

# **WORKSHOP REPORT**

**IFRC**

**EAST AFRICA AND INDIAN OCEAN ISLANDS  
REGIONAL STRATEGIC CBI WORKSHOP**

12<sup>th</sup> – 14<sup>th</sup> June 2018

Nairobi, Kenya



International Federation  
of Red Cross and Red Crescent Societies

## **ACRONYMS AND ABBREVIATIONS**

CaLP	Cash Learning Partnership
CBI	Cash Based Interventions
CBR	Cash Based Response
CCST	Country Cluster Support Team
COP	Community of Practice
CP	Cash Preparedness
CPG	Cash Preparedness Group
CPWG	Cash Peer Working Group
CTP	Cash Transfer Programming
CWG	Cash Working Group
DCPRR	Disaster, Crisis, Prevention, Response and Recovery
DREF	Disaster Relief Emergency Fund
DRR	Disaster Risk Reduction
EA	Emergency Appeal
EAP	Early Action Protocols
EAIIOI	Eastern Africa and Indian Ocean Islands
ECHO	European Commission Humanitarian Aid
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
ICHA	International Centre for Humanitarian Affairs
IFRC	International Federation of Red Cross and Red Crescent Societies
IOI	Indian Ocean Islands
JPoA	Joint Plan of Action
MPCT	Multi purpose cash transfer

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
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
WATSAN	Water and Sanitation
WB	World Bank
WFP	World Food Programme

## Executive Summary

The EAIOI Regional Strategic CBI Workshop was organised by the Eastern Africa CCST Secretariat in collaboration with the IFRC Regional Office for Africa and IFRC Secretariat in Geneva. The workshop was planned to be the second in a series for the different regions of the RCRCM, aimed at positioning the RCRCM as a key player in the global agenda for cash, and discussing preparedness, and improved coordination and collaboration 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 issue through use of CBI, because of its unique presence in every country and its auxiliary role to governments.

The workshop focussed on creating a strategic work plan for the EAIOI Region for 2018 – 2019, concentrating on improving preparedness, coordination and communication within the Movement, and 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 CBI agenda forward in the EAIOI region, specifically because there is an appetite within the region for implementing CBI. In order to push the agenda forward there should be room for practical activities and innovation, specifically:
  - ✓ Develop partnership with FSPs, after defining FSP selection criteria
  - ✓ Develop partnerships with the private sector to provide context based solutions on CBI delivery, and engage with new technologies
  - ✓ Experiment with new technologies, such as block chain and red rose
  - ✓ Develop partnerships with academia
  - ✓ Advocate for CBI to governments who are currently not engaged (e.g. Tanzania)
- General preparedness work for the EAIOI region includes the following:
  - ✓ Prepare a plan of action for preparedness for the region
  - ✓ Mapping the CBI expertise in the region
  - ✓ Building a regional pool of CBI experts who could support NSs with a range of CBI related issues, including training
  - ✓ Develop a systematic plan for capacity building, including looking at the possibility of ToTs and peer to peer exchanges and use the DM platform to share learning opportunities and calendar dates
  - ✓ Regional CWG to formulate an advocacy and donor relations plan to meet the current funding gap
- Attention needs to be paid to institutionalising CBI throughout IFRC and the NSs and activities could include the following:

- ✓ Integrate CASH into Plans of Action, Contingency plans and policies at the country level and where possible at the regional level
- ✓ CBI technical expert pool to be responsible for looking for opportunities to integrate CBI
- ✓ Use development programme for advocating and mainstreaming CBI within the NS, possibly via social protection schemes
- ✓ Mainstream CBI in other sectors
- ✓ - NSs need experiences in using cash for other sectors such as livelihoods to strengthen the capacity of the NSs to implement cash at scale and to be positioned for strategic partnerships in their countries
- ✓ Mainstream gender and social inclusion in CBI programmes
- ✓ Establish a more structured CEA approach
- ✓ Conduct peer to peer learning exchange visits
- Government and NS Leadership buy in are essential for ensuring that CBI gets prioritised as both emergency response and development options across the region and, to this end, attention needs to be given to awareness raising and advocacy, specifically:
  - ✓ Conduct a stakeholder analysis at country level-conduct advocacy on cash
  - ✓ Ensure that technical branches of government are included in advocacy campaign
  - ✓ Include CBI on the agendas of senior meetings, and at every other available opportunity
  - ✓ Create a repository of evidence and advocacy messages
- Coordination and communication were seen as vital to ensure CBI is advanced in the EAIOI region, at both the preparedness and implementation level. Suggestions were made to improve coordination and communication, specifically:
  - ✓ Create a regional CWG and Identify CASH cluster representative to chair or co-chair for RC/RC
  - ✓ Identify regional and national focal points for cash – this point came up repeatedly and there was some willingness from the PNSs to find out whether they could fund a regional position
  - ✓ Regional CWG to ensure good information flow between NSs and PNSs by revitalising the DM platform as a shared conduit for information, evidence sharing etc. It was noted that the British Red Cross are also creating a Learning Hub and possibilities to engage with this from the regional level would be explored

## 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 National Societies (NS). Cash is also playing a fast-growing role in Disaster Relief Emergency Funds (DREFs) and Emergency Appeals (EAs). NS have significant capacity and expertise both in domestic cash-based responses and in Partner National Societies (PNS) support to NSs.

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 Red Cross Red Crescent Movement (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 was to facilitate the generation of ideas and solutions in order to provide a practical work plan for enabling the scale up of cash across the EAIOI region and other countries represented (see annex A2 for the participant list), for 2018 – 2019.

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 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
- Share experiences and lessons from previous and future cash actions/strategies

## Participants

The workshop was well attended by approximately 45 participants. They represented the host, IFRC East Africa Region and East Africa CCST, Partner National Societies, namely, Austrian, Belgian, British, Danish, Finnish, German, Italian, Netherlands, Norwegian and Swiss Red Cross Societies. HNSs included the Burundi, Comoros, Djibouti, Ethiopia, Madagascar, Rwanda, Seychelles, Somalia, Sudan, Swaziland, Tanzania, Uganda and Zimbabwe National Societies.

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

On the first day of the workshop there were also invitees from the Government of Kenya, ECHO and WFP who both participated in the discussions and gave their perspectives on cash in the region.

See Annex A-2 Participant List.

## Workshop Methodology

The workshop included plenary presentations and discussions, and group work. Documentation of the workshop was through 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:

EAIOI' Africa progress on cash, IFRC Cash Roadmap, both by IFRC Secretariats. Host NS presentations focussing on successes and challenges to date and Partner NS focussing on commitment and strategy for cash. The Kenyan Govt. gave an insight into the Social Safety Nets and ECHO provided guidance on their policy towards cash.

## IFRC Presentations

### 1.1 Overview of EA CCST

*Andreas Sandin, Emergency Operations Coordinator, IFRC, EA CCST*

Andreas began his presentation with an overview of the IFRC structure in East Africa where there are two Clusters, one based in Nairobi and responsible for 8 NSs and one based in Madagascar and responsible for the Indian Ocean Islands (IOI) and Djibouti NSs.

The team based in Nairobi are supported by various functions including a Disaster Risk Management Coordinator, a Health Coordinator, Operations Coordinator, Partnership and Resource Development Officer, Planning and Programming Coordinator, Programme Coordinator and a WATSAN Coordinator.

Andreas outlined the 16 operations that are on-going in the regions, including DREFs and Appeals.

The DREFs include the following operations:

- Mauritius cyclone
- Uganda DRC population movement
- Marburg preparedness (KE/UG)
- Plague preparedness
- Burundi DRC population movement

The Appeals include:

- Uganda SS population movement
- Uganda Congolese population movement
- Kenya drought

- Ethiopia drought
- Madagascar Tropical cyclone and plague
- Tanzania and Burundi (preparedness programme)

Andreas spoke about the focus on preparedness in the region and the actions that were being taken to implement including the installation of a preparedness coordinator, building on global initiatives, improving coordination. Here Andreas gave the example of the DM meeting where CASH was spoken about and finally enhancing the EAIOI DM platform through encouraging peer to peer exchange and organising an annual DM meeting (October 2018). There are also plans to set up webinars, release regular news bulletins and hire preparedness delegates.

Andreas spoke about institutional donors in the EAIOI region including PRM funding in Kenya and Tanzania, OFDA, World Bank and WFP funding in Burundi and potential ECHO funding in Uganda and confirmed ECHO funding in Madagascar.

## 1.2 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. At the IFRC, there is a commitment to shifting a greater proportion of IFRC supported National Society assistance to cash where feasible, and for e.g. to use blended programming (for example NFIs and cash for MHM kits) with the aim of giving more dignified decision making back to the beneficiaries.

This means supporting National Societies to make cash a core part of their preparedness, response and recovery assistance.

Cash will be provided across the disaster response cycle and sectors when it's the best way of meeting needs and in ways that help to drive greater efficiency, effectiveness and dignity for disaster affected populations.

*Commitments and Road Map Actions to date:*

1. A stronger **leadership commitment** to cash and support covered by general funds, the formation of a senior director level **TF** to drive forward change; cash on the agenda of senior management, the Grand Bargain and General Assembly.
2. A stronger **Cash Unit** within the Secretariat with a senior leader, revised reporting lines and increased cash capacity in regional offices. A cash focal points in technical departments. A regional Cash Focal point in Europe positioned in Europe.
3. A **systems** review to ensure that finance, logistics and IT systems are cash ready. Development of global SOPs in close coordination with Finance, logistics, IT, legal. Invest in a stronger IM system for registration and beneficiary management. Currently the 4<sup>th</sup> draft of the SOPs is completed.

There has been a roll out of Red Rose in three contexts and partial testing in one to provide stronger data management solutions to continue being transparent and accountable. The Kenya Red Cross has already tested Red Rose. Caroline emphasised that the Red Rose data management system is not only for cash, but for data management/collection for any modality.

