

# ANNUAL REPORT

# 2020/21



# CONTENTS

FOREWORD	03
WHO WE ARE & WHAT WE DO	04
COMMUNICATIONS	30
COVID-19	32
GOVERNANCE & MEMBERS	33
FINANCIAL INFORMATION	36



**COVER:** Before receiving their cash assistance from WFP, beneficiaries in Huehuetenango, Guatemala, must participate in talks about health and COVID-19 prevention, gender and proper nutrition – especially on feeding boys and girls equally.



# FOREWORD

**As a new year began in 2020, who had a crystal ball clear enough to see what was ahead? Like most organisations, a global pandemic was not on our radar; but as it started to unfold, we acted quickly to adjust and respond.**

Early on, we drew together members of the CaLP network to crowdsource ideas and learning, and rapidly developed guidance on best practice delivery of CVA in the COVID-19 world. A living document was generated, and continuously updated for some months as we worked together to adjust to this fast-changing situation. We explored some of the '*impossible choices*' that faced governments and people around the world and asked the \$90bn question: can we reach 700 million people in response to COVID-19? We spurred thinking with 'preparedness checklists' for Cash Working Groups, took some deep dives with country-focused research, and added a forward-looking chapter to the second edition of CaLP's flagship report *The State of the World's Cash* just before its publication in July 2020.

While the developing pandemic delayed its publication, we drew on the thinking in our newly defined strategy, and started adapting our ways of working to better engage and capitalise on the strength of the network. As well as crowdsourcing our COVID-19 guidance, a small group of organisations began to explore issues related to CVA and the environment. Interest grew rapidly, and foundations were laid for the development of a community of practice on this critical issue.

While our new strategy directed us to work more online and to increase our investment in digital resources and platforms, the pandemic certainly accelerated the changes. Online engagement grew, with our webinars routinely attended by hundreds of people from around the world; and we started experimenting with simultaneous interpretation – making events more inclusive, limiting costs and meeting our commitment to reduce our carbon footprint. Work started on a new distance learning version of the ever-popular Core CVA Skills for Programme Staff course, and the first pilot course quickly showed this was a great investment, with high demand and excellent reviews. We look forward to rolling this out during the remainder of 2021 and beyond.

Though it was a year of transition, this Annual Report is organised in line with our new strategy, with some of our key accomplishments highlighted in each Strategic Focus Area. The Report also showcases some of the changes we're starting to make in our ways of working: changes that we believe will, over time, result in an increasingly vibrant and effective network that can achieve even more impact through collective action.

We would like to thank everyone who has shared their ideas, learning and evidence; and equally commend all those who have used those ideas, learning and evidence to strengthen their work.

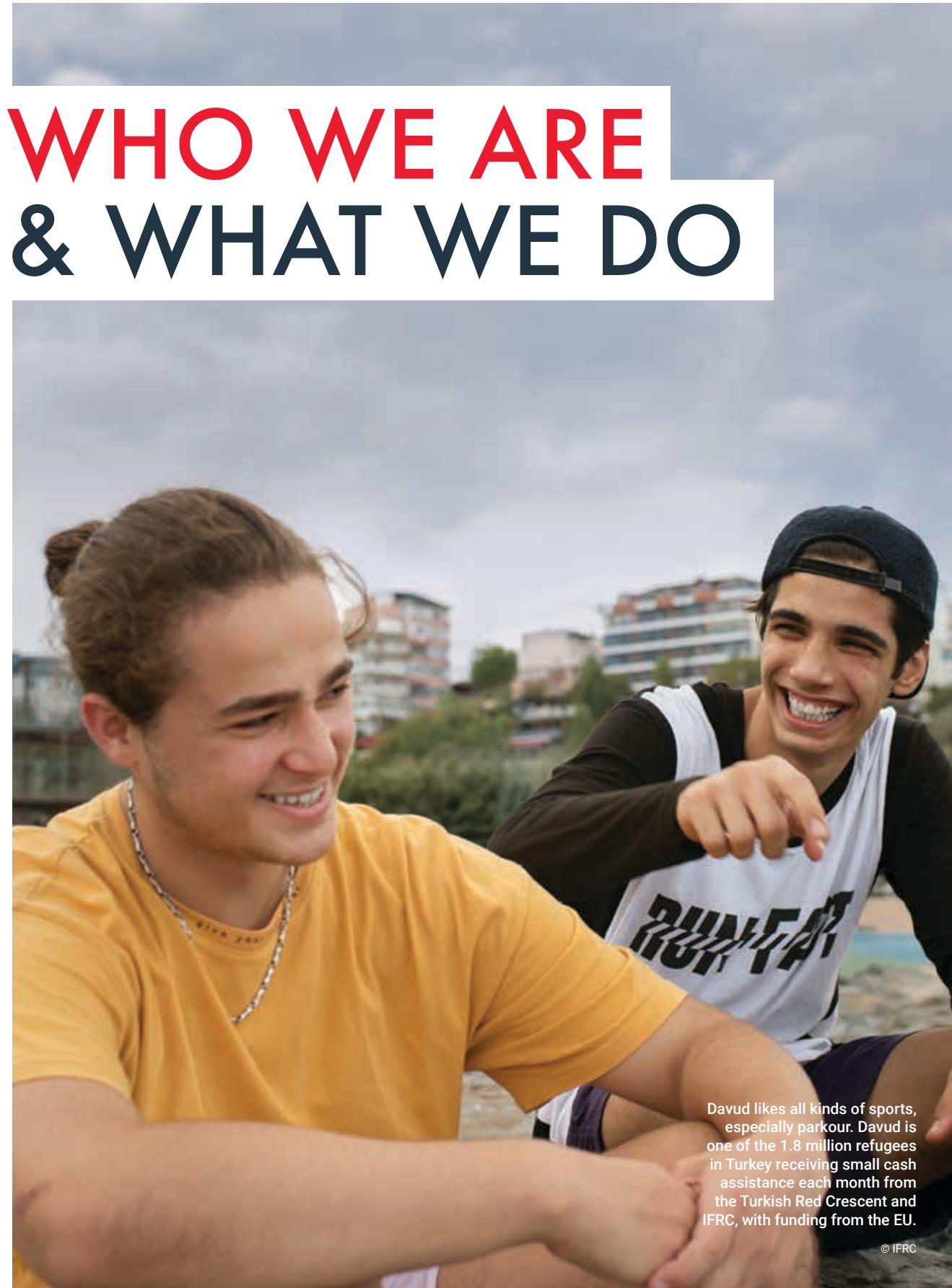
As we take stock of the year, we are proud of all that has been achieved to date and the important steps taken to strengthen the network. But there is more to do and we are not standing still. Though the pandemic is still with us, climate change is looming ever-larger as the major humanitarian issue for the years ahead.

As we face the reality of an increasingly uncertain future, we are challenging ourselves - and challenging you - to do even more as we move together to achieve the CaLP vision: a future where people are enabled to overcome crisis with dignity, by exercising choice and their right to self-determination.

KAREN PEACHEY  
CALP DIRECTOR

RON DELNEVO  
CHAIR OF THE BOARD





Davud likes all kinds of sports, especially parkour. Davud is one of the 1.8 million refugees in Turkey receiving small cash assistance each month from the Turkish Red Crescent and IFRC, with funding from the EU.

© IFRC

## OUR VISION



We envision a future where people are **enabled to overcome crises with dignity**, by exercising choice and their right to self-determination in order to achieve long-term well-being.

## OUR PURPOSE

CaLP's purpose is to **maximise the potential that humanitarian CVA can bring to people in contexts of crisis**, as one component of broader financial assistance.

Our role as a collective is to **optimise the quality and scale of humanitarian CVA** by generating alignment in the approaches and actions of those within and across our network.



Nargis Begum and Mohammad Elias live in Shattola slum at Mohakhali Dhaka. Nargis isn't currently working and due to his broken leg Mohammad Elias works as battery rickshaw puller. Due to the COVID-19 induced lockdown, the family is facing difficulties making ends meet. To address increased food needs of urban populations during COVID-19, WFP reaches 31,500 vulnerable people in Dhaka with cash-based food assistance.

© WFP/Sayed Asif Mahmud

## WHAT IS HUMANITARIAN CASH & VOUCHER ASSISTANCE?

Cash and Voucher Assistance (or CVA) refers to all programmes where cash transfers, or vouchers for goods or services, are directly provided to recipients. In the context of humanitarian assistance, the term is used to refer to the provision of cash transfers or vouchers given to individuals, household or community recipients; not to governments or other state actors. This excludes remittances and microfinance in humanitarian interventions (although microfinance and money transfer institutions may be used for the actual delivery of cash).

The term has several synonyms (including 'Cash-Based Interventions', 'Cash-Based Assistance', and 'Cash Transfer Programming'). Cash and Voucher Assistance is the recommended term.

*Glossary of Terminology for Cash and Voucher Assistance. CaLP, 2020*

## 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 CVA, and financial assistance more broadly. 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-government organisations (NGOs), 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.



