

<i>Title</i>	Annual Report against objectives - April 2017 – March 2018
<i>Agenda Item</i>	
<i>Meeting Date</i>	
<i>Purpose</i>	Provide overview of achievements and challenges in 2017/18

Introduction

This report describes the progress CaLP made against our annual objectives for the year 1st April 2017 to 31st March 2018, across our four strategic objectives (Capacity building, Knowledge management & research, Coordination, and Policy).

Objective 1: Capacity building

Objective 1.1—Finalise standard training package

Significant progress was made in developing and launching the three key components of CaLP's standard training package:

1. The Fundamentals course, a one-day introductory course targeting practitioners new to CTP.
2. Three Core courses: the five-day Core CTP Skills for Programme Staff course, the two-day Core CTP Skills for Managers course, the five-day Core CTP Skills for Supply Chain, Finance and ICT Staff¹ course.
3. Two self-directed online practical scenarios on Coordination and Monitoring.

These courses reflect CaLP's major contribution to CTP capacity building materials. We made a significant investment of staff time and finances to develop, pilot and further revise them through the year, and preparing for rollout in 2018. The organisational lessons learned from this are summarised below. Face-to-face materials for the Fundamentals course have already been made available to the community of practice, and those for the Core courses will be disseminated in early 2018.

Objective 1.2—Develop 3 new specialised modules

CaLP invested in a range of specialised courses, with one course completed, on Monitoring for CTP. A three day Response Analysis course was developed and piloted, as part of an on-going partnership with the Save the Children led ERC consortium. It will undergo further refinement, piloting and rollout. Similarly, CaLP initiated a review of our five day Markets course, with an eye towards updating and delivering it in 2018.

Objective 1.3—Translate modules & convert 3 into e-learning

The Fundamental face-to-face course was translated into French, Spanish and Arabic, and two Social Protection courses were translated into French (with translation into Arabic underway). In terms of e-learning, CaLP completed the face-to-face and e-learning versions of the Fundamentals course, as well as the e-learning versions of two Social Protection courses.

¹ The Core Supply Chain, Finance and ICT course was initially titled the Core Operations course, but was renamed as part of efforts to clarify the target audience for the course.

Objective 1.4—Train 25 individuals to become cash specialists

In West Africa, 14 mid-level practitioners (representing more than 6 countries and coming from 7 organisations) became the first Building Individual Expertise Programme (BIEP) cohort. Through this programme, CaLP provides and supports training, mentoring and placement of participants. This cohort focused on Minimum Expenditure Baskets, Multipurpose Cash Grants and coordination. This pilot experience is being reviewed as a means to inform further BIEP cohorts across CaLP's regions, and at global level.

Objective 1.5—Strengthen the pool of trainers ready to deliver CaLP training courses

At the outset of 2017, CaLP completed the review of more than 100 applicants to join CaLP's training roster, expanding the number of potential roster members to 68 (including 26 prior roster members). During 2017, 11 roster members (plus 8 CaLP staff and 3 non-roster attendees) successfully completed a Training of Trainers activity for two of the Core courses. Because of the decision to conduct a comprehensive review of Core materials, CaLP shifted the implementation of further TOTs to 2018. Through this process, CaLP has learned valuable lessons for its approach to training roll-out, and has made decision to focus on building the capacity of a select pool of trainers, certified to deliver CaLP courses.

Objective 1.6—Develop training partnerships & launch the Learning Management System (LMS)

The building and populating of the online Cash Learning Hub on the Humanitarian Leadership Academy's LMS, Kaya, has proceeded at pace, with a total of 18 e-learning courses now available in English, French, Arabic and Spanish, plus a wide range of resources such as CTP-related videos. By the end of 2018, we expect to have 27 e-learning courses available on the Cash Learning Hub.

Objective 1.7—800 participants strengthen their CTP capacities, through 45 face-to-face courses

As noted above, CaLP and our affiliates delivered 45 face to face training courses in 2017, reaching 800 people in 26 countries – by a remarkable coincidence these are exactly the targets set in our Apr 17 – Mar 18 plan! Providing face to face capacity building opportunities enables CaLP to not only engage with and support the community of practice but also to remain attentive to issues and changes on the ground, and to promote valuable networking among CTP practitioners.

Objective 1.8—10,000 participants strengthen their CTP capacities through CaLP's on-line courses

CaLP's e-learning courses gained momentum over the course of 2017, as the Cash Learning Hub was launched and more and more offerings were put on-line. With 18 courses now available on various platforms, 7,338 learners have completed courses to date, and another 8,620 learners have started, but not yet completed, courses. Continued growth is expected, with additional courses being offered and the number of users on the Humanitarian Leadership Academy's Kaya platform (which hosts the Cash Learning Hub, amongst other resources) significantly expanding, from 5,000 in September 2016, to more than 37,000 at the end of 2017.

