



## **A Meeting of Cash Working Group Leads**

**Sharing Experiences and Learning from  
Burundi, Ethiopia, Kenya, Madagascar, Tanzania, Somalia,  
South Sudan, Sudan and Uganda**

**24th and 25th January 2018**

## Table of Contents

|     |  |    |
|-----|--|----|
| 1   | Introduction .....   | 3  |
| 2   | CWGs Ways of Working.....  | 3  |
| 2.1 | Similar but Different .....  | 3  |
| 2.2 | Mandate and Scope of Work.....   | 3  |
| 2.3 | Membership, Leadership, Action and Momentum.....   | 4  |
| 2.4 | CWG Structures and Meetings.....   | 5  |
| 2.5 | Funding.....   | 6  |
| 3   | Technical Issues.....  | 6  |
| 3.1 | Minimum Expenditure Baskets (MEBs) and Transfer Values .....                                   | 6  |
| 3.2 | Humanitarian, Social Protection and Other Forms of Cash Transfers .....                        | 7  |
| 4   | Next steps.....  | 8  |
|     | Annex 1: A Brief History of Nine Cash Working Groups: Timelines, Successes and Challenges..... | 9  |
|     | Annex 2: CWG Structures.....   | 12 |
|     | Annex 3: Participants.....   | 16 |
|     | Annex 4: Agenda.....   | 17 |
|     | Annex 5: Items That Didn't Make the Agenda.....  | 19 |

## **I Introduction**

Cash Working Group (CWG) leads<sup>1</sup> from nine countries came together to share experiences and learn from one another. This report brings together observations and reflections from the meeting. It provides insights that are likely to be of interest to anyone involved in CWGs or discussions about the coordination of cash based assistance. The report is structured by themes which emerged during discussions.

While most of the CWGs had a humanitarian focus, some also consider cash based assistance in development contexts.

The meeting was designed to provide a space for sharing/learning and, intentionally, it did not produce general recommendations or collective action plans. Instead, the onus was on participants to share learning and discuss ideas with their respective CWGs to see if any adjustments might be needed to strengthen their ways of working. Some additional actions points were agreed, as outlined in section 4.

## **2 CWGs Ways of Working**

### **2.1 Similar but Different**

- The CWGs in the nine countries represented vary significantly. The variations reflect the different operating contexts e.g. Government structures/clusters, the scale and nature of the cash based response, the political environment and so on. Given the different contexts and dynamics, the variations were deemed appropriate and it was felt that a ‘one size’ model for all CWGs would not work.
- Despite the differences, it was noted that many of the issues facing CWGs are similar and there is scope to strengthen work by learning from the experiences of other groups. It was noted that while all groups have terms of reference, roles and responsibilities within groups are not always well defined.
- Most of the CWGs represented at the meeting were less than 18 months old in their current form, with several less than 12 months old. Annex 1 gives an overview of the history of the groups and highlights some key successes and challenges. Annex 2 shows the structure of the groups.

### **2.2 Mandate and Scope of Work**

- Some groups have a clear link that anchors them to decision making bodies in Government/Authorities or into the cluster system. Other groups are ‘free floating’ and not linked to decision making structures. The value of having a formal link was agreed as it gives the CWGs legitimacy and, potentially, more voice.
- In contexts where the Government/Authorities are not leading the CWG, their relationship with the CWG is not always well defined and their participation in the group is inconsistent. Engagement with Government/Authorities can be difficult as various Ministries and departments may need to be engaged including those responsible for humanitarian, development and social protection portfolios.
- Most CWGs focus on technical and operational issues. Many do not have a clear long term vision of what they are seeking to achieve beyond immediate problem solving.

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<sup>1</sup> As each CWG is structured differently, ‘leadership’ varies. The meeting involved Chairs, Co-chairs and representatives of secretariats or steering committees.

## 2.3 Membership, Leadership, Action and Momentum

### Membership

- The composition of CWGs varies both in terms of the number and type of members:
  - All groups include UN and INGOs but engagement with others actors vary.
  - Some are led by or linked with Government structures, others have more limited connection. In most cases, where engagement with Government is limited there is a recognized need to strengthen it.
  - In all cases, representation of national NGOs is low in national level CWGs and, in many cases, also at field level. While reflective of humanitarian coordination structures generally, it was acknowledged that there is need to proactively address this.
  - Some CWGs involve donor organisations and some have donors in their core/steering group. Some were concerned that the presence of donors at all CWG meetings could inhibit discussion. The groups that involve donors have not found this to be a major issue but acknowledged that their presence may reduce openness about negative experiences and risks. At the same time, it was recognised that donor presence might encourage other actors to engage.
  - Most CWGs invite private sector actors to attend meetings on an occasional basis. They are usually invited to present their products/services.
- In most cases, CWG terms of reference define (to varying degrees) who can participate in meetings but the rationale for inclusion/exclusion is not always clear. In some cases, greater clarity about the vision/purpose of the CWG could help define who needs to be involved why, when and how. A mapping of stakeholders, related to the aims of the group, may assist thinking about inclusion, structure/linkages and ways of working.
- Most CWGs have sought to engage with clusters, with varying degrees of success. Some groups have made presentations to all clusters; some invite all clusters to CWGs (though participation is generally low); some attend cluster meetings or engage through inter-cluster coordination structures. A focus on specific issues, such as work on the Humanitarian Response Plans or 3W reporting, has been an effective way of engaging in some cases.

