



WE ASKED, YOU ANSWERED

RESULTS FROM THE CALP NETWORK'S
ANNUAL SURVEY 2021



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I SUMMARY OF FINDINGS

The CALP Network conducts an annual survey to gather feedback and understand more about how people use and interact with the wide array of forums, events, information, resources and training courses that are available through CALP. We are pleased to share the results from 252 people who responded and let you know how we will be acting on the feedback. This is the first time we have published a comprehensive report of your feedback and we commit to do that routinely in future.

Here are some headlines:

- CALP is performing strongly in providing thought leadership on emerging issues, with the vast majority of respondents stating that CALP is effective in identifying emerging CVA trends (91%), facilitating critical discussions (84%) and shaping evidence-based agendas (82%).
- 72% of respondents used CALP produced guidance or tools in the past year, primarily to inform overall CVA programming (55%) and market analysis (51%).
- 59% of respondents used CALP produced research and evidence in the past year, primarily to inform programme design (50%), as well as for internal advocacy or policy development (30%).
- The top four research and evidence topics were cash coordination (46%), digital payments (40%), COVID-19 (40%) and linkages to social protection (39%).
- Among those who have accessed CALP training, 97% of respondents stated that it increased their knowledge and skills to deliver quality cash and voucher assistance (CVA).
- Time is the most common barrier to accessing training (either face-to-face or online). We expect that the increasing availability of online courses will allow more flexibility and we will also continue to investigate and, where possible, expand the use of different formats and approaches, such as developing more micro-learning (succinct videos at maximum of 15 minutes in length and short e-learning courses).
- 73% of respondents noted a significant improvement in cash coordination, impacting programme quality.
- 69% of respondents perceived an increase in collaborative working in the past year.
- 74% of respondents felt engaged with the CALP Network. Users feel engaged through attending CALP organized webinars (53%), events and workshops (47%) and training courses (43%).

Here are our key takeaways from your feedback and priority actions:

- **The network is performing strongly** across core areas of work, including: producing high quality training resources, organizing engaging learning events, providing thought leadership, and developing relevant evidence, guidance and tools. All this, despite the difficult operating environment of the last year. You said you are keen to see this work continue.
 - CALP will continue to strengthen our work across these areas. We value your continuous engagement and feedback to ensure work is strong and relevant.
- CALP should **prioritize 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 maximized.
 - We will give more focus to engaging local organisations in the development and execution of CALP's activities and governance structures; we seek the views and direction of different types of actors, how they wish to engage and adjust ways of working and the platforms to make engagement easier for all. We will also create spaces dedicated to engaging local organisations. We will increase the use of interpretation services in global events to ensure more information is available in Arabic, French and Spanish.
- **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 through the CALP website, social media channels, and through events and direct engagement.

- We will continue to improve the website with a user-centered perspective to increase engagement, and will expand the communications team to ensure we have the capacity to do this. In addition, we will host regular 'open house' sessions to update CALP members and stakeholders on key issues, plans and ways to engage, as well as to for users to provide feedback and suggestions.
- There is high demand for CALP training and our **strategic shift from delivering face-to-face trainings to focusing on online learning to enable scale should be more effectively communicated** to stakeholders.
 - We continue to fund the delivery of some face-to-face courses, particularly targeting national actors. These courses are generally 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 CVA trainers.
 - We will continue to invest in the development of first-class training resources – making them available to all.
 - In the last year CALP has developed 204 pieces of new online micro-learning (training videos and e-learning courses) in four languages to help meet the growing demand for high quality CVA learning on a wide range of topics.
 - We will update our website to ensure our training approach is more clearly explained.
- Respondents highlighted many CVA issues as important. You felt that CALP was effective at scanning the horizon and addressing priority issues.
 - Among others, we will continue to **prioritize 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.

2 METHODOLOGY AND PROFILE OF RESPONDENTS

CALP staff, together with colleagues from British Red Cross, developed the survey and published it in Arabic, English, French and Spanish in September 2021. The survey was shared via CALP's communication channels, such as the discussion groups, social media and newsletters.

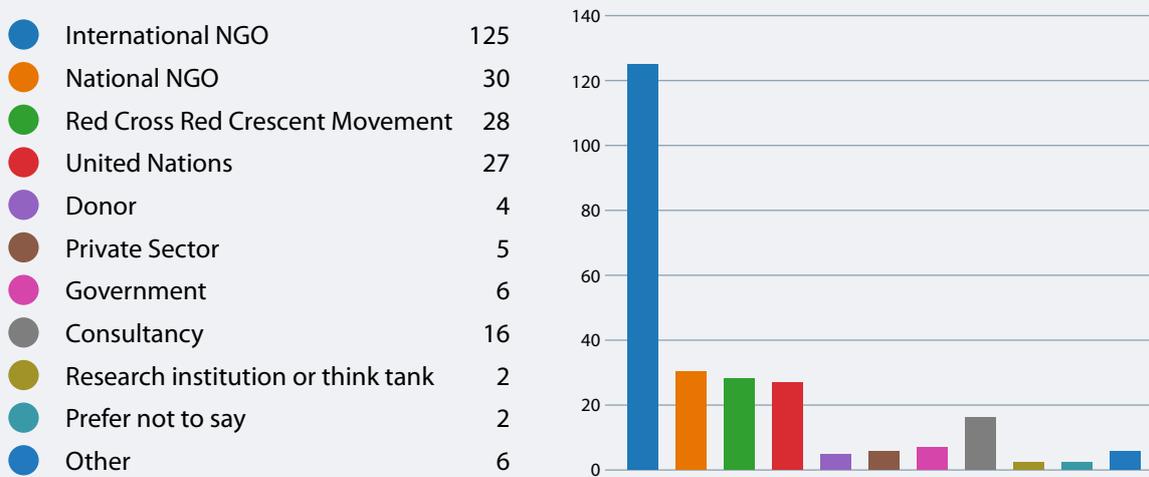
252 responses were collected during the survey period, a higher response than last year. The gender balance of respondents is weighted towards men (67% male, 29% female, 2% non-gender conforming). This is very likely due to the general make up of humanitarian practitioners, which is estimated at around 25% female and 75% male.¹

Organizationally, respondents were reflective of CALP's membership.