# THE PRINCIPLES THAT GUIDE US

In networks, principles provide **the foundation for collective action**. CaLP's principles and their associated behaviours underpin everything CaLP does. The principles below will continue to be refined - through a process of co-creation between the CaLP team and members - as the network evolves.



## WE PUT PEOPLE FIRST

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



## WE STRIVE TO ADD VALUE

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



## WE ARE TRANSPARENT AND MUTUALLY ACCOUNTABLE

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



## WE ARE IMPARTIAL AND INDEPENDENT

We demonstrate integrity by focussing on evidence with regard to issues affecting women and men in crisis



## 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 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

# OUR STRATEGY

## 01 STRATEGIC FOCUS

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

### OUTCOME

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

## 02 STRATEGIC FOCUS

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

### OUTCOME

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

## 03 STRATEGIC FOCUS

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

## 04 STRATEGIC FOCUS

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

## 05 STRATEGIC FOCUS

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



March 2020 Eswatini Red Cross Society Cash transfer operation. Gina Zanele daughter of beneficiary head Gladys Mkhwanazi. Thanks to the Red Cross; cash transfer program Gina Zaneles family of ten have three meals per day including cereals, beans, spinach, vegetables, cooking oil and spices. Before receiving the SZL 700 (approximately EUR 40) of mobile money the family ate only once a day. She sells corn and animals in order to earn

© Ville Palonen/ Finnish Red Cross



# WORKING TOGETHER FOR BETTER CASH & VOUCHER ASSISTANCE

Johnny Paz takes care of their nursery seedlings in Datu Abdullah Sangki, Maguindanao (Philippines). With the Cash for Care Work assistance, the couple use the money for the food, milk, medicines, and vitamins of their elderly parents to sustain them.

© Princess Taroza/Oxfam

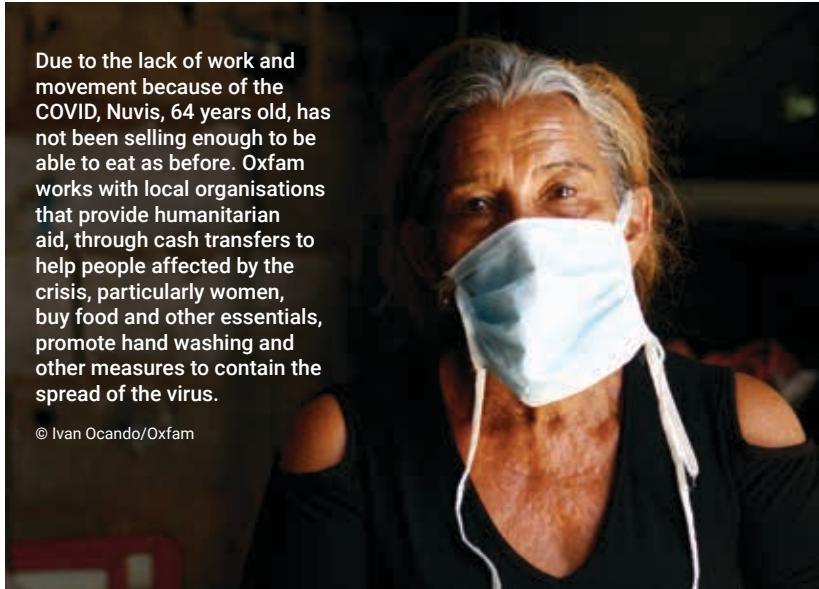


We aim to foster collaboration for more effective and sustainable humanitarian CVA that better meets the needs of people living in contexts of crisis

## 01 WORKING TOGETHER TO FACILITATE DIALOGUE AND SUPPORT CVA ACTORS IN VENEZUELA

Due to the lack of work and movement because of the COVID, Nuvís, 64 years old, has not been selling enough to be able to eat as before. Oxfam works with local organisations that provide humanitarian aid, through cash transfers to help people affected by the crisis, particularly women, buy food and other essentials, promote hand washing and other measures to contain the spread of the virus.

© Ivan Ocando/Oxfam



CVA as a humanitarian tool in Venezuela suffered a major setback in early 2021, when CVA implementation was suspended by the Humanitarian Country Team, after members of a local NGO were detained. CaLP supported the Cash Working Group Leads to develop advocacy messaging to protect humanitarian space and mobilise external support.

This is a good example of how CaLP works as a dynamic network, able to operate in challenging situations through active collaboration at scale.

## 02 WORKING TOGETHER THROUGH THE NEWLY ESTABLISHED REGIONAL CASH WORKING GROUP IN EAST AFRICA

In May 2020, CaLP recognised the need to develop information sharing in East Africa, and to improve the region's connectivity with regional and global discussions. In response, CaLP helped establish a new Regional Cash Working Group, which has since been meeting monthly as a sub-group of the Regional Humanitarian Partners Team.

We were also pleased to organise a meeting of CWG Leads from East and Southern Africa, in March 2021. This was a six-hour virtual workshop, spread over two-days and attended by 15 attendees, representing the majority of CWGs from across the regions. The workshop covered issues such as responsible data use and the sharing of CVA coordination experiences in each country.

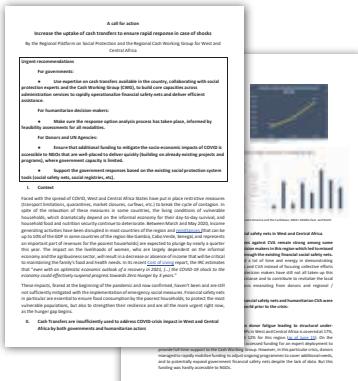
Providing these opportunities for collaboration is fundamental to CaLP's purpose; they also enable us to develop inclusivity in the network. Not only can everyone share in these learning spaces, but everyone has an equal voice. We'll continue to work on this as we expand and develop the network.



Xoliswa Masuku, 16, in Eswatini, is collecting her grandmother's cash transfer at Ngudzeni cash grant distribution center.

© Emil Helotie / Finnish Red Cross

## 03 WORKING TOGETHER FOR SOCIAL PROTECTION IN WEST AFRICA



**In West Africa, we worked with the Regional Platform on Social Protection and the Regional Cash Working Group to develop a Call for Action to increase the uptake of cash transfers to address the impacts of COVID-19 and other shocks. This followed a regional meeting, convened by CaLP to gather and analyse learning from the COVID-19 response.**

The 'Call for Action' was published (in English and French) in June 2020. It was presented to the regional Inter-Agency Standing Committee, and shared with all government members of the African Community of Practice on Cash Transfers. Since then, more governments have joined the discussion on cash safety nets to respond to hardship caused by COVID-19.

When floods affected West Africa in August and September, several governments used cash safety nets to provide support. On the humanitarian side, there is now wide consensus around CVA, and development sectors and Heads of Programmes are routinely considering CVA – often turning to the CaLP team for guidance. This example demonstrates our responsiveness as an organisation; adjusting priorities and working with multiple actors, we were able to facilitate collective advocacy on a vital issue.

Naturally, not all of this progress is a result of our 'Call for Action', as many of our partners were also pushing for safety nets and CVA; but the paper certainly played a role in convincing some decision-makers. The increasing interest in CVA in West and Central Africa is further reflected in the huge increase in popularity of our Francophone webinars, both in terms of the size and professional diversity of the audience.

## 04 WORKING TOGETHER THROUGH THE GLOBAL CASH WORKING GROUP

This year, CaLP has facilitated learning and taken positive action to support and develop the Cash Working Groups (CWGs). We worked at country, regional and global level to achieve this, including co-leading two Geneva-based Cash Working Groups (GBCWG) meetings. In line with our new strategy, these meetings were – for the first time – open to, and led by, members of Cash Working Groups from around the world. The forum has become a learning exchange for international colleagues.

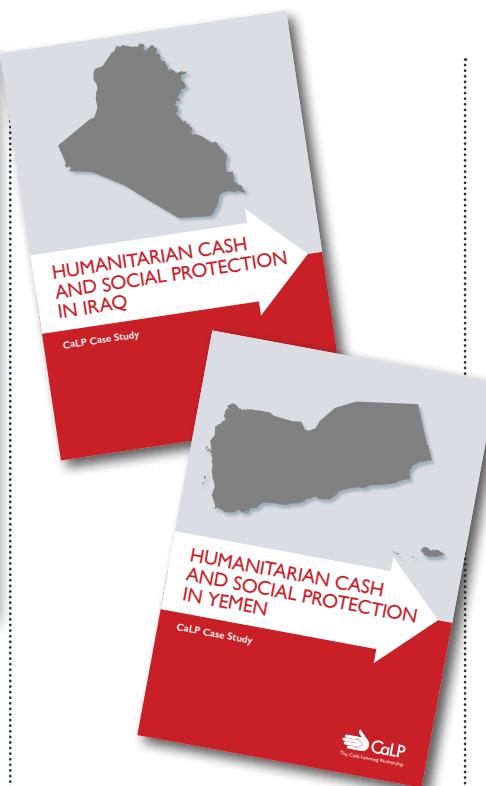
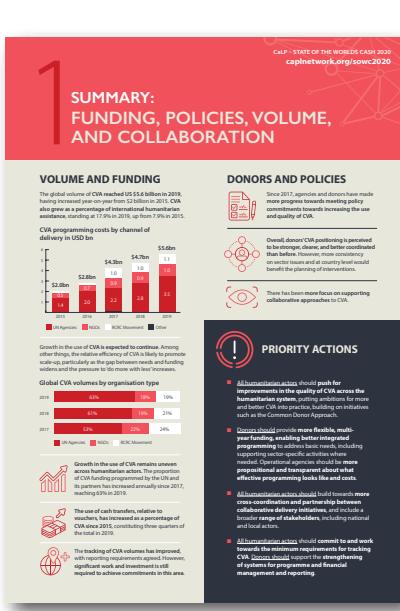
We reflected on the success of these two meetings, and by January 2021 the Terms of Reference were reviewed, and the group was officially renamed the Global Cash Working Group and nominations were opened for co-leadership from Cash Working Group Leads.



