document will use either cash transfer programming or cash-based response.
[2] CTP can be used as a modality for both humanitarian response and development assistance. CTP in development assistance is usually implemented through cash-based social safety nets or cash for work approaches. The focus of this strategy however is on CTP as a humanitarian response tool.
[3] An overview on most important cash transfer literature containing evidence for the adequacy, efficiency and effectiveness can be found in Annex IV.

2. Terminology

CTP can be defined as the provision of purchasing power (through money or vouchers) to individuals or households, either as emergency relief to address basic needs or as recovery support to protect and/or re-establish economic productive assets. The received cash grant is used by beneficiaries to obtain the required goods and services on local markets based on their own needs and priorities. Cash or vouchers can be delivered through a wide range of options, but are increasingly transferred electronically, i.e. mobile phones (mobile money or e-vouchers), bank cards (smart cards or magnetic stripe cards), or even card-less banking (e.g. iris scan technology in Jordan). The main prerequisite for CTP is the functioning of local markets. The markets need to be able to supply the required goods and need to be able to cope with the additional demand generated by a cash-based response.

CTP can be provided either conditionally or unconditionally. Cash given to beneficiaries without the beneficiary having to do anything specific to receive the cash transfer are described as *unconditional CTP*. If beneficiaries are required to perform an activity in order to obtain the cash transfer, we speak of *conditional CTP*. Activities can include the provision of work (e.g. to create assets or restore public infrastructure), the attendance to health check-ups, school or training, or the rehabilitation of shelter (or other). Thus, conditional CTP provides extra leverage to promote desirable behaviour among beneficiaries. These programmes are on the other hand more work intense to implement and monitor.

A further distinction can be made between restricted or unrestricted cash transfers. *Restricted cash transfers* usually refer to vouchers, which can only be redeemed in defined shops for selected food or non-food items or services. *Unrestricted cash transfers* refer to money provided directly to beneficiaries or through bank or mobile services. Unrestricted cash can be spent by recipients according to their own needs and preferences.
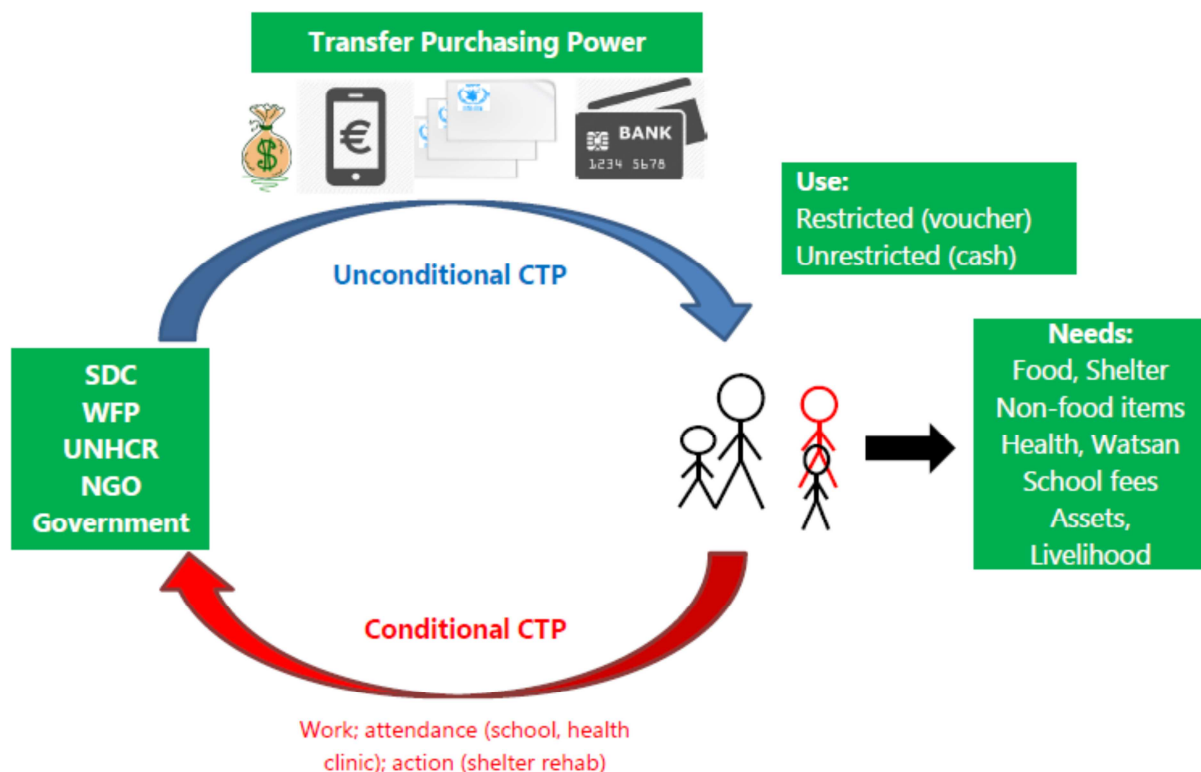

