

CALP STRATEGY 2020-2025

INCREASING IMPACT THROUGH COLLECTIVE ACTION



WELCOME



Despite global development gains, one in every 70 people around the world is caught up in crisis and urgently needs humanitarian assistance and protection.¹

Every person has a story, hopes and dreams, contributions to make and challenges to overcome. They are individuals, with individual needs and preferences. When asked, most people affected by crisis say they would like to receive cash and make their own choices based on their priorities.

Since its formation in 2005, the Cash Learning Partnership (CaLP) has played an instrumental role in advancing the use of cash and voucher assistance (CVA) as an effective tool in humanitarian response. After 10 years as an initiative supported by five founding organisations², CaLP opened its doors to members. Today, the CaLP network has more than 90 members – bringing together a diverse range of actors and views.

As CaLP enters its 16th year, there is much to celebrate. CVA is now a central part of global humanitarian response. The argument that CVA can be a more effective, efficient and accountable form of assistance is broadly accepted and CVA is a major part of most response plans. But there is more to be done, with a continuing need to build the skills and evidence around the effective use of CVA in different contexts.

Recent years have seen dramatic shifts in the nature of humanitarian crises. The scale, duration and diversity of humanitarian needs have challenged the aid community. Displacement dominated humanitarian need in the last decade and the increasing impacts of climate change can be seen in floods, droughts and fires. At the same time, epidemics and pandemics have underscored that we live in an interconnected world and need to think differently. The *Future of Financial Assistance*, a joint report by CaLP and IARAN, explores how humanitarian needs may change and factors that will shape future responses.³ At the same time the work of Ground Truth Solutions and others laments the failure of the humanitarian system to listen and meaningfully engage crisis affected people. All these factors and more were considered as this new CaLP strategy was developed.

SO, WHAT NEXT FOR CaLP?

While CVA is now a recognised humanitarian response tool, we now need to ensure an even stronger focus on quality. Through our ability to convene debates and influence policy, we will ensure that the increasing use of CVA is accompanied by a growing understanding of its intersection with critical issues such as protection, data responsibility and risk. To do this we will place the needs and preferences of crisis affected people at the centre of our decision making and support others to do the same.

This strategy is the culmination of a seven-month process, facilitated by two independent consultants, that involved over 450 people across the globe. There was clear convergence of views in some places, with differing perspectives and priorities in others. Differences were handled through regular feedback loops with a strategy working group, the CaLP team and the CaLP Board, where options were discussed, significant points sense-checked and the broad direction of travel agreed.

This strategy marks a watershed for CaLP. Together, we have developed the first CaLP strategy designed for the network - recognising that collective action is critical if we are to achieve the change that is both needed and possible. The shift to collective action will take time. We are ready for this challenge. Will you join us?

Ron Delnevo
Chairman

Karen Peachey
Director

EXECUTIVE SUMMARY



Throughout CaLP's strategy consultations, members voiced the need for transformational change of humanitarian cash and voucher assistance (CVA) so that it is authentically centred around the priorities of people in crisis and built on closer and more integrated collaboration. The majority of members also expressed the desire to be more actively engaged in the CaLP network to make this happen. The question being asked was: 'how do we do this?'

CaLP's **Strategy 2020-2025: Increasing Impact through Collective Action** outlines the high-level strategic and operational steps needed to bring about positive change within humanitarian CVA. It provides a clear vision for the future and shows how we can get there.

The CaLP network brings together a diverse range of actors, with over 90 organisations engaged in policy, practice and research in humanitarian CVA. Collectively, CaLP members deliver the majority of humanitarian CVA worldwide and all are committed to improving the quality of humanitarian action. Thus, there is a window of opportunity for this global group to come together under the umbrella of this new strategy to positively influence the future of CVA.

Creating change in a complex environment cannot be achieved by a single agency. By collaborating on a global scale, CaLP can leverage the network's rich diversity to help shape the future direction of humanitarian CVA. By so doing, CaLP members and partners will mobilise the network's collective capacity, encourage and foster change, and increase impact. This strategy is therefore predicated on progressively activating the potential of the entire network as the primary means of achieving change. This will require a major shift in how CaLP has operated to date.

New ways of working will be developed to fully utilise the collective knowledge and capacity of members, from national to global level. Mechanisms will be established to make the network more inclusive so members can influence CaLP's strategic direction and co-deliver the network's priorities. For example,

Communities of Practice and Working Groups will be formed to advance learning and take forward agreed priorities. At the heart of all efforts, the network will work to ensure that CVA is a central, scalable component of quality, timely and appropriate humanitarian assistance.

The CaLP team will continue to add value but in a different, arguably more powerful way as it shifts from a largely project-based service-orientation to focusing more on the critical processes of collaboration, convening, brokering and connectivity for the whole network. As the network evolves, so the team's value will lie in its ability to mobilise network-wide solutions, reduce duplication and enable all parts of the network to share and learn from one another.

Another important change in ways of working will be CaLP's new Guiding Principles and associated behaviours. In networks, common principles provide the foundation for collective action. CaLP's new Principles will act as a guide for engagement across the network – with decision making guided by putting the priorities of people in crisis first and using evidence to ensure the added value of all of our actions.

The CaLP network will achieve its vision and purpose by bringing together different types of organisations and individuals with different ideas, roles and strengths to tackle the complex challenges confronting humanitarian CVA and financial assistance more broadly. In short, we will increase our impact through collective action. We hope you will join us on this exciting new journey.



The conflict in South Sudan has badly affected food security. Reath, (pictured) participated in a cash for work scheme run by Oxfam. He worked to dig trenches in the local market which had been badly flooded, and received payment (and rice) in return. "The market is so important for everyone here. Of course the traders cannot make a living without it, and especially during the lean season before people harvest on their own plots, many people are relying on these shops for a lot of their food." Reath invests the money in buying and re-selling fish. With the profit he buys sorghum.

Tim Bierley/Oxfam. 8 November 2017

WHO WE ARE



CaLP is a dynamic global network of over 90 organisations engaged in the critical areas of policy, practice and research in humanitarian cash and voucher assistance (CVA) and financial assistance more broadly.⁴ Collectively, CaLP members deliver the vast majority of humanitarian CVA worldwide.

What makes CaLP unique is its diversity. Members currently include local and international non-governmental organisations, United Nations agencies, the Red Cross/Crescent Movement, donors, specialist social innovation, technology and financial services companies, researchers and academics, and individual practitioners.

Together, and alongside our strategic partners, we seek to better meet the needs and improve the outcomes for people affected by crisis. To do this we ensure that CVA is a central, scalable component of quality, timely and appropriate humanitarian assistance, and that the need to sustain positive outcomes for people over the longer term is considered.

OUR CONTEXT



We live in an era of unprecedented change. A multitude of complex global challenges all require attention – including the climate emergency and its implications for our survival, countless forms of inequality, and global health crises that have evolved alongside increasingly unsustainable lifestyles.

Some of these challenges, as well as myriad forms of violence, are causing evermore displacement and migration. Each of these challenges is multi-dimensional and interdependent. Advancing any one of these will necessitate collective and systemic thinking and action from a multiplicity of actors, where the emphasis is on innovation through partnership to create previously unimagined possibilities.

Seen in this light, the humanitarian system is no exception when it comes to complexity and the need for change. Various initiatives over the past 15 years have recognised this requirement, from the ‘Four Pillars of Humanitarian Reform’ dating back to 2005, to more recent efforts under the High-Level Panel on Humanitarian Cash Transfers of 2015⁵ and the Grand Bargain. These recent efforts point toward the potential of financial assistance, in the form of cash and vouchers, as an important lever in creating much-needed transformational change in the humanitarian system.⁶

The growing use of cash to meet humanitarian needs is challenging traditional sector- and supply-based models, and in doing so it brings opportunities to work with new partners. With this comes links to other reforms in humanitarian assistance, such as the push for localisation, participatory approaches, social protection⁷ and market-based support. Given this, CVA is increasingly regarded as a catalyst for positive change and some also consider it a potential catalyst for the digital transformation of the system.

The most important imperative for change, however, is not system change⁸ per se but the fact that humanitarian actors still struggle to deliver cash under the arrangements and in the situations that recipients prefer.⁹

Responding to the priorities of people living in contexts of crisis requires us to acknowledge that aid recipients view cash much more favourably than humanitarian actors.¹⁰ Change in the system must therefore, first and foremost, be driven by efforts to better meet the differing needs, barriers, priorities and capacities of women and girls, men and boys living in crisis. And these efforts must enable greater dignity, choice and the realisation of human rights for all community members – including through greater use of CVA when appropriate.