Objective 1.9—Provide intensive support to 4 organisations to strengthen their institutional capacity for CTP

In March 2017, two North America based organisations completed the pilot Strengthening Institutional Capacity (SIC) initiative, enhancing their organisational readiness to design and implement CTP, and contributing to the finalisation of a series of tools that CaLP has subsequently

made available to the CTP community. This pilot informed a second initiative, launched in the West Africa region for 4 local NGOs, based in 4 countries. CaLP supported these organisations to use our Organisational Cash Readiness Tool to build their capacity for CTP. A substantive outcome of this pilot is the burgeoning establishment of a regional network of local CTP actors. Whilst the pilot demonstrated the value of the OCRT, it also cemented CaLP's strategic decision to move away from direct support to the SIC programme, given the significant level of investment required for only a small number of organisations.

Additional Achievements

Materials dissemination — CaLP adopted a materials usage policy whereby face-to-face training course materials are licensed for use under an Attribution-Non Commercial-ShareAlike licence.

Organisational Cash Readiness Tool — CaLP updated and launched the Organisational Cash Readiness Tool, which provides organisations with a structured approach to build capacity for cash transfer programming. This is [available on CaLP's website](#), alongside a user a guide and worksheet, and is supported by a space on Kaya for shared learning on institutional capacity building.

Partnerships — Our collaboration with PHAP will culminate in a CTP practitioner certification programme that will contribute towards professionalisation of CTP competencies, and reinforce the value of CaLP's capacity building courses.. Further, CaLP has engaged with CashCAP, the ECHO-funded SCUK-led ERC project, and other partners for strategy, planning and project implementation.

Objective 2: Knowledge management & research

Knowledge Hub

Significant progress on the development of the knowledge hub was made in 2017. In the first half of the year, CaLP undertook a comprehensive consultation with members and other key stakeholders to assess information and evidence needs, including improving our understanding of how to best define and categorise evidence and identify priorities for evidence generation. The consultation also generated concrete recommendations for the future structure of the knowledge hub and improving existing knowledge resources. A Knowledge Management and Research Coordinator was then recruited to take forward the development of the knowledge hub.

The library was identified as a key priority for improvement, and a decision has been taken to work with ALNAP to create a portal for CTP resources as part of their new library. This will allow CaLP to retain ownership over the library while benefiting from the advanced functionality of the new ALNAP library and furthering the aim of integrating CTP within the wider humanitarian sector.

Work has also progressed on the development of a CTP standards section of the knowledge hub, specifically through the development of a "Programme Quality Toolbox", which brings together available resources on CTP into a set of standards and actions. This was finalised and validated by the Standards working group in December 2017. The toolbox's online platform is currently under development with an expected launch date of February 2018. In parallel, CaLP has led the process to include CTP in the revised Sphere Standards, and has ensured the Programme Quality Toolbox will be referenced throughout the Sphere handbook.

The development of the evidence centre of the knowledge hub is underway with the launch of a new project to develop evidence maps on CTP. The first phase of this project will focus on mapping the evidence for CTP modalities against sector-specific outcomes. Work has begun with the education and protection clusters to develop and populate the first sections of the map.

Publications

CaLP's library continued to receive high numbers of visitors and during the reporting period, with 35,352 unique views in 2017. CaLP's publications in 2017 have included, but are not limited to: 2 lessons learned reports ([Checking Back](#), and [Looking back to move forward](#)) to inform CTP in the Somalia response; [A review of inter-agency collaboration for CTP delivery](#), which launched CaLP's workstream on Operational Models for CTP under which CaLP also published '[A review of the Common Cash Facility in Jordan](#)' and '[Response analysis lessons learned from multi-modal programming](#)', co-authored with CRS. In Q3 of the 2017/18 FY, CaLP published the FFP-funded CTP in the [Ebola response documentation review](#), and a [case study on the role of technology in delivering CTP](#) for the Ebola response.

This is a snapshot of the download and dissemination statistics for some specific publications:

- CaLP's [Monitoring Guidance for CTP](#) was finalised and published in June. To date the guidance has been downloaded 618 times. The launch webinar (hosted in July) was attended by 73 participants and has subsequently been viewed by 245 users on YouTube.
- CaLP's [Organisational Cash Readiness Tool](#) has received 272 unique views since it was uploaded.

Work is advancing on a number of priority thematic workstreams, including:

- a) Operational Models work with a revised analytical framework in use and 2 further case studies (Greece and Nigeria) underway, in addition to the Jordan study. This is a major area of interest for members, reflecting issues from DFID & ECHO's experience in Lebanon.
- b) Significant progress made on engagement with global clusters to identify areas for collaboration on capacity building, research and learning;
- c) The launch of a workstream on Measuring Cash, which will start with a scoping study to inform recommendations on cash measurement at agency and inter-agency level.