We believe that innovations such as these help to foster collaboration within the network. By reimagining the Geneva CWG as the Global CWG, and making it an inclusive space for CWGs from around the world, we have moved toward a more collaborative approach to discussion and sharing, and we look forward to further developing this spirit of shared learning over the year ahead.

## 05 WORKING TOGETHER: CONVERSATIONS & ALLIANCES

Through conversations we understood the needs of different CVA stakeholders and identified opportunities for collaboration. This dialogue helped us initiate and move forward work in many areas outlined in this report. Here are three more examples that show how talking has led to action in different ways.



We continued the fruitful collaboration with **Development Initiatives** (DI) this year, working together on a number of reports. The DI team provided essential data analysis of the amount of CVA delivered around the world, data that was critical to our *State of the World's Cash* report. First published in 2018, this second edition has become a key reference point for any organisation that is embarking on developing a CVA strategy. CaLP provided reciprocal expertise for DI's Global Humanitarian Assistance Report 2021, contributing to the report's chapter on CVA and helping to promote the report.

Dialogue between CaLP and the **World Bank** deepened at the onset of the pandemic. CaLP conducted high-level dialogues with members of the Bank's Social Protection practice to discuss the COVID-19 global appeal and humanitarian capacities to support linkages to social protection. This dialogue resulted in the development of case studies by CaLP on Yemen and Iraq and by OCHA on Cameroon, Haiti and Somalia. CaLP was requested to deliver a briefing to World Bank colleagues on the *State of the World's Cash 2020* report.

CaLP began more active engagement with local organisations such as the **Juba Foundation**, **Concepts for Community Programme** and **Self-Help Africa**. We received a resounding request for capacity building, and as a result we have been providing information on CaLP training opportunities and connecting those organisations that were not participating in Cash Working Groups with the CWG Leads in their respective countries.

# COLLABORATIVE ACTION TO ACHIEVE A SHARED VISION



Amina Ibrahim, 50, mother of 12 children. She came to Gunagado in 2017 after drought killed her family's livestock. She says that Oxfam helped her and others with installing a water tap, but that is not a constant source of water, "so we go to the river" which takes 1.5 hrs by foot round trip. Oxfam also provided soap, trucked in water, cash, plastic sheets and other shelter material, and public health promotion.

© Pablo Tosco/Oxfam Intermon



We aim to become an effective global network for the CVA system, inspired by improving outcomes for people in contexts of crisis

**Since its origin in 2005, and formal launch in 2009 as an initiative supported by five founding organisations, CaLP has played an instrumental role in making the case for, and advancing the use of, Cash & Voucher Assistance as an effective tool in humanitarian response. Today, CaLP is a network with more than 90 members - bringing together a diverse range of actors and views.**

Looking at the journey travelled, there is much to celebrate. CVA is now a central part of global humanitarian response, and the argument that CVA can be a more effective, efficient and accountable form of assistance is broadly accepted. Understanding of how CVA can be used effectively has increased, and it has been integrated into many humanitarian standards. But there is more to be done.



**Not so much a recommendation as a call to keep up the good work ... I've been really impressed with how engaged and responsive both the knowledge management team and comms teams are in supporting external initiatives to share content, grow audience and track uptake.**

ANONYMOUS, PERCEPTION SURVEY RESPONDENT

across the globe. The rich inputs that were gathered were carefully and respectfully analysed. There was clear convergence of views in some areas, with differing perspectives and priorities in others. Nonetheless, 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. Since the strategy was launched, the CaLP team has been collaborating with members and piloting different ways of working on a number of initiatives – all the while learning about what it takes to work in greater collaboration.

This year, we took several significant steps along this path. We began the process of reviewed aspects of CaLP's current governance arrangements, with issues debated at the Technical Advisory Group (TAG) and the Board. Adjustments to the TAG Terms of Reference were considered and, once they are confirmed in 2021, they will increase opportunities for engagement in this forum. At the same time, following active promotion and outreach, we saw greater interest in Board membership and, following a competitive process, several new members were welcomed to the Board.

More broadly, we have been focusing on improving opportunities for collaborative action within the network. To this end, we have significantly increased the number of multilingual reports, videos and events, which are produced in Arabic, French and Spanish in addition to English. Trials are also being undertaken of live



This increasing acceptance of CVA as a recognised humanitarian response tool prompted us to take stock of our role. Rather than simply making the case for CVA, 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 social protection, data responsibility and risk management. 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.

The 2020+ strategy was the culmination of a seven-month process. Through interviews, focus groups and a large survey, the process involved over 450 people

together, and alongside our strategic partners, we have developed a clear set of principles for the future. Together, these principles will help us to continue to support the development of CVA as a key tool for responding to crises, and to ensure that it is used in a safe, effective and appropriate humanitarian assistance, and that it is used in a way that respects the needs and preferences of crisis-affected people over the longer term if considered.

simultaneous translation for some webinars, to encourage ever larger international audiences. We will be continuing this work over the coming years, enabling greater numbers of people the world over to access our resources and engage in meaningful conversations in various languages.

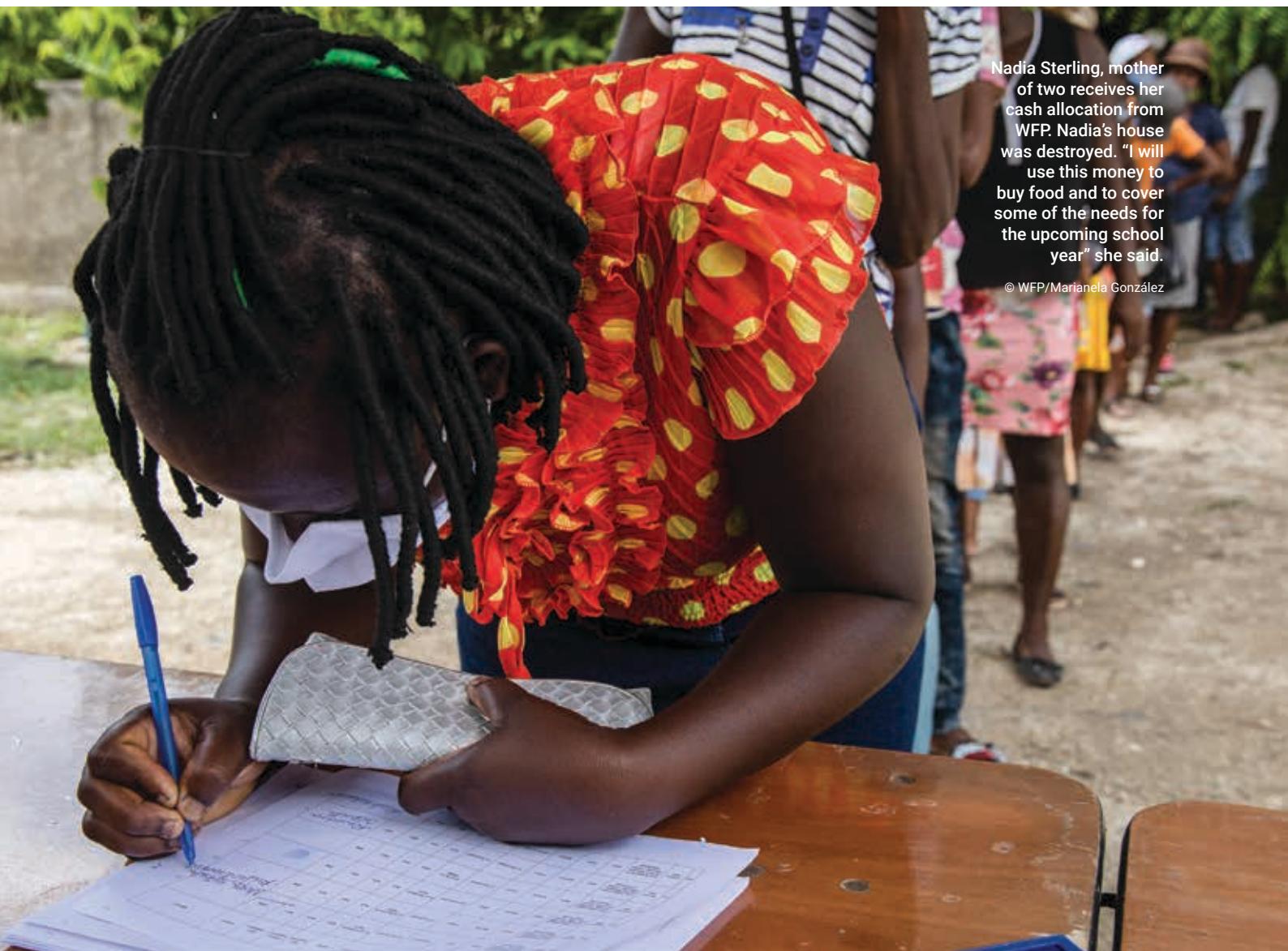
We also updated our website, to increase the spaces that can be used by CaLP members and others. A [Jobs portal](#) was launched, where members can post CVA-related vacancies, and quickly became very popular. An [Events](#) page was opened for members to use, which has begun to provide a good overview of events taking place in the CVA world. Our Board and Technical Advisory Group meetings are now posted on the events page as we seek to increase the visibility of these two forums. We also set up an [Ongoing Research](#) page, to which anyone can post CVA-related research. In time, we expect this to become a forum that creates opportunities for greater collaboration.