Figure 1: Visualization of Cash Transfer Programming

3. Context[4]

The global context in which humanitarian assistance and cash transfer programming takes place has changed radically over the past few decades. This chapter attempts to briefly summarize the most important trends for the humanitarian system and the development of CTP in the future.

The observed rise in inequality, urbanization, climate change and demographic change over the past decade has exacerbated existing vulnerabilities and creating new ones. The poorest people are today exposed to a heightened risk of floods, storms, and disruptions to food production and environmental pressures are eroding the ecological basis of many livelihoods and contributing to conflict. State fragility is affecting growing numbers of poor people who are missing out on the development gains seen in other contexts. Furthermore, geopolitical factors continue to play a major role in generating and shaping both crises and the space for humanitarian action.

There is a growing tendency for low and middle income countries to lead their own disaster response. Thus, humanitarian action is likely to become more demand-driven, with recipient governments becoming more outspoken about their preferences and criteria for accepting aid. This tendency goes hand in hand with the emergence of social safety nets (SSNs)[5] in middle- and low-income countries and the increasing use of cash and vouchers by governments to respond domestically to disasters. At the same time, there is a whole range of new humanitarian actors from private sector and non-state actors to the military and diaspora groups. CTP has contributed to the increasing involvement of the private sector (e.g. mobile phone companies, remittances companies and banks) in the delivery of aid and has promoted the use of technology to develop innovative delivery mechanisms.

Within CTP itself, there has been a shift away from 'proof of concept' to accepting CTP as a standard humanitarian approach. 'Why not cash?' is the key question that donors and operational agencies are increasingly asking when humanitarian assistance is being planned. Furthermore, the use of CTP in humanitarian response has increased dramatically over the past years and is being implemented 'at scale' in different parts of the world. Key agencies (e.g. WFP, UNHCR and INGOs) are increasingly confident at using CTP and have developed internal systems, capacities and procedures.

CTP as a modality is well suited to address some of the challenges and trends described above. It has proven capacity in building the resilience of people before a shock, helping them recover after the shock and allowing them to improve their productive capacity and livelihoods in the medium turn and will thus continue to be relevant in response to humanitarian crises. CTP is particularly suited to urban crises, as the technological infrastructure and the market system tend to be better developed in urban areas. Governments are increasingly using CTP in emergency response and social safety net programmes and humanitarian agencies have made a lot of progress in institutionalizing CTP. Furthermore, CTP has been and will continue to be a driving force for involving the private sector, using technology, and introducing innovation in humanitarian action. To conclude, the use of CTP will continue to increase and to shape humanitarian response in the future.

