

2019

SOUTH SUDAN:

CAPACITY STATEMENT

Cash & Voucher Programming



In a context where the needs are outstripping the available resources, humanitarian organisations are being challenged to do more with less. In the aftermath of its Grand Bargain commitment, World Vision is exploring the use at scale of Cash and Voucher Programming (CVP) to improve the efficiency and effectiveness of humanitarian assistance. World Vision has been delivering humanitarian assistance in South Sudan since 1989.

For over four years, World Vision has assessed a wide array of modalities to deliver its programmes using CVP whenever appropriate. CVP were first used to cover food needs but are now used across sectors to meet shelter, nutrition, non-food items (NFI) and water, sanitation and hygiene (WASH) outcomes.



Since 2014, World Vision South Sudan (WVSS) has reached over 300,000 beneficiaries by distributing 37 million USD in the form of CVP. This has resulted in the gaining of experience in both conditional and unconditional transfers.

WVSS has built on its institutional knowledge of CVP to explore how technology can optimise the end users' interaction with CVP. By partnering with local and international Financial Service Providers (FSP), WVSS has used a wide range of delivery mechanisms.

The potential uses for CVP remain to be fully discovered as World Vision South Sudan continues to learn and explore how cash can be used for a more holistic approach to people's needs and ultimately better programming. Both in the global and local context, World Vision has pooled resources to be in a position to systematically, where appropriate, use CVP at scale as a delivery modality to meet needs across sectors, including via multi-purpose grants.

World Vision's senior leadership endeavours to ensure that the organisation is agile enough to consistently be in a position to use the most appropriate delivery modality. WVSS systems and policies ensure this consistency by creating an environment where technical and support teams have the ability to design, implement and monitor quality CVP. Finally, due to its global network and outreach capacity, World Vision actively engages with other CVP actors to coordinate and select the most efficient operational model for its cash delivery.

World Vision is uniquely positioned to be one of the South Sudan's cash champions.



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Institutional Commitment & Resourcing

Following the World Humanitarian Summit, World Vision has committed to further the use of Cash transfer to provide at least 50% of its assistance to vulnerable communities in the form of cash transfers in relief, recovery and development contexts by 2020.

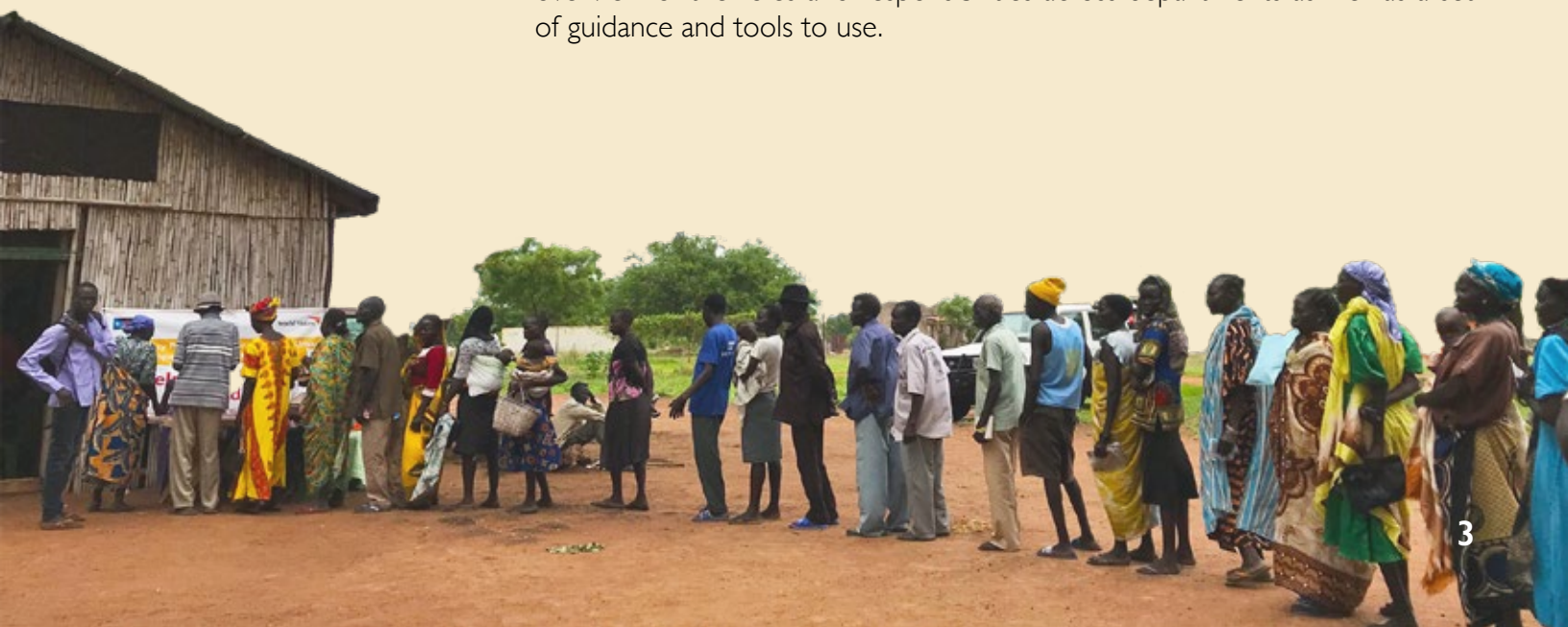
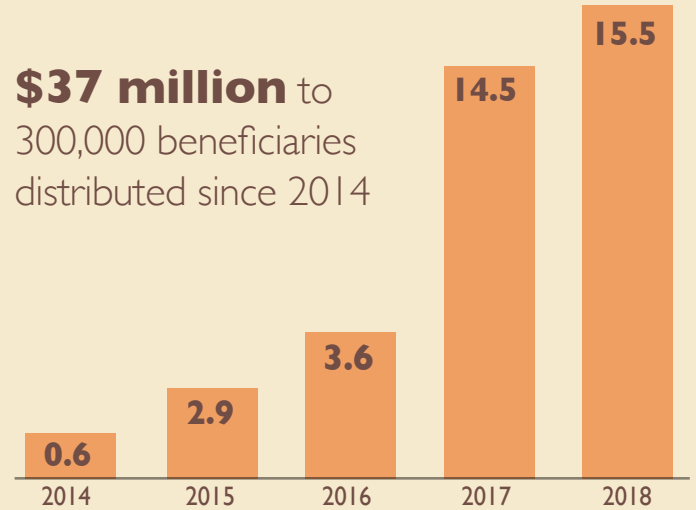
South Sudan is one of the key areas identified by the organisation to make the case for cash and for this modality to be routinely considered as part of the response analysis. In various sectors that CVP are being used in, the question has moved from “Why cash?” to “Why not cash?”. In the past few years, cash transfers represented a growing part of World Vision’s assistance in-country.