### Leadership

- The leadership of all CWGs involves people from more than one organisation. Some CWGs are Chaired by Government, some by the UN and some jointly by different actors. Some CWGs have elected leaders, in others leadership has emerged. Some have a secretariat, others do not. Some have a fixed (renewable) term for leadership positions, others do not.
- Several groups have secretariats to help drive the work of the CWG, rather than relying on the Chair to do everything. Secretariats vary in size and some CWGs have formalised the secretariat role to varying degrees. Establishing sub-groups has helped drive forward some agendas or deliver time-limited tasks.
- The skills and commitment of individuals involved in leadership positions seems to be a key determinant for success. While some CWGs elect organisations to leadership positions (meaning that if a person changes, a new person is appointed by that organisation), others elect individuals and if that person leaves then a new individual, who may/may not be from the same organisation, is elected.

- The CWGs have managed leadership challenges in various ways, including:
  - In one case, to increase individual commitment, the leadership model changed from electing organisations to electing individuals (with organisational backing).
  - Named alternates are required by one CWG in order to address the risk of a leader delegating attendance to others who are not well informed or connected to the group.
  - Before standing for leadership positions, some CWGs seek letters of commitment from agencies to guarantee an agreed allocation of staff time to support CWG work.

## Action and Momentum

- Building and maintaining momentum can be challenging. At the formative stage, CWGs can get stuck in discussions about terms of reference or later get caught in cycles of information sharing without action or focused on extended debates about single technical issue which may not engage everyone.
- Action as well as information sharing helps maintain CWG momentum. The development of 3/4/5W's or other information products can help support coordinated action and provide focus. Outputs can help engagement and connectedness with clusters – showing cluster contributions can help sustain engagement. Sub groups can help drive forward action on specific technical issues.
- Some groups have examined capacity building needs and developed plans to address gaps. In addition to meeting needs and making good use of available resources, such actions have raised the profile of the CWG.
- A central platform for minutes and other key CWG documents can help protect against the loss of CWG memory as membership changes, as well as making information easily available. Several CWGs use the CaLP website for this purpose, as well as posting information on other platforms that are available within national coordination structures.
- Many of the CWGs formed when new humanitarian crises started. In some countries, CWGs had existed in the past but they had declined at the end of earlier responses (see annex 1). The same pattern has been seen in other contexts and problems associated with this cycle are documented including, for example, learning is lost, work is repeated, preparedness issues are not addressed between crises and there are delays/inefficiencies when CWGs restart. With the increased use of cash based assistance by more actors, there is hope that there will be more continuity going forward. Increased connectedness with existing coordination structures may also help mitigate this risk.
- Linked to the previous point, there is need to recognise that high staff turnover in the humanitarian sector may affect the functioning of CWGs. It may impact group momentum, the adoption of learning and so on. Action can be taken to mitigate this risk by, for example, ensuring national actors are actively engaged and take leadership roles (of the nine CWGs at the meeting, only one has a national non-Government organisation as a co-lead); sharing leadership responsibilities; widely disseminating CWG information within agencies (not limiting to those who participate in the CWG); delegating work to sub-groups and so on.
- Some groups have found it useful to have a 'secretariat' or 'steering group' which is responsible for supporting the CWG Chair in setting agendas, documenting discussions and pushing actions forward in between meetings.

## 2.4 CWG Structures and Meetings

- The structures of the CWGs vary and, as noted earlier, some are anchored to decision making bodies and some not. Diagrams of CWG structure are included in Annex 2.

- Several national CWG are linked to field level cash working groups:
  - In some cases, efforts to form field level groups have had limited success. In other cases, field level CWGs have worked more consistently than national groups.
  - The field level groups usually focus on operational issues and local coordination.
  - The lifespan of some field level CWGs is time-bound and linked to the duration of the response.
  - In cases where there are recurrent disasters, there is potential for field level groups to work on a more continuous basis and give more emphasis to preparedness as well as response.
- Some CWGs have fixed meetings schedules, with most meeting every month. In some cases, the frequency of meetings has changed during a response – with more meetings early on in a response.
- Some CWGs have sub groups to address specific issues, these have worked with varying degrees of success. As with the leadership of the CWGs overall, much has depended on the individuals leading the work. In some cases, time-bound task groups have helped move specific agendas forward.

## 2.5 Funding

- The funding of the work of the CWGs varies. Most groups do not have dedicated funding, though some have received short-term support via specific proposals which has been used at formative stages or to take forward specific initiatives.
- In most cases, the leadership of CWGs is dependent on the time contributed by those involved. In some instances, this represents a substantial percentage of time and is reflected in job descriptions, in other instances the time involved is modest and arrangements are less formal. This way of covering coordination costs may result in uncertainty but, on the other hand, it demonstrates some level of institutional commitment from a range of actors.

## 3 Technical Issues

The discussion of technical issues provided an opportunity for CWG leads to share experiences and explore different ways that groups are seeking to resolve similar issues.

### 3.1 Minimum Expenditure Baskets (MEBs) and Transfer Values

Discussions explored how CWGs have sought to calculate MEBs and set transfer values, looking at the methods used and the challenges faced. Discussions highlighted that:

- Some CWGs have sought to calculate national MEBs/transfer values, others have regional values and some have not established a common MEB.
- In some cases, considerable time and effort has been devoted to work on MEBs, with dialogue about survival baskets as well as minimum expenditure baskets. Sphere standards are often referenced in these calculations. The technical discussions are not unusual with debate about what items should form the basis of calculation, geographic variations in baskets, frequency of revising the MEB and so on. In countries where no MEB has been agreed, agencies rely on information from the food and non-food clusters and broad price monitoring.
- As well as being informed by technical assessments, the calculation of transfer values has been influenced by agency mandates, donor views, available resources and so on. In refugee responses, issues related to transfer values for refugees versus host communities arise.