“The scale-up of CVA is catalysing rapid change in the humanitarian sector: new operational models, changing use of technology, evolving partnerships with private sector actors, and stronger links between humanitarian assistance and other types of financial flows. These changes have implications for the future roles of humanitarian actors and for the ways they plan and deliver programmes to optimize results for people affected by crisis.”

CALP, FUTURE OF FINANCIAL ASSISTANCE (2019)

“The needs, priorities and expectations of end users of humanitarian cash transfers differ from those of donors and agencies.”

GROUND TRUTH SOLUTIONS AND HPG, IMPROVING USER JOURNEY FOR HUMANITARIAN CASH TRANSFERS (2018)

This needs to be done in ways that do not have unintended consequences that increase people’s vulnerability and are mindful of the unequal power imbalances within households which mean that, for example, women often have less power around decision-making and access to, and control of, resources. Taking an intersectional approach is critical to quality programming, which understands and adapts to compounded discrimination.

CaLP’s 2019 *Future of Financial Assistance report*,¹¹ produced in partnership with IARAN¹², highlights the urgent need to work differently, to take advantage of emerging opportunities, and to prepare for new challenges. The report highlights

three technology-related drivers of change: identity and its digitisation, data and data protection, and mobile technology and internet access. Another driver of change is the increasing and changing role of the private sector – both local and global – in humanitarian action. These, along with other drivers of change, will shape and be shaped by the way we work and the partnerships we form. The report makes clear that the needs and preferences of people living in, and moving through, crisis contexts must drive change; this must not be limited by current ways of working or by organisations' existing business models and mandates.

A 2019 report from the Overseas Development Institute also reinforces the need for system change,¹³ oriented around the needs of affected populations. In terms of CVA, it begs the question: what could be the best arrangement between constituent groups of organisations in which each commits to deliver a set of actions that, taken together, would bring about the required change in the CVA system.¹⁴

These and other reports,¹⁵ together with the evidence and views gathered during the strategy consultation process, provide an important backdrop to this new CaLP strategy.

In September 2018 Plan International launched an emergency response in relation to a series of strong earthquakes hitting Indonesia. This included a cash transfer programme to provide financial assistance to families to pay for house repairs, buy new kitchen utensils or to re-establish their livelihoods.

Plan International / Kahfy Yudha. 14 June 2019



OUR STRATEGIC APPROACH TO A CHANGING WORLD



In recognising the uncertainty and volatility of our changing world and of the humanitarian system specifically, and in acknowledging that systemic change depends on collective approaches and cannot be driven by any single organisation, our strategy:

- ▶ is flexible and responsive to adapt to new and differing needs and changing circumstances;
- ▶ moves CaLP toward a more intentionally networked way of working to realise greater collective action for increased impact; and
- ▶ introduces a set of six guiding principles that provide a strong identity and foundation for enabling collective working.

CaLP will continue to evolve and, as it does so, will embrace behaviours and mindsets conducive to network working. To succeed, CaLP will need to make choices within the parameters of this strategy to enable the network to continue to add value over time. In addition, this strategy requires a willingness to innovate and to take risks in order to imagine a different future. It also requires collaborative, visionary and creative leadership from across the CaLP network.

CaLP ENVISIONS A FUTURE WHERE ...

people are enabled to overcome crises with dignity, by exercising choice and their right to self-determination. This helps to sustain their well-being over time.

OUR PURPOSE IS TO ...

maximise the potential that humanitarian CVA can bring to people in contexts of crisis, as one component of broader financial assistance. To do this we catalyse the power, knowledge and capacities of our diverse global network, alongside other local, national, regional and global actors, all of whom are seeking to secure better outcomes for people living in crisis contexts.

Our role as a collective is to generate alignment in the approaches and actions of those within and across our network, in order to help optimise the quality and scale of humanitarian CVA. This will enable people to better address their priorities.

To support our purpose, we have five interlinked areas of strategic focus and associated outcomes and objectives:¹⁶

STRATEGIC FOCUS

Foster collaboration for more effective and sustainable¹⁷ humanitarian CVA that better meets the needs of people living in contexts of crisis

AREA 1

OUTCOME 1

Humanitarian CVA is more coherent, and CaLP members work in complementary ways to foster better and more sustainable outcomes for people living in crisis contexts

REALISING OUR OUTCOME

- 1.1 The CaLP team facilitates the network to work collaboratively in fulfilment of CaLP's new strategy – from local to global level
- 1.2 CaLP members and the CaLP team form strategic alliances with other stakeholders working in complementary areas, such as social protection, localisation and markets
- 1.3 The CaLP team and members contribute to defining what constitutes an optimally functioning, people-centred CVA system that embraces links to broader financial assistance

STRATEGIC FOCUS

Become an effective global network for the CVA system, inspired by improving outcomes for people living in contexts of crisis

AREA 2

OUTCOME 2

The CaLP network operates according to a shared vision and shared principles, with collaborative action realised within and across the network

REALISING OUR OUTCOME

- 2.1 The CaLP team and members establish an agreed understanding of what it means to work as an effective global network, along with the skills and know-how to support the network's development
- 2.2 The CaLP team and members cultivate the skills needed to effectively facilitate the network to increase its collective impact, in keeping with its guiding principles
- 2.3 CaLP members and the CaLP team ensure appropriate diversity within and across the network, including through stronger connections with people affected by crisis, local authorities and local partners
- 2.4 Over time, the CaLP model evolves in response to what is learnt about working as a global network

STRATEGIC FOCUS

Strengthen evidence-based policy and action in order to transform humanitarian CVA

AREA 3

OUTCOME 3

The experience of CVA recipients, alongside other operational and research evidence, is captured and fed into future policies and operational plans

REALISING OUR OUTCOME

- 3.1 CaLP members and the CaLP team are proactive in identifying evidence and research gaps
- 3.2 The CaLP team and members facilitate network interactions to generate evidence and learning to enable contextually relevant, efficient and effective humanitarian CVA
- 3.3 CaLP members capture the experiences and diverse perspectives of people living in contexts of crisis to inform their learning and action
- 3.4 The CaLP team and members create tight feedback loops between action and policy at national, regional and global level

STRATEGIC FOCUS

AREA 4

Provide thought-leadership on emerging issues likely to affect humanitarian CVA, mindful of the links to broader financial assistance

OUTCOME 4

The CaLP network has a shared understanding of new ideas and emerging possibilities regarding humanitarian CVA

REALISING OUR OUTCOME

- 4.1 Building on operational and research evidence, the CaLP team provides impartial, informative analysis of emerging trends and issues linked to humanitarian CVA. This enables the network to respond to new needs and opportunities
- 4.2 The CaLP team convenes members and others to explore the implications of these emerging trends and issues for responsive humanitarian CVA, from local to global level
- 4.3 The CaLP team and members together identify issues of tension and controversy, and convene to identify practical ways forward

STRATEGIC FOCUS

AREA 5

Continue to expand the skills and knowledge required to deliver quality, sustainable humanitarian CVA, at scale

OUTCOME 5

CaLP members demonstrate the individual and organisational capacity to provide humanitarian CVA to agreed standards and required coverage