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 NS to increase cash based programming systematically. This will build the capacity of NS to better prepare them to respond. There have been NS cash preparedness projects in 20 contexts and a parallel evaluation on projects implemented for which the results are expected in July.
- There needs to be investment in measuring the outcomes and impact e.g., number of beneficiaries, cash amount spent, how, etc. 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. It is important to track and collate data on resources allocated to cash programming by single national societies as this could show a surprisingly high amount of funding spent on cash across the Movement. It is also important that where there is a partnership for e.g. with UNHCR there is clarity on who is tracking the funding spent on cash: UNHCR or the NS, this is to avoid the risk of double counting or not attributing expenditure to the appropriate agency. Through the Cash Peer Working Group, we will be counting the cash of some of the most active Movement members and hope to have these figures by September. By the end of the year, we should be in a position to understand the current cash delivered by the Movement. These figures are key to influencing our engagement with donors, shaping global policy for cash and positioning the Movement and IFRC as one of the biggest cash players globally. We are also working more closely with ICRC and exploring common areas of interest.

- There needs to be a strengthening of the auxiliary role to become the partner of choice, not only for national governments, donors, partner agencies but NSs too. The Social Protection agenda is a significant opportunity for NSs where appropriate.
- Through the Grand Bargain localisation stream, the NS are in a good position to be the local partners of choice IFRC for agencies such as UN Children’s Fund (UNICEF) and UNHCR want to work with. The RCRCM, both system and people, needs to be ready.
- Stronger partnerships have been formed with for example on the humanitarian side WFP and UNHCR, and with the private sector with Mastercard and AID-tech, although Caroline acknowledged that there needs to be some reflection on how we choose to engage with the private sector and for what purpose.
- There needs to be more investment in data management, this is important for systems but also for data protection which will be under closer scrutiny going forward.
- In relation to shared leadership it is important to embrace the combined competencies and resources of the Movement for e.g. BRCS on Cash Learning Hub and AmCross supporting the development of a Cash/IM strategy. This needs to be improved throughout the Movement to maximise capacities and resources.

#### *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.

### **1.3 Overview of East Africa’s Progress on CBI**

*Leila Chepkemboi, Senior DM Officer at IFRC EA CCST and Marshal Mukuvere, Disaster Management Delegate at IFRC EA CCST*

Leila and Marshall began their presentation with an overview of the contextual issues, such as the trend of climate change indicates that the number of disasters is increasing, meaning humanitarian caseloads will increase. They mentioned that EAIOI have significantly increased their use of CBI **when and where the context allows, including in recovery and resilience-building or rehabilitation programmes. They emphasised the need for strengthening** preparedness in NSs in terms of skill sets, processes and systems. Finally they mentioned the need for greater coordination in countries in relation to cash and used the Kenya Red Cross who are co-chairing the CASH working group at national level as a good example of this.

#### *Challenges*

Leila and Marshal outlined the following challenges for the EAIOI region:

1. Cash is not routinely considered or used due to NS capacity and experience. Many NSs do not have the systems in place and there is a lack of leadership buy-in NSs at different levels.
2. There has been poor participation in cash coordination forums in different countries. For example there are several cash working groups (CWGs) at national level in EA countries, but NSs do not take participate in the meetings.

3. There is no system in place to track and count the volumes of cash disbursed. Currently WFP and UNCHR are the only organisation who are able to count the amounts of cash disbursed, which means NS are losing out on visibility but also on sharing and demonstrating their experience.
4. In this region we could do more on documenting learning, there is now a DM platform where information could be shared, but currently there is no information on RC/RC activities on this website.
5. There needs to be an improvement on mainstreaming CBI into other sectors, instead of considering it as a speciality or sector in its own right.

In relation to findings in the State of the World's Cash Report (February 2018, <http://www.cashlearning.org/downloads/calp-sowc-report-web.pdf>) Leila and Marshal mentioned that in the EAIOI region there had been an increased use of cash in operations, that although cash is being used more, it is not being considered systematically at the response options and design stage, and that capacities in relation to cash are a limiting factor across NSs.

Leila and Marshal then went on to highlight opportunities they see in the region, including:

- The fact that the RC/RC Movement has a global and local presence;
- There has been a long term presence in countries from the NSs and cash is embedded across the disaster cycle in resilience, preparedness, response and recovery;
- NSs auxiliary role to government provides links to social protection, reinforcing the 'nexus' of linking relief and development programmes;
- NSs are not limited by mandate or mission to particular sectors or types of emergency;
- There is now greater leadership buy in and NS interest in Cash Based Interventions (CBIs);
- There have been good examples of peer support from sister National Societies;
- The RC/RC Movement have their own Cash in Emergency Toolkit (<http://rcm.org/>) and other resources to ensure a standardised and quality implementation of cash;
- There has been enormous support from Movement partners and the Cash Peer Working Group (CPWG) and Advisory Group which can always be relied upon.

In relation to these opportunities Leila and Marshal highlighted the need for NSs to invest in preparedness for CBI even if there was no occasion to currently implement it and to learn from the experience of other partners. They emphasised the donor push for humanitarian agencies to use cash and therefore the need for greater advocacy within the Movement to get senior buy in. They also encouraged NSs to look at expanding their payment systems, by using, for example, mobile money.

### **Plenary Discussion Points**

In relation to the three presentations the following discussion points emerged:

1. The 'localisation' agenda was seen as a challenge if resources were not guaranteed for NSs to prepare for and deliver CBIs as increasing pressure would be placed upon NSs as the local actor but without sufficient investment, would be challenged to deliver quality programmes.
2. The rationale for using cash was given as the need for beneficiaries to have greater dignity and freedom of choice, to facilitate quick community recovery. It was also perceived that cash was

more environmentally friendly because it had a lighter footprint. It was also seen as a necessity that NSs take CBIs seriously as cash can be more cost efficient, which is what donors are currently pushing for.

3. There was an explanation of Red Rose, that it is a stand-alone system and the partnership with the agency had been done through a competitive tendering process. It has been piloted for six months with three NSs and the outcome has been that it allowed the NSs to be more transparent and accountable and have increased focus on data protection.
4. There was a discussion about the potential use of block chain, and there was an agreement that in the future there may be the possibility to increase the use of it, particularly for population movements. Currently it has proved itself as only another mechanism for guaranteeing transparency and accountability.
5. There was a debate about the potential for corruption when using cash, although this was refuted by examples that evidence shows that cash is generally harder to divert than NFIs. For example, as there is greater accountability built into the systems. Evidence was also cited, against the argument that cash may be used in unintended ways, that experience has shown the vast majority of beneficiaries use cash to meet their priority needs after a shock.
6. Finally external partnerships were seen as a challenge, particularly, in some countries, with the government. Links with social protection systems at the national level were highlighted as a way for forming partnerships, although information sharing needs to be carefully considered to ensure data is secure.

## Topical Presentations

### 1.4 Opportunities for Data Management

*Merlene Sita and Fred Orimba, Kenya Red Cross Society*

Merlene gave a presentation on the innovations and pilot with Red Rose and Blockchain Technology that the Kenya Red Cross has been running. He began by outlining the rationale for the pilot which was mainly undertaken because of four key challenges the KRC had experienced in previous interventions:

1. Transparency and accountability – there was little knowledge of whom is actually targeted which in turn makes it hard to track and report against distributions
2. Manipulation and fraud risks – in the past there had not been robust systems to prevent or detect diversion of resources or other frauds
3. Manual processes – the manual systems used until recently which were lengthy, error prone and did not integrate with FSP requirements
4. Survey fatigue and duplication – current systems meant lengthy surveys with multiple registrations of beneficiaries were possible.

Merlene explained that the strategic objectives for the pilot were:

- To promote quality programming, reduce time consuming, error prone manual processes
- To enable timely cash scale up
- To promote effective decision making for reporting and analytics

- To demonstrate auditability and accountability
- To ensure beneficiary data security (through using numbers rather than names)
- To position the NS as a complete solution CBI provider

Merlene highlighted previous pilots with different NSs, namely Vietnam (December 2017), Lebanon (January 2018), Philippines (March 2018) and Kenya in May 2018 in response to the drought. Fred also mentioned that the ICRC had run pilots in Nigeria, Somalia and Ukraine in 2017.

The Kenya pilot utilised the following technical partners: Red Rose (for data management and Blockchain technology) and Mpesa and Safaricom (as financial service providers) and Craft Silicon (for facilitation of electronic file transfer). The pilot took place in the county of Isiolo which was experiencing drought. In May 2018 there was a cash distribution to 2,100 HHs. The unrestricted cash grant was 3,000 KSH (30 USD) per HH.

Fred explained the different processes and technologies involved which is available in his presentation in the Dropbox folder. He outlined the different functions that the RedRose cash data management platform provides; an online portal, mobile data collection (ODK based) and a mobile application. He explained there were two levels of data collection:

- Kobo - to register beneficiaries
- Coding – to get the consent of beneficiaries to use their data

The RedRose platform provides the following functions:

- Beneficiary data management – which allows the NS to check in the system the reasons why certain payments are rejected (for example: duplication of names, no Mpesa account etc.)
- Cash distribution and Blockchain transactions
- Financial approval and segregation of duties – in relation to separating out roles and responsibilities for data collection, verification and approval for payment.

