



Increasing Impact Through Collective Action

**Annual Plans for April 2024 – March 2025
with indicative plans for April 2025 – March 2026**

Approved by the CALP Board, March 2024

Humanitarian outlook

Recent years have seen massive changes in the operating context globally, with social, political, and economic turmoil in many parts of the world contributing to expanding humanitarian needs. Protracted crises continue, some now home to generations of affected people, while new disasters emerge daily. Geopolitical tensions feed domestic and international conflicts and the responses to humanitarian needs, with new disasters overshadowing existing ones in terms of concern, media attention, and funding. Economic instability has proven to be a major driver of needs in some countries in recent years and is exacerbating needs in many others, eating away at the resilience of communities, and reducing the ability of governments to respond. At the same time, the impact of the climate crisis is being felt ever more strongly with new records being set and broken with alarming frequency in terms of temperatures, flooding, wildfires, droughts and more.

The [Global Humanitarian Overview](#) shows that almost 300 million people will need humanitarian assistance and protection in 2024. Of those, 74 million are in East and Southern Africa (with 30 million people expected to require assistance in Sudan alone); 65.1 million are in West and Central Africa with needs increasing in Burkina Faso and Niger compared to 2023. In the Middle East and North Africa, 53.8 million will require assistance, with the Syria crisis accounting for more than half that number, while the conflict in the Occupied Palestinian Territories (OPT) is resulting in acute needs and the risk that spillover effects may impact the region more widely. In Asia and the Pacific, 50.8 million people will require assistance with more than 30 million connected to the Afghanistan crisis. A further 39 million people will require assistance in Latin America and the Caribbean, and a further 17 million in need in Eastern Europe because of the Ukraine conflict.

As of mid-2023, 110 million people were forcibly displaced worldwide with 62.5 million internally displaced ([UNHCR Refugee Data Finder](#)). Looking ahead, the [Global Humanitarian Overview](#) predicts that 2024 will see more people on the move than ever before, with 1 in 73 people in the world forcibly displaced, and acute food insecurity a daily reality for 258 million people. The situation is expected to deteriorate further in some countries and the longer-term outlook is equally bleak. According to the [World Bank \(2020\)](#) the number of people living in proximity to conflict (defined as within 60 kilometres of at least 25 conflict-related deaths) has nearly doubled since 2007, and it estimates that as many as two-thirds of the world's extreme poor will live in areas characterized by fragility, conflict, and violence by 2030.

As of December 2023, of the [300 million people in need](#), about 180 million are currently targeted for assistance, with US\$ 46.4 billion being sought through various appeals. Needs and funding requirements may increase further if trends from previous years hold true.

Against this backdrop, several traditional donors are set to reduce aid budgets in 2024 (including Germany and the USA) after increasing them for several years. At the same time, national interests are feeding ever more strongly into decision making about humanitarian funding allocations. [This combination of issues, and others](#), means funding uncertainty in the year ahead for the humanitarian system overall and for individual responses – particularly 'forgotten crises'. Many CALP members and other stakeholders are already experiencing cuts to their humanitarian funding and others expect to see reductions during the year.

Cash and Voucher Assistance: Need for Action

In a humanitarian system often criticized for being slow to evolve and improve, the use of cash and voucher assistance (CVA) shows that change is possible. As well as introducing a new modality, the use of CVA has challenged humanitarian thinking with its focus on dignity and choice, alongside efficiency and effectiveness. The evidence shows that the use of CVA is increasing and quality improving but it is still far from where it could and should be.

[Research in late 2022](#) found that CVA could account for up to 50% of international humanitarian assistance (IHA) if used whenever appropriate. But while the use of CVA is increasing, the pace of growth is slowing. Much as the use of CVA increased from US\$ 6.6 billion in 2020 to US\$ 10 billion in 2022, the figures belie the fact that the growth is largely attributable to an overall increase in humanitarian funding. In contrast, when the use of CVA is considered as a proportion of overall IHA, the increase is minimal, rising from 20.3% in 2020 to 20.6% in 2022. This pace of change is unacceptable given that: CVA is known to be the modality of choice of most people in most contexts of crisis; the evidence clearly demonstrates its efficiency and effectiveness; and much greater use is possible.

Alongside a slowing in the growth of CVA, the fact that cash is an increasingly accepted part of humanitarian response seems to have led to a narrative in some quarters that 'cash is done'. Whilst a tribute to progress made, this narrative, and the mainstreaming of cash by some donors and agencies, risks losing focus on the fact that much more needs to be done for CVA to reach its potential – a fact underscored in research on the [CVA policy landscape](#). Building on all this evidence a [high-level meeting was called by USAID's Bureau for Humanitarian](#)

[Assistance and CALP](#) in mid-2023 seeking renewed commitments to increasing the scale and quality of CVA. The meeting garnered strong support and ignited a policy dialogue process that will continue during 2024.