In South Sudan, the WVSS senior managers are driving the change process to develop the organisational capacity for CVP in both the post and pre-crisis context. CVP is an integral part of the in-country contingency plan and WVSS’ overall strategy. In preparation, an Organisational Cash Readiness exercise was conducted in December 2017, after which an action plan was implemented across departments.

Accountability to Affected Population is one of World Vision’s core organisational commitments. The importance of this commitment is amplified in the context of CVP. This commitment translates to the systematic consideration of safe, accessible and culturally appropriate confidential complaints, response mechanisms, active community consultation, participation and provision of important information.

Organisational Systems & Policies

To formalize its expertise, World Vision has developed a dedicated Standard Operating Procedures (SOP) for the use of CVP in South Sudan. These SOP complement World Vision’s overarching Cash Based Programming Manual and Cash for Asset Manual guidelines. All guidance documents cover the entire project cycle, from situation analysis to project evaluation. It provides a clear overview of the roles and responsibilities across departments as well as a set of guidance and tools to use.



Through clear and formalized processes, each department of the South Sudan national office is aware of its involvement with CVP.

The importance of inter-department collaboration is essential to many of CVP's key steps:

- Service Providers are identified by both the Supply Chain and Finance departments.
- Monitoring the effects of CVP is the ultimate responsibility of the Quality Assurance department.
- The Information Technology and Operation departments manage the specific database and program management tools such as Last Mile Mobile Solution (LMMS).

Finally, as part of WVSS' commitment to constant learning, there is a process in place to systematically capture, transfer and then use CVP-related knowledge so it has positive trickling down effects on the quality of future programming.

Technical Competencies

Skilled and effective staff are a critical success factor for the assessment, design, implementation and, monitoring of quality CVP. To identify and retain individuals who have an adequate cash-related skill set, World Vision systematically assesses program staff CVP capacity and is committed to continuously enhancing their skills so they stay aware and on top of the developments in CVP.