- In contexts where social protection or safety net programmes are functioning, there has been dialogue about the relationship between humanitarian and longer term cash transfer values. Issues highlighted are in keeping with existing literature about the challenges of this nexus with, for example, debate about horizontal versus vertical expansion, using existing systems and so on (more on related issues in section 3.2).
- Theoretically, the reassessment of the MEB should result in an adjustment of the transfer value. However, some agencies are unable to change values quickly because of internal issues (locked into values agreed in funding proposals or constraints arising from the way internal systems work) and difficulties of communicating changing transfer values to communities.
- Sub groups have been formed by some CWGs to take forward discussions on MEBs and transfer values.
- Reflections from the discussion included:
  - The challenges associated with designing and agreeing MEBs and transfer values are not new. While there is no simple solution, there is a lot of good practice and information about experiences in different contexts that can be built on.
  - Work on MEBs and transfer values may benefit from an early discussion of operational realities. For example, understanding and negotiating how frequently agencies can manage changes to transfer rates, could help inform the frequency of MEB reviews.
  - Consider which agency is best placed to lead discussions about MEBs and transfer rates. For example, would Government leadership be beneficial in terms of policy connectedness or would UN leadership be appropriate in contexts of displacement. Whichever agency leads, collective dialogue is critical.
  - Joint market assessments and market monitoring can help increase collective understanding and support development of the MEB.

### **3.2 Humanitarian, Social Protection and Other Forms of Cash Transfers**

In most cases, humanitarian action is taking place in contexts where there are existing social protection, safety net or development programmes that involve cash transfers. This needs to be considered in the design and planning of humanitarian cash based assistance.

Discussions based on the experience of the CWG leads highlighted that:

- Opportunities and challenges related to the nexus between different types of cash transfer programmes are documented in a number of contexts, providing a basis on which learning can build.
- Working with national registration systems can be challenging. Experience has highlighted issues such as limited access to data; timeliness of data access; reliability of data; and difficulties associated with working with people who are not registered. In some cases, actors have tried to use national social protection systems to deliver humanitarian transfers but systems have not always been able to scale-up as expected.
- People reached by social protection systems may also need humanitarian support. People who need humanitarian support may not need social protection support. Both scenarios have implications for national systems and how humanitarian and social protection actors work together.

- Much of the discussion about social protection, safety nets and humanitarian action has focused on formal systems. The impact of humanitarian cash based assistance on informal safety nets needs to be considered and opportunities to work with these structures need to be explored.
- While difficulties exist, it was agreed that working with national systems should be the preferred option. This will require that more time is devoted to understanding and working with national systems ahead of emergencies.
- Social protection and humanitarian action are usually the mandates of different line Ministries. In some cases, different social protection and safety net programmes report to different Ministries or Departments. Government leadership is needed to enhance coordination across Ministries as well as between Government and non-Government actors. In some cases, good progress has been made in this regard. In one case, the emergency cash transfers CWG is a sub group of the national social protection working group.

#### **4 Next steps**

The meeting was designed for sharing/learning and so, intentionally, did not generate common action plans or general recommendations. However, some specific actions were agreed as follows:

- Participants will share learning with their CWGs and consider whether any adjustments might be needed to strengthen ways of working. Some CWGs listed initial thoughts on actions they might take as a result of the meeting:
  - Burundi: Encourage more discussion of how the CWG should work.
  - Ethiopia: Feedback to the CWG about the workshop including learning related to the MEB and transfer values. Explore how to link emergency cash effectively with the Productive Safety Net Program (PSNP).
  - Kenya: Think more about county CWGs TORs
  - South Sudan: Prepare feedback for the general CWG.
  - Sudan: Plan a feedback workshop based on issues raised.
  - Tanzania: Give a debrief to others and make more time for own personal capacity development.
  - Uganda: Consider how best to move forward re MEBs and transfer values.
- Prepare and share CWG leads contacts list – CaLP.
- Organise a follow-up conference call - CaLP.
- Form skype group for CWG leads – CaLP.
- Produce meeting report and share on website – CaLP.
- Follow-up discussions on training/capacity development – CWGs/CaLP.

End.

