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Cover: Hadje Fondi Adam, 59, currently lives in Chad. She has been an IDP for seven years after fleeing a Boko Haram attack in her home village. Hadje receives monthly cash assistance from WFP.

© Evelyn Fey/WFP. February 2020.
HAVING RIDDEN THE FIRST WAVES OF THE COVID-19 PANDEMIC, MANY OF US THOUGHT 2021/22 WOULD BE BETTER.

But, once again, it proved a very challenging year from a humanitarian perspective. Fuelled by the impact of the pandemic, climate change and conflicts in every region of the world, needs continued to grow. In February, the Russian invasion of Ukraine caused mass displacement and triggered startling increases in food prices worldwide – impacting the most vulnerable hardest.

Working to respond to evolving needs and priorities, we made solid progress on many important CVA issues. In this report, we tell the story of how CALP’s work is making a difference and focus in on some of the many developments that took place during the year.

Whilst the humanitarian system is complex and known for being resistant to change, there is progress in some areas. After years of inaction, we saw movement on the thorny issue of cash coordination. This issue touches on mandates, power and organisational interests, making it highly political. But through our collective efforts, this year the needle started to shift. Much as there is progress, much remains to be done and we will not be satisfied until there is a more predictable, accountable and effective approach to this foundational issue.

The progress on cash coordination demonstrates the power of collective action. There are many other examples of collective efforts in this report, with new CVA communities of practice and working groups exploring issues from the environment to locally-led response. There are also examples of how we convened agencies to share learning on issues such as working in contexts of high inflation and depreciation, examining good practices on health and CVA and much more. But as knowledge and understanding related to using CVA deepens, we still need to be better at listening to communities in crisis to ensure that learning and practice is truly informed by their needs and priorities.

We continued our commitment to ensure CALP’s core training courses remain the ‘gold standard’, with course materials updated with the latest best practice. We also launched a new version of our Core Programmes course, taking it online with a combination of self-directed and facilitated learning – and then we were challenged with overwhelming demand. We translated this course, and many other new and existing resources, determined to extend our work in Arabic, French and Spanish.

Members continued to provide the anchor for the Network. With over 90 Members and a much wider network of organisations and individuals, we benefit from diverse skills, experiences and thinking. Reflecting on this, we changed our name to show more accurately who we are – the CALP Network.

Our pride in the year’s achievements is balanced with looking ahead to what remains to be done. While the global outlook is uncertain on many fronts, what is certain is that we can work together to make humanitarian action more effective. So, let’s move together to deliver on CALP’s vision: a future where people are enabled to overcome crisis with dignity, by exercising choice and their right to self-determination.
Yemeni refugee Ibrahim and his daughters stand outside the bank in Amman, after collecting 100 dinar. The money was given as part of UNHCR’s cash assistance for families impacted by the coronavirus crisis in Jordan.

© Mohammad Hawari/UNHCR. May 2020.
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.

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.
WHAT IS HUMANITARIAN CASH & VOUCHER ASSISTANCE?

Cash and voucher assistance (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.

WHO WE ARE

The CALP Network 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-governmental organisations; United Nations agencies; the Red Cross/Crescent Movement; donors; specialist social innovation, technology and financial services companies; researchers and academics; and individual practitioners. Together, and alongside our strategic partners, we seek to better meet the needs and improve the outcomes for people affected by crisis. To do this, we ensure that CVA is a central, scalable component of quality, timely and appropriate humanitarian assistance, and that the need to sustain positive outcomes for people over the longer term is considered.

Anna, 39, is comforting her 11-year-old daughter at the train station in Przemyśl, Poland. They have just safely arrived to Poland after being on the road for three, long days. NRC is providing cash directly to thousands of displaced mothers and fathers both inside Ukraine and when they become refugees.

© Ingebjørg Kårstad/NRC. March 2022.
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 ARE IMPARTIAL AND INDEPENDENT**
We demonstrate integrity by focusing on evidence with regard to issues affecting women and men in crisis

**WE STRIVE TO ADD VALUE**
We experiment, capture learning, and bring new insights to humanitarian CVA and financial assistance more broadly

**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 TRANSPARENT AND MUTUALLY ACCOUNTABLE**
We seek to build a culture of trust to best support collective impact

**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
THE CALP NETWORK ENVISIONS:
A FUTURE WHERE PEOPLE ARE ENABLED TO OVERCOME CRISSES 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.
WE’RE NOW KNOWN AS THE CALP NETWORK

“CaLP” originally stood for ‘The Cash Learning Partnership’. In 2020, we decided that the organisation had outgrown this name, and so in 2021 we renamed as the ‘CALP Network’, or ‘CALP’ for short. This change reflects a move to a more intentionally networked way of working, a change designed to increase our impact through collective action.

Reputation is powerful. It can inspire collaboration, encourage others to engage and help influence change. Ultimately our reputation helps us to achieve our vision:

“A FUTURE WHERE PEOPLE ARE ENABLED TO OVERCOME CRISSES WITH DIGNITY, BY EXERCISING CHOICE AND THEIR RIGHT TO SELF-DETERMINATION”

Brand is about much more than logos and colours. Our brand shapes how we are perceived as an organisation, builds and protects our reputation, and ensures that people can recognise us and understand our purpose. This is a vital part of maintaining and growing trust, which in turn opens doors and provides opportunities.

“Congratulations and an opportunity to tell you that I really love the work of the CALP Network! Well done to all. Always informative and relevant”

JEAN-NICOLAS BEUZE, IRAQ REPRESENTATIVE, UNHCR
FOR BETTER CASH & VOUCHER ASSISTANCE

Nour, 28, pictured at home with his daughter fled from Syria to Turkey. Cash assistance is providing a small relief for him and his family in difficult times.

© Corrie Butler/IFRC. March 2022.
CASH COORDINATION

THE WAY THAT CVA IS COORDINATED IS A LONG-STANDING ISSUE WITHIN HUMANITARIAN RESPONSE. SINCE 2015, DONORS, NGOS, THE UN, AND THINK TANKS HAVE BEEN CALLING FOR A RESOLUTION.

Organisations involved in humanitarian cash have recently ramped up their efforts to seek predictable and accountable coordination arrangements, and CALP was instrumental in this process over the last year.

WHY IS CASH COORDINATION AN ISSUE?

Humanitarian cash and voucher assistance (CVA) has grown significantly in recent years; it is estimated that in 2020, CVA made up almost 20% of the total international humanitarian spending. Coordination systems have been slow to adapt to this change, which impedes the humanitarian community’s ability to respond effectively. With no clear responsibility or accountability for cash coordination within the humanitarian architecture, coordination has been undertaken on an ad hoc basis – creating a serious, unresolved and growing challenge. The leadership, terms of reference and reporting structures of cash working groups (CWGs) vary significantly by context, resulting in a lack of predictability that impedes response.

There have been steps in the right direction. Global initiatives such as CashCap have grown to support CWGs; and guidance published by the Inter-Agency Standing Committee confirmed links between the CWGs and the Inter-Cluster Coordination Groups (ICCGs). But many sources – including our own ‘State of the World’s Cash’ reports in both 2018 and 2020, and the ODI’s ‘2020 Grand Bargain Annual Independent Report’ – highlight that this lack of clear responsibility and accountability has many negative consequences which impact the quality and timeliness of humanitarian response.

