

WORKSHOP REPORT

IFRC ASIA-PACIFIC REGIONAL STRATEGIC CASH WORKSHOP

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International Federation
of Red Cross and Red Crescent Societies

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ACRONYMS AND ABBREVIATIONS

AHA	ASEAN Coordinating Centre for Humanitarian Assistance (Indonesia)
AP	Asia Pacific
BRC	British Red Cross
CaLP	Cash Learning Partnership
CBR	Cash Based Response
CHF	Swiss Francs
COP	Community of Practice
CP	Cash Preparedness
CPG	Cash Preparedness Group
CPWG	Cash Peer Working Group
CSO	Civil Society Organisation
CTP	Cash Transfer Programming
CWG	Cash Working Group
DCPRR	Disaster, Crisis, Prevention, Response and Recovery
DM	Data Management
DREF	Disaster Relief Emergency Fund
DRR	Disaster Risk Reduction
EA	Emergency Appeal
ERU	Emergency Response Unit
FACT	Field Assessment Coordination Team
FBF	Forecast Based Financing
FSP	Financial Service Provider
HNS	Host National Society
HQ	Headquarter
ICRC	International Committee of the Red Cross
IFRC	International Federation of Red Cross and Red Crescent Societies
IP	Indigenous People
JPoA	Joint Plan of Action
MV	Movement
NDMO	National Disaster Management Office
NS	National Society

OCHA	United Nations Office for the Coordination of Humanitarian Affairs
ODA	Official Development Assistance (UK)
ODK	Open Data Kit
OXFAM	Oxford Committee For Famine Relief (Named after)
PECT	Practical Emergency Cash Training
PNS	Partner National Society
PoA	Plan of Action
RAM	Rapid Assessment for Market
RCRC	Red Cross Red Crescent
RCRCM	Red Cross Red Crescent Movement
RDRT	Regional Disaster Response Team
RO	Regional Office
SG	Secretary General
SL	Shared Leadership
SOP	Standard Operating Procedure
SWG	Sub-Working Group
ToT	Training of Trainers
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNISDR	United Nations International Strategy for Disaster Reduction
VCA	Vulnerability and Capacity Assessment
WASH	Water, Sanitation and Hygiene
WB	World Bank
WFP	World Food Programme

EXECUTIVE SUMMARY

The Asia Pacific Regional Strategic Cash Workshop was organised by the Asia Pacific Regional Secretariat in collaboration with the IFRC. The workshop was planned to be one of a series in the different regions of the Red Cross Red Crescent Movement (RCRCM), aimed at positioning the RCRCM as a key player in the global agenda for cash, and discussing preparedness, advocacy and implementation strategies for reaching this aim.

It was noted that the RCRCM is in a prime position to be a global influencer on the cash agenda, and for pushing the localisation of aid through the use of Cash Transfer Programming (CTP), because of its unique presence in every country and its auxiliary role to government.

The workshop focussed on creating a work plan (from now onwards called “the Asia Pacific (AP) Cash Roadmap”) for the AP Region for the years 2018 and 2019, concentrating on improving preparedness, coordination and communication within the Movement, as well as the concept of shared leadership. Participants were generally happy with the level of the discussion in the workshop and one of the main pleas from participants was to keep the conversation going!

The key findings and recommendations were as follows:

- Agreement that the RCRCM is in a prime position to push the CTP agenda forward in the AP region, specifically because there is generally government acceptance of CTP and an appetite within the region for implementing CTP. In order to push the agenda forward there should be room for practical activities and innovation, specifically:
 - ✓ Develop partnerships with Financial service Providers (FSPs), after defining FSP selection criteria
 - ✓ Develop partnerships with the private sector to provide context based solutions on CTP delivery
 - ✓ Build partnerships with other humanitarian agencies, to position the Movement as a key collaborator in new operational models
 - ✓ Experiment with new technologies, such as block chain
- General preparedness work for the AP region includes the following:
 - ✓ Developing a risk register with procedural steps for mitigating risks associated with CTP
 - ✓ Mapping the regional readiness in National societies (HNSs), and where support is lacking
 - ✓ Building the capacity of staff in CTP, market assessment as well as the digitalisation of data collection and management (e.g. ODK, Red Rose and so forth) at all levels within HNSs. It was specifically stressed that the RCRCM needs to be better at engaging support services earlier in the programme cycle to prevent procedural limitations when it comes to implementing CT programmes.
 - ✓ In order to build capacity systematically and effectively a regional cadre of trainers should be developed, with an understanding of the regional contextual specificities.

Participants also felt that a training curriculum could be developed from existing training materials, reflecting Movement specificities. Additional opportunities for capacity building could be mainstreaming CTP through all Movement trainings and developing a mentoring scheme.

- ✓ There is a greater need for fund raising for preparedness to ensure that there is greater coverage in the region, and including more HNSs in preparedness initiatives.
- ✓ Use cash in development contexts to improve HNSs' readiness to implement cash in emergencies – this could also include experimenting with social protection schemes.
- ✓ Invest in baseline assessments both as a learning activity and as a preparedness measure.
- ✓ Pilot different delivery mechanisms and share learning, using the BRC initiative of the Learning Hub.
- Attention needs to be paid to institutionalising CTP throughout IFRC and the HNSs and activities could include the following:
 - ✓ Finalising, disseminating and testing CTP Standard Operating Procedures (SOPs) in HNSs
 - ✓ Reflect the link between Forecast Based Financing (FBF) and CTP in the SOPs
 - ✓ Finding ways to mainstream CTP within the organisation, including creating focal points and including CTP in performance management targets
 - ✓ Build capacity to institutionalise data management systems
 - ✓ Mainstreaming CTP into key Movement documents and policies, such as the Vulnerability & Capacity Assessment (VCA) Manual
- The HNS Leadership is essential for ensuring that CTP gets prioritised as an emergency response option across the region and, to this end, attention needs to be given to awareness raising and advocacy, specifically:
 - ✓ Develop a message library about cash, including videos and case studies, that can be used in different situations
 - ✓ Include CTP on the agendas of senior meetings, and at every other available opportunity, such as the AP region's November 2018 meeting
 - ✓ Ensure that Governing Boards are included in CTP messaging plans
- Coordination and communication were seen as hindering effective CTP design and implementation in some emergency responses in the AP region. Suggestions were made to improve coordination and communication, specifically:
 - ✓ Creation of a Regional Cash Working Group (CWG), and potentially a Community of Practice (CoP), to provide a coordination hub linked to country level CWGs
 - ✓ IFRC to play a role in leading on coordination and preparedness in focus countries
 - ✓ Further specific recommendations on communication and coordination can be found on page 29 – 30 of this report.

INTRODUCTION

Giving disaster affected people cash is a growing and critical part of humanitarian action with the potential to drive transformational change in the architecture and ways of working for aid agencies. IFRC needs to position itself in this rapidly changing landscape to be able to deliver cash on a larger scale and more effectively than it currently does if it is to deliver on its unique mandate and strengths and get the most appropriate and effective help to people in crisis.

The International Federation of Red Cross and Red Crescent Societies (IFRC) is not starting from scratch in developing its cash capacity. It has invested in guidelines, documenting learning and supporting cash preparedness in HNSs. IFRC supported the implementation of cash in large-scale humanitarian responses such as the Philippines and Nepal. Cash is also playing a fast-growing role in Disaster Relief Emergency Funds (DREFs) and Emergency Appeals (EAs). HNSs have significant CTP experience accumulated both through the implementation of DREFs/EAs as well as with bi-lateral programmes of Partner National Societies (PNSs).

In 2017, several PNSs supported cash-based programming in Asia-Pacific, namely, Amcross (developing the Cash in Emergencies Toolkit and Practical Emergency Cash Training package (PECT)) British RC (developing the Cash Preparedness Initiative) and Danish RC (in Pakistan) and several DREFs and EAs (Bangladesh, Mongolia, Nepal, Philippines, Viet Nam, and so forth) have included cash as one of the main components to support the people affected by disaster and crises in the region, post disaster. Nevertheless, the IFRC (Secretariat and HNSs) have recognised the need for a common understanding on how to increase levels of commitment and support to enhance cash-based programming in the region.

During 2017 the IFRC commissioned a review in order to understand where it currently is and what it needs to do in order to support the commitments of the RCRCM to *'Significantly increase the use of cash-based programmes by 2020, when and where the context allows, including in recovery and resilience-building or rehabilitation programmes'* (Grand Bargain, May 2016). The output from this review is known as the Cash Roadmap and it makes specific recommendations for investment across the Movement. The next steps will focus on taking this conceptual document, grounding specific strategic objectives and outlining a plan to operationalise the recommendations for use at the Regional and National level.

PURPOSE OF THE WORKSHOP

The overall *purpose* of the Workshop is to facilitate the generation of ideas and solutions in order to provide a practical work plan for enabling the scale up of cash as a transfer modality across Asia Pacific for 2018 – 2019 and to discuss how the AP region could take leadership in testing the recently revised SOPs for cash based programming.

See Annex A-1 Agenda for the topics discussed during the three days, and amendments to the planned agenda.

OBJECTIVES, OUTPUTS AND EXPECTATIONS

The Workshop key objectives and outputs were:

- To update on the current strategies of HNSs and PNSs in the AP region and globally.

- To come up with a work plan or “AP Cash Roadmap” for 2018 – 2019, and finalise that AP roadmap.

PARTICIPANTS

The workshop was well attended by 25 participants. They represented the host, IFRC Asia Pacific, and Partner National Societies, namely, American Red Cross Society, Bangladesh Red Crescent, British Red Cross Society, Danish Red Cross Society, Indonesian Red Cross, Mongolian Red Cross, Myanmar Red Cross, Pakistan Red Crescent, Philippine Red Cross and Swiss Red Cross as well as IFRC Country Offices in Nepal, Pacific CCST, Pakistan and Viet Nam.

Three representatives from the IFRC Secretariat in Geneva also participated, along with one external consultant who facilitated the workshop.

See Annex A-2 for a detailed Participant List.

WORKSHOP METHODOLOGY

The workshop included plenary presentations and discussions, and group work. Documentation of the workshop was through audio-recordings of plenary presentations and note-taking to facilitate drafting of the workshop report to be delivered to IFRC.

DAY 1

The workshop was opened with a welcome to all participants and brief introduction of the objectives, outputs and expectations of the workshop. The primary purpose of Day 1 was to understand what had been happening in relation to cash based programming at the global, regional and country level.