In November 2023, the latest [State of the World's Cash report](#) was published and provides a clear overview of the current state of CVA policy and practice. It shows progress is being made in many areas, with growth in the use of CVA (albeit much less than it should be); the expansion of evidence and guidance related to many different use cases; increasing recognition of the value of linking humanitarian CVA with social protection systems; greater appreciation of the potential role of CVA in anticipatory action; more focus on locally-led CVA; and much more. At the same time, the report finds the need for continued action to maintain progress; highlights that little or no progress has been made in some areas; and identifies new issues that also need to be addressed including:

- There is a growing commitment to people centered CVA, but major challenges remain with communication, participation, and applying feedback. More attention is being given to issues of inclusion with organizational capacities, mindsets, donor policies and digital technologies creating both barriers and enablers to progress. Better assessment and monitoring of people centered CVA is needed.
- The use of CVA is increasing but progress is slow when considered as a proportion of IHA (see above). International funding remains concentrated with an increasing proportion of CVA channeled via UN agencies. The work of implementing partners remains largely invisible given current approaches to tracking cash, yet thousands of local organizations are involved in CVA as implementing partners. Greater visibility of the work of local actors could provide a key to unlocking greater progress on locally led response.
- Economic volatility has emerged as an important new issue and is perceived as one of the biggest challenges for CVA in some contexts. Evidence shows the issues can be managed and guidance has been developed, but this requires greater flexibility on the part of operational agencies and donors to adjust plans when needed.
- There has been some progress towards locally led CVA but major change is lacking – a reflection of system-wide issues that need to be addressed. Perceived tensions between large scale CVA and locally-led CVA are found to be solvable if mindsets change, alongside adjustments to how the system works, and shifts in funding.
- With the validation of a new model for cash coordination in 2022, some progress was made in 2023 though slower than hoped. Some fear the new model may prove to be a missed opportunity and serve to embed existing ways of working and power structures, rather than fostering more substantive change. Continued efforts at global, regional, and country levels are needed to drive the change envisaged by the IASC approved model and strengthen CVA practice overall.
- The need for investment in preparedness and capacity remains a priority, though specific needs are changing. Investments need to be targeted to address priority capacity gaps related to CVA and data and digitalization; social protection linkages; locally led CVA; and climate.
- While the body of evidence and guidance related to CVA has increased, there remains a large gap between evidence and practice. More efforts need to be directed towards the uptake of learning.

- Progress has been made in terms of understanding the potential linkages between humanitarian CVA and social protection. But so far, progress is greater in terms of discussion than practical change. Staff capacity issues, systems limitations, and the lack of coordination between different actors create barriers to be overcome. Progress will require investment, longer-term perspectives, and new partnerships.
- Skills gaps and underinvestment are impeding digital developments in many humanitarian organizations. While the use of digital payments has increased greatly, more action is needed in terms of responsible data management. Issues related to interoperability and portability continue to challenge the sector. New technologies bring both opportunities and risks, with artificial intelligence (AI) having the potential to accelerate change in many directions.
- The way that CVA is used in humanitarian preparedness and response is evolving with many positive developments broadening how and where it is used. But modality choice is still too influenced by habits, perceptions, and organizational preferences. The use of vouchers, for example, has declined but still accounts for 19% of CVA with doubtful rationale in some use cases. Equally, the use of multi-purpose cash (MPC) has increased, but not to the extent anticipated, while some technical processes, if not well applied, are now hindering rather than supporting the evolution of effective, people centered CVA. WFP's 2023 cash policy, which prioritizes the use of cash, offers one of various opportunities to increase its use.
- Climate change and the environment are increasingly pressing concerns in the realms of CVA. While still debated, cash is widely considered greener than in-kind assistance. But while interest is growing, evidence related to CVA, climate and the environment is nascent with more questions than answers. Action is needed to increase the evidence base. There is huge potential to increase the use of CVA as a tool for anticipatory action both in relation to the climate crisis and for other needs. The use of anticipatory cash shows promising results, with the possibility of more resources being available from development funding streams.
- In addition to all the issues above, discussed in the State of the World's Cash 2023 report, an ever-present issue in the humanitarian sector is concerns about aid diversion. Diversion of cash often seems to evoke a different emotional and practical reaction to diversion of in-kind assistance. For example, cash bans have been implemented by some host governments related to concerns about diversion of cash, yet there is continued acceptance of in-kind assistance which is also subject to diversion. Equally, donor worries about potential diversion of cash assistance often appear to be higher than for in-kind, despite evidence that suggests losses related to fraud are lower. There is less comparative evidence related to other forms of diversion. Given the risks and the hesitancy of the sector to openly discuss this issue, this needs further exploration.

In summary, progress is being made but there is a long way to go for CVA to reach its full potential. With humanitarian funding set to shrink in 2024, there is a risk that progress may slip back driven by inertia and habit as noted above. Yet, tackled differently, this is the exact time that the humanitarian community needs to seize the moment and accelerate change – given CVA offers the possibility of reaching more people with lower costs than other forms of aid, while providing a form of assistance preferred by most people.

Strategy and Direction

CALP is a dynamic global network of organizations engaged in the critical areas of policy, practice, and research in humanitarian CVA and financial assistance more broadly. CALP seeks to better meet the needs and improve the outcomes of people affected by crisis by ensuring CVA is a central part of quality, timely and appropriate humanitarian assistance.

CALP's Strategy [2020-2025](#) will continue to provide the direction for CALP's work with the State of the World's Cash 2023 report giving more detailed framing. Our strategy outlines the approach we take to enable 'impact through collective action' – with the CALP team convening stakeholders for collective influencing, enabling learning exchange, and providing catalytic thought leadership. Cash is not only usually more efficient than other forms of humanitarian assistance, but evidence also clearly shows that it is the preferred modality for the majority of people in most situations of crisis.

In 2024/25, all CALP's work will be anchored around people centred aid, with plans harnessed around three overarching issues namely increasing the use of CVA; further strengthening quality; and tackling structural issues in the humanitarian system that inhibit progress.

