SOUTH SUDAN CAPACITY GAP ANALYSIS 2020

Cash Working Group South Sudan
17 Feb 2020
<table>
<thead>
<tr>
<th>Objectives</th>
<th>Supporting Activities</th>
<th>Additional Measures to Achieve the Activities</th>
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</thead>
</table>
| 1 Strong coordination for cash and voucher assistance (CVA) programming | 1.1 The CWG maintains strong coordination at all levels.  
1.2 All clusters are represented in the CWG  
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)  
1b: Participate regularly in ICWG  
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.  
1d: Participate regularly in Social Protection Working Group (SPWG) meetings and ensure vice versa |
| 2 Cash to be considered as the modality of assistance alongside other assistance modalities. | 2.1 Advocacy with all clusters to consider cash in their plans.  
2.2 Cash is considered and reflected in the Humanitarian Response Plan (HRP).  
2.3 Advocacy to consider cash at all stages of programme cycle  
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  
2b: More coordination with ICWG and OCHA for the HRP  
2c: Extend support to individual CWG member organizations for designing their cash programmers'  
2d: Conduct surveys for gap analysis and identify gaps from feedback from members |
| 3 Harmonization of tools, approaches and provision of technical guidance for CVA. | 3.1 Cash guiding documents are developed for the cash community.  
3.2 Establishing Minimum Expenditure Basket for the country.  
3.3 Advocacy on utilization of harmonized packages  
3.4 Tools for Market Assessment are developed  
3.5 Tools for cash monitoring are developed  
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  
3b: Update existing tools as and when required  
3c: Consider cross-functional areas in guiding documents (e.g. Gender, Protection, Accountability to Affected Populations)  
3d: Consider options for pilots and innovation models for CVA |
| 4 Capacity strengthening and Augmentation for CVA | 4.1 Strategic approach adopted to strengthen the CVA operational and strategic capacity  
4.2 Cross-functional support units are included in capacity building plan  
4.3 National organizations are given equal opportunities to bring them up to speed for CVA  
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  
4b: Detailed capacity building plan to be developed  
4c: Conduct certified trainings to strengthen the existing capacities  
4d: Promote cross organizational deployment of staff (if possible)  
4e: Common repository developed for training material |
| 5 Knowledge and Information Management | 5.1 Create a common repository of all CVA related materials and ensure that the whole cash community has access to it  
5.2 Ensure the sharing of lessons learnt in CWG meetings by various organizations  
5.3 Collection existing information for CVA in the country (through 4Ws, 5Ws, and other tools)  
5.4 Gather and build evidence for cash programmes  
5.5 Document learnings and best practices  
5.6 Ensure the strengthening of information sharing links among the cash community | 5a: Development of an information management (IM) strategy for the CWG  
5b: Develop annual reports and case studies for the CWG  
5c: Develop video stories, story boards for visual advocacy, and other communication materials  
5d: Develop IM products and material for CWG and cash community |
The Cash Working Group (CWG) has conducted a Cash and Voucher Assistance (CVA) under Strategic Objective 4: Capacity strengthening and Augmentation for CVA.

Capacity gap analysis will help the CWG to understand the CVA capacity gaps in South Sudan and develop learning pathways on addressing the CVA needs of Cash Community of Practice in South Sudan.

The primary target of the capacity gap analysis was the staff of active Cash Working Group partners, sector/cluster leads & co-leads and individuals engaged in CVA.

Total Responses - 161.
Responders background

STATES

ROLES
<table>
<thead>
<tr>
<th>Obstacles and Concerns</th>
<th>HIGH PRIORITY</th>
<th>LEAST PRIORITY</th>
<th>TOTAL</th>
<th>WEIGHTED AVERAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insufficient financial infrastructure in the area of operation</td>
<td>81.63% 120</td>
<td>18.37% 27</td>
<td>147</td>
<td>4.27</td>
</tr>
<tr>
<td>Insecurity concerns in areas of operation</td>
<td>80.42% 115</td>
<td>19.58% 28</td>
<td>143</td>
<td>4.22</td>
</tr>
<tr>
<td>Insufficient market assessment opportunities and infrastructure in the area of operation</td>
<td>76.39% 110</td>
<td>23.61% 34</td>
<td>144</td>
<td>4.06</td>
</tr>
<tr>
<td>Lack of institutional Cash and Voucher Assistance experience in the emergency areas</td>
<td>60.43% 84</td>
<td>39.57% 55</td>
<td>139</td>
<td>3.42</td>
</tr>
<tr>
<td>Inadequate preparedness (contingency planning, processes and procedures), including relative to other modalities</td>
<td>55.71% 78</td>
<td>44.29% 62</td>
<td>140</td>
<td>3.23</td>
</tr>
<tr>
<td>Lack of support from local governments for Cash and Voucher Assistance</td>
<td>55.15% 75</td>
<td>44.85% 61</td>
<td>136</td>
<td>3.21</td>
</tr>
<tr>
<td>Lack of monitoring, evaluation, accountability, and learning (MEAL) guidance</td>
<td>43.48% 60</td>
<td>56.52% 78</td>
<td>138</td>
<td>2.74</td>
</tr>
<tr>
<td>Lack of Cash and Voucher Assistance experience in my cluster</td>
<td>31.85% 43</td>
<td>68.15% 92</td>
<td>135</td>
<td>2.27</td>
</tr>
<tr>
<td>Lack of senior management buy-in</td>
<td>15.91% 21</td>
<td>84.09% 111</td>
<td>132</td>
<td>1.64</td>
</tr>
</tbody>
</table>
Biggest Obstacles/Challenges Statewise:

- Lack of monitoring, evaluation, accountability, and learning (MEAL) guidance - High Priority
- Lack of support from local governments for Cash and Voucher Assistance - High Priority
- Lack of senior management buy-in - High Priority
- Lack of Cash and Voucher Assistance experience in my cluster - High Priority
- Lack of institutional Cash and Voucher Assistance experience in the emergency areas - High Priority
- Insecurity concerns in areas of operation - High Priority
- Insufficient market assessment opportunities and infrastructure in the area of operation - High Priority
- Insufficient financial infrastructure in the area of operation - High Priority
- Inadequate preparedness (contingency planning, processes and procedures), including relative to other modalities - High Priority
• What skills and knowledge do you think are most lacking with respect to Cash and Voucher Assistance-CVA? Top 5 answers

1. Cash and Voucher Assistance design (targeting, conditionality/restrictions, estimating transfer values, payment mechanisms, etc.)
2. Market assessment and analysis skills
3. Beneficiary protection and data management
4. Insufficient technical capacity or related skills regarding Cash and Voucher Assistance
5. Cash feasibility assessments
Skills and Knowledge (others)

- Response analysis (determining appropriate and feasible response modalities: cash, vouchers, in-kind)
- Monitoring, evaluation, and accountability for Cash and Voucher Assistance Beneficiary protection and data management
5 Prioritized CaLP courses
### 5 Prioritized CaLP courses

<table>
<thead>
<tr>
<th>Description</th>
<th>High Priority (%)</th>
<th>Medium Priority (%)</th>
<th>Low Priority (%)</th>
<th>Total</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 Days - Core Cash and Voucher Assistance Skills for Programme Staff (Face-to-face)</td>
<td>71.97%</td>
<td>22.73%</td>
<td>5.30%</td>
<td>132</td>
<td>4.33</td>
</tr>
<tr>
<td>2 Days - Core Cash and Voucher Assistance Skills for Managers (Face-to-face)</td>
<td>49.59%</td>
<td>31.40%</td>
<td>19.01%</td>
<td>121</td>
<td>3.61</td>
</tr>
<tr>
<td>Practical Scenario: Coordinating multi-sector Cash and Voucher Assistance (E-Learning)</td>
<td>46.77%</td>
<td>36.29%</td>
<td>16.94%</td>
<td>124</td>
<td>3.60</td>
</tr>
<tr>
<td>Introduction to Market Analysis (E-Learning)</td>
<td>45.00%</td>
<td>37.50%</td>
<td>17.50%</td>
<td>120</td>
<td>3.55</td>
</tr>
<tr>
<td>One Day - Cash and Voucher Assistance - The Fundamentals (Face-to-face)</td>
<td>48.03%</td>
<td>30.71%</td>
<td>21.26%</td>
<td>127</td>
<td>3.54</td>
</tr>
<tr>
<td>Course</td>
<td>In-Person %</td>
<td>E-Learning %</td>
<td>Total %</td>
<td>Total Participants</td>
<td>Average Duration</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
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<tr>
<td>5 Days - Core Cash and Voucher Assistance Skills for Supply Chain, Finance and ICT Staff (Face-to-face)</td>
<td>46.28%</td>
<td>33.88%</td>
<td>19.83%</td>
<td>121</td>
<td>3.53</td>
</tr>
<tr>
<td>Practical Scenario: Monitoring and Adapting Cash and Voucher Assistance. (E-Learning)</td>
<td>38.46%</td>
<td>43.59%</td>
<td>17.95%</td>
<td>117</td>
<td>3.41</td>
</tr>
<tr>
<td>5 Days - Market Assessment Tools Training (Face-to-face)</td>
<td>47.66%</td>
<td>25.23%</td>
<td>27.10%</td>
<td>107</td>
<td>3.41</td>
</tr>
<tr>
<td>Social Protection and CVA - Part 1: Introduction to Linking Humanitarian Cash Assistance and Social Protection (half-day face to face)</td>
<td>40.65%</td>
<td>36.59%</td>
<td>22.76%</td>
<td>123</td>
<td>3.36</td>
</tr>
<tr>
<td>Cash and Voucher Assistance - The Fundamentals (E-Learning)</td>
<td>33.88%</td>
<td>44.63%</td>
<td>21.49%</td>
<td>121</td>
<td>3.25</td>
</tr>
</tbody>
</table>

Other CaLP courses prioritized
E-Learning Accessibility

**Internet connection**

- Yes: 65.69% (90 responses)
- No: 17.52% (24 responses)
- Maybe: 16.79% (23 responses)
- **Total**: 137 responses

**Access to Kayaconnect.org and Cash Learning Hub**

- Yes: 62.77% (86 responses)
- No: 37.23% (51 responses)
- **Total**: 137 responses
Learning Preferences

- I prefer face to face training courses
- I prefer online (e-learning courses / Webinars)
- I have no preference (I enjoy both types of learning)
- Other (please specify)
Contact us

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CWG Meeting Calendar:
https://www.humanitarianresponse.info/en/operations/south-sudan/cash-working-group/events

CWG Contact List:
https://docs.google.com/spreadsheets/d/1iOipRMGd091NIt6LJKQiq2Qd9vnd4utzyia5xxCwxY/edit?usp=sharing

CWG South Sudan Page on CaLP Website:
http://www.cashlearning.org/eastafrica-coordination/south-sudan

CWG South Sudan Page on humanitarian Response Website:
https://www.humanitarianresponse.info/en/operations/south-sudan/cashworkinggroup