Presentations were given as follows:

The Cash Roadmap, Asia-Pacific’s progress on cash, both by IFRC Secretariats. HNSs presentations focussing on successes and challenges to date and PNSs focussing on commitments and strategy for cash. The Cash Preparedness Group gave an overview of the RCRCM approach to cash preparedness.

IFRC PRESENTATIONS

1.1 Overview of Cash Roadmap and IFRC

Caroline Holt, Team Leader, Global Cash Transfer Programme, IFRC Geneva

Caroline Holt spoke about the attention that cash is attracting in the humanitarian sector and beyond and the often-asked questions about its current and future role. Participants were provided with an overview of the current external landscape of cash which shows almost unprecedented growing support for cash:

- In the humanitarian sector as a whole, cash is estimated to be at least doubling to \$4 billion funding over the next 3 to 5 years. This places huge expectation on the IFRC to deliver through cash

- Donors are increasingly calling for larger-scale cash programmes, as happened recently in Greece. Their expectation is to have either one primary grant or more coherent collaborative approaches between organisations, such as the IFRC partnering with United Nations (UN) agencies. This means that any one agency could be held responsible for delivering cash at scale.
- Positioning and building partnerships with both the private sector and other humanitarian organisations is becoming a necessity. With the help of the IFRC, MasterCard and AidTech want to explore the humanitarian aspects of their business. Essentially, agencies will need agility to both cooperate and compete in different contexts.
- Humanitarian agencies are making major investments in their ability to deliver cash at scale. The World Food Programme (WFP) and the UN High Commissioner for Refugees (UNHCR) have invested millions.

Vision

Clearly, IFRC has a potential leadership role in cash. Despite this Caroline stressed that the IFRC needs to do more to deliver on expectations in order to keep up and maintain its leadership role. She encouraged contextualising the Cash Roadmap 2017-2020 to give IFRC a better vision of its current and future position, bearing in mind the following opportunities and challenges:

Opportunities and Challenges

- The IFRC needs to work with HNSs to increase cash based programming systematically. This will build the capacity of HNSs to better prepare them to respond.
- Good, strong programme objectives is key for greater efficiency, effectiveness and transparency.
- There needs to be investment in measuring the outcomes and impact e.g., number of beneficiaries, cash amount spent, how and so forth. Counting means we have the figures to show what the Federation can achieve. At the moment, IFRC is too fragmented and overly focusing on who does what.
- There needs to be a strengthening of the auxiliary role to become the partner of choice, not only within the RCRCM, or with national governments but also for institutional donors, UN agencies, International organisations and NGOs.
- Through the Grand Bargain localisation stream, the HNSs are in a good position to be the local partners of choice for UN agencies. The RCRCM, both system and people, need to be ready.

Setting growth targets

Caroline highlighted that in the last five years, IFRC has spent CHF30 million in cash per year for EAs, DREFs, and Country Plans. She proposed more than tripling this budget to CHF100 million, implying a target by 2020 of 2.5 million beneficiaries in any one disaster or 1 million beneficiaries on average per year receiving cash assistance. It is envisaged that through the Cash Roadmap, these ambitious targets can be achieved.

Participants noted that an increase in cash based programming needs strengthened governance and leadership; organisation management and structure; and support across functions in human resources, finance, support services, logistics, legal, programme management and external relations

1.2 Introduction and Overview of AP Region's Progress on Cash

Isidro Navarro, Regional Cash Preparedness Coordinator for Asia Pacific, IFRC AP DCPRR

Isidro Navarro introduced key areas of work for the AP region, namely:

- Cash preparedness initiatives.
- Technical support in emergency responses, programme reviews, field assessments and evaluations to cash schemes in the region from the Pacific to Afghanistan, amounting to 39 countries and HNSs.
- CTP awareness raising, capacity building and institutionalisation within IFRC to improve understanding of CTP and of the recently released RCM Cash Roadmap.
- Coordination within the RCM, UN Agencies, NGOs, and other stakeholders.
- Roster Cash RDRT for deployment of HNS cash specialists from the region, e.g., Philippines.

Thereafter, participants were provided with an overview of progress on cash transfer programming in 2017:

- Separated cash transfers and livelihoods within IFRC systems so that CTP is not biased towards one programme sector and it is seen as an “organisational development issue rather than a part of programming.
- Selected four more focus countries to prioritise for cash preparedness. The countries were Nepal, Pakistan, Philippines and Viet Nam
- Socialised the RCM cash roadmap in IFRC and HNSs
- Finalised cash preparedness plan of action in four focus countries
- Scaled up of CTP schemes in Bangladesh, Myanmar and Viet Nam
- Completed CTP relief in East Timor and Indonesia
- Implemented First trainings and Piloting of Red Rose/Open Data Kit (ODK) data management software in Pakistan, Philippines and Viet Nam
- Co-chaired the Regional Cash working group with WFP
- Increased the number of Cash Officers for RDRT deployment. Conducted PECT Training in June 2017
- Started the recruitment process of a CTP delegate in CCST Pacific office. Cash was absent in this office; hence this is another important initiative.
- Established internal CWG in APRO

In the latter half of his presentation, Isidro walked participants through the three focus areas of the work plan for 2018, namely, 1) Preparedness; 2) Coordination; and 3) Technical Support.

Preparedness. The initial activities involved setting up CWGs and nominating Focal Points in HNSs to facilitate the institutionalisation of CTP in the relevant units of the HNSs. Other activities include: updating of contingency plans, job descriptions, programme tools, SOPs and guidelines. Trainings are planned for CTP, RAM, PECT and data management (e.g. Red Rose/ODK). Preparedness assessments will be conducted for FSPs and markets. The next stage is piloting. Successful piloting as well as simulation will pave the way for quick implementation and implementation to scale in the event of a disaster.

In 2018, Isidro stated that preparedness activities will initially focus on 7 countries, that is, British RC in Nepal, Pakistan, Philippines, Nepal and Vietnam; and American RC in Bangladesh, Indonesia and Myanmar. Danish Red Cross is also doing preparedness in Pakistan and Australian Red Cross support CTP in Pacific CCST. Other HNSs, namely, Afghanistan, China, East Timor, Mongolia and Sri Lanka will be in the second round for preparedness activities.

Coordination. Regional workshops, meetings of country CWG coordinators in Asia and quarterly meetings are some of the activities planned to facilitate communication and coordinating work, among others. The challenges with Coordination that IFRC is facing are mostly around expectations and capacity. For instance, expectations of PNSs about IFRC are undefined and unclear, an area that Mr Navarro pointed out needs improved communication. Heavy workloads for CTP delegates is a common problem due to excessive requests over IFRC capacity. Moreover, within IFRC and in HNSs, CTP is seen as the responsibility of a few and most staff do not feel accountable for CTP mainstreaming and scaling up.

Yet another challenge is lack of knowledge and skills. For instance, managers in HNSs and IFRC may have the authority but not the knowledge or skills to make informed decisions about CTP. Lastly, Isidro added that as long as there is reliance on few focal points and “CTP change-makers”, rather than the whole organisation taking responsibility for the institutionalisation of CTP, sustainability will remain a challenge. He also pointed out to participants that expectations can be too high for the timeframes proposed, although changes are necessary in light of the challenges presented.

Technical Support. Participants learned that HNSs have been provided with substantial trainings to build technical capacity such as CTP training for inclusion of CTP in DREFs/ EAs. Isidro then raised the issue of the IFRC office where there has been no technical support and indicated that institutionalisation and capacity building of CTP needs to be done simultaneously in HNSs and IFRC as focusing only on HNSs is incomplete and unsustainable. Other challenges are outlined below:

- CTP schemes and initiatives have design flaws and unrealistic expectations
- CTP is considered a new programme sector by many, so awareness raising is required
- IFRC is not cash ready for quick CTP at scale. There is a need to institutionalise CTP in all units, upgrade information management, and build capacity of staff
- There are insufficient Cash RDRTs on the roster. Isidro gave the example of Bangladesh where IFRC could not provide the HR support required in emergencies, thus we need to have a higher number of cash experts in the region.

Mr Navarro concluded by inviting open discussion on less clear areas such as CTP in IFRC, social protection, information management, partnership and collaboration in the RCRC Movement.

Plenary/Discussions

Participants were encouraged to think over what they mean by the term 'scale' in emergency responses. They were asked if 'scale' means to them the number of people reached or the number of interventions in cash programming? Followed by size. Does it mean the biggest ones (1 million – 2.5 million people), medium or small? At HNS level in relation to cash preparedness, it would be the latter two. It was established there was no agreed definition although the issue has relevance for IFRC when it comes to building a strategy to meet the needs of affected people.

There were discussions about opportunities for social protection. Participants wondered whether it was realistic to consider social protection in the short term as it takes time to set up, but acknowledged opportunities for the future, after 2020.

Some quick comments were also made about the regional picture of achievements and how that needs more clarity as well as the need for the work plan to resonate a regional push so that, to a certain extent, it provides a unifying picture of resources and people moving forward together.

HOST NATIONAL SOCIETY (HNS) PRESENTATIONS

1.3 CTP Preparedness: Progress Made By Pakistan Red Crescent (PRCS) So Far

Muhammad Amin, Programme Manager CTP, Pakistan RC

Muhammad Amin introduced participants to the number of cash-based response operations in Pakistan since 2005, with support from other NSs, that is, British RC, Danish RC and AmCross and external donors. He gave some examples of CTP in emergency response, e.g., DREFs in Baluchistan and in Pakistan Kashmir. There are currently five FSPs in Pakistan, mostly telecom companies. A success with FSPs was the induction of three of them for quick cash disbursement. Up until mid-2015, cash was disbursed through banks, post offices or directly handed to beneficiaries in envelopes. Telecom companies have since been added to the list.

PRCS, especially after 2015, has been facing several challenges to deliver cash with minimal delay. According to Muhammad, the main challenge concerns making decisions to use cash in emergency response. Scale has usually been the issue here. Data gathering is a critical aspect that has led to long delays in emergency response although the NS has made some improvement. PRCS is also working to overcome challenges by having competent staff and volunteers, including more women, capable of implementing CTP at the branch level. Stronger and effective community engagement are desired. PRCS also sees the benefit of linking its Cash Technical WG to wider external cash coordination.