- 1. Increasing the use of CVA.** Since most people in crisis prefer cash over other forms of humanitarian assistance, increasing the use of CVA is a people-centred issue which aligns with donor and agency interests in terms of increasing aid efficiency and effectiveness. Research in 2022 [explored the barriers and opportunities to increasing the use of humanitarian CVA](#) and found there is no single action that will bring a step change in the use of CVA, rather a myriad of adjustments is needed. For example, pooled funds offer opportunities for increasing the use of CVA with, in some cases, the possibility of more funding being channelled directly to local organizations in this way. Changes to planning are needed, to rebalance the level of investment directed towards in-kind versus CVA preparedness and avoid the availability of stocks being a determinant of modality choice even when cash may be a better option. Equally, changes are needed at donor, headquarters, and response levels to ensure CVA is considered as the default modality where relevant and appropriate. To advance work in this area, CALP will target specific areas of change (e.g. focusing on specific pooled funds) and will seek to amplify impact by sharing learning to encourage wider change.
- 2. Strengthening the quality of CVA.** As outlined earlier, the evidence and guidance related to CVA continues to grow but there is a wide gap between good practice and response realities. Focus will be given to increasing the use of evidence-based good practice by facilitating communities of practice, making high quality training resources available, and more. CALP will work with donors, cash working groups (CWGs) and technical advisors to promote the adoption of good practice and will support this by distilling evidence and guidance into easily digestible messages to be shared via multiple communications channels. Existing research and information will be synthesized and, where important evidence gaps exist, new research will be generated in collaboration with stakeholders. For example, work will be progressed to increase understanding of the use of CVA in relation to climate action and bring together learning on CVA and anticipatory action. Equally, while evidence related to efficiency is strong it may need to be refreshed given how the use of CVA has evolved.
- 3. Fostering systems change to enable the potential of CVA.** One of the overarching themes in the State of the World's Cash 2023 report is that structural constraints are inhibiting change. For example, progress towards

locally led CVA is slow and requires much greater willingness to shift power and resourcing within the system. Equally, discussion about linking humanitarian CVA and social protection raises questions about the current structure of humanitarian and development funding models. These and many other systems issues need to be addressed for CVA to reach its full potential. CALP will seek to advance systems change by, for example, supporting better and more inclusive coordination structures; and proactively engaging with local actors, ensuring their work is made more visible (through better tracking), recognized and their views heard. Plans also involve engaging with initiatives that may foster wider change, such as the ERC's Flagship Initiative, the Grand Bargain 3.0; and reviews of donor policies.

Thematic issues that will be addressed will link to, and support, change on one or more of the overarching issues above. The level of effort will vary regionally, depending on local priorities.

Specific Plans for 2024/25

Plans for 2024/25 are outlined below with examples of activities that will take place rather than a comprehensive list. As usual, we anticipate that plans will be adjusted during the year to respond to evolving needs and priorities and so ensure impact is maximized.

Strategic Focus Area 1: Foster collaboration for more effective and sustainable humanitarian CVA that better meets the needs of people living in contexts of crisis.

- 1.1 Continue the policy dialogue process started in 2023 to develop new commitments for CVA. This will involve facilitating further conversations across the diversity of the Network and beyond to agree a collective vision for the next stage of evolution of people centred CVA and locally led CVA. Depending on the progress of these subjects, additional issues may be identified, and further collective commitments shaped.
- 1.2 Convene and strengthen sharing, learning and collaboration on key issues by facilitating communities of practice; workshops; townhall meetings and, where needed, closed-door Chatham House style events to advance thinking and action on sensitive issues. Ensure that the breadth of actors involved in humanitarian action can meaningfully engage and shape solutions to improve the quality of CVA and increase linkages to other forms of financial assistance. Specifics will include:
 - Support global and regional communities of practice to regularly convene and advance work on locally led CVA; social protection; and climate and environment.
 - Hold virtual workshops on data and digitalization.
 - Develop a collaborative space/community of practice on distributed ledger technology.
 - Create a forum to advance thinking on financial inclusion, while integrating financial inclusion analysis into other aspects of CALP's work.
- 1.3 Continue to support and strengthen cash coordination structures to increase the effectiveness of CVA and enhance accountability and linkages between national, regional, and global levels, including:
 - Provide technical support to cash working groups (CWGs) and other actors at response level, to increase understanding of the evidence, tools, and guidance available to strengthen the effective use of CVA.
 - Convene meetings of CWG leads and co-leads to share learning and foster improvements in practice.

- Participate in the global Cash Advisory Group (CAG) to promote positive changes in line with the IASC-endorsed cash coordination model. Linked to this, monitor and support CWGs with the transition and update cash guidelines on humanitarian response planning. Continue to promote accountability and transparency related to the transition.
- Co-facilitate regional and global CWGs to identify issues of joint concern, sharing learning and foster action to improve the quality of CVA.
- Work with CWGs to identify means to increase the scale of CVA by, for example, supporting CWGs to actively engage in the Humanitarian Response Plan (HRP) planning processes and advocating for pooled funds' policies to systematically consider the use of CVA.
- Engage with cluster leads and provide technical inputs. Convene cash focal points of the clusters to share learning and address common barriers to progress.

1.4 Develop and strengthen relationships with institutions and organizations that have a key role to play in the future evolution of CVA at global, regional, and country levels. For example:

- Engage with non CVA specific stakeholders (see SFAs 2.1 and 2.2) to foster improvements in the use of CVA.
- Work closely with the Social Protection Inter-Agency Cooperation Board (SPIAC-B) to shape discussions on social protection and humanitarian CVA linkages.
- Engage with payment service providers, implementing organizations and (as appropriate) regulators to address issues related to payment solutions, seeking to expand options and increase cost efficiency.

Strategic Focus Area 2: Become an effective global network for the CVA system, inspired by improving outcomes for people living in contexts of crisis.

