

# Is Cash Transfer Programming “Fit for the Future”?

## Report from the Trends Analysis Meeting

3<sup>rd</sup> June 2013  
Kings College London

This discussion document has been produced following the Trends Analysis Meeting, held by the Humanitarian Futures Programme (HFP), King’s College London, under the auspices of The Cash Learning Partnership’s *The Future of Cash Transfer Programming* initiative. Please see Annex 1 for a summary of the overall project.

This document provides an overview of the key topics discussed and the critical issues raised relating to future of cash transfer programming (CTP). The full meeting agenda and a list of participants can be found in Annex 2 and 3 respectively.



Humanitarian Aid  
and Civil Protection



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CaLP is the Cash Learning Partnership of Oxfam GB, Save the Children, British red Cross, Action Against Hunger, Norwegian refugee Council supported by the International Federation of the RC / RC Societies, the European Humanitarian Aid Department – ECHO, OFDA/USAID, Visa, the Canadian International Development Agency – CIDA and DFID.

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Charity number: 202918



## 1. Background

Since the 2004 Indian Ocean Tsunami there has been a progressive trend within the humanitarian sector at large to use cash transfer as a programme modality in emergencies and for recovery in both conflict and disaster contexts. Further, a number of reviews and research have been undertaken on the institutional challenges to support appropriate cash and voucher based interventions, and the roles of diverse stakeholders in taking cash transfer programming (CTP) to scale, including the broader humanitarian system, international organisations, and those at the national level, providers and recipients.

This research, undertaken by the Humanitarian Futures Programme in conjunction with the Cash Learning Partnership, will provide an analysis to explore what CTP might look like in the future (2020-2025), the implications for institutionalisation of cash by humanitarian actors, private sector, donors and Governments, and the priority areas for further research or future action in order for CTP to be *“fit for the future”*. This could include reference to mandates, capacities and incentives; the rate of institutionalisation of cash; the future role of governments; funding, coordination, and collaboration mechanisms; and the opportunities and challenges of working with the private sector.

The project is designed to build on the momentum and increasing evidence base that is being created on CTP and the trajectory of cash programming within the evolving humanitarian sector. This project therefore hopes to address the following questions:

- What will the humanitarian world look like by 2020-25? Who will be the main actors and what will be the main influences?
- Is the humanitarian sector ready for more interaction with private actors in the implementation of CTP and other innovative approaches? What will this look like and how will this work?
- What are the trends in current and future projected funding of CTPs?
- What strategies are donors, governments, private sector and international humanitarian coordination bodies considering in order to ensure that they are ‘fit for the future’?
- How will emerging donors play a role in the changing humanitarian landscape and the rise in the new modalities such as CTP?
- What are the potential obstacles to supporting the projected growth in CTP?
- What strategies and institutional plans should be included (by donors and various policymakers) to ensure future capacity and readiness?

## 2. Aims of the meeting

The use of cash is now accepted, though not by all, as one of the tools in the humanitarian toolkit. It is very likely to still be around in 2025, but how it is used in humanitarian action and how cash fits in the humanitarian actors toolkit will probably look very different than today in light of the likely changes in the larger human environment as well as the natural progression of the modality as its uptake increases. In light of this, the aims of the Trends Analysis Meeting were:

- To present the global drivers and trends in the humanitarian sector most critical to the future of cash transfer programmes and analyse how they may influence CTP in 2025.
- To discuss what changes may be necessary for CTP to adapt to evolving contexts.
- To assist HFP and CaLP to refine the approach and deliverables for part two of the project.

### 3. “Fit for the future” word association

Participants were asked to reflect on their perceptions of what “fit for the future” means in the context of CTP and write down key words. Figure 1 reflects the key words from participants, and the size of the word depicted represents the frequency of use.



Figure 1: “Fit for the future”

### 4. Global drivers and transformative factors likely to affect CTP in the future

HFP conducted an analysis of interactive and dynamic trends that could shape the future of CTP, in both predictable and less predictable ways. The trends are presented at three interconnected levels: global level drivers of change, subsequent transformative factors that may affect humanitarian action that stem from these global drivers, and trends in CTP representing one modality used in humanitarian action. These are not designed to create a definitive scenario for 2025, but instead were designed to act as triggers for speculative discussion and for further research on the key issues, uncertainties and opportunities that are likely to be critical to CTP in the future. It is important to note the recognition that CTP is just one component and one consideration within the larger picture of the humanitarian sector; however,

this project will be focusing on CTP but will include reference to other modalities in their relation to and balance with CTP.