Over the coming year, we'll be listening to more feedback from the network, and continuing our journey – together.



**Se debe trabajar bastante en  
generar más recursos en español**

ANONYMOUS, PERCEPTION SURVEY RESPONDENT





## THE STATE OF THE WORLD'S CASH 2020

Our flagship Report, *The State of the World's Cash*, provides a comprehensive snapshot of cash and voucher assistance, with significant recommendations for anyone interested in humanitarian action. This second edition was published in July 2020, and was the result of extensive collaboration between CaLP staff, consultants, a Steering Group and a huge number of contributors. The release included a presentation and short animation videos of the four key trends.

We published the Executive Summary and the website content in Arabic, French and Spanish. CaLP's Director, Karen Peachey, presented the main findings at an online launch attended by 443 participants. She was followed by Heba Aly (Director of The New Humanitarian), who moderated a diverse panel of discussants.

Events in Spanish and French followed, including the French webinar moderated by CaLP Board member Yvette Etienne. All of the events brought together exciting panels and many participants.

In early December, the final CaLP event relating to *State of the World's Cash* featured the Cash & Voucher Assistance community in East Africa, and focused on how the report addresses accountability towards affected populations.

We were proud to see the findings of *The State of the World's Cash 2020* being presented in multiple forums, including (in Spanish) at the CVA & Local Partnership meeting with Cáritas Colombia, Fundación Hálu Bienestar Humano Colombia and Cruz Roja Ecuador.

The report was very well-received, with several CaLP members using it to update their Cash & Voucher Assistance strategies and inform their work more generally.



And thanks again for all the work on the State of the World's Cash report - the chapter of localisation is very well done and I reference it all over the place

**KRISTIN SMART**  
OXFAM GB



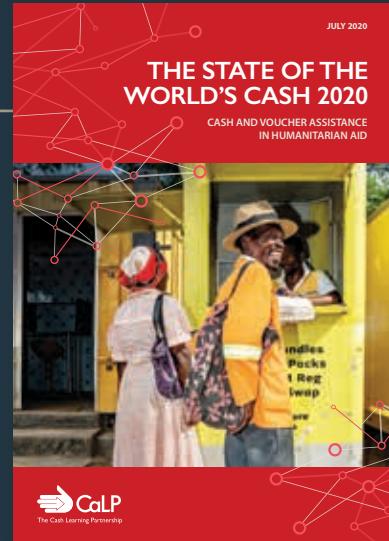
Je viens d'écouter l'enregistrement du webinar SOWC. Quel panel de choc! Une très bonne dynamique, un vrai dialogue, et des perspectives rafraîchissantes! Chapeau à tous

**ISABELLE PELLY**  
EUROPEAN CIVIL PROTECTION & HUMANITARIAN AID OPERATIONS



Thank you for hosting such an excellent session today! Really rich content from speakers and participants, leaving us all with food for thought. I look forward to reading The State of the World's Cash Report 2020 in full... great to hear lessons learned from other agencies, and relieved to conclude on a positive note with a shared belief that change IS possible!

**BRONWEN MOORE**  
DEPUTY CHIEF OF PARTY – PROGRAM QUALITY, CRS



I just wanted to reach out to give you all such a HUUUUGE kudos for this report, launch and the absolutely fantastic webinar last week. Of all the webinars in the last many many months it was in the absolute top of the tops. The focus and conversations on how to move cash forward, what are our honest challenges and road blocks and a fabulous framing/intro and moderation that led us all to the continue to elevate cash - to help it to breakdown an archaic system, put power in the hands of the people we serve and to think outside a very narrow sector box. Just really huge congrats on focusing on the right things - so much of what you said resonated so deeply with my team!

**BARRI SHOREY**

INTERNATIONAL RESCUE COMMITTEE



The State of the World's Cash report is "a holy text of reference" for humanitarian cash.

**UGO GENTILINI**  
WORLD BANK



THE REPORT GAINED

**2,590**  
PAGE VIEWS  
IN JUST SIX MONTHS



THE REPORT AND RELATED POSTS HAVE CONSISTENTLY BEEN AMONG OUR TOP-PERFORMING BLOGS AND SOCIAL MEDIA POSTS

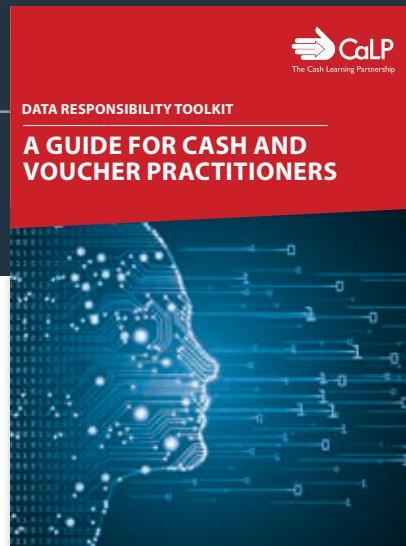


## RESEARCH INTO DATA RESPONSIBILITY

As CVA has become increasingly reliant on digital channels, we have seen greater involvement of banks, mobile network operators (MNOs), microfinance institutions and new financial technology providers in CVA. The amount of data being collected, stored, used and shared across CVA partners is consistently growing. At the same time, new and updated data privacy laws (such as the EU's General Data Protection Regulation, or GDPR) are being introduced around the world. These impose new requirements on organisations who manage personal and sensitive data.

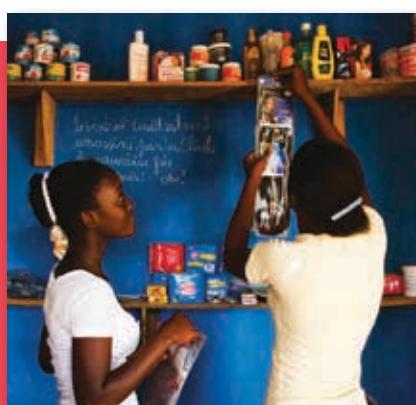
In order to promote data responsibility, we conducted research which culminated in publishing our [Data Responsibility Toolkit](#) and two case studies – one on [Digital Remote Targeting during COVID-19](#), and the other on [Responsible Data Sharing with Government](#). This trio of documents was launched during a webinar in March 2021, planned in conjunction with Information & Communications Technology for Development (ICT4D). CaLP Board member Annissa Toscano made the opening remarks, and the event included speakers from Columbia's Ministry of Finance, the United Nations Office for the Coordination of Humanitarian Affairs, and more. A dynamic format kept participants engaged.

The webinar was attended by 139 people, and followed by many others via the livestream. As always, follow-up information was shared with those who had registered but who were unable to attend. For the first time, we worked with simultaneous interpreters and trialled language-specific breakout groups, and we will continue to explore options to make events more language-inclusive, as a way of extending CaLP's reach, and encouraging cross-language learning. The toolkit and case studies are available on the new [Collections](#) area of our website and will be used to stimulate greater discussion on data practices in CVA, and create forward movement where it is needed.



Huge kudos to all @calpnetwork involved in this seamless, stimulating and crucial webinar. Data responsibility is everyone's responsibility. Look forward to digging into the toolkit and sharing widely within @eu\_echo. #cashtransfers #dataprotection

ISABELLE PELLY  
VIA TWITTER



## 'WINDS OF CHANGE' OUR EVIDENCE-BASED REPORT

A study on best practice in the use of CVA in the Caribbean led to the publication of our report [Winds of Change: Lessons and Recommendations on the Use of CVA for the Caribbean Atlantic Hurricane Season](#). The Report was disseminated with the participation of CaLP members and the Caribbean Disaster Emergency Management Agency. This allowed us to develop our engagement in the region, and to provide useful evidence for global thinking on localisation, coordination and social protection.

As a result of CaLP's deepening engagement in the Latin America and Caribbean region, CaLP is undertaking research to investigate the role of CVA preparedness in both humanitarian and social protection programming, particularly in contexts affected by natural disasters. The forthcoming research (in late 2021) will map experiences in Central America, Mexico and the Dominican Republic, and document two case studies.