REALISING OUR OUTCOME

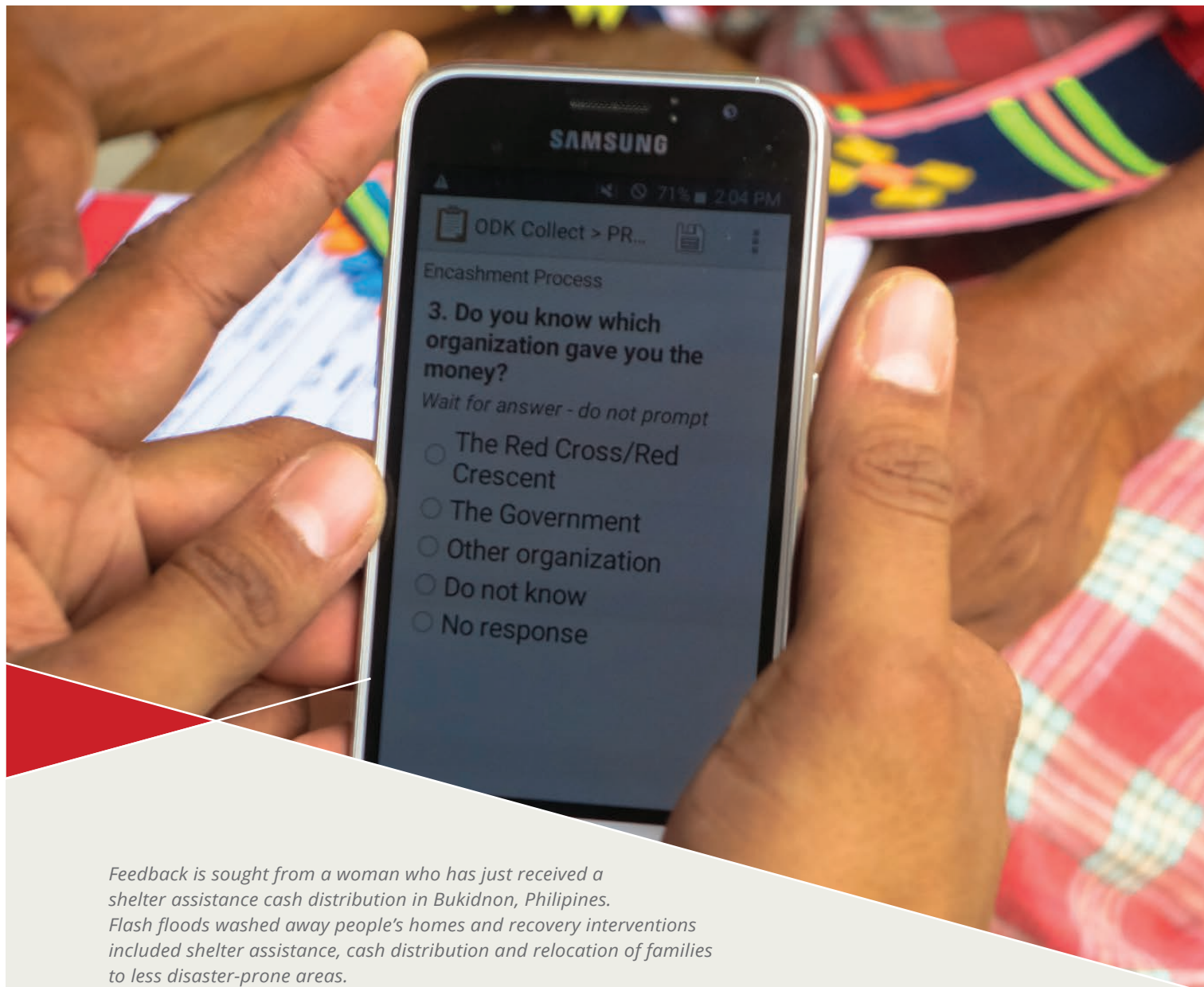
- 5.1 The CaLP team, members and others as appropriate provide technical leadership for developing and applying minimum standards to increase the quality and sustainability of humanitarian CVA, which will achieve the best possible outcomes for women, men, girls and boys living in crisis contexts
- 5.2 The CaLP team and members co-create evidence-based tools, guidance, good practice, and training materials for use by all those involved in humanitarian CVA at local, national, regional and global level
- 5.3 The CaLP team and members convene all actors involved in providing humanitarian CVA to facilitate learning
- 5.4 CaLP members share experiences about changes to organisational systems that have enhanced their capacity to provide humanitarian CVA; the CaLP team collate, analyse and re-distribute this as guidance to the network

CaLP needs to: "be driven by people's needs, which should result in longer term and more relevant solutions"; "keep provoking uncomfortable questions"; "bring in new faces, voices and organizations and make CaLP and CVA more accessible to diverse groups"; "focus on quality and evidence"; "sign-post where change is needed"; "horizon scan and spot emerging trends"; "convene more multi-stakeholder forums"; "be ambitious"; "articulate a system that is appropriate for future."

QUOTES FROM SOME OF THE 450 PEOPLE CONSULTED IN THE STRATEGY DEVELOPMENT SURVEY (2020)

"We must be ready to be challenged, disrupted or replaced by new forms of power that emerge from our being people-centred."

HUGO SLIM, ICRC, PEOPLE IN POWER IN HUMANITARIAN ACTION (2020)



Feedback is sought from a woman who has just received a shelter assistance cash distribution in Bukidnon, Philippines. Flash floods washed away people's homes and recovery interventions included shelter assistance, cash distribution and relocation of families to less disaster-prone areas.

MJ Evalarosa/IFRC. July 2018

PRINCIPLES THAT GUIDE US



In networks, principles provide the foundation for collective action. CaLP's new principles and their associated behaviours will underpin everything CaLP does. They will: enable CaLP to foster a strong, values-based culture; act as a guide for engagement within and across the network; create an environment and culture in which all parts of the network appreciate and respect each other, while acknowledging the diversity of backgrounds and experiences; and encourage risk-taking in a safe way, where both success and failure provide learning.

The principles will continue to be refined – through a process of co-creation between the CaLP team and members – as the network evolves.



*A resident of an IDP camp in Somaliland receives a cash transfer from Oxfam which she spends on food for her family.
Allan Gichigi / Oxfam. 01 April 17*



WE PUT PEOPLE FIRST:

We respond to the priorities of people in crisis to support their dignity, choice and opportunity

CaLP members and the CaLP team recognise that the moral and ethical imperatives of prioritising better outcomes for people living in crisis contexts are also fundamental to more efficient and effective aid. This means we are courageous in our attempts to shift mindsets and ways of working to ensure humanitarian CVA, and financial assistance more broadly, maximises choice, opportunity and dignity for all. At the same time, we are mindful that we must not inadvertently increase people's vulnerability. We work honestly and respectfully alongside people in crisis, seeking to promote the agency and autonomy of women and men, and girls and boys of all ages, views, and differing gifts and abilities. We are unwavering in our efforts to bring the voice and experience of people in crisis to decision-making tables.



WE ARE IMPARTIAL AND INDEPENDENT:¹⁸

We demonstrate integrity by focussing on evidence with regard to issues affecting people in crisis

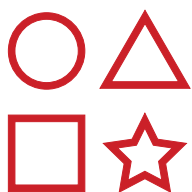
In the CaLP network we recognise that different members may have different views. To this end we ensure that advocacy, guidance and priority-setting is based on evidence and improving outcomes for people in crisis. As a network, CaLP's vision and purpose, rather than individual stakeholder or agency mandates, drives us; we are mindful of sector standards; and we do not advocate for organisation-specific issues or causes in order to ensure that no single group or agency dominates.



WE STRIVE TO ADD VALUE:

We experiment, capture learning, and bring new insights to humanitarian CVA and financial assistance more broadly

CaLP members and the CaLP team take bold action and foster a culture of exploration, with a focus on frequent iteration and the generation of evidence about what works and what does not. In this way we seek to optimise impact and effectiveness in a continuous process of trialling, learning and adapting – not only with regard to what constitutes quality humanitarian CVA but also in terms of what it means to work as a global network seeking systemic change. We recognise that leading change requires each of us to operate at our fullest potential. It also requires us to reimagine what is possible, and to collaborate to create new and better ways of working.



WE VALUE AND SEEK DIVERSITY:

We harness the collective and complementary capacity of CaLP's membership, alongside others as appropriate, to maximise the benefits for people living in crisis

We believe that change is only realised when we act collaboratively to identify new possibilities and solutions and embrace diversity in thought and approach. We actively seek to build alignment¹⁹ across the CaLP network based on complementarities, shared interests and common commitments. This means that each CaLP member can add value to the collective endeavour.



WE ARE TRANSPARENT AND MUTUALLY ACCOUNTABLE:

We seek to build a culture of trust to best support collective impact

The CaLP network works in a spirit of openness to foster trust and authentic exchange. These attributes underpin effective network working. We are jointly accountable for the delivery of CaLP's new strategy and hold each other and ourselves to account. This underscores the value of each member's contribution to the collective capability and thus deepens equitable²⁰ working and mutual respect within the network. We are sincere in all that we do, speaking and acting truthfully.



WE ARE RESPONSIBLE STEWARDS OF OUR PLANET:

We seek to ensure that our actions do not jeopardise the sustainability of the environments in which we work

All those involved in CaLP know and see the damage being done to our planet and the disproportionate impact this has on vulnerable communities. We also know that we can and should act differently, in conscious stewardship of our planet and in partnership with the communities we seek to assist.