2.1 Outreach to work with strategic actors not currently engaged in the CALP Network including, for example, intra-governmental bodies such as The Association of Southeast Asian Nations (ASEAN) and the Economic Community of West African States (ECOWAS). Increase outreach to development actors and donors to explore how different types of cash can be effectively delivered and so increase the collective impact of CVA.

2.2 Building collaborative relationships on areas of mutual interest with other networks and actors e.g. increased engagement with the International Council of Voluntary Agencies (ICVA), the NEAR Network, CGAP, GSMA, the Anticipation Hub, the African Humanitarian Organizations Network, the Red Cross Red Crescent Climate Center, and InterAction.

2.3 Enhance CALP's communication platforms to increase reach and accessibility. This will include:

- Identify and implement new digital platforms to support more fluid exchanges across communities of practice, working groups, and thematic discussions.
- Progress recommendations from the digital accessibility roadmap completed in 2023.
- Develop a strategy for the effective development of and management of video content, including work to maximize the underutilized potential of YouTube.
- Ensure the website, information shared via different communications channels, and a wide range of resources, are available in four languages (Arabic, English, French, and Spanish).

2.4 Continue to strengthen the governance and technical oversight of the work of the CALP Network:

- Convene regular meetings of the Board and the Technical Advisory Group (TAG).

- Continue to review and adjust the composition of the Board and the TAG to reflect the composition and evolving needs of the Network.
 - Capitalize on the skills, experience and networks of members of the Board and TAG as key ambassadors of the work of CALP.
- 2.5 Continue to strengthen membership engagement through a membership vision, as well as induction meetings and events, using feedback to inform adjustments to plans.
- 2.6 Undertake assessments of CALP's work, publishing results and intended actions, including:
- Conduct and publish an independent evaluation of CALP's work.
 - Gather and publish feedback on CALP's performance via an annual survey.

Strategic Focus Areas 3: Strengthen evidence-based policy and action in order to transform humanitarian CVA and 4: Provide thought-leadership on emerging issues likely to affect humanitarian CVA, mindful of the links to the broader financial assistance landscape. Note: these two strategic focus areas are presented together as many activities contribute to both as they evolve.

- 3-4.1 Work with the network to identify and fill priority evidence gaps:
- Lead research and/or develop case studies on select issues such as (a) CVA efficiency/value for money, generate in-house synthesis of existing evidence before (if needed) going deeper with network members and other stakeholders; (b) CVA and anticipatory action; (c) Human mobility.
 - Continue work with Development Initiatives to track the delivery of CVA and publish results. Explore how progress can be made regarding tracking pass-through funding and understanding the volume of CVA delivered by local actors.
 - Provide technical support to work led by other organizations including research on social protection linkages planned by FCDO. This work requires CALP staff time but not direct costs.
 - Scope if research is needed to support action on some issues frequently identified as of concern e.g. responsible data management.
- 3-4.2 Generate analysis and create forums for discussion to shape humanitarian policies and decision making:
- Contribute to donor and interagency strategies, policies, and guidance notes (including clusters) as they are being developed or revised.
 - Engage with and support CWGs to engage in HRP planning processes.
 - Engage in dialogue related to the Central Emergency Response Fund (CERF) and country based pooled funds to push a greater proportion of funds to be directed to CVA.
 - Generate talking points for use by the CALP membership for use at influential events e.g. UN Climate Change Conference (COP 29), the World Economic Forum, etc.
- 3-4.3 Provide engaging analysis in accessible formats to influence thinking on priority issues:
- Publish short briefing papers on priority issues, such as locally led CVA.
 - Publish at least 20 blogs and articles on emerging issues.
 - Publish podcasts focused on strategic debates.
 - Develop and deliver consistent messaging on social media, continuing to build a larger and more engaged audience.

- Share regular newsletters with well-structured content, tracking use, and adjusting content and formats as needed to maximize impact. Explore the potential for additional, informal newsletters for specific technical audiences to mobilize learning and engagement on specialist issues.

3-4.4 Strengthen the uptake and use of evidence in policy and practice:

- Use findings and recommendations from the State of the World's Cash 2023 report to influence policies and plans, track engagement, and adjust influencing plans as needed.
 - Utilize existing evidence by generating synthesis and producing briefing papers, including work focused on risks and mitigation related to CVA diversion.
 - Systematically engage with senior leaders and policy influencers (within and beyond the cash space) to advance the use of CVA.
 - Continue to engage CALP audiences through existing structures (e.g. CWGs) and beyond to socialize and act on learning, best practices and recommendations identified in CVA research.
 - Organize meetings, webinars, and other events to create opportunities for learning and debate about emerging evidence. Equally convene 'refresh' spaces to discuss and foster utilization of existing guidance.
 - Engage with humanitarian leaders to raise awareness and promote action related to strategic debates (linked to the three overarching issues – scale, quality and systems change) and arrange, if needed, a further high-level meeting related to new CVA policy commitments.
 - Use digital monitoring systems to track the use of CALP publications and adjust update plans as relevant. In conjunction, track outcomes of our 'person- to-person' engagement to inform and further strengthen our engagement and influencing plans.
- Engage with wider communities (e.g. think tanks, wider financial assistance providers, non-traditional actors) to bring debates back to the CALP Network to ensure CVA continues to be fit for purpose.

Strategic Focus Area 5: Continue to expand the skills and knowledge required to deliver quality, sustainable humanitarian CVA at scale.

5.1 Review, update and share technical guidance:

- Provide technical support to other organizations developing guidance e.g. work with UN Environment Programme to develop an MPCA option to add to the revision of the Nexus Environment Assessment Tool (NEAT+).
- Harness the skills, knowledge, and experience of the network to update and share technical guidance on priority thematic issues.
- Develop guidance to support specific types of crisis/responses.