## RESEARCH INTO CASH FOR HEALTH OUTCOMES

The role of CVA in health outcomes has been a major focus for CaLP this year. Discussions revealed significant demand from stakeholders for more research into how CVA can be used to improve health outcomes in humanitarian response.

There are two principal reasons why the relationship between CVA and health is crucial for the effective delivery of quality healthcare that is free at the point of access. Firstly, averaging healthcare costs across households is inappropriate, because healthcare needs are so varied and unpredictable, making it difficult to account for in a multipurpose cash transfer. Secondly, healthcare recipients are in an asymmetric bargaining position with regard to understanding of their health needs, which can make them vulnerable to the private healthcare sector. This means that calculating support for healthcare costs is a very different exercise than calculations of other basic needs; in fact, vouchers are often much more important than cash in this regard, because with a voucher an individual and their health needs can be linked to a particular service which has been quality-controlled.

CaLP is committed to continuing its work by conducting research, sharing learning and resources, and engaging with stakeholders to drive new experimentation and thinking in this field. Interest in health and CVA has been increasing, with experience growing and perspectives widening, and we expect this to be a significant area of growth in the CVA space for years to come, not least in the wake of the COVID-19 pandemic.

### HIGHLIGHTS THIS YEAR INCLUDE:



The Health Cluster Cash Task Team flourished, completing and publishing a series of **case studies** from Jordan, Burkina Faso and Bangladesh - part of a long collaboration with the World Health Organisation.



The Health Cluster Cash Task Team also ran a webinar on **Health Outcomes & The Use of CVA**, from which they developed a stock-taking exercise on how CVA is being used in humanitarian response in the Middle East & North Africa region.



Our webinar **The Relationship Between CVA, WaSH & Health** was organised in partnership with the global Cluster Leads, and delivered in multiple languages.

## CONTRIBUTING TO OTHER PUBLICATIONS



During the year we contributed to reports and publications published by others, including:

Active Learning Network for Accountability & Performance (ALNAP) to review, revise and ultimately co-brand a **study** to evaluate CVA.

The 7th Edition (March 2021) of Solidarités International's Water Barometer journal included **our article** showcasing how market-based approaches and CVA can be used to improve access to services in the Water, Sanitation & Hygiene sector.

Our paper, exploring how CVA has scaled up or adjusted to the new constraints of COVID-19, has been accepted for publication by: the Overseas Development Institute Disasters journal watch this space for further developments

## WEBINARS

Part of our 2020+ strategy is to further develop our online presence, with particular focus on increasing our reach and giving more actors a voice to share skills, knowledge and understanding of CVA. The pandemic certainly played its part in accelerating this process, and we have seen a huge surge in the number of people participating in our online learning events and other webinars.



Highlights from the year include:

- Our most popular webinar this year was our five-part webinar series on **Minimum Expenditure Baskets** which was delivered in collaboration with WFP. Over 600 people attended the webinars - evidence of the current demand for technical discussions around this topic. The development of MEB remains a critical challenge for the humanitarian community due to the need for collaboration and buy-in from actors working in many sectors. The experiences shared in the webinar series were rich and are being used to revise and update the existing MEB decision-making tools.
- **Emerging Practices of Remote Registration and Verification** was organised by CaLP members to discuss the latest approaches and learning from new technological approaches tested in the pandemic response. This event brought together humanitarian and private sector actors to showcase innovations in remote CVA delivery - particularly crucial in the pandemic context. Examples of presentations included Telesom (Somaliland) showcasing their efforts on voice verification and GiveDirectly sharing their early findings from an exciting pilot targeting millions of recipients using a combination of artificial intelligence and remote mapping.
- **Innovations with Digital Cash from the Latin American & Caribbean Region** was delivered in Spanish and was key in the pandemic context - particularly contextualised learning from LAC.
- **CVA & Gender in the Latin American & Caribbean Region** was organised in collaboration with UN Women, CARE, CashCap and the United Nations Office for the Coordination of Humanitarian Affairs. This webinar had the largest attendance at the regional level (220+ participants), and brought much-needed attention to and learning from actors on the importance of gender considerations in CVA delivery. Gender remains a priority topic in the LAC region and given the unique impact of the COVID-19 pandemic on women, livelihoods and economic empowerment, this was a very timely and relevant event.
- **Learning From the Regional Ebola Outbreak** was shared in a webinar organised by socialprotection.org
- We presented, in French, **two research pieces on CVA and Gender** at the Global Protection Forum 'The Cash For Protection Agenda' and 'Integration of Gender-Based Violence Risk Mitigation in Cash'.

■■ Congratulations, the webinar was a real success.

HABIBOU IBRAHIMA KARBO  
UNITÉ FILETS SOCIAUX, GOUVERNEMENT NIGER



# THOUGHT LEADERSHIP

## ON EMERGING ISSUES



In the 2020 floods, Omar and his family were warned with enough time to gather their belongings and avoid losing any livestock. With money he received from the Kenya Cash Consortium, Omar is supporting his family while they replant anew, and saving to buy more livestock in future months.

© Lameck Ododo/Oxfam in Kenya



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

## During the year, unsurprisingly, our activities related to emerging trends were mostly focused on the response to COVID-19 and its related socio-economic impacts.

As the pandemic gained pace in March 2020, it became clear that it would have a profound impact – exacerbating existing crises and creating new ones. At the same time, it would impact the way humanitarian actors operate and deliver, and the needs they are called upon to address. We responded rapidly, with ways of working informed by the new strategy where possible.

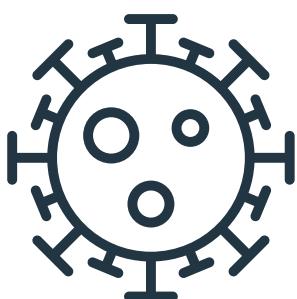
For example:

- Following advice from the Technical Advisory Group, we crowdsourced information from across the network in a process that allowed rapid sharing and learning. Based on the crowdsourced information, we curated and produced authoritative guidance on CVA and COVID-19, and updated it regularly in four languages until July.
- Our COVID-19 and CVA guidance was discussed at regional Cash Working Group meetings in Asia, Middle East & North Africa, West Africa, and the Americas, as a basis for understanding the key delivery challenges in different contexts. We then held a Geneva-Based Cash Working Group meeting which was open for the first time to all Cash Working Groups around the world.
- Working with the office of the Emergency Relief Coordinator, we convened members for a 'design sprint' to understand where and how CVA, in tandem with national social protection systems, could be scaled up to meet new and emerging needs. This led to country studies in Iraq and Yemen, and fed into the UN-wide advocacy efforts around a COVID-19 recovery package.
- We published 12 blogs, authored both by team members and guests related to COVID-19, including a summary blog based on discussions at Regional Cash Working Groups.
- We developed four short videos summarising the main challenges of the COVID-19 response and our proposed solutions.



This is possibly one of the best opinion pieces on addressing systems contextually that I have read. Well done to the authors not only for articulating a very sensitive topic well but having the courage to publish it!

KATIE WHITEHOUSE  
CONSULTANT, REFERRING TO THE IMPOSSIBLE CHOICES BLOG



---

FOR MORE ABOUT COVID-19 SEE PAGE 32



## CVA & LOCALISATION

Back in 2019, the Grand Bargain Cash Workstream identified localisation as a critical gap in its work, and took steps to address this. Priority was given to building effective and inclusive partnerships with local actors, including the private sector, and increasing their participation in CVA forums.

The Sub-Workstream on Cash & Local Partnerships was established, co-led by Oxfam, the Swiss Agency for Cooperation and Development, and People's Disaster Risk Reduction Network (PDRRN) from the Philippines. Its overall objective is aligning the cash workstream with the broader localisation agenda, including identifying potential areas for collaboration with the Grand Bargain Workstream on Localisation. Planned work includes defining how to foster the participation of local and national stakeholders in CVA discussions and platforms at all levels.

CaLP recognises the importance of this work. In the chapter on localisation in our flagship report *The State of the World's Cash*, we describe how localisation can contribute to better-quality Cash & Voucher Assistance, by:

- Increasing the sustainability of CVA, especially multipurpose cash, through linkages with social protection and longer-term development programming with government partners;
- Improving the timeliness of responses by ensuring local actors are 'cash ready' (building systems and capacities, institutionalisation, preparedness);
- Improving the extent and quality of last-mile delivery, including direct contact with recipients and identification of/access to vulnerable populations;
- Increasing the effectiveness of CVA systems and processes (design, delivery and monitoring) through adaptation to the nature of local humanitarian crises and contexts, including social and cultural specificities;
- Improving access, e.g., locations that international agencies cannot reach for security reasons.

What's more, CVA uptake can be an opportunity for more localised response, by:

- Developing new partnership models to support direct access to donor funding, co-design, and programme decision-making (ie partners as partners, not just implementers)
- Leveraging CVA to strengthen local markets and systems, with better participation and use of local knowledge, actors and networks
- Increasing the use of CVA as an effective entry point to bring in and build private sector partnerships
- Using localisation processes to progress the 'participation revolution', to better include recipients and community-based organisations.