WHAT’S AT STAKE?

Having a clearly-defined, predictable and accountable cash coordination mechanism is critical for the system to remain fit for purpose. A Call for Action, signed by the leaders of 95 organisations representing the diversity of the humanitarian system, recognised the shortcomings of ad hoc cash coordination arrangements and demanded action. The decisions about cash coordination will ultimately impact the efficiency and effectiveness of CVA interventions; how quickly affected populations can be reached; and how we leverage the capacities of stakeholders in the CVA ecosystem. At CALP we believe it is essential that decision-making is driven by the resulting outcomes for affected populations, rather than by institutional interests.
CALP’S WORK ON CASH COORDINATION

In June 2021, the Call for Action was sent by USAID and the CALP Network to the Emergency Response Coordinator (ERC). It called on the ERC and the IASC to take a decision on the leadership and scope of cash coordination within the broader humanitarian coordination architecture. The submission requested:

A clear roadmap, addressing the request in the enclosed letter, including how the process for achieving an agreement would build on the wealth of available research, and how it would ensure that the voices and perspectives of the humanitarian community as a whole would be engaged in the decision-making process.

The Outgoing ERC, Mark Lowcock acknowledged receipt. Subsequently, the Call for Action was resubmitted to the new ERC, Martin Griffiths, asking for action.

In July, the Grand Bargain Eminent Person, Jan Egeland, proposed a caucus structure to drive progress in three priority areas: cash coordination, the role of intermediaries and quality funding. The cash caucus was the first to move forward and that was, of course, our focus.

With constantly expanding global humanitarian needs, it is imperative that we ensure our systems are fit for purpose. Resolving cash coordination within the humanitarian architecture presents exactly such an opportunity.

Mia Beers, Deputy Director, Office of Global Policy, Partnerships, Programs & Communications, USAID Bureau for Humanitarian Assistance

September saw USAID and the CALP Network (as co-facilitators of the Tackling Political Blockages sub-workstream within the Grand Bargain) convene a high-level meeting to discuss the development of a future-ready cash coordination architecture. One hundred and ten people – mostly senior leaders – attended the meeting, representing 76 national and international organisations; NGOs, the UN, the private sector, donors, think tanks and more, reflecting the diversity of actors involved in humanitarian CVA. They considered the proposed formation of a cash caucus; and heard about
As the work progressed, CALP held consultations with the wider CVA community to feed into this process and shared regular updates, including through the Cash Coordination Live webpage.

In November, the Principals of the caucus (with CALP, CashCap and the World Bank in their capacity as observers), attended the first high-level strategic meeting convened and facilitated by Jan Egeland. The participants expressed support for the process, and recognised the need to find a timely solution that could provide a system for accountable and predictable cash coordination. Several stakeholders stressed the importance of better defining the expected functions of cash coordination – overall, there was a call to define the what before moving ahead to discussions around the who and the how. There was, however, broad agreement on the why.

In October, CALP and USAID received a response to the Call for Action from Martin Griffiths. He expressed his support to resolve the issue, recognising the importance of the IASC having a coherent and consistent approach across all humanitarian operations that best supports the choices and preferences of affected populations. He took particular note of the large number of partners that had supported the request for transparent and inclusive decision-making around CVA, and acknowledged that greater clarity on cash coordination could improve overall humanitarian response. He committed to ensure that proposals coming from the cash coordination caucus would be promptly considered by the IASC.

In the same month, CALP received the proposed strategy for the Cash Coordination Caucus from the office of Jan Egeland. It proposed three phases: first a political high-level strategic dialogue, second senior level technical discussions, and third a further political high-level strategic dialogue to ratify recommendations from the second phase. All this is to be completed by early 2022.

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Participants also reiterated support for an inclusive and transparent process. The Senior Technical Working Group met in November and December to develop recommendations for the function, structure, leadership and resourcing of cash coordination. A preferred model at country level was agreed upon and work on a model for global coordination began. The group also considered the importance of enabling local leadership and engagement, links with social protection, the role of cash coordination in response analysis, the need for adaption to different contexts, and future proofing to broader humanitarian reform. Basic staffing models and principles for resourcing were also discussed.

After further meetings of the Senior Technical Working Group in February 2022, the Principals unanimously endorsed a model for cash coordination. It was then published and, in coordination with the Emergency Relief Coordinator, presented to the IASC for endorsement. The model was formally adopted by the IASC in March and a Global Cash Advisory Group established that will develop a time-bound and detailed transition plan for the implementation of the model.

CALP played an instrumental role throughout all these processes, from galvanising the initial Call for Action and playing a very active role in the caucus; to continuously gathering inputs and sharing information about the process on an on-going basis. Looking ahead, we will continue to actively engage until the goal of more effective, predictable and accountable coordination is achieved. You can track the latest developments on the Live Coordination page of our website.

“Something that has worked well for us is the presence of CALP and supporting the Kenya CWG. We have had opportunities organised by CALP where the CWG leads in the region come together and share their experiences – how they are handling the issues affecting different countries and how countries can borrow from one another. I would want to ask CALP to continue with this going into the future.”

ORIMBA FREDRICK, KENYA RED CROSS SOCIETY & CO-CHAIR OF KENYA CWG
A NEW CALP NETWORK GLOBAL FRAMEWORK FOR ACTION

This year, CALP explored the potential for co-creating (with Members and other key stakeholders) new global targets for the development of CVA, to replace the existing Global Framework for Action. The growth of humanitarian CVA is regarded as one of the few drivers of change within the humanitarian system, enabling greater choice and dignity for recipients of aid, and the potential for increased sustainability through linkages to social protection systems and financial inclusion. This growth has been supported by a number of global policy commitments, including those made as part of the Grand Bargain, the high-level panel on cash, and commitments by many donors and operational agencies. Many of the global policy commitments made in 2015/2016 are now coming to an end or need to be renewed. Furthermore, much has changed since those commitments were made – in terms of the humanitarian context, other evolving policy commitments, and a greater understanding of how CVA can be used effectively.

A 2016 study by the Global Public Policy Institute revealed that if CVA were the default modality wherever feasible and appropriate, it would account for 37–42% of all international humanitarian assistance. This is about double the current use of CVA – which stood at approximately 20% in 2020. For the humanitarian system to be more fit for purpose, stakeholders must unlock the remaining barriers to maximising the use of CVA as a tool to strengthen accountability to affected populations, as well as a bridge to other types of assistance. These barriers are highly political, as they relate to entrenched political interests in some donor countries, legal barriers, and the mandates and business models of the largest aid agencies.

With significantly more growth possible and with the evolving use of CVA, we have started work on mapping CVA policy commitments and possibilities for scaling its use. This work is currently at the planning stage, and will provide the foundation for setting out a policy and advocacy agenda for the next three to five years.