5.2 Develop, update, and collaborate with others to ensure access to high quality CVA training courses and learning materials:

- Update the CALP Online Core Programmes course.
- Scope the resources required and initiate the update of the CALP Online Core Operations Course.
- Continue to translate training courses and make available in Arabic, English, French and Spanish.
- Provide technical support to others developing CVA training on specialist issues e.g. working on CVA and disability inclusion.
- Increase access to CVA training courses:

- Invest in digital tools and platforms to enable the production and delivery of high-quality e-learning and on-line learning resources.
 - Promote the availability of CALP’s free-to-use e-learning courses including, for example, the Social Protection Course.
 - Continue to expand the pool of CALP certified trainers and ensure available trainers are geographically spread.
 - Encourage CWGs and other stakeholders to develop and resource CVA capacity development plans by making course materials available and connecting them with certified facilitators so they can organize their own training courses.
- Mobilize the delivery of online and face-to-face CVA training courses for practitioners, by supporting cash working groups to arrange their own training (drawing on CALP certified trainers and materials), signposting people to relevant information, and leading some training delivery. CALP budgets will focus on the delivery of Training of Trainers courses, and core courses that serve as an entry point for engaging strategically important stakeholders such as regional intra-governmental bodies and local and national actors.
 - Identify CVA related courses developed by others that could be linked to the Cash Learning Hub to increase awareness and access, i.e. continue to work towards the Cash Learning Hub being a space for all CVA training not just CALP courses.
 - On-going work to understand and prioritize CVA capacity development needs.
 - Review and update CALP’s learning strategy.
 - Expand the use of existing training resources, e.g. engage with universities and training institutions to encourage and support the integration of CVA modules / CVA resources into existing humanitarian courses, and map training courses suitable for government staff.

Strategic Focus Area 6: Making CALP Fit for the Future (this relates to the strategy section “Fit for Purpose”)

6.1 Continue to increase CALP’s operational effectiveness and efficiency:

- Recruit, manage, and support the professional development of a well-qualified, diverse, team.
- Strengthen systems and ways of working by, for example, investing in the effective management and continuous development of digital tools and platforms to enable effective working; and updating policies and procedures as needed.
- Continue to increase the accessibility of CALP’s work.
- Update hosting agreements as needed.
- Use the CALP AI Framework (which will be developed ahead of the planning year starting), to make considered investments in AI tools to increase the efficiency of CALP’s supporting work in areas such as developing synthesis, translation, and the development of training resources.
- Review, on a continuous basis, the digital platforms and tools used by CALP to ensure value for money.
- Establish a community interest company to facilitate improved operational functioning.

6.2 Manage grants and funding opportunities in a timely, effective, and compliant manner.

Indicative Plans for 2025/26

The nature of CALP's work is such that many activities span more than one year or are ongoing in nature. The need to convene people to agree common goals, policies and practice; provide technical assistance to CWGs; ensure effective training on CVA is available; undertake research on key priorities; and much more; are expected to continue to be ongoing needs for many years – with the focus and relative importance of each area of work varying over time.

The findings from the State of the World's Cash 2023 report will continue to provide a framework for action, along with the outcomes of the policy dialogue in relation to people centred CVA and locally led CVA. A decision as to whether to continue the policy dialogues process in 2025/6, tackling additional issues, will be made in 2024/5.

Thematically, it is likely that the same issues as highlighted for 2024/5 will continue with the emphasis given to each being adjusted as needed – with changes informed by feedback from the Network, the Technical Advisory Group, and the CALP team. It is anticipated that the focus on CVA and climate, in particular work related to anticipatory action, will increase. Also, in part linked to the climate crisis, work related to people on the move is likely to increase and will extend to other regions given this is a global phenomenon. With the use of AI increasing, it's likely that CALP will give increasing attention to its use within CVA. The focus on social protection linkages will continue with steady progress expected rather than radical change, given the long-term nature of the work and need for multiple changes across many stakeholders.

More specifically, plans will include:

- Further systematic engagement with senior leaders to ensure progress on CVA is maintained.
- Continue to convene forums that enable and support on-going sharing, learning, and debates.
- Research on priority issues including anticipatory action.
- Generate synthesis of resources as part of on-going work to foster uptake of evidence.
- Advance work on human mobility and locally led CVA by convening discussions and documenting learning.
- Curate existing video resources and develop new content for CALP's YouTube channel to provide a more effective platform for engagement.
- Publish further episodes of CashCast. Publish blogs via CALP's channels and pitch to others.
- Complete the development of the CALP Core Operations online course (to be started in 2024/5).
- Develop training resources for CALP certified trainers, to support their learning and development, enabling them to improve the delivery of key sessions of the Core Courses.
- Update selected CALP e-learning and online courses and make on-going improvements to the Cash Learning Hub to further improve user experiences.
- Continued work to increase media outreach.
- A light refresh of the CALP strategy.

Monitoring and reporting

Key metrics, perception indicators, and qualitative data will be monitored as outlined in the attached results framework. An evaluation of some aspects of CALP's work will be undertaken in 2024, complementing aspects that have been evaluated in previous years. The results of the annual survey (which gathers perception feedback) and the evaluation will be published, along with management responses detailing any adjustments to plans to be made as a result.

Internal progress reviews related to specific grants will be undertaken quarterly. Overall performance and financial reports will also be prepared quarterly and reviewed by the CALP Board.

Organizational set-up

The CALP Network comprises over [95 member organizations](#) and a much wider network of stakeholders who are involved, in various ways, in CVA. Together, the members of CALP deliver the vast majority of humanitarian CVA funded by international humanitarian assistance (note: domestic funding of CVA is not tracked globally).

