

ANNUAL REPORT

FOR THE YEAR 1st APRIL 2017 - 31st MARCH 2018





OUR MEMBERS



OUR INDIVIDUAL MEMBERS

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Cover image: Cash transfers were delivered to communities in Liberia and Sierra Leone during the Ebola response. In 2017/18, CaLP's research reviewed the quality of the response and the lessons that emerged.

Photo: Timothy Webster, Reelmedia.



01 INTRODUCTION

In January 2017, an estimated three million people were in crisis as a result of droughts in Somalia. Humanitarian agencies scaled a huge cash based response, delivering cash transfers to a peak of 3.36 million people in May 2017, and disbursing an average of \$44 million each month from May to August 2017.

Meanwhile, in Turkey, refugees who had fled conflict in Syria were able to support their families' basic needs with cash transfers delivered as part of an Emergency Social Safety Net, established in 2016 with a fund of \$348 million.

Though not without challenges, these responses, and many others, provide an opportunity to assess how far the sector has come in its ability to deliver cash at scale. A greater acceptance of the appropriateness of using cash, and more capacity to deliver it well, has meant that assistance has been delivered to people in need more quickly and at greater scale. This is in no small part thanks to the efforts of organizations who make up the Cash Learning Partnership (CaLP) and who collaborate, advocate and build capacity to use cash as an important response modality.

In this Annual Report, we will take stock of the successes and challenges we have faced in our work over the past year to improve the scale and quality of cash transfer programming (CTP).

It has been a year of great progress across all areas of CaLP's work. Through our high profile Global Cash Forum and the first State of the World's Cash report, the CaLP membership has significantly influenced policy debates to drive better outcomes for crisis-affected people, and united the humanitarian community to commit to a joint agenda for cash, as crystallised in CaLP's Global Framework for Action. Equally, we have continued providing the evidence and building the skills that humanitarian actors need to deliver quality CTP through our capacity building work, and the publication and curation of research. And we have helped improve and shape the coordination of cash by providing guidance and practical support at the global, regional and national level.

At the same time, this year we recognised that the role of CaLP needs to change if we are to make good on our collective commitment to cash transfer programming. Increasingly we are convening cash practitioners across the humanitarian sector to achieve more collectively than they could alone. This shift was formalised in our membership statement which was endorsed by the CaLP Board in February 2018.

We have worked to connect and amplify the work of individual members, helping to ensure that progress and learning from each of our partners translates into progress and learning for all. We have ensured that policy discussions benefit from the wealth of experience and evidence that CaLP members are generating through their work.

As we enter our new financial year, efforts have been made to build on current progress by identifying the emerging areas where CaLP's engagement adds the most value, and deprioritising those where others are better placed to take the lead.

Though we have faced challenges, we have entered 2018 in a strong position to deliver on an ambitious agenda. Thanks to the work of our members and the CaLP secretariat, we have demonstrated the enormous benefits that cash transfer programming can offer crisis affected communities. In the year ahead, we will continue working together to provide the evidence, skills and support the humanitarian sector needs to maximise these benefits and deliver quality cash transfer programming at scale.

We look forward to continuing the journey with our members and partners.



Nigel Timmins
Chair of the Board



Karen Peachey
CaLP interim director



THE 74 MEMBERS WHO MAKE UP THE CASH LEARNING PARTNERSHIP HAVE MADE A SIGNIFICANT CONTRIBUTION OVER THE YEAR TO IMPROVE THE SCALE AND QUALITY OF CASH TRANSFER PROGRAMMING, DRIVING BETTER OUTCOMES FOR PEOPLE AFFECTED BY CRISES.

02 WHAT IS CALP?

The Cash Learning Partnership (CaLP) is the global partnership for cash transfer programming in humanitarian assistance. We are a catalyst for accelerating change. We bring organizations together to address the most pressing collective issues for cash. Since 2005, CaLP has been at the forefront of promoting and improving cash transfer programming.



2.1 MEMBERSHIP

DURING THE YEAR, WE WERE DELIGHTED TO WELCOME 24 NEW MEMBERS TO CaLP, INCREASING OUR TOTAL MEMBERSHIP BY 48% TO 74.

Together the membership contributes to CaLP's mission through the allocation of time, expertise and resources. The benefits and obligations of membership are set out in our **membership statement**, which was endorsed by the members and the Board in 2017. Members contributed and collaborated in many different ways to all the work described in this report. Members also govern CaLP, through our **Board** and **Technical Advisory Group**. See the Annex for Board composition during the financial year 2017-18.

DEVELOPING THE TECHNICAL ADVISORY GROUP

The Technical Advisory Group (TAG) continued to play a vital role in shaping the technical direction of CaLP's work. We facilitated a process to build a common understanding of technical priorities across TAG members, and to co-develop ideas to advance CTP themes and priority topics in 2018. The TAG has shaped a number of member working groups, and endorsed key technical outputs, including the Cash Based Assistance Programme Quality Toolbox, and parts of the State of the World's Cash report. In 2018, we will be renewing TAG membership and opening the door for a broader range of members to contribute to the technical direction of the network. See the Annex for the TAG composition during the financial year 2017-18.

NEW OPPORTUNITIES TO ENGAGE

Toward the end of the year, work was started to establish two new member forums – the Global Cash Policy Network and the Research Advisory Group – to strengthen our collective efforts on cash transfer policy and research and evidence issues, and increase opportunities for engagement. The Global Cash Policy Network brings together policy and advocacy specialists among our membership to identify ways forward on key policy debates, connect ongoing initiatives, broaden closed-door policy debates and narrow the gap between policy and practice. The Research Advisory Group provides a space for members to discuss research gaps, priorities and plans, issues related to research quality and to contribute to CaLP's knowledge products.