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[4] This chapter draws upon three resources:
- Internal discussions during the SDC Cash Strategy Workshop (that took place in November 2014)
- CaLP (2014). *Is Cash Transfer Programming Fit for the Future*. Available online.
- Ramalingam, B. & Mitchell, J. (2014). *Responding to Changing Needs? Challenges and opportunities for humanitarian action*. Montreux XIII Meeting Paper.

[5] Social safety nets are non-contributory transfers designed to provide regular and predictable support to targeted poor and vulnerable families. They can be both in-kind and cash-based but CTP is increasingly the modality of choice for implementing social safety nets in middle- and low-income countries.

4. Stocktaking of SDC/HA Engagement in CTP

When SDC/HA first started to engage in CTP in 1999, in-kind assistance was the default response to any humanitarian crises and the idea of giving people cash met and created a lot of resistance, both in house and within the humanitarian community. Despite this resistance, SDC/HA implemented its first **CTP direct actions** to support innovative shelter solutions (cash for hosting, cash for shelter rehabilitation) following the Kosovo conflict.

Cash for Hosting [6] projects were implemented during and following the Kosovo conflict (1999-2001) in Albania, Macedonia and Serbia to provide protective shelter to displaced communities. Since then, SDC/HA has regularly used cash for hosting in displacement situations where an existing hosting culture could be effectively strengthened, including in Russia (2000-2002), in Indonesia (2005) and in Lebanon (2012-2014).

SDC/HA implemented its first *Cash for self-help Shelter Rehabilitation* [7] project in Kosovo in 1999. The approach was later replicated in different contexts, including Sri Lanka (Tsunami relief, 2005-2006) Lebanon (2007) and again in Sri Lanka following the civil conflict (as of 2009). The project in Sri Lanka has up to the end of 2014 supported 3,200 families in reconstructing and repairing their houses that were partially or fully destroyed. SDC/HA has also supported UN partners in introducing the self-help approach into their programmes. In Lebanon (2011-2012), SDC/HA assisted UNRWA in introducing the self-help approach in Palestinian camps through a secondment and funding of a pilot project. The pilot was successfully implemented, proved to be 50 % cheaper than the traditional approach with contractors, and led to a large follow-up project funded by other donors.

SDC/HA has also used CTP in livelihood protection and livelihood recovery projects before and after shocks. In Mongolia (2002-2006), Moldova (2003-2004), Lebanon (2007) and Bangladesh (2008), cash-based approach was used to help families affected by shocks (droughts, cyclones, conflicts) to restore their livelihood and replace assets. In other contexts, e.g. Georgia (2004), Pakistan (2009-2011), Zimbabwe (2010-2011), CTP was used to improve/protect livelihoods and/or increase resilience of families against upcoming events (e.g. winter, droughts).

Overall, SDC/HA through experts from the Swiss Humanitarian Aid Unit (SHA) has implemented 28 CTP direct actions between 1999 and 2014[8]. Based on its extensive experience in providing shelter solutions to people in need through Cash for Hosting and Cash for self-help Shelter Rehabilitation, SDC/HA is considered a pioneer in utilizing the cash-based approach in shelter assistance.

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[6] The *Cash for Hosting* approach is used to provide temporary shelter to refugees or internally displaced persons (IDPs) in a crises situation. A cash grant is given to the host family as an incentive for hosting and as compensation for the additional costs incurred. The cash is usually given unrestricted and is conditional upon the act of hosting, meaning that host families are only supported if they can demonstrate that they are hosting displaced families.

[7] The *Cash for self-help Shelter Rehabilitation* approach is used to support families in reconstructing and repairing houses/shelters. Cash transfers are provided in several tranches and the payment of each tranche is linked to a pre-defined construction progress. SDC/HA technical officers undertake the monitoring of construction progress to ensure that quality standards are met at each stage of construction. The reconstruction process is owner driven, meaning that the families make their own design, purchase the materials and engage skilled labourers. However, the project team provides technical assistance and training to beneficiaries to ensure that minim SDC/HA and government quality standards are met.

[8] Annex 2 contains a list with all cash-based direction actions that have been implemented by SDC-HA.