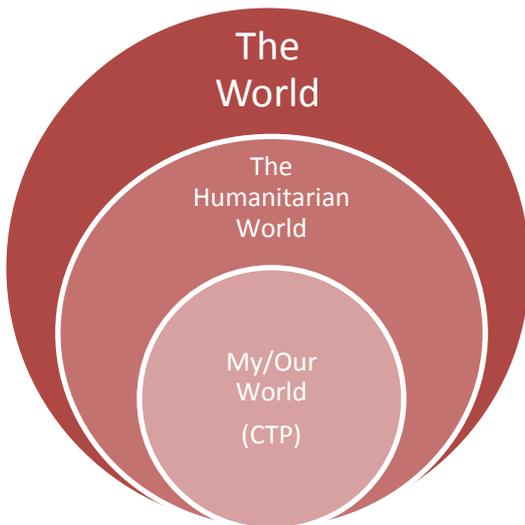
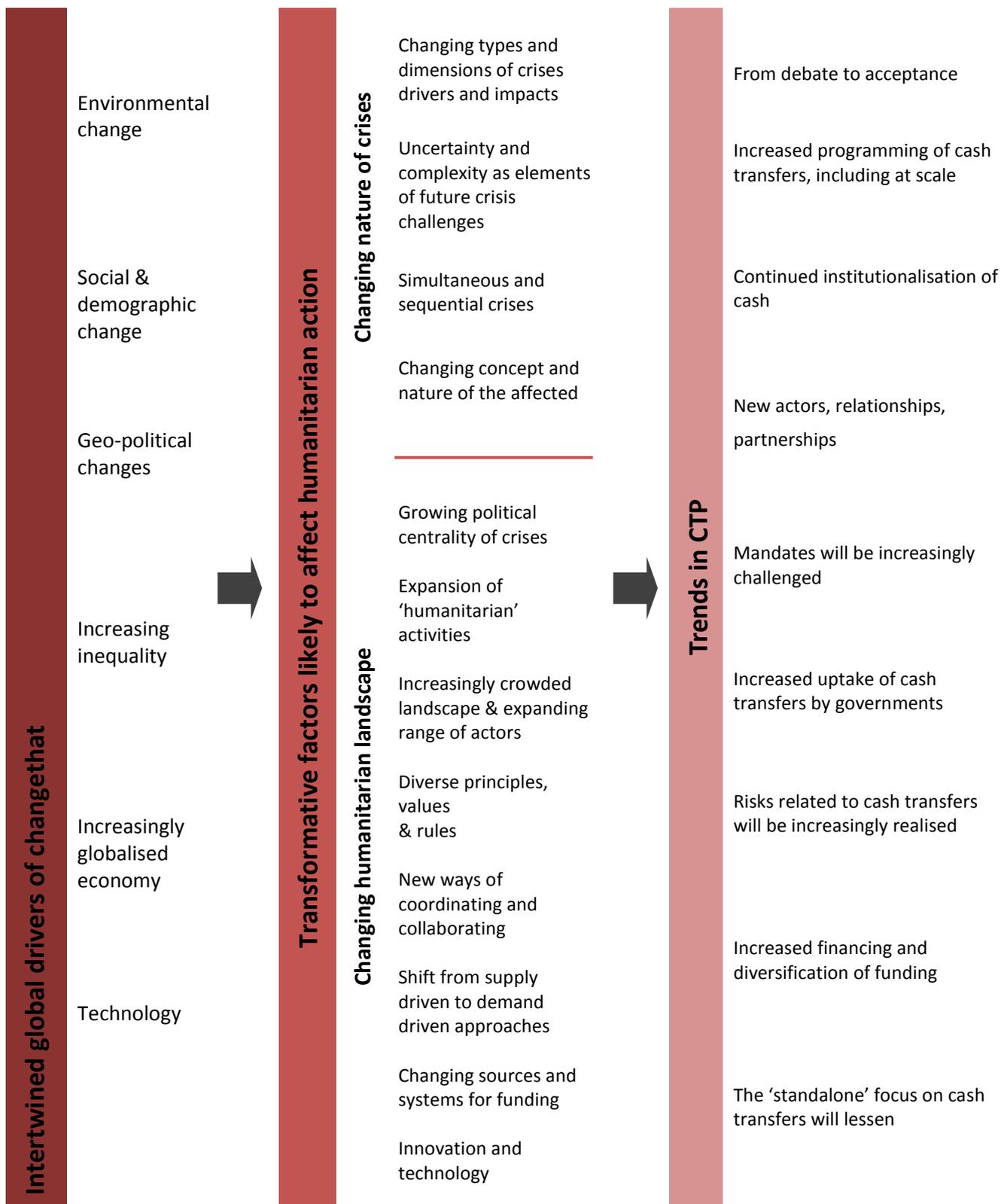