There were successes too, as highlighted by Muhammad. Staff were trained in CTP, RAM and ODK; CTP SOPs were approved and tools for assessment and monitoring have been contextualised to Pakistan. In order to ensure cash in emergency response, CTP has been included in both contingency plans and the PRCS strategic plan for 2020. Other commitments to CTP involved an active presence in the country CWG and having a CTP Focal Point.

To remain the lead humanitarian organisation in Pakistan, PRCS prioritises developing capacities and creating new partnerships, such as PRCS-WFP MoU.

PRCS is working towards timely delivery of relief response at scale, using CTP when appropriate and feasible. Meanwhile, PRCS continues to strengthen its capacity and improve its enabling systems, programme tools, resources and capacities, as well as communication and coordination.

Plenary/Discussions

PRCS was congratulated for showcasing how they are building partnerships with UN Agencies and the Government social protection system. Muhammad was requested to clarify the intention of a WFP partnership and describe the future shape of it. It was clarified that WFP is not a new partner for PRCS. In the past, PRCS was sub-contracted by WFP for the delivery of food aid. However, the partnership now also includes CTP and capacity building which is in the right direction to make PRCS become a partner of choice for WFP in particular and the whole UN system in Pakistan in general.

Muhammad expressed gratitude for the support given to PCRS in relation to CTP. He stated that CTP has had a positive impact on the branches' response to disaster since its incorporation in the Strategic Plan. Thereafter, steps have been taken to integrate CTP into the 2017 Contingency Plan where the aim is for PRCS to be able to reach 25,000 beneficiaries in a future emergency response. When asked what he felt are enablers of CTP institutionalisation, Muhammed identified them to be government support; FSPs with good financial systems; internal capacity in the NS to do cash strategically; senior management commitment; and coordination through the Cash Focal Point. Muhammed responded to a quick question on contracting FSPs and mentioned the selection process is basically the same for all new FSPs but the MoU format is what might differ.

1.4 CTP Experience of BDRCS

Nelson Castano, Head of DCPRR Unit, IFRC AP DCPRR

Nelson Castano made the presentation on CTP experience in Bangladesh on behalf of Bangladesh Red Crescent Society (BDRCS). He gave an overview of CTP experience under two modalities of Cash Grants (conditional (CCG) and unconditional (UCG)) through different mechanisms, namely, bank, envelop and mobile money transfer (see below table). At present, the distribution of cash under CCG and UCG is 51% and 49%, respectively.

Under CCG, cash to date is largely used for shelter (37%) and livelihood (34%). Others include, latrine (3%), cash for training (10%) and cash for work (16%). Through the different mechanisms, the number of households (HHs) reached are: cash delivery through banks (30,267); cash delivered in envelopes (67,840); and cash delivered through mobile money transfers (450).

He argued that cash should be treated as an approach and not a sector, hence, it is important that when cash is integrated into different areas of support, it is done so as an approach. The strengths of the Bangladesh CTP experience were identified as:

- Availability of Cash SoPs (still in draft form)
- Existence of an RCRC Cash Working Group (also member of the national CWG)
- 10 years' experience on CTP
- 5 PECT trained personnel
- 35 CTP Level-2 trained staff and volunteers

- 120 CTP Level-1 trained staff and volunteers. This was a 3-day in-country training

A summary of challenges, highlighted issues and concerns facing BDRCS was described. Cash transfer delays have been experienced due to IFRC systems and complicated country financial regulations such as Central Bank policies on money transfers coming from overseas. Comprehensive risk management in CTP interventions is essential due to the environment and context of Bangladesh. Another challenge is the limitation of BDRCS to adopt new technologies such as using ODK for data collection. Participants reflected on engagement issues relating to BDRCS and IFRC Support Services and agreed that IFRC needs to get busy with NS in providing training, support to finalise the SoPs, activate the RCRC working group, as well as improve digitalization of data collection and management. Essentially, NS must drive the cash preparedness agenda with the leadership of IFRC and the support of PNSs.

1.5 Cash Transfer Programming, Philippine Red Cross

Resty Lou Talamayan, Director of DM Department, Philippine Red Cross

Resty Talamayan informed participants of the activities undertaken by Philippine Red Cross (PRC) to promote cash. Accordingly, the PRC Strategy 2017-2021 is finalised with one of its key focus being scaling up cash transfer programming in an inclusive, timely and efficient manner besides adding to the number of beneficiaries. PRC aspires to incorporate CTP in the whole Disaster Management (DM) cycle and play a more active auxiliary role for the national government. It assisted in the preparation of the national framework for cash and is engaging with the government to discuss social protection. PRC was also using its CWG chairmanship platform to push priorities for CTP.

The presentation gave participants a picture of PRC's milestone achievements and challenges. Examples include Typhoon Ketsana (Ondoy) Operations when in 2009, PRC provided cash and commodity voucher-based assistance. Cash intervention for livelihood is another milestone reached. Since 2011, more than 59,000 households have received conditional cash grants from the PRC to restore their livelihoods. Community-based livelihood grants providing livelihood support goes beyond household level to benefit whole village. The livelihood grant is also designed to link with Shelter through cash grants to contribute to the restoration of damaged shelter.

PRC staff and volunteers have received CALP and RAM trainings, and other NSs, e.g., Bangladesh, Timor L'este and Viet Nam benefited from PRC deployment to assist with operations and trainings. PRC has forged a partnership with WFP for forecast-based financing (FBF). The British RC has supported the PRC in beneficiary mapping.

Resty spoke about the challenges facing PRC, underscoring the need for internal restructuring. She stressed the need for investing in systems and information management. Staffing is also a problem as well as the added complexity of working in an archipelago country with the population dispersed in so many islands.

Plenary/Discussions

There were discussions around senior leadership understanding and awareness. Resty suggested to AP and Geneva to help get the right messages across. She cited an opportunity, that is, a Secretary-General visit when programme benefits may be highlighted to senior leadership.

Resty added that PRC is at the preparation stage for the Asia-Pacific conference in November 2018 and requested for cash materials. The ensuing discussion was about creating political space in the conference to influence agenda in IFRC favour and to promote the cash programming Roadmap as part of IFRC global commitment.

PARTNER NATIONAL SOCIETY (PNS) PRESENTATIONS

1.6 Approach to Cash Preparedness

Jenny Coneff, Regional Cash Advisor, American RC

Jenny Coneff presented an overview of the AmCross cash preparedness approach in six priority countries, namely, Bangladesh, Indonesia, Myanmar, Nepal, Philippines and Vietnam. She spoke about linking priority domains of expertise to cash preparedness as an integrated way of implementing response and recovery. The AmCross priority domains of expertise are: cash programming; information management; relief support; and operation leadership.

To help prepare and strengthen vulnerable communities to respond to disasters, American RC's approach is to deliver at community-level through branches and communities. Jenny further explained that NS strong leadership and strong branch network are key to replicating and scaling impactful community-level work. Although mostly donor driven, also helps NSs to prepare for and be able to respond to natural disasters, while also supporting their capacity to equip communities with the tools and resources to increase their safety and resilience. AmCross also engages with NSs in joint support of strategic plan and organisational development as they are very key to American RC cash preparedness approach.

Jenny also highlighted the difference between IFRC and AmCross in the CTP building block approach. While the activities are essentially similar, AmCross articulates the IFRC Module Content with achievable and progressive steps; and links both steps and progress with specific deliverables and tools. Goals are set under the assumption that preparedness is an on-going, long-term and iterative process. AmCross also emphasises NS effort over consultants to build buy-in and ownership.

Participants were also given an overview of steps in the CTP approach, consisting of Operations (with and without Technical Assistance); Contingency and Response Planning; Piloting, i.e., testing policy and procedures until truly operationalised; Trainings, in particular, to be part of NS systems; and Socialisation and Advocacy, to be ongoing.

Jenny highlighted AmCross challenges, stating that they are linked to the size of NSs and country, assumption of cash readiness, and varying definition of "cash ready" between countries and "scale". She concluded her presentation by giving participants a picture of the 2018-2019 activity plan in priority countries: SOP finalisation (Bangladesh, Myanmar); FSP mapping, digital payment pilot, FBF pilot (Indonesia, Myanmar); and trainings (Bangladesh, Indonesia, Nepal). American RC also delivered for the IFRC Regional Strategic Cash Workshop in Kuala Lumpur.

Plenary/Discussions

There was interest in the programme planning mechanism so Jenny set out a recent example in Indonesia and Myanmar where AmCross shared CP ideas from IFRC and various NSs, with inputs from CWG, on a draft based on CP modules and discussion with the groups for purposes of socialising with the national FP and national CWG. This served as a starting point for initiating conversations and reaching consensus. Jenny further reminded the group that the responsibility of socialising and getting feedback rest with the Global Cash Peer Working Group (CPWG), IFRC AP and country representatives. In addition, there was advice to ensure that there is only one PoA for every NS, regardless of which PNS leads.

1.7 BRC Asia-Pacific Strategy and Current Commitments – Cash

Ines Dalmau Gutsens, Cash & Markets Advisor, British RC

Ines Dalmau demonstrated the British RC commitment by highlighting its vision to increase cash-based assistance to 50% by 2021. She also stated that BRC's strategic and institutional approach in its commitment to provide cash assistance can be seen in the expansion of its cash and market team to six persons in 2017. Through expertise and leadership, BRC will continue to support the RCRCM, push the cash agenda, scale up and institutionalise cash.

The following are three key areas of the 2020 Cash Strategy, namely:

1. Targeted NSs in AP to be operationally ready to deliver cash at scale
2. Provide SURGE capacity to the RCRCM to make cash delegates available for emergency operations and programmes in AP
3. Enhance knowledge, learning and innovation. Inform policy and improve humanitarian practice, capturing operational RCRCM experience and learning. Provide central point of reference for developing evidence to improve programme quality and learning; access to technical advice and tools; and build community of practice (COP)

At present, there are four priority countries, namely, Nepal, Pakistan, Philippines and Vietnam. Ines stated that there are countries that are additional BRC priorities, such as Afghanistan and Bangladesh, which may join the list. Otherwise, Ines described the criteria for selection and prioritisation as NSs in high risk countries are operationally ready to deliver cash, meaning that markets are functional, cash distribution is safe and the NS has the internal enabling systems as well as the willingness to institutionalise cash.