ENGAGING WITH OUR COMMUNITY: THE FIRST ‘CASH CATCH-UP’

CALP held its first Cash Catch-Up in February 2022, with over 500 people registering for the online event. This event was less technical than most CALP gatherings, with updates provided on CALP’s Perception Survey, Annual Plan and its learning offer. Participants asked many questions on a wide range of subjects, and in light of very positive feedback, we’re now planning to make Cash Catch-Ups a quarterly event.

We noted a marked peak in web traffic on the day of the Cash Catch-Up, with OVER 2,700 VIEWS ON THAT DAY ALONE.

We also saw our highest-ever number of page views OVER 7,400 IN A SINGLE DAY IN RESPONSE TO THE INVITATION EMAIL IN JANUARY.

This shows a real appetite amongst our audience for connecting with one another as part of a community.
ENGAGING WITH OUR COMMUNITY: OUR LATEST PERCEPTION SURVEY

The CALP Network conducts an annual survey to understand more about how people use and interact with the wide array of forums, events, information, resources and training courses that we offer. This year, for the first time, we published a comprehensive report on the feedback received from the 252 respondents, along with our comments and planned actions.

WHAT WE LEARNED & OUR NEXT STEPS

Despite a difficult operating environment during the COVID-19 pandemic, CALP is performing strongly across our core areas of work, including: producing high quality training resources; organising engaging learning events; providing thought leadership; and developing relevant evidence, guidance and tools.

CALP should prioritise its engagement with local NGOs, governments in affected countries, and the private sector to ensure diverse perspectives in all debates, and that the comparative advantages of all stakeholders are maximised.

We will give more focus to engaging local organisations with CALP’s activities and governance structures. We will continue to seek the views and direction of different actors and how they wish to engage, and adjust ways of working and the platforms to make engagement easier for everyone. We will also create spaces that engage local organisations. We will further increase the use of simultaneous interpretation services in global events to enable more discussions across languages.

CALP will continue to strengthen our work across all these areas. We value your continuous engagement and feedback to ensure our work is evidence-based, authoritative and relevant to your needs.

Providing thought leadership on emerging issues
CALP is effective in identifying emerging CVA trends (91%), facilitating critical discussions (84%) and shaping evidence-based agendas (82%)

CALP-produced guidance & tools
72% used these, primarily to inform overall CVA programming (55%) and market analysis (51%)

CALP-produced research & evidence
59% used these, primarily to inform programme design (50%), and for internal advocacy or policy development (30%)

Cash coordination
73% noted a significant improvement in cash coordination, impacting programme quality

CalP training
97% stated that it increased their knowledge and skills to deliver quality CVA

Collaborative working
69% saw an increase in collaborative working

Engagement with CALP
74% felt engaged with the CALP Network e.g., through webinars, events, workshops, & training courses

WHAT WE LEARNED & OUR NEXT STEPS
CALP should continue to improve its signposting and communication for users to access information, resources, services and communities of practice more seamlessly. This can be done both online and offline.

We will continue to make the website more user-centred to increase engagement and we are expanding the communications team to enable this. In addition, we will host regular ‘open house’ sessions to update CALP Members and others on key issues, plans and ways to engage, as well as to our users to provide feedback and suggestions.

There is high demand for CALP training, and our strategic shift from delivering face-to-face training to scaling our online learning should be more effectively communicated.

We will continue to fund some face-to-face courses, particularly targeting national actors. These courses will usually be delivered by CALP-certified trainers rather than CALP staff. We will continue to build the pool of certified trainers, with the aim of having trainers available in all regions – so trainers have a strong regional understanding of CVA, as well as being excellent trainers.

In the last year, we developed 204 new pieces of online micro-learning (e.g., short training videos) in four languages, to help meet the growing demand for high-quality CVA learning on a wide range of topics. We will continue to invest in the development of first-class training resources – making them available to all.

We will update our website to ensure our training approach is more clearly explained.

You felt CALP was effective at scanning the horizon and addressing priority issues and urged us to continue.

Among others, we will continue to prioritise cash coordination and social protection as themes for research and collective action.

We will invest further in strengthening the CALP team’s technical capacities in digital payments and responsible data management – a critical issue.

INCREASING OUR OUTREACH THROUGH STRATEGIC ALLIANCES

The Grand Bargain Cash Workstream had sub-groups leading work on thematic issues such as gender, cash and local partnerships, linking CVA and social protection, and political blockages, there was also work to update the previously agreed multi-purpose cash (MPC) indicators. With the closure of the Cash Workstream, many of the sub-groups with which CALP is most involved considered their future and opted to continue work through other channels.

Members of the Social Protection sub-group judged its work of continued value, and the group will now be hosted by the Social Protection Inter-Agency Cooperation Board; CALP will remain a member.

Similarly, members of the Cash and Local Partnership sub-group met in June 2021 and decided to continue as a working group independent of the Grand Bargain. The group aims to increase engagement of local and national actors in CVA and in work related to CVA policies, systems and practices that are aligned with localisation commitments. In September, the current co-leads (including CALP) and the core group drafted new Terms of Reference for the working group and updated its workplan.

More broadly, the CALP team has increased its outreach with local and regional actors. For example, meetings with Building Foundation for Development (BFD) Yemen, and the Jordan Hashemite Charity Organisation (JHCO), led BFD and JHCO to engage in regional Communities of Practice, which also increased their understanding of the training opportunities available. In the development of the Grand Bargain Cash Coordination caucus, the CALP team worked
with the NEAR Network and the locally-led response working group to organise a transparent and inclusive process to nominate a representative of a national organisation. To make discussions across the network more inclusive, CALP piloted the use of more systematic simultaneous interpretation in Arabic, French and Spanish.

Developments in cash coordination fostered regular dialogue and engagement with the Donor Cash Forum, the International Council of Voluntary Agencies, the Steering Committee for Humanitarian Response, and the NEAR Network. This engagement helped ensure a strong inter-agency position on increasing diversity and the inclusion of local actors in the development of global cash coordination policy.

With the increasing relevance of linking humanitarian CVA and social protection, we continued to deepen our relationship with the World Bank through joint events and cross-fertilisation of research. For example, as CALP and the World Bank documented COVID-19 learnings, both research pieces were informed by the humanitarian and social protection perspectives. Collaboration also continued with CashCap on CWG capacities; with the Better Than Cash Alliance on digital payments and data protection; the Global Cluster cash focal points on sector-specific CVA; and REACH on market assessments.

All in all, our new strategy has focused our efforts on making sure we capitalise on the strength of the network as a whole to leverage change. We will continue to work to reach new audiences and aim to strengthen our inclusivity so that the Network truly represents the breadth of the ecosystem in which we work.

INCREASING OUR OUTREACH IN THE MENA REGION

This year, we have made significant progress developing Regional Communities of Practice (CoP) in the Middle East & North Africa (MENA) region. Driven by priorities agreed within the region, and giving special attention to working with national actors, the CoP on multi-purpose cash and social protection linkages were the first to be established. In each case, the first meetings paid particular attention to setting the tone and thinking about ways of working, as well as subject matter discussions. Two more regional CoPs followed shortly after, one on Localisation and the other on Health. The social protection linkages CoP has proved to be particularly active, with discussions on priorities and presentations about ongoing initiatives.