Figure 2 reflects the structure of the discussion around these trends in the meeting: changes at the global level, subsequent changes in the humanitarian world, and finally, how these two levels could influence future changes in CTP. The table below shows the trends across all the levels that were presented to participants and that acted as the basis for the discussions. A detailed version of the trends analysis can be found at:

<http://www.cashlearning.org/what-we-do/-fit-for-the-future->

Figure 2: Framework for discussion

Figure 3: Interactive and dynamic trends



## 5. What these global drivers and transformative factors may mean for CTP in the future: The possible futures we need to prepare for

Participants were then asked to contemplate what the global drivers and transformative factors likely to affect humanitarian action might mean for CTP, and which may have greater roles to play in CTP's evolution in the future. Participants were asked to take into account their experiences and opinions of recent and current trends in CTP and list opportunities and challenges these trends might pose for the longer term future of CTP. Following this group discussion, HFP presented the results of a review of potential evolutions in CTP conducted prior to the meeting, and the participants discussed whether their list of opportunities and challenges reflected these evolutions or if anything needed to be added or amended.

The following is a summary of the most critical future issues discussed by participants based on the group discussions had both before and after HFP's presentation of trends in CTP's evolution. It is important to note that the points raised under each of these headings often intersect with those under others. These points of intersection have been included to demonstrate the interlinkages between these issues.

### ▪ ***Increased scrutiny and demand for accountability***

Global and regional financial crises and the increasing political centrality of crises is likely to result in a continued increased in demand for more effective tracking of cash transfers. In addition, as the tendency to provide cash transfers via small scale, monitored interventions is likely to give way to larger interventions that are monitored less closely, it is inevitable that there will be more instances of diversion, security incidents and corruption. This may also contribute to drives for greater scrutiny of both cash and in-kind donations, and there is also likely to be a demand for better documentation on the appropriateness of what assistance providers are doing.

Potential implications and further questions:

- Emphasis may increasingly be placed on "value for money" approaches and could allow the opportunity for CTP to be highlighted as a cost effective option in some scenarios. This could lead to increased engagement of the private sector as they may be able to offer higher "value for money", and subsequently new partnerships for delivering CTP. Discussion was had on the potential split of labour if this were to occur, with participants suggesting that the private sector could eventually be undertaking 95% of the roles in CTP but that 5% would still be needed from NGOs (see *Expansion of actors and new partnerships* for further implications around this theme).
- Greater pressure on all involved to produce results-based interventions, as well as challenges to the current norms for measuring outcomes and impact.
- Concerns about risk and reactions to scandals might lead to short-term changes such as decreasing or stopping the provision of cash transfers in particularly insecure contexts.
- Humanitarian actors may be spurred to learn about new ways to manage risks related to new delivery mechanisms. They may be driven to use more controlling tools, such as vouchers, which undermine some of the added benefits of CTP, including dignity and choice.

### ▪ ***CTP to be used as a cross-sectoral tool***

The expansion of what is thought of as humanitarian action and the blurring of boundaries within and between the spectrum of humanitarian aid and development will likely see calls for responses to cut across sectors and bridge across the increasingly artificial divides of preparedness, response, recovery, resilience as well as development boundaries. Cash as a tool "does not care"; it could be used to achieve aims across sectors and the disaster management spectrum, but opportunities and challenges arise to how this would be operationalised.

Potential implications and further questions:

- This could have implications on how aid is coordinated and organised. Presently, different humanitarian clusters have repetitive discussions with one another over the co-ordination of CTP. However, the cluster system is increasingly perceived as too mandate driven, and based on an outdated humanitarian model that does not fit the current reality. Calls could be made to move away from cluster-based approaches.
- Discussion will need to shift away from what is being given to what is needed, and how those needs can be met. There will need to be evolution of thinking around CTP: from tool-centric to objective-focused. Without this evolution, it will be difficult for organisations to justify CTP in the context of their mandates and objectives.
- How could cross-sectoral support be provided? How can the system be coordinated to avoid duplication?

- Potential clash between CTP and traditional programming approaches e.g. log frame, results based management.
- Coordination and collaboration could become easier if less sector-driven, and instead more cross-sector oriented and outcome-driven. Potential to move towards a ‘all in this together’ paradigm but there could be a lot of resistance to this.
- Possible decrease in the number of actors involved due to a breakdown in “silos”. This will have implications for the current coordination and organisational financing arrangements. For example, the number of response mechanisms utilised in a context may decrease.
- Funding streams will need to be flexible and adapt in order to allow for the full potential of cash to bridge the sectoral divides. Are donors willing to accept a much broader set of objectives for their funding? This could lead to an increase in national platforms that facilitate cross-sector coordination within which CTP would have to coordinate.
- Potential scenario of a ‘One UN cash response’, with one modality and a shift towards unconditional transfers.
- Increasing embedding or linking of CTP with social protection schemes. Issues related to adaptability and scalability need to be factored in at the design stage of CTP. In addition, the link with social protection systems could risk missing multiple vulnerabilities.