In addition to CTP direct actions, SDC/HA has supported the UN system through **secondments** of cash experts from the SHA roster since 2009. The objectives of these secondments are to assist UN agencies and programmes in institutionalizing CTP and improving its quality. To date, SHA experts have been deployed on 32 cash assignments mainly with the World Food Programme (WFP, 25 secondments) but also with the UN High Commissioner for Refugees (UNHCR, four secondments) and the UN Relief and Works Agency for Palestine Refugees (UNRWA, three secondments)[9]. The support provided to WFP over the past five years is considered a success story and SDC/HA made an important contribution in integrating CTP in WFP's response (in 2014 WFP is planning to implement around 30% of its response through a cash-based response).

In addition to providing secondments, SDC/HA funds cash interventions implemented by multilateral and bilateral partners. Multilateral funding to ICRC and UN partners is not earmarked, making it difficult to establish how much of Multi-H and Multi-B funding is spent on CTP. Bilateral funding can be dedicated for the implementation of specific cash-based projects by Swiss or International NGOs. However, SDC started only recently to track financial contributions to bilateral cash-based projects.

SDC/HA has been one of the first humanitarian actors to advocate for the use of CTP both internally and externally. In 2003, SHC-HA published a Cash Workbook (first edition), in which experience, lessons learned and tools from the implementation of past cash-based projects are documented. The Workbook is one of the first detailed documentations of the cash-based approach in humanitarian assistance and has been used by many organizations as a reference for the development of their own tools and procedures. A second edition of the Workbook was published in 2007.

In summary, SDC/HA has been engaged in CTP through three **action lines**:

1) Own Projects:	2) Support to Partners:	3) Advocacy / Policy influencing:
✓ CTP direct actions (24 since 1999)	✓ Secondments to the UN (32 since 2009)	✓ Externally (donor dialogue, through support to CaLP)
✓ CTP in Rapid Response	✓ Funding of CTP action (Multi-H, Multi-B, NGO)	✓ Internally (trainings, internal cash promotion, knowledge management)

SDC/HA through its past engagement on CTP has built expertise, credibility, and a positive reputation. These credentials are key assets in moving this concept forward and continuing to be a relevant player on the operational and policy level in the field of CTP.

5. Strategic Direction 2015-2016

The **overall goal** of this SDC/HA cash concept is to promote the use of CTP within the SDC and the wider humanitarian system, both in terms of quantity (i.e. more CTP wherever adequate and feasible) and quality (i.e. better assessment, planning, implementation, coordination, monitoring and evaluation of CTP).

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[9] Annex 3 contains a list with all cash secondments deployments.

SDC/HA will continue to operate through the three action lines with a specific focus on four outcomes:

1) Own Projects:	2) Support to Partners	3) Internal and external Advocacy
Outcome 1: Quality CTP is implemented in SDC projects ("direct actions") Output 1.1: CTP components of SDC/HA direct actions (including rapid response) are properly identified, planned, implemented monitored, and evaluated Output 1.2: Opportunities for joint CTP projects with Swiss NGOs and SDC Regional & East Cooperation are explored, identified and (if adequate) implemented	Outcome 2: SDC/HA key partners are capacitated and supported in using the CTP in their response Output 2.1: Qualified cash secondments are provided to selected organizations Output 2.2: SHA's ability to positively respond to approved cash secondment requests is improved Output 2.3: Financial resources are provided for cash-based projects implemented by bilateral and multilateral partners	Outcome 3: SDC/HA's engagement on policy dialogue and advocacy related to CTP is strengthened Output 3.1: An effective donor coordination mechanism on CTP is established Output 3.2: Partnership with the Cash Learning Partnership (CaLP) is strengthened Outcome 4: SDC/HA's organizational knowledge and capacity on CTP is strengthened (internal mainstreaming) Output 4.1: Awareness and capacity of SHA members and SDC/HA programmatic staff on CTP is improved Output 4.2: Lessons learned from cash-based projects and secondments are better captured and communicated Output 4.3: Linkages between CTP and other thematic areas (e.g. DRR, resilience, protection, gender, WASH) are explored and strengthened Output 4.4: Dialogue on CTP with SDC/RC/EC/GT is intensified