Ines also familiarised participants with BRC's tools for knowledge transfer, learning and capacity building. The following were tools highlighted to participants:

- Register/roster for cash experts for purposes of (a) delegate; (b) assessment and project design; (c) adapting systems; and (d) learning
- Cash Learning Hub (name is subject to change) to gather information on cash in conflict, effectiveness and efficiency of own programmes, and social protection, among others
- Community of Practice. This includes CP and Expert Mentoring

Plenary/Discussions

From a question about the accessibility of tools, participants found that the Learning Hub will be accessible to all whereas the COP is tailored for the Movement only. Ines then clarified that the BRC does not wish to duplicate any existing tools, recognising CaLP to be one where replication could be a risk. There was a suggestion to consider building a 'failure allowance' and documentation within the RCRCM which would be valuable learning.

1.8 CTP in Asia

Lisbet Elvekjaer, Humanitarian Advisor and Interim Desk Officer for Asia, Danish RC

Peder Damm, Regional Disaster Management Delegate Asia, Danish RC

Lisbet Elvekjaer gave an overview of the CTP experience of Danish RC which began in 2005. She stated that 13 out of 42 bilateral programmes in 17 countries are running and indicated that there are many small programmes, with target groups ranging from 80 HHs to 1,500 HHs. The scale of a small grant is USD250 on average. DRC provide cash-based response in Bangladesh, Myanmar, Nepal and Pakistan. It supports CP in Myanmar and Pakistan through partnerships with Amcross and British RC, respectively. DRC is involved in three sectors, namely, shelter, livelihoods and basic needs and has expressed a desire to gain experience in other sectors, such as health.

One of the key activities of DRC includes training provision to communities in Myanmar, Nepal and Pakistan as part of community-based approach in case of emergency. Others include, engaging with the RCRCM partners in the cash preparedness process to roll out to countries. After outlining activities, Lisbet spoke about DRC's ambitions which are summarised below:

- Finalise Guidance Note to increase cash (although there is no quantitative target)
- Programme design to systematically consider cash as a modality and to assign reason(s) why, if it is not cash
- Maximise flexibility and choice
- Support CP of key NSs
- Grow the pool of cash experts
- Stay as member of CWG and CP subgroup
- Position a fulltime cash support function. This emerged from a recent restructuring process at headquarters. Prior to 2016, only 10% of staff members were working on cash
- Continue to fund IFRC Global Cash Programme
- Link cash to FBF to see if there is Smart connectivity. Link disaster preparedness planning and CBR to FBF

The current challenge facing DRC is its decentralised structure. Lisbet explained that funds available for CP processes are transmitted by headquarters, making it difficult to drive processes, especially for small, stand alone programmes with relatively small funding. In 2017, the situation improved after forging a partnership with the Danish Foreign Affairs which gave DRC more dedicated funding.

Peder Damm continued the presentation and introduced participants to the success story of a cash-based intervention WASH programme in Cox Bazaar, Bangladesh. From the shortage of volunteers to the creation of a larger volunteer base, the latrine programme pilot was able to build sustainable resources, infuse cash and provide psychological support to male members of the community. DRC plans for more of similar community-based programmes in 2018 but turning the focus to DRR. Peder mentioned that, in 2018, DRC would also prioritise preparedness and testing preparedness along with Smartcard development.

Plenary/Discussions

There were lengthy discussions about FBF. Participants found that Geneva is drafting DREF SOPs for FBF and that the IFRC financing roadmap for AP will include FBF. Hence, there needs to be a push to connect people working on FBF approaches and this should not be limited to the region only but elsewhere and globally, and with other NSs. It was noted that FBF is getting a lot of attention in DCPRR. However, participants were made aware that some countries may have to wait, such as Myanmar FBF will probably have to wait until a digital payment is piloted as there is currently no contract with digital payment provider.

There was also a proposal to use lessons learned from WASH as advocacy tool as participants have heard what the programme managed to achieve. The last reflection was on mechanism(s) used by the three PNSs to coordinate resource distribution for CTP in order to avoid duplication. Participants noted that this entails looking at coordination at national level and how to choose NS targets. Effectively, there would have to be a Joint Plan of Action (JPOA) where CTP is included.

1.9 Cash Preparedness Group Presentation

Ines Dalmau Gutsens, Cash & Markets Advisor, British RC

Bilal Shah, Officer, Cash Preparedness and Capacity Building, IFRC Geneva/DCPRR

Bilal Shah opened the presentation of the Cash Preparedness Group (CPG) with the UN International Strategy for Disaster Reduction definition of 'Preparedness', that is, "The knowledge and capacities developed by governments, professional response and recovery organisations, communities and individuals to effectively anticipate, respond to, and recover from, the impacts of likely, imminent or current hazard events or conditions."

In his illustration of the RCRCM approach, Bilal presented the elements of the four parallel tracks that contribute to NSs CTP preparedness as summarised below:

1. **"Enabling systems"** form the environment where strategies, plans, systems and procedures support a rapid CTP response, similar in scale, timeframe and effectiveness to the more traditional in-kind distributions. This includes incorporating CTP into NS strategic plans, preparedness and contingency plans as well as developing, testing and approving organisational SOPs for CTP. Enabling systems also include the identification and selection of appropriate cash delivery or payment mechanisms to facilitate the rapid and secure distribution of cash transfers

2. **Programme tools:** Pre-defined and tested CTP programme tools are critical to be being operationally ready to respond rapidly. It is vital that standard business processes and tools are discussed and set up in advance and are ready to be adapted to different emergency contexts. Where possible, specific CTP elements should be included in all relevant NS tools throughout the preparedness and emergency response cycle (e.g., in assessments, programme design and implementation as well as in monitoring)
3. **Resources and capacities:** Adequate resources need to be mobilised to support effective CTP capacity building and operational readiness in a NS. Significant resources will be needed to build the CTP capacity of a NS, which can be achieved through a variety of means, such as face-to-face and online training, practical learning-by-doing, coaching, mentoring and so forth. Fortunately, some of the most critical preparedness actions are inexpensive, but they do need the time and dedication of senior management and technical staff from a range of National Society departments. Wherever possible, all capacity building should be done within existing preparedness and contingency planning. Pre-positioned funding for CTP (“cash for cash”) should be included in these plans to ensure a smooth cash flow during the operation. It is important to pro-actively engage and communicate with CTP donors to access funding for CTP preparedness, cash-specific contingency stocks and response
4. **Communication and coordination** contribute to a better overall understanding of CTP responses within a NS, between the Movement’s components working together and throughout the humanitarian community. Coordination is important, not only to ensure a coherent approach among CTP responders working in the same area, but also to minimise security and other risks, such as market inflation. In parallel, advocacy and communication promote a better understanding among stakeholders of CTP, its objectives and required processes as well as providing the affected population the opportunity to participate in decision-making

The participants also looked at the three stages of the RCRCM approach which aims to demonstrate the number of activities, monitor activities, capture lessons learned and promote community engagement, with the overall objective to achieve NS cash readiness.

Ines Dalmau Gutsens presented the RCRCM CP Sub-Working Group (SWG). She specified the purposes of the SWG as follows:

- **Coordination:** Coordinates and liaises internally across members (e.g., HNSs and PNSs), with other sub-working groups and with key cash actors in order to pool resources, avoid duplication and promote synergies
- **Advocacy:** Advocates the importance of cash preparedness towards NS’ leadership (especially from high risk countries) and promotes opportunities to increase the organizational capacity to deliver cash timely and at scale
- **Knowledge capturing and sharing:** Also promotes learning exercises to identify and capture best practices, as well as information sharing across RCRC actors at global and regional level
- **RCRCM Framework for CTP preparedness and related Tools:** Supports the development, revision and dissemination of the CP approach, including methods, tools, templates, good practice and guidance to provide effective cash preparedness projects

Ines also shared some of the activities being carried out by the 12-member sub-working group (SWG), namely, country mapping to determine which country has received CP support. A second will look at actions and achievements. Ines pointed out that the CPG has had three meetings so far with the SWG to develop terms of references that would be beneficial for knowledge gathering and sharing, advocacy on CTP importance and evaluation study on effectiveness.

Plenary/Discussions

Ines responded to a question whether the approach has been implemented before, with a yes and clarified that it was step-by step implementation in Pakistan. She also specified that piloting was carried out in Chile, Philippines, Senegal and Vietnam to inform development of guidelines and tools.

Participants discussed the general connection of the International Committee of the Red Cross (ICRC) in cash. Ines pointed out the ICRC is an active SWG member of RCRCM CP and it is starting a pilot in Nigeria. Apart from those cash-related initiatives, ICRC is not concerned with CTP in NSs. Yet, some see the power of cash to forge cooperation. At any rate, the IFRC is willing to render support.

The Roadmap was brought up as an opportunity to reflect on its connection to cash. Participants were urged to keep dialogues open to look for connections for cash and were made aware that it will be an initial step to ensuring that NS will not end up bearing the brunt of excessive workload. Further, there is a need to include and enhance the information chain about different processes in the system.

The remainder of Day 1 was dedicated to small group work answering the following question:

What needs to be done to support cash preparedness in the AP Region from the perspective of the HNSs, PNSs, AP Regional Office and IFRC?

DAY 2

The morning of Day 2 was focussed on finalising the previous day's small group discussions:

What needs to be done to support cash preparedness in the AP Region from the perspective of the HNSs, PNSs, AP Regional Office and IFRC?

This question was asked to inform the Strategic Objectives for Cash Preparedness from 2017-2020 and to come up with outputs and activities for the 2018-2019 work plan. Participants were asked to work in groups. Each table was given a copy of the RCRCM CTP Strategic Framework 2017-2020, with four Strategic Objectives. These objectives serve as critical paths to achieving cash preparedness and cash delivery at scale. Participants discussed and noted Outputs and Activities for 2018-2019 on blank cards and put the cards up on the wall for open discussions. Below is the matrix of actions and activities under Strategic Objectives 1 to 4.