CALP is hosted by three organizations – Action Against Hunger USA (ACF-US), Oxfam and Norwegian Refugee Council (NRC) – through which staff are contracted and funding is managed. The full team structure and roles were last reviewed and revised in 2021, with changes made in 2022 to enable effective delivery of the current strategy. The CALP team currently comprises c. 40 roles, with some staff working from offices in Jordan, Kenya, the Philippines, Senegal, UK, and USA, and many working from home in these countries and elsewhere. In total, team members reside in 11 countries (as of January 2024) helping strengthen understanding, reach and connection with practitioners and organizations around the world.

Budget

CALP's budget for 2024/25 is c. £3.39million. The year starts with a larger funding gap than last year as costs have increased and the end of some donor funding cycles have converged. Some existing donors have indicated funding will continue at similar levels to previously, others have indicated there may be cutbacks. New sources of funding will be sought to cover funding gaps.

CALP Network Strategy: Increasing Impact Through Collective Action

Results Framework Overview for 2024/25

The framework below provides the indicators against which progress will be monitored. Please note:

- This framework has been developed iteratively and regularly refreshed since 2020.
- The nature of the strategy is such that some adaptations to areas of work will inevitably take place. This likely requires some adjustments to indicators over time.
- Given the inter-linkages between strategic focus areas, there are inevitable overlaps in indicators.
- Together, these indicators provide the storyline for CALP's work and impact.

There are three categories of indicators:

- Metrics which count specific actions, outputs and/or level of engagement;
- User perceptions of CALP's platform and work;
- Qualitative data which is drawn from experiences, feedback, examples, citations, etc.

Together, these three types of indicators will provide a rounded view of performance.

Monitoring tools are listed and described at the end of this document, with some targets still to be added.

CALP Theory of Change

- If the strength of the diverse CALP Network is harnessed, issues of common concern can be identified, and collective action can be taken to address them. (Coordination sub-sector. Objectives 1 & 2)
- If evidence of the impact of CVA is made more accessible and digestible to a wider audience, then the use of evidence will increase and CVA programming will be strengthened. (Coordination and Information management sub-sectors. Objectives 2, 3 & 4)
- If events are convened to create opportunities for sharing and dialogue, peer to peer learning is fostered and technical support provided, then CWGs can strengthen their ways of working to address immediate issues and for the long-term. (Coordination & Information management sub-sectors. Objectives 1, 2, 4 & 5)
- If investments in online training and the development of a cadre of globally dispersed trainers are achieved, then practitioners will have better access to learning opportunities and will increase their understanding, knowledge and skills to deliver quality CVA. (Information management sub-sector. Objective 5)
- If there is increased engagement between CVA practitioners and policy makers, with evidence and best practices used to inform debates, then humanitarian coordination, policies and guidance can be improved. (Information management sub-sector, Objective 3 & 4)
- If all of the above take place, then the quality, scalability, effectiveness and efficiency of CVA in emergencies will improve. Ultimately, this will help save lives, alleviate human suffering, and reduce the impact of disasters by helping affected people prioritize according to their needs.

Framework

Strategic focus area 1. Foster collaboration for more effective and sustainable humanitarian CVA¹ that better meets the needs of women and men living in contexts of crisis		Target, if applicable
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		
1.1 The CALP team facilitates the network to work collaboratively in fulfilment of CALP’s strategy – from local to global level	<p>METRICS</p> <ul style="list-style-type: none"> • # of active CALP-facilitated communities of practice and working groups at regional and global levels. <p>PERCEPTION INDICATORS</p> <ul style="list-style-type: none"> • % of survey respondents that feel engaged with the CALP Network <p>QUALITATIVE DATA</p> <ul style="list-style-type: none"> • Examples of CALP-facilitated collective actions – process, outputs, and impacts. 	<p>8</p> <p>80%</p>
1.2 CALP members and the CALP team form strategic alliances with other stakeholders working in complementary areas, such as social protection, localization and markets	<p>METRICS</p> <ul style="list-style-type: none"> • # of strategic alliances created to work on complementary areas • % of research initiatives undertaken collectively, e.g. with steering committees <p>QUALITATIVE DATA</p> <ul style="list-style-type: none"> • Examples of what has been achieved by strategic alliances. <i>Note: This will likely overlap with other areas of work (SFA 3 and 4) given strategic alliances are formed for a purpose</i> 	
1.3 The CALP team and members contribute to defining what constitutes an optimally functioning, people-centred CVA system that embraces links to broader financial assistance	<p>METRICS</p> <ul style="list-style-type: none"> • # of organizations which contribute to the development and refresh of collective CVA commitments <p>QUALITATIVE DATA</p> <ul style="list-style-type: none"> • Description/analysis of the development of the global CVA commitments • Examples of relevant initiatives. <i>Note: This will overlap with other areas of work (SFA 3 and 4)</i> 	100
Strategic focus area 2: Become an effective global network for the CVA system, inspired by improving outcomes for people 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		
2.1 The CALP team and members establish an agreed understanding of what it means to work as an effective global network, along with the skills and know-how to support the network’s development.	<p><i>Note: Metrics under SFA 1.1 will inform progress on this objective</i></p> <p>METRICS</p> <ul style="list-style-type: none"> • # of uploads to the library • # of member submissions of jobs and events • Newsletter open rate • Newsletter click through rates <p>QUALITATIVE DATA</p>	<p>40%</p> <p>12%</p>