This year, we have worked hard to share our findings in this area, and to stimulate debate. In November we joined the National Humanitarian Action series in Spain for a roundtable discussion on localisation. We also took part in the Practice Lab on localisation in December.

In January, our findings on localisation were presented at 'Why Localisation Matters in Promoting Sustainable Development in a post-COVID World', an event organised by Care Nederland and the Dutch Ministry of Foreign Affairs. As part of our ongoing commitment to thought leadership, our next step will be to reach out to our national and regional members, in order to discover more about the best ways of addressing questions around local action and CVA.



## OPENING CONVERSATIONS

We had many valuable conversations, exploring issues and potential collaborations including:

- We met with **Instituto de Estudios Sobre Conflictos y Acción Humanitaria**, a Spanish humanitarian think tank, to discuss opportunities for collaboration.
- Discussions took place with **European Civil Protection & Humanitarian Aid Operations** regarding their plans to develop best practice guidance in using CVA in contexts of high inflation/price volatility. Following this, CaLP has worked closely on this initiative – engaging with Cash Working Groups to gather feedback, with particularly good engagement from some countries in the Middle East & North Africa.
- We joined **Ground Truth Solutions'** Cash Barometer steering committee, to assess how the cash barometer should be adjusted for 2021.
- We met with the **Centre for Strategic and International Studies** think tank to discuss links between international and domestic CVA.



## CVA & THE ENVIRONMENT

Discussions started with a number of organisations which showed interest in developing a community of practice focused on CVA and the Environment. Early discussions were held with, among others:



These organisations all engaged with initial information sharing and discussion about how to shape the group. During the year, the community of practice started to form, diversity increased and there were discussions both about content and how to make the community operate most effectively. At a second meeting of the community, discussion focused on the development of a workplan on CVA & the Environment.

The United Nations High Commissioner for Refugees (Regional and Colombia) is leading a CVA & Environment project in Colombia, working with the Cash Working Group to explore how environmental issues can be considered in the design and implementation of CVA. The CaLP team engaged in the project's monitoring committee, building connections to the emerging community of practice.

Over the year, this emerging Community of Practice has grown and become more active. With extreme weather events the world over providing a continuous reminder that climate change is happening **now**, we have to work quickly to understand the humanitarian impacts and the role of CVA in addressing these. We are pleased to have laid the groundwork for more action in this area over the coming years.

# THE CaLP PERCEPTION SURVEY 2021

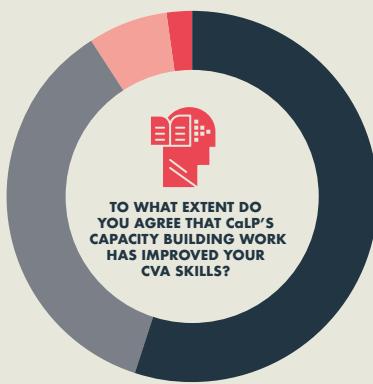
We recognised that an important part of the process of developing our collaboration is gaining an understanding of how we are viewed by others, and how they rate our performance. To this end, we launched a CaLP Perception Survey, which received 125 responses from actors including NGOs, the United Nations and independent consultants. The Survey was available in English, French and Spanish, again underlining our ongoing commitment to increasing our reach and diversity of voice.

We were keen to understand how aspects of our work were being received by CVA actors and wanted to know more about the impact of our capacity-building, knowledge management, learning events and policy engagement. While we recognise a lack of diversity in the respondent profile, the responses were both rewarding to read, and provided valuable information on areas for improvement and development. When the next Perception Survey is launched in 2021, we seek to increase the number and range of respondents that complete the survey.

## CAPACITY BUILDING

**93%**

OF RESPONDENTS  
STRONGLY OR  
MODERATELY  
AGREED THAT  
CaLP'S CAPACITY  
BUILDING WORK  
HAS IMPROVED  
THEIR CVA SKILLS.

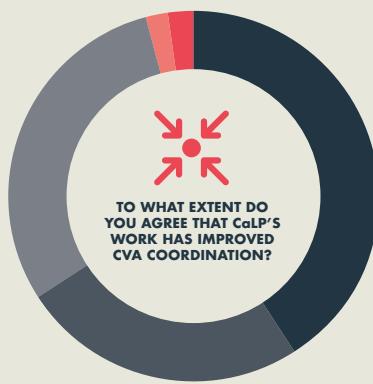


STRONGLY AGREE / MODERATELY AGREE / AGREE A LITTLE / DISAGREE

## COORDINATION

**98%**

OF RESPONDENTS  
FELT THAT CaLP'S  
WORK HAS  
IMPROVED CVA  
COORDINATION  
A GREAT DEAL,  
A LOT OR A  
MODERATE AMOUNT

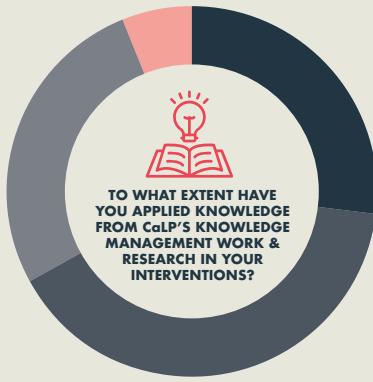


A GREAT DEAL / A LOT / A MODERATE AMOUNT / A LITTLE / NOT AT ALL / NA

## KNOWLEDGE MANAGEMENT PLATFORMS

**89%**

OF RESPONDENTS  
STATED THAT THEY  
HAVE APPLIED  
KNOWLEDGE FROM  
CaLP'S KNOWLEDGE  
MANAGEMENT  
(D-GROUPS,  
NEWSLETTERS AND  
LIBRARY) A GREAT  
DEAL, A LOT OR A  
MODERATE AMOUNT



A GREAT DEAL / A LOT / A MODERATE AMOUNT / A LITTLE / NOT AT ALL

## KNOWLEDGE MANAGEMENT LEARNING EVENTS

**94%**

OF RESPONDENTS  
STATED THAT CaLP  
LEARNING EVENTS  
(SUCH AS WEBINARS,  
FACE-TO-FACE LEARNING  
EVENTS, CASH WEEK,  
ETC.) HAVE INCREASED  
THEIR KNOWLEDGE A  
GREAT DEAL, A LOT OR A  
MODERATE AMOUNT



A GREAT DEAL / A LOT / A MODERATE AMOUNT / A LITTLE / NOT AT ALL / NA



We aim to continue to expand the skills and knowledge required to deliver quality, sustainable humanitarian CVA, at scale

# SKILLS BUILDING & SHARING AS A NETWORK



Vietnam, Da Teh, 1 Oct 2019.  
48-year-old Le Thi Men holds the youngest of her four grandchildren, 18-month-old Nyan Khanh Bao. Her family of eight living under one roof have recently survived the extensive flooding in their village. They were lucky – most of their home was unharmed as it's well built and sits a bit higher up than many other houses.

© Sajid Hasan/ IFRC



## ONLINE AND E-LEARNING

- Uptake of online learning increased significantly during the pandemic and we saw a jump of almost 100% from 15,383 learners accessing CaLP online content on the Kaya platform in 2019/20 to 29,986 in 2020/21.
- **Training of Trainers sessions** were held online in November and December for the courses on **Linking Social Protection and CVA; Protection in CVA, Monitoring 4 CVA and Market Assessment Tools Training**.
- The three-part **Organisational Capacity Readiness Tool (OCRT) Webinar** series was delivered, with more than 100 participants representing an estimated 50 organisations attending at least one of the sessions. All three recordings are available on the [website](#) and YouTube.
- **The Building Individual Expertise Programme (BIEP)** in West Africa continued with a new cohort of 10 individuals.
- We delivered a pilot of the series of '**CVA Briefings: Modules for Donor Agency Staff**' and ran a tailored training session for Sida humanitarian personnel to explore the fundamentals of CVA, trends and options for considering in Humanitarian Response Plan development
- The new, distance learning version of the Core CVA for Programme Staff course was successfully piloted with very positive feedback from all participants.
- In collaboration with the Global WASH Cluster, Bioforce and ACF, we co-organised the Launch of virtual training on **Market Based Programming for WaSH in emergencies**.

“

Thank you very much, it was a great journey with all the attendees. I have been working in the humanitarian sector for six years and I have attended a lot of training and courses, this course was the best one ever.

**COURSE PARTICIPANT**



## FACE-TO-FACE TRAINING

Most face-to-face training ceased in 2020 with a move to online, but we did still manage to deliver a number of courses including:

- Following the review of 179 applications, 7 applicants were selected for a French language **Training of Trainers course for the Core CVA Course**. The Course was delivered in Senegal in February, co-facilitated by trainers from CaLP and FAO.
- In March we delivered the **Monitoring for CVA** course twice in Amman and once in Dohuk, Iraq. The Protection in CVA also delivered in Amman and Dohuk. In the same month, the Core CVA Skills for Programme Staff was also delivered in Jordan.
- After a significant investment in planning face-to-face training courses in Aden and Sanaa, the courses were cancelled following Government guidance related to COVID-19. In future, as the new online course is rolled out in 2021, we will be able to minimize cancellations related to security or other restrictions.
- In addition, CaLP four accredited courses were delivered by certified trainers around the world.