Bangladesh Red Crescent Society (BDRCS) provides e-vouchers to camp residents in Cox’s Bazar that enable them to buy essential household commodities just a few steps from their shelter. ©Ibrahim Mellik/IFRC. December 2021.
COLLABORATIVE ACTION TO ACHIEVE A SHARED VISION

Claudette, 60, pictured at her home in Haiti, is worried that cash assistance might stop. She has bought chickens that will soon begin laying eggs, as well as cooking pots to prepare hot meals for her grandson.

CALP CONTINUES ACTIVITY IN AREAS OF HUMANITARIAN EMERGENCY

UKRAINE

In the early hours of 24 February 2022, Russia launched a large-scale invasion of Ukraine. Since then, over 8.7 million people have left their homes in Ukraine and headed towards other countries, with a majority going to Poland. The escalation of the longstanding hostilities between the two countries has seen the emergence of a massive humanitarian crisis, and garnered a huge international response. Cash has been identified as a key tool to meet the diverse needs of the affected population, both within Ukraine, and in neighbouring countries hosting the refugees.

The CALP Network has been active in its response to the crisis. Discussions around cash coordination in the region took place in the Global Cash Working Group, and there has been considerable engagement with the CWG at the country level. The overall approach for the CALP team has been to signpost information; support and encourage coordination; and, more recently, engage in discussions about real-time learning. This has included:

- Providing support to the Ukraine CWG as it sought to cope with the information demands, and the rapid increase in the number of actors involved in the early stages of the response
- Contributing to a toolbox developed by four of the CWG’s nine Task Teams – Targeting, Delivery Mechanisms, Registration and Monitoring
- Gathering and making CWG contacts widely available
- Engaging with the Technical Advisory Group, to explore needs and areas of potential collaboration
- Holding bilateral and group meetings with many stakeholders, including donors, with both reactive and proactive engagement
- Contributing to a rapid briefing paper on using and protecting existing social protection systems for the response in Ukraine
- Convening, and contributing to, wider discussions about the ‘Ukraine effect’ and its impact in the Horn, West & Central Africa and MENA regions.

From the onset of the emergency, CALP encouraged organisations delivering CVA to get in touch with CWGs to make the best use of expertise and common approaches. CWG contacts are available on CALP’s website, including those for Ukraine, Poland, Romania and Moldova, and will continue to be updated regularly. We also published the Ukraine CWG’s Fact Sheet to help deal with repeated requests for basic information.

The Ukraine CWG met on a weekly basis, and sub-groups formed to further develop common approaches on registration, targeting, de-duplication, and monitoring. Regular meetings in neighbouring countries have also been planned, and UNHCR has established a refugee portal to share information. Once again, CALP has demonstrated its responsiveness to emerging crises, as well as the value of a networked approach to the sharing of knowledge, skills and understanding.
AFGHANISTAN

After a war that lasted 20 years, the coalition of international forces, led by the US, withdrew their troops from Afghanistan, with the last troops leaving in August 2021. This created a power vacuum that saw the Taliban regain control over the beleaguered country. Even before the withdrawal, Afghanistan was one of the world's largest and most complex humanitarian emergencies. This situation worsened in the months following the withdrawal, with the United Nations Development Programme projecting that by mid-2022, Afghanistan could face “universal poverty,” with 97% of Afghans living below the World Bank-designated international poverty line of $1.90 a day. Decades of war, recurring natural hazards, chronic poverty, drought, widespread food insecurity and the COVID-19 pandemic have resulted in millions of Afghans in need of humanitarian assistance – more than half the country’s population.

While Afghanistan is financially unstable (due to cash liquidity and international restrictions); market functionality at a local level is relatively stable. CVA actors monitored the devaluation of the Afghani against the US dollar and inflation rates, which impacts prices of food and essential commodities. Despite the challenges, the use of CVA scaled up during the early part of 2022, both in terms of transfer value amounts and geographical coverage. The Afghanistan cash and voucher working group (CVWG) played a key role, driving coordination efforts focused on the harmonisation of transfer values and frequencies, financial service provider mapping, and capacity-building.

During a meeting in March, the CVWG – in collaboration with the CALP Network and the Humanitarian Aid department of the European Commission (Asia Regional Team) – identified five actions to take forward to strengthen the use of CVA. CALP published these recommendations in a one-page document ‘Implementing CVA in Inflation Environments, Including Tackling Liquidity Challenges: Actions & Learning Outcomes’. These actions have a degree of transferability to other high-inflation environments, making these learnings potentially valuable in other global contexts.

We also worked with World Vision International to produce a publication entitled ‘Economic Resilience “On-the-Move” – New Tools to Leverage Local Markets for Basic Needs Through Conflict-Sensitive Approaches’. In this publication, World Vision shared reflections from crisis response in Afghanistan, Colombia and Venezuela on the first applications of its rapid ‘conflict-sensitive market analysis tool’ (CoSMAT). The tool was designed to enable field practitioners and decision-makers – particularly in Fragile Contexts – to quickly analyse local market and trends, and to aid the design and implementation of humanitarian and recovery responses using CVA.

Through all this, CALP has again demonstrated its role in enabling, collating and sharing the expertise of CVA actors in crisis-affected regions, and we will continue to provide support to the Afghan CVWG.

ANNUAL REPORT APRIL 2021 TO MARCH 2022
CASH ASSISTANCE IN CONTEXTS OF HIGH INFLATION AND DEPRECIATION

Following Russia’s invasion of Ukraine, significant inflationary pressures are being experienced in many parts of the world. Supply chain and transportation problems, as well as added volatility and rising energy, food and commodity prices, are accelerating global price growth. Overall, global inflation is forecast to accelerate and potentially reach 7.9% in 2022 and towards 5% in 2023 (significantly above earlier forecasts and global averages in previous years). Regions with greater energy dependency are forecast to feel higher inflationary effects; but as always, it is the most vulnerable people who will suffer most from the squeeze of rising prices.

The challenge of inflation and currency depreciation in the context of humanitarian cash and voucher assistance is growing. The need to document existing practice was underscored by COVID-19 (which exacerbated economic volatility in many humanitarian contexts even before the war in Ukraine), and increased humanitarian needs.

Responding to this issue, ‘The Good Practice Review on Cash Assistance in Contexts of Inflation and Depreciation’ was developed through a consultative and collaborative process that we facilitated and was led by the Donor Cash Forum. The review is packed with examples from different contexts, and accompanied by four in-depth case studies (from Lebanon, Yemen, South Sudan and Zimbabwe). As the world continues to face high inflation – and as those in contexts of crisis are disproportionately affected – these resources will become increasingly relevant, and demonstrate CALP’s commitment to supporting humanitarian actors working in emerging and contemporary crises.

PREPAREDNESS IN LATIN AMERICA & THE CARIBBEAN

The Latin American and Caribbean (LAC) region is highly vulnerable to multiple and cyclic hazards such as droughts and hurricanes, which are increasingly causing displacement and poverty. This year, CALP commissioned and developed a study entitled ‘Cash & Voucher Assistance Within Social Protection Preparedness in Central America, Mexico & the Dominican Republic’. This collaborative study was led by a core research and writing team and strongly supported by many individuals and organisations.