	<ul style="list-style-type: none"> Examples of forums/platforms/groups where CALP members are working together to jointly address issues (could be local, national, regional, global) 	
2.2 CALP members and the CALP team ensure appropriate diversity within and across the network, including through stronger connections with people affected by crisis, local authorities and local partners	<p>METRICS</p> <ul style="list-style-type: none"> # of monthly website users (average based on reporting period) # of monthly website users by language (average based on reporting period) # and type of organisations that join or leave CALP’s membership # of newsletter subscribers by languages # of followers of CALP’s LinkedIn accounts in different languages # of documents in the library that exist in different languages (Eng, Fr, Span, Arabic) % of CALP webinars that are accessible in more than one language <p>PERCEPTION INDICATORS</p> <ul style="list-style-type: none"> % of global survey respondents who perceive that CALP reflects the diversity of CVA actors in its work <p>QUALITATIVE DATA</p> <ul style="list-style-type: none"> Reasons why different types of members choose to join, and leave, CALP, and analysis of the overall membership composition. Examples of building stronger connections with local and national actors; people affected by crisis; and development actors – how this was achieved, learning, and impacts on CALP’s programming. 	<p>13,000</p> <p>60%</p> <p>75%</p>
2.4 Over time, the CALP model evolves in response to what is learnt about working as a global network	<p>QUALITATIVE DATA</p> <ul style="list-style-type: none"> Examples/evidence of changes to CALP’s approach/ways of working, etc., resulting from network learning Analysis of the types of activity and learning that have led to changes. <i>Note: An evaluation is planned in mid-2024 to help CALP assess its contributions to change and may include recommendations for monitoring indicators.</i> 	
Strategic focus areas 3: Strengthen evidence-based policy and action in order to transform humanitarian CVA		
Outcome: The experience of CVA recipients, alongside other operational and research evidence, is captured and fed into future policies and operational plans		
3.1 CALP members and the CALP team are proactive in	<p>METRICS</p> <ul style="list-style-type: none"> # of research and evidence needs identified through working groups, communities of practice and TAG 	

<p>identifying evidence and research needs.</p>	<ul style="list-style-type: none"> • QUALITATIVE DATA • Examples of research development processes, e.g., demonstrating responsiveness to identified evidence need 	
<p>3.2 The CALP team and members facilitate network interactions to generate evidence and learning to enable contextually relevant, efficient and effective humanitarian CVA</p>	<p>METRICS <i>Due to the complementary nature of CALP’s strategy, these metrics overlap with SFA 3.4 and 4.2.</i></p> <ul style="list-style-type: none"> • # of participants in webinars for sharing evidence and learning • # of participants in collaboration-focused meetings, workshops and Communities of Practice • # of downloads and uploads to the CALP Library <p>PERCEPTION INDICATORS</p> <ul style="list-style-type: none"> • % of survey respondents who report applying CALP guidance, evidence and learning in their programming • % of survey respondents who report that CALP guidance, evidence and learning improved the quality of their programming <p>QUALITATIVE DATA</p> <ul style="list-style-type: none"> • Examples of collaboration in research and learning between the CALP team and network stakeholders. • Examples of evidence and learning generated through the network being applied in practice to positively influence CVA design and programming. 	<p>90%</p>
<p>3.3 CALP members capture the experiences and perspectives of people living in contexts of crisis to inform their learning and action</p>	<p>METRICS</p> <ul style="list-style-type: none"> • # of CALP-organised meetings, webinars, blogs and/or podcasts involving people with lived experience as aid recipients <p>PERCEPTION INDICATORS</p> <ul style="list-style-type: none"> • % of survey respondents who report aligning CVA design and programme management with the preferences of affected populations <p>QUALITATIVE DATA</p> <ul style="list-style-type: none"> • Examples of where the perspectives of people living in crisis contexts have been acted on by members of the CALP network, including impacts on programming 	<p>4</p>
<p>3.4 The CALP team and members create tight feedback loops between action and policy at national, regional and global level</p>	<p>METRICS <i>Note: Metrics under SFA 3.2 and 3.3 will inform progress on this objective.</i></p> <p>QUALITATIVE DATA</p> <ul style="list-style-type: none"> • Examples of network produced evidence and actions that have influenced policy and/or policy-makers 	

	<ul style="list-style-type: none"> Examples of CALP-facilitated inter-agency action, e.g., advocacy letters and/or briefing papers, etc. 	
<p>Strategic focus area 4: Provide thought-leadership on emerging issues likely to affect humanitarian CVA, mindful of the links to broader financial assistance</p>		
<p>OUTCOME: The CALP network has a shared understanding of new ideas and emerging possibilities regarding humanitarian CVA</p>		
<p>4.1 Building on operational and research evidence, the CALP team provides impartial, informative analysis of emerging trends and issues linked to humanitarian CVA. This enables the network to respond to new needs and opportunities</p>	<p>METRICS</p> <ul style="list-style-type: none"> # of analyses and/or syntheses of evidence and trends produced by CALP # of views of blogs published on the CALP website providing analysis and/or synthesis of evidence and trends <p>PERCEPTION INDICATORS</p> <ul style="list-style-type: none"> % of respondents who report that CALP has positively influenced the identification of and response to emerging trends <p>QUALITATIVE DATA</p> <ul style="list-style-type: none"> Examples of how emerging trends and issues are identified, and the role CALP plays in the process, e.g., CALP produces analysis and plays a role in raising awareness and convening stakeholders to consider avenues for action, etc. 	<p>90%</p>
<p>4.2 The CALP team convenes members and others to explore the implications of these emerging trends and issues for responsive humanitarian CVA, from local to global level</p>	<p>METRICS</p> <ul style="list-style-type: none"> # of participants in collaboration-focused meetings, workshops and Communities of Practice <p>PERCEPTION INDICATORS</p> <p><i>Note: Metrics under SFA 4.1 will inform progress on this objective.</i></p> <p>QUALITATIVE DATA</p> <ul style="list-style-type: none"> Examples of where members have convened to explore emerging trends/issues and what the outputs and potential impacts (short or longer term) have been. This also supports learning on how this can be done effectively. 	
<p>4.3 The CALP team and members together identify issues of tension and controversy, and convene to identify practical ways forward</p>	<p>PERCEPTION INDICATORS</p> <ul style="list-style-type: none"> % of survey respondents who report that CALP has positively contributed towards identifying and/or resolving challenging issues relating to CVA <p>QUALITATIVE DATA</p> <ul style="list-style-type: none"> Examples of collective efforts to identify and address issues and tensions, including the process, outputs and potential impacts (short or longer term). This also supports learning on how this can be done effectively. 	

