

Membership of the Cash Learning Partnership

This statement lays out what it means to be a member of CaLP and answers frequently asked questions.

Introduction to the Cash Learning Partnership

The Cash Learning Partnership (CaLP) is a **global partnership** of humanitarian actors engaged in policy, practice and research within Cash and Voucher Assistance (CVA). CaLP currently has over 80 **members** who collectively deliver the vast majority of Cash and Voucher Assistance in humanitarian contexts worldwide. Our members include UN agencies, donors, international NGOs, local NGOs and private sector organisations. Our Board, Technical Advisory Group and Global Advocacy Cash Network are all drawn from our membership. CaLP does not deliver Cash and Voucher Assistance directly.

CaLP is based on **learning, knowledge sharing, networking, policy and coordination** around the appropriate and timely use of CVA in humanitarian response.

CaLP believes that when appropriately incorporated into humanitarian response planning, CVA presents opportunities for effective and efficient programming to meet the needs of people and communities affected by crises. With the number, scale and complexity of humanitarian crises increasing, CaLP acts as a catalyst for positive transformation within the sector.

Our vision is that humanitarian assistance offers the greatest choice, dignity and value for people affected by crisis.

Our goal is to radically increase the scale and quality of Cash and Voucher Assistance as a tool for humanitarian assistance.

Introduction to the CaLP Secretariat

CaLP's work is supported by a global secretariat with a presence in West Africa, East Africa, the Middle East, North America, and Europe. CaLP is not legally constituted as an independent organisation; 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. Governance decisions of CaLP are taken by the Board (see below).

Our [current strategy](#) guides our work up to 2020, identifying the unique value that CaLP adds to the humanitarian sector. The strategy lays out four objectives:

- A. Provide specialist capacity building services and advice on Cash and Voucher Assistance (CVA).
- B. Make the evidence base on Cash and Voucher Assistance (CVA) easily accessible, improve it and apply it through standards and tools.
- C. Provide support to coordinating bodies.
- D. Ensure influential policy processes advance Cash and Voucher Assistance (CVA) and the [Global Framework for Action](#).

Background of membership

The Strategic Review of the CaLP (2014) confirmed that, in order to be more representative and to have greater leverage and influence, CaLP should expand its membership to include a diverse range of members with experience in Cash Transfer Programming (CTP). CaLP thus opened up its Membership in 2015.

The Review also confirmed the decision to modify the governing structures of CaLP and to divide the functions of the previous CaLP Steering Committee into two distinct bodies: a high-level Board of Directors (Board) and a Technical Advisory Group (TAG).

Benefits of membership

As a member, you have the opportunity to:

Show your commitment to Cash and Voucher Assistance (CVA)

1. CaLP membership is a demonstrable commitment to advancing CVA and best practice across the sector.

Strategically influence Cash and Voucher Assistance (CVA)

2. Shape influential technical developments in CVA, such as developing common standards and good practice guidance. This includes helping to identify priority issues and shape the resulting products.
3. Shape the global research agenda to strengthen the evidence base for CVA.
4. Influence CaLP's policy work, including identifying priority issues to shape the future of CVA, amplifying messages and developing joint positions.
5. Shape global reports and showcase work, such as through the Global Cash Forum 2017 and State of the World's Cash Report 2018.
6. Shape CaLP as a whole, influencing strategic direction and oversight, for instance through the Board of Directors, TAG and Working Groups.

Network & learn

7. Receive exclusive member communications, and the opportunity for CaLP to support members' internal events.
8. Access a network of leading specialists and senior decision makers in CVA.
9. Access exclusive regional and global events, and learning events at country level.

Member relationships with the secretariat

Members actively work with CaLP in four ways:

- a) Govern CaLP by sitting on the Board of Directors.
- b) Shape global priorities and CaLP's technical work, by sitting on the Technical Advisory Group.
- c) Collaborate on specific activities, such as research, training or other policy activities, through working groups, projects and other approaches.
- d) Provide operational and administrative support, for instance to raise funds or host CaLP's staff and work.

a) CaLP's Board

- CaLP is governed by a Board of up to 13 individuals drawn from our members. The Board operates on the basis of the [Operational Documentation](#).
- Board members serve for 3 years (renewable). Vacancies are advertised as available, and applications reviewed by the Board.
- The Board meets four times per year to oversee and guide CaLP at a strategic level, including approving strategy and annual plans. At least one meeting is face-to-face (with members covering their own costs). CaLP's Director reports to the Chair of the Board.

b) Technical Advisory Group (TAG)

- The TAG helps shape priorities and steers the technical work of CaLP. It endorses key technical outputs, ensuring complementarities with related initiatives. It operates on the basis of the [TAG Terms of Reference](#).
- It comprises 20 – 30 individuals selected from CaLP's members based on their personal cash transfer programming expertise, and their ability to influence their organisations. Individuals contribute up to 1 day per month of their time to TAG. Membership lasts for two years.
- The TAG meets four times per year; at least one meeting is face-to-face (with members covering their own costs). They guide the establishment and work-plans of working groups, and play a lead role within them.
- TAG updates the Board on quarterly progress, and provides technical input to the Board to inform CaLP's annual planning.

c) Collaborating on specific activities

Working Groups

- Working Groups are set up by CaLP in consultation with the TAG to advance key workstreams across CaLP's annual objectives.
- Any representative from CaLP's members with the relevant expertise can join one or more working groups. Working Groups are open, upon invitation only, to individuals beyond CaLP's membership who bring specific relevant expertise.
- Working Groups are expected to provide progress updates to the TAG, on a quarterly basis, and seek TAG endorsement of key outputs.