Neceh, a Syrian refugee based in Turkey, pays her shopping with the e-food card at Kahramanmaraş camp. In partnership with ECHO, the Turkish Government and the Turkish Red Crescent (TRC), WFP is implementing the "e-food card programme" to provide unconditional cash assistance to over 1 million Syrian refugees.

WFP/Deniz Akkus. 5 June 2017



TOWARD A NEW WAY OF WORKING



“The world doesn’t change one person at a time. It changes when networks of relationships form among people who share a common cause and vision of what’s possible. Through these relationships, we develop the new knowledge, practices, courage and commitment that lead to broad-based change.”

WHEATLEY, M. (2006) USING EMERGENCE TO TAKE SOCIAL INNOVATIONS TO SCALE

In advancing the role of cash to achieve better outcomes for people affected by crisis, the CaLP network is fundamentally about change. Although change is already happening, there is more to be done to realise CaLP’s vision that people living in contexts of crisis are able to overcome the challenges they face with dignity, by exercising choice and their right to self-determination.²¹

The nature and scale of this change challenge requires us to shift our practices and mindsets to a more collective, needs-based model. Large-scale change is best supported by cross-sector, multi-stakeholder collaboration, rather than by the limited interventions of individual organisations. The new CaLP strategy therefore focuses on activating the potential of the entire network – progressively, over time – as the primary means of achieving its vision and purpose.

In addition, the CaLP team will work with members to develop the ability to understand the CaLP network as a system.²² This ‘system consciousness’ will enable CaLP to support complex change by recognising that the world is complex and interconnected, and that change happens in a non-linear way, at multiple levels over multiple timescales: “Systems thinkers

argue that interventions do not always produce neat, sequential and contained outcomes; instead, an ongoing process of innovation, reflection and learning is needed to bring about change.”²³ For CaLP, this means careful consideration of how the network is organised to enable and encourage dynamic and fluid interactions, and to identify where to intervene in the system (sometimes referred to as levers of influence) to catalyse change rather than simply delivering projects that are assumed to have a clear causality.²⁴

CaLP’s new principles also represent a step-change in ways of working and, as noted previously, will be further, collectively, refined to guide the network’s collective action over time.

Last month, Elsin, 17, received cash from the Nigerian Red Cross, enabling her to pay her school fees and support her grandparents in growing their farm. Elsin fears returning home to her rural village – not only because of the armed opposition groups that attacked the area in 2014 but also because she knows it will prevent her from getting a proper education. “I want to become a doctor one day. I want to be able to help my community and my grandmother,” she says.

IFRC/Corrie Butler. 27 September 2017



CRITICAL ENABLERS FOR DELIVERING OUR STRATEGY AND ADVANCING CHANGE



To support this new way of working, the CaLP network will work together to achieve the five areas of strategic focus detailed above. To achieve this, several enablers will be critical.



ENABLER 1: A NETWORK OF INTER-CONNECTED MEMBERS

Network-building is the principal new way of working in this strategy, and CaLP members are the critical enablers. This is the primary difference between this strategy and previous CaLP strategies, which were secretariat focused. Much as they are enablers, CaLP members will also benefit from the 'network effect' of the CaLP team fostering lively and dynamic exchanges between the members.

Network-building requires that CaLP members connect and align around shared goals as well as create synergies between different organisations that have distinct specialisms. In this way, CaLP members will be able to leverage their investment in the network and increase their collective impact. Different members may play different roles, with the strength of the network based on its diversity rather than the size of the membership. By bringing together different types of organisations and individuals with different ideas, strengths, approaches and roles, the CaLP network will be better able to tackle the complex challenges confronting humanitarian CVA and financial assistance more broadly. Principle 4: "We Value and Seek Diversity" underpins this approach

CaLP members – and CaLP strategic partners – will need to lead alongside each other, valuing and respecting each other's voice and contributions. New ways of working will be co-created to capitalise on the collective capacity of members, from local to global level. For example, over time, members may move towards collaborating in Communities of Practice (CoPs) to take forward key areas of work. This could include joint research and policy initiatives or fundraising for collaborative projects in service of CaLP's purpose. It is also anticipated that members will play a more active role in setting CaLP's direction through regular consultation forums, participation in thematic meetings and working groups, and an annual members' meeting. The CaLP team will foster and support this engagement.

In order to realise CaLP's vision and purpose, each member will build on the convergence between their own priorities and those of the CaLP network and consider what more collective working could achieve. This is likely to work best when members find they have individual goals that align with the CaLP strategy. This is a fundamental shift in mindset that will take time and persistence to achieve and is critical to the success of the strategy.

Actively inter-connected members will exchange insights, skills and resources in order to contribute to mutual learning around humanitarian CVA. Leadership will be shared so that initiatives can be taken when and where they are most needed, mindful of individual and collective commitments to localisation. Collective leadership will allow CaLP to leverage the full potential of the network — the thinkers and doers, local and international, big and small — so that we have the best possible chance of impacting the lives of people in crisis contexts.²⁵

EXAMPLE 1: WHAT DOES THIS MEAN IN PRACTICE?

CaLP as a membership organisation

- ▶ CaLP team designs and organises key events, including Cash Week
- ▶ CaLP team and members occasionally advance specific activities through short-term working groups
- ▶ CaLP Board and CaLP senior management team are the primary decision-makers
- ▶ CaLP members generally compete with each other, focusing largely on their own interests

SHIFTING TO

CaLP as a membership network

- ▶ CaLP team and members co-create key events together
- ▶ All CaLP members can collaborate through a variety of mechanisms which exist over time, such as CoPs
- ▶ An annual members' meeting sets the network's direction
- ▶ CaLP members align actions to deliver jointly agreed plans, working collaboratively across shared interests



ENABLER 2: VIBRANT COMMUNICATIONS, RICH EXCHANGES AND VALUABLE LEARNING

Strong, healthy conversation and communication will be essential to the network's success, both between network members and between members and diverse communities living in crisis contexts.

Putting people living in crisis contexts at the centre of all our learning will be a major driver for all CaLP's activities. This will require members' determination to create reliable communication channels whereby the voices, experiences, priorities and concerns of women and men, and boys and girls can be heard, understood and, ultimately, responded to. Two-way communication channels will be necessary, so that feedback is provided to people about how their views are shaping more effective humanitarian CVA.

Highly connected members will need to be in close communication with each other so that they can respond, adapt and evolve their approaches, thereby improving collective impact. A robust practice of giving space and time for meaningful conversation and exchange will be created from national to global level. As a result of this dialogue, collective plans and approaches will be forged to generate increased momentum on priority issues and in alignment with CaLP's vision and purpose.

The CaLP team will create a range of platforms for engagement, it will synthesise and elevate conversations and perspectives from different parts of the world. Investments will be made to service the language needs of CaLP members and allies, and online fora will be offered to suit different time-zones and with respect to cultural calendars. The CaLP team will also recognise that different stakeholder groups have different interests and that they may, at times, need their own spaces for discussion.

Collective learning will be the CaLP network's most critical and valued asset, reflecting CaLP Principle 3: "We strive to add value". This encourages a continuous process of trialling, learning about what works and what does not, and adapting in response to this learning. Work that is already valued in this area will be enhanced as the CaLP team works in more purposeful partnership with CaLP members and strategic partners to generate evidence and learning. As members and others generate and share more evidence and knowledge, the CaLP team will progressively invest more time and resources in curating what exists, examining the gaps, and promoting the application of learning to foster higher quality

programming. Efforts will also be directed to better understanding what it takes to work as a global network seeking system-level change, exploring what an ideal CVA system would look like and agreeing the steps needed to make change.

To support this learning the CaLP team and members will develop a results framework to track progress against this new strategy. This will allow programme experience, research and monitoring data about the work of the network to be consolidated and transformed into network-wide wisdom. It does not mean all members are bound to the same monitoring, evaluation and learning approach, but it does require that members work in a spirit of openness and trust to best support collective impact. Principle 5: “We are Transparent and Mutually Accountable” underpins this.



ENABLER 3: A CALP TEAM THAT FACILITATES, CONVENES AND CHALLENGES

A major shift implied by this strategy is that the CaLP team will grow its capacity to facilitate, engage and mobilise the membership, and begin to reduce its attention on directly providing services. For example, CaLP’s training work will evolve from the team as service-provider to a more networked model. In this networked model the team will harness and share the best of existing resources and facilitate updates and revisions to training content as necessary, but the actual delivery will be the responsibility of the members – who will be able to draw on CaLP certified trainers and training partners as needed.