While LAC governments have long used CVA successfully in various social protection programs, CVA for humanitarian response at scale is much more recent in the region. It’s only now that the inclusion of CVA – whether via social protection, humanitarian response, or a blend of the two – in preparedness work in the LAC region is beginning to gain traction.

One factor that has inhibited the use of CVA is that disaster management response in LAC has traditionally favoured in-kind assistance by default; this limited investment in preparedness to use CVA in emergency situations.

The COVID-19 pandemic, however, proved a driver of change through a greater focus on CVA as a key tool to address increasing poverty and vulnerability. Governments in the region have begun to strengthen emergency preparedness using humanitarian CVA, and through links to existing social protection programs. These new practices and learning can offer a road map in preparing to respond to other complex crises, with humanitarian CVA connected to existing national social protection systems.

Against this backdrop, the study draws on an analytical framework of five key ‘building blocks’ of social protection systems to help unpack the main parameters for work on preparedness:

- Stakeholders and Institutions
- Data and Information Systems
- CVA Design
- Delivery Systems
- Coordinating and Financing.

Companion in-depth case studies from the Dominican Republic and Honduras complement the study. Both studies can be found here. This was an important study for CALP; tackling a key issue, and doing so in collaboration with CWG Leads and Co-Leads, as well as Action Against Hunger, Catholic Relief Services, GOAL, the International Federation of Red Cross and Red Crescent Societies, the United Nations Office for the Coordination of Humanitarian Affairs, the Regional Group on Risks, Emergencies & Disasters for Latin America and the Caribbean, the United Nations Children’s Fund, the World Food Programme, and World Vision. USAID funded the study.
THE ENVIRONMENT AND CVA COMMUNITY OF PRACTICE

The Environment & CVA Community of Practice (CoP) was established in 2021, the first CoP to develop since the launch of CALP’s new strategy. The CoP, hosted by CALP, has seen ways of working develop as it evolves. The Community includes more than 70 participants from a diverse group of organisations, all working to increase awareness, visibility and engagement on this theme. The CoP has had a busy year. It has been working on the development of a workplan on the environment and CVA. It worked with UNHCR/UNEP and the Colombian CWG on ‘Environmental Considerations in CVA in Colombia’. Information about the CoP and its theme was presented at the Food Security Cluster Cash & Markets Working Group meeting. A webinar, organised by members of the CoP, proved popular with over 700 registrations, and almost half of those actually attending at least part of the event. There is now a specific collection of resources on this theme in the CALP library. The CoP also signed the Climate & Environment Charter for Humanitarian Organisations.

EXAMINING PRACTICE-BASED EXPERIENCE & EMERGING ISSUES

This year, we continued to hold meetings with Members and other organisations to explore areas of engagement and potential collaboration. These have included:

GENDER & INCLUSION

In recent years, CALP has paid strong attention to the intersection between gender and CVA; towards the end of the year we started to explore how we could give more focus to inclusion, and in particular disability inclusion. We were fortunate that one of our Members, CBM Global, were keen to work with us on this important area. Following some initial conversations, we are co-creating an event that will take place at the Humanitarian Networks & Partnership Weeks (HPNW) later in 2022, focusing on disability and the implications for the minimum expenditure basket (MEB).

Conversations were also held with CBM to explore how some of the virtual training that was delivered for Ukraine could be brought to another audience. These conversations remain a ‘work in progress’ but we are pleased with what has been achieved so far.

THE DONOR CASH FORUM

This year saw significant engagement with the Donor Cash Forum (DCF), with the DCF and CALP focusing particularly on developing closer linkages with other CVA groups and forums. Key areas of interest included cash coordination, developing the role of national NGOs, and developing a Donor Interoperability Policy and how CALP can support the consultation process. The Donor Cash Forum itself played a particularly pivotal part in our work on Cash Coordination, as outlined earlier.

The Humanitarian Aid Department of the European Commission (ECHO) led engagement with the Donor Cash Forum on the development of good practice related to CVA in contexts of high inflation (see page 22). This work saw dialogue with cash working groups in all regions, in particular the Middle East and North Africa (MENA).
STRENGTHENING
EVIDENCE-BASED
POLICY & ACTION

Hadje Fondi Adam, 59, currently lives in Chad. She has been an IDP for seven years after fleeing a Boko Haram attack in her home village. Hadje receives monthly cash assistance from WFP.

© Evelyn Fey/WFP. February 2020.
CASE STUDIES

HEALTH OUTCOMES & THE USE OF CVA IN BANGLADESH, BURKINA FASO & JORDAN

CALP collaborated with the World Health Organisation and the Global Health Cluster to produce a series of three case studies examining how CVA can support the goal of improved health outcomes in conditions of extreme poverty and vulnerability – with a focus on Bangladesh, Burkina Faso and Jordan. Our findings were presented in a webinar on ‘Health Outcomes & the Use of CVA’. We also published two related blogs: ‘Cash in a COVID-19 Crisis: Adapting Approaches to Assisting Jordan-Based Refugees’ and ‘Cash and Vouchers Can Improve Health Outcomes – But You Must Understand the Challenges First’. All three programmes used cash and vouchers to improve access to and utilisation of health services, either by reducing financial barriers, and/or by incentivising the use of free preventive services.

Using CVA to advance health outcomes is different from using CVA in other contexts, and challenges practitioners to work in new ways. The case studies sought to understand the objectives of the health sector (in the context of Sustainable Development Goal 3) and the barriers faced, and to demonstrate how CVA can help overcome barriers to support these objectives. The studies also contained practical advice on avoiding and mitigating these common issues to enable an effective response, leveraging the ample good practice in the development world on addressing barriers to accessing health services, enabling both health and CVA practitioners to learn from this.

In all contexts, the primary aim of health financing is to provide a social safety net to ensure access to an essential package of quality health services for individuals and households when they need healthcare, without having to suffer financial hardship. This is even more critical in humanitarian contexts, and at the onset of an emergency.

Because of this, the goal of a health response is to ensure health services are available, accessible and acceptable for the population of concern. Given the focus on building or strengthening systems, our studies explored how CVA (which is focused on individual households) can be useful. CVA is most useful in improving access when the barrier is a financial cost. CVA practitioners are already familiar with the inclusion of a basic level of provision for health costs being included in minimum expenditure basket calculations, and our three case studies highlighted why this is often insufficient.

The three case studies – as well as guidance resources developed in conjunction with the Cash-Based Intervention Task Team – demonstrate how thinking and practice is changing in this field. As a result, CALP published a ‘Stocktake’ of CVA for Health Outcomes in the MENA Region Moving from Evidence to Practice’, which reviews examples of current and forthcoming approaches to using CVA for health outcomes in the MENA region and draws on practice more globally.

Really like to express my appreciation for the paper, it gives a great operational framing of the more conceptual work we have done over the last years, and will give further momentum to partners and clusters considering these modalities more consistently

ANDRE GRIEKSPOOR, SENIOR POLICY ADVISOR, WHO HEALTH EMERGENCY PROGRAM
The evidence suggests that the use of CVA to promote health outcomes is growing and improving, particularly in reducing financial barriers. Our Health Synthesis paper found that CVA for health nearly always complements supply-side interventions, which fits with other evidence demonstrating that CVA is often highly effective when coupled with other interventions such as protection or education.