Following the Global Cash Forum, representatives from across the CaLP membership joined the CaLP secretariat for our 2017 Members Day.

MEMBERS DAY 2017

CaLP held its Members Day in Geneva in June 2017, immediately following the Global Cash Forum. The meeting enabled members to work together on priority issues and shape CaLP's future work. 52 people attended from 36 member organizations. The meeting influenced CaLP's coordination work and identified a need for research into Operational Models for CTP, which you can read more about below in 'The year in review'.

Feedback during the meeting suggested that while members value CaLP's convening role in facilitating information sharing and providing

tools and training, work remained to be done to ensure that each members' individual expertise was being fully utilised in the pursuit of the CaLP mission. Ultimately, this feedback catalysed the creation of the Membership Statement, which sets out the two-way commitment between the CaLP secretariat and members. It also led to the introduction of new fora detailed above. Alongside the Board and TAG, and with support from the secretariat, these groups are approaching all their activities as an opportunity to leverage the expertise contained within the wider membership.

2.2 PARTNERS

We work with many partners to integrate cash transfer programming into existing materials, procedures and structures for humanitarian aid. This is consistent with the recommendation from the State of the World's Cash report that the integration of cash across the humanitarian system – into our tools, processes, staff skillsets and structures – is key to ensuring the effective scale up of CTP.

During the year we have worked with:

- CASH WORKING GROUPS, NATIONAL GOVERNMENTS, HUMANITARIAN CLUSTERS AND MANY CASH ACTORS AT NATIONAL AND REGIONAL LEVELS.
- THE SPHERE PROJECT ON INTEGRATING CASH AND MARKETS INTO THEIR REVISED HANDBOOK <http://www.sphereproject.org/>
- THE GRAND BARGAIN CASH WORKSTREAM TO CATALYSE PROGRESS AGAINST COMMITMENTS, IN PARTICULAR AROUND MEASURING CASH, RISK AND CTP AND SUPPORTING IMPROVED DONOR COORDINATION <https://interagencystandingcommittee.org/grand-bargain-hosted-iasc>
- THE HUMANITARIAN STANDARDS PARTNERSHIP ON THE MINIMUM STANDARD FOR MARKET ANALYSIS (MISMA), AND THE COLLECTIVE UPTAKE OF STANDARDS ACROSS THE SECTOR <http://www.humanitarianstandardspartnership.org/>
- THE HUMANITARIAN LEADERSHIP ACADEMY ON ONLINE TRAINING AND CAPACITY BUILDING <https://www.humanitarianleadershipacademy.org/>
- PROFESSIONALS IN HUMANITARIAN ASSISTANCE AND PROTECTION (PHAP) ON CERTIFYING ESSENTIAL CTP KNOWLEDGE AND SKILLS <https://phap.org/>
- GROUND TRUTH SOLUTIONS ON THE PERCEPTIONS OF CRISIS AFFECTED POPULATIONS OF CASH TRANSFER PROGRAMMING <http://groundtruthsolutions.org/>
- CASHCAP ON DEPLOYING SPECIALIST CASH EXPERTISE <https://www.nrc.no/expert-deployment/what-we-do/cashcap/>
- DEVELOPMENT INITIATIVES ON MEASURING THE VOLUME OF CASH TRANSFER PROGRAMMING <http://devinit.org/>
- THE GOOD HUMANITARIAN DONORSHIP CASH WORKSTREAMS TO SUPPORT IMPROVED DONOR COORDINATION, INCLUDING SUPPORTING A JOINT DONOR VISIT, LED BY UNHCR AND WFP, TO JORDAN AND LEBANON, AND SUPPORTING THE ANNUAL GHD CASH WORKSHOP <https://www.ghdinitiative.org/>
- ALNAP ON HOSTING OUR RESOURCE LIBRARY, A PROJECT WHICH WILL BE COMPLETED IN 2018. <https://www.alnap.org/>
- THE FRITZ INSTITUTE TO DEVELOP CAPACITY BUILDING MATERIALS TAILORED TO OPERATIONS STAFF INVOLVED IN CTP <http://www.fritzinstitute.org/>

We look forward to continuing to collaborate with these partners and others in the years ahead.

2.3 SECRETARIAT

CALP'S WORK IS ORGANISED AND SUPPORTED BY A SECRETARIAT, WHICH NUMBERED 25 STAFF AT THE END OF 2017.

In the past year we have seen the departure of some team members, including CaLP's director, Alex Jacobs. We have welcomed new colleagues and some have changed roles, including Karen Peachey, who has been appointed interim director while a permanent replacement is sought. For the most recent staff organigram visit: <http://www.cashlearning.org/about-us/our-team>

WHERE YOU'LL FIND US

The secretariat is scattered around the world. During the year, we opened a new regional office in the Middle East (Amman), and successfully re-established CaLP's regional presence in East Africa, working from our office in Nairobi. Our existing regional offices in West Africa (Dakar) and North America (Washington DC) continued to engage with multiple actors and drive forward work on a range of issues. Our offices in Switzerland (Geneva) and the UK (Oxford) worked on many issues of global interest. Further, some colleagues

were home based in different countries.

While we do not have a presence in Asia, we have continued to collaborate with members in Bangkok, through the regional Cash Working Group.

Virtual meetings have become part of the DNA of the CaLP secretariat. Wherever their location, all teams contributed to all four of CaLP's strategic objectives as outlined in this report.