#### ▪ **Expansion of actors and new partnerships**

Proliferation of involvement of non-traditional actors including non-western NGOs, national and local private sector, state-capitalists, militaries, Diasporas, regional organisations, non-state actors, and non-western donors will change perceptions about who is a humanitarian actor and which actors should be leading and supporting which function in CTPs.

Potential implications and further questions:

- There will likely be increased calls from these non-traditional actors for more systematic embedding of their roles into response planning.
- Potentially broad implications for existing coordination mechanisms in the international humanitarian sector.
- This will likely generate greater competition between ‘traditional’ and ‘non-traditional’ actors, and it is possible that local and national actors, including the private sector, military, and civil society, will be increasingly considered a ‘port of call’ for governments when it comes to using cash, rather than the international humanitarian system.
- Could pose risks e.g. could large multinationals take over? How to control risks particularly related to marginalisation of NGOs roles. What would it look like if PS is controlling 95% of the cash transfer?
- Neither beneficiaries nor new actors are likely to care for the traditional mandates and division of labour, caring only that money is received on time. This will pose opportunities and also threats to UN agencies whose roles are defined by their mandates to meet needs in a particular sector (e.g. food); UN agencies are trying to incorporate cash-based responses in ways that correspond to their mandate and also ensure continued donor support.
- There may remain a tendency for certain aid agencies to favour vouchers and conditional grants over cash as vouchers help ensure that the transfer is spent on goods and services perceived illustrate to donors that the cash has been used in a manner required by both the donor and the organisation to fulfil their mandates.
- NGOs will likely provide more cash transfers at scale through consortia models which offer an option for donors to by-pass UN agencies, or agencies with very specific objectives, and to provide unconditional cash transfers meant to address a variety of basic needs.
- The private sector may bring many opportunities for enhancing cash transfers especially in scaling up initiatives.
- There could be a risk of multi-national private organisations taking on roles without sufficient or appropriate monitoring and accountability. For further discussion around the issue of diverging standards for accountability due to the expansion of types of actors see *Changing standards and principles*.
- What legal and logistical issues come into play with increasing use of CTPs delivered by the private sector? How does the humanitarian sector adapt to ensure that CTPs remain a secure mechanism? Legal, data protection issues?

#### ▪ **Increasing role and uptake by national governments**

The increasing use of country systems and the rising political centrality of crises will likely result in increasing focus on national sovereignty and national capacity to manage CTP, and less dependence on the international system. Several governments already distribute cash and vouchers when responding domestically to disasters, including more recently Pakistan, China, Sri Lanka and the United States. Some governments that have not distributed cash to date may experiment with this approach, especially through national social protection schemes. This will produce a growing group of countries where government will have much stronger influence over the humanitarian action in their countries.

Potential implications and further questions:

- Beneficiary countries will have more freedom and ability to choose their preferred provider(s) of aid. For further discussion on the potential implications of this increase in demand driven programming see *Evolving funding streams and mechanisms* below.
- This could lead to new coordination challenges and issues around accountability. It would also lead to the balance of power shifting from UN and NGOs. Governments will explore what role (if any) international humanitarian actors should play in such responses, and international humanitarian actors will consider how best to engage with government-based systems and ensure impartial selection of beneficiaries. For example, in Somalia the national government would not want to be seen providing cash to anyone with any potential association with Al Shabaab.
- Existing social protection mechanisms may offer some opportunities for making CTP an effective method for distributing aid in emergencies, but may be sufficiently inclusive or independent to allow for the impartial distribution of aid in some cases of emergency. However, undertaking CTP through social protection mechanisms could enable programming to be scaled up using existing sufficient systems.

#### ▪ ***Evolving funding streams and mechanisms***

With the emergence and expansion of funding streams such as pooled funding, private financing, remittances, and new donors, who and how funding in CTP takes place will evolve. For example, individual to individual transferring of cash may become more prominent with technological advancements such as crowd-sourcing.