These case studies are an example of CALP’s ability to leverage the network in order to strengthen evidence-based thinking, and to share new ideas and approaches with a diverse range of stakeholders.

FINANCIAL SERVICE PROVIDER ASSESSMENT IN YEMEN

In 2020, 24.3 million people in Yemen (approximately 80% of the population) needed some form of humanitarian and protection assistance, and half the population suffered acute food insecurity. Cash and voucher assistance is a critical part of the humanitarian response in Yemen, bringing relief to households impacted by crisis, displacement, poverty and disease.

This year, CALP commissioned REACH Initiative to lead and develop an assessment of financial service providers (FSPs) in Yemen. The work was the result of a joint initiative with the Yemeni cash and markets working group and was funded by the German Federal Foreign Office. In many ways, the report is something of a benchmark for FSP assessments, with other cash working groups looking to it for guidance.

So why was this report so innovative? This assessment was undertaken in one of the world’s most complex humanitarian contexts; yet, despite the challenges, it yielded comprehensive information and deep insights. There were four key factors that contributed to its success.

The wealth of knowledge gained, and the relationships built between CVA actors and financial service providers (FSPs), provided real and tangible benefits to inform the way CVA is delivered in Yemen in the future. Rich insights were shared by key informants from communities, humanitarian organisations and FSPs. The study has shed light on untapped opportunities of closer collaboration with FSPs.

While a collaborative and inclusive approach to FSP mapping takes more time, the results are richer and more useful. The approach reflects the more inclusive and networked strategy that CALP has adopted and the benefits that this way of working can bring.

*Our literature review reflected on FSP and CVA assessments in comparable settings (for example, best practice from Syria).
And lots more new and revised technical guidance

Drawing on the skills, knowledge and understanding within the Network, we developed and updated technical guidance this year. In addition to guidance documents showcased elsewhere in the report, we:

- Worked with the Active Learning Network for Accountability & Performance in Humanitarian Action (ALNAP) to help review and revise a study on evaluating CVA. The co-branded ALNAP/CALP guidance was published together with an associated blog entitled ‘Five Things to Consider When Evaluating Cash Assistance’
- Produced a number of resources to assist humanitarian actors in designing and implementing cash programmes, including multi-purpose cash (MPC) and cash for sectoral outcomes
- Published CALP’s Data Responsibility Toolkit: Guidance for CVA Practitioners in Arabic, French and Spanish.
- Worked to progress various studies including: curated case studies (guidance template, OPT, Lebanon, Turkey) on linking social protection and humanitarian CVA; and the synthesis study on CVA actors’ adaptations to COVID-19 comparing Jordan and Lebanon, which was completed in collaboration with the NGO-led network Camealeon and the Durable Solutions Platform.

WFP is providing displaced people in Ukraine with cash so that they can buy the essential items that they need to get by. Olek and Lydia have received WFP cash support.

© Edward Johnson/WFP. May 2022.
Isa Ahmed and Bodiuazzaman smile after purchasing some much-needed goods using a voucher that they received from the BDRCS. They were able to buy essential household commodities just steps from their shelter.

© Ibrahim Mollah/IFRC. December 2021.
We worked with Development Initiatives – a global organisation focused on using data and evidence to end poverty, reduce inequality and increase resilience – to analyse available CVA data from 2020. The results were published in their Global Humanitarian Assistance Report. Some of the key findings related to CVA included:

- The volume of humanitarian CVA continued to grow in 2020 across all types of implementing organisations. CVA was often the delivery modality of choice during the COVID-19 pandemic response.
- Based on estimates, CVA programming accounted for 19% of international humanitarian assistance – the highest share since 2015 (the first year for which global volumes of CVA were calculated).
- The volume of CVA implemented by NGOs increased significantly in 2020, and this growth was the main driver behind the year-on-year increase. Growth in previous years was primarily driven by UN agencies.
- The breakdown of CVA in 2020 remained the same as in 2019, at 71% for cash and 29% for vouchers.
- Despite the growth in CVA, granular and real-time data on its use remains scarce on publicly-accessible reporting platforms. Despite agreements on minimum requirements for reporting on the volume of CVA, the data available on interagency reporting platforms remains inadequate for useful analysis.

These findings were useful for understanding the scale and value of CVA as a primary delivery modality for humanitarian assistance across ecosystems, and for underlining the importance of collating and presenting CVA data on interagency reporting platforms in accordance with agreed minimum requirements. With CVA growing globally, the process of harvesting and curating actionable data is becoming increasingly important in order to inform understanding and decision-making.

Last year, our paper ‘The use of cash assistance in the Covid-19 humanitarian response: accelerating trends and missed opportunities’ – was published by the Overseas Development Institute ‘Disasters’ journal and is freely available online. The paper, drawing on crowdsourced information from across the CALP Network, paints a thorough and fascinating picture of the use of CVA during the first year of the pandemic.

The paper demonstrated how our Network came together and shared valuable learning from a volatile and dynamic situation. We then capitalised on this by delivering a series of two webinars entitled ‘Humanitarian Cash and Covid-19: Lessons for the Future’, which proved very popular. These webinars on ‘Digitalisation & Remote Programming’ and ‘Linkages with Social Protection Systems’ are available to view on our website.
During the year, we published 18 blogs in different languages on a wide range of subjects. The blogs helped make learning and ideas more accessible.

The top five most popular blogs were:

01 BEING ON THE RECEIVING END: WHY VOUCHERS LACK DIGNITY AND ARE BAD VALUE
02 CASH AND VOUCHER ASSISTANCE IN 2021: 6 REFLECTIONS ON PROGRESS AND PITFALLS
03 CASH AND VOUCHERS CAN IMPROVE HEALTH OUTCOMES – BUT YOU MUST UNDERSTAND THE CHALLENGES FIRST
04 PATHWAYS FROM CVA TO LONG TERM FINANCIAL INCLUSION: A FRAMEWORK FOR SUCCESS
05 SEVEN YEARS OF CASH AND VOUCHER ASSISTANCE: PARTING WORDS OF WISDOM FROM TWO AMAZING CALPIES
Refugees fleeing the war in Ukraine are crossing the border into Poland at the Medyka border crossing. One month into the war, more than 2.1 million people have fled from Ukraine into Poland. NRC is providing cash directly to thousands of displaced mothers and fathers both inside Ukraine and when they become refugees.

© Ingebjørg Kårstad/NRC. March 2022.
Salma Akter, 35, received financial assistance and training on handicrafts from Bangladesh Red Crescent Society and the IFRC. Now, she makes hand-made carpets that she sells in the local market. “I earn every month by making carpets and selling those to community people and in the local market. I am saving some money to buy cattle to rear for extra earning in the coming days.”