## Annex I: A Brief History of Nine Cash Working Groups: Timelines, Successes and Challenges.

|          | Timeline   | Successes   | Challenges  |
|----------|--|---|---|
| Burundi  | <ul style="list-style-type: none"> <li>• <b>Pre Jan 2016:</b> No information.</li> <li>• <b>Mid 2016:</b> Meeting organised by OCHA.</li> <li>• <b>2017:</b> UN organised a feasibility study on cash.</li> <li>• <b>2017:</b> 4 meetings organised by OCHA and Government of Burundi.</li> <li>• <b>Sept 2017:</b> Adoption of guidelines.</li> </ul>   | <ul style="list-style-type: none"> <li>• Agreed leadership structure.</li> <li>• Formalized guidelines.</li> <li>• Engaged core actors.</li> <li>• Cash feasibility study completed.</li> <li>• Multi-agency/sector cash training planned for February 2018</li> </ul>  | <ul style="list-style-type: none"> <li>• There is not a common conception/understanding of cash programming.</li> <li>• Engagement of NGOs in work/follow up.</li> <li>• The core group is small. There need to further engage other agencies and organizations.</li> <li>• Guidelines need to be revised once a larger core group asserts itself.</li> </ul>   |
| Ethiopia | <ul style="list-style-type: none"> <li>• <b>2011:</b> CWG established and dissolved in 2012.</li> <li>• <b>Aug 2016:</b> CWG reactivated and chaired by WV and OCHA as co-chairs. 4W matrix developed.</li> <li>• <b>Jan 2017:</b> New co-chairs FH &amp; OCHA elected. First CWG infographic developed. Creation of regional CWG Amhara's &amp; Somalia, mapping of CTP response modality.</li> <li>• <b>2017:</b> CaLP trainings and learning events.</li> <li>• <b>Nov 2017:</b> CWG became sub-group of the Inter-Cluster Group</li> <li>• <b>Dec 2017:</b> Endorsement of cash guidelines.</li> <li>• <b>Jan 2018:</b> WFP and Oxfam elected as co-chairs, Technical Advisor from IOM, new CWG steering committee formed with OCHA as secretariat.</li> </ul> | <ul style="list-style-type: none"> <li>• Increased engagement by partners, donors and private sector actors.</li> <li>• CWG formally included as a sub-group of the Inter-Cluster Group.</li> <li>• Endorsement of Ethiopia Cash Guidelines.</li> <li>• Capacity building activities.</li> <li>• Terms of Reference for the CWG and the Steering Committee agreed.</li> <li>• Creation of MEB Technical Working Group.</li> <li>• Introduced a letter of commitment from organisations wishing to be part of the CWG leadership.</li> <li>• Increased use of cash in response to the low land drought.</li> <li>• OFDA regional trainings for government and partners.</li> </ul> | <ul style="list-style-type: none"> <li>• Transfer value alignment with government, PSNP and humanitarian development needs.</li> <li>• Lack of service provider options due to Govt regulations i.e. mobile operators are not allowed to make direct transfers to customers but need to link with a bank or micro finance association.</li> <li>• High charges by finance service providers e.g. 7.5%</li> <li>• Engagement by government and donors has been low. Need for further government participation and leadership.</li> <li>• Steering Committee participation has been a challenge.</li> </ul> |
| Kenya    | <ul style="list-style-type: none"> <li>• <b>Pre 2011:</b> No CWG in Kenya.</li> <li>• <b>2011:</b> Regional CWG formed and hosted by CaLP and Interagency Working Group. Kenya agencies attended the regional group. The regional CWG then dormant for some years until May 2017.</li> <li>• <b>June 2017:</b> CaLP learning event, stimulated discussion and action about the need for coordination.</li> <li>• <b>Sept 2017:</b> Cash coordination meeting convened to discuss the formation of a CWG.</li> <li>• <b>Nov 2017:</b> Terms of Reference for CWG drafted and secretariat formed.</li> <li>• <b>Dec 2017:</b> First meeting of the CWG secretariat.</li> </ul>   | <ul style="list-style-type: none"> <li>• CWG formed.</li> <li>• Priority areas for action identified as: <ul style="list-style-type: none"> <li>○ Agree MEB and harmonise transfer values</li> <li>○ Work towards harmonizing complaint and feedback mechanisms</li> <li>○ Develop 4W matrix</li> </ul> </li> <li>• Cash transfer trainings undertaken for CWG members in 7 arid counties</li> <li>• Formation of refugee cash sub working group</li> </ul>   | <ul style="list-style-type: none"> <li>• The classification of Kenya as a middle-income country has affected funding.</li> <li>• Harmonization of transfer values with the Government Hunger Safety.</li> <li>• The county cash working group meetings taking place in 7 out of 47 counties</li> </ul>  |