- INGOs made up less than half of respondents.
- National NGOs, the Red Cross Red Crescent Movement, UN agencies and consultants were somewhat over-represented compared to their representation in CALP's membership.
- Private sector organisations and donors are under-represented.

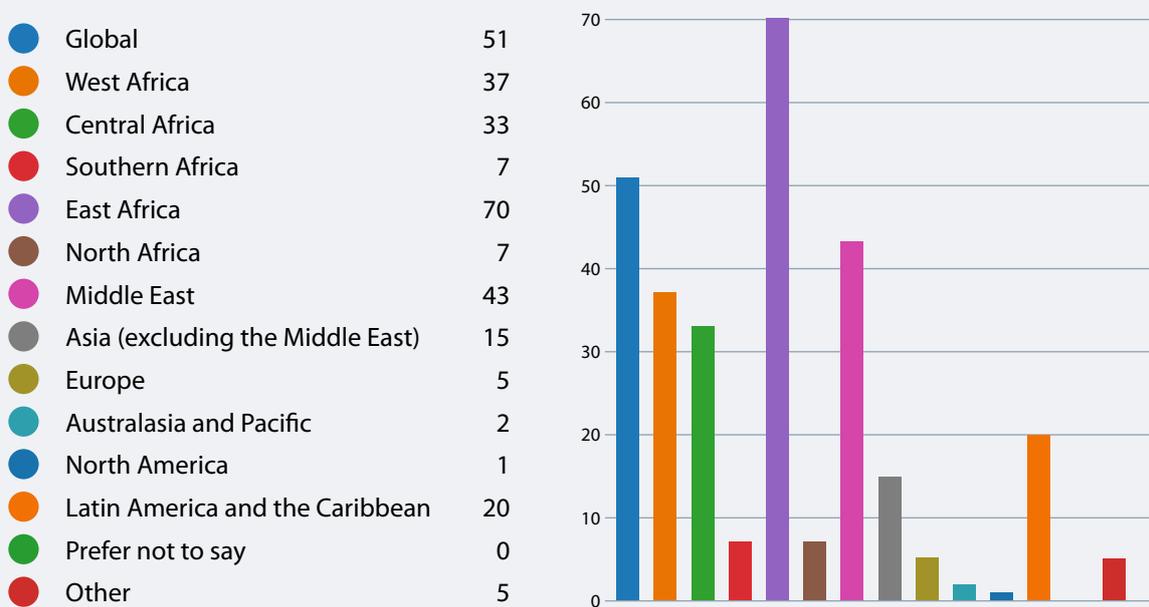
¹ Bioforce. (2020). [State of the Humanitarian Profession](#). Vénissieux, France: Bioforce.

What type of organization do you work for? Please select one



Respondents' geographical focus was diverse. Regionally, East, West and Central Africa, and the Middle East and North Africa (MENA) are strongly represented. Only 20 responses came from people with a focus on Latin America and Caribbean, likely because CALP engagement in this region is more recent. Respondents focused on Asia-Pacific is also limited (13), likely due to CALP's current limited engagement in that region.

Where is your work focused geographically? Please select any of the following which apply (if your work is focused on a specific country, please select the relevant region the country is situated in)



3 THOUGHT LEADERSHIP

Respondents felt that CALP is providing thought leadership on emerging issues, in line with its strategy.

- 91% of respondents stated that CALP is effective in identifying emerging CVA trends.
- 84% stated that CALP is effective in facilitating critical discussions.
- 82% of respondents stated that CALP performs well in shaping evidence-based agendas.

4 RESEARCH, EVIDENCE, GUIDANCE AND TOOLS

Guidance, tools and evidence were used by the majority of respondents over the last year, with most drawing on a variety of resources. Information was used in many different ways, both to inform programme design and for internal and external advocacy.

We noted some anomalies in feedback about evidence and research versus guidance and tools, and believe this may be due to differing views of what constitutes evidence and what guidance is. The questions asked will be refined in future surveys.

4.1 HOW GUIDANCE AND TOOLS WERE USED

72% of respondents used CALP produced guidance or tools in the past year for a variety of purposes. Users primarily applied guidance and tools for the following purposes:

- 1 To inform overall CVA programming (55%)
- 2 To inform market analysis (51%)
- 3 During programme implementation to inform the development of organisational CVA tools (40%)
- 4 To inform response analysis processes (40%)
- 5 To share as a resource with colleagues (39%)
- 6 When working on cash coordination (38%)
- 7 To inform the development of training materials (36%)
- 8 When developing a MEB (37%)
- 9 In relation to linking CVA and social protection (27%)
- 10 To inform approaches on data responsibility (20%)

4.2 HOW RESEARCH AND EVIDENCE WAS USED

59% of respondents had used CALP produced research and evidence in the past year. Research and/or evidence were used primarily to inform programme design (50%); for internal advocacy or policy development (30%); and for external advocacy or policy development (18%).

The most used research and evidence related to the following topics:

- 1 Cash coordination (46%)
- 2 Digital payments (40%)
- 3 COVID-19 (40%)
- 4 Linkages to social protection (39%)

- 5 Data responsibility (30%)
- 6 Risk (30%)
- 7 Localization (29%)
- 8 Gender (25%)
- 9 CVA and health (23%)
- 10 Programme quality (26%)
- 11 CVA volumes and tracking (24%)
- 12 Operational models (24%)
- 13 Refugees and migration (19%)
- 14 The future of financial assistance (16%)

4.3 FEEDBACK AND SUGGESTIONS

Several respondents made comments and suggestions in response to an overall question asking for 'any other feedback'. The feedback demonstrated strong appreciation for CALP's evidence generation and the guidance that is available, in addition there were suggestions about some areas of focus going forward as outlined below.