Potential implications and further questions:

- CTP and technology advancements decrease the distance between donors and beneficiaries. For further discussion about technological advancements and their impact on CTP in the future see *Increased access to technology*.
- As beneficiaries increasingly have a more direct link to cash providers, will beneficiaries start pushing back against what donors feel is important in a crisis? How will this shape the application of CTPs? Is the humanitarian sector ready for this? Is it ready for people to decide what they need, voice their preferences? This will require more inclusive approaches and challenges to accountability, particularly with the changing nature of technology and widespread access to mobile technology. How can this be measured for impact?
- Emerging donors may opt for more fluid and expedient approaches driven by mutual-interest rather than adherence to more long-standing arrangements and ties to traditional humanitarian coordination mechanisms. This could have profound implications for the role and profile of international humanitarian actors and humanitarian funding. In particular, INGOs will need to consider and identify what their added value is in specific contexts more carefully.
- The emergence of new private sector donors could lead to issues relating to their vested interest in supporting NGOs, blurring the boundaries between corporate social responsibility and business.
- With increasingly vulnerable urban populations, CTP aimed at these beneficiaries will have the opportunity to make use of strong financial systems and innovation.
- Currently, donors supportive of CTP tend to work together and there is little outreach towards new and emerging donors interested, or not, in CTP. Efforts to increase this outreach could help the better coordination of CTP funding, especially in terms of opening up and collaborating with pooled or private individual funding mechanisms.
- Some donors have made policy changes to try and guide effective cash transfer programming, including those from the FAC and ECHO. Other donors could follow suit, and guidelines could become a more central feature dictating CTP practices. For more discussion around guidelines and standards see *Changing standards and principles* below.

#### ▪ ***Changing standards and principles***

With emerging actors and changes in power balances, the standards and principles used in humanitarian assistance and adhered to by many traditional NGOs, including cash transfer programming, will likely be questioned, debated and revised.

Potential implications and further questions:

- As new actors continue to emerge and engage, current assumptions about the application and universality of humanitarian principles will likely be increasingly challenged. This is particularly the case with the increasing role of the private sector. Principles such as independence and neutrality may be not only be challenged, but also require negotiation. Other principles such as right of access and impartiality are likely to be interpreted

and applied differently by non-traditional humanitarian providers depending on the particular political context of the crisis. In addition, humanitarian principles may need to better align with other perceived fundamental policies and principles, for example, those focusing on human rights, and at the same time take into account issues related to national sovereignty.

- Whose standards will be followed for things like clean water and use of cash for water? Affected government's? The international community's?
- How will the negotiation of humanitarian principles evolve?
- Perhaps there is a need for a commonality of standards for cash. What would this look like and how could it go forward? Coordination of such a system could be difficult, in regards to who leads such a system and how is it tracked.

#### ▪ **Increased access to technology**

Technological advances provide many opportunities for improving CTP in all stages of the project cycle, especially with the current movement towards larger scaled operations.

Potential implications and further questions:

- NGOs often have limited ability to utilise, absorb, or take up new technologies. There is little investment in staff whose responsibility is to understand opportunities afforded by new technologies. Instead, it is currently the private sector driving this production of opportunities by approaching NGOs themselves (e.g. mastercard and WFP; Vodafone and Save the Children).
- A lot of western NGO and donor high end decision makers have poor or limited technological skills and capacities, and as a result may not actively support innovation sufficiently. If this is recognised, staff could be sought specifically for their ability to produce or work with innovative ideas.
- Could help with current challenge of payment mechanisms not being fit in remote/volatile security areas.
- Will require innovation to be not just reactive but preventative. Discussion was had about the difference between innovation and invention with some participants arguing that both will be needed in order for CTP to be scaled up.
- Will need better coordination to maximise innovative potential.
- Technology can also empower affected populations, allowing them not only to better coordinate their own responses to emergencies, but also articulate their needs to those, including but not limited to the international humanitarian community, who may be able to offer assistance. Technology could also allow affected communities to contribute more to the monitoring of aid programmes and their effectiveness.

## **5. What could be done to anticipate and adapt to these future issues: Beginning to think around the four research themes**

Participants were grouped into four themes, representing elements of CTP particularly relevant for discussions about the future: **coordination systems, funding mechanisms, institutionalisation of CTP, and the use of social protection mechanisms**. Groups were asked to discuss which of the possible future issues previously discussed are particularly prominent to their specific theme and, with respect to that theme, any preliminary thoughts on what needs to change in order to anticipate and adapt to these future issues in the changing operational context.

### ➤ **Institutionalisation**

It was discussed that there is an overarching need for a business model shift; that how actors currently undertake CTP needs to change if programming to increase in scale, speed and efficiency.