© Sajid Hasan/IFRC. December 2021.
We continued to deliver our CVA training around the world, with a surge in numbers of people accessing online training. Over 7,200 people completed our e-learning courses between April 2021 and March 2022, with the fundamentals course once again proving a star performer. As the COVID-19 pandemic evolved and people started to meet again in person, face-to-face training increased compared to the previous year, 27 CALP courses were delivered by CALP and others, with 510 people trained.

After more than a year of work, the new online version of the ‘Core CVA Skills for Programme Staff’ course was launched. The five-day face-to-face course was adapted for online delivery which includes both facilitated and self-directed learning. The piloting of the course underscored the need for facilitators who engage participants throughout their learning journey (30 hours over three months), rather than just engaging at the point of delivery of the online workshops. As we prepared for the roll-out, we organised two Training of Trainers courses.

In line with our commitment to improve accessibility, in addition to the English version, the online ‘Core CVA Skills for Programme Staff’ course was launched in: French (July 2021), Arabic (September 2021) and Spanish (January 2022). Despite very high demand (e.g., we had 440 applications for just 30 places on the MENA course!), some selected participants did not start the course. We will explore the reasons for this and adjust processes to avoid this going forward.

The Training of Trainers for the Core CVA Course was delivered in person in Senegal in February, co-facilitated by trainers from CALP and Boureima Lionel Ouedraogo. Despite efforts to attract and select female applicants, all participants were men. The gender bias in applications for training is a consistent issue in West Africa, which seems to be reflective of the staffing within the programme teams of agencies in the region. The need to engage more women in CVA programme roles will be raised at CWG meetings.

This extent of gender bias does not hold true overall. Of the 22 face-to-face courses where gender data was recorded, 59% of participants were men and 41% were women.

I would like to thank the team of trainers for the CVA course. Frankly this course has helped me a lot in the discussions on the preliminary assessments for the development of the document & identification of humanitarian needs for 2022 in Central African Republic. My knowledge of market analysis of the importance of CVA for women’s empowerment and the promotion of gender equality has been put to good use in this process… Really big thank you to you.

MARIE JUSTINE MAMBA IBINGUI, CHARGÉE PROGRAMME GENRE CULTURE ET DROITS HUMAINS, UN

<table>
<thead>
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<th>TYPE OF COURSE</th>
<th>COURSES DELIVERED</th>
<th>PARTICIPANTS</th>
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<td>8</td>
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<tr>
<td>Face-to-Face courses</td>
<td>27</td>
<td>510</td>
<td>14</td>
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<tr>
<td>TOTAL</td>
<td>43</td>
<td>747</td>
<td>26</td>
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</tbody>
</table>
As we developed new courses, we also said farewell to some so we could direct resources for greatest reach and impact. The last cohort of Building Individual Expertise Programme (BIEP) was formally closed in West Africa. This was a very successful programme, with a completion rate of 80% and for which we received some very positive feedback. We are now exploring the possibility of making the lessons and resources available to others.

**CALP TRAINING**

**EXTENDING REACH BY WORKING WITH OTHERS**

Meetings have taken place with various organisations with a view to increasing the number and spread of Training Partner Organisations (TPOs) we work with. This year, courses have been funded and organised by Trust Consultancy in Turkey and Key Aid Consulting for the Asia region. An agreement was also signed with the British Red Cross Cash Hub so it could use CALP’s online content and embed it into some new courses it is developing.

As part of continuing efforts to increase the number of CALP-certified trainers in West Africa, discussions progressed with some CALP Members, organisations and national CWGs. CashCap deployed a French-speaking CALP-certified trainer to Cameroon who will support the CWG with the delivery of some core programme training courses and provide co-training opportunities for trainers yet to be certified.

While the CALP team continues to organise some courses, it was good to see an increase in the number of courses organised by Members, training partners and others. This trend is in keeping with the strategy of increasing the availability of CALP training worldwide.

<table>
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<tr>
<th>TYPE OF COURSE</th>
<th>ARRANGED BY THE CALP TEAM</th>
<th>ARRANGED BY OTHERS</th>
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<tr>
<td>CALP online courses</td>
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<td>Face-to-Face courses</td>
<td>13</td>
<td>14</td>
<td>27</td>
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</table>

"After working for over a decade in humanitarian response I have to confess I learned a lot from this course. It was the most interesting online training that I attended in my life. I encourage all of the program staff to take this course. It gave me a clear picture of the essential steps toward a successful CVA"

DEL MONSEFI, RELIEF INTERNATIONAL
Effective communication with all stakeholders is a fundamental aspect of developing a truly effective network – and so a cornerstone of CALP’s work. This year, CALP has focused extensively on increasing its reach and enabling greater inclusion for everyone involved in CVA. Key to this has been our work in languages other than English, with many of our tools, reports and events being made accessible in French, Spanish and Arabic. We have also focused on extending our influence in the MENA and LAC regions.

Our story this year has not just been around social media performance or website development (although we are proud of our achievements in these areas, and the increased visibility and connectedness that it brings); it has instead been about leveraging the extensive international reach of all our work, in order to enable the sharing of knowledge, skills and understanding across our network. This has allowed CVA actors from across the globe to share more effectively, and better work toward achieving our vision. We are committed to continuing this network-focused approach as our network grows and develops.
This year, we increased the availability of our resources and events in multiple languages, as part of continuing efforts to increase global reach and move away from being a primarily anglophone organisation.

Almost all our website pages are now available in French, and have been restructured to mirror the English versions. The CWGs’ webpage is now available in Arabic, and further translations are ongoing.

Recently, 93% of website views have been to the English language pages but traffic to other language pages is increasing steadily. On the Arabic pages there was an increase from 3,000 to 9,000, in both places on the Spanish pages an increase from 6,000 to 16,000. With increasing investment in language resources, more multi-language events and social media channels, we expect this growth to continue.

The English language channel on LinkedIn continued to grow on a weekly basis. The Spanish language channel was launched in January 2022, and grew quickly. By the end of the year, followers had increased to over 16,500 and 500 respectively.

We translated our popular Data Responsibility Toolkit into Arabic, French and Spanish, and our Programme Quality Toolbox into French, together with many of the relevant resources. We also worked to complete the translation of the ‘Core CVA Skills for Programme Staff’ as detailed on page 33.

In early 2022, CALP piloted the more regular use of simultaneous interpretation in global events. Live simultaneous interpretation was used in events such as the Cash Catch-Up and a webinar on mapping financial service providers. The use of interpretation services for regional events also increased, for example, with use piloted in the West and Central Africa Regional CWGs to increase inclusion of actors in anglophone countries in the region. While difficult to gauge the impact of the interpretation services so far, we will continue and refine their use with the aim of both reaching more people and making conversations more inclusive.

**INCREASING OUR ONLINE VISIBILITY**

Earlier in the year, we completed a Search Engine Optimisation audit, with a view to ensuring that CALP’s website and resources are easier for everyone to find and access. A key element of this was increasing CALP’s search engine ‘credibility’ and so help search ratings and improve the user experience. Within three months, we saw an increase in our website’s ‘Domain Authority’ – which is a ranking score that describes a site’s relevance for a specific subject area or sector, and has a direct impact on its ranking by search engines – meaning CALP’s website is now more visible than ever before.