1.1 Outputs and Activities for 2018-2019

Strategic Objectives	Outputs	Activities	Clarifications
<p>SO1: Global Cash Capacity</p> <p>The Movement delivers a global cash model which is predictable, replicable, and applicable to all sectors, programs, and phases of the disaster/crisis cycle.</p>	<p>Risk analysis framework and procedure documented during contingency planning (finance-programme, field, HQ, zone to be involved)</p>	<p>Conduct a preparatory risk analysis as a pre-requisite for cash planning in any country, to be followed by risk management. Be clear about risk and process</p> <p>Create cash risk register</p> <p>Focus on countries that need to plan for cash readiness in the next two years</p>	<p>Currently, there is no process and framework for organising conversations - horizontal and vertical/field, HQ and zone - between programmes and finance about particular risk of operations</p> <p>A risk framework with procedures will act as a basis for conversations on risks (programmatic, financial) to be documented in a contingency plan</p> <p>At the regional level, discussions can be initiated and driven in order to have a procedure at contingency planning phase useful for providing understanding of risks and options for managing them in emergencies.</p> <p>There are country issues (e.g., structural, historical) that need to be addressed well in advance of programme design</p>
	<p>Mapping of regional readiness per country + which PNS supports where there are gaps</p>	<p>Mapping exercise</p> <ul style="list-style-type: none"> - partnership - cash readiness <p>Develop criteria, scale for cash readiness</p>	<p>“Hotspot” map</p>
	<p>Improve cash skills, confidence, expectations</p>	<p>Conduct PECT for the region</p>	<p>ERUs are deployed from Geneva level , so it is</p>

	All ERUs have cash competence within, and team leaders have received the PECT, and been mentored	Develop a mentoring scheme to expand pool of cash practitioners to deploy in emergencies SURGE optimisation plan includes cash capacity	not a regional issue However, it is becoming clearer to Geneva that cash components have to be strengthened for ERU trainings SURGE optimisation plan has regional implications
	Earmark funds for cash in response plans	A certain percentage (%) or target in a response is to be delivered through cash	A way of forcing consideration of cash as appropriate
	Develop a training curriculum on CPT and mainstream it through response or other technical or sectoral trainings	Contextual existing training curriculum to Movement Integrate cash into current other trainings, e.g., Shelter/WASH training, as part of mainstreaming	
	Conduct regional CTP ToT Conduct RAM ToT Conduct ODK/RedRose ToT	Determine an approach to creating a pool of regional cash trainers, competent in delivering training on CTP, market assessments and ODK/Red Rose PAK example of maintaining a profile of good facilitators with cash experience and practice as potential trainers	For NS cash training capacity and PECT training, in particular, consider building a dedicated cadre of regional trainers from the region as first option. Helps cut cost
	Include CTP targets in performance objectives of IFRC staff	New performance objectives for 2019 should include CTP targets	CTP targets can be found in the Cash Roadmap By making performance indicators around cash, strong commitment to CTP is reflected in performance IFRC internal issue that can demonstrate commitment at leadership level and

			departmental actions
	Project management to engage and recognise support services earlier and more effectively	<p>Update existing checklist of support service activities (finance, logs, IT). Share for feedback and dissemination</p> <p>Support delivery of cash learning, and sharing of knowledge and lessons</p> <p>Identify more long-term contracting options</p> <p>Address turnover and knowledge</p>	<p>A good recommendation is to Identify a cash focal point for each department to facilitate cash learning and increased accountability, e.g., logistics FP for cash, finance FP for cash etc.</p> <p>Prioritise cash budget towards more cash sustainable resources to benefit staff</p> <p>Knowledge through the Learning Hub. How learning is structured remains a key factor</p>
	SOPs need to be disseminated to make them known	<p>Complete SOP revision to ensure clarity</p> <p>Include on-boarding (HR)/cash induction</p> <p>Create e-learning and make it compulsory for all cash practitioners</p>	
<p>SO2: Localised Response and Prepared RC/RC Movement Members</p> <p>The Movement members invest in their capacity to become “cash proficient” across functions and context, with a particular focus on</p>	<p>Use cash to build capacity for preparedness activities at country level</p> <p>Use cash in development to build capacity for cash in emergency response</p> <p>Implement cash preparedness to additional NSs</p> <p>Fund raise to support more NSs on cash preparedness</p>	<p>Create regional learning policy and plan, including opportunities, as an overarching activity</p> <p>Facilitate and support knowledge learning and P2P exchange</p> <p>Organise learning visits to, e.g., Pakistan, Philippines and Nepal, by other NSs (Mongolia, Myanmar)</p> <p>Identify, document and disseminate NSs experience in cash in long term programming.</p> <p>Support from Learning Hub</p>	<p>There are opportunities around P2P advocacy, work in new context or continuing work, and by plugging into broader platforms such as PSK for global knowledge and strategy</p> <p>Some NSs are connecting cash to emergency and DRR</p> <p>Move beyond usual suspects, to include other NSs</p>

local capacities.		Identify additional NSs	
	CTP Trainings for: Programme Managers and Budget Holders; Support Staff (finance, IT)	Conduct trainings for all at the same time, if possible. This is an effective approach to promoting understanding of expectations and of how the different roles complement each other	Must be done with global as well as regional and local perspectives
	Pilot delivery mechanisms	Support from IFRC on pilot testing Organise learning visits to, e.g., Pakistan, Philippines and Nepal, by other NSs (Mongolia, Myanmar)	Cross-learning is effective and economic and can be applied across objectives and outputs
	Understanding limits (and opportunities) for social protection	Define criteria for determining if social protection linkages are appropriate to pursue. Task to be assigned Benazir Bhutto Welfare Programme to be documented by Muhammad Amin and disseminated to showcase social protection mechanisms in another context	When is it appropriate to prioritise social protection? Not priority issue at global level but NS cannot ignore, given the possibilities DFID-sponsored Paper is a good resource
	Reflect the link in SOPs of CTP with FBF	Compel NS to include FBF in SOPs - Provide clear procedural guidance	Operationally, including FBF and CTP in SOPs give NS ownership, where FBF is a useful approach and NS would want to continue using it. There are also policy level considerations to support FBF in SOPs
	Baseline assessments	Technical Units to lead baseline assessments on NS level, e.g., logs-markets, to help save time and balance expectations Identify scope of baseline assessments and resource accordingly	How realistic is it for NS to conduct localized baselines? - Partnership (e.g., PRCS-WFP) is an opportunity to get baselines done - Utilise available resources in the wider

		<p>Guidance recommendations to market awareness</p> <p>Practical exercises for learning after trainings</p>	<p>humanitarian system</p> <ul style="list-style-type: none"> - Market analysis should be done on a right scale. Sometimes the job is outsourced <p>Link trainings to baselines</p>
	Data literacy (systems, quality and analysis)	<p>Provide training, shadow training</p> <p>Explain process big picture</p> <p>Monitor user adoption</p>	<p>Build knowledge and skills to use data</p> <p>Promoting interest in data management and understanding of contribution to the process, for what purpose data will be used</p>
<p>SO3: Policy and Advocacy</p> <p>The Movement institutionalizes cash programming policy and influences the cash dialogue within the humanitarian community at the global, regional and local levels.</p>	Develop key messages about cash (videos, case studies, info specific)	<p>IFRC leadership to actively disseminate key messages in the region, vertically and horizontally</p> <p>Formalise one mechanism for equitable dissemination of regular, expected news transfers that even NS without cash projects can receive</p> <p>Avoid complications by utilising existing networks and systems instead of developing new ones</p>	<p>Messages are not clearly communicated in the region</p> <p>NSs without cash preparedness projects, including Mongolia, should know what's going on in the cash world in Asia</p> <p>A regular slot for cash in the AP newsletter?</p>
	Include cash in the agenda of leadership meetings or other events	Include CTP on the Asia-Pacific conference agenda in November 2018	
	Creation of a Regional CWG/ CoP	<p>Formalise focal point to:</p> <ul style="list-style-type: none"> - delegate responsibilities 	<p>Not an interagency arrangement but Regional-NS</p> <p>Key purpose: Communications and information</p>

		<ul style="list-style-type: none"> - support NS - provide regular updates (the lack of information sharing makes this an absolute action point) <p>Regional facilitate preparations, NS lead?</p> <p>Promotion of toolkit and other cash-related resources</p>	<p>sharing (virtual)</p> <p>Currently, there are no CWGs in the Movement and NS. Contextualise new CWG to sector?</p>
	Governance level advocacy to Governing Board	Specific for a high-level group whose work is not done by technical or normal colleagues	<p>Leadership structure in NS</p> <ul style="list-style-type: none"> - SG - Management - Governing Board (set and endorse policies)
	Cash vouchers included in NS response intervention policy	NS need to include cash response as one of their prevention interventions	Global, not regional issue but the region is an appropriate place to advocate
	CTP preparedness explicitly included in highest level strategy document	Set targets	
	<p>Mainstream CTP in Minimum Standards for Gender and Diversity</p> <p>Mainstream CTP in VCA Manual</p>		<p>Global responsibility but prioritise where it really needs to happen</p> <p>An opportunity to get cash</p>
	<p>Lead RCM coordination efforts at Regional CWG for AP.</p> <p>Link this to country CWGs.</p>	<p>Determine which aspect of Roadmap is best shared with CWG</p> <p>Determine how to get on CWG agenda</p>	
SO4: Partnership	Develop partnership with FSPs/Define	Identify and decide between regional solutions	Is this about having regionally-based solutions

<p>and Innovation</p> <p>The RCRC Movement partners with other humanitarian actors, the private sector, and governments to provide innovative, efficient, and effective cash programming at the global, regional and local levels.</p>	<p>criteria/FSP framework/</p>	<p>(accessible to countries) and country-based ones. The latter would support localisation agenda and tackle realities more effectively</p> <p>Assess options based on context. Regional options require regional solutions</p> <p>Establish Framework Agreement. Ensure Agreement with FSPs in all countries at policy/operational level</p> <p>Familiarise with FSPs, specifically contracting FSPs</p> <p>Ensure SOPs cover</p> <ul style="list-style-type: none"> - procurement - regulations for contracting FSPs <p>Seek clarifications on roles, responsibilities and threshold on finance side</p>	<p>to delivering cash?</p> <p>There has been a lot of consensus around the fact that there has to be some work on selecting and contracting FSPs</p> <p>IFRC and NS are contracting through FSPs. Is IIFRC supposed to provide guidance</p>
	<p>Develop operational systems to allow FBF on CTP</p>	<p>Not identified</p>	<p>FBF is being as an innovative way of delivering assistance, operationally.</p> <p>FBF is also a policy issue and has element of partnership</p>
	<p>Partnership with private sector to provide context based solutions on CTP delivery</p>	<p>Document lessons learned to avoid making same mistakes, to get to know platforms and to make constructive linkages</p>	<p>What are the lessons learned?</p>
	<p>IFRC to coordinate and lead cash preparedness and capacity building in focus countries.</p>	<p>Set up CWG at country level</p> <p>Map coordination within the Movement</p>	<p>KL Team is developing FBF Roadmap</p>
	<p>Innovation</p>	<p>Identify issues/gaps in existing systems</p>	<p>Digital identities will be a future issue. Expect it</p>

	- Blockchain	Map to innovate ideas. Visit WFP, MasterCard and AidTech initiatives	to sit in the learning curve of the Movement
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2.2 Communication and Coordination

The workshop continued with the final sessions for the day on formalising communication and coordination for effective response. Participants were made aware that the session was to be a preface to identify some of the enablers and disablers of communication and coordination to inform decision-making at strategic management level.