Fred outlined the lessons learned during the pilot:

*Scale:*

- Potential for scale with FSP integration (e.g. MPESA), one-click, thousands assisted
- Increased capacity for CBI ensuring appropriate PMER mechanisms

*Speed:*

- Reduced time spent on verification, validation, distribution and post distribution monitoring
- Partnerships and Innovation - NS and Private sector e.g. RedRose enabled fast, robust implementation

*Ease of use:*

- Low investment in training, were able to leverage knowledge from ODK training
- Intuitive, user-friendly user interface
- Works offline, accessible in low connectivity areas

- Can easily be integrated with other payment mechanisms like MPESA

#### *Quality of programming:*

- Helped in coordination by centralising the data
- Reduced error prone manual processes
- Increased transparency & accountability (audit logs, segregation of duties, financial transparency, digital identification)
- Improved decision making
- Creation of evidence based research
- Provides Real time information about the project/support timely decision making

One of the challenges mentioned by Fred was that it was difficult to explain Blockchain to beneficiaries, but they overcame this by using local leaders. An advantage of the pilot highlighted by Fred was that IFRC has a pre-existing agreement with RedRose which speeded up the process.

Merlene finished by saying that lessons learnt will be shared and that they have hired a Post-master student to join the team for the purpose of documenting lesson learnt. The next stage is finalisation of the report.

#### **Plenary Discussion Points**

Q: Is there a possibility to include feedback in RedRose rather than maintaining a separate tool?

A: It was not integrated in the Pilot, but there is a possibility to do it. RedRose is also capable of managing complaints and verifying which of the complaints have been responded to.

Q: What were the benefits RedRose?

A: The possibility to update data and the possibility to do multipurpose cash

Q: What is the utility of retention of data with Blockchain?

A: In recurrent crises data is already in the system and therefore you just need to confirm the data thereby saving time. Blockchain is also used for volunteers management.

Q: What is the capacity to mitigate risks in terms of data protection with blockchain?

A: To hack data you should have a computer stronger than the three used. NB: the three partners have their own set of rules in terms of data protection.

### **1.5 Hunger Safety Net Programme (HSNP) Kenya**

*Naseer Khan, Kenyan Government*

Naseer spoke about the fact that whilst there is not a single definition or strategy about what the term 'social protection' means, there are still programmes running, one of which is the Hunger Safety Net Programme.

Naseer explained that the assistance provided was based on poverty indicators. The programme reaches 100,000 households since 2013 and is funded by DFID and the Govt. of Kenya. 85% of the families get their cash through banks (with at least 450 banking agents and six bank branches participating in the programme).

The selection of the banking partner (Equity Bank) was based on a criterion that an encashment point was a maximum of 20 km from the beneficiaries; where the bank does not have actual branches it employs agents who are able to cash out to the beneficiaries. Naseer added that the selected bank has even exceeded the minimum requirement on distance.

The programme uses a two step authentication system, one of which is the provision of biometric data and the second presentation of a national ID.

Naseer pointed out that the cash grant has not always met the objective of the project so the programme also supplements the grant with non cash assistance especially in the area of nutrition.

The support is provided bi-monthly (USD54), and payment is adjusted as necessary. The programme employs a four step scalability mechanism which is guided by four principles:

1. No regrets – so early response
2. Automatic trigger – data on drought EWEA systems
3. Pre-ranked households
4. Close monitoring

Over the 3 years 2015 – 2017 a total of US\$26 million has been paid out to +/-205,000 households. There is also a fund/basket which is only used with the Kenyan Govt. approval – EU and other donors match what the Govt. of Kenya contributes and currently the balance is KES2 billion (520m USD).

Naseer elaborated on the successes of the programme:

- Cash payments can be made on a large scale
- Provides an injection of cash into local economies
- It is cost efficient – although this is over time because start-up costs were high to set up the system, registration process, accounts opening etc.
- HSNP data is being used by other agencies, including NGOs and other Govt. departments, typically demographic data, education, employment information etc.
- There is the possibility of Instant card issuing when people open accounts
- There is a comprehensive registration process, door to door, taking biometrics and mapping the beneficiaries
- In relation to case management there is a helpline, complaints mechanisms, feedback through SMSs, as well as Face to Face

And the challenges:

- 27% of the beneficiaries did not have IDs so the National Disaster Management Agency (NDMA) had to do an ID issuing drive
- As payments are done on a needs basis, some beneficiaries fail to predict next payment for planning making it complex to explain and communicate
- Levels of confidence in the trigger (VCI) are variable, some question whether it is even scientific
- People with no IDs are excluded
- Payment is not enough – US\$27/months means the HHs are getting less than a \$1 a day

- The bi-monthly payment system means that by the second month beneficiaries have run out of money
- Most of the money is spent on livestock, food and education

To improve

- Need to expand the reach
- Need a replenishment mechanism for the fund
- Need to improve coordination
- Accessing County Govt. funds is not yet done, so there needs to be a mechanism for this
- Need to strengthen monitoring

### Plenary Discussion Points

Q: How long does it take to respond to a complaint?

A: This is not measured but the challenge is that the number of complaints are not very high (3-5 per month through hotline) despite efforts to educate people about complaint mechanisms. When complaints are registered via SMS the beneficiary is kept updated via SMS on progress with the complaint as it moves from one unit to another.

Q: Community based wealth ranking – is this efficient/transparent?

A: Validation processes have shown that there is not more than a 10% inclusion error margin. Targeting is improved by going down to the lowest level i.e. village and then zeroing down using other scientific data, including malnutrition. The community level presence of the Kenya RC will enhance quality of targeting and response.

Q: How do we address the problem of those with no IDs (KYC) as they are most vulnerable? Can we use biometrics?

A: Govt. regulations (including KYC) demand IDs to open banks, so to overcome this caregivers/proxy recipients are identified to receive the money, although this, in turn, can lead to the money being 'taxed'.

### 1.6 ECHO Guidance on Cash

*Maria Bernardez, ECHO Nairobi*

Maria indicated that ECHO is increasingly in favour of using cash where appropriate and said that 35% of ECHO funding in 2017 was used on cash. Within that figure multi-purpose cash grants are the most commonly used interventions. She also explained that year to year ECHO funding for cash is increasing.

ECHO are convinced by the utility of CBI because:

- It provides dignity and choice for beneficiaries
- ECHO recognise however that cash should always be context driven, there should be space for harmonised programming, when initial investment is made cash can become cost efficient – these are all key messages in the ECHO Cash Guidance Note.
- ECHO are looking for a harmonised programming approach, elements of which include common targeting, single database (single registry), single payment mechanisms, standardised transfer value, common results framework in country contexts.

- ECHO wish to see segregation of duties i.e. payments separated from the rest of project cycle, separate monitoring and evaluation system, so an ideal situation would be three entities (consortiums of sorts), each one to implement one of the elements.
- Efficiency and transparency – 85:15 (Total cost to Transfer Ratio), although this figure excludes monitoring
- Food Assistance in Horn of Africa using – 70% cash, 9% vouchers, 21% in-kind
- Shock responsive safety nets – linking response and development

## Host National Society (HNS) Presentations

### 1.7 Cash Preparedness

*Tapiwa Chadoka , Zimbabwe Red Cross*

Tapiwa introduced his presentation by outlining the Zimbabwe RC's experience in cash programming to date, which includes vouchers, cash grants both conditional and unconditional. Tapiwa explained that they were currently exploring options for multipurpose cash and that the Zimbabwe RC considered cash the primary modality for emergency response.

Tapiwa highlighted their current gaps:

- NS undertook a self-assessment for CBI preparedness using the Organisational Cash Readiness tool which revealed a lack of technical capacity and appropriate systems and tools to effectively implement cash based programs identified and required intensive development in all four pillars relevant to CBI. Solutions were to:
- Upgrade the beneficiary registration system and procedure to accommodate the required CBI processes, i.e. beneficiary registration, payments, reconciliation and reporting.
- Build capacity to integrate beneficiary data protection in the design and implementation of CBI programmes in line with good practices.
- Set up pre-agreements with financial service providers
- Improve beneficiary engagement and accountability mechanisms

Constraints:

- Physical availability of hard cash in the country, therefore retailers place a premium on electronic transfers.
- Cash transfers face risk of dual values and exchange rates between the US Dollar, bond notes and electronic transfers.
- Network challenges for mobile cash transfers and low literacy levels of some mobile cash transfers beneficiaries
- Misconceptions and myths about CBI still abound

Future plans for the Zimbabwe RC are:

- To increase the readiness capacity to implement effective multipurpose cash transfers

- To strengthen their partnership with WFP, and engage with the WFP SCOPE (Systems for Cash Operations) as a beneficiary registration and information management platform
- Ensure compatibility with the broader social protection system
- Focus on all four pillars systems: a) Enabling systems b) Programme tools, c) Resources and capacity, d) Communication and coordination.
- Adopt the use of crisis modifiers: crisis modifiers are designed to be ring-fenced in budget contingency lines, built into existing multi-year grants. These are set up to be released when agreed early warning triggers of emerging crises are met. The funding flows to early action activities to mitigate the crisis and/or provide a vital bridge until a humanitarian response arrives.

## 1.8 Cash in the DREF

*Angelique Murungi, Rwanda Red Cross*

Angelique outlined the Rwanda RC's current experience in cash in the WASH and livelihoods sector, and more recently in 2017 and 2018 in the DREF with vouchers and cash.

Angelique highlighted the learning from the RRC experience:

*Target beneficiaries:*

- Cash was well accepted, and beneficiaries were happy
- Cash gave ownership and choice to the beneficiaries as they had money to purchase the items themselves
- Apart from NFI kit items, through mobile money and direct cash, beneficiaries bought extra items using the cash including health insurance, goats, school materials
- Also through the voucher payment, the beneficiary bargained on the cost of items and managed to save up to buy additional items

*RRC HQ/Branch level:*

- Cash saved time that would have been spent on logistic process and distributions
- Cash ensured accountability as invoices/voucher reports were generated immediately from the MTN/traders after the payments/material distributions were disbursed
- NS staff and volunteers that were trained on cash, and therefore it built capacity amongst more staff and volunteers

*Local authorities/government:*

- Local authorities were satisfied with how the cash distributions were conducted once they understood the process.
- CBI tools were well appreciated since it gave the ownership and accountability to the local authorities

*Local traders:*

- Cash was well appreciated by the local traders, as it allowed the beneficiaries to procure materials locally which increased the purchasing power of the local traders in the areas where the CBI was implemented

Angelique outlined the current preparedness plans of the RRC through implementing a multipurpose cash programme in the Great Lakes Region, with two objectives:

- *Principal objective:* disaster-affected people within the Great Lakes region are assisted by the RC NS with quick and well-targeted cash-transfers in order to increase their capacities to cope with the impact of the crisis situation.
- *Specific objective:* Rwanda RC society has increased disaster preparedness capacity to effectively provide multi-purpose cash transfers to the most vulnerable groups affected by an emergency.