Strategic focus area 5: Continue to expand the skills and knowledge required to deliver quality, sustainable humanitarian CVA, at scale		
OUTCOME: CALP members demonstrate the individual and organisational capacity to provide humanitarian CVA to agreed standards and required coverage		
5.1 The CALP team and members co-create evidence-based tools, guidance, good practice, and training materials for use by all those involved in humanitarian CVA at local, national, regional and global level	<p>METRICS</p> <ul style="list-style-type: none"> • # of new or refreshed CALP-produced tools and guidance • # of updated or new CALP-produced training materials • # of stakeholders that have contributed to the development of CALP tools, guidance and training materials • # of people trained in online and face-to-face courses • # of new learners who complete CALP's e-learning courses on Kayare <p>PERCEPTION INDICATORS</p> <ul style="list-style-type: none"> • % of respondents, with disaggregation of respondents representing local and national organisations and/or host governments, who agree that CALP has helped increase their knowledge and skills to design and implement good quality CVA in the past year <p>QUALITATIVE DATA</p> <ul style="list-style-type: none"> • Examples of the process, and learning on the co-creation of tools, guidance, or training materials • Examples of positive impacts of the use of tools and guidance in programming. 	5,000
5.2 The CALP team and members convene all actors involved in providing humanitarian CVA to facilitate training	<p>METRICS</p> <ul style="list-style-type: none"> • # of active CALP-facilitated communities of practice related to training • # of certified trainers, by region and by language • # of training courses delivered by CALP • # of CALP training courses organised and funded by other stakeholders, including by organisations, CWGs, etc and/or by training partner organisations <p>PERCEPTION INDICATORS</p> <ul style="list-style-type: none"> • % of respondents, with disaggregation of respondents representing local and national organisations and/or host governments, who agree that CALP training has increased their knowledge and skills to design and implement good quality CVA <p>QUALITATIVE DATA</p> <ul style="list-style-type: none"> • Examples of the process and impact of self-organised trainings delivered by network stakeholders 	2 95%
5.3 CALP members share experiences about changes to	QUALITATIVE DATA	

<p>organizational systems that have enhanced their capacity to provide humanitarian CVA; the CALP team collate, analyse and re-distribute this as guidance to the network</p>	<ul style="list-style-type: none"> • Examples of changes to organizational systems that have enhanced capacity to provide humanitarian CVA 	
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Data Collection Tools (note: tools will be periodically updated)

Tool	Comments	Metrics/Types of Data
Global Tracker	The Global Tracker consolidates planning, performance and reporting data on a quarterly basis, which is collated and analysed every six months.	<p>Events, webinars and meetings: meeting type; objectives, co-organisers, # of registrations and participants, etc.</p> <p>Research: objectives, thematic focus, steering committee members, etc.</p> <p>Face-to-face trainings: course, # of participants and finishers, language of delivery, etc.</p> <p>Qualitative feedback: user quotes and experiences with CALP's work</p>
Website and other web analytics	CALP website Cash Learning Hub	<p>CALP website: # of new and repeat users, # of uploads and downloads, # of webpage views, etc.</p> <p>Cash Learning Hub: # of users and completers of online courses by course and language, organisational affiliation and region of users, # of downloads of training materials, etc.</p>
Bulk analytics	Mailchimp	Newsletters and bulk mail: open and click rates by audience and organization type
Webinar/meeting software	Zoom Microsoft Teams	Webinars: # and type of registrants and attendees

	Gravity forms (website)	
Surveys	<p>CALP's Annual Survey targets users of CALP's work</p> <p>Ad hoc surveys on specific topics</p>	Annual Survey: user perceptions of CALP's work, user priorities and preferences, etc.
Narrative reporting (quarterly/bi-annual)	Encourage relevant examples of different types of activity and process to be documented on an ongoing basis – obviously this shouldn't become arduous, but the point here would be to incorporate within the narrative reporting template and guidance – highlighting and outlining the types of examples that would be most useful vis a vis the outcomes and objectives	Qualitative information – examples and case studies of activities and processes that are illustrative of the strategic outcomes and objectives
Specific communications tools which aggregate data from multiple sources	<p>The Supermetrics and Looker Studio tools bring together data sets and visualisations from across social media channels, the website, the podcast and email.</p> <p>Platforms like Google Scholar, Ahrefs and Talkwalker are used to track and measure citations, social media mentions and external references to CVA-related news and articles. .</p>	<p>CALP channel usage (web, email, social media) volume as well as engagement data overall and by language/product and theme.</p> <p>Visibility of CVA as a topic and CALP products/messages beyond CALP channels by region/theme/language etc.</p>

Updated: January 2024