Outcome 1: Quality cash transfer programming is implemented in SDC/HA projects ("direct actions")

At the moment, there is only one on-going CTP direct action (i.e. a project with a major or minor cash-based component). Considering the strategic value of CTP direction actions in terms of visibility, knowledge management and credibility, SDC/HA wants to continue to identify and implement CTP direct actions [**output 1.1**]. At the same time SDC/HA recognizes that CTP is increasingly implemented at scale and in a coordinated manner. In a high-level emergency where all big cash players are engaged, there is limited scope for SDC/HA to implement own projects. However, SDC/HA continues to see a role in contexts, where other actors would not necessarily engage or where CTP has not yet been considered as a viable response (*niche actor*). Furthermore, SDC/HA will continue to use and promote its expertise in the area cash and shelter (cash for hosting and cash for self-help shelter rehabilitation). Lastly, SDC/HA wants to test and promote innovative cash solutions to humanitarian problems and will seek partnerships to develop and test such innovation. By the end of 2015, SDC/HA aims to have two new cash direct actions up and running.

Furthermore, SDC/HA will explore opportunities for joint projects with Swiss NGOs and SDC Regional Cooperation and Cooperation with Eastern Europe (SDC/RC/EC), and subsequently implement joint initiatives (if these prove to be feasible and adequate) [**output 1.2**].

Outcome 2: SDC/HA key partners are capacitated and supported in using CTP in their response

SDC/HA will continue to strengthen the capacity of selected partners by providing qualified cash secondments [**output 2.1**]. In the past, secondment support has mainly benefited WFP. Since WFP is already quite advanced in institutionalizing cash and voucher in their response, SDC/HA will be more selective in supporting WFP, focusing on strategic secondments and assignments that can promote innovation. At the same time, SDC/HA wants to strengthen the partnership with UNHCR and provide more secondments at policy and programme support level. The collaboration with other potential partners will be explored during the first half of 2015. These include OCHA (on cash coordination), UNICEF, CaLP, World Bank (on social safety nets), and Swiss NGOs. Furthermore, SDC/HA is keen to link its SHA capacity with new surge initiatives, such as a potential CashCap[10].

One of SDC/HA's major concerns in regards to providing CTP secondments is its limited ability to find the required expertise within the SHA, either because experts are not available or because they do not have the required skillset. Because of the increasing scale of CTP, partners will be increasingly looking for skills that are not prominently represented within the SHA, such as coordination and market analysis skills. SDC/HA wants to improve its ability to positively respond to approved secondment requests [**output 2.2**]. It will expand the pool of cash programme officers by intensifying CTP training opportunities for SHA members (see also output 8). It will further increase the number of senior cash programme officers by seeking "junior" cash programme officer opportunities more proactively. Lastly, SDC/HA will more proactively look for SHA candidates with skill sets that are increasingly in demand.

SDC/HA will continue to finance CTP implemented by bilateral and multilateral partners [**output 2.3**]. On multilateral financing, SDC/HA will refrain from modality earmarking. However, SDC/HA can advocate with its partners at headquarter and country level for SDC funding to be used for CTP. Furthermore, agencies with a sectoral mandate have a tendency to provide vouchers to control and limit the spending within their sector. SDC/HA will strongly advocate for the use of cash wherever multi-purpose[11] cash assistance is feasible and adequate.