To facilitate this process the RRC will in relation to:

Result 1: The NS has mapped and analysed current and needed capacities in MPCT and has created an enabling environment for integrating MPCT into the HNS disaster response portfolio.

- Appoint a MPCT focal point
- Establish a MPCT working group
- Perform community assessment in target areas
- Perform market assessment in target areas
- Determine the SMEB value (survival minimum expenditure basket)
- Perform key actor mapping and stakeholder analysis
- Identify gaps in capacity on MPCT within the NS
- Analyse and consolidate data in baseline report
- Develop a set of MPCT scenario's

Result 2: The NS possess the **necessary tools, systems and resources** to implement timely and large-scale MPCT

- Organise trainings and refreshers
- Develop MPCT SOPs at HQ and branch level
- Train staff and volunteers on the SOPs
- Organise a SOP simulation exercise
- Develop a beneficiary feedback mechanism
- Draft and sign pre-agreements with 3rd parties of financial service providers (FSP)
- Pre-position contingency stocks including MPRCT materials (e.g. tools, vouchers, SoPs)
- Implement a small-scale pilot testing of MPCT

Result 3: The NS is fully engaged in communication and coordination of MPCT towards beneficiaries, governmental and non-governmental actors

- Organise regular meetings with the MPCT network
- Organise regional exchanges with other NSs

- Develop materials for beneficiary information and communication
- Develop materials for advocacy towards potential donors and general public
- Perform an evaluation and audit of the MPCT programme

Result 4: Crisis modifier: pilot-test the preparedness mechanisms with real-time emergency response (N.B. This crisis modifier represents 42% of the activity costs).

- Activate emergency response teams ready to implement large scale MPCT
- Disburse MPCT to people affected by emergency
- Ensure monitoring during the MPCT test both during and after the disbursements
- Conduct a lessons learned workshop

Angelique finished by highlighting the opportunities and challenges faced by the RRC:

Opportunities:

- There is NS commitment to implement CBI in emergency operation
- The NS plays an auxiliary role to the government (commitments and interest)
- RRC has PNS support (from the Belgian RC (French & Flanders), Austrian RC and the IFRC)
- There is availability of CBI skills at HQ and branch level
- There is an existing contract with MTN on cash transfers programming
- There is availability of bank mobile money account
- Lessons learnt have been shared
- There is peer to peer learning facilitation in the region
- There is PNS interest to mainstreaming CBI in other development projects (livelihood, shelter WASH/latrines constructions /shelter)
- There is donor funding for disaster preparedness/DPII for 20 months target CBI

Challenges:

- Cash has not been widely used as a response tool in Rwanda hence there is some resistance and suspicion related to the abuse of cash. This adds more time on sensitising local authorities and communities on usage of the cash which, in turn, can cause delays for the operation
- NS existing procedures, policies are not ready for CBI and need to be revised
- The NS has limited staff/volunteers trained in CBI, but if enhanced this will enable the NS to respond with cash in a timely manner and more efficiently
- The money can be used for unintended items if adequate sensitisation and monitoring is not conducted especially when given through direct cash/mobile money.
- RRC target beneficiaries are the most vulnerable beneficiaries who do not own mobile phones so it is difficult to use mobile money as a mechanism

## 1.9 Cash Preparedness Project

*Alexis Manirakiza, Burundi Red Cross and Gabrielle Roudaut, WFP*

Alexis explained that CBI is a new approach in Burundi, particularly because there had been initial reluctance of public authorities to use CBI. However a UN interagency feasibility study was conducted and the results revealed that CBI was feasible and possible in Burundi which changed the mind of the government who now adhere to CBI. This also led to a national CBI working group chaired by the National board for social protection. The Government has also launched a large safety net program and there has been a general increase of CBI modality in the country by all actors.

Gabrielle then went on to speak about the preparedness partnership of WFP and BRC which is in two phases. The first phase is to prepare and analyse and the following activities are on-going or planned:

*Staff capacity strengthening:*

- First training in Dec 2017: introduction to CBI
- Focal points participation in National Cash WG
- Feb 2018: Participation in market analysis with WFP in 4 refugee camps
- Second more advanced CBI training: roles and responsibilities through the project cycle

*First analyses:*

- Development of basic scenarios and mapping of BRC ways of working in emergencies
- Comparison between 2 main FSPs
- Self-assessment of organisational capacity for CBI

April - May 2018: Development of draft joint Plan of Action

*Still to be realised activities:*

- June 2018: Finalise joint Plan of Action with BRC-FI
- July 2018: Complementary analyses, include:
  - Complementary analyses from secondary and primary data
  - Developing scenarios
  - Compiling baseline report: feasibility and ground for decision-making
- July 2018: participation to WFP CBI refugees response (TBC)

Gabrielle also shared the planned activities for Phase 2 (develop and implement):

- Confirm national CBI focal point
- Establish internal working group
- Integrate CBI in key documents
- Develop and test SOPs
- Adapt existing tools and systems

Finally Gabrielle and Alexis highlighted the opportunities and challenges in the Burundi context:

*Opportunities internal BRC:*

- The Burundi Red Cross has a wide volunteer network
- There is a good collaborative framework with public authorities and humanitarian actors
- There is a well established internal communication network and logistic infrastructure
- BRC have some experience in distributing cash
- BRC are well accepted by communities

*External:*

- There are financial and mobile telephony companies experienced in CBI
- Good internet coverage
- Presence of Movement and non Movement partnerships

*Challenge internal BRC:*

- Lack of experience and tools in CBI
- Lack of resources (material and financial)
- Coordination with PNSs, load on BRC

*External:*

- Economic instability
- Security conditions are not fully guaranteed for CBI beneficiaries
- There is reluctance to adopt CBI by authorities in some provinces

### **Discussions/remarks in plenary**

During the discussion after the presentations two key areas arose:

- There is a need for better cash coordination around cash preparedness to enable NSs to learn and share with each other.
- It is crucial for NSs have experience in using cash in other sectors, such as livelihoods, WASH, health etc. to further strengthen the capacity of the NSs to implement cash at scale and to be positioned for strategic partnerships in their countries.

### **Partner National Society (PNS) Presentations**

Partner National Societies were asked to give presentations on their perspectives on cash in the EA region and any particular activities they were engaged in.

Presentations were given by the:

- British Red Cross, *Barbara Pfister*
- Belgian Red Cross, *Sadia Khan*
- Finnish Red Cross, *Jouko Ala-Outinen*

- Danish Red Cross, *Lisbet Elvekjaer and Pablo Holm*

All the presentations outlined the various countries where they are working in the EA region.

### **1.10 British Red Cross**

*Barbara Pfister*

The British Red Cross explained they are already working with the Kenyan and Zimbabwean RCs and outlined their vision:

- Targeted National Societies in East and Southern Africa to be operationally ready to deliver cash at scale
- Demonstrate potential of RC as partner of choice for cash delivery (localisation of aid, common platforms, linkages with social protection)

Barbara explained that the BRC has a specific emphasis on providing surge capacity, and Cash surge capacity and cash delegates are available for emergency operations and programmes in East and Southern Africa. This is done through the register, the Cash School and trainings.

Barbara also shared the work the BRC are doing with the Cash Learning Hub, the aim of which is to:

- Inform policy and improve humanitarian practice capturing operational RCRCM experience and learning
- Provide a central point of reference for developing evidence to improve programme quality & learning; access to technical advice & tools; and build community of practice

The Learning Hub will offer four elements:

1. Documents, learning and reference
2. Cash data and maps
3. Collaborative working tools
4. Expert advice and mentoring.

Finally Barbara mentioned that there will be a Cash preparedness evaluation report ready for sharing in July 2018.

### **1.11 Belgian-FI Red Cross**

*Sadia Khan*

Sadia from the Belgian Red Cross explained that currently their budget was 2m EUR and their caseload was 13,300 HHs in the region. Within the budget 63% was allocated to cash preparedness, 8% for cash for work and the remaining 29% on unconditional cash grants. Additionally Sadia shared the various activities in which they are involved in the region:

- Disaster preparedness programs (2015-2019)
- Targeted locations are Uganda, Rwanda, Burundi, Tanzania
- Use of digital technology for data collection
- Risk mapping analysis and contingency planning for cash preparedness
- Prepositioning of NFIs (distribution with cash if need may arise)

- Capacity building training
- Tools, guidelines and SOPs
- Simulation exercise on disaster preparedness and pilot testing
- Advocacy for CBI at different level

Sadia shared some of their lessons learned in relation to activities undertaken with cash. In terms of preparedness they had learned that sometimes donors are more convinced than senior management in HNSs, and that engaging the HR department is key. In relation to FbF Rapid distribution requires pre-determined registration and selection. In relation to emergency response debt and loan repayment is a popular use of unconditional cash, even in emergencies and one-off works well for asset protection or return to normality, whereas in recovery and development, multiple disbursements work well for sustainable livelihood recovery.