Item	Recommendations
Response operations	Include cash briefings to incoming teams (ERU, FACT, RDRT). Should include information about cash regional focal point. Helpful for frequent changeover in Operations team
	Outcome or directions of major projects of Movement cash WGs/SWGs should be disseminated (minutes, update, newsletter, bulletin, etc.) more widely to cash interested movement members. Not tailored; disseminate purely on information basis. To respect management lines. Route via IFRC AP
	Regional Interagency WG outcomes/directions to be disseminated as above
	Greater clarity on reporting lines for funded cash positions
JPoA for CP	Map the existing activities on cash
	CFP in each NS to gather information from SWG Geneva and route to CO/NS /SWG IFRC AP
	CWG at country level to monitor preparedness and reports against progress to FP at RO/CO/NS
	Clarity on the lead role for CTP
	Clarify communication lines in the pledge (this may be linked to “mapping existing cash activities”)
Principles of Communication	<p>Establish common principle guidelines. This may be a complex exercise but it is possible to find commonality. Distinguish between communication and information</p> <p>Understanding and following principles should lead to coordinated communications</p> <p>Example of Principles of Communication:</p> <ul style="list-style-type: none"> i. Respect management hierarchies ii. Respect technical hierarchies
Sharing of information flow	<p>Clear organogram</p> <p>Level of support and capacity</p> <p>Know what information to share, with whom and why</p>

Systematic handover	<p>At present, handover is very ad hoc. Need a checklist. Schedule handover before mission starts and ends</p> <p>Systematic handover ensures knowledge is not lost, especially during active rotations</p>
Professional participation of Support Services	<p>At planning and implementation through project completion</p> <p>Promote Shared objective(s)</p>
CP Preparedness	<p>NS ownership and management of CP Plan is vital and essential.</p> <p>Make CFP the primary director in consultation with own technical WG.</p> <p>Coordination:</p> <p>CFP Secretariat talk to FP RO Operations</p> <p>PNSs talk to FP CO on preparedness.</p> <p>Cash NS to other Cash NS</p> <p>Talking face to face, others.</p>
CP Response	<p>More complicated than Preparedness</p> <p>Two scenarios:</p> <p><u>Ideal</u></p> <p>CFP of NS leads and becomes primary driver who drives cash team and informs operations plan for emergency response. CFP of NS liaises and works with cash team who then works with CWG of CO, keeping CO and CFG Regional consulted and informed in all the processes</p> <p><u>Less ideal</u></p> <p>FACT team coordinates and directs operational response</p> <p>FACT team leader talks to in-country Operations Manager (if there is one). S/he then liaises and talks to Support Services and Logistics at country and operational level in consultation and informing CWG Regional</p> <p>*The issue here is CFP of NS needs to coordinate but FACT is in this role instead.</p> <p>CFP coordination is more straightforward</p>

DAY 3

The final day of the workshop opened with a review of the past two days by the Facilitator. The focus for the rest of the day was on the state of the world's cash, data management opportunities and work plan action points for 2018-2019.

3.1 State of the World's Cash Report

Emma Jowett, IFRC Facilitator

Emma Jowett provided a quick overview of the recently launched State of the World's Cash Report. Below are six top *findings* from the Report:

a. Global spend on cash & vouchers increased by 40% to \$2.8bn in 2016

Rising trend in ODA global spend on cash (and vouchers). There was a 40% increase from 2015 (2bn) to 2016 (2.8bn). 10.3 % was spent on CTP from the total Global Humanitarian Aid budget of \$27.3bn in 2016

Note: The OCHA financial tracking is more able to track sectoral achievements when a certain modality is used. It is worthwhile noting that an important reason why the RCRCM need to harmonise the use of terms such 'conditionality' and 'restriction' is related to having the correct vocabulary for tracking and evidencing different types of modalities

b. CTP is being considered more often, but not systematically

Sector experiences include: Food (largest percentage), followed by Shelter, WASH, Nutrition, Education, Health as well as Protection (lowest percentage)

A survey found that 80% of respondents agree that CTP is systematically used while 48% do not agree that markets and response analyses are embedded in standard response manuals, SOPs and tools. The latter finding implies that the analytical process for decision-making has yet to be embedded in humanitarian agencies

c. Capacity for CTP is a limiting factor across organisations

Percentage of organisations with capacity for implementing cash: Only 40% of organisations felt they had enough capacity while only 7 out of 10 organisations had difficulty finding cash specific skilled people

Barriers: Access to capacity trainings – cost too great face-to-face; lack of time for face-to-face

d. The quality of CTP is improving, enhanced by collaboration

8 out of 10 practitioners believe their organisation has made improvements towards increasing the quality of CTP, has considered evidence of best practices while designing and implementing CTP and is taking steps to embed common standards and guidelines for CTP

e. The quality of CTP coordination is unreliable, limiting the benefits realised

48% of practitioners believe there has been an improvement in the quality of coordination, 41% believe there has been an improvement in the predictability of coordination and only 28% believe that national/local actors are appropriately involved in the coordination of CTP

Barriers to effective CTP coordination: Confusion about where CTP coordination sits, no leadership in the international system and a limited commitment to using shared operations mechanisms

f. Innovations and evidence are proliferating, but gaps remain

Innovations and evidence are proliferating but gaps remain. The percentage of practitioners who believe evidence are available to:

- 80% to make the case for CTP
- 53% to use CTP effectively across sectors
- 44% to inform selection of operational model for CTP

The Report's key messages are as follows:

- CTP is improving and gathering momentum, although growth has been uneven
- Cash is considered more often, not systematically
- Two-thirds of all humanitarian aid for cash and voucher is distributed by WFP and UNHCR
- Capacity for CTP is a critical, limiting factor for governments, national organisations, and international agencies, among others. Organisations that have shown to make the most progress are the ones that have invested consistently and embedded CTP in organisational systems, procedures, etc.
- Building capacity of local actors requires greater investment
- Cash transfer is slowly being integrated into key humanitarian standards such as Sphere, with increased engagement across clusters.
- Greater use of common tools based on best practices is required to manage quality consistently
- CTP coordination remains ad hoc and unreliable. Consensus is emerging that cash should be coordinated at inter-sector level with the support of CWGs
- Many exciting innovations have been trialled, using cash and vouchers, ranging from technology to partnerships with different types of actors, testing new operational models and bridging the humanitarian development divide.

- Addressing the remaining critical gaps requires the different programmes to be systematically evaluated.
- Significant debates continue about the best use of cash. Different actors have different view about the issues, e.g., use of unrestricted cash, reforms to operational models and links with the wider format efforts
- Looking ahead, actors will need to continue investing and integrating CTP into existing humanitarian mechanisms and innovating to improve aid. This requires the support of three enabling factors: i) sustaining high level policy commitments; ii) working collaboratively (big one for IFRC); and iii) supporting limited amount of cash specific infrastructure (trying one model at a time to see if it works rather than all models at the same time and not gathering substantive evidence)
- CTP is making a major contribution to improving the efficiency and effectiveness of humanitarian aid
- Immense opportunity to take it further as cash enables new ways of working. However, cash is not a panacea and progress depends on the extent to which all organisations consider the use of cash collectively, rather than independently
- Six critical debates emerging: i) multipurpose grant (appropriate use, how to measure sectoral achievements); ii) measuring CTP (tracking, etc); iii) operational models (how to select for efficiency and effectiveness); iv) financial inclusion (longer term with CTP mechanisms, impact, e.g., secondary impact on vulnerable populations); v) align humanitarian aid with social protection; and vi) capacity building (biggest disabler)

Some time was allowed to discuss the Report's findings and key messages above. On findings, coordination was the first consideration. There was a general feeling that these are hard to resolve due to mandated agencies' turf issues, out of fear of losing identity and mandate. As a result, cash information gets lost. Participants reflected on how cash can be coordinated across the system, recognising that IFRC's own structure is poor and IFRC is poor in implementing collective reforms. Even so, the participants received positive news that a joint initiative has started between IFRC and ICRC at the Secretariat level to roll out basic indicators that can be employed by both organisations to make positive changes to financial systems, among others.

A point was made attitudes to CTP at the local level can be a challenge to local capacity building. Accordingly, changing the mind set at the local level would increase the involvement of local actors in managing quality of CTP, consistent with the localisation agenda of the WHS to engage more local actors in CTP.

On key messages, there were active discussions and debates on multipurpose grants (MPGs). One issue is that multi-purpose grants can be used for the individual or family priorities, which do not necessarily support the sectoral intention and which are outside of programme objective. If that happens, people are put in a more vulnerable situation.

So, the argument is that, unless unrestricted cash transfer is accompanied by “software” such as training, e.g., training in hygiene, it is not necessarily effective in improving sustainable living. However, another perspective from NS holds that if a multipurpose grant complements other effort, it can work. Participants agree that such debates that they were having will be fundamental to the RCRCM at some stage.

3.2 External context in Asia-Pacific for CTP

Isidro Navarro, *Isidro Navarro, Regional Cash Preparedness Coordinator for Asia Pacific, IFRC AP DCPRR*

Isidro Navarro presented on the Asia Pacific region in a nutshell, building on his previous presentations, to look at context, opportunities and challenges for the way forward with CTP.

Isidro began with the common characteristics and features of the countries, typically; globalisation, large populations with significant migrant movements, rich natural resources under threat, conflicts, underrated markets but CTP generally accepted by authorities, and rapid growth in financial and communication services. Natural disasters are becoming more frequent and widespread in the region.