Learning events and webinars

During the year, CaLP ran 16 learning events that were attended by more than 540 people. The West Africa team led 3 learning events on CTP in the Ebola response, and a learning event on improving the update of MPGs, which was attended by 90 participants from across the region. The East Africa team organised five learning events, three build on each other and were related to the on-going response in Somalia and two were related to the drought responses in Kenya and Ethiopia.

CaLP has used webinars to support publication dissemination (e.g. Ebola reports) and to generate discussion on technical themes including Markets and Minimum Expenditure Baskets. On-line views through youtube enable CaLP to multiply the reach of these webinars by 5 times on average. CaLP has also played an active role in external learning events, e.g. producing a blog for Humanitarian Evidence

Week (led by Evidence Aid) on the importance of evidence in response design, or presenting on a panel at Aidex on measuring the effectiveness of CTP.

In addition, CaLP has done a lot of on-going work to signpost information and share analysis among many different stakeholders working on cash. This provides direct value to members and the wider community of practice at very low cost, supported by our communications work and on-going engagement with members.

TAG and working groups + technical support

CaLP's Technical Advisory Group currently comprises 26 individuals and continues to meet quarterly to support the collective direction of the CaLP network's technical work. Following a face to-face meeting in June in Geneva, the TAG's role in endorsing key CaLP technical outputs (including those from CaLP member working groups) has been formalised. CaLP also provides active leadership to other technical initiatives at global level, including the Save the Children-led ERC consortium for the uptake of MPGs, the CashCAP steering committee, and the Humanitarian Standards Partnership. At regional level, CaLP has taken leadership roles in contributing as a panellist or a technical specialist to events on social safety nets, civil protection, and engagement with mobile operators and providing technical inputs at multiple cash working group meetings.

Objective 3: Coordination

CaLP has contributed to global initiatives on cash coordination, whilst also providing in-depth support to existing cash coordination structures at national level. This support has been further strengthened through regional level engagement, in the form of workshops and events bringing together cash coordination actors.

Objective 3.1 – Develop guidance on coordination

CaLP actively supported policy discussions on cash coordination throughout 2017. CaLP commissioned the [GPPI report on Cash Coordination in humanitarian contexts](#), which developed a set of principles which have been used as a basis for policy debate on cash coordination. A member-wide consultation process was undertaken involving HQ and regional level discussions, around a discussion note on cash coordination, which informed global policy discussions at the Grand Bargain cash workstream meeting and CaLP's Global Cash Forum. In Geneva, CaLP has worked closely with the Global Cluster Coordination Group (GCCG) cash task team to improve cash coordination. CaLP's most significant contribution to the GCCG has been the co-development, with CashCAP, of coordination guidance for cluster coordinators. This aims to equip cluster coordinators to build a conducive environment for CTP and to support coordination within and across clusters. The first draft will be available for consultation by May'18.

In parallel, as the technical advisor to the CashCAP steering committee, CaLP has contributed to CashCAP's strategic direction and the use of its roster to support gaps in coordination.

Objective 3.2 – Support national Cash Working Groups to work more effectively

CaLP's national level support to cash coordination has been integral to the set-up and quality of cash coordination in East and West Africa. In West Africa, CaLP has worked closely with key actors at national & regional level (inc OCHA, UN, INGOs, donors, Humanitarian Country Teams and

government) to strengthen or set up 11 CWGs in 7 countries; to provide technical guidance on defining Minimum Expenditure Baskets in 5 countries; and to build cash into Humanitarian Response Plans. In East Africa, CaLP helped create CWGs in Somalia and Kenya, and has supported them with learning events, as well as supporting CWGs in Ethiopia, Uganda & Sudan. We also post details of CWGs on our website. CaLP has supported a total of 56 national CWG meetings in 2017/18.

Of a total of 41 respondents in CaLP's perception survey, 76% agreed that CaLP's support to national CWGs positively influenced the quality of CTP a great deal or a lot. The figures reported correspond to the number of CWG meetings attended by and supported by CaLP staff.

Objective 3.3 – Enable effective coordination and collaboration at regional level

CaLP has strengthened collaboration on coordination at regional level, in a variety of ways including bringing together CWG leads, engaging with the regional IASC, and engaging with regional cluster representatives. For example, in Jan'2018, CaLP organised an East Africa regional meeting of CWG leads. The event brought together 24 representatives from 9 countries, to find common solutions. In parallel, CaLP continues to run its regional CWG in Dakar (6 meetings in 2017/18) and has reinitiated the regional CWG in North America (2 meetings in 2018 so far). In addition, CaLP co-chairs the Geneva Based Cash Working Group, with OCHA, and has co-organised three meetings through the year.