Finally Sadia shared the Belgian Red Cross's three strategic objectives in the EA region:

#### Strategic Objective 1: **Emergency Preparedness**

Integration of CBI into planning and preparedness through:

- Contingency planning
- Tools, guidelines and readily deployable cash delivery arrangements

#### Strategic Objective 2: **Institutionalize the use of CBI across BRC's operations through**

Expand the use of MPCT across all sectors through:

- Evidence based programming (scientific research);
- Focused support to NHS; and Capacity building

#### Strategic Objective 3: **Coordination and Partnership**

Support to HNS in building partnership with:

- Government, UN agencies, INGOs, private sector and academia

### **1.12 Danish Red Cross**

*Lisbet Elvekjaer and Pablo Holm*

Lisbet and Pablo outlined the Danish Red Cross global Cash based response: 48 programmes in 17 countries: Kenya, Zimbabwe, Malawi, Madagascar, Mali, Philippines, Nepal, Georgia, Ukraine, Lebanon, Jordan, Myanmar, Iraq, Indonesia, Pakistan, Haiti, Greenland. They also listed their 14 focus countries in the whole of Africa: Kenya, Ethiopia, Eritrea, South Sudan, Sudan, Rwanda, Malawi, Zimbabwe, Madagascar, Mali, Togo, Liberia, Guinea and Niger.

They also have preparedness projects in four countries: Mali, Malawi, Pakistan, Myanmar

Their cash distributions in 2017 was 3.2 million CHF (grants + fees), with a caseload of 80,000 beneficiaries.

Lisbet and Pablo shared the overall ambitions of the Danish Red Cross:

- Increase the use of CBI (although no quantitative target)

- Systematically consider CBI as a modality. Explain if not cash
- Maximise flexibility and choice
- Explore the use of CBI in new sectors (e.g. health)
- Support the Cash Preparedness of key National Societies

They outlined their approach to cash preparedness through following the cash preparedness model of the RCRC Movement and implementing or supporting:

- Capacity building
- SOPs and tools
- FSP selection and contracting
- Pilot responses (funding available)
- Learn and review.

They concluded by saying that their preferred option was cash and that they can support on the following items although requests must come through our Country Coordinator:

- Trainings
- Preparedness processes
- Response (flexible funding)
- Technical capacity (flexible funding)

### **1.13 Finnish Red Cross**

*Jouko Ala-Outinen*

Jouko began by outlining the Finnish Red Cross CBI three strategic objectives:

1. Support FRC Partners worldwide in times of need through punctual, timebound response operations
2. Support the capacity building of our long-term partner National Societies
3. Active participation in IFRC Surge

In Africa the Finnish RC have so far given support in the Kenya Drought 2016-2017 (Ganze), in the Somalia Drought 2016-2017, PNS Consortium, in the Swaziland Drought 2016-2017, El Nino, ECHO and in the Zimbabwe Cash Preparedness and School DRR, 2018-2020, ECHO. More details of these projects are available in the presentation.

Jouko highlighted the Field Communications Unit that is available to NSs, which is based in Helsinki as part of their DM Unit. He explained that any RCRC partner can commission work from FCU which has a team of Audio, Video & Production professionals available for missions, who are also available for training and capacity building for National Societies.

At the end of the day having listened to the rich experience in the region the facilitator asked participants to reflect on the opportunities for CBI region and the constraints or challenges.



## Day 2

The morning of Day 2 began with a reflection on what the group perceived to be the opportunities and challenges for the EAI/OI region in relation to cash. This was elicited through an ice breaking exercise and yielded the following results:

<b>Opportunities</b>	<b>Constraints</b>
Commitment of NSs	Lack of preparedness
Donor interest (PNs)	Donor acceptance of CBI needed for cash assistance
Peer to peer learning	Access to markets due to poor infrastructure
Knowledge and skills available at regional level	Cooperation between HNs and PNs could be improved
IFRC commitment to provide technical support	Cooperation needs improvement
To combine our knowledge and resources to achieve more collectively (shared leadership)	Finance
Presence of mobile money networks	Poor network coverage
Possible partnerships	Political buy in
Money transfer needs to be involved for the benefit of the population and monitored and evaluated	NS capacity to implement it well – skills, time, human resource
Use of cash data tools such as Red Rose	Corruption levels
Blockchain to increase transparency and accountability	Establish sustainable financing mechanism
Use of smart contracts	Government rules/regulations on cash
Peer to peer support among NSs on operations and learning	Lack of capacity and resources
Better collaboration/linkage with PNs involved in cash preparedness	Systems and structures not in place
Lots of experience -> opportunity for peer to peer exchange, learning	SMT opposition
Cross border movements -> opportunity for joint NS programmes	Better coordination needed
Lots of new technology available in many countries	Lack of funding in WASH
A lot of cash experience in the region that can be shared peer to peer	
Wealth of experience	
Opportunity to share	

IFRC cluster keen to develop CBI learning	
Many PNs to support Nat. Soc.	
Cash working groups	
Adherence of government	
Willingness and management support	
Localisation	

Two presentations were given prior to moving to strategic planning.

## 2.1 Forecast Based Financing (FbF)

*Malika Noisette, Netherlands RC*

Malika began by describing what FbF is; a mechanism that enables access to funding for early action and preparedness for response based on a credible extreme weather event forecast. Funding is disbursed according to Early Action Protocols (EAP), which link specific triggers to specific early actions and commit resources necessary to implement those actions when a triggering forecast is issued. She also explained that the rationale for FbF was because very often, when a forecast is issued, associated with a warning we don't know when is time to activate preparedness measures (triggers), we don't know what to do (action) and we don't have money (funds). Therefore we act too late, after the disaster has hit.

Malika took participants through the key steps of FbF:

1. Understand risk scenarios
2. Identify available forecasts
3. Formulate early action
4. Identify danger levels
5. Create SOPs or early action guidelines
6. Validate SOPs with key actors

Malika pointed out that FbF stands at the frontier between development and emergency work and can help protect the investment put by any sector in support to the development of the country, ahead of a disaster. FbF concerns most sectors, including WASH, Health, FS, Shelter and Livestock and setting up the FbF approach requires the involvement of actors from many sectors like meteorology, water & hydrology, agriculture and animal husbandry, food security and livelihood, health and nutrition, road and infrastructure, etc.

Malika explained that FbF uses a 'No regret approach'. Sometimes triggers are hit, funds are mobilised, early actions are implemented but the disaster does not happen. In those situations, the funds are spent and can't be recovered but the FbF approach relies on 2 statements:

- Most early actions are still of benefit to the beneficiaries (ex: distribution of cash or aqua-tablets, digging trenches, livestock vaccination, etc.),
- The cost of acting several times in vain is still lower than the cost of late response.

Malika gave two practical examples from Africa in the Togo floods which had allowed for dissemination of radio spots/key messages, distribution of plastic bags and distribution of water tablets, and in the Uganda floods where distribution of WASH equipment and NFIs had been facilitated.

She outlined where the approach was; A manual ready to be used or tested available at (<http://fbf.drk.de/manual.html#c32>). More and more partners/initiatives are involved: more than 20 Red Cross partners, WVI, WFP, Care, FAO, Welthungerhilfe, UNDP, UK Met Offices, Star Network, ForPAC, WISER, etc. They are also currently looking at Impact based forecasting and producing a document on the main lessons learnt from phase 1 (2007 – 2017):

- An FbF mechanism needs to be embedded in the governmental structure of a country or region to ensure ownership, including technical and financial coordination and sustainability.
- EAPs need to be dynamic, so they can be improved based on robust evidence, including calculations of forecast skill and evidence of the effectiveness of early actions. EAPs should be part of a cyclical process of impact assessment and adjustment.

She outlined the main objectives for testing the approach in Phase 2:

- To strengthen the collaboration between all actors concerned by FbF, by ensuring that the FbF system is in line with national government policy and initiatives, and not built in parallel. Enhanced coordination between actors is all the more important when developing the EAPs and identifying the sources of funding for early actions.
- To measure the impact that FbF has on communities and governments, and build evidence on what works most effectively.

Malika also outlined what it takes to get involved with FbF from their previous experience: about 18 months of consultative & coordination work on SOPs (national and/or sub-national level) and a dedicated budget. Some examples of activities are:

- Feasibility analysis: Map existing actors and initiatives in EWEA, understanding of overall context, partner meetings
- Establish country level working groups meet regularly on three themes: Forecasts, Actions, and Finance
- carry out a comprehensive risk analysis to define "danger levels" that need to be forecasted
- Forecast scoping, including verification of forecasts
- Applied research on the effectiveness of actions, including simulations
- SOPs are defined with distributed roles and responsibilities for relevant actors
- SOPs are tested and adjusted

She explained the Forecast based Action (FbA) by the DREF:

- The Forecast based Action by the DREF is a new source of funds, established by the IFRC in December 2017, which supports the commitment taken by the IFRC during the World Humanitarian Summit 2015, to invest in innovation for preparedness and early action.
- It provides predictable sources of financing
- Enables funds to be released between alert and disasters

- Previously funds came after the disaster
- To access the funding NSs need to have a validated EAPs – GVA IFRC, and a committee of NSs validate these EAPs (validation committees)
- The EAP provides an indicative budget which is approved so once the trigger is reached the funds are automatically released
- Financing modalities not yet clear – how fast the money can go to the NS

She ended with the key message that many humanitarian actions could be implemented in the window between a forecast and a disaster, and that is why the FbF approach is needed.

## 2.2 CBI Preparedness: Progress Made By Cash Preparedness Group

*Barbara Pfister, BRC and Lisbet Elvekjaer, DRC*

Lisbet explained that the Cash Peer Working Group has a sub-working group which focuses on Cash Preparedness with a focus on:

- **Coordination:** Coordinates and liaises internally across members (e.g., NSs 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 CBI 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

The group is currently working on: updating tools, development of an M&E framework and development of a Delegate Pack.