This will be a phased approach and will be agreed in conjunction with members. It aligns with the evolution of global networks where early emphasis is placed on ‘issue expertise’ (e.g. humanitarian CVA) and ‘tools expertise’ (e.g. those included in CaLP’s programme quality toolbox²⁶) and evolves into ‘change process expertise’ as the network matures.²⁷

EXAMPLE 2: WHAT DOES THIS MEAN IN PRACTICE?

CaLP team leads capacity-building activities

- ▶ CaLP team designs training materials
- ▶ CaLP team produces trainers’ resources
- ▶ CaLP team delivers training or deploys experts to run training courses

SHIFTING TO

CaLP members responsible for capacity-building activities

- ▶ CaLP team facilitates CoP to prioritise and design training materials and trainers’ resources
- ▶ CoP determines priority training locations
- ▶ CoP deploys experts to run shared training
- ▶ CaLP members run their own training

Change process expertise will be a key aptitude for the CaLP team moving forward, along with the skills and know-how to support the network’s development. This will include facilitating geographic or thematic groups of members where they emerge in response to a felt need. Attention will also be paid to securing alignment across the network’s work at global, regional and national levels, with explicit links to CaLP’s areas of strategic focus.

Members (and beyond) value the CaLP team’s thought leadership. While the team will continue to play a central role in providing the impetus and means for this thought

leadership, additional investments will be made in facilitating and convening network members to generate futures-thinking agendas. Whatever the genesis, all conversations need to be anchored in evidence and experience. The different fora convened in the name of CaLP will be encouraged to honour the core principles of CaLP, including that of Principle 2: “We are Impartial and Independent”. Informed by this principle, the CaLP team will make every effort to protect its integrity as an ‘honest broker’ through its unwavering focus on evidence of the issues affecting people in need.

Being impartial does not mean shying away from difficult conversations. Members appreciate the CaLP team’s ability to prompt and provoke as well as to amplify issues that individual CaLP members find difficult to do so alone. This role will continue and be given more emphasis. Sensitivity will be needed: working with conflict and change requires careful navigation of diverse points of view and power differentials. The CaLP network needs to find a new equilibrium whereby challenges, tensions and dilemmas are acknowledged, discussed and explored – and ultimately built on in creative ways in fulfilment of CaLP’s vision and purpose.



ENABLER 4: SEEING THE SYSTEM AND BUILDING NEW ALLIANCES

As CaLP members become more networked, and as the CaLP team focuses on the curation of the network’s capabilities toward meeting the needs of people living in crisis, we will need to recognise more clearly the key roles and exchanges necessary for CaLP to be high-functioning in service of Principle 1: “We Put People First”.²⁸

The CaLP team will work with members to co-create a set of global targets in humanitarian CVA that specify collective commitments and objectives and are driven by improving outcomes for people affected by crisis. This will enable CaLP members and the CaLP team to assess progress toward the development of a healthy and functioning CVA system in service of people living in crisis contexts.

To support this, the CaLP team will invest time and effort in mapping the CVA system (see Annex 2) and exploring with members what a well-functioning CVA system looks like.²⁹ This ‘system consciousness’ will enable the CaLP network to identify important gaps which could constrain progress toward CaLP’s vision and purpose as well as the functioning of the wider CVA system. These gaps could include skills, knowledge and capability, and in the roles and exchanges the CaLP network is involved in.

The creation of strategic alliances between the CaLP network and new actors will address these gaps, helping to sustain the positive outcomes of humanitarian CVA over time. Partnerships with development agencies, national governments or other specialist initiatives will be considered, together with other actors who can add value to CaLP’s own efforts.

Finally, the CaLP network will seek to ensure that its work adds value in the context of the wider system, including complementarity with other initiatives that focus on humanitarian CVA. CaLP will work with, and learn alongside, these initiatives, to foster learning of value for the whole CVA system.

“In any complex setting, people typically focus their attention on the parts of the system most visible from their own vantage point. This usually results in arguments about who has the right perspective on the problem. Helping people see the larger system is essential to building a shared understanding of complex problems.”

PETER SENGE, HAL HAMILTON AND JOHN KANIA (2015), THE DAWN OF SYSTEM LEADERSHIP



Eduardo Salmerón from El Salvador buys goods at the grocery shop in Usultán. On 31st May 2020 as Tropical storm Amanda made landfall in El Salvador, threatening the lives and livelihoods of people. The Italian Cooperation (AICS) donated Euro 500,000 to support WFP in El Salvador with cash transfers to the population affected by the storm.

WFP/David Fernandez. 01 August 2020

FIT FOR THE FUTURE



This strategy is ambitious in the change it seeks to create so that CaLP is fit for the future. Accordingly, the CaLP Board and the CaLP team will focus on CaLP's financial well-being as well as the network's internal structures, processes, systems and culture so that they are strong and robust, whilst also being flexible and able to respond to changing needs.

RESOURCING THE COLLECTIVE

CaLP works in a complex, competitive and rapidly evolving environment; one in which most traditional humanitarian donors have a strong project focus. In this context the CaLP network needs to demonstrate strong added value in order to be able to access funds. This added value is almost uniformly appreciated by its members and allies.

Nevertheless, this strategy presents CaLP with an opportunity to re-articulate its value based on its newly defined strategic focus as well as seek funding inspired by its broad vision and purpose rather than specific activities.

To support CaLP in achieving a resilient and responsive funding base, an updated funding model will be developed, and fundraising will become a collective effort built on well-defined roles and responsibilities.

Three areas will receive attention:

- i) ensuring the CaLP team and core network functions are properly resourced;
- ii) co-financing of specific activities; and
- iii) joint fundraising for specific programmes of work.

The CaLP team and core network functions

The funding model will prioritise unrestricted income to support CaLP's ability to deliver fully on its strategy. It will explain the importance of 'core' support and activities (e.g. the work of the CaLP team to provide brokering, facilitation and connectivity for the rest of the network); set the tone for a common agenda; lead on business and strategy development; and co-create and co-deliver new network-wide events, such as the annual members' meetings. It will also take account of the need to balance the core team's ongoing service-oriented activities with a staged evolution to a team that is also skilled in network building and systems thinking and doing.

Examples of how CaLP will support efforts to increase its unrestricted funding include: recruiting Board Members who are specifically focused on business development; seeking specific core funding from donors (foundations in particular) who are known to provide financial support to 'backbone organisations'; attracting new members; and reviewing the current membership fee model.

Co-financing specific activities

CaLP has a history of member co-financing for specific activities, for example, the 2018 gender symposium which led to a sector-wide 'Agenda for Inclusive Action'.³⁰ Increased effort will be made to

support similar activities likely to have sector-wide significance and impact. In addition, co-financing of some of CaLP's new core activities, such as the annual members' meeting, will also be sought. This will also offer CaLP the opportunity to leverage its private sector members and partners who, for instance, have expertise in providing large-scale online platforms for global exchange.

Joint fundraising for specific programmes of work

Notwithstanding the above, sustainable programme income is essential for the network to achieve its vision and purpose. Increasing programme income will be CaLP's key strategy in covering core costs.

Programme income could be sought on the basis of, for example, supporting **Strategic Area 3** (strengthen evidence-based policy and action in order to transform humanitarian CVA) and **Strategic Area 5** (continue to expand the skills and knowledge required to deliver quality, sustainable humanitarian CVA, at scale) under one grant each, respectively.³¹

In addition, the updated funding model will consider how CaLP's commitment to working more collaboratively could bring new funding opportunities, as could efforts to increasingly leverage the diversity of its membership.

"Successful collective impact initiatives typically have five conditions that together produce true alignment and lead to powerful results: a common agenda, shared measurement systems, mutually reinforcing activities, continuous communication, and backbone support organizations."

JOHN KANIA AND MARK KRAMER, COLLECTIVE IMPACT (2011)

GOVERNANCE REFORM

It is important to understand that any changes that take place in CaLP's governance structure will be evolutionary, as these changes will need to grow into, and respond to, needs that emerge as the network develops. In this way, CaLP will have an evolving and flexible organisational form.