OUR HOSTS

CaLP's secretariat is hosted by three members: Oxfam, Action Against Hunger and the Norwegian Refugee Council, who assist with HR, finance support and office space. In 2017, the Swiss Agency for Development and Cooperation seconded a member of staff to the CaLP secretariat. The support these agencies provide makes up a significant contribution towards CaLP's progress.



03 THE YEAR IN REVIEW

MEASURING SUCCESS AGAINST OUR OBJECTIVES

CaLP's work is organised under four objectives, as laid out in the 2017-2020 Strategy.

01. CAPACITY BUILDING: PROVIDE SPECIALIST CAPACITY BUILDING SERVICES AND ADVICE.

02. KNOWLEDGE MANAGEMENT & RESEARCH MAKE THE EVIDENCE BASE EASILY ACCESSIBLE, IMPROVE IT AND APPLY IT THROUGH STANDARDS AND TOOLS.

03. COORDINATION PROVIDE SUPPORT TO COORDINATING BODIES AND FACILITATE POSITIVE PROGRESS ON GLOBAL DEBATES AROUND CASH COORDINATION.

04. POLICY SUPPORT POSITIVE PROGRESS ON CTP POLICY, ENSURING DEVELOPMENTS DRAW ON AND SUPPORT OUR MEMBERS' WORK AND SUPPORT PROGRESS AGAINST COMMITMENTS IN THE GFA.

All four objectives are connected, so that each area benefits from the work of the others. Coherence is strengthened through focusing on priority themes.

In addition to key quality indicators, we have measured our success against these objectives by seeking feedback from the wider community of practice in cash transfer programming. This 'Perception Survey' was conducted in March 2018 and provided valuable qualitative feedback on CaLP's performance over the past year.



3.1 CAPACITY BUILDING

Our target by 2020 is to develop a set of training programmes, integrated with existing training structures across the humanitarian sector, to equip 50,000 people working in humanitarian assistance with the competencies they need to deliver quality CTP.

IN NUMBERS

7
new **e-learning courses** were added to the Cash Learning Hub during the year.

18
e-learning courses now available in English, French, Arabic and Spanish via the Cash Learning Hub.

8,107
learners have completed our e-learning courses to date, and another **9,860** learners have started, but not yet completed, courses.

624
people participated in **face-to-face training courses** in the past year.

70%
of respondents to our **perception survey** felt the **Cash Learning Hub** was 'Extremely useful' or 'Very useful' in meeting their CTP learning needs.

This year we:

- **DEVELOPED AND STRENGTHENED OUR FUNDAMENTALS, CORE AND SPECIALISED TRAINING COURSES:**

We developed our standard training package, which contains a course aimed at practitioners who are new to CTP, tailored training in core CTP skills for different functions, and self-directed learning on coordination and monitoring. We also developed two new specialised courses, covering monitoring and response analysis, and reviewed our markets course.

- **MADE OUR TRAINING MORE WIDELY ACCESSIBLE:**

In partnership with the Humanitarian Leadership Academy, we have launched the Cash Learning Hub through their learning management platform, Kaya. A total of 18 e-learning courses are now available in English, French, Arabic and Spanish, plus a wide range of resources. We have also translated our Fundamentals face-to-face course into French, Spanish and Arabic, and our two Social Protection courses into French (with translation into Arabic underway). These face-to-face trainings were also converted into e-learning courses to reach a wider audience.



THE CASH LEARNING HUB

CaLP's Cash Learning Hub is a one-stop-shop for learning and training resources on cash transfer programming. This online course catalogue has over 30 resources in English, French Arabic, and Spanish, including e-learning courses, downloadable materials, videos, and a forum for peer-to-peer exchange. <http://www.cashlearning.org/learn>



CaLP's capacity building team continued to support cash trainings throughout the year. Pictured here are participants from the Core CTP Skills for Programme Design and Quality training at Mercy Corps, Portland, USA, in April 2017.

- **EQUIPPED THOUSANDS OF PEOPLE WITH CTP SKILLS:**

In the past year, CaLP delivered 37 face-to-face courses, reaching 624 participants. 8,107 e-learning courses have now been completed since 2011 across the Cash Learning Hub, as well as on the Disaster Ready and IFRC e-learning platforms, and a further 9,860 courses have been started, but not yet completed. 36 people completed our Training of Trainers course, and we have trained 14 practitioners to become cash experts in West Africa as part of our Building Individual Expertise Programme.

- **HELPED ORGANISATIONS TO BECOME CASH READY:**

This year we updated and launched our Organizational Cash Readiness Tool (OCRT), which helps organizations build the capacities for CTP. We also piloted the Strengthening Institutional Capacity initiative with two organizations in North America and four in West Africa, enhancing their capacity for CTP.

WHAT'S NEXT IN 2018?

In the year to come we intend to build on this progress and continue equipping humanitarian practitioners with the skills they need to deliver CTP effectively. To do this, we will create materials to enable our courses to be contextualised by trainers, and continue translating our materials into French and Arabic. Rather than developing new courses, we will focus on embedding our training within the cash community of practice by promoting the use of training materials that are now available online, and increasing the pool of CaLP certified trainers. We will continue strengthening and promoting the Cash Learning Hub as the 'one-stop shop' for CTP capacity building needs.

ORGANIZATIONAL CASH READINESS TOOL (OCRT)



To help organizations achieve the practical objectives of the Global Framework for Action, in 2017 CaLP launched the Organizational Cash Readiness Tool.