Comments and suggestions	Response from the CALP team
Generate evidence on: climate change and cash refugee and IDP spending, including practices regarding debt, informal lending and remittances and how they operate holistically.	<p>These are important issues. There are several reports in the library that will be useful and new research is planned which will add to the evidence base.</p> <p>A community of practice has been established on CVA, Environment and Climate Change which is driving forward discussions and action on this issue. The community is open to anyone, you can find details and contacts here.</p> <p>Where you see significant research gaps, you can contact CALP's Head of Policy, Evidence and Learning to discuss.</p>
Document successful cases of inter-agency collaboration with local actors.	<p>We would welcome suggestions on experiences and encourage you to join the CVA and Locally-Led Response Community of Practice. Please contact José Jodar (jose.jodar@calpnetwork.org) as CALP's focal point on locally-led responses.</p>
We would like to share our experience in providing financial support for women's empowerment.	<p>If you have reports please add them to the CALP library and you can directly disseminate them to thousands of practitioners via the online D-groups.</p> <p>When new publications, events and jobs are posted to CALP's website, we share a summary in weekly posts via D-groups and social media.</p>

Comments and suggestions	Response from the CALP team
<p>Develop research on innovative approaches, as well as CVA and sectoral outcomes.</p>	<p>This is important and we continuously scan the horizon to identify innovations with potential to ensure greater impact for affected populations.</p> <p>The ongoing research page lists lots of research that is planned or taking place but we believe there is lots more. Please add details if you are undertaking research.</p> <p>In the coming year, we will be looking at how we further amplify ongoing research and encourage connections, as relevant, between researchers.</p> <p>Global clusters and various organizations have undertaken extensive research on CVA and sectoral outcomes. Many global clusters host sub-working groups on CVA. Please see more detail on each sector/cluster on our thematic page.</p>
<p>Connect regional and global events and research by producing easily accessible syntheses on the outcomes of discussions at the national/local levels.</p>	<p>We agree that we need to strengthen the linkages across national, regional and global engagement. Key events are often highlighted and summarized in newsletters. However, it is a challenge to do so systematically across all meetings and languages.</p> <p>Targeted engagement with local actors is being undertaken through bilateral outreach and new communities of practice related to enabling local actors.</p> <p>We publish blogs on a regular basis (25 were published in 2021) to highlight debates and summarise issues.</p>
<p>I am concerned that as CALP moves to a network model, it will be hard to maintain its content and evidence generation, in a way that is useful to CVA practitioners and experts. Some of the research is not as high standard as it was in the past.</p>	<p>We expect that CALP's shift to a network will make evidence and learning even more impactful, as this will enable us to build our work around the expertise and experience across the network, rather than a small group.</p> <p>In CALP research, we work with Steering Committees that involve key experts and practitioners on the topic to guide the work to ensure that the content and quality meet the needs of the targeted audience.</p> <p>If you have questions or concerns with specific pieces of work, please do contact the Head of Policy, Evidence and Learning – it will help us improve. CALP team contacts can be found here.</p>
<p>Standards and interoperability are key for increased collaboration and CALP members should do more to advance this agenda. If not, there is a danger in CALP becoming more like a think tank rather than a change agent.</p>	<p>We agree and we will be exploring the possibility of developing minimum CVA standards to ensure that such standards strengthen accountability and foster change.</p>
<p>Engage the private sector to discuss the possibilities of digital currencies and blockchain to ensure financial access and literacy for affected communities.</p>	<p>There have been interesting pilots using new technologies in CVA and we will foster learning and discussions to make sure stakeholders make the best use of available technologies.</p> <p>We are planning to recruit an additional Technical Advisor with a focus on digital payments and data, with the intent of strengthening work further in this area.</p>

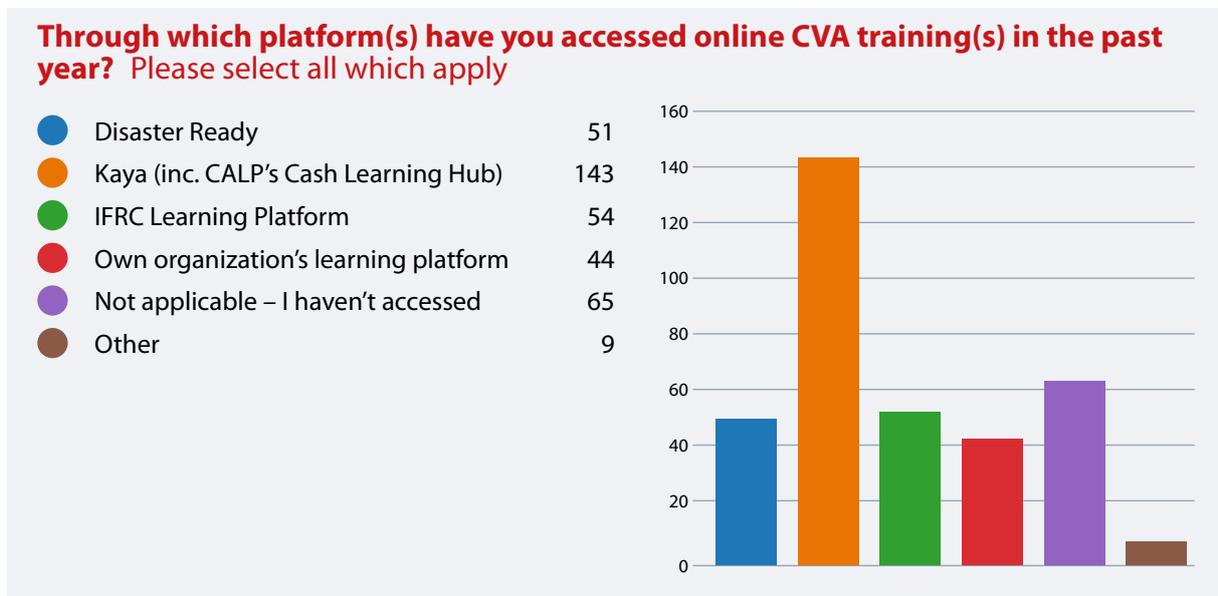
5 TRAINING

5.1 SATISFACTION AND ACCESS TO TRAINING

Not all respondents had accessed CALP training, but feedback indicates continued strong demand which is in keeping with feedback received in day-to-day conversations with stakeholders.

Among those who had accessed CALP training courses, 97% stated that it increased their knowledge and skills to deliver quality CVA.