CaLP's governance arrangements will be reviewed and reformed to best support delivery of the new strategy, with mutual accountability and transparent decision-making. This will involve an appraisal of current structures, including the Board and the Technical Advisory Group (TAG), and how they



interrelate. In addition, different mechanisms for member engagement will be trialled and tested under the umbrella of a comprehensive member engagement strategy.

Creating change in a complex environment cannot be driven from the centre, and the review will address what it will mean to work as a global network with distributed leadership and a regional structure. For example, power will need to be shared throughout CaLP for the network to achieve its goals collectively. A range of changes will be needed to support this, such as the establishment of representative mechanisms that enable members to co-create and co-deliver the network's priorities.

In addition, activities designed at the global level will need to take better account of the complexity and diversity of national contexts; similarly, policy advocacy at the regional level and country learning exchanges need to effectively filter upwards to inform global action. Some of the network's exchanges may have a geographical focus, while others may rely on specific technical expertise that may sit across different localities. The CaLP team and members will work together in a continual learning process to ensure that each approach is appropriate yet also provides enough clarity and stability in terms of ways of working.

This is where CaLP's new principles will help to provide clarity and enable value-driven, decentralised, self-organisation – in a way that puts people first. Thus, the definition of these principles

also represents an important way of becoming fit for the future. The CaLP team will seek to embody and model these principles and behaviours and work to progressively embed them across the network.

The CaLP team will also review its own competencies to ensure it has the capabilities needed to support an effective global network with legitimacy, authority and effectiveness. This review will build on the eight competencies required to realise success in global networks (leadership; network development; measuring impact; change and conflict; communications; learning systems; policy and advocacy; and resource mobilisation).³² Ultimately, the team's value will lie in its ability to mobilise network-wide solutions, reduce duplication and enable all parts of the CaLP network to share and learn from one another.

PROCESSES AND SYSTEMS

Systems and processes need to reflect the network's strategy and should be designed to enable both effectiveness and accountability. As a hosted network, CaLP does not exist as an independent legal entity. This has advantages in terms of not having to develop separate systems and processes but, at times, host organisations' systems do not always translate into optimal support for a network.

With this in mind, and as part of the governance review, systems and processes will be appraised and adjustments made to ensure they are fit-for-purpose to support both the achievement of the

new strategy as well as the emerging and evolving governance structure. Key areas for review will be HR, administration, finance and IT.

More immediately, however, attention will be given to learning and communication, as these are pivotal to the successful functioning of any network. It is anticipated that the team will need to invest in strengthening these capacities in order for these functions to operate optimally.

BECOMING A LEARNING NETWORK

Instilling a vibrant and responsive learning culture is front and centre of the new CaLP strategy. In addition to applying to evidence for policy and action, this also applies to the workings of the CaLP network.

Successful evolution of the proposed new networked way of working will depend on the ability of the CaLP network, particularly the CaLP team, to continually monitor, analyse and learn about what it takes to work as an effective global network that seeks to foster systemic change. Such learning will be founded on a new results framework for CaLP which will include:

- i) the ability to capture, analyse and share data that can support decision-making and create value for the network in terms of the programmes that it delivers; and
- ii) build network and collaboration capacity.

Systems thinking will shape the approach.

COMMUNICATION

Clear and transparent communication will be the beating heart of CaLP. In networks, skilled communication is all about facilitating and convening members to create robust global to local conversations and connections. Communication platforms within and across each level of operation will be used, as well as across different interest and activity groups.

To support this, the CaLP team will work with CaLP's host organisations to ensure the right information technology is put in place to enable optimal communication between the CaLP team and members. On a technical level, focus will be on streamlining member contact through an improved customer relationship management system and a review of communication channels designed to foster easy-to-manage communication practices that best meet the needs of CaLP members. The CaLP team will identify the most appropriate platforms for virtual meetings, where the emphasis will be on creating

dynamic and attractive community platforms that support members' own content generation. The CaLP team will also review its own communication protocols, to streamline communication particularly between global and regional levels.

RISKS

This is an important strategy for CaLP. Over time, it will create a significant change in what we do, how we do it and how we are constituted. Risk is a familiar part of the humanitarian terrain and we acknowledge the additional risks we are taking in adopting the change agenda of this strategy. But we see a huge risk in not making these changes – and in this way, seek to transform risk into value.

The specific risks inherent in this strategy include:

- ▶ jeopardising operational momentum by focusing internally on building a networking approach;
- ▶ relying too heavily on members' buy-in to the strategy and its network-based approach;
- ▶ endangering existing funding relationships that support the secretariat;
- ▶ losing some of the existing members if they do not agree with (all of) the strategy, and CaLP's vision and strategy is not compelling enough for them – though we also see opportunity in attracting new entities;
- ▶ continuing to add value in the CVA system, whilst not controlling the discourse.

Strategically, the CaLP Board and senior management team will monitor these risks over time to ensure that CaLP evolves with integrity and rigour. Operationally, many of these risks will be managed through adopting a phased approach to change, in collaboration with members.

“Times have changed and CaLP will need to adjust to be relevant for members and the dramatically shifting future of financial assistance, skillsets, problems, opportunities, including member disagreements and conflicts on how to achieve a joint vision.”

ANONYMOUS, CaLP STRATEGY CONSULTATION
RESPONDENT (2020)

A PHASED APPROACH TO CHANGE



Central to the success of this strategy will be a phased approach to change.

CaLP's current commitments will be honoured. They will be reviewed in terms of how they support the new strategy and many core aspects of work will continue. At the same time there will be a shift in how on-going work and commitments are designed and delivered with a view to creating a more networked approach.

Over the next two years, the CaLP team and members will identify and collaborate around a number of initiatives that will enable them to pilot the skills and resources required to work in this way – all the while learning about what it takes to work in greater collaboration.

Despite the high level of consultation invested in developing this strategy, effort needs to be given to ensuring network-wide ownership of the strategy as well as co-responsibility for its achievement. Consultations with members will continue to take place in order to: sense-check this ambition; provide input into proposed new governance arrangements; and guide development of a new member engagement strategy. The full membership will subsequently be convened in a face-to-face meeting, which will present an opportunity for members to elect the CaLP Board for the first time, as well as attend to other issues of strategic importance. The CaLP team and members will co-create this agenda, and the meeting is anticipated to take place in 2021.

In order to work more collectively over time, it will be necessary for the CaLP team and members to co-develop a shared operational plan comprising a programme of activities to advance the strategic areas of focus. Not all members will want or need to be involved in all activities; groupings will emerge according to members' interests and enthusiasm. Local priorities will drive planning at various levels. Ultimately the CaLP Board will oversee progress against the operational plan with technical advice from the TAG as appropriate.

An important focus during the first two years of the strategy will be to support the CaLP team to enhance its capacity to convene, facilitate, engage and broker the network. Existing staff roles will need to be reviewed and adjusted, with new roles created where needed. The ability to convene, facilitate, engage and broker the network will be normalised across most of the functions in the staff team, requiring investment in staff development to achieve this. Attention will also be paid to changes needed at Board level and within the TAG.

Plan International Nigeria's Livelihood and Cash project aims to reconstruct and improve basic and social services as well as livelihoods of conflict-affected populations in Borno and Adamawa. Village savings and loans association, cash transfer programmes and cash for work schemes have been established to help families affected by the ongoing conflict.

Plan International / Timothy Golfa. 24 September 19



ANNEX 1:

CALP'S VISION, PURPOSE, STRATEGIC AREAS OF FOCUS AND OUTCOMES

OUTCOME: Humanitarian CVA is more coherent, and CaLP members work in complementary ways to foster better and more sustainable outcomes for people living in crisis contexts.



Foster collaboration for more effective and sustainable humanitarian CVA that better meets the needs of people living in contexts of crisis.

STRATEGIC
FOCUS

AREA 1

OUTCOME: The CaLP network operates according to a shared vision and shared principles, with collaborative action realised within and across the network.



Become an effective global network for the CVA system, inspired by improving outcomes for people in contexts of crisis.

STRATEGIC
FOCUS

AREA 2

CaLP ENVISIONS...

... a future where people are enabled to overcome crises with dignity, by exercising choice and their right to self-determination. This helps to sustain their well-being over time.

Our purpose is to maximise the potential that humanitarian CVA can bring to people in contexts of crisis, as one component of broader financial assistance

STRATEGIC
FOCUS

AREA 3

Strengthen evidence-based policy and action in order to transform humanitarian CVA.



OUTCOME: The experience of CVA recipients, alongside other operational and research evidence, is captured and fed into future policies and operational plans.