Prioritised issues:

- *Ability to form relationships with new partners*  
Potential changes needed:
  - Research potential partners and get to know them
  - Development of new skill sets
  - Development of new partnering systems and structures; increase connectivity to partner systems
  - Make agreements with partners in advance of need to have arrangements set up before
- *Transformation of mandates, objectives, and measurement*  
Potential changes needed:

- Development of baselines
- Increased investment in measurement and monitoring
- Development of new approach or criteria for measurement
- *Challenges of data standards: availability, management, confidentiality, freshness*  
Potential changes needed:
  - Increased government buy in and involvement
  - Increased use of a set of minimum data standards fit for purpose
  - Changes in skills sets
  - Increased efforts towards and innovation around data confidentiality.
  - Update frequency of data collection

## ➤ **The use of social protection mechanisms**

Prioritised issues:

- *Aligning humanitarian response with social protection systems*  
Potential changes needed:
  - Need to learn where the interface is between social protection and humanitarianism. Examine good practices (e.g. PSNP), especially how short term cash response can align with long term social protection systems
  - Shared visions will have to be carefully understood
  - Two track approach, where UN agencies can work on relations with governments and plans for the alignment of humanitarian CTP responses with existing or planned social protection mechanisms
- *Challenges to building safety nets in emergencies*  
Potential changes needed:
  - In MICs they have the right elements of the system in place and can cope. Countries with social protection systems can do pre-registration, better targeting, better tracking of beneficiaries –these are mainly government run programs –but how to ensure human principles in these contexts? How to protect beneficiary data? Also, in fragile state contexts cash can potentially fuel conflicts.
  - Can safety nets designed for one purpose (i.e. poverty reduction, reducing vulnerability) be used for another (i.e. humanitarian response)?
- *Utilising new technologies*  
Potential changes needed:
  - Increased awareness on potential use of new technologies in CTP especially at scale. Sharing of good practices and demonstration studies.
  - Capacity building

## ➤ **Coordination systems**

Prioritised issues:

- *How to encourage collaboration between sectoral actors or get around a current lack of collaboration.*
- *Working with emerging actors including with certain private sector actors that have different rules; and working closely with governments*  
Potential changes needed:
  - *Come together to identify shared value and comparative advantages.*
- *Strategic coordination between donors*

## ➤ **Funding mechanisms**

Prioritised issues:

- *The need for flexible funding mechanisms appropriate for the cross cutting use of CTP*  
Potential changes needed:
  - Need to move away from sector-based objectives to defining results more broadly
  - Better dialogue around how partners use un-earmarked funding so that they prioritise CTP
  - Find ways to finance the administrative costs of agencies other than as a percentage of the cost of items to be delivered.

- *Continually risk averse donors*  
Potential changes needed:
  - More regular data collection to update beneficiary lists and ensure cash targeted correctly
  - More comparative studies on risks and impact of CTP and in-kind
  - Advocacy to increase buy in: demonstration studies of scaled up initiatives. Particular targets could include pooled funds boards (AusAID, Denmark, Finland) that currently do not fund for CTP often.
- *Ensuring accountability of emerging, small/individual, and private donors*  
Potential changes needed:
  - Donors such as DFID could use the Good Humanitarian Donorship group and their current engagement with smaller/emerging donors to promote CTP and good accountability.

## 6. Summary of the meeting discussions

The overriding theme of discussions during the meeting was that all aspects of CTP will need to exhibit flexibility in the near future due to the changing humanitarian environment, and the fact that CTP itself is progressing. Funding mechanisms and coordination systems may have to accommodate and encourage emerging actors, enable multi-actor collaboration despite different mandates and accountability principles, and allow CTP to be utilised as an approach that cuts across a range of objectives. In order for CTP to be institutionalised within organisations and aid agencies, data management systems will have to be made more efficient and be able to respond to the needs of the specific programme and its partners, and innovative partnering structures will have to be investigated. If social protection systems are to be utilised as an approach to scaling up cash transfer programmes, examination will be needed of how short term timelines of cash response can align with longer term social protection systems, as well as how safety nets can be utilised for a purpose other than originally designed.

## 7. How the outcomes of this meeting will be utilised

As previously mentioned, this meeting provided an opportunity to share the findings from Part 1 of this research to the Technical Advisory Group and other stakeholders, gain this network's insights into the possible focus, approach and deliverables for Part 2 of the project. Part 2 of this research aims to examine to what extent CTP, and the actors involved, are "fit for the future". This research will be approached around the four themes discussed above: coordination systems, financing mechanisms, institutionalisation of CTP, and the use of social protection mechanisms, and will involve key informant interviews with a diverse range of current and emerging actors and agencies.

This meeting highlighted a set of key issues for CTP in the future, described in section 4 of this report, which will be taken as some of the possible futures against which these actors will be assessed "fit". This list will inform the sorts of questions asked and the types of people we approach for the interviews for part 2. The initial discussions had during the meeting on the actions or changes potentially required around these four themes in order to adapt to these possible future issues have provided points from which to launch further discussion around the specific directions of each strand of research.