|             |  |  |   |
|-------------|--|--|---|
| Madagascar  | <ul style="list-style-type: none"> <li>• <b>2015:</b> GDS recommendation</li> <li>• <b>2016:</b> CWG established following the recommendations.</li> <li>• <b>Dec 2017:</b> CWG organised a workshop on principles and modalities of CTP in emergencies.</li> </ul>  | <ul style="list-style-type: none"> <li>• Sharing of perspectives and learning e.g. harmonization of transfer values</li> <li>• Developed and agreed “Principles and modalities of cash transfers”.</li> </ul>  | <ul style="list-style-type: none"> <li>• Adoption of principles.</li> <li>• Challenge of partners not saying what they are doing.</li> <li>• Different objectives of cash transfers.</li> <li>• Different transfer values - government trying to convince people to harmonise.</li> <li>• Lack of single registry.</li> </ul>                       |
| Somalia     | <ul style="list-style-type: none"> <li>• <b>2011:</b> Strong CWG.</li> <li>• <b>2015/16:</b> CWG was inactive.</li> <li>• <b>Feb 2017:</b> New CWG formed and first meeting held.</li> <li>• <b>Mar 2017:</b> Chairing arrangements established.</li> <li>• <b>Apr 2017:</b> Developed transfer values recommendations; market dashboard and 3w data.</li> <li>• <b>May 2017:</b> CaLP learning event.</li> <li>• <b>June 2017:</b> Work streams established.</li> <li>• <b>July 2017:</b> MEB revision.</li> <li>• <b>Sept 2017:</b> CaLP learning event.</li> <li>• <b>Nov - Dec 2017:</b> Discussions on joint evaluation started.</li> </ul> | <ul style="list-style-type: none"> <li>• Restored group.</li> <li>• Continuous strong engagement in 2017.</li> <li>• Work streams on technical issues, markets database and transfer values formed.</li> </ul>   | <ul style="list-style-type: none"> <li>• Transfer value recommendations developed but not followed by everyone, in part due to lack of agreement between donors.</li> <li>• Local coordination with national actors.</li> <li>• Limited engagement of national actors.</li> <li>• The future - social safety nets and humanitarian cash.</li> </ul> |
| South Sudan | <ul style="list-style-type: none"> <li>• <b>Pre 2016:</b> CWG existed under FSL cluster.</li> <li>• <b>July 2016:</b> Crisis occurred in South Sudan.</li> <li>• <b>Sept 2017:</b> CWG restarted under the ICWG supported by OCHA.</li> <li>• <b>Oct - Nov 2017:</b> During work on HRP the CWG engaged with each cluster.</li> <li>• <b>2017:</b> Sector specific survival basket MEB developed.</li> </ul>   | <ul style="list-style-type: none"> <li>• Making CWG cross cluster</li> <li>• Including cash in HRP - page 8-9 of the HRP lists various sectors/MPGs.</li> <li>• Developing MEB calculation method.</li> <li>• Market understanding/monitoring.</li> <li>• Importance of cash discussions - not just cash, but market-based.</li> </ul> | <ul style="list-style-type: none"> <li>• Developing a multi-cluster survival MEB.</li> <li>• Developing sector specific MEBs</li> <li>• Cluster engagement.</li> <li>• Lots of questions and concerns about CTP.</li> <li>• Harmonising transfer calculation method</li> </ul>  |
| Sudan       | <ul style="list-style-type: none"> <li>• <b>July 2016:</b> The first meeting to discuss how to establish CWG.</li> <li>• <b>Jan 2017:</b> CWG founded. Members consists of the government, donors, NGOs, UN, the private sector.</li> </ul>  | <ul style="list-style-type: none"> <li>• High level of participation.</li> <li>• Strong learning initiative.</li> <li>• Enhanced partnership and coordination.</li> <li>• Cash transfer mapping through 4W.</li> </ul>   | <ul style="list-style-type: none"> <li>• Information sharing and communication e.g. it took 6 months to build 4W.</li> <li>• Synergies with sectors.</li> <li>• Advocacy towards government and donors.</li> </ul>  |
| Tanzania    | <ul style="list-style-type: none"> <li>• <b>Pre 2016:</b> No CWG activity.</li> <li>• <b>2016:</b> National CWG established.</li> <li>• <b>Dec 2016:</b> WFP started cash based interventions.</li> <li>• <b>May 2017:</b> Field CWG established.</li> <li>• <b>Aug 2017:</b> WFP suspended CBT due to government concerns that CBT was a pull factor for refugees. Some small projects continued.</li> <li>• <b>Oct 2017:</b> Startup capital had to be provided in-kind.</li> </ul>  | <ul style="list-style-type: none"> <li>• Sharing of lessons learnt on use of various modalities.</li> <li>• Some advocacy. Potential for more.</li> </ul>  | <ul style="list-style-type: none"> <li>• Lack of government buy-in.</li> <li>• Staff capacity challenges.</li> <li>• The national CWG is dormant, while the Field CWG is active and holds bi-weekly meetings.</li> </ul>  |

|               |  |  |   |
|---------------|--|--|---|
| <b>Uganda</b> | <ul style="list-style-type: none"> <li>• <b>Pre 2008:</b> No information.</li> <li>• <b>2008 - 2009:</b> WFP introduces CTP in Uganda.</li> <li>• <b>2009 - 2013:</b> No activity.</li> <li>• <b>2013 - 2014:</b> Influx of refugees from South Sudan.</li> <li>• <b>Dec 2016:</b> CWG formed as Uganda Refugee Coordination Mechanism.</li> <li>• <b>2017:</b> Activation of Uganda Coordination Information Management web based platform.</li> <li>• <b>May 2017:</b> Activation of 4W reporting tool.</li> <li>• <b>Sept 2017:</b> First CWG dashboard.</li> <li>• <b>Nov 2017:</b> Harmonization workshop.</li> <li>• <b>Dec 2017:</b> Market assessment conducted.</li> <li>• <b>Jan 2018:</b> Agreed to harmonize values based on government guidelines.</li> </ul> | <ul style="list-style-type: none"> <li>• Training of CWG members.</li> <li>• Harmonisation of cash for work rates.</li> <li>• Development of MEB in final stages.</li> </ul> | <ul style="list-style-type: none"> <li>• Challenges around mobile money, particularly regarding Know Your Customer requirements.</li> <li>• Network problems, liquidity issues and access to mobile phones.</li> <li>• The low value of cash transfers means financial service providers are not willing to invest in infrastructure.</li> <li>• Transfer values for multipurpose cash are not harmonised.</li> </ul> |
|---------------|--|--|---|