Overall, a total of 608 participants attended highly valued regional workshops and coordination learning events run by CaLP in 2017/18. Of a total of 11 respondents to CaLP's perception survey, 65% agreed that CaLP's role in regional coordination has positively influenced the quality of CTP a great deal or a lot, 9% a moderate amount and 28% a little.

Objective 4: Policy

CaLP has made a significant contribution to fostering a positive policy environment around cash transfer programming and to supporting humanitarian actors to make progress against their CTP commitments in the reporting period. Through the perception survey 83% of respondents agree “a great deal” or “a lot” that CaLP has made a significant contribution to advancing CTP policy issues over the last year.

At the global level, CaLP has worked closely with the cash workstreams of the Grand Bargain and the Good Humanitarian Donorship initiative. CaLP helped organise and present at their workshops (held in March, May & June), involving many key actors on cash. In December, CaLP formally took on leadership of work on Measuring Cash for the Grand Bargain workstream (developing common definitions and integrating them into sector-wide information systems). CaLP participates in several other workstreams, including the cash coordination mapping workstream. CaLP supported a joint donor mission to Jordan and Lebanon, facilitating discussions and supporting followup, and are engaged in preparations to facilitate the next GHD cash workstream meeting (May).

CaLP is engaging actively with clusters, to help them think through how to use cash for sectoral aims, and also at the inter-cluster level. In addition, CaLP has made presentations at many events, including: the global Red Cross; the Digital Payments Workshop organised by Gates & DFID; the ECHO cash guidelines meeting & the ECHO Partners Conference; the ECOSOC Humanitarian Affairs Segment; UNHCR NGO consultations; the DEC Annual Members Meeting; a meeting of Irish Aid & Irish NGOs; a

meeting of Dutch NGOs and the Dutch government; the Berlin Humanitarian Congress; and attended others.

CaLP has also been active in policy work at the regional level, for instance working with the Regional CWG to develop a "roadmap for cash" and integrate cash into other processes, like the New Way of Working. CaLP has regularly met with key regional actors in East and West Africa, as well as in Washington DC. This work is closely linked to our work to improve coordination, described above.

In June, CaLP delivered the Global Cash Forum, which was well received, with approximately 200 participants, 30 speakers & 500 on-line participants. Feedback has been positive and this helped move the global agenda on. It also reinforced CaLP's position and ownership of the space for dialogue on cash among all key actors.

The State of the World's Cash report was published in February 2018. This major undertaking was co-led by Accenture Development Partnerships. It involved primary and secondary research, and was guided by a steering committee. The report has come together well, and aims to reset collective debate about next steps for cash. The report aims to re-set the common agenda for cash in the sector, building a shared analysis of progress, remaining challenges and priority actions. Launch events and discussions around the State of the World's Cash Report have taken place in Davos, London, Geneva, Brussels, Nairobi, Dubai and Baltimore. Speakers representing host governments, donors, UN agencies, the Red Cross and Red Crescent movement, NGOs and academia have discussed the report's key findings on event panels, and fielded questions from cash practitioners across the system. More than 700 people have participated in these discussions, either in person or via web link. Through the perception survey 77% of respondents agree the State of the World's Cash Report will influence the policy debate around cash transfer programming "a great deal" or "a lot".

In February 2017, CaLP published our Global Framework for Action, bringing together major commitments on cash into one comprehensive framework. This provides a strong basis for our strategy, locating CaLP's work within wider efforts. It also provides a powerful tool for joined-up policy work. We used it as the analytical framework for the State of the World's Cash report.

Early in 2017, we completed the website "the Power of Financial Aid". This makes the case for cash to the public and is designed as a resource for journalists. We have promoted it at specific events, and there is scope to promote it more actively.

Looking ahead

We have plenty of work in hand for the period Jan – Mar 2018. A few indicative highlights include:

<p>Capacity Building</p> <ul style="list-style-type: none"> - Publishing the training materials for our core courses - Training of Trainers course - Delivery of core training course for cluster members in Ethiopia 	<p>Knowledge Management & Research</p> <ul style="list-style-type: none"> - Gender and CBA Symposium in Nairobi - Twitter chat about gender and CTP - Publishing 2 case studies of operational models (Greece and Nigeria) - Final research on Ebola response - Launching the Programme Quality Toolbox micro-site
<p>Coordination</p> <ul style="list-style-type: none"> - Meeting of leaders of nine E Africa CWGs 	<p>Policy</p>

<ul style="list-style-type: none">- Regional CWG and on-going work in support of CWGs in W Africa- Developing coordination guidance for sector cluster leads	<ul style="list-style-type: none">- Launches of the State of the World's Cash Report in various locations around the world- Support for a high level joint donor mission in the Middle East
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We are currently in the process of developing our annual plan for the period April 2018 – March 2019, which will set objectives for the next year.