The tool and its associated instructions and process guide take organizations through a three- to six-month process, where they self-assess their readiness for cash transfer programming based on criteria around leadership and resourcing; organizational systems and policies; staff CTP technical competency; and external engagement.

www.cashlearning.org/downloads/calp-ocrt-process-guide-web.pdf



3.2 KNOWLEDGE MANAGEMENT & RESEARCH

IN NUMBERS



540+

people attended **16 CaLP learning events** during the year in Belgium, Ethiopia, Kenya, Mali, Niger, Senegal, South Africa, Switzerland, the UK and USA.



13,648

people accessed our **resource library** in the past year.



77%

of respondents to our **Perception Survey** agreed that our publications have increased their CTP knowledge 'a great deal' or 'a lot'.

Our network contains a wealth of knowledge and information around cash transfer programming, and it is our role to curate and share this data. We are doing this by creating a virtual 'Knowledge Hub', and filling the gaps in the evidence base, where appropriate, by developing tools, research and standards.

This year we:

- **MADE GOOD PROGRESS TOWARD THE DEVELOPMENT OF THE KNOWLEDGE HUB:**

After a detailed consultation with stakeholders and the recruitment of a dedicated Knowledge Management and Research Coordinator, we started implementing a plan to build the Knowledge Hub, bringing together the best of our members' resources. A Programme Quality Toolbox has already been developed and launched (see below) and thematic pages enhanced to bring together resources around priority themes. We have also put in place an agreement for ALNAP to host our resource library, increasing its functionality and reach while retaining its accessibility through the CaLP website. This move will be completed in 2018.

- **CONTINUED TO PUBLISH SECTOR LEADING RESEARCH:**

Our contributions to the evidence base for CTP this year have included analyses of responses and research into the implications of different operational models for CTP. For a list of key publications from the past year, please see the annex.



CaLP's Gender Symposium catalysed the debate around the relationship between gender and CTP, and members will continue to build on this momentum in the year ahead.

WHAT'S NEXT IN 2018?

In the year ahead, we will continue convening cash actors to collaborate and share knowledge, and providing technical support to help them do their jobs better. Our focus will be on curation, aggregation, synthesis and dissemination of evidence rather than on producing new material, to ensure that the sector is making the best use of the abundance of information we already have. We will do this by continuing to build our Knowledge Hub, and improving its accessibility through the redevelopment of our website. The key contributions to the Knowledge Hub this year will include two new evidence maps and our thematic work around multi-sector CTP, cash metrics, Operational Models, gender, and risk.

- **BROUGHT PEOPLE TOGETHER TO COLLABORATE TO STRENGTHEN CTP:**

Our learning events have continued to attract leading actors in the world of cash. Highlights this year included our Gender Symposium in Nairobi, Kenya, which brought together more than 100 people to create an *Agenda for Collective Action* on gender and CTP; and a series of face to face events and webinars to share our work in West Africa on the Ebola response and drive forward work on Minimum Expenditure Baskets.

- **PROVIDED TECHNICAL LEADERSHIP AND SUPPORT TO THE HUMANITARIAN SECTOR ON CTP:**

We've continued to bring together best practice on technical standards and under our thematic areas, convening events and publishing resources to advance the sector's understanding of different aspects of CTP. For a list of key activities, see the annex. We also formalised the role of our Technical Advisory Group, comprised of cash experts from across our membership, who help steer and endorse our work. And we continued to contribute to many other relevant initiatives, including the Save the Children-led ERC consortium for the uptake of MPGs, the CashCAP steering committee, and the Humanitarian Standards Partnership.



PROGRAMME QUALITY TOOLBOX

In 2017, CaLP launched the Programme Quality Toolbox, a set of common standards and actions for quality cash based assistance. Each action is supported by a set of guidelines and ready-to-use tools and templates. The toolbox was designed for humanitarian programme managers, cash working groups, agencies and donors, and provides a shared set of standards to design and assess the quality of cash based assistance. The toolbox was developed by CaLP and its members based on the best available guidance across organizations. The content was curated and validated using a systematic selection protocol, and will be updated annually. <http://pqtoolbox.cashlearning.org/>

Cash Based Assistance - Programme Quality Toolbox	
Overall	About this toolbox
Preparedness	
Situation Analysis	
Response Analysis	
Programme Design	
Implementation	
Monitoring	
Evaluation	



WHAT HAVE YOU MOST APPRECIATED ABOUT CALP'S WORK OVER THE LAST YEAR?

THE IDENTIFICATION OF THEMES LIKE GENDER AND WOMEN'S EMPOWERMENT AND ITS INTERFACE WITH CASH PROGRAMMING, AND THEN DIVING DEEPER TO UNPACK THE GAPS AND THINK OF RESOLUTIONS.

PERCEPTION SURVEY RESPONDENT



3.3 COORDINATION

IN NUMBERS



608

participants attended our **regional workshops** and **coordination learning events** in the past year.



11

Our West Africa team has worked closely with key actors to strengthen or set up **11 Cash Working Groups** in 7 countries.



7

Our East Africa team helped establish the **Kenya Cash Working Group**, re-establish the **Somalia Cash Working Group** and engaged with Cash Working Groups in 7 other countries.



76%

of respondents to our **Perception Survey** agreed that CaLP's support to national Cash Working Groups positively influenced the quality of CTP 'a great deal' or 'a lot'.

Cash based assistance, with its ability in many cases to meet multiple needs across traditional sectors, challenges existing coordination structures. Much more remains to be done to define the responsibility for the coordination of cash transfers in the international humanitarian system, and to ensure predictable, high-quality cash coordination across crises, as highlighted in CaLP's State of the World's Cash report. To facilitate this process, CaLP has provided guidance and support to coordinating bodies at national, regional and global levels.