## Annex 2: CWG Structures

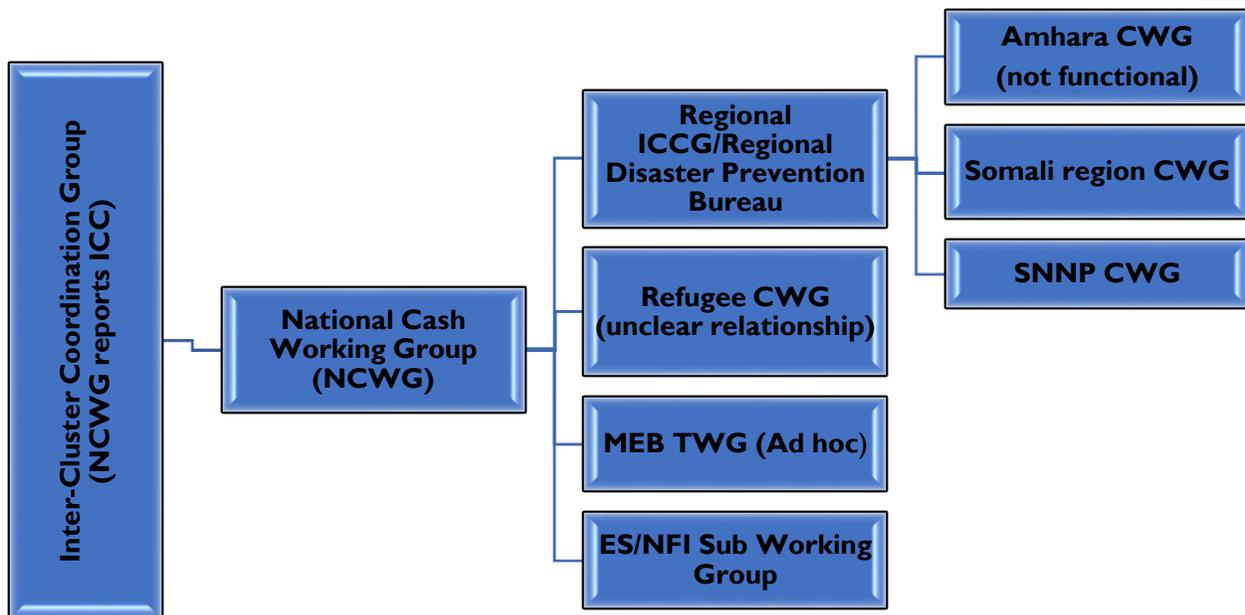
### Burundi

- Led by the Government of Burundi, membership includes UN agencies and INGOs.
- The group is working to formalise a regular meeting schedule but has settled into a once per month rotation



### Ethiopia

- The CWG and the steering committee meet monthly.



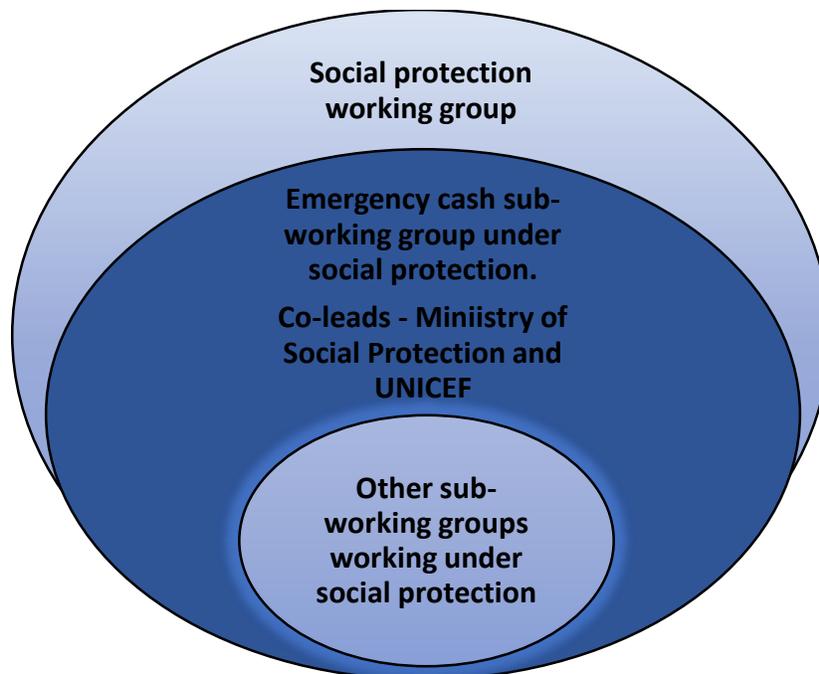
## Kenya

- Membership includes Government, INGOs, UN, Red Cross and Private Sector.
- National CWG to meet quarterly.
- Secretariat (formed of 10 agencies) aims to meet monthly.



## Madagascar

- The emergency cash sub-working group has regular participation of 15 members.
- The group leverages engagement with the private sector engagement
- Emergency cash sub-working group is under the social protection working group. The structures were established by the government.



## Somalia

- Open to all agencies implementing and those supporting implementation of CBA
- Co-chaired by ADESO and WFP
- No formal government linkages
- Periodic updates to ICCG, HCT and IHDG
- Clusters on mailing list - FS and WASH are most active

## South Sudan

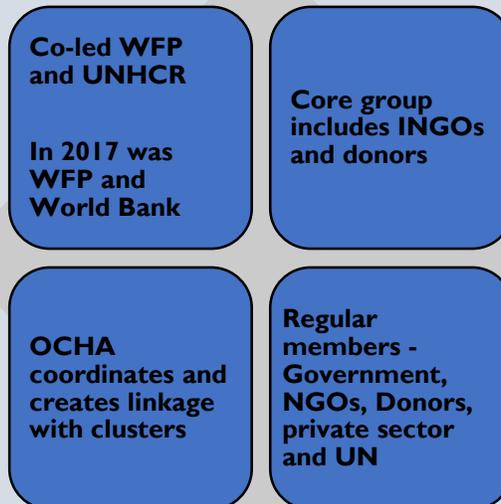
- Members include UN and INGOs. Working to increase cluster participation.
- Meet every second week and can meet more when needed.