Collaborating on research, training or other policy activities, through projects and other approaches.

- Members have the chance to collaborate on activities, as opportunities arise. Members are informed of these opportunities via communications from the secretariat.

d) Hosting CaLP

- Members provide crucial operational support by employing secretariat staff on CaLP's behalf, enabling use of their financial, HR and other operational systems, and supporting fundraising.
- CaLP signs agreements with host members that set out the nature of this collaboration, including appropriate financial arrangements. Members can benefit from on-site expertise and close links with CaLP's team.
- Hosting requires senior support and on-going practical engagement.

Responsibilities of members

1. Collaborate with CaLP's other members in support of our shared mission and strategic objectives. This includes identifying specific activities to get involved with.
2. Actively share your knowledge, learning, materials and experience of CVA through CaLP, and regularly participate in meetings, events and surveys.
3. Promote CaLP's work internally and externally, through existing communication channels.
4. Identify a named Membership Focal Point to be responsible for membership administration, and to foster communication between the secretariat and staff in your organisation.
5. Ensure that your Chief Executive and senior managers are committed to your organisation's membership of CaLP, and that country teams are aware of the benefits and responsibilities.
6. Commit appropriate staff time to the CaLP activities in which you choose to participate.
7. Provide operational support as agreed, for instance on fundraising and hosting.
8. Contribute to the governance and overall direction of CaLP.
9. Respect CaLP's autonomy, even if CaLP's positions may be different to individual members' priorities.
10. Follow the Membership Terms and pay the annual membership fee on time.

Membership for federations & families

Many humanitarian actors operate as a federation or family of organisations. For instance, the Red Cross and Red Crescent Movement comprises of national societies working together with the IFRC and ICRC. Recognising this diversity, CaLP encourages each entity that is legally constituted as a separate organisation to consider becoming a member of CaLP in its own right.

As such, each member is invited to decide for themselves if they are applying as an independent entity, or on behalf of the entire federation or family. This decision should be made clear when applying.

If they choose to join on behalf of the entire federation, then they are asked to explain the practical arrangements they will put in place for managing membership over the federation, including:

- maintaining support for CaLP among senior leaders across the federation, at national as well as international levels,
- communicating relevant information to and from CaLP across the entire federation,
- selecting staff for specific pieces of CaLP's work from across the entire federation,
- supporting CaLP's work (for instance through hosting arrangements) across the entire federation.

Use of membership fees

CaLP's membership fees currently comprise approximately 10% of the secretariat's annual budget. They provide crucial flexible funding for our core activities, while also allowing us to leverage substantial grants from major donors. CaLP would not be financially viable without annual membership fees. CaLP operates on a tight budget, overseen on behalf of members by our Board.

CaLP's membership fees are currently spent on:

- Staff positions,
- Core membership activities, such as our annual Members Day,
- Essential costs that are hard to raise funds for, such as our website and office costs.

Given the above, members may wish to consider contributing more than the minimum membership fee if they are able.

Membership Fee Structure

Members are required to make an annual contribution related to the size of their turnover as per below table. All figures are in British Pounds (GBP).

CaLP Membership Annual Financial Contribution in GBP		
<i>Tier</i>	<i>Annual membership contribution (GBP)</i>	<i>Based on estimated annual turnover (GBP)</i>
1	10,000	Above 150 million GBP
2	5,000	50-150 million GBP
3	2,500	25-50 million GBP
4	1,000	10-25 million GBP
5	500	5-10 million GBP
6	200	1-5 million GBP
7	100	Below 1 million GBP

Membership Review and Termination of Membership

CaLP operates a common membership year for all members (April to March), with annual fees pro rata according to when a member joins, and how much time remains in the first membership year.

Members join on the basis that they are committing to membership for a period of at least 3 years, and that membership will renew on a rolling, annual basis.

Fees are issued by CaLP during the last month of the membership year, for payment in the first month of the new membership year. Members can withdraw from CaLP by writing to the Membership Coordinator. Upon request for termination of membership, membership will cease. No refund of membership fees will be due.

Members who do not continue to comply with the membership criteria will be requested to adhere to their responsibilities in the future or withdraw their membership.

For more information, please refer to the Membership Terms, section 15.