This year we:

- **DEVELOPED GUIDANCE TO INFORM THE GLOBAL DEBATE AROUND COORDINATION OF CTP:**

We led the development of key resources, commissioning the Global Public Policy Institute report, *Cash Coordination in Humanitarian Contexts*, and working with CashCAP to develop guidance for cluster coordinators as part of the Global Cluster Coordination Group.

- **CONTINUED TO PROVIDE SUPPORT TO NATIONAL CASH WORKING GROUPS:**

Working with key actors including governments, OCHA, UN, INGOs, local NGOs, donors, and Humanitarian Country Teams, CaLP has helped to set up or strengthen Cash Working Groups across East and West Africa and build cash into humanitarian response plans.



CaLP's State of the World's Cash report brought together insights from more than 700 contributors, and was launched in January 2018 with a panel discussion at Davos.

- **CONTINUED FACILITATING EFFECTIVE COORDINATION AT THE REGIONAL LEVEL:**

Our team in West Africa continued to facilitate regional Cash Working Group meetings and in North America we reinitiated the regional Cash Working Group to strengthen coordination in this area. In East Africa, we took a different approach and convened two meetings for Cash Working Group leads. Meanwhile, in Geneva we have continued to chair the Geneva based Cash Working Group.

WHAT'S NEXT IN 2018?

Our aim is to continue advancing the coordination of cash by providing guidance, practical solutions and support. At a global level, we will continue to provide a neutral platform to drive policy discussions on cash coordination, and advocate for greater predictability, higher quality and more consistent resourcing. We will work with OCHA, the Global Cluster Coordination Group, CashCAP and our members to translate global policy into practical solutions for cash coordination at country level, and will develop tools and guidance to do so. And we will continue supporting national and regional Cash Working Groups and engaging with regional clusters to promote information sharing and integration within the coordination system.

“THERE'S NEVER BEEN A GREATER NEED FOR A NEUTRAL ACTOR IN CASH DISCUSSIONS, TO BRING ACTORS TOGETHER AROUND COMMON GOALS. CaLP IS DOING A GREAT JOB OF THIS, AND I'D URGE DONORS TO CONTINUE TO FUND THEIR IMPORTANT WORK

OLIVIER BANGERTER,
SWISS AGENCY FOR DEVELOPMENT AND COOPERATION,
SPEAKING AT THE STATE OF THE WORLD'S
CASH LAUNCH EVENT IN GENEVA, MARCH 2018.

“CaLP IN NAIROBI WAS INSTRUMENTAL IN ORGANISING THE SCALE-UP OF CTP IN SOMALIA AS PART OF EFFORTS TO PREVENT FAMINE IN 2017. THROUGH A VERY COLLABORATIVE APPROACH WHICH WAS ALL ABOUT SUPPORTING ACTORS ENGAGED IN SOMALIA AND ENSURING MORE TIMELY AND FOCUSED COORDINATION, CaLP WORKED EFFECTIVELY TO STRENGTHEN COORDINATION AND ENSURE BROAD SUPPORT FOR MORE EFFICIENT CASH PROGRAMMING, OFTEN BEHIND THE SCENES.

PERCEPTION SURVEY RESPONDENT



3.4 POLICY

IN NUMBERS



83%

of people who took part in our **Perception Survey** agree 'a great deal' or 'a lot' that CaLP has made a significant contribution to advancing CTP policy issues over the last year



730

people participated our **Global Cash Forum** in June and helped advance the global cash agenda



700+

people contributed to our influential **State of the World's Cash report**, systematically building a picture of the current usage of CTP and how we can collectively improve.

CaLP aims to support the development of policy that will bring about more effective, efficient and accountable cash transfer programming, and drive progress against commitments captured in the Global Framework for Action.

CaLP's goal is to ensure that learning and evidence from across our membership influence policy debates, and that policy is action-oriented and drives better outcomes for crisis-affected people. CaLP provides a unique neutral platform on which to convene partners to address and help find solutions to the toughest and most intractable policy questions.

This year we:

- **CONVENED THE DEBATE ON CASH:**

In June, we held the first Global Cash Forum, a landmark event to debate the future of CTP. Bringing together 200 participants from the cash world and beyond, and a further 500 who joined us online, the event was widely agreed to have renewed momentum to advance the global agenda on cash.

- **PUBLISHED THE FIRST STATE OF THE WORLD'S CASH REPORT:**

This publication is the first of its kind to comprehensively assess the humanitarian sector's successes and challenges in adopting cash transfer programming. Our research, undertaken with Accenture Development Partnerships, drew on contributions from more than 700 people. We brought the findings and recommendations of this report to a broad audience through a series of launch events in Davos, London, Geneva, Brussels, Nairobi, Dubai and Baltimore. The report has helped to define a common agenda for the sector to scale and improve CTP.

- **PLAYED A LEADING ROLE IN INFLUENTIAL GLOBAL POLICY INITIATIVES:**

As the largest cash partnership, CaLP has been instrumental in the advancement of the cash workstreams of the Grand Bargain and the Good Humanitarian Donorship (GHD) initiatives. CaLP has taken on leadership of the Measuring Cash area of the Grand Bargain workstream, developing common definitions and integrating them into sector-wide information systems. And CaLP has also used its role as neutral broker to facilitate a joint donor mission to Jordan and Lebanon, co-led by UNHCR, WFP, Norway and Germany, helping donors to build a shared analysis of challenges and opportunities for cash transfer programming in the region, and forming the basis of work on shared donor principles.