Lisbet also explained the criteria for membership of the Cash Preparedness Sub working Group Membership:

The sub-working group will be made up of individuals who are able to commit resources and/or funds to contribute significantly to the sub-working group activities and who meet the following criteria:

- Belong to RCRC actors that have experience and/or organizational commitment to cash preparedness
- Are able to represent their respective organization and make relevant decisions
- Have been engaged in cash preparedness programmes/activities or have a basic understanding of the RCRCM Framework for CBI preparedness, preparedness or OD.
- Attend at least 50 % of the total of meetings.

Barbara explained that The Movement *CTP Guidelines for mainstreaming and preparedness* suggest a process organised into four parallel tracks and three stages to develop a CBI preparedness Plan of Action (PoA) and strategy.

Under Cash Preparedness, the number of capacity building activities are carried out in a systematic way to mainstream cash into existing systems and structure of a NS. For this purpose, the Movement has developed different tools which are readily available and can be customised based on the needs and the context. The Movement has also developed guidelines for mainstreaming cash. These guidelines are available on Cash in Emergencies toolkit which is available online on [www.rcmcash.org](http://www.rcmcash.org)

In her illustration of the RCRCM approach, Barbara presented the elements of the four parallel tracks that contribute to NSs CBI preparedness as summarised below:

1. **Enabling systems** form the environment where strategies, plans, systems and procedures support a rapid CBI response, similar in scale, timeframe and effectiveness to the more traditional in-kind distributions. This includes incorporating CBI into NS strategic plans, preparedness and contingency plans as well as developing, testing and approving organisational SOPs for CBI. 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 CBI 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 CBI elements should be included in all relevant NS tools throughout the preparedness and emergency response cycle (e.g., in assessment/vulnerability and capacity assessment (VCA), programme design and implementation and monitoring)
3. **Resources and capacities:** Adequate resources need to be mobilised to support effective CBI capacity building and operational readiness in a NS. Significant resources will be needed to build the CBI 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 and mentoring, etc. 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 CBI (“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 CBI donors to access funding for CBI preparedness, cash-specific contingency stocks and response
4. **Communication and coordination** contribute to a better overall understanding of CBI 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 CBI responders working in the same area, but also to minimise security and other risks, such as market inflation, etc. In parallel, advocacy and communication promote a better understanding among stakeholders of CBI, 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:

1. Prepare and analyse
2. Develop and implement
3. Review, learn and improve

Barbara shared some of the key learning from the work of the CPG to date:

- Leadership ownership is key
- Dedicated focal point needed
- Involvement of support functions
- CTWG with different functions to manage the change process
- Cash preparedness needs to be linked to other organisational capacity pieces (ex: finance system, procurement systems, data management)
- Sustainability: Monitor and provide support afterwards

### **Remarks/discussion points**

One of the key outcomes of this session was the need for Africa to establish a Cash Working Group – with sub groups that mirror what is happening at the Global CPWG, the regional level groups need to be inspired by the CPWG thematic priorities. It was mentioned the Cluster could facilitate the setting up of CWG and sub-groups, which could then have a revolving chair (composed of PNS, ANS, IFRC and ICRC).

It was also noted that while NSs were going through the cash preparedness process at times the staff who work on it can sometimes have competing interests which may result in the project being neglected, and therefore a dedicated focal point is required in the NS.

### **2.3 IFRC Strategic Objectives**

*Caroline Holt, IFRC*

Caroline introduced the four strategic objectives in relation to cash as an introduction to the strategic planning. Participants were then put into pre-allocated groups, according to type of NS, clusters of countries, and the IFRC secretariat.

The participant groups were asked to answer the following questions:

1. What needs to be done to support cash preparedness in the EA Region from the perspective of the different groups?
2. What needs to be done to support cash implementation in the EA Region from the perspective of the different groups?

These questions were 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. Each table was given a copy of the RCRCM four CBI 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. The discussion lasted for the final two sessions on day 2, and the wrap lasted for 1.5 sessions the following day. Below is the matrix of actions and activities under Strategic Objectives 1-4 that was the outcome of the strategic planning exercise.

## Annex 1

### 1.1 Outputs and Activities for 2018-2019

Strategic Objectives	Outputs	Activities	Responsible	Clarifications
<b>SO1: Global Cash Capacity</b> The Movement delivers a global cash model which is predictable, replicable, and applicable to all sectors, programs, and phases of the disaster/crisis cycle.	Regional CBI meeting and exchange:	<ul style="list-style-type: none"> <li>▪ Creation of IFRC CBI WG</li> <li>▪ Identify CASH focal points for NSs and PNSs</li> <li>▪ Regional WG to be attended by NS + PNS + IFRC focal points</li> <li>▪ NS + PNS participate in sub-working group at national level</li> <li>▪ Identify CASH cluster representative chair or co-chair for RC/RC</li> <li>▪ Conduct Peer to Peer exchange visits</li> </ul>	Lisbet	
	Creation of a learning mechanism	<ul style="list-style-type: none"> <li>▪ Disseminate CBI toolkits, including Cash in emergency toolkits and encourage use of it; (for e.g. through DM platform)</li> <li>▪ Share tools and learning materials</li> <li>▪ Sharing experience from field to global</li> </ul>		
	Reactivate the DM platform (To add South Africa, Zimbabwe, Somaliland, Swaziland)	<ul style="list-style-type: none"> <li>▪ Share tools and learning materials</li> <li>▪ Inviting FSP to learning events</li> </ul>	EA Cluster	
	Develop global SOP module that could be easily adapted	<ul style="list-style-type: none"> <li>▪ Use common tools – <b>cash hub</b></li> <li>▪ Refer to CaLP tools</li> </ul>	Lisbet	IFRC – Geneva already has one which will be validated by August.
	To have a regional pool of experts in CBI  Roster of CASH experts with a range of setting skills	<ul style="list-style-type: none"> <li>▪ Mapping of CBI expertise in the region who could help PNS deliver CBI programmes</li> </ul>		Note: Already exists the Norwegian Refugee Council CASHCAP:

		<ul style="list-style-type: none"> <li>Identify a regional focal point for Cash dedicated to it, in addition to IFRC Cluster capacity.</li> </ul>		
	PNS commitment to funding	<ul style="list-style-type: none"> <li>Realise a competency framework</li> <li>Identify resources to fill in identified gaps for example through ToTs or Peer to peer exchanges</li> </ul>		Note: IFRC already has developed a cash and markets competency framework based on the CaLP version
	Plan of action for preparedness			
		<ul style="list-style-type: none"> <li>Social protection - develop a guidance document on how to design and implementation social protection</li> </ul>		
	Funds gap	<ul style="list-style-type: none"> <li>Formulate an advocacy and donor relations plan</li> </ul>		
<b>SO2: Localised Response and Prepared RC/RC Movement Members</b> The Movement members invest in their capacity to become “cash proficient” across functions and context,	Training packages	<ul style="list-style-type: none"> <li>Training staff through ToT + fundraising for it by Cluster / Region</li> <li>Prepare training plan</li> <li>IFRC learning platform to be used by NS + PSN</li> <li>CaLP training + learning platform</li> <li>Sharing calendar of CASH trainings and events (Andreas)</li> </ul>		There were also comments about updating the standard 4 day F2F training of the IFRC
	Expertise	<ul style="list-style-type: none"> <li>1 / 2 expert per country</li> <li>Map HR resources in the region</li> <li>Cash technical framework at Cluster level (8 countries)</li> </ul>		

with a particular focus on local capacities.	Funding	<ul style="list-style-type: none"> <li>▪ Regional CWG to fundraise for preparedness trainings</li> <li>▪ Regional CWG for fundraising opportunities</li> </ul>		
	Assessments	<ul style="list-style-type: none"> <li>▪ Link with National CWG</li> <li>▪ Refer to CWG for FSP assessments</li> </ul>		
	Integrate CASH into existing programmes	<ul style="list-style-type: none"> <li>▪ Integrate CASH into Plan of Action + Contingency plan + Policies</li> <li>▪ Creation of CASH technical expert pool who look into projects on-going / proposal to integrate CASH</li> <li>▪ Using development programme for advocating and mainstreaming CASH within the NS</li> <li>▪ Mainstreaming CASH in other sectors</li> <li>▪ Mainstreaming gender and social inclusion in CASH programmes</li> <li>▪ Establish more structured CEA approach</li> </ul>	Focal point	
	IKEA project	<ul style="list-style-type: none"> <li>▪ Base line information already available for Uganda, Ethiopia and Kenya.</li> </ul>		Could this be one of the documents that is shared on DM platform to start generating interest around CBI?
<b>SO3: Policy and Advocacy</b> The Movement institutionalizes cash programming policy and influences the	Ensure free information flow on CBI between NSs and Cluster/region	IFRC will give regularly latest updates on CBI Research done by ICHA should be shared through DM platform	Andreas	Latest document that people need to familiarise with: State of the World Cash Report available on CaLP website ( <a href="http://www.cashlearning.org/downloads/calp-sowc-report-web.pdf">http://www.cashlearning.org/downloads/calp-sowc-report-web.pdf</a> ) The power of financial aid website ( <a href="http://power-of-financial-aid.org">http://power-of-financial-aid.org</a> )

cash dialogue within the humanitarian community at the global, regional and local levels.	Map interest in CBI at the regional level	<ul style="list-style-type: none"> <li>▪ Stakeholder analysis at country level- conduct advocacy on cash</li> <li>▪ Including govt. Convincing technical arms of the government to embrace cash</li> <li>▪ Tanzania planning to form a steering committee to advocate for cash</li> <li>▪ There is a social protection program in TZ. This will be a platform</li> </ul>		Govt of Tanzania banned the use of cash
	Formation of partnerships	<ul style="list-style-type: none"> <li>▪ How to start: Development of proposals, consortium become members,</li> <li>▪ Introduced to these great partners by PNSs</li> <li>▪ Advice to other NSs: traditional funding mechanisms/sources becoming smaller. Move out of RC funding pots and reach out.</li> <li>▪ Strengthening institutions</li> <li>▪ Engage in CWGs because that's how that's how partnerships build</li> </ul>		
	Fundraising for cash activities.	<ul style="list-style-type: none"> <li>▪ Formulate a fundraising plan</li> <li>▪ Invite regional fund raising focal point to CWG</li> </ul>		Approach changing when talking to potential donors
	Conduct research	<ul style="list-style-type: none"> <li>▪ Conduct Research on FbF and cash activities. On CBI approaches and modalities for evidence-based learning</li> </ul>		
	Creation of repository of evidence and advocacy messages	Leadership sensitization		
	Institutionalise cash in NSs	For institutionalisation of cash transfer		Check lessons learned on institutionalisation of SPHERE in organisation.