BECOMING A NETWORK

As we move from a membership organisation to a true network, we recognise that one of our responsibilities is to work toward greater equality and inclusiveness, ensuring that actors from as many backgrounds as possible are able to access, contribute to and engage with the network. We have made purposeful changes to our ways of working with intentional efforts to ‘open up’ our structures.

For example, in the Technical Advisory Group (TAG), once a TAG Representative’s 3-year term is complete, they will not be eligible to re-apply for a further two years. This aims to encourage some turnover on the TAG, and ensure a different voices are heard and a wide range of actors participate in the group. We have also made all Board and TAG meetings to 100% virtual, so that no one is excluded due to travel costs or other limitations – along with it meeting our commitment to minimising our carbon impacts.

Alongside this, we are increasing the use of simultaneous interpretation at our online events to enable cross-language conversations, and have continued to invest in translation to make more resources available in multiple languages.

We believe these, and many other, changes will help ensure diversity of voice and expertise, making the CALP Network ever more vibrant and effective.

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 ARE IMPARTIAL AND INDEPENDENT
We demonstrate integrity by focusing on evidence with regard to issues affecting women and men in crisis.

WE STRIVE TO ADD VALUE
We experiment, capture learning, and bring new insights to humanitarian CVA and financial assistance more broadly.

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 TRANSPARENT AND MUTUALLY ACCOUNTABLE
We seek to build a culture of trust to best support collective impact.

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 MEMBERS

OUR ORGANISATIONAL MEMBERS AT THE END OF THE FINANCIAL YEAR 2021–22, COMPRISED:

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

OUR INDIVIDUAL MEMBERS

OUR INDEPENDENT MEMBERS AT THE END OF THE FINANCIAL YEAR 2021–22, COMPRISED:

C. MIKE DANIELS / DAVID DE WILD / JAMES SHEPHERD-BARRON / LOUISA SEFERIS / NADIA ZUODAR / SHANNON DOOCY
NEW CALP NETWORK MEMBERS WHO JOINED DURING 2021/22
- Bixie PTE LTD
- Crown Agents Bank
- Edge Effect
- Global Insight
- Première Urgence Internationale (PUI)
- PROXIFINA NIGER SA
- Rumsan (Rahat)
- Simprints

CALP BOARD
AT THE END OF THE FINANCIAL YEAR 2021–22, COMPRISED

Kimberly Brown
Head of Mobile for Humanitarian Innovation, Mobile for Development
GSMA

Sally Abi Khalil
Regional Director for MENA
OXFAM

Dr Unni Krishnan
Global Humanitarian Director
Plan International

Marit Glad
Programme Director
Norwegian Refugee Council

Claire Mariani
Humanitarian Cash Transfer Coordinator
UNICEF

Pascale Meige
Director of Disaster and Crisis Prevention, Response and Recovery
IFRC

Lars Peter Nissen
Director
ACAPS

Kilren Otieno
Chief Operating Officer
JAM International

Helène Pasquier
Head of Food Security and Livelihoods (FSL)
Action Against Hunger

Leo Skyner
Chief Financial Officer
Save the Children
Denmark

Mette Tangen
Deputy Director
Norwegian Ministry of Foreign Affairs (NMFA) Section for Humanitarian Affairs

Anissa Toscano
Vice President
Humanitarian Leadership and Response
Mercy Corps

OUTGOING MEMBERS OF THE BOARD IN 2021/22 WERE:
Rahul Chandran
CARE

Ron Delnevo
ATM Industry Association

John Plastow
OXFAM GB

Courtney Brown
RedRose

Amador Gomez
Action Against Hunger
TECHNICAL ADVISORY GROUP

AT THE END OF THE FINANCIAL YEAR 2021–22, COMPRISED:

- GOAL
  Ciara O’Malley
  Global Cash Advisor

- Key Aid Consulting
  Helene Julliard
  Key Aid Consulting Co-founder

- USAID
  John Lamm
  Food Security and Market Advisor, FFP

- RedRose
  Mary Cox
  Client Services Manager

- Iris Guard
  Simon Reed
  Deputy Director

- World Vision International
  Amos Doornbos
  Disaster Management Strategy & Systems Director

- UNHCR
  Annika Sjoberg
  Senior Cash Officer

- IFRC
  Caroline Holt
  Manager, Global Cash Transfer Programming

- IMPACT Initiatives (REACH)
  Chris Paci
  Global Cash and Markets Assessment Specialist

- OCHA
  Juliet Lang
  Humanitarian Affairs Officer – Cash Coordination

- Independent Consultant
  Louisa Seferis

- CBM
  Adva Rodogovsky
  Senior Humanitarian Programmes Officer

- Tearfund
  Dada Luke
  Livelihoods and Resilience Adviser

- Mercy Corps
  Diana Tonea
  Director of Cash Consortium (Colombia) transitioning into Global Cash Advisor

- WFP
  Dina Morad
  Senior Advisor Cash

- NRC
  Lili Mohiddin
  Regional Cash and Markets Advisor

- UNICEF
  Osama Abbadi
  Social Policy Officer

- ActionAid
  Sawsan Issa
  Regional Humanitarian Advisor for the Arab Region

- Oxfam
  Shreeju Shrestha
  Cash & Markets Adviser, Global Humanitarian Team (GHT)

- British Red Cross (Cash Hub)
  Azim Noorani
  Cash and Markets Advisor, Cash Hub

- ICRC
  Clara Setiawan
  Cash and Markets Specialist/Institutional CVA Lead

- Dan Church Aid (DCA)
  Tobias Ndlovu
  Global Humanitarian Advisor (Roving)

OUTGOING TAG REPRESENTATIVES IN 2021/22 WERE:

- Christian Aid
  Kristina Flegg
  Senior Humanitarian Advisor, Caribbean (Cash & Markets)

- ActionAid
  Rachid Boumnenijel
  Senior Technical Specialist - Cash Transfers

- ICRC
  Jo Burton
  Cash Transfers & Markets Specialist

- BRC
  Emma Delo
  Cash & Markets Technical Team Manager

- SDC
  Stefan Bumbacher
  Programme Officer for Cash and Voucher Assistance

- WRC
  Tenzin Manell
  Associate Director for Cash & Livelihoods

- Danish Refugee Council
  Ed Fraser
  Global Advisor Economic Recovery - CVA Lead

- FAO
  Etienne Juvanon Du Vachat
  Cash and Voucher Programming Team Coordinator

- Catholic Relief Services
  Jennifer Weatherall
  Technical Advisor - Cash & Markets
FINANCIAL INFORMATION

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</table>

**GRANT INCOME FOR 2021-22**

- **2,177,225**

**INCOME FROM MEMBERSHIP FEES**

- **324,615**

DONORS

CALP wishes to thank the donors who supported the work detailed in this report. CALP’s work is the responsibility of CALP and does not necessarily reflect the views of our donors.
Muhammed, a talented 19-year-old young juggler, fled to Turkey in 2014 due to the war in Iraq. He has dreams and ambition about being the best juggler in the world. Thanks to Cash and Voucher Assistance, Muhammed and his family can meet their basic needs such as rent, transport, food and bills.

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