WHAT'S NEXT IN 2018?

Our priority will be to continue to catalyse progress against our collective commitments on cash, as set out in the Global Framework for Action. We will continue engaging with the Grand Bargain and the GHD, and ensuring that the analysis and priority actions that have emerged from the State of the World's Cash report are followed through. We will use our unique position to convene actors to address the most intractable policy issues, and draw together evidence and analysis to advance debates. Through the newly forming Global Cash Policy Network we will bring our members together to identify and address areas of mutual concern, and to amplify members' influence on key policy processes and debates. Work will continue to engage in policy discussions with host governments, global clusters and other key working groups to strengthen the use of cash at national, regional and global levels. At the same time, CaLP will continue to champion the transformative power of cash as part of wider efforts to reform and improve aid.

As part of the Enhanced Response Capacity (ERC) Consortium, CaLP members piloted a range of tools and approaches for delivering cash transfer programming collaboratively in Borno State, Nigeria between April and September 2017.

Photo: Tom Saater, Mercy Corps.



I THINK [CaLP'S LEARNING SYNTHESIS FROM THE KENYA DROUGHT RESPONSE] IS A REALLY USEFUL PIECE OF WORK. IT'S AN EXAMPLE OF WHERE I THINK NETWORKS LIKE CaLP HAVE GENUINE ADDED VALUE. VERY FEW PEOPLE (PARTICULARLY IN GOVERNMENT) WILL HAVE THE TIME TO READ ACROSS THESE VARIOUS DOCUMENTS. THIS KIND OF SYNTHESIS CAN PROVIDE REAL PRACTICAL BENEFIT TO THOSE IMPLEMENTING CASH TRANSFER PROGRAMMES.

JAMES ODOUR, CEO, NATIONAL DROUGHT MANAGEMENT AUTHORITY, KENYA



04 LOOKING AHEAD



Collectively we have achieved a great deal over the past year, bringing us closer toward our goal of improving the scale and quality of CTP in humanitarian response. However, several key challenges remain if we are to reach our goal. In 2018 we will focus our efforts on collective action to address them.

Our priorities for the year ahead and beyond have been shaped by the lessons we learned in undertaking the work detailed in this report; by the findings from our Perception Survey; by our members via the Board, the Technical Advisory Group, from the Members Day in Geneva and day to day engagement; by the findings from the State of the World's Cash report; and by the availability of funding. A guiding principle that will inform our work this year is to increase our focus and ensure quality in all we do.

Thinking and practice around CTP is moving fast and debates are constantly evolving. The links between the use of humanitarian cash transfers and social protection systems, for example, are developing rapidly. Such major developments will require CaLP and its members to envision the implications for working priorities and the evolution of the network. Together with our members, we will constantly scan the horizon for emerging opportunities to collaborate better to advance the scale and quality of CTP – exploring potential new areas of work and whether there are new partners with whom we should also engage. While we need to be focused, we also need to be agile and adjust plans as necessary to make the best use of time and resources, and to ensure we are engaging where we will bring the greatest added value.

As part of the EU funded cash alliance, NRC provided cash assistance to people displaced by drought in Dollow IDP camp in Baidoa, Somalia.

Photo: NRC/Christian Jepsen.

05 FINANCIAL SUMMARY

CaLP's work is funded by grants from institutional donors, membership fees and in-kind contributions. We have been fortunate to capitalise on a high level of donor interest in cash transfer programming in recent years, but this is not a given, so we will continue to monitor this and respond accordingly. Membership fees provide crucial flexible funding, that enable us to cover some of our core costs, respond to new opportunities and leverage restricted grants. We are equally grateful to donors and hosts who provide resources in other ways, such as staff time and operational support.

EXPENDITURE APRIL 2017 - MARCH 2018

All figures in £'s

TOTAL STAFF COSTS		1,466,014
TOTAL SUPPORT COSTS		422,299
TOTAL ACTIVITY COSTS		573,611
• OBJECTIVE A: CAPACITY BUILDING	258,343	
• OBJECTIVE B: KNOWLEDGE MANAGEMENT AND RESEARCH	229,431	
• OBJECTIVE C: COORDINATION	4,351	
• OBJECTIVE D: POLICY	81,486	
INDIRECT CHARGES (HOSTS)		200,560
PROFESSIONAL FEES & GOVERNANCE		6,913
TOTAL COSTS		2,669,398

We are very grateful to all our donors and to the members who work with us to manage donor contracts. See page 28 for information about our donors.

06 ANNEXES

ANNEX I THE CaLP BOARD

The Board of Directors is the governing body of CaLP and is dedicated to advancing its mission, values, strategies, goals, priorities, and policies. The Board is drawn from the membership, with Board members drawn from international and national NGOs, United Nations humanitarian agencies, humanitarian donor agencies and the private sector. The Board meets four times a year, with additional ad-hoc meetings if needed. Below is the Board composition during the financial year 2017-18.