Outcome 3: SDC/HA's engagement on policy dialogue and advocacy related to CTP is strengthened

SDC/HA will continue to be an active player on policy dialogue and advocacy related to CTP at both donor and operational level. CTP is challenging the established humanitarian response system because it allows beneficiaries to meet multiple objectives (food, shelter hygiene, etc.) in one intervention, which makes it difficult to fit cash-based responses into existing sector/cluster coordination mechanisms. It is therefore essential that donors pressure established agencies towards a more harmonized and coordinated way of delivering their cash-based response (i.e. multi-purpose cash). ECHO has made a first step towards a more harmonized donor perspective on CTP by developing a concept paper which includes 10 topline cash principles. However, there continues to be a lack of donor coordination at HQ level in regards to CTP. Therefore, SDC/HA would like to initiate

[10] The idea of setting up a CashCap is under discussion. The CashCap would be a stand-by capacity on CTP to support the UN system in complex emergencies, comparable to ProCap or GenCap.
[11] The idea of multi-purpose CTP (also referred to multi-sector CTP) is to provide beneficiaries with a cash payment that is meant to be used to address needs across sectors. It requires that CTP actors work in a harmonized and integrated manner on assessment, planning, targeting, delivering and evaluating a cash transfer.

and support the establishment of an effective donor coordination body on CTP (e.g. a donor working group) [**output 3.1**].

The Cash Learning Partnership (CaLP) is an NGO consortium mandated to promote CTP in humanitarian response. CaLP fulfils this mandate through a wide range of activities (e.g. advocacy, provision of training, institutional support to key actors, coordination of cash-based intervention, and research). The consortium is ideally positioned within the humanitarian system to bring key actors together and to facilitate closer coordination and a more harmonized delivery of CTP at the policy level. It is important to note that CaLP will recruit a Geneva based Advocacy Officer early 2015, who will reinforce the position of Geneva as the place for policy making on CTP. Therefore, SDC/HA will further strengthen the partnership with CaLP [**output 3.2**] by providing continued financial support during 2015-2016, and intensifying collaboration on cash trainings, research and selected thematic areas. In view of CaLP's upcoming changes in the governance structure, SDC/HA would like to play a role in steering CaLP, e.g. by participating in the Governing Board[12].

Outcome 4: SDC/HA's organizational knowledge and capacity on CTP is strengthened (internal mainstreaming)

In the past years, SDC/HA CTP competency has been predominantly sitting with a limited number of SHA experts. While it is certainly positive to have so called "cash experts" at its disposal, SDC/HA has come to realize that CTP competency needs to be much broader spread within the organization.

SDC/HA will intensify efforts to enhance knowledge and build capacity of SHA members and SDC/HA programmatic staff on CTP [**output 4.1**]. This will happen through a variety of approaches: SDC/HA will continue to provide formal training on CTP for selected SDC staff and SHA members through its basic and advanced CTP training courses and CTP training components in other thematic trainings (e.g. construction or rapid response). At field level, SDC/HA will encourage programme staff in cooperation offices to participate in CaLP trainings and will explore the possibility of providing regional CTP trainings. At the same time, SDC/HA will be more proactive in communicating CTP content and in providing informal training within the organization through a variety of channels, e.g. H-Info, H-Seminar, quarterly newsletters, brown-bag lunches, and thematic division meetings. This includes also a better capturing and communication of lessons learned from cash-based projects and secondments [**output 4.2**].

SDC/HA also recognizes that more needs to be done in-house to explore and strengthen the links between CTP and other thematic areas. Links with other thematic areas within SDC/HA such as DRR, WASH, resilience, protection, and gender will be explored and strengthened in close collaboration with Thematic Focal Persons and Head of Expert Groups [**output 4.3**]. Furthermore, CTP is a widely recognized tool in development assistance (e.g. poverty reduction, resilience building) and offers an interesting entry point in linking humanitarian and development assistance. Therefore, the dialogue with SDC/ Regional Cooperation / Cooperation on Eastern Europe / Global Topics (SDC/RC/EC/GT) on CTP will be intensified [**output 4.4**].

For a more detailed overview on the operationalization of the concept (including activities, indicators and assumptions, please see the logical results framework (logframe) in Annex 1.