“

[The best thing about the course was...] first of all the importance of cash transfers and the components of the different project cycle steps, and also the quality of a good facilitator

**TRAINING PARTICIPANT (IN FRENCH)**



## NEW LEARNING RESOURCES

We accelerated our move to online content, updating existing and generating new content where needed. Some examples of the new training and learning resources include:

- The **micro-learning videos on COVID-19 response**, which we developed with Plan International, were viewed over 2,000 times on YouTube
- The **French translation** of 'Practical Scenario, Coordination For Multipurpose Cash Grants' was uploaded to the Cash Learning Hub
- **CaLP and CARE's Gender and CVA micro-learning in Spanish** was launched on 8 March, International Women's Day. In the lead up to the launch, we showcased members' gender-themed resources that are available in Spanish. In March there were 645 visitors to the [relevant page on the website](#), and 361 views on the micro-learning video.
- We partnered with the REACH Initiative to tailor the **Market Assessment Tools** Training course for delivery in Libya and Lebanon.
- The **CVA Fundamentals course** was refreshed in English, and a Spanish version launched.
- A huge amount of time and effort was invested over the year to convert our flagship five-day **Core CVA Skills** for Programme Staff course to a distance learning course. This course will be launched in Arabic, English, French and Spanish in 2021.



## TOOLBOXES & TIPSHEETS

- The CaLP **Programme Quality Toolbox** was relaunched in English
- We continued the process of **translating** our Programme Quality Toolbox
- A **Tipsheet for Cash Working Groups & Inter-Cluster Coordinators** was developed with support from UNICEF to support the links between CVA and National Social Protection Programmes
- A **Readiness Checklist for Cash Working Groups** for COVID-19 response was developed



I have already started to use what I learnt during this training. I am now systematically referring to the Programme Quality Toolbox and make sure to involving my colleagues from the support department at the designing phase (HR, Logs, Finance)'.

PARTICIPANT OF THE  
PILOT DISTANCE  
LEARNING COURSE



## DECISION-MAKING TOOLS

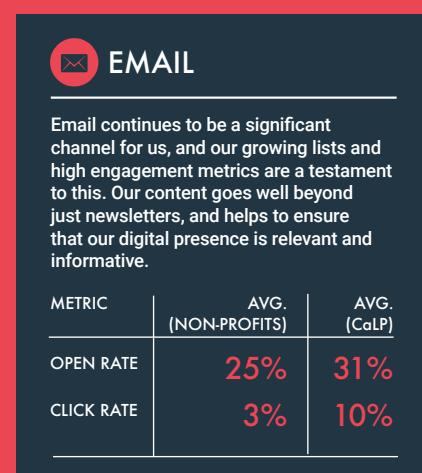
- A decision-making tool was developed (in English and French) to help **national Cash Working Groups and governments** identify entry points for connecting CVA and safety nets.
- A decision-making tool for **nutrition actors** was developed (in English and French) in collaboration with Save the Children and the French Red Cross.

# COMMUNICATIONS

As a learning partnership, effective communication is at the core of what we do. This year, we have continued our work to develop a greater appreciation of what we need to communicate to our network and beyond. In the coming year, we plan to expand the team who are engaged full-time in communications activities, including work on our increasingly critical digital platforms. This work is vital in ensuring that the skills, knowledge and understanding found within CaLP's network is available to thousands of practitioners around the world.

We have continued to pursue our strategy to shift to a more multilingual approach. We have focused particularly on providing content in French, Spanish and Arabic, even trialling live simultaneous translation at some events. The majority of our COVID-19 guidance was crowdsourced and developed by a global network, a process which underlined the importance of extending our reach in this way. We will be continuing this work at pace.

This year has also seen significant improvements in our online reach. While this was already a key part of our 2020+ strategy, the pace of change has accelerated considerably because of the pandemic. This has provided us with a great opportunity to focus on delivering value, both on the new website and on our social channels. Our levels of engagement have seen significant improvements compared with the previous year, and our aim is to capitalise on this momentum wherever possible in order to deliver the most effective and useful content for our members, our network and beyond.





Hakim from a village in Kandahar. Hakim, his family and other families in the village receive NRC's cash assistance.

© Becky Bakr Abdulla/NRC

## ANNUAL REPORT 2020/21

WWW.CALPNETWORK.ORG



In 2019, the World Food Programme handed out more than \$1.2 billion in cash and more than \$860 million in vouchers to nearly 30 million people in 64 countries. And while the WFP is the biggest humanitarian player to use cash handouts, it's hardly an outlier. What was once a fringe idea has moved to the humanitarian mainstream. Cash or vouchers now account for about one-fifth of all humanitarian aid.

A decade of data shows that giving people cash instead of food or other in-kind aid empowers recipients, is harder to steal, and pumps money into local economies. In some settings, recipients' assets, nutrition, and even survival outcomes increase. "There are lots of good reasons to deploy humanitarian cash transfers," says Kenn Crossley, WFP's Global Cash Transfers Coordinator, "but at the bottom line, cash can empower people to address their own priorities."

**EXCERPT FROM  
"JUST GIVE POOR PEOPLE MONEY"**  
ARTICLE BY JINA MOORE,  
BOSTON HERALD, 17 OCTOBER 2020

A large, stylized graphic of a globe or network structure, composed of numerous thin white lines connecting small white dots, set against a solid red background.

- OTHER
- WE WERE FEATURED IN INTERNATIONAL PUBLICATIONS SUCH AS:
  - THE BOSTON GLOBE
  - THE NEW HUMANITARIAN
  - FINTECH MAGAZINE
- OUR CONTENT HAS BEEN FEATURED BY:
  - THE WORLD BANK
  - SOLIDARITÉS INTERNATIONAL
  - GENEVA SOLUTIONS
- OUR WEBSITE WAS BACKLINKED OVER 2,000 TIMES
- OUR PODCAST HAS ACQUIRED NEARLY 1,000 LISTENS

# COVID-19



As the global pandemic emerged, it brought with it a tidal wave of change. The scale of the humanitarian impact quickly became apparent, but at every level, new and unprecedented challenges were faced in delivering aid when and where it was most needed. These challenges arose not only from the necessary measures brought in to protect populations from COVID-19 and to limit its spread (such as lockdowns and curfews), but also from the huge resource drain caused by the pandemic at country level, which led to administrative and other challenges around the coordination and delivery of aid where it is most needed.

From CaLP's perspective, the pandemic journey has seen both yin and yang. On one side, there has certainly been some operational impact. We saw progress hampered on a number of ongoing projects, including the establishment of a network-wide process to develop Minimum Standards for Humanitarian CVA; our internal governance review; and further work building on our report on '*The Future of Financial Assistance*'. And, like most organisations, we had to quickly pivot online and adapt our ways of working. Almost all our planned face-to-face events were cancelled from March 2020, and it's a testament to the hard work of the CaLP team that we were able to deliver so many of our learning events virtually (for example, our series 'CVA Briefings: Modules for Donor Agency Staff', which was quickly repurposed for online delivery).

But there is another perspective on these challenges. Part of CaLP's 2020+ strategy is to develop and enhance its digital reach, making more of our resources and learning opportunities available online and increasing our virtual engagement. What we found is that COVID-19 accelerated this process. As an organisation, we have been able to move quickly and dynamically, redirecting our focus to address unmet need and to leverage our existing resources. These innovations helped us to respond quickly to the constantly changing environment, and we have evolved into a key resource hub for humanitarian COVID-19 guidance.

The demand for learning, shared experiences and guidance on COVID-19 has been significant, and inevitably a large part of our activity over the year has been driven by the pandemic and its impact. Our resource, *CVA in COVID-19 Contexts: Guidance from the CaLP Network*, has been accessed thousands of times. We published numerous popular blogs, including '*Impossible Choices*' – questioning assumptions behind lock-down in low income and fragile contexts', and '*COVID-19 & Cash Transfers in MENA*'. We undertook and published research to support efforts to scale up of COVID-19 related responses. We developed a bank of COVID-19 videos, including our short series summarising the main challenges around CVA and the COVID-19 response and our proposed solutions. We added a *forward-looking chapter on COVID-19* to our State of the World's Cash report. And we organised webinars to sharing experiences of CVA programming during COVID-19. More examples of our work related to the pandemic are shared elsewhere in this report..

The response we have received to these resources has been encouraging, and we are proud of our achievements during a challenging time. But at the time of writing the pandemic is far from over, and the humanitarian impact will be felt for years to come. Our aim is to ensure that, as a network, we continue to commit to research and shared learning, responding to the needs of CVA actors, and focused resolutely on our vision of enabling people to overcome this crisis with dignity.