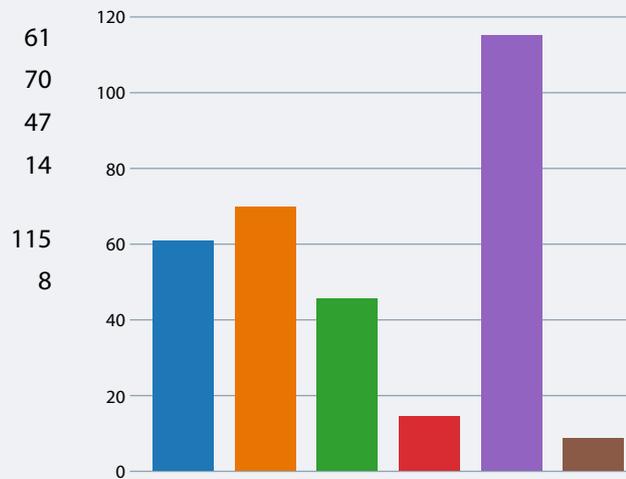
74% of respondents had accessed online CVA training in the past year, with some accessing training via more than one platform. Among those who accessed online CVA training, 76% of respondents accessed it via Kaya, which hosts CALP's Cash Learning Hub. This was followed by the IFRC learning platform (29%), Disaster Ready (27%) and respondents' own organizational learning platforms (24%). This is the first time that CALP has collected this data and it is encouraging that the Cash Learning Hub serves as a one-stop shop for many. CALP will continue to work with Kaya and stakeholders to strengthen awareness and accessibility of the many courses that are available. Since 2016, nearly 24,000 CALP courses have been completed on the Kaya and IFRC learning platforms.



In terms of the sources of face-to-face training, in the past year, respondents' own organizations (70) were the main provider, followed by CALP (61), then cash working groups (CWGs) (47) and training partner organizations (14). Again, this was the first time CALP has collected such data in the perception survey. It is likely that a many of the courses provided by cash working groups were delivered by training organisations, CALP certified trainers or CashCap experts.

Through which organisation(s) have you accessed face-to-face CVA training(s) in the past year? Please select all which apply

- CALP
- Your own organization
- Cash Working Group
- A training organization
- Not applicable – I have not tried to access CVA training
- Other



While the data should be analyzed through the lens of COVID-19 pandemic restrictions, which limited the reach of training partner organizations, overall, the this pattern is in line with CALP's goal of seeing other organizations delivering more of CALP's CVA training to increase the scale and reach, compared to what CALP could do on its own.

5.2 BARRIERS TO TRAINING

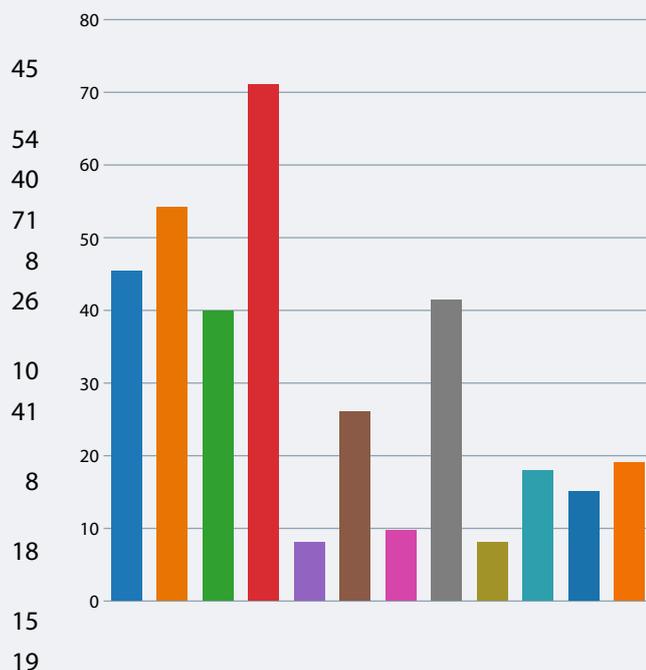
Available time was the most common barrier to accessing training (either face-to-face or online), according to respondents. This tallies with the popularity of CALP's micro-learning courses.

40 participants highlighted cost as another barrier. This is likely applicable to face-to-face training, which incurs a charge (unlike CALP e-learning or e-learning courses offered by many others where there is no charge).

Notably, 26 respondents indicated lack of internet access as an issue, highlighting the importance of identifying training platforms that can operate offline.

What are the main barriers you have faced in accessing CVA training (face-to-face or online) over the past year? Please select the main barriers that apply (if any)

- Not applicable – I have not tried to access CVA training
- Not applicable – I have not had any problems accessing CVA training
- Cost
- Time
- Unsupportive manager
- Lack of internet access
- Lack of access to a computer/ computer/tablet/phone
- Unaware of training opportunities
- No training available that that addressed my needs
- The training is not available in in my preferred language
- Organisational interest/engagement with CVA is limited
- Other



18 respondents noted that training courses were not available in their preferred language, with many of those respondents having a focus on West and Central Africa and the Latin America and Caribbean regions. We expect the launch of the flagship CALP Online Core CVA Skills for Programme Staff course in French (also available in Arabic and English, and will be in Spanish in early 2022) to help address this issue. We will also continue to translate other relevant specialized modules, though it should be noted that delivering quality translations is time and resource intensive.

Overall, this feedback supports CALP's increased investment in online courses, providing opportunities for users to engage with a range of shorter and longer courses for no cost and to reach more people in a cost efficient, more inclusive and more eco-friendly way.

5.3 FEEDBACK AND SUGGESTIONS

A significant proportion of respondents provided suggestions in response to an 'any other feedback' question and a specific question about how to improve diversity and inclusion. Overall, training related feedback featured most frequently. The feedback demonstrated strong demand and appreciation for CALP training courses and resources. It also highlighted the need to improve signposting of basic information to improve access, as well as better messaging about the overall training offer.