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[12] CaLP will call for applications for the Governing Board early 2015. However, it is not yet confirmed that donors will be able to apply as board members.

6. Implementation, monitoring and steering

The implementation of the concept is meant to be a joint effort of the entire HA domain. The Management of Domain (*Bereichsleitung*), the cash team, operational and support divisions, and cooperation offices all have an important role to play.

The **cash team** is responsible for the overall management and monitoring of the concept. The team currently consists of a Focal Person Cash (part-time) and a Programme Officer (SHA, full-time) and is supported by the Technical Working Group Cash (as a sub-group of the Expert Group Coordination/Administration).

The cash team shall perform the following duties / activities:

- Provide formal and informal trainings to SHA members and SDC staff.
- Manage SDC/HA generated knowledge on CTP.
- Proactively communicate CTP content and lessons learned within the domain.
- Initiate and follow up on ideas for cash-based direct actions.
- Implement feasibility studies for the use of CTP in direct actions.
- Keep the cash expert roster up to date and support the selection process of SHA members for cash secondments.
- Support ongoing CTP actions, i.e. cash secondments and cash-based direction action (back-stopping).
- Facilitate dialogue with SDC/RC/EC/GT.
- Manage collaboration with CaLP.
- Lead the dialogue on CTP with external partners.
- Lobby among key donors for the establishment of a donor coordination mechanism and actively engage in setting it up.
- Monitor the implementation of the concept and submit biannual progress reports to the Management of Domain
- Evaluated the implementation of the concept towards the end of 2016, in preparation for the next phase of SDC/HA's engagement on CTP.

The **operational divisions** (Asia/America, Africa, E/MM, Multi) including Cooperation Offices are responsible for the implementation of the concept (particularly outcomes 1 and 2), under the overall guidance of the cash team. Specifically, they are responsible for the following duties / activities:

- Identify cash secondment opportunities in dialogue with operational partners at field and HQ level; finance and monitor selected cash secondments.
- Identify, finance, implement and monitor interesting and innovative cash-based direct actions at field level.
- Advocate with multilateral and bilateral partners for the use of CTP, both at HQ and country and at level ("why not cash?").

Furthermore, the **Human Resource division** (*HR-Feld*) is responsible for the following duties / activities:

- Attract and recruit candidates with relevant profiles for cash transfer programming.
- Following the reception of a secondment request for a cash expert, look for suitable candidates within the SHA.

The **Management of Domain** is responsible for the steering of the concept. The steering will be done by reviewing the biannual progress reports and following up on potential obstacles in the implementation process.

7. Budget (2015-2016)

The following budget is requested for the implementation of the operational concept:

Programme Officer (cash transfers)	CHF 300,000
Knowledge management and promote innovation - Collect and document lessons learned - Support selected research projects - Produce promotional materials - Facilitate meetings and events	CHF 200,000
Total	**CHF 500,000**

Annex 1: Logical Framework

See separate document.

