



GLOBAL PLAYBOOK FOR CASH & VOUCHER PROGRAMMING

An introduction to CARE's gender
focused cash programming strategy.



CARE is
‘CASH READY’ TO
ACHIEVE
BREAKTHROUGHS FOR
WOMEN AND GIRLS

- We aspire to be the go-to organization on gender in cash programming across development and humanitarian work
- We will deliver on this aspiration in partnership with others, amplifying our organic and decentralized nature.
- We will be known for meeting women and girl’s needs in ways that represent the best possible outcomes by maximizing inclusion, effectiveness and efficiency.

A substantial body of evidence shows that giving vulnerable people money instead of in kind assistance allows them to meet a variety of needs while making aid budgets go further. Today, 130 low and middle income countries implement at least one unconditional cash transfer program as part of its safety net. Its use in humanitarian settings is no longer an innovation, but a strongly evidenced reality.

CARE already knows that when markets are functional, and money is the most appropriate way to fulfil an identified need, cash programming can provide real choice and true empowerment to achieve humanitarian and development outcomes. In 2018, CARE reached 2.6 million people with cash and vouchers in 28 countries across humanitarian and development contexts.

Giving people the most dignified form of assistance speaks to who we are as an organization. It also resounds with global commitments we have made. CARE is a signatory to the Grand Bargain where we co-chair the gender and cash working group.

CARE’s global focus to empower women and girls, elevate their voices and attend to their needs, is highly dependent on understanding the evidence related to the risks and opportunities that come with cash programming. Conscious of the potential, the CARE Confederation has defined a common future looking vision and an adaptable collective action plan based on five critical choices we have made in relation to gender focused cash programming.

The process to develop the Global Playbook was driven by the belief that the future can be used to change the present. By taking action now, we can build the future we want for women and girls. A wide ranging group of experts across CARE analyzed the trends that are shaping the future of cash programming to develop a number of critical scenarios representing distinct futures in which the organization could add value through the use of this modality in 2030.

The Playbook outlines CARE’s vision for the future and the choices it has made to use cash to achieve breakthroughs for women and girls.

We will convene work in
PARTNERSHIP
with all actors in the system.

We will **convene other organizations** across the humanitarian and development nexus to work in partnership to build coherent systems and common approaches. CARE will build on its experience forming and leading consortia to maximize harmonization and reduce fragmentation through the development and promotion of shared tools and approaches to protect and deliver meaningful outcomes for women and girls. CARE will foster the use of innovative approaches and technology in ways that strengthens interoperability among peer agencies.

We will **partner with private sector** suppliers, traders, enablers and pioneers to add value through each other's competitive advantage. We will ensure that gender considerations are at the forefront of our engagement with these stakeholders.

We will **partner with local and national stakeholders**, including women led organizations, to strengthen their ability to respond to shocks. CARE will develop a joint approach for cash programming that is useful and practical and brings seamless cohesion across its humanitarian and development work.

We will deliver the
**BEST
POSSIBLE
OUTCOMES**
for women and girls.

Crisis affected people will know CARE because **we systematically listen to and involve women and girls in decision-making**. CARE will use evidence, data and analysis to empower women and the most vulnerable program participants to drive key program decisions. Our programs will use the power of the markets to enable people to make the best decisions for themselves, their families, and communities.

Donors and affected people will know CARE for its ability to meet the needs of women and girls by **delivering cash effectively**. We will design our programs for women and girls based on what works best for them. We will build on CARE's proven approaches and practices to develop coherent and consistent approaches and tools across our humanitarian and development programming.

Donors will know CARE for its ability to **deliver cash efficiently while keeping gender on the agenda**. We will ensure our systems for cash procurement, tracking and knowledge management are agile and fit for purpose (compliant, transferable and workable). We will ensure we have the right experts and leaders, with the right skills, in the right places.

We will have world class
CAPABILITIES
of a multidisciplinary nature.

CARE will **foster growth** to deliver in the following areas:

- Build on the organizational wide capacity on gender, bringing “gender into cash and cash into gender”;
- Implementing cash and vouchers activities that ensuring accountability to targeted or affected populations through the meaningful participation of all genders
- Flexible program support systems for cash (FISER);
- Monitoring, Evaluation, and Learning (MEL) systems that fully accommodate gender and cash (data – analysis – actionable information, all systematized, disaggregated by age and sex). Using data responsibly to guide internal decision making on resource allocation and support external fundraising and advocacy;
- Research and evidence curation and generation (related to the system above) to inform our programming and contribute to our convener role;
- Managing the risk of doing cash in unstable settings, walking the walk regarding do no harm.
- Embrace the use of technology;
- Tell the story of cash outcomes internally and externally;
- Accompanying partners when doing cash programming according to globally agreed standards.

We will amplify our
**ORGANIC AND
DECENTRALIZED**
structure and nature.

CARE’s cash programming strategic direction will be **grounded in the best of CARE, its history and its people.**

CARE’s strong commitment to putting women and girls at the center, especially the vulnerable, will be used to become the **first agency who defines how to move from being an intermediary who delivers a service to becoming an enabler for communities to make the right decisions for them.**

We will remain locally relevant. This global Playbook should serve as a model for regions and country offices to coherently develop their own thinking around cash. The global Playbook sets the level of ambition and defines the strategic focus for the CARE Confederation, so regions can develop their own playbooks that respond to specific opportunities and strengths in their context. National Playbooks follow the regional playbooks with a level of granularity that is **a hundred percent tailored to that context - and therefore relevant to that specific country office, but coherent with the rest of the Confederation.**



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