Cash transfer is becoming a popular social service product in Asia, Mr Navarro stated and he gave some country examples. In Myanmar, where the government is striving to provide more services to the people, scaling up social protection schemes is part of that. The UN is seeking to promote social protection in Papua New Guinea. There are countries, such as Cambodia and Myanmar that have seen CTP as both a useful way of providing services and a good solution to concerns of scarce domestic resources. The Government of Fiji has a strong social protection system that uses cash and vouchers. The larger islands of Fiji (compared to other countries in the Pacific), where people and activities are concentrated, makes CTP relatively easy to implement than in the rest of the Pacific.

Isidro concluded by presenting the growing opportunities for CTP in Asia-Pacific and implications for IFRC. Reasons include: (a) change in livelihood patterns, due to depletion of natural resources and government pressure, people in famine stricken spots of the region are relying less on natural resources from the forest and fisheries, are turning more to credit, overseas remittance through migration, cash for labour and social protection; (b) even when cash capacity is increased for reason(s) outside poverty reduction, international organisations, such as UN and World Bank (WB) step in to make the links to create more coherent systems; (c) there is an apparent lack of leadership for cash within the NGO sector. International NGOs may take the lead sometimes but this is more reactive than proactive. In this context, the UN might become the main recipient of CTP funding from institutional donors whilst NGOs might become the providers of support services (e.g. Monitoring, community mobilisation and so forth). RCRCM often finds itself in the middle power role between the UN and INGOs. Moreover, IFRC has been the only non-UN representative in the Regional Cash Working Group for Asia Pacific. For the Pacific, IFRC has an advantage over others, having 14 NSs operating on the ground. It can collaborate with Australia and New Zealand who are interested to support the Pacific.

3.2 Opportunities for Cash Data Management

Joseph Oliveros, Senior Officer, IFRC Geneva

Joseph Oliveros' presentation gave a picture of the opportunities of cash data management (DM) to support IFRC's ambition of scaling up cash and improving programming. At present, Red Rose is one of the ways DM can be used by IFRC. In fact, Red Rose was in a Lebanon RC data management subgroup evaluation of tools in 2017, and was recommended as the closest match to IFRC requirements, functional and technical.

Opportunities

The following opportunities of DM were presented:

- Fast reconciliation¹: Having records of cash distribution through eventual full term of funds. DM enables reconciliation to be carried out efficiently at a fast pace enabling ultimate ability to deliver assistance entrusted to IFRC and improve accountability
- Improved quality management: IFRC thus should have an internal system that produces accurate and reliable information, e.g., a matrix that can be shared with confidence
- DM Tools: In terms of technology for DM, it is about the tools that are available for data collection, DM and payment. It is important to be clear about the functions of the different concepts of tools.
- Data collection is basically discipline for gathering data (beneficiaries, needs assessment, close distribution monitoring, vulnerabilities, etc.). ODK and Kobo Toolbox are examples.
- Data management involves updates, surveys and distribution. DM enables beneficiary data to be updated to reflect current status, etc. Duplication of data already collected is avoided in surveys. The process of distribution involving planning, allocation and monitoring forms an audit trail in the internal system that can become a part of an everyday job that will ensure that collections of cash in emergencies are recorded. The approval of funds for distribution will also be recorded.
- Payment mechanism involves getting payment to beneficiaries by means of money transfer, digital, physical cash and voucher. FBF is an opportunity when DM enables assistance to be provided within a 48-hour window of a forecast being triggered

¹ Potential of faster reconciliation from digital data collection and information management requires finance/audit approval at all levels and across members of the movement.

Objectives

The following objectives were presented:

- Quality programming

DM is quality programming. It provides a system that is able to equip a delegate with tools and templates to ensure that data of cash in emergency is recorded; it reduces the need for manual input and helps to gather data of people on the move

- Decision-making

- On the level of strategic decision-making, better fundraising
- Accountability
- Greater security

The above positions IFRC to be a complete solution provider, not piecemeal, because its internal system is competitive.

From a *cash perspective*, DM covers registration, distribution and tracking of distribution, feedback mechanism, cash for work (a different model because business processes are different) and in-kind services. The latter was found to be interesting and important because DM enables IFRC to test the agenda so that cash DM is not just a system for cash but it can effectively associate in-kind services with cash.

Challenges

Participants reflected on challenges and bottlenecks of cash DM. There are concerns as to what happens to the data collected, the kind of facility used to collect data, and very importantly, the issue of transparency. For the latter, the question to ask is if vulnerability criteria is used consistently (?). Systematic vulnerability criteria ensures that the most vulnerable are properly targeted. Another concern is the verification process to ensure that every claimant and claim is unique.

Plenary/Discussions

There were thoughts about ethical lines for DM. Participants felt that data will become intricate in time to come and by then, data and technology should allow conversations about ethical treatment of data.

A question was asked if there was any way evidence of gain as a result of DM revolution can be captured. The response was partner of choice, giving example of NS-WFP. If DM could provide NS with a format which is compatible with the SCOPE platform used by WFP, it could leverage opportunity for partnership.

Before presentation wrap up, Joseph shared with participants a pilot which was conducted in collaboration with Lebanon RC, to reflect on objectives and expectations of DM.

He stated that the pilot revealed an opportunity for fast reconciliation versus paper validation and that interested Lebanon RC in Red Rose.

3.3 Shared Leadership

The last presentation of the workshop was spent on sharing thoughts on shared leadership (SL). Before the group work, participants were given an umbrella overview of what shared leadership means; the concept was developed by the IFRC Secretary General and describes a shared leader as essentially who is best placed in any one situation to take forward the shared leadership on behalf of all the NSs present in a response.

Participants were asked to share their reflections on the concept. There was an emphasis on perceiving the concept of SL as a proactive way of harnessing the resources of the RCRCM so that NSs and vulnerable communities that IFRC serves are getting the best service or products. In other words, it is optimising the capacity of the RCRCM to be more efficient and effective in their service to the people affected by crises. Other reflections made clear that SL is not seeking to replace the mandate of the role of the HNS and Secretariat. The last comment was on the complexity of the selection criteria, pointing to the need to look at SL in totality.

During the discussions groups were asked what should be the criteria for selecting a SL in a response. These were the results:

Group 1

- Reputation and relation with agencies
- Stakeholder or outreach
- Presence in the country
- Duration
- Expertise
- Sector in the area, e.g., SHELTER, WASH
- Commitment to sustain the 'lead' function
- Financial and HR capacity within the country
- Accepting to be accountable
- Taking responsibilities

Group 2

- Context
 - Humanitarian, i.e., natural disaster or conflict
 - Regional or country. Basically, leadership in area where conflict is dominant
- NS or PS
 - Support for NS (long term)
- Commitment
 - Willingness to invest in development of capacity (not just cash)
 - Willingness to invest in long term relationship (trust, agreement)
- Expertise/Capacity
 - CTP, but can open up to experience in other sectors

Group 3

- Expertise and Experience
 - Evidence of success in previous similar role means coming with best practice, knowledge
- Commitment
 - Time available to HR or unable to coordinate
- Coordination skills
 - Accountability. Not popular but crucial
 - Facilitation. At ease in different environments, context and culture
 - Team work. HNS, government, external partners, other NGOs
 - Network. Broader knowledge beyond Movement
- Consent of HNS
 - Work constructively with other agencies, not only HNS
 - Understanding local context in relationship
- Skilled Resource

- Money
- HR

Group 4

- Acceptance and Predictability
- Core competence
- Technical
- Management (commitment)
- Coordination
- Leadership
- Resource Commitment

3.4 Action Points for Cash Work Plan 2018-2019

In this concluding session of the workshop, participants were requested to regroup into groups representing HNS, PNS, Service Support, IFRC and the AP Regional Secretariat as they did on the previous day for Outputs and Activities to discuss and agree on action points for the work plan for cash 2018-2019.

The participants' inputs were as follows:

Service Support

- Project management should engage support services earlier in the programme design and implementation phase

Action points:

- Creation/update of checklist of support services: SOPs for review and highlight from RO to GVA
- Dissemination of SOPs: commitment from Logs, Finance, IT – once SOPs finalised, will work with internal colleagues to disseminate SOPs and facilitate open dialogue for cash
- *Focal points: Finance Manager at country level, or at CCST; and Regional Finance Unit. The same applies to Logistics department. Technical note to be shared by relevant regional unit heads*
- *Suggestion: (a) the same to be applied for cash preparedness; (b) completion of online cash training via learning platform*

PNSs and Regional

- Creation of ToT pool
- Internal advocacy with senior leadership of the Movement for cash as a priority
- Ensure cross regional and peer to peer coordination
- Linking different various learning platforms to cash agenda
- Policy and advocacy to be injected and mainstreamed at all senior leadership meetings and governance boards
- *RO actors to further discuss with PNSs focal points on relevant country priorities (some already have been recorded via existing operational plans)*

HNSs

- Mapping of regional readiness by country
- Mainstream and integrate (instead of development) of cash programming
- RDRT trainings are on in-kind distribution, so to include cash distribution in RDRT simulation
- Shared resource platform for coordination and knowledge management between HNSs (roster management?)
- Ensuring financing / available resources for cash transfer program (applicable to SO2, point 1)

IFRC

- Linking capacity building to operations; operationalisation of knowledge and capacity
- Cash Roadmap: Activating high level leadership task force for cash awareness and priority
- Comprehensive mapping of support and capacity by emergencies/countries
- List of countries:
 - 2018: Pakistan, Vietnam, Philippines, Nepal, Myanmar, Bangladesh and Indonesia
 - 2019: East Timor, Afghanistan, Mongolia, China, Sri Lanka, Fiji, Solomon Islands and Malaysia
- Regional CWG: develop links to relevant UN agencies (differs by countries), advocacy in communications with partners and donors, relations via AHA Centre in Jakarta
- Impact measurement and data protection

- Training packages including emergency assessment, VCA manual and so forth.

Comments

- Doing background analysis (homework) on the context of implementation and understanding of the cash landscape
- Suggestion to take elements of training from WFP and other agencies (such as CaLP) to be included into our own training packages
- Pacific CWG: requests were for joint cash training with NDMOs, CSOs, IPs, etc.
- Current consultancy at WFP (Jonathan Brass): existing training packages to adapt and integrate

CLOSING

Following the presentations, discussions and debrief, the training-workshop was brought to a close with concluding remarks and words of thanks from Caroline Holt and Nelson Castano.