**Co-led by DCA, OCHA and WFP**

**Cash cap supports the co-leads.**

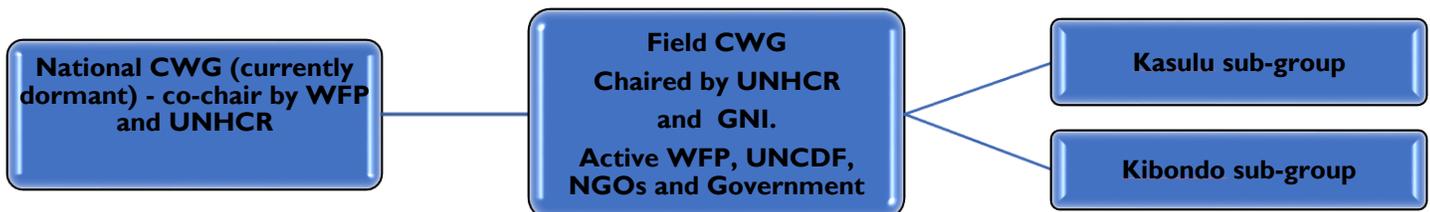
## Sudan

- Inclusive group but with lots of turnover. About 30 people participate usually.
- Core group meets for about 30 minutes ahead of main meeting to discuss agenda points and set direction.
- CWG has four pillars: Learning; Communication; Partnerships; and Technical Support.



## Tanzania

- The national CWG is dormant.
- The field CWG is active and holds bi-weekly meetings.



## Uganda

- Membership includes UN, Government and INGOs
- Monthly meetings



### Annex 3: Participants

|    | <b>CWG</b>  | <b>Name</b>         | <b>Role</b>                                     | <b>Organisation</b>                  | <b>Role in CWG</b>           |
|----|-------------|---------------------|---|--------------------------------------|------------------------------|
| 1  | Burundi     | Jennifer Price      | Coordinator for Economic Relief and Development | IRC                                  |                              |
| 2  | Ethiopia    | Agustin Orengo      | Associate Humanitarian Officer                  | OCHA                                 | Secretariat                  |
| 3  | Ethiopia    | Praemeenah Poobalan | Cash Coordinator                                | WFP                                  | Co-Chair                     |
| 4  | Ethiopia    | Theodros Tefera     | Country EFSVL Coordinator                       | Oxfam                                | Co-Chair                     |
| 5  | Kenya       | Leila Chepkemboi    | Program Manager – Disaster Management           | Kenya Red Cross                      | Co-Chair                     |
| 6  | Kenya       | Jean Baptiste Heral | Deputy Country Director                         | ACTED                                | Member of Secretariat        |
| 7  | Kenya       | Luluwa Ali          | Humanitarian Affairs Analyst                    | OCHA                                 | Member of Secretariat        |
| 8  | Kenya       | Robert Ikee         | Humanitarian Accountability Officer             | World Vision                         | Member of Secretariat        |
| 9  | Madagascar  | Irenée Ravelojaona  | Directeur Général de la Protection Sociale      | Ministère en charge de la Population | Chair                        |
| 10 | Somalia     | Deqa Saleh          | Cash and Social Protection Advisor              | Adeso                                | Co-Chair                     |
| 11 | Somalia     | Nynne Warring       | Programme Officer/Cash Coordination             | WFP                                  | Co-Chair                     |
| 12 | South Sudan | Julie Harding       | Cash and Grants Coordinator                     | DCA                                  | Co-Lead                      |
| 13 | South Sudan | Edward Mazarire     | CBT Officer                                     | WFP                                  | Co-Lead                      |
| 14 | Sudan       | Clement Cazaubon    | Field Expert                                    | ECHO                                 | Member of Core group         |
| 15 | Sudan       | Sonia de la Cruz    | Cash Intervention Officer                       | UNHCR                                | Co-Lead                      |
| 16 | Sudan       | Masahiro Matsumoto  | CBT Coordinator                                 | WFP                                  | Co-Lead                      |
| 17 | Tanzania    | Takaaki Miura       | Associate Livelihood Officer                    | UNHCR                                | Chair of the field-level CWG |
| 18 | Tanzania    | Diksa Rana          | Independent consultant                          | Formerly WFP                         | Former Co-Chair              |
| 19 | Uganda      | Kenneth Anyanzo     | Senior CBI Officer                              | UNHCR                                | Co-Chair                     |
| 20 | Uganda      | Aikins MacBansah    | CBT Coordinator/Advisor                         | WFP                                  | Co-Chair                     |
| 21 |             | Hannah Muiruri      | Administration and Communications Officer       | CaLP                                 |                              |
| 22 |             | Justinah Mwangangi  | Regional Capacity Building Lead                 | CaLP                                 |                              |
| 23 |             | Karen Peachey       | Regional Representative                         | CaLP                                 |                              |

## Annex 4: Agenda

In the lead-up to the meeting, many agenda items were proposed and plans were shaped based on the priorities of participants. The agenda below shows what was planned, though in practice it was adjusted substantially during the course of the meeting in order to respond to discussions taking place.