STRATEGIC
FOCUS

AREA 4

Provide thought-leadership on emerging issues likely to affect humanitarian CVA, mindful of the links to broader financial assistance.



OUTCOME: The CaLP network has a shared understanding of new ideas and emerging possibilities regarding humanitarian CVA.

STRATEGIC
FOCUS

AREA 5

Continue to expand the skills and knowledge required to deliver quality, sustainable humanitarian CVA, at scale.



OUTCOME: CaLP members demonstrate the individual and organisational capacity to provide humanitarian CVA to agreed standards and required coverage.

ANNEX 2:

Mapping tools provide a way to have a comprehensive view of a system that facilitates discussion, planning and action-taking. The basic goal with mapping is to provide a way to understand a system, and hence to be able to develop that system powerfully. In the case of CaLP, we are looking to develop a powerful CVA system. To be able to do this requires the development of 'system consciousness' around three primary concepts: What is the purpose of the system? What is the current state of the system? What is necessary for the system to be powerful?

The map below is called a Value Network Analysis (VNA). VNAs are particularly useful for designing potential futures, based on current reality. They help people get outside of their organisational boxes and loyalties, to focus on realising the over-arching system purpose (a powerful CVA system).

To reorient people to the system, it is described in response to the question: What are the key roles and exchanges necessary for the system to be high functioning, where:

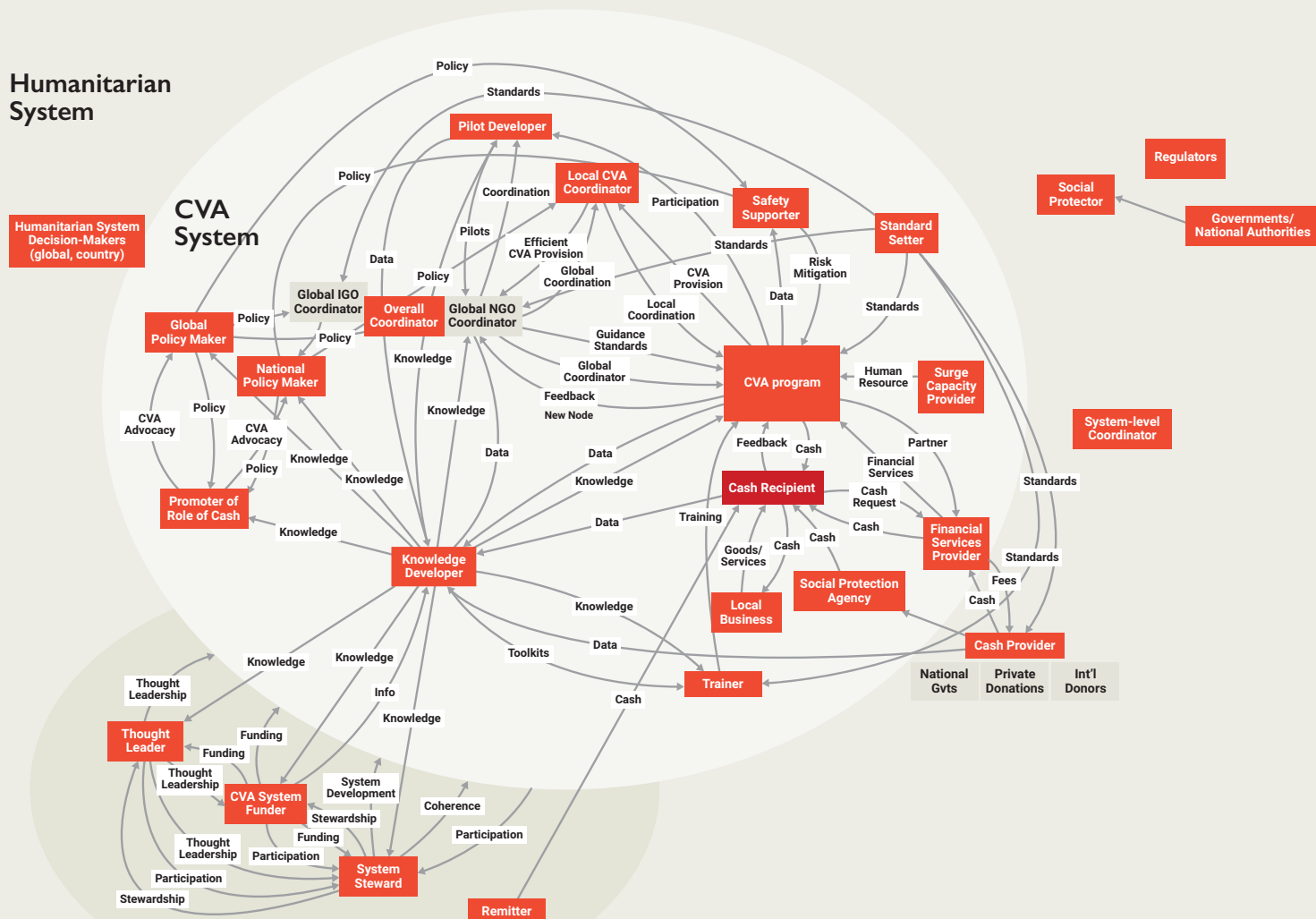
► **Roles** describe the kinds of actors that are necessary for a system – in this case the CaLP network, which operates within the wider CVA system – to realise its vision and purpose. This is related to the concept of the ‘function’ of an organisation in any given system. Roles are generic

nouns, like cash provider, knowledge developer or CVA programme. In any system of size, such as a network or, in this case, the CVA system, more than one entity can play the same role.

► **Exchanges** describe the flows between the roles that are necessary for the system's success. In a well-defined system, these can be thought of as 'deliverables'. Exchanges are nouns, such as money and information.

The VNA analysis here is based on responses to survey questions and data gathering from websites. The map below is a draft, and there needs to be further discussion to improve it. The meaning and value of a VNA map only becomes apparent first through discussion about its meaning, its comprehensiveness (is anything important missing?), and its accuracy (is something misrepresented?); and second, about how well roles are being played and exchanges are flowing. Where are improvements needed? How might playing of the roles and providing exchanges be improved? This usually involves looking at arrangements between entities with respect to particular roles and exchanges.

This Annex is summarised from a longer report written by Steve Waddell for the CaLP network. For more information about networks and change, see <https://networkingaction.net/>



ANNEX 3:

GLOSSARY OF TERMS TO ACCOMPANY THE STRATEGY

Alignment: Alignment is an important concept in network working. It denotes that network members are all facing in the same direction, in pursuit of a shared vision. It does not mean that they are doing the same thing. It requires a focus on complementarity and convergence rather than consensus (which can mean settling for the lowest common denominator). Working in alignment means that decision-making is based on principles rather than roles, and network members consider what will best serve the network's vision and purpose. This allows space for challenge and disagreement as this can be voiced, understood and respected – and then put to one side in the interests of the collective good.

Equity/equitable: Equity is another concept central to network working. Being equitable denotes fairness. It is the appreciation of the different value that people, stakeholder groups or sectors bring in terms of their knowledge, skills and reputation rather than their financial or political power. It is often expressed in networks through the operation of a 'one member one vote' system.

Financial assistance: This term broadly encompasses any financial assistance individual or household receive to help them alleviate humanitarian needs. This assistance may be provided through a range of mechanisms, including institutions (state or non-state) or directly from other individuals. It could therefore include assistance categorised as Overseas Development Assistance (ODA), government-led social safety nets, peer-to-peer giving, insurance-backed mechanisms (including direct support to markets), Universal Basic Income, and remittances. (As per the CaLP Glossary of Terms: <https://www.calpnetwork.org/learning-tools/glossary-of-terms/>)

Impartial/impartiality: This is a core humanitarian principle. Assistance provided impartially is based on need alone, regardless of the race, creed or nationality of the recipients, and without adverse distinction of any kind. See principle 2 of: The Code of Conduct for the International Red Cross and red Crescent Movement and Non-Governmental Organisations in Disaster Relief.³³ Being impartial in the context of the CaLP network's operations means being evidence-based and unbiased, and ensuring a fair balance between potentially conflicting interests (if they should emerge).

Independent/independence/independently: Another core humanitarian principle, assistance provided independently is about it not being used to further a political or religious standpoint and not being used as an instrument of government foreign policy. See principles 3 and 4 of The Code of Conduct for the International Red Cross and red Crescent Movement and Non-Governmental Organisations in Disaster Relief.³⁴ In the context of CaLP's work this means that special interests are neither influencing decisions or being promoted.