AMADOR GOMEZ
TECHNICAL DIRECTOR,
ACTION AGAINST HUNGER



MOHAMED ALI
HEAD OF PROGRAMS
AND COUNTRY DIRECTOR,
ADESO SOMALIA



DAVID PEPIATT
DIRECTOR OF HUMANITARIAN
CASH ASSISTANCE,
BRITISH RED CROSS



ERIC DEMERS
HEAD OF CORE COMPETENCIES,
NORWEGIAN REFUGEE
COUNCIL



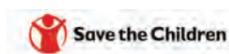
NIGEL TIMMINS
HUMANITARIAN DIRECTOR,
OXFAM INTERNATIONAL
(CHAIR)



RADHA RAJKOTIA
SENIOR DIRECTOR FOR
ECONOMIC PROGRAMS,
INTERNATIONAL RESCUE
COMMITTEE



GARETH OWEN
HUMANITARIAN DIRECTOR,
SAVE THE CHILDREN



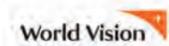
JACQUELINE BIRNER
PROGRAMME MANAGER,
FEDERAL DEPARTMENT OF
FOREIGN AFFAIRS, SWISS
AGENCY FOR DEVELOPMENT
AND COOPERATION



CORINNE WOODS
DIRECTOR OF COMMUNICATIONS,
WORLD FOOD PROGRAMME



THABANI MAPHOSA
PARTNERSHIP LEADER
FOR FOOD ASSISTANCE,
WORLD VISION
INTERNATIONAL



ANNEX 2 THE CaLP TECHNICAL ADVISORY GROUP

RACHID BOUMNIJEL | SENIOR TECHNICAL SPECIALIST, CASH TRANSFERS | ACTION AID

DEQA SALEH | CASH AND SOCIAL PROTECTION ADVISOR | ADESO

EMMA DELO | CASH AND MARKETS TECHNICAL TEAM MANAGER | BRITISH RED CROSS

CIARA O'MALLEY | SENIOR CASH AND MARKETS ADVISOR | CARE INTERNATIONAL UK

DINA BRICK | TECHNICAL ADVISOR, FOOD SECURITY AND MARKETS | CATHOLIC RELIEF SERVICES

CHRISTER LÆNKHOLM | SENIOR HUMANITARIAN ADVISER AND HUB LEADER | DANCHURCH AID

LOUISA SEFERIS | GLOBAL TECHNICAL ADVISOR FOR CASH TRANSFER PROGRAMMING | DANISH REFUGEE COUNCIL

ETIENNE JUVANON DU VACHAT | RESILIENCE EXPERT / COORDINATOR OF THE CASH TRANSFER PROGRAMMING TEAM | FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS (FAO)

CLAIRE DURHAM | SENIOR OFFICER, INNOVATION GLOBAL CASH TEAM | IFRC

GREGORY MATHEWS | DEPUTY DIRECTOR FOR CASH INITIATIVES | INTERNATIONAL RESCUE COMMITTEE

HELENE JUILLARD | INDEPENDENT HUMANITARIAN CONSULTANT

PAUL MUSSER | VICE PRESIDENT, PUBLIC PRIVATE PARTNERSHIPS | MASTERCARD

ALEXA SWIFT | EARLY ECONOMIC RECOVERY ADVISOR | MERCY CORPS

MARK HENDERSON | CASH AND VOUCHER ADVISOR | NORWEGIAN REFUGEE COUNCIL

JENNY LAMB | WATER AND SANITATION ENGINEER TECHNICAL ADVISOR | OXFAM GB

SYED MOHAMMED AFTAB ALAM | GLOBAL CASH BASED PROGRAMME IN EMERGENCIES SPECIALIST | PLAN INTERNATIONAL

MARIE BOULINAUD | CASH PROGRAM ADVISOR | RELIEF INTERNATIONAL

FRANCESCA BATTISTIN | HUMANITARIAN CASH AND MARKETS ADVISOR | SAVE THE CHILDREN

NATACHA PUGIN | PROGRAMME OFFICER FOR CASH TRANSFER PROGRAMMING | SWISS AGENCY FOR DEVELOPMENT AND COOPERATION/SWISS HUMANITARIAN AID

SATWIK SESHASAI | CHIEF TECHNOLOGY OFFICER AND FOUNDING TEAM MEMBER | SEGOVIA

BULENT OZTURK | DEPUTY PROGRAMME COORDINATOR | TURKISH RED CRESCENT

HANNA MATTINEN | SENIOR CASH-BASED INTERVENTIONS OFFICER | UNHCR

JOHN LAMM | FOOD SECURITY AND MARKET ADVISOR - OFFICE OF FOOD FOR PEACE | U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

TAHIR NOUR | CHIEF MARKET ACCESS PROGRAMMES | WORLD FOOD PROGRAMME

BELETE TEMESGEN | EMERGENCY FOOD AND CASH BASED PROGRAMMING ADVISOR | WORLD VISION INTERNATIONAL

TENZIN MANELL | SENIOR PROGRAM OFFICER, LIVELIHOODS IN EMERGENCIES | WOMEN'S REFUGEE COMMISSION



ANNEX 3 KEY PUBLICATIONS AND EVENTS



STATE OF THE WORLD'S CASH REPORT

The first State of the World's Cash report was published in January 2018. The launch was marked by an event at Davos and at ODI's headquarters in London. Regional launch events also took place to bring together humanitarian actors around the world to debate the future of CTP. Details of past and upcoming launch events can be found on the State of the World's Cash webpage.



PROGRAMME QUALITY TOOLBOX

CaLP's Programme Quality Toolbox was launched in February, a set of common standards and actions for quality CTP, supported by guidelines and ready to use tools and templates.



GENDER SYMPOSIUM AND AN AGENDA FOR COLLECTIVE ACTION

A symposium was held in Nairobi which brought together 100 humanitarian actors to agree a set of actions to better link gender and CTP. Research presented at the symposium will be published and further developed in the coming year.