**Wednesday 24<sup>th</sup> January 2018**  
**Royal Orchid Hotel, Lantana Road, Westlands, Nairobi**

| Approx times  | Agenda item   |
|---------------|---|
| 08.30-10.00   | <b>Introductions and an update about each CWG</b> <ul style="list-style-type: none"> <li>• Background</li> <li>• Quick introductions</li> <li>• Introduction of the CWGs – gallery walk</li> </ul>  |
| 10.00-10.30   | <b>Break</b>  |
| 10.30-13.00   | <b>The strategic vision and direction of CWGs</b> <ul style="list-style-type: none"> <li>• What is the vision of the CWGs? What do we aim to achieve?</li> <li>• Is it feasible to deal with operational, technical and strategic issues?</li> <li>• How can the groups take forward different sorts of issues?</li> </ul><br><b>Building legitimacy and constituency</b> <ul style="list-style-type: none"> <li>• What is the mandate of the group? Where is it anchored?</li> <li>• Mapping - who needs to be involved, why and how?</li> <li>• If Government is not leading, how are they involved?</li> <li>• How effectively are national organisations engaged?</li> <li>• What are the key relationships?</li> </ul> |
| 13.00-14.00   | <b>Lunch break</b>  |
| 13.30-14.00   | <b>Optional induction to the Cash Learning Hub</b>  |
| 14.00-15.15   | <b>Sharing technical experiences</b> <ul style="list-style-type: none"> <li>• Minimum Expenditure Baskets (MEBs) and transfer values</li> <li>• Linking humanitarian CTPs with social protection and safety nets</li> <li>• Innovations</li> </ul>  |
| 15.15-15.30   | <b>Break</b>  |
| 15.30-16.00   | <b>Some CaLP updates</b> <ul style="list-style-type: none"> <li>• Bulletin, resource library and website</li> <li>• State of the World’s Cash report – 1 Feb launch, 28 Feb panel and potential for country events</li> <li>• Gender and CTP Symposium – 21 Feb and twitter chat</li> <li>• The Cash Learning Hub</li> </ul>  |
| 16.00-16.45   | <b>Priorities</b> <ul style="list-style-type: none"> <li>• What - if any - support do national CWGs most need and where should that come from?</li> <li>• Priorities for regional action e.g. collaboration, learning events, webinars and capacity building</li> </ul>   |
| 16.45-17.15   | <b>Review of discussions and next steps</b> <ul style="list-style-type: none"> <li>• Arrangements for the 25<sup>th</sup> Meeting</li> </ul>  |
| 17.30 onwards | <b>Networking and drinks</b> <ul style="list-style-type: none"> <li>• Some regional advisors (humanitarian and cash) and donors will be invited to join us for drinks and the chance to discuss CTP issues informally. Please note: drinks are at your own cost.</li> </ul>   |

**Thursday 25<sup>th</sup> January 2018**  
**IFRC, Woodlands Road, Nairobi**

| <b>Time</b> | <b>Agenda item</b>   |
|-------------|--|
| 09.00-10.00 | <b>Briefing about the Somalia CWG and the meeting</b> - Nynne and Deqa   |
| 10.00-12.00 | <b>Somalia Cash Working Group (observers)</b> <ul style="list-style-type: none"><li>• The agenda and preparatory papers will be shared with everyone ahead of the meeting.</li></ul> |
| 12.00-12.30 | <b>Networking</b> <ul style="list-style-type: none"><li>• Informal discussions with CWG members</li></ul>  |
| 12.30-13.00 | <b>Debrief</b> <ul style="list-style-type: none"><li>• Reflections on the issues discussed and participation</li></ul>   |
| 13.00-14.00 | <b>Lunch</b>   |
| 13.30-15.30 | <b>Continued discussions</b> <ul style="list-style-type: none"><li>• Pending issues</li><li>• Any agreed priorities as agreed on the 24<sup>th</sup> Jan</li></ul>                   |
| 15.30       | <b>Depart</b>  |

## Annex 5: Items That Didn't Make the Agenda

The list below shows all items suggested for the meeting but not all were included in the agenda. Some of these may be addressed in future discussions.

### Coordination

- Strategic direction of CWGs – what are they trying to achieve? Is the focus more on operational & technical than strategic issues – what is the vision?
- National actors – how are they involved? More to do on this?
- Engagement, roles and responsibilities of donors
- Who should play leader(s) of CWG
- Maintaining participation and engagement in the CWGs
- How to ensure buy-in from the host government
- Resourcing the CWGs - different approaches
- Working with sub-groups
- Engaging with clusters
- Global coordination debates

### Information products

- Information products: what type of CWG info products are others developing, what has been found useful and what has been less useful?

### Technical issues

- Common issues and how they are being addressed e.g.
  - MEBs
  - Reporting
  - Targeting
  - Transfer values and how are MEBs translating into transfer values. How are TVs being calculated/used in the region
  - How to mitigate risks of potential adverse effects in remote places where cash transfer programmes may result in price hikes in a short run
- Safety nets/longer term development cash vs humanitarian cash – very much an upcoming discussion here in Somalia and would be interesting to understand how that discussion looks elsewhere.
- Innovation and technologies.

### ECHO suggestion

- Is there interest a session on ECHO's global Cash Guidelines? If so, this would be delivered by ECHO.

### Regional priorities

- Developing some priorities for regional learning events which could be held in different countries