Comments and suggestions	Response from the CALP team
<p>Inclusion</p> <p>Ensure training and associated information is accessible, including for people with disabilities</p>	<p>Our new training videos have both sound and subtitles for the visually and/or hearing impaired, available in four languages. Our e-learning courses also have screen-reader options for visually impaired participants.</p> <p>Our shift to more online learning and more microlearning content is also designed to be more accessible to people with a range of abilities – with courses structured so they can be completed at times and at a pace that suits the individual learner.</p> <p>We will be looking in the coming year at further options to improve access for differing needs. If you have ideas for improvements, please contact us at training@calpnetwork.org.</p> <p>We aim to accommodate people with disabilities in our face-to-face training but can at times be limited by the available venues.</p>
<p>Ensure that local partners, including national NGOs, government representatives at national and sub-national levels, are included in CALP training.</p>	<p>CALP's range of e-learning courses are available to anyone in four languages, if they have internet access. We are working to increase awareness of what is available and are planning CALP introductory sessions as part of this.</p> <p>For the training courses that CALP funds, we aim to allocate a high percentage of spaces to local organisations. We encourage training partners and other organisations offering CVA training to do the same.</p> <p>In the recently developed CALP online course, we have found that the completion rates of participants from local organizations were not as high as others. We are working to understand why and resolve this issue.</p>

Comments and suggestions	Response from the CALP team
Organize training in languages other than English	<p>Some face to face courses are run in Arabic, French and Spanish as well as English. We are working to increase the number of CALP certified trainers who can deliver training in Arabic, French and Spanish to improve access.</p> <p>Our new Online Course is available in Arabic, English, French and Spanish, which will significantly improve the availability of key technical information.</p> <p>We are working towards ensuring specialized courses are available in the four languages, however, this will take time as ensuring quality translations is resource intensive.</p>
Provide offline access to training courses, including accessibility on mobile phones and tablets	<p>All our online courses are designed to be accessible via mobile phones and tablets, however they are currently not available offline. Our online training does require some degree of internet access and bandwidth.</p> <p>Currently, we do not have the capacity to offer training with an offline option. We plan to explore increasing accessibility through different software, however, some degree of internet access will still be required to download the content.</p> <p>Where possible we try to develop content which is in small bite-size pieces, in the hope to reduce completion issues for those with internet connectivity challenges.</p>
Build a network among CALP training participants to continue to share experiences, build knowledge and/or conduct refresher trainings.	<p>We encourage all training participants to join the D-group in order to be part of wider CVA conversations. In addition, training participants can engage in continuous learning and sharing through various communities of practice.</p>
Increase training opportunities	
Make training modules available for download in PDF or other formats	<p>Our face-to-face training materials are all available to download – free of charge - via the Cash Learning Hub.</p>
Seek out new partners to develop training programs	<p>We are actively seeking new training partners and have already found two new potential partners based in the Middle East and in Latin America.</p> <p>If you are interested in partnering with CALP to deliver our training courses, kindly contact training@calpnetwork.org</p>

Comments and suggestions	Response from the CALP team
<p>Organize more face-to-face training CALP should finance the full costs of training as some costs cannot be covered by some organizations.</p>	<p>CALP is shifting its efforts from staff delivering face-to-face training to enabling stakeholders to organize their own training courses. We do by working with trainers and training organisations who can deliver accredited courses. In addition, we make CALP training materials freely available so that any organization can use them to deliver or develop their own training. We believe this approach will result in an increase in the number of locally available courses over time.</p> <p>If you are interested in organising a course, please contact training@calpnetwork.org</p> <p>Training organisations and certified trainers, charge fees to recover costs for their time and expertise. At times we are able to sponsor the cost of fees for some courses, but our resources are limited.</p> <p>COVID-19 restrictions have made face-to-face trainings very challenging to organize and deliver safely.</p> <p>We have invested in the new CALP Online Core CVA Skills course – which provides a blend of facilitated and self-directed learning. This, combined with the e-learning offer, will help increase access to quality training.</p>
Certified trainers	
<p>Increase the number of certified trainers</p>	<p>CALP has been working to expand our roster of certified trainers and we're making some progress. However, it has been a challenge to find individuals with the appropriate mix of CVA expertise, proficiency in various languages, strong facilitation skills, and the availability to deliver training (consultants, rather than full time staff for example).</p> <p>If you have questions about the certification process, please contact training@calpnetwork.org.</p>
<p>I am keen to complete the CALP certified training process following the Training of Trainers.</p>	<p>Due to COVID-19 restrictions we have been unable to offer many face-to-face training opportunities in the last two years. We are hoping to offer more opportunities for trainers to get certified as and when restrictions allow.</p> <p>If you can organize a co-facilitation opportunity, please reach out to training@calpnetwork.org, so that we can work with you to advance your certification.</p>
Themes and content	
<p>Align training with needs identified by CWGs</p>	<p>Our regional teams are in regular contact with the majority of CWGs and learning needs are often discussed. We are currently undertaking training needs surveys in several regions via CWGs. We aim to organize events and trainings based on these discussions and identified needs.</p> <p>Some CWGs are organising and funding CALP trainings, so please be in touch with your local CWG to see if this is an option.</p> <p>Please contact relevant regional CALP colleagues to discuss further.</p>

Comments and suggestions	Response from the CALP team
<p>Develop a variety of courses to meet the wide-ranging needs of organizations, e.g. in CVA and health, cash readiness/preparedness, blockchain, recipient registration management, etc.</p>	<p>CALP has a range of introductory, intermediate and more advanced courses on a wide range of subjects including markets, social protection, monitoring, etc. – which are all available on the Cash Learning Hub. We will continue to try and expand our offer where we can.</p> <p>In general, we do not offer sector-specific materials as Global Clusters develop curricula, typically based on CALP materials, which are appropriate to their work and specific sectoral outcomes.</p> <p>We are exploring ideas about how we might adapt the Cash Learning Hub to make CVA courses developed by others available in one space.</p>
<p>Increase the delivery of training related to CVA linkages with social protection.</p>	<p>We have free online Learning social protection courses. We plan to update the course based on new learning and best practices, however, the current courses are still useful and relevant.</p> <p>We have recently published a toolkit on CVA and social protection linkages which you can find here.</p>
<p>Provide training on how to effectively transfer skills</p>	<p>CALP delivers training of trainers (ToT) courses, but skills transfer requires more than training, particularly hands-on experience and coaching within the work environment. We recommend that when people attend training courses, they discuss the training with their supervision and within their team to see how best new learning can be put into practice after completing the training.</p>
<p>Include more slots for the Building Individual Expertise Programme (BIEP)</p>	<p>While the BIEP was a very successful programme, it was very resource intensive, requiring significant staff time to strengthen the skills of a small cohort. CALP has made the difficult choice to invest these resources into developing learning materials that are widely accessible to all stakeholders, rather than focusing on a narrow group.</p>
<p>Share information on CALP membership and engagement expectations at training sessions.</p>	<p>We don't currently discuss CALP membership in-depth at our trainings. If you have any questions about membership, you can view CALP's membership page for information and reach out to the Membership Coordinator with any questions.</p>
Certificated courses	
<p>Issue certificates for online training.</p>	<p>Most of our online courses offer certificates which are issued when the course is successfully completed.</p> <p>There are no certificates for the modules that form part of the CALP Online Core CVA Skills for Programme Staff course as you need to complete the facilitated element, as well as the modules, in order to get a certificate for the whole course.</p>
<p>Develop diploma and post graduate courses that are financially accessible</p>	<p>We are exploring the possibility of working with some universities to support the inclusion of CVA in relevant courses. We will not, however, be able to determine how much those institutions will charge for their courses.</p> <p>CALP has worked with PHAP on a free professional CVA Certification that is already available for practitioners, and we aim to continue to update this.</p>