At a project level, World Vision can rely on its experienced technical and operational staff. Over forty of whom, across different functions and departments, have been trained using tailored Cash Learning Partnerships (CaLP) materials. In Juba, World Vision has set up a Cash Programming Technical Unit of four cash experts providing guidance and support to the field teams throughout the project cycle. This unit is particularly involved in the response analysis stage to ensure the most appropriate modality(ies) is used to cover different sectoral or multi-sectoral needs. Similarly, the Cash Programming Technical Unit provides key inputs on the CVP design features (e.g. grant value, frequency).



Globally, the Global Cash Based Programming Unit provides strategic, programmatic and operational guidance to the Country Offices. A pool of forty trained and experienced staff can be deployed in-country to provide support with market assessments, cash and market-related training as well as project implementation.

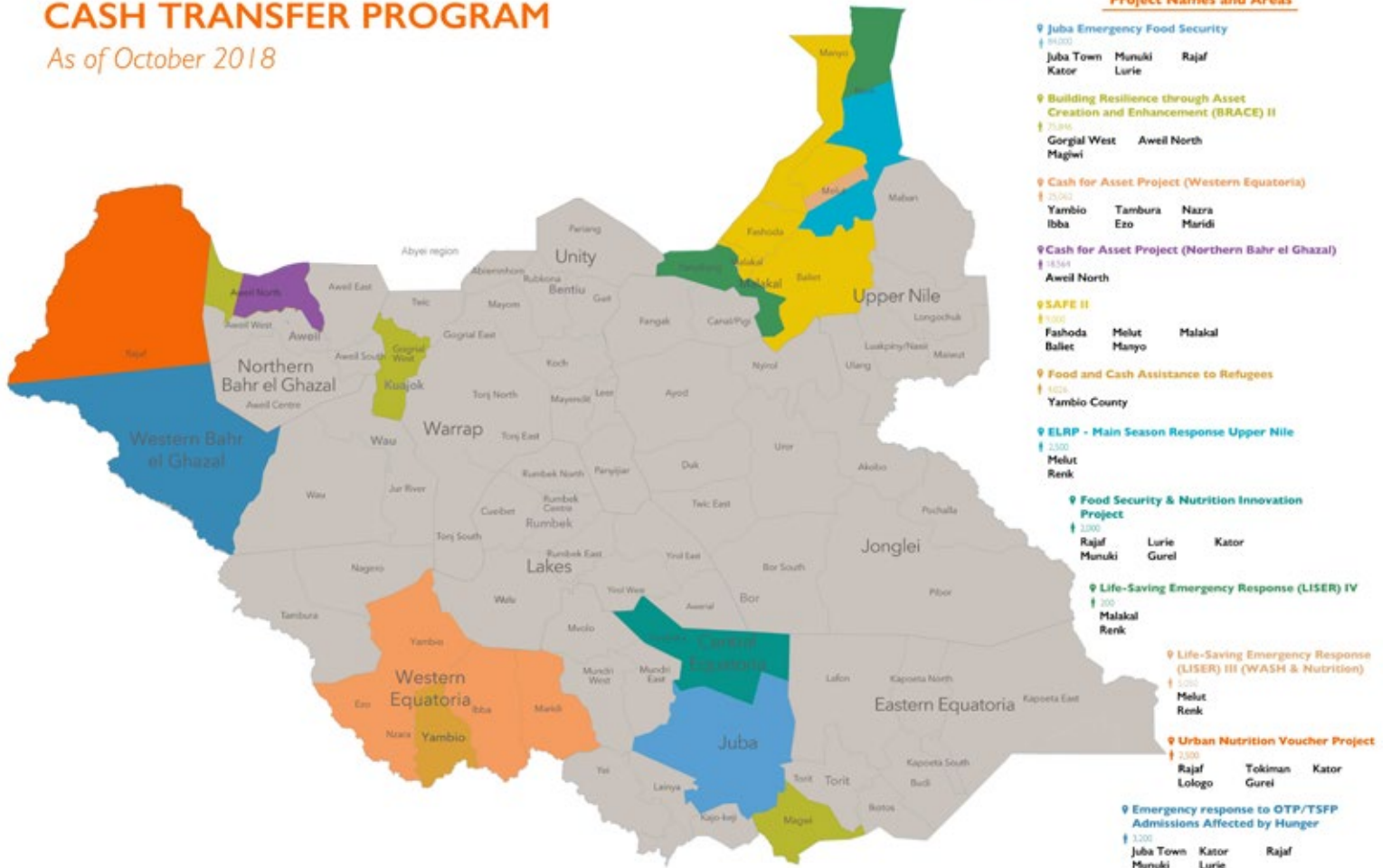
World Vision has developed its own in-house Management of Information System (MIS) to ensure fast and safe beneficiaries registration and project monitoring: the **Last Mile Mobile Solution (LMMS)**.