A REVIEW OF INTER-AGENCY COLLABORATION FOR CTP DELIVERY

The first of CaLP's research exploring the means through which cash transfers can be delivered to maximise their potential. Following recommendations at the 2017 Members Day, research on operational models for CTP is now an ongoing area of work.



RESPONDING TO DROUGHT IN KENYA USING CASH AND VOUCHERS: LEARNING FROM PREVIOUS RESPONSES AND SIX KEY QUESTIONS FROM PREVIOUS EXPERIENCE

CaLP reviewed reports on the use of cash and vouchers in drought responses in Kenya and identified 100 lessons, which were summarised and translated into six key questions for consideration from donors and implementing agencies.



CHECKING BACK: USING CASH AND VOUCHERS IN SOMALIA – RECOMMENDATIONS FROM THE 2011-12 SOMALIA DROUGHT RESPONSE

This paper brought together recommendations from some of the key reports and evaluations from the 2011 Somalia drought response.

THE GLOBAL CASH FORUM: THE CASH REFORM IN ACTION

The Global Cash Forum brought together 200 key actors with 30 speakers and more than 500 online participants, representing leading thinking and practice in CTP from across the globe. The discussion and outcomes are captured in the *Global Cash Forum Report* and videos and other resources from the event are available on the *Global Cash Forum webpage*. The Forum was followed by the CaLP members' day.

CASH OR IN-KIND? WHY NOT BOTH? RESPONSE ANALYSIS LESSONS FROM MULTIMODAL PROGRAMMING

This research reviews lessons learned choosing between response modalities, comparing the conditions under which cash or vouchers or in-kind assistance may be most appropriate.



CASH TRANSFERS FOR FOOD SECURITY IN EPIDEMICS. A REVIEW OF THE USAID FOOD FOR PEACE RESPONSE TO THE EBOLA CRISIS IN LIBERIA AND SIERRA LEONE

This report compiles lessons from across the projects implemented by USAID/Office of Food for Peace partners, and provides operational and strategic recommendations on CTP for humanitarian workers facing similar crises in the future.



HARNESSING DIGITAL TECHNOLOGY FOR CASH TRANSFER PROGRAMMING IN THE EBOLA RESPONSE

This case study details lessons learned from USAID/Office of Food for Peace partners' experiences using digital technology to deliver CTP in the Ebola response.



LOOKING BACK TO MOVE FORWARD: BUILDING ON LEARNING FROM 2011 TO STRENGTHEN THE 2017 DROUGHT RESPONSE IN SOMALIA

Summary report from a workshop to reflect on the 2011 Somalia drought response, and propose ways to strengthen the use of cash transfer programming in the response that was ongoing at the time.



REVIEW OF THE COMMON CASH FACILITY APPROACH IN JORDAN

The Common Cash Facility is a multi-stakeholder approach to the delivery of CTP led by UNHCR. This review, commissioned by UNHCR and CaLP, examined whether the CCF delivers against its objectives and whether this approach could be applied in different contexts.



MONITORING4CTP: MONITORING GUIDANCE FOR CTP IN EMERGENCIES

This guidance provides a central resource to promote a common understanding of the most important monitoring considerations for humanitarian projects using CTP.



TRACKING EXPENDITURE ON CASH TRANSFER PROGRAMMING

This briefing note was developed in response to the recommendation from the Global Framework for Action to 'Develop and employ common markers and definitions for organizations to track and report CTP', as well as the Grand Bargain commitment to 'Employ markers to measure the increase [in CTP]'.



IMPROVING UPTAKE OF MULTI-SECTOR CTP IN WEST AFRICA: LEARNING EVENT

In December 2017, CaLP and IRC came together to organize a two-day learning event to share experiences of countries working on the definition of Minimum Expenditure Baskets, and to contribute to bridging capacity gaps in Market Analysis, a critical step for CTP feasibility assessment and design. The outcomes are summarised in the *Learning Event Report*.



EMERGENCY RESPONSE CAPACITY (ERC) CONSORTIUM – NIGERIA: BUILDING AN EVIDENCE BASE ON OPERATIONAL MODELS FOR THE DELIVERY OF CTP

CaLP's work to explore operational models for CTP included two case studies. This report analyses the operational model used by the ERC Consortium in Nigeria.



GREECE CASH ALLIANCE: BUILDING AN EVIDENCE BASE ON OPERATIONAL MODELS FOR THE DELIVERY OF CTP

The second of CaLP's case studies looking at operational models, this time focusing on CTP in Greece.

CaLP wishes to thank its donors who made a valued contribution to the work detailed in this report.



BRITISH RED CROSS



Humanitarian Aid
and Civil Protection

EUROPEAN COMMISSION CIVIL
PROTECTION AND HUMANITARIAN
AID DEPARTMENT (ECHO)



german
humanitarian
assistance

DEUTSCHE HUMANITÄRE HILFE

FEDERAL FOREIGN OFFICE
OF THE FEDERAL REPUBLIC
OF GERMANY (GFFO)



Government
of Canada

Gouvernement
du Canada

GLOBAL AFFAIRS CANADA



NORWEGIAN MINISTRY
OF FOREIGN AFFAIRS

NORWEGIAN MINISTRY
OF FOREIGN AFFAIRS



Sida

SWEDISH INTERNATIONAL
DEVELOPMENT COOPERATION
AGENCY



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Agency for Development
and Cooperation SDC

SWISS AGENCY FOR DEVELOPMENT
AND COOPERATION



USAID
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USAID/OFFICE OF US FOREIGN
DISASTER ASSISTANCE
USAID/OFFICE OF FOOD FOR PEACE