A Findings Meeting will be held in September (date to be confirmed) to present the outcomes of the four strands of research. This could include findings related to specific obstacles preventing the system or organisations being fit for these possible futures, or innovative approaches being trialled or successfully undertaken in efforts to prepare for these futures issues. The meeting will hopefully discuss initial suggestions of changes in policy and practice that could help CTP and its actors to be "fit for the future", as well as where further research is needed, so as to help CaLP identify a future action agenda.

We hope that the technical advisory group and the wider network of stakeholders will continue to inform the direction and focus of the research and updates of the project's progress can be found on the CaLP website at <http://www.cashlearning.org/what-we-do/-fit-for-the-future->

For those people unable to attend the meeting who are interested in learning more please contact Lucy Pearson at the Humanitarian Futures Programme, [lucy.pearson@kcl.ac.uk](mailto:lucy.pearson@kcl.ac.uk).



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## Is Cash Transfer Programming “Fit for the Future”? Project Summary

Since the 2004 Indian Ocean Tsunami there has been a progressive trend within the humanitarian sector at large to use cash transfer as a programme modality in emergencies and for recovery in both conflict and disaster contexts. Further, a number of reviews and research have been undertaken on the institutional challenges to support appropriate cash and voucher based interventions, and the roles of diverse stakeholders in taking cash transfer programming (CTP) to scale, including the broader humanitarian system, international organisations, and those at the national level, providers and recipients.

This research, undertaken by the Humanitarian Futures Programme in conjunction with the Cash Learning Partnership, will provide an analysis to explore what CTP might look like in the future (2020-2025), the implications for institutionalisation of cash by humanitarian actors, private sector, donors and Governments, and the priority areas for further research or future action in order for CTP to be “*fit for the future*”. This could include reference to mandates, capacities and incentives; the rate of institutionalisation of cash; the future role of governments; funding, coordination, and collaboration mechanisms; and the opportunities and challenges of working with the private sector.

### Objectives

The project is designed to build on the momentum and increasing evidence base that is being created on CTP and the trajectory of cash programming within the evolving humanitarian sector. This project therefore hopes to address the following questions:

1. What will the humanitarian world look like by 2020-25? Who will be the main actors and what will be the main influences?
2. Is the humanitarian sector ready for more interaction with private actors in the implementation of CTP and other innovative approaches? What will this look like and how will this work?
3. What are the trends in current and future projected funding of CTPs?
4. What strategies are donors, governments, private sector and international humanitarian coordination bodies considering to ensure that they are ‘fit for the future’?
5. How will emerging donors play a role in the changing humanitarian landscape and the rise in the new modalities such as CTP?
6. What are the potential obstacles to supporting the projected growth in CTP?
7. What strategies and institutional plans should be included (by donors and various policymakers) to ensure future capacity and readiness?

### Approach

The project will be framed around four themes: financing mechanisms, coordination systems, social protection and scaling-up. These have been identified via personal consultation and examination of existing work as critical discussion topics for the future directions of CTP.

Part one of the project will situate the analysis of the ‘future’ of CTPs and its institutionalisation in a broad global and crisis context, seeking to anticipate ‘what might be’ in 2020-2025 and therefore what ‘fit for the future’ means for the humanitarian sector at large. This analysis will take into account the types of drivers of change, trends and transformative factors that are likely to influence the humanitarian sector in the future, such as technological development, changing donor practices or new approaches to collaboration. With these global humanitarian trends as a backdrop, an analysis of the trends in CTP will then be undertaken, and consideration will be made of how these global humanitarian trends may have an impact on how the future of CTP is conceived and evolves. A Trends Analysis meeting will then be held so that a group of stakeholders (donors, UN, NGOs, the private sector and think tanks) can provide insights on the trends most significant to CTP in the future and help draw out the specific challenges and opportunities these critical trends pose for each of the project themes. The key issues identified will then inform the structure of more in depth research in part 2.

Interviews will be undertaken with organisations and agencies to garner perspectives on what is needed at the systems level, the organisational level, and on behalf of the private sector in order to be “fit for the future” in relation to the four project themes, and three research studies and/or country analyses will be undertaken to examine particular themes. The findings will then be presented, debated and refined in a futures oriented roundtable forum towards helping to build a collective vision for taking CTP forward.

Throughout the project, the expertise and experience of a Technical Advisory Group will be drawn upon for framing the direction of the research and providing contacts. Following the completion of the research, CaLP will work with this Group as strategic champions and partners to set future agendas to take the research further. Through the project’s generation of a set of practical issues, CaLP hopes the Group can help facilitate:

- further research on the study’s key issues identified;
- review of strategic plans, ways of working and resource allocations; and
- the development, if seen necessary, of additional protocols, alliances and strategies that would enable organisations to be better prepared for the future, and to address challenges that have been identified in regard to implementing CTP and taking it to scale.