<p><b>SO4: Partnership and Innovation</b></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>Partnerships</p>	<p><b>FSPs</b></p> <ul style="list-style-type: none"> <li>▪ Map FSP in country (Refer as well to CWG in country) and negotiating together as a group for better conditions</li> <li>▪ Get feedback from other stakeholders on previous collaborations</li> <li>▪ Mobile money – Uganda payment of volunteers via mobile money coupled with Navision system - Internal financial system – possibility to draft lesson learnt document</li> <li>▪ Sharing experiences on innovation through symposiums</li> <li>▪ Framework agreement with FSP to speed up activation in case of emergency + technical guidance</li> <li>▪ PNS to commit to support learning on FSP</li> </ul> <p><b>Universities</b></p> <ul style="list-style-type: none"> <li>▪ Commission research</li> <li>▪ Research institutes / innovation Identification of potential partners</li> <li>▪ Engage with Technical mechanisms in country, including hubs, CWG sub-groups / University IT Department / IFRC CWG IT Subgroup</li> </ul> <p><b>Government</b></p> <ul style="list-style-type: none"> <li>▪ Link with Government social protection through sharing of beneficiaries data (single registry)</li> <li>▪ Research existing schemes</li> </ul> <p><b>Humanitarian Agencies / Donors</b></p> <ul style="list-style-type: none"> <li>▪ Set up meetings with relevant partners</li> </ul>	<p>Seems important in this section to analyse what is required from partnerships etc. before embarking on contact</p>
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	Organise a network	<ul style="list-style-type: none"> <li>▪ CoP ON Innovation</li> </ul>	IT IFRC Nairobi	Remember the Learning hub and consider how this will be used with DM platform
	FSP and SSP	<ul style="list-style-type: none"> <li>▪ Identify existing and new technologies for cash</li> </ul>		

### Day 3

The morning of Day 3 began with a thorough wrap up of the strategic planning exercise, with outcomes detailed above. The morning introduction also gave time to a mapping of what is currently being done in relation to CBI by individual NSs in the region. This mapping is attached as an additional .pdf file.

The next session looked at shared leadership, communication and coordination – all vital elements to push the cash agenda forward in the RC/RC Movement.

#### 3.1 Shared Leadership, coordination and communication

Shared leadership was a topic discussed at the close of the workshop. Led by Caroline Holt and Andreas, a plenary discussion was held on how to improve all three elements to push the cash agenda forward in the region.

Caroline Holt introduced the notion of shared leadership saying the concept was now an area of focus for the IFRC Secretary General and describes a shared leader as essentially a NS who is best placed in any one situation to take forward the shared leadership on behalf of all the NSs present in a response. The message being about how to maximise available resources for the wider benefit of the Movement, through channelling resources for the greater good. An illustration of this was how the British Red Cross is currently leading the Cash Hub, and have taken responsibility to resource it for the benefit of the wider Movement. On the other hand, the American RC leads in SIMs for the good of the Movement. Shared leadership is also a necessity as the IFRC cannot plug all the gaps.

Caroline said that PNSs in the EAIOI regions should try to emulate this and aim at taking charge at a country level, for e.g. one PNS could take up a thematic area and lead discussions, to increase and improve coordination within NSs and amongst each other for that particular theme. The additional benefit of this is it avoids duplication and wasting resources

Andreas mentioned that the East Africa Cluster is working/focusing on Resilience (drought) led and coordinated by the Ethiopia RC, West Africa is migration, Southern Africa is working on Resilience and for Africa it's DM through ADMAG (Africa Disaster Management Advisory Group). These are all examples of shared leadership and pushing thematic areas forward by those best placed to do that.

Caroline mentioned that during the workshop she had heard many examples of how coordination and communication around cash transfer programming have improved, citing various vehicles such as the DM platform, peer visits, trainings, forums through which information is shared, but that in many instances, this work is not widely known and that improvement could continue if PNSs and HNSs work together to enhance their communication and coordination.

During the plenary discussion that followed some key points for action arose:

- The need for mapping and coordination on ECHO/EU funding in Africa plus an examination of funding towards essential positions which facilitate the implementation of the targets and what the NSs expect from the IFRC
- Coordination is essential to ensure that there is good information flow on who is doing what with CBI, where and what support is required.
- NSs need to take the initiative and talk to each other to ensure there are peer to peer networks functioning for learning.

- NSs need to know what it is they require and where they want to get, which will guide them in terms of resources required and enables identification of possible support.
- Peer to Peer support needs to be structured not just ad-hoc.
- The DM platform provides an opportunity for interaction and sharing of relevant information.

### 3.2 Action Planning for Next Steps

The final session of the day was devoted to action planning. Individual societies, where there was more than one member were grouped, the IFRC Geneva and Secretariat in EA formed another group, as did the PNSs working in EA. Finally where there was only one member of a NS they teamed with neighbouring NSs.

Groups were asked to answer the following simple questions, and urged to keep their responses practical and doable.

1. What will you do on leaving the workshop?
2. Who will do it?
3. When?

The aim of the exercise was to come up with action plans for all the NSs and the IFRC in the region. Groups were given some time to discuss and then read aloud their commitments to the plenary group. This was a powerful exercise that achieved a shared vision and commitment for advancing the cash agenda in the region.

All the individual action plans can be found in Annex 4.

### Closing

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

### 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 the EAI/OI region.
- 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.

## Agenda for the extended EAIOI CBI Workshop, 12<sup>th</sup> June – 14<sup>th</sup> June 2018, Nairobi, Kenya

### 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
- Share experiences and lessons from previous and future cash actions/strategies

Timing	DAY 1 – Wrap Context	DAY 2 – Developing Regional Strategic Plan	DAY 3 – Wrap up of the Regional Strategic Plan
Day 1 09:00 Day 2 & 3 08:30	<p><b>S1. Introductions and overview of meeting</b></p> <p>CCST East Africa presentation – Andreas Sandin</p> <p>IFRC Cash Road map – Caroline Holt</p> <p>Overview of E. Africa Region’s progress on CBI – Leila Chepkemboi and Marshal Mukuvare</p>	<p>Reflections on successes and challenges for taking the cash agenda forward</p> <p><b>S5. Overview presentation Cash Preparedness Group</b></p> <p>Forecast Based Financing – Malika Noisette, Netherlands RC</p> <p>Overview - Barbara Pfister, BRC</p> <p>Preparedness WG - Lisbet Elvekjaer, DRC</p>	<p><b>S9. Regional Strategic Plan</b></p> <p>Group exercises on the way forward</p>
10:30	Break		
11:00	<p><b>S2 Cash in humanitarian response and social safety net</b></p> <p>Social Safety Nets KRCS (co-chairing the Kenyan CWG)</p> <p>Naseer Khan (Kenya Govt)</p> <p>ECHO Guidance on Cash - Maria Bernardez (ECHO Nairobi)</p>	<p><b>S6. Cluster/Regional Strategic Plan</b></p> <p>Global Strategic Objectives for Scale op on Cash – Caroline Holt</p> <p><b>Opportunities for data management</b></p> <p>Presentation on Innovations and Pilots with Red Rose an Blockchain Technology – Fred Orimba and Merlene Seita (KRCS)</p> <p>Group exercises on progressing the strategic plan</p>	<p><b>S10. Wrap up of the Regional Strategic Plan</b></p> <p>Wrap-up and consolidation of data</p>
12:30	Lunch		
13:30	<p><b>S3. CBI opportunities and challenges (HNSs perspectives)</b></p> <p>Zimbabwe RC: Cash Preparedness, Tapiwa Chadoka</p> <p>Rwanda RC: Cash in DREF, Angelique Murungi</p> <p>Burundi RC + WFP: Cash Preparedness Project, Alexis Manirakiza (BRC) and Gabrielle Roudaut (WFP)</p>	<p><b>S7. Cluster/Regional Strategic Plan</b></p> <p>Group exercises on the way forward</p>	<p><b>S11. Shared Leadership, Coordination and Communication</b></p> <p>How can we improve on the status quo? – Andreas Sandin</p> <p>Small group discussions</p>
15:00	Break		
15:30	<p><b>S4. CBI Strategies (PNSs perspectives)</b></p>	<p><b>S8. Regional Strategic Plan</b></p>	<p><b>S12. Reviewing agreements on action</b></p>

	Finnish RC - Jouko Ala-Outinen Danish RC – Lisbet Elvekjaer and Pablo Holm British RC - Barbara Pfister Belgian RC - Sadia Khan	Group exercises on the way forward	points for 2018 – 2019 work plan for cash
17:00	Close		

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## EAIOW Regions Strategic Planning Workshop Evaluation June 2018

### Objectives and outcomes:

- To update on the current strategies of HNS and PNS societies and the Roadmap for the EAIOW regions
- To consider relevant activities for a work plan for 2018 – 2019
- Share experiences and lessons from previous and future cash actions/strategies

To what extent were the objectives and outcomes for the workshop achieved (on a scale of 1 – 10 where 10 if fully achieved)

1 2 3 4 5 6 7 8 9 10

*Number of responses: 25 – this was a lower number of evaluations than total attendance as there were fewer people on this day.*