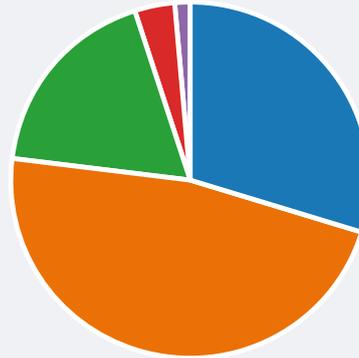
Comments and suggestions	Response from the CALP team
<p>Applying for training</p> <p>I would like to join a CALP training. How do I secure a spot?</p>	<p>Our courses, and those offered by training partners, are advertised on the CALP website and information is shared via newsletters and social media.</p> <p>Most facilitated courses are heavily over-subscribed, so it is difficult to guarantee a spot on the course – so please do check criteria carefully before applying.</p> <p>If your organisation or CWG would like to fund and run a CALP certified course, they can do so by working with one of the CALP training partner organisations or certified trainer. More details can be found here.</p> <p>Many e-learning courses are free and places are not limited. Thousands of people have completed the courses and found them very useful. We recommend exploring the wide range of online courses and training videos that we offer and diving in!</p>
<p>Provide as much advance notice as possible on training</p>	<p>We advertise courses for 2 to 3 weeks, sharing information via regional newsletters, our website, and social media. Many people are unable to commit very far ahead and this, combined with high demand, means we tend not to advertise courses too far in advance.</p> <p>For example, in a 3-week window we might get 400 applications for only 25 seats, requiring a significant amount of screening. Extending the application period would lead to increased administration time.</p>
<p>Access issues on Kaya</p>	
<p>How can I review training on Kaya again once I've completed it?</p>	<p>The online courses are available for you to access at any time. If you have completed the course and would like to do it again, you can do so. If you face any ongoing technical issues, please contact training@calpnetwork.org</p>
<p>I encountered technical problems with Kaya, the platform for the Cash Learning Hub. Who should I contact for support?</p>	<p>If you have training queries, please email training@calpnetwork.org and we will get back to you as promptly as possible.</p> <p>If your issue is with logging into the Kaya platform, please contact kaya@humanitarian.academy</p>

6 COORDINATION

73% respondents noted a significant improvement in cash coordination, impacting programme quality. While the survey did not probe the link between improvements in cash coordination and CALP's work, the survey data shows that research and evidence on cash coordination was popular amongst respondents.

To what extent do you agree that cash coordination has become more effective in the past year in terms of its impact on improved programme quality?

● Strongly agree	73
● Agree	115
● Neither agree or disagree	44
● Disagree	9
● Strongly disagree	3



6.1 SUGGESTIONS ON COORDINATION

We didn't ask an open ended question specifically about coordination, but several respondents made comments and suggestions related to this issue when replying to other questions.

Comments and suggestions	Response from the CALP team
Work with partners to establish CWGs where they do not exist, particularly for contexts where CVA or social protection may be limited to ensure preparedness.	CALP's regional staff continue to work with CWGs – helping them to get established, providing technical input, organising joint initiatives, etc. Currently, there over 50 CWGs are active globally – many are listed here .
Support the CALP Network to address looming global challenges and opportunities, such as the increase in social protection.	Strengthening preparedness and linkages with social protection is an important role and one that sits with governments and/or CWGs. We prioritize countries and contexts, where the needs are greatest and CALP can add value. We are keen to support actors to fulfill their roles and do not want to duplicate responsibilities. We offer technical input when requested and have developed guidance and training to support this area of work.
CALP should have a focal point in each country to monitor CVA activities among humanitarian actors, organise activities, and make recommendations for improving the response.	If you are interested in starting a CWG or would like to request support, please contact CALP regional staff (contact details can be found here .) If your context is not covered by CALP, please contact the Head of Network Development. If you would like to read more about the role of CWGs and get tips for how to make CWGs work well – please see CALP's Coordination Tip Sheet .

Comments and suggestions	Response from the CALP team
Facilitate regional knowledge sharing and learning.	<p>Peer learning is key. There are many ways to engage across the network regionally, so please do join relevant Regional CWGs and reach out to CALP regional colleagues to discuss how you can get engaged. Regional CALP contacts can be found here.</p> <p>Alongside national and regional CWGs, there are a growing number of forums that explore and advance work on thematic issues – some are regionally focused and some global. See here for more details.</p>
Contribute to cash coordination through TAG members.	<p>The TAG has been invaluable in contributing technical guidance throughout the years as well as helping to elevate cash coordination as an issue through the Call for Action letter on cash coordination, which resulted in 95 high-level signatories.</p> <p>CALP continues to keep the wider TAG and community of practice updated on developments, as cash coordination is currently being worked through the Grand Bargain 2.0 process, where most TAG members are represented.</p>

7 ENGAGEMENT, DIVERSITY AND INCLUSION

7.1 LEVELS OF ENGAGEMENT

CALP's strategy is premised on collective action, underpinned by a shared vision and principles. In this survey, we sought to understand the degree to which people felt engaged in the network and how.

69% of respondents perceived an increase in collaborative working in the past year. The COVID-19 pandemic both helped and challenged this; it catalyzed the use of CVA while also limiting face-to-face engagement.

74% of respondents felt engaged with the CALP Network. Initiatives which helped users feel engaged include:

- Attending CALP organized webinars (53%).
- Attending CALP organized events and workshops (47%).
- Attending CALP trainings (43%).
- Receiving CALP newsletters (39%).
- Being a member of CALP's online discussion group (37%).
- Being a member of CALP facilitated working groups (26%).