When CVP is being used, LMMS also offers an offline working platform that can allow for a closed loop payment system to deliver vouchers.



SOUTH SUDAN CASH TRANSFER PROGRAM

As of October 2018



Programmatic Experiences

From 2014 onward, World Vision has been using CVP as one modality to deliver its humanitarian response. Subsequently, there has been a constant and increased uptake of CVP to cover needs across sectors along the humanitarian-development nexus.

Relying on its in-depth contextual knowledge, World Vision is delivering CVP across five conflict-affected states, in both rural and urban settings. In 2018 alone, World Vision targeted approximately 197,000 beneficiaries through CVP for a total amount of USD 15.5 million USD, making it one of the major cash stakeholders in country, across sectors. Ground level examples of WW's CVP delivered responses are outlined below.



EMERGENCY FOOD ASSISTANCE

WVSS is working with the World Food Programme (WFP) and Department for International Development (DFID) to carry out conditional cash transfers to support access to food for more than 200,000 food insecure beneficiaries in multiple locations in South Sudan. WVSS is also implementing unconditional cash transfers for the most vulnerable and labor constrained households. This project is funded by Aktion Deutschland Hilf (ADH). 2,000 beneficiaries receive an equivalent of USD 45 in SSP every month. The total combined budget for 2017 & 2018 for food assistance delivered through cash and vouchers totals USD 23 million, from which USD 13.5 million went directly to the beneficiaries.

1 Western Equatoria, Eastern Equatoria, North Bar El Ghazal, Warrap and Upper Nile



NUTRITION

In partnership with various donors such as Food Administration Organization (FAO), Global Affairs Canada (GAC) and World Vision Hong Kong (WVHK). Over 6,700 beneficiaries in Juba and Melut gained access to nutritious fresh food in selected shops. Each household benefited, on a monthly basis, from the equivalent of \$45 or \$60 in South Sudanese Pounds (SSP) value voucher. This voucher distribution was complemented by training sessions on nutrition and related topics.



WATER, SANITATION AND HYGIENE

To enhance the effectiveness of acute malnutrition treatment, internally displaced mothers with children affected by acute malnutrition were provided with NFI vouchers. This ensured access to products allowing for proper hygiene conditions in shops located in Juba and Renk in the Upper Nile state. 7,200 people were supported through funding from WVHK, GAC and Office of U.S. Foreign Disaster Assistance (OFDA).



LIVELIHOOD

To aid resilience during emergencies and to help the population to recover their livelihoods, World Vision South Sudan implemented a voucher program in the Upper Nile State targeting 2,500 beneficiaries among the internally displaced people (IDPs) and host communities affected by the violence through a partnership with FAO. Each beneficiaries' household was entitled to two female goats to relaunch livelihood activities. Cash related to livelihood has benefited over 17,000 people through various funding of WFP, OFDA, FAO, and the ADH during the last two years.

Coordination & Collaboration

As a major cash player, World Vision is the co-lead of the Food Security Cluster as well as an active member of the Cash Technical Working Group. The Juba-based Cash Transfer Programming technical unit actively participate in the coordination to harmonize geo-targeting, indicators, and monitoring tools, develop market assessment tools as well as to define the Survival Minimum Expenditure Basket.

Thanks to its experience with Financial Service Provider(s), including e-transfer, World Vision has developed a clear partnership framework.

Keys for success are:

- a clear share of roles and responsibilities;
- good awareness of food security program (FSP) staff to humanitarian principles;
- a specific focus on data protection;

To ensure learning, World Vision is committed to sharing both the successes and failures of CVP, as well as to apply lessons learned from the wider community.



Going Forward

Much has already been done to use CVP as a way to increase aid effectiveness, efficiency, and accountability. However, there is still a long way to go for CVP to reach its full potential in the country. As such, World Vision is committed to:

- Advocate for increased consideration of multi-purpose cash grants so that crisis-affected households' needs are envisioned in a holistic manner so as to empower them to prioritise their own needs.
- Advocate for electronic transfer; relying mainly on mobile money as a way to make for safer and quicker cash delivery.
- Scale-up cash programming in urban areas.
- Continue to bolster the capabilities of national staff to ensure a quality implementation of cash transfer programming, with a specific focus on preparedness, market assessment, and monitoring.

Our Vision Our Values

Our Vision for Every Child, Life in All Its Fullness,
Our Prayer for Every Heart, the Will to Make It So

We are Christian We are committed to children
We are responsive We value all people
We work as partners We are good stewards

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