Annex 2: List of SDC/HA Cash Projects implemented from 1999 to 2014

#	Country / Designation	Location	Year
1	Cash for Hosting	Albania	1999-2000
2	Cash for Shelter Repair	Kosovo	1999-2000
3	Cash for Hosting	Macedonia I	1999-2000
4	Cash for Hosting	Macedonia II	2001
5	Cash for Hosting	Serbia I	1999-2000
6	Cash for Hosting	Serbia II	2000-2001
7	Cash for Hosting	Ingushetia I, Russ. Fed.	2000-2001
8	Cash for Hosting	Ingushetia II, Russ. Fed.	2001-2002
9	Cash for Herder	Mongolia I	2002
10	Cash for Herder	Mongolia II	2003
11	Cash for Herder	Mongolia III	2005
12	Cash for Herder	Mongolia IV	2006
13	Cash for reinstallation	Adegeya, Russ. Fed.	2002-2003
14	Cash for vulnerable villagers	Moldova	2003-2004
15	Cash for most vulnerable	Georgia	2004
16	Cash for Hosting	Indonesia	2005
17	Cash for Rehabilitation	Sri Lanka	2005-2006
18	Cash for Shelter Repair	Lebanon	2007
19	Cash for Livelihood	Lebanon	2007
20	Cash for Livelihood	Bangladesh (Cyclone Sidr)	2008
21	Cash for Winterization	Georgia	2008-2009
22	Cash for Livelihoods	Bangladesh (Cyclone Aila)	2009-2011
23	Voucher for Seeds	Zimbabwe	2009-2011
24	Cash for Shelter Rehabilitation	Sri Lanka, Jaffna & Kilinochchi	2009-2015
25	Cash for Winterization	Pakistan	2010-2011
26	Cash for Shelter Rehabilitation (with UN-HABITAT)	Sri Lanka (Kilinochchi)	2010-2015
27	Cash for Shelter Rehabilitation and Livelihood	Sri Lanka (Pachchipailli)	2010-2015
28	Cash for Hosting	Lebanon	2012-2014

Annex 3: List of SHA secondments to UN partners from 2009 to 2014

Function	Country	Organisation	Year	# months
Cash Advisor	Ukraine	UNHCR	2014	2
Cash and Voucher Advisor	Rome	WFP	2014	3
Programme Officer Cash and Voucher (Junior)	Madagascar	WFP	2014-2015	6
Cash Delegate*	Bosnia	SRC	2014	4
Programme Officer Cash and Voucher	Madagascar	WFP	2014	12
Inter-Agency Cash Coordinator	Lebanon	UNHCR	2014	2
Cash and Voucher Expert	Chad	WFP	2014	6
Senior Programme Officer Cash	Lebanon	UNHCR	2014	4
Junior Cash and Voucher Programme Specialist	Panama	WFP	2014	12
Cash and Voucher Programme Coordinator	Sudan	WFP	2013-2014	14
Cash and Voucher Specialist	Turkey	WFP	2013	6
Cash and Voucher Expert	South Africa	WFP	2012-2013	12
Cash Expert	Lebanon	UNHCR	2012	3
Cash Assistance Specialist	Jordan	UNHCR	2012	2
Cash and Voucher Regional Senior Advisor	Panama	WFP	2012-2014	25
Cash Programme Officer	OPT	UNRWA	2012	11
Junior Cash and Voucher Expert	Liberia	WFP	2012	5
Cash and Voucher Officer	Liberia	WFP	2011-12	5
Cash and Voucher Expert	Mozambique	WFP	2011-2013	21
Senior Programme Advisor Cash-Voucher	Pakistan	WFP	2011	8
Cash & Voucher Expert	Liberia	WFP	2011	2
Cash and Voucher Junior Expert	Zimbabwe	WFP	2011	6
Cash Junior Programme Officer	Lebanon	UNRWA	2011	4
Senior Cash and Voucher Expert	Zimbabwe	WFP	2011	5
Cash and Voucher Expert	Senegal	WFP	2011-2013	24
Cash and Voucher Expert	Senegal	WFP	2010-2011	6
Assessor Cash Transfer WFP	Pakistan	WFP	2010	1
Cash and Voucher Expert	Zimbabwe	WFP	2010	3
Cash for Work Project Officer	Haiti	WFP	2010	6
Evaluator Cash and Voucher	Pakistan	WFP	2010	1
Cash / Voucher Specialist	Egypt	WFP	2010	1
Cash + Voucher Expert	Zimbabwe	WFP	2010	2
Konsulent für Cash Transfer WFP	Bolivia	WFP	2009	2

Annex 4: Key literature on Cash Transfer Programming

CaLP (2014). *A review of cash transfer programming and the Cash Learning Partnership - 2005–2015 and beyond*. Available online.

CaLP (2014). *Is cash transfer programming fit for the future.* Available online.

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