5% of respondents did not feel engaged with CALP. There were no discernable patterns in terms of respondent profile of this group, so it is difficult to identify how to address this.

7.2 SUGGESTIONS FOR IMPROVING DIVERSITY AND INCLUSION

Much like the humanitarian sector overall, a lack of diversity and inclusion, particularly of local government and NGOs, challenges the CVA community. We specially asked how we could improve diversity and inclusion in the CALP Network and many respondents provided helpful suggestions. Several respondents also made comments and suggestions in response to an overall question asking for 'any other feedback'.

Comments and suggestions	Response from the CALP team
Engage with diverse stakeholders	
Increase the focus on inclusion of the most marginalized members of affected populations	We will continue to work with actors to ensure that CVA responses are reaching the most vulnerable and marginalized members of affected populations. We will also strengthen our engagement with our members and stakeholders focused on gender and inclusion , and particularly people with disabilities. Please contact Holly Radice as CALP's focal point on gender and inclusion.
Proactively engage and ensure more activities are lead by others, such as government, national NGOs, private sector and/or donors. Engage development actors and government to address the 'nexus' and ensure wise use of CVA.	This is very much in-line with CALP's overall strategy and we will continue engage with a wide range of stakeholders across the network. In CALP's recent planning for 2022/2023, we highlighted the need to focus and tailor engagement particularly for governments, local actors and the private sector. Each will require different types of outreach and will shape discussions in new ways. We will continue, and increase, efforts to ensure government representatives are included as panelists in webinars and key informants in research and evidence generation.
Openly discuss diversity, inclusion and racism within the CVA sector and how we can improve.	We agree and this very much in keeping with the principles outlined in the CALP strategy. This is an on-going issue that needs to be addressed and considered in all our work. These issues have been discussed at both the Board and the TAG, with steps taken to improve diversity and inclusion in these forums and considered in all our work. As new working groups and communities of practice are developing, these issues are being discussed with the aim of creating forums that are more inclusive from the outset. These are just a few examples, more is planned.
Facilitate increased government involvement in cash, including CWGs and with CALP.	As well as delivering CVA/related financial assistance programmes, governments facilitate buy-in and create enabling working environments through financial and banking regulations, linkages to social protection, and ensuring sustainability, etc. However, their degree of involvement varies considerably based on the context. CALP will focus on supporting and encouraging CWGs, as the country-based CVA lead, to engage governments as appropriate. We will also continue, and increase, efforts to ensure government representatives are included as panelists in webinars and key informants in research and evidence generation. We are exploring whether specific training targeting government officials would be useful.

Comments and suggestions	Response from the CALP team
Reach out to sectors and particularly to individuals from Black, Indigenous and people of color (BIPOC) groups	<p>We work closely with some sectors, depending on priorities at any given time. However, we are planning to engage more systematically with all sectors, particularly through the global clusters, many of which host sub-groups on CVA – as listed here.</p> <p>We welcome people of all backgrounds to engage across the CALP Network. We are continuously reflecting on and working towards making the network more inclusive, including actively reaching out to different individuals and groups to achieve this. In addition, we will continue to work to strengthen the links between national, regional and global work and encourage effective dialogue between people of different backgrounds and experiences.</p>
Consider developing a peer-to-peer relationship between international and local actors to encourage engagement and participation.	<p>A Cash and Locally-Led Responses Working Group has been established, an evolution of the previous CVA and localisation sub workstream of the Grand Bargain. One of the group's objectives is to deepen engagement of local and national actors in global platforms. If you would like to know more about the group or would like to get engaged, please reach out to one of the contacts for more details.</p>
Power, politics and partnerships	
CALP should address politics within CVA with the domination of large actors and how we can develop future-focused operating models.	<p>CALP seeks to maximize the outcomes of CVA for crisis-affected populations, which requires the experience and expertise of a diverse range of stakeholders. We believe the diversity needs to be recognised and valued.</p> <p>CVA delivery by a few large entities may or may not achieve these goals, depending on the programme design and context. CALP's role is to generate evidence and use it to advocate for change wherever needed.</p>
Highlight UN-specific partnership issues such as challenges in contracting for NGO implementing partners.	<p>We included UN contracting in the agenda for the TAG in late 2021 and facilitated contacts with other alliances to look at this concern. In addition, a UN Partnerships Working Group has been established – please contact the group if you would like to find out more/get involved.</p>
Events and information	
Continue to increase the availability of virtual events and ensure discussions are dynamic.	<p>The vast majority of CALP events are virtual and/or accessible virtually. We find that virtual events allow for wider access, increased diversity in speakers and participants, and makes it easier to include options, such as simultaneous interpretation.</p> <p>We also recognize that virtual events may not have the same level of engagement so we will continue to make sure that events have space for sharing and discussions among smaller groups.</p>

Comments and suggestions	Response from the CALP team
<p>Publish more news and publications, including an annual update of events and training.</p> <p>Share a newsletter/summary on new relevant evidence.</p> <p>Expand CALP mailing lists.</p>	<p>We publish all CALP events on our events page, and encourage members to add theirs too. Details of planned facilitated training is here.</p> <p>We encourage anyone who has published CVA related reports to add them to the CALP library, so information is easily accessible to all.</p> <p>We publish regular blogs (25 in 2021) to share perspectives on different issues.</p> <p>Through the CALP D-groups, we provide a weekly update on all new reports, events and jobs postings, as well as the group being home to wider discussions. We share daily postings on Twitter (English and French) and LinkedIn (English, Arabic and Spanish channels).</p> <p>We have several newsletters geared towards different regional audiences and a newsletter that goes to CALP member focal points. You can sign up here. Please be sure to save our email domain so newsletters don't get caught in SPAM filters.</p> <p>If there are subjects you think we should be covering more, or other channels of communication you think we should use or enhance, please let us know via info@calpnetwork.org</p>
<p>Translate webpages, resources and events into other languages to ensure access.</p>	<p>Much of the website is now available in Arabic, French and Spanish (see the language toggle at the top right corner) and we will continue to add. Due to the time and resources required to ensure quality translations, we are not able to translate all publications all the time.</p> <p>We produce newsletters in four languages, facilitate online discussion groups in three languages, and advocate to our partners for translation of their resources to ensure accessibility.</p> <p>Some events are now held in Arabic, French and Spanish and we expect this number to increase. In 2021 we started using simultaneous interpretation and had some mixed results – so we are still testing different options. We plan to use different simultaneous interpretation options more frequently in 2022.</p> <p>We launched an Arabic LinkedIn account in 2021 and will be launching a Spanish account early in 2022. We are exploring ways to increase further the resources available in different languages.</p>
Membership and Governance	
<p>Encourage individual membership since some organizations may not be interested but individuals are.</p>	<p>We do not currently have a category for individual members, aside for independent experts (e.g. consultants or retirees who are not affiliated to an organisation). The rationale is that a member commits to activating their wider network to the collective mission of improving CVA quality.</p>
<p>Share information on issues, topics or decisions discussed at CALP Board meetings that have an impact on the wider humanitarian community and cash actors.</p>	<p>We agree this is important and have shared brief details in the member newsletter in the past. However, as that information only goes to member focal points we have started to post the highlights of Board meetings on the website at the bottom of the Board webpage. This is further shared via CALP newsletters.</p>