Self-determination: As laid out in Article 1(2) of the UN Charter, and thus translated universally. Article 1 (2) reads: *All peoples may, for their own ends, freely dispose of their natural wealth and resources without prejudice to any obligations arising out of international economic co-operation, based upon the principle of mutual benefit, and international law. In no case may a people be deprived of its own means of subsistence.*

Sustain/sustainable: The UN defines sustainable development as "meeting the needs of the present without compromising the ability of future generations to meet their own needs". (See Brundtland Commission report: <http://www.un-documents.net/our-common-future.pdf>.) When we use the phrase 'sustainable CVA' or refer to 'sustaining humanitarian CVA outcomes over the longer term', implicit in these concepts is the importance of ensuring that humanitarian CVA has appropriate programmatic links to and with those institutions that have responsibility for providing longer term support.

System: A system is an arrangement of individual parts (such as a programme, organisation or network) connected by a web of relationships, where those in the system work toward a common purpose. As a system functions through the interaction of its parts, it is greater than the sum of its parts. Economists and sociologists have come to view society as a system. When elements that influence the lives of people within the system of society function together positively — such as family, institutions, jobs, housing, food and drink, health care, education, and more — people thrive. If one or several of these elements are lacking, the whole system begins to break down. See, for example, Forum for the Future: <https://www.forumforthefuture.org/>; Steve Waddell's Change for the Audacious: A Doer's Guide to Systems Change; and Robert Maloney: https://famvin.org/wiki/Systemic_Change,_an_Introduction

System change: Taking a systems' change approach recognises that the world is complex and interconnected and that change is non-linear and happens at multiple levels over multiple timescales. Systems change is a change in which a series of interacting parts are transformed. It is inter-disciplinary and relies on diversity. Systems change processes provide tools for focusing on the relationships between elements of a system, interpreting a group's experience of that system, changing people's attitudes and mindsets, promoting structural changes within the system, and encouraging constant iteration and learning. In this way it is not enough to simply provide CVA in any given context as a singular intervention. Rather, it is important to understand all the different components of the social system in which people live to enable them to live with dignity, and to exercise choice and their right to self-determination. Again, see Robert Maloney: https://famvin.org/wiki/Systemic_Change,_an_Introduction; Forum for the Future: <https://www.forumforthefuture.org/> and Steve Waddell's Change for the Audacious: A Doer's Guide to Systems Change

ENDNOTES



- 1 <https://www.unocha.org/sites/unocha/files/GHO2019.pdf>
- 2 ACF, British Red Cross, Oxfam, NRC and Save the Children are the five founding organisations.
- 3 CaLP and IARAN (2019) Future of Financial Assistance: <https://www.calpnetwork.org/publication/the-future-of-financial-assistance/>
- 4 Where financial assistance is understood according to the CaLP Glossary of Terms: <https://www.calpnetwork.org/learning-tools/glossary-of-terms/>
- 5 Overseas Development Institute (2015) Doing Cash Differently: How cash transfers can transform humanitarian aid <https://www.odi.org/publications/9876-doing-cash-differently-how-cash-transfers-can-transform-humanitarian-aid>
- 6 Inter-Agency Standing Committee (2017) Grand Bargain Cash Workstream Report, 31st May – 1st June 2017 https://interagencystandingcommittee.org/system/files/gb_cash_workstream_workshop_report_may-jun_2017.pdf
- 7 There is a strong crossover between work in humanitarian CVA and social protection in seeking to protect and support the entitlements of populations, especially those most in need. Strengthening national infrastructure around social policy, social security systems, payment systems and management information systems would enable more responsiveness to humanitarian needs.
- 8 See Annex 3 for a glossary of terms.
- 9 See Ground Truth Solutions' work, Field Perspectives on the Grand Bargain: <http://groundtruthsolutions.org/our-work/tracking-the-grand-bargain-from-a-field-perspective/>
- 10 See Overseas Development Institute and GroundTruth Solutions' (2018) Improving User Journeys for Humanitarian Cash <https://groundtruthsolutions.org/our-work/improving-user-journeys-for-humanitarian-cash-transfers/>
- 11 <https://www.calpnetwork.org/publication/the-future-of-financial-assistance/>
- 12 <https://www.iaran.org/>
- 13 See Annex 3 for a glossary of terms.
- 14 Metcalfe-Hough, V., Fenton, W. & Poole, L. (2019) Grand Bargain Annual Independent Report 2019. Humanitarian Policy Group at ODI, London. <https://www.odi.org/publications/11387-grand-bargain-annual-independent-report-2019>
- 15 Such as IFRC, BRC and ICRC (2018) Cash Conference Summary Report – Towards transformation. <https://cash-hub.org/-/media/cashhub-documents/news-items/cash-conference---summary-report.pdf?la=en&hash=136DA00B63E5090A601A2015FEB47B9D5AEC17A>
- 16 See Annex 1 for a diagrammatic representation of the relationship between CaLP's areas of strategic focus and related outcomes and objectives.
- 17 See Annex 3 for a glossary of terms.
- 18 See Annex 3 for a glossary of terms.
- 19 Working in alignment means that decision-making is based on principles rather than roles. Network members consider what will best serve the network's vision and purpose. This allows space for challenge and disagreement as this can be voiced, understood and respected – and then put to one side in the interests of the collective good. See Annex 3 for more information.
- 20 See Annex 3 for a glossary of terms.
- 21 See Annex 3 for a glossary of terms.
- 22 A system is an arrangement of individual parts (such as a programme, organisation or network) connected by a web of relationships, where those in the system work toward a common purpose. As a system functions through the interaction of its parts, it is greater than the sum of its parts. See the Glossary of Terms for more information (Annex 3).
- 23 Lankelly Chase & New Philanthropy Capital (2015) Systems Change: A Guide to What It Is and How to Do It <https://lankellychase.org.uk/resources/publications/systems-change-a-guide-to-what-it-is-and-how-to-do-it/>
- 24 See: Meadows, D. (1999) Leverage Points: Places to intervene in a system http://www.donellameadows.org/wp-content/userfiles/Leverage_Points.pdf
- 25 See: Peachey, K. (2019) Lessons in Driving Large Scale Change: CaLP's reflections from the Humanitarian Innovation Exchange <https://www.calpnetwork.org/blog/lessons-in-driving-large-scale-change-calps-reflections-from-the-humanitarian-innovation-exchange/>
- 26 <https://www.calpnetwork.org/learning-tools/programme-quality-toolbox/>
- 27 See chapter 7 of Waddell, S. (2011) Global Action Networks: Creating our Future Together (New York: Palgrave Macmillan).
- 28 Roles describe the kinds of actors that are necessary for a system – in this case the CaLP network, which operates within the wider CVA system – to realise its vision and purpose. This is related to the concept of the 'function' of an organisation in any given system. Roles are generic nouns, like cash provider, knowledge developer or CVA programme. In any system of size, such as a network or, in this case, the CVA system, more than one entity can play the same role. Exchanges describe the flows between the roles that are necessary for the system's success. In a well-defined system, these can be thought of as 'deliverables'. Exchanges are nouns, such as money and information. See Annex 2 for a further summary.
- 29 The basic goal with mapping is to provide a way to understand a system, and hence to be able to develop that system powerfully. See Annex 1 for more information.
- 30 <https://www.calpnetwork.org/themes/gender-and-inclusion/>
- 31 It is anticipated that a Community of Practice will form around both these areas of focus to define an overarching workplan so that work can be taken forward in a coherent fashion.
- 32 See chapter 7 of Waddell, S. (2011) Global Action Networks: Creating our Future Together (New York: Palgrave Macmillan).
- 33 <http://media.ifrc.org/ifrc/who-we-are/the-movement/code-of-conduct/>
- 34 Ibid.

Front cover image: This family, originally from Syria, have sought refuge in Turkey. Ahmad works in construction – but work is irregular at best and non-existent during winter. The only regular income for the family comes from the EU's Emergency Social Safety Net (ESSN) cash assistance, and provides the means to buy food, pay rent and heat the house. ESSN is a multi-purpose cash transfer scheme providing monthly assistance through debit cards to more than one million of the most vulnerable refugees in Turkey.

WFP/Sinan Cakmak. 17 January 2018



The Cash Learning Partnership

www.calpnetwork.org