# OUR MEMBERS

AS OF 31ST MARCH 2021:



## OUR INDIVIDUAL MEMBERS

AS OF 31ST MARCH 2021:

SHANNON DOOCY, NADIA ZUODAR, DAVID DE WILD, JAMES SHEPHERD-BARRON, C. MIKE DANIELS, LOUISA SEFERIS

## NEW CaLP NETWORK MEMBERS JOINING DURING 2020/21

- ZOA International INGO
- SIDA Donor
- GSMA Mobile for Development Foundation Private Sector
- Joint Aid Management (JAM) International Regional NGO
- The National Cash Transfer Humanitarian Company (Ycash) National NGO
- United Nations Population Fund (UNFPA) UN



## CaLP BOARD

AT THE END OF THE FINANCIAL YEAR 2020–21, COMPRISED:

**LARS PETER NISSEN**  
DIRECTOR,  
ACAPS



**AMADOR GOMEZ**  
DIRECTOR OF INNOVATION,  
RESEARCH AND INVESTIGATION,  
ACTION AGAINST HUNGER



**RON DELNEVO**  
UK MARKET ADVISER EUROPE,  
ATM INDUSTRY ASSOCIATION



**RAHUL CHANDRAN**  
CEO,  
CARE IMPACT PARTNERS



**PASCALE MEIGE**  
DIRECTOR OF DISASTER  
AND CRISIS PREVENTION,  
RESPONSE AND RECOVERY  
INTERNATIONAL FEDERATION  
OF THE RED CROSS AND  
RED CRESCENT SOCIETIES



**KILLEN OTIENO**  
CHIEF OPERATING OFFICER,  
JOINT AID MANAGEMENT  
INTERNATIONAL



**ANISSA TOSCANO**  
VICE PRESIDENT,  
HUMANITARIAN LEADERSHIP  
AND RESPONSE,  
MERCY CORPS



**METTE TANGEN**  
DEPUTY DIRECTOR,  
HUMANITARIAN AFFAIRS,  
NORWEGIAN MINISTRY  
OF FOREIGN AFFAIRS



**MARIT GLAD**  
PROGRAMME DIRECTOR,  
NORWEGIAN REFUGEE  
COUNCIL



**JOHN PLASTOW**  
INTERNATIONAL  
PROGRAMMES DIRECTOR,  
OXFAM GB



**COURTNEY BROWN**  
CEO,  
RED ROSE



**LEO SKYNER**  
HEAD OF FINANCE  
FOR GLOBAL PROGRAMMES,  
SAVE THE CHILDREN



**CLAIRE MARIANI**  
HUMANITARIAN CASH  
TRANSFER COORDINATOR,  
UNICEF



## OUTGOING MEMBERS OF THE BOARD IN 2020/21 WERE:

**YOLETTE ETIENNE**  
COUNTRY DIRECTOR FOR HAITI,  
ACTIONAID



# TECHNICAL ADVISORY GROUP

AT THE END OF THE FINANCIAL YEAR 2020–21, COMPRISED:

- **Action Aid: Rachid Boumnijel** Senior Technical Specialist - Cash Transfers
- **British Red Cross: Emma Delo** Cash & Markets Technical Team Manager
- **Caritas Switzerland: Frederic Wiesenbach** Global Cash and Programme Quality Advisor
- **Catholic Relief Services: Jennifer Weatherall** Technical Advisor – Cash and Markets
- **Christian Aid: Kristina Flegg** Senior Humanitarian Advisor, Caribbean (Cash & Markets)
- **Danish Church Aid: Christer Lænholm** Senior Humanitarian Adviser
- **Danish Refugee Council: Ed Fraser** Global Advisor Economic Recovery – CVA Lead
- **Food and Agriculture Organization of the United Nations (FAO) Etienne Juvanon Du Vachat**  
Cash and Voucher Programming Team Coordinator
- **GOAL Ciara O'Malley** Global Cash Advisor
- **International Committee of the Red Cross (ICRC) Jo Burton** Cash Transfers & Markets Specialist
- **International Federation of Red Cross and Red Crescent Societies (IFRC) Caroline Holt**  
Manager, Global Cash Transfer Programming
- **IMPACT Initiatives Chris Paci** Global Cash and Markets Assessment Specialist
- **Independent consultant Louisa Seferis** Independent consultant
- **International Rescue Committee Elizabeth Tromans** Senior Technical Advisor for Cash and Emergencies
- **Iris Guard Simon Reed** Deputy Director
- **Key Aid Consulting Helene Julliard** Key Aid Consulting co-founder
- **Norwegian Refugee Council Tim McInerny** Global Advisor – Cash & Markets
- **United Nations Office for the Coordination of Humanitarian Affairs (OCHA) Juliet Lang**  
Humanitarian Affairs Officer – Cash Coordination
- **Plan International Syed Mohammed Aftab Alam** Cash Based Programme in Emergencies Specialist (Global lead)
- **RedRose Mary Cox** Client Services Manager
- **Swiss Agency for Development and Cooperation, Humanitarian Aid (SDC) Stefan Bumbacher**  
Programme Officer for Cash and Voucher Assistance
- **Tearfund Paola Castiati** Global Cash Specialist
- **United Nations High Commissioner for Refugees (UNHCR) Annika Sjoberg** Senior Cash Officer
- **Office of Food for Peace (FFP), U.S. Agency for International Development (USAID) John Lamm**  
Food Security and Market Advisor, FFP
- **United Nations World Food Programme (WFP) Cheryl Harrison** Deputy Director of Cash Based Transfers
- **World Vision International Amos Doornbos** Disaster Management Strategy & Systems Director
- **Women's Refugee Commission Tenzin Manell** Senior Program Officer, Livelihoods in Emergencies

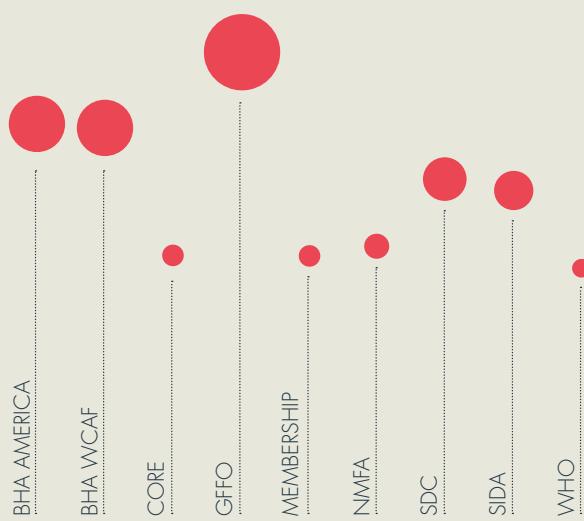
## OUTGOING TAG REPRESENTATIVES IN 2020/21 WERE:

- **Action Against Hunger Celine Sinitzky** Cash Based Interventions and Social Protection Advisor
- **Independent consultant Isabelle Pelly** Independent consultant
- **MercyCorps Rosa Akbari** Senior Advisor
- **United Nations Office for the Coordination of Humanitarian Affairs (OCHA) Louise Gentzel**  
Humanitarian Affairs Officer – Cash
- **OXFAM GB Kristin Smart** Global Cash Transfer Programming Coordinator
- **Save the Children UK Francesca Battistin** Humanitarian Cash and Markets Advisor
- **World Vision International Belete Temesgen** Senior Technical Advisor – Cash and Market Based Programming

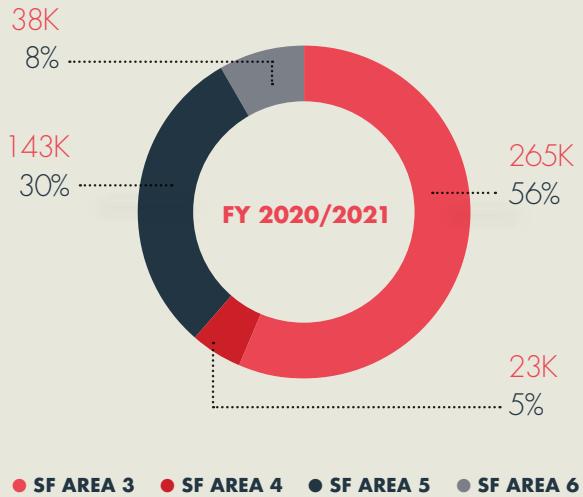
# FINANCIAL INFORMATION

## ANNUAL FINANCIAL REPORT IN GBP (£) FY 2020/2021 ACTUAL EXPENDITURE VS BUDGET

### SPEND BY GRANTS



### ACTIVITY COSTS



### TOTAL COSTS

TOTAL STAFF COSTS	1,580,466
TOTAL SUPPORT COSTS	111,197
TOTAL ACTIVITY COSTS	469,449
STRATEGIC FOCUS AREA 3	265,200
STRATEGIC FOCUS AREA 4	23,111
STRATEGIC FOCUS AREA 5	143,047
STRATEGIC FOCUS AREA 6	38,092
INDIRECT CHARGES (HOSTS)	214,678
<b>TOTAL COSTS</b>	<b>2,375,790</b>



Marila Zaphir receives her cash allocation from WFP. WFP is continuing to provide cash assistance to those who were enrolled to the Cash Based Transfers programme before the earthquake in Haiti.

© WFP/Marianela Gonzalez

**CALP WISHES TO THANK THE DONORS WHO SUPPORTED THE WORK DETAILED IN THIS REPORT**



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