Comments and suggestions	Response from the CALP team
Retention of previous TAG members' institutional knowledge.	<p>We are grateful for the commitment from current and former TAG members and agree, we need to retain that institutional knowledge.</p> <p>We encourage former TAG members to stay engaged in network activities and events through the various communities of practice and working groups and by continuing to share your ideas and experience. We welcome ideas for how we can strengthen this further.</p>
It is not clear how to join CALP and other CVA groups. Suggest having more active Working Groups and proactively request members to become member of such group.	<p>We agree and have built a new webpage listing all the active CVA-related working groups here. The contacts for each group are noted, including whether they are open or closed. Please reach out to relevant contacts and get engaged.</p> <p>If you are interested in CALP membership – please check here.</p>

7.3 PLANS TO INCREASE ENGAGEMENT, DIVERSITY AND INCLUSION

In addition to the feedback from survey respondents and dialogue in other forums, the CALP Board, Technical Advisory Group (TAG) and staff have hosted various discussions about strengthening diversity and inclusion. This has also been actively considered as new communities of practice have been formed and is constantly considered in our work.

While progress has been made, there is much to improve still and work on this continues. Further plans to increase diversity and inclusion include:

- Increase the visibility of members.
- Ensure diversity of speakers and participants at events.
- More systematic use of simultaneous interpretation in CALP events.
- Continue to translate key CALP resources, including guidance, tools, training materials and share through multiple languages and channels including newsletters and social media.
- Further work to make the website more accessible to people with differing abilities.
- Regular and direct outreach to local NGOs and government representatives to engage in CALP's governance structures and activities.
- Strengthen engagement with local organisations in multiple ways, including through the CVA and locally-led response and the MENA region's localisation communities of practice.

8 ADDITIONAL FEEDBACK

The survey requested further feedback from respondents. We were pleased to receive a many comments and suggestions. We have listed most in other sections of this report, here we present the remainder.

There was a lot of very positive feedback and warm words of support for the work of CALP.

There was a strong desire for more increased engagement and collaboration across the network, which was good to hear as this provides a strong endorsement of the strategy, the changes being made and the energy that exists to carry this forward.

The table below just lists suggestions, rather than the many – and much appreciated - words of endorsement.

Suggestion	Response
Events and Podcasts	
Organize annual CVA workshops in crisis-affected countries.	We host and facilitate workshops in different countries, based on needs identified by CWGs and CALP regional teams. While we do not have the resources to do so with all countries, we are open to discussing how we can support interested CWGs and partners. Please contact relevant CALP regional colleagues to discuss further.
Develop podcasts with stakeholders on a range of issues and perspectives, backed by evidence.	We will continue to produce podcasts and there are plans to develop podcasts in different languages.
CALP Network and team	
CALP staff to join CWG sessions to give a presentation on what it is and what it can offer, as well as provide CVA evidence summaries.	CALP regional teams have organized such sessions with CWGs and are happy to do more. Please contact your CWG leads and the relevant CALP regional colleagues if you have not heard from us recently. CALP contacts can be found here . We are also planning some 'open house' sessions in 2022 – which will offer an introduction to CALP. More details will be shared via social media, the events page and so on.
CALP has presence and reach but lacks deliverable teeth to support donor needs in CVA delivery, accountability and collaborative efficiency.	CALP does not seek to be an operational organisation, nor to monitor partners on behalf of donors. To improve the quality of CVA, CALP adds the most value by facilitating learning and through evidence-based policy and action.
CALP staff may lack experience in implementing CVA, which creates a challenge in speaking to important issues and representing the broader sector.	We have great team who have a broad range of skills and experiences. Given the range of topics CVA reaches, from gender-based violence (GBV) to blockchain and from nutrition to counter-terrorism financing, we work closely with CALP members and other CVA stakeholders to harness their expertise and experience, rather than expecting all expertise to be found among CALP staff. We will continue to work across the network to ensure the best possible CVA information and evidence, based on wide ranging experiences, is available to all.

Suggestion	Response
<p>Examine the CVA context in Central Africa Region.</p> <p>In some regions, CALP is not as strong as it used to be and many stakeholders do not know what is happening.</p>	<p>We agree that it is essential to have a strong contextual understanding to ensure the effectiveness of CALP's efforts, including in Central Africa. Staff turnover last year affected our regional presence in West and Central Africa, but this has now been addressed. We are also looking at re-establishing CALP's Asia-Pacific presence in the next year.</p> <p>Please do sign up for newsletters and the discussion group, as well as following on social media (LinkedIn and Twitter) where there are daily posts.</p> <p>Please share your suggestions to regional contacts, which can be found here.</p>
Funding	
<p>Develop small grants for partners to undertake research.</p>	<p>We do not administer a grants programme, but CALP is keen to engage relevant actors on its research activities. Please take a look at the Ongoing Research page and/or contact the Head of Policy, Evidence and Learning if you'd like to engage.</p>

If you have further suggestions or questions, do not hesitate to contact CALP staff directly. If you are not sure to whom to direct your inquiry, email info@calpnetwork.org.