### Main outputs

- A trends analysis report highlighting the implications of key trends on the future of CTP.
- A final report that includes findings and recommendations for different actors/target groups, including senior managers, donors, private sector actors, and national governments to ensure CTP is ‘fit for the future’.
- Three stand alone national/regional level country case scenarios
- A short recommendation document for CaLP that will include a reflection on CaLP’s strategy, areas of research that need addressing, and follow-up to the project.



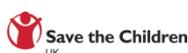
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**Trends Analysis Meeting**  
**3<sup>RD</sup> June**  
**Meeting Room 1, Virginia Woolf Building, 22 Kingsway, London, WC2B 6NR**  
**Agenda**

TIME	ACTIVITY
09.00 - 09.30	<i>Coffee available</i>
09.30 - 10.30	<b>WELCOME AND INTRODUCTIONS</b> <ul style="list-style-type: none"> <li>▪ Introductions around the room</li> <li>▪ Introduction to the project</li> <li>▪ Introduction to this meeting</li> <li>▪ “Fit for future” word association</li> </ul>
10.30 - 13.00	<b>ANALYSIS OF TRENDS AND THEIR INFLUENCE ON THE FUTURE OF CASH TRANSFER PROGRAMMING</b> <ul style="list-style-type: none"> <li>▪ Presentation of trends: Global drivers and transformative factors affecting humanitarian action: opportunities and challenges</li> </ul> <p><i>Coffee break</i></p> <ul style="list-style-type: none"> <li>▪ Group work: <i>What might these global drivers and transformative factors mean for Cash Transfer Programming in the future?</i></li> <li>▪ Presentation of Trends in Cash Transfer Programming</li> <li>▪ Plenary discussion: <i>Key issues for Cash Transfer Programming in the future</i></li> </ul>
13:00 - 14:00	<b>LUNCH</b>
14.00 - 17.00	<b>ANALYSIS OF TRENDS IN THE CONTEXT OF FOUR RESEARCH THEMES</b> <ul style="list-style-type: none"> <li>▪ Introduction to four research themes                             <ul style="list-style-type: none"> <li>- Financing mechanisms</li> <li>- Coordination systems</li> <li>- Organisational capacities for scaling up</li> <li>- The use of social protection mechanisms</li> </ul> </li> <li>▪ Group work: <i>Approaching key future issues around these themes</i></li> </ul> <p><i>Coffee break</i></p> <ul style="list-style-type: none"> <li>▪ Reports back and summary</li> </ul>
17.00 – 17.30	<b>LOOKING FORWARD TO PART TWO OF THE RESEARCH</b> <ul style="list-style-type: none"> <li>▪ How today’s discussion will inform our research and next steps</li> <li>▪ Revisit the “Fit for future” word association</li> </ul>

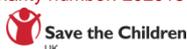


Humanitarian Aid and Civil Protection



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 Charity number: 202918



### Trends Analysis Meeting Participants List

Name	Organisation	Position
Aaron Kenney	USAID	Food for Peace Officer
Alexandre Castellano	ECHO	Nutrition and Food Assistance
Aninia Nadig	Sphere	Advocacy and Networking Management
Camilla Knox Peebles	Oxfam	Senior adviser Emergency Food Security and Livelihood team
Corinna Kreidler	NRC	Deputy Director, International Programmes Department
Emma Jowett	Independent consultant	Independent consultant
Haley Bowcock	CaLP	Advocacy officer
Heidi Gilert	DFID	Humanitarian Adviser, Conflict Humanitarian and Security Department
Helene Julliard	CaLP	CaLP Coordinator a.i.
Joanne Burke	Humanitarian Futures Programme	Partnerships Manager
Justin Armstrong	Humanitarian Futures Programme	Senior Programme Coordinator
Kirsten Gelsdorf	OCHA	Chief (a.i.), Policy Analysis and Innovation Section
Lili Mohiddin	CaLP	CaLP Technical Coordinator
Lucy Pearson	Humanitarian Futures Programme	Programme Officer
Nigel Timmins	Oxfam	Deputy Director, Humanitarian Department
Paul Waihumbu	Equity Bank Foundation	Senior Manager, Innovations and Projects
Pete Garratt	Red Cross	Disaster Response Manager + CaLP Steering Committee chair
Richard Cook	Nielson	Business Process Improvement
Sarah Bailey	Independent consultant	Independent consultant
Simon Bailey	Humanitarian Futures Programme	Research consultant
Simon Clements	WFP	Policy Programme Officer, Programme Innovations Service (Cash for Change)
Simon Levine	ODI	Research Fellow, Humanitarian Policy Group
Tasneem Mowjee	Independent consultant	Independent consultant
Tim Waites	DFID	Humanitarian Disaster Reduction Policy Adviser



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