OUTCOMES

At the end of the workshop, the following outcomes were achieved:

- Thorough overview of the IFRC's Cash Roadmap and implications for the Movement's work across Asia Pacific
- Clear idea of the IFRC's strategic objectives with regard to cash and how these will be achieved by the end of 2019
- Clearer understanding of good communication and coordination and the structure and importance of shared leadership and implications for effective and efficient use of Movement resources towards achieving shared objectives
- Renewed awareness of the aspirations, commitment and challenges of NSs and PNSs

RECOMMENDATIONS

- Keep conversations open about strategic ways the Movement, Federation and NS might be able to scale up CTP, given its current high-level commitment, systems and functions
- Keep conversations open about cash connections in the Roadmap so that NSs will not have to end up bearing the brunt of excessive workload. NS has typically one cash person
- Good communication and coordination are central to implementation of the Work Plan 2018-2019. There are existing networks, systems, tools and mechanisms to promote that without the complications of developing new ones. Identify the issues and gaps and communicate them vertically and horizontally (horizontally more needed in many cases)

- Follow up on the items of communication and coordination clarified in the workshop for recommendations to strategic management level for formalising communication and coordination with the Head of DCPRR Unit in APRO
- Follow up the criteria selected for shared leadership with Team Leader, Global Cash Transfer Programme, IFRC Geneva, and share the information with the Secretariat

Agenda for the AP Regional Strategic Cash Meeting, 30th January – 1st February 2018, Kuala Lumpur, Malaysia

Objectives and outcomes:

- To update on the current strategies of HNS and PNS societies and the Roadmap for the region
- To consider relevant activities for a work plan for 2018 – 2019, and finalise that work plan

Timing	Day 1	Day 2	Day 3
09:00	S1. Introductions and overview of meeting Overview of Cash Roadmap and IFRC - Caroline Holt Intro and overview of AP Region's progress on cash – Isidro Navarro	S5. Review of previous day Feedback from group discussions on preparedness and agreement on WP	S9. Significant updates Future vision
10:30	Break		
11:00	S2. Presentation from HNS Successes and challenges to date Philippines RC – Resty Lou Talamayan, Pakistan RC – Muhammad Amin, Bangladesh RC – Farook Rahman	S6. Coordination and communication – who does what, how should coordination be formalised to ensure a predictable response?	S10. Presentation on opportunities for data management – Joseph Oliveros AoB and additional activities to be included in the work plan 2018 - 2019
12:30	Lunch		
13:30	S3. Presentation from PNS on commitment and strategy for cash in the region Danish RC – Lisbet Elvekjær and Peder Damm , American RC – Jenny Conneff, British RC – Ines Gutsens	S7. Coordination and communication – what are the procedures, how should these be formalised, what needs to happen now?	S11. Putting it all together – reviewing agreements on action points for 2018 – 2019 work plan for cash
15:00	Break		
15:30	S4. Overview presentation from the Cash Preparedness Group - Ines Gutsens and Bilal Shah Group discussions on the way forward Wrap up for day	S8. What are the characteristics of successful leadership for preparedness and response? How can we achieve successful shared leadership?	Free last session
17:00	Close		

PARTICIPANT LIST

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PARTICIPANT EVALUATIONS FROM THE AP REGION STRATEGIC CASH WORKSHOP

Number of responses: 23

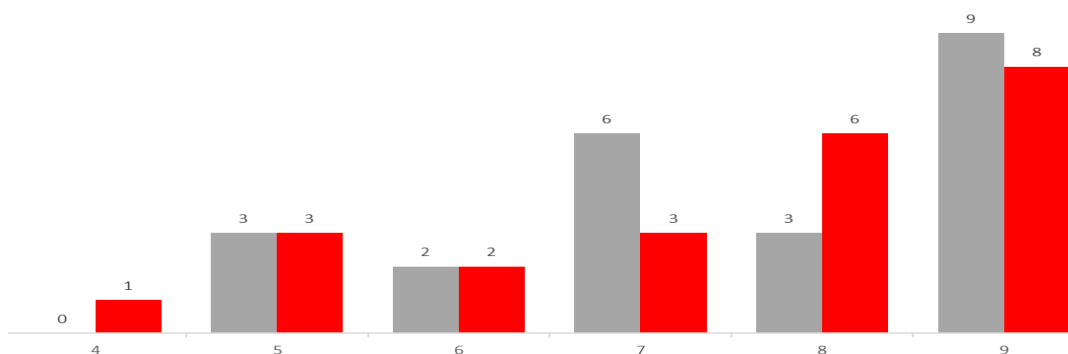
Questions: (on a scale of 1 – 10 where 10 if fully achieved)

To what extent were the objectives achieved?

Scale 1-9	Count	Percentage
1	0	0%
2	0	0%
3	0	0%
4	0	0%
5	3	13%
6	2	9%
7	6	26%
8	3	13%
9	9	39%
Grand Total	23	

To what extent were the outcomes achieved?

Scale 1-9	Count	Percentage
1	0	0%
2	0	0%
3	0	0%
4	1	4%
5	3	13%
6	2	9%
7	3	13%
8	6	26%
9	8	35%
Grand Total	23	



■ To what extent were the objectives achieved? Count

■ To what extent were the outcomes achieved? Count

Please finish the following sentences to reflect on the workshop and give feedback:

Something that excited me was...

Technology - blockchain

The potential for cash in the Asia region

Diversity of the group

Seeing the strong interest and engagement of participants to the workshop

The different perspectives of national, regional and global level

The dedication to advance the cash agenda in the region

Commitment from PNS and IFRC to support HNS

Knowing who is doing (or planning to do) what, where and when in cash

To develop actions for the next 2 years

The focussed commitment to make it happen

Engagement of all participants

The engagement of the NS and the PNS in discussing challenges and working together on solutions

Regional PoA inclined with the global strategic objectives, leading to connection with the country level plan

The food

Global prioritisation

Clarity, understanding and criteria development for shared leadership and regional plan development

A clearer guidance on the way forward and knowing the support of regional in place

Meeting people

To gather with other people engaged on cash preparedness and the vibrant discussions

Hearing about the positive experiences of NS

Working on shared leadership

The vacuum to be filled in around data protection

No response (1)

I feel

This workshop is sufficient for high level guidance

Very optimistic about the future of cash in Asia

Too short time for discussions

Happy to see we have a draft of a workplan for the next 2 years

There are a lot of capacities available in region

More informed and connected

Great

Informed and more aware

There is a lack of comprehensive agenda for the region

I am more convinced of what we intend to do through cash programs.

Confident that AP team (HNS, PNS and Secretariat) will be in the position to operationalize the plan..... but if we are working together

Inspired that something will come out of this meeting

Enthusiastic towards starting the cash preparedness and have dialogue with partners to scale up

Great

Hope more NSs capacity are developed to embark in this important journey

That overall the workshop was a success in development of regional cash plan for 2018 and 19

Productive

Full

Pretty Satisfied with the workshop outcomes

More informed about what is happening on cash in the region and what some of the key priorities are

The regional cash plan was a success.

Pleased that support services and CTP coexisted for the discussions.

No response (1)

The most valuable part of the workshop was...

Everything

The workplan development and the strategic objectives

About tools

The identification of priority activities for the workplan

The session around coordination

Different levels and angles of stakeholders

Concrete inputs to a work plan

Plan of action

Prioritizing plan for 2018-2019

Discuss about the roadmap

Presentation from Joseph

Participation and discussions.....of course the facilitation....thank you Emma

That a plan is starting to shape up, and with collective effort

Preparing the action plan

Discussions with people

Presentation of Oliveros Joseph

Development of cash regional plan and discussion on shared leadership

A lot of discussion around the table of what is progressing in other countries

Regional work plan informed by multiple perspectives, quite concrete and actionable. +/- replicable workshop for coordination to strategize on how to accomplish cash objectives

Identifying potential outcomes) activities / plan of action

Having robust discussions with colleagues about a range of issues pertaining to cash in the Movement

Regional cash plan

Mapping activity against the strategic objectives.

I felt challenged by....

The time constraint for discussion

The relatively small number of focal countries in relation to the bigger picture

The coffee machine

Having to prioritise when so many activities were important

That how can we extend support to so many HNSs when the focus of PNSs is around 7 countries mainly

Nothing

Data management

Localized concrete action plan development for the region. Challenged by not enough time for the roadmap development.

Low number of HNS...more NSs should be part of these strategic discussions

None

Limitation of the duration for finishing the activities

Room temperature

Waking up at 6 am and driving for 1 hour in traffic jam

Shared leadership. Not sure it fit...?

The exercise around coordination

Ambitious global targets for scaling up cash

Red Rose

Shared leadership. (new jargon)

No response (4)

I would have liked more of...

Time to discuss priorities and work plans

Time

tools and use of these

Time to finalise the workplan

How PS coordinate and synergize their resources

concrete actions

Session on shared leadership

Time on prioritizing activities for 2018-2019

Presence of national societies that are not in the cash preparedness programme or support

Leaders of National Societies

The other HNS to be part of discussions!

Coordination simplification & improvement part

Practical examples and outdoor activities

Firm resources commitment from partners

Shared leadership

Specific timeline of each action point and who will be in charge

Feeding back to IFRC policy/procedure implementation and linking global/zone/NS

Time for the plan of action

More discussion on the way forward and how the Movement will collectively mobilise resources to move the cash agenda in the region forward

Shared leadership clarity and criteria development

Open discussion on pain points with key informants available in the room to define solutions.

No response (2)

Any additional comments are welcome here:

Great workshop. Thanks

No further comments

Very well facilitated

Still a bit too technical. Could there be a moment with decision makers for commitments ?

Improvement on HNS participation ensuring right HNS to participate

Useful workshop, some next steps identified. We should follow through

Thank you, Emma, for the facilitation and everyone for the engagement

Very good facilitation. great to get us back on track and really focus on the subject at hand. Very good content presented. Clear expectations from leaders such as Nelson and Caroline.

Thank you for organising such workshop ...I feel I owned the plan and would be optimistic to carry forward the activities

Safe travels home

Thanks to Emma who had kept us in focus and awake

Well done!

I enjoyed the workshop which was well structured and facilitated.

However, I don't see much value on the session around coordination. What did we get from it?

It might have been most productive to analyse coordination separately for emergencies, normal business, different levels and start from how it is supposed to be and how could it be improved

Or simply allocate more time for the plan of action

Well done!

Over all it was a success

Overall good meeting and strongly facilitated and fun.

No response (7)

ENDS