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	0	0%
6	0	0%
7	3	12%
8	12	48%
9	10	40%
<b>Grand Total</b>	<b>23</b>	

Finish the following sentences to reflect on the workshop and give feedback:

### *Something that excited me was...*

1. The technological innovations experience and opportunities within CBI
2. The innovation of Kenya Red Cross on the use of blockchain in CBI
3. Organisation
4. Hearing about the national society's activities
5. I noticed that money transfer is important and practical
6. The available resources both regionally and nationally on cash transfer programming
7. Launching of the global framework

8. The possibility to have HNS, PNS and IFRC all together to find out the best way to move forward to reach a common goal: be cash ready
9. The expertise with which the facilitator carried out the sessions. In a very professional, enthusiastic and timely manner
10. Experience from other NS, Red Rose Innovation and Regional Strategic Plan
11. Group discussions
12. The information that is available on CBI
13. Accurate timing and covered everything on the workshop agenda which is great
14. The way sessions ended with concrete and doable actions
15. The way IFRC prepared the workshops – good organization
16. Exercise working group
17. The practicality of the workshop
18. The immense range of experiences & knowledge across the region
19. The extent to which NS are already implementing cash and their willingness to do more. Meeting people from across many NS
20. NS presentations, IFRC cash policies
21. A group of senior expertise that can mentor the rest of the participants makes me excited
22. To see how much is already going on in East Africa
23. The group discussions
24. The active participation of everybody
25. The experiences shared by difference NS on the implementation of CBI projects

*I feel....*

1. Empowered to embark on CBI preparedness activities from the experiences shared
2. This such workshop be emulated in all the clusters since we are one movement
3. Perhaps inviting government members to the next meeting
4. The desire to start doing cash
5. I think that everything went well
6. There should be more like this to encourage sharing experiences & lessons from previous & future cash actions by RCRC
7. Glad to have attended this event and to contribute to the regional action plan
8. I am going to be a good ambassador on multi-purpose cash because it is not expensive when it comes to response
9. Included given the context and size of my NS
10. Very informed on the structures available to grasp CBI

11. Comfortable
12. Motivated to move the cash preparedness agenda forward
13. Happy because EA cluster now has a draft strategic plan for cash
14. Very happy
15. Compensated
16. That this needs to be better shared and coordinated
17. That I am part of this great journey
18. Common sense of purpose and commitment across the region
19. Very glad to be part of this workshop
20. Excited to support the further development of CBI in the region
21. This was very timely action by IFRC
22. Confident in taking forward CBI programming in my NS
23. Good with the strategies experience and readiness in the area of CBI which is appropriate to each disaster affective communities as per local context
24. Good which discussing CBI in groups

*The most valuable part of the workshop was...*

1. Discussions on the specific activities/per thematic area
2. The formation of the Regional Strategic plan where all participants were actively involved
3. Making of the operational plan for the NS and then making that operational
4. Going through the strategic objectives
5. Group exercises
6. Getting to hear from different NS, about their experiences with CBI and particular on the success stories, this was very educative
7. All parts of the workshop were valuable to me because I earned a lot of new things
8. Conclusion. The what are we going to do then after the workshop
9. Cheating real time action steps
10. The strategy
11. Having at the end of day 3 a list of achievable tasks with a clear timetable
12. The group discussions to tease out activities to be included in the strategic plan
13. Importance of teamwork
14. Cash transfer programme for the presentation
15. The strategic planning

16. Bringing everyone together, developing new ideas for potential future collaboration & learning from each other
17. The pulling together of the various strategies, hearing what others are doing, a willingness to collaborate
18. All was good but workshops needed to be more organised so we can learn more about cash
19. Excellent, presentation on the experiences, challenges & opportunities
20. Hearing about experiences, and developing concrete plans
21. Interest from the whole movement on cash
22. The commitment to share knowledge and experiences
23. The strategic plan development and action plan development for NS after this meeting
24. The strategic brain storming and experience sharing
25. CBI and related issues

*I felt challenged by....*

1. The disparity now existing between clusters and national societies – the gap is too wide
2. Could be good to develop a regional cash map for inspiration and guide to other clusters
3. The mainstreaming of CBI in NS programmes and the customization of CBI tools
4. Nothing
5. The fact that there is a lot of information on CBI
6. Time constraints regarding interactions with those who did presentations
7. Communication and coordination
8. Context of me NS & commitment by PNS
9. By the lack of not exhausting all available channels for CBI
10. FbF
11. The need to coordinate to ensure various efforts/investments to be more efficient
12. Didn't feel challenged
13. The fund and technical training
14. Lack of cash information/accessibility
15. The lack of a similar approach for Southern Africa
16. Immense amount of knowledge in the room
17. Cash innovations from Kenya RC
18. Group exercises on SO1-SO2-SO3-SO4 challenged me a little bit to be honest
19. The cards in dark colours and with too much testing on them
20. On how we will move it forward practically

21. The complexity of strategies that were identified and feel they need to be summarized to better understand
22. Kenya Red Cross on the use of blockchain Red Rose for CBI implementation
23. Constraint of time as we don't have time for shopping
24. I didn't feel challenged

*I would have liked more of...*

1. I'm content with the workshop content
2. A clear commitment of the PHS to support HMS especially financially \to support project CBT
3. Information for work about what the movement are doing
4. Such forums will be beneficial
5. Reference documents with background of CBI, available information on CBI that could help orientate me as I am a complete novice in the sector
6. More interaction between PNS & NS present
7. Lessons learnt shared by PNS, NS and workshop for focal points of cash transfer
8. If notes could maybe have been given daily so I could go over and if I knew of CALP etc. (movements) had tools that could assist me. I was a bit lost at first but thankfully to Google I could fall into step quick
9. Case studies for comparison and linkages
10. Interaction between the participants and facilitator
11. Commitments from partners on funding some of the activities
12. Topics to discuss again and again as a cash working group
13. Cash for school, peer by peer to conduct practical work
14. Participations of PNS in direct partnership with my NS
15. An understanding of regional IFRC leadership commitment to cash (outside of DN cluster)
16. The innovation aspects/initiatives discussion
17. To hear more about practicalities (examples) of conditional transfers & their role in longer term development/resilience programmes
18. Continuations of the cash coordination workshops happening
19. Time consumptions & relevance of the presentation
20. PNS coordination & support of more exchange learning platforms on CBI as well as support documentation of best practices/lessons from NS currently implementing CBI
21. Additional materials in soft copy form
22. The experiences shared by difference PNSs and partners

*Any additional comments are welcome here:*

1. Interesting information on the FBF and linkages with CBI
2. It made me very happy to participate in this meeting and the manner of the training was excellent
3. Have access to the DM & cash hub platforms
4. Thank you to the facilitator for her dynamism and professionalism
5. Communication and coordination should be more practical
6. Thank you for assisting me my NS and myself for this workshop. Hopefully we are included in future workshop meetings given we are also a developing country and NS
7. The workshop was very informative and enlightening
8. I think the workshops achieved its goals and objectives
9. It will be interesting to measure/assess/follow up implementation of commitment by all participants
10. I fear that ICRC may not be head so much in this strategic plan
11. Great workshop and facilitation
12. I like the way the workshop was coordinated
13. Well put together & facilitated workshop. Meeting room both cold yet stuffy
14. For starting NS more technical support needed
15. Keep on following, supporting and guiding the respective NS
16. Great workshop to kick-off cash preparedness in the region
17. Well done and well facilitated Emma
18. Overall the workshop was good to inspire NS to work on this area and strengthen peer to peer communication
19. It is good to see the merits and disadvantages of CBI

## EAIIO Region's 'Next Steps' Action Plans

### IFRC Action Plan

	What specifically you will do?	When?	Who will do it?
1	Advocacy for CASH focal points at regional level for coordination + preparedness	22 June 18	Caroline
2	ToR for Cash coordination WG at EA cluster level / taking the lead on CASH technical expertise to support also other clusters		Marshal
3	DM platform – Experience sharing and learning		Marshal and Leila
4	EAIIO Cash Action Plan		Lisbet, Leila and Marshal
5	Finalize 4W matrix PNS/NS Cash intervention		Lisbet
6	Hand over process to Somalia and IOI clusters	22 June 2018	Lisbet and Andreas
7	Encouraging shifting to cash ongoing activities whereas pertinent		
8	Disseminate the IFRC e-learning platform with basic CBI training	22 June 2018	Lisbet
9	Organizing CASH training for focal points		Lisbet
10	Mapping of CBI resources/capacities in HNSs across Africa		Lisbet
11	Plan a cash workshop for Sahel, West and Central Africa		Giuseppe
12	Pitch/advocate for Cash in SGs leadership meetings	Next RCNET meeting	Andreas

### PNS Actions:

- Identify PNS cash focal points for regions who will participate in Regional CWG and meet regularly at the regional level
- Make case at HQ for dedicated support position at the regional level – potential contribution to funding this position (pool funding, secondment, etc.)
- PNS present at regional level to develop TORs for CWG (some components already discussed include: ensure that link with donors – ex. ECHO – is included, review of internal financial procedures to ensure timely cash delivery, etc.)

- Engage IFRC (Peter) to provide information on partnership with WFP and integrate with regional cash efforts
- Provide information to Lisbeth on cash support by country
- PNS to identify any learning documents/ case studies / etc. to be shared at a wider level
- Request access to regional DM platform
- PNS to ensure information on cash engagement at their global level is disseminated to regional level
- Explore with HQs the possibility of funding requests from NS not yet supported (pooled funding to IFRC might be one possibility)

### CBI Next Steps –ERCS

SN	Activity	Implementation Time	By whom
1	Sensitization for the SMT	3 <sup>rd</sup> week of June	DSG DRM & DPR
2	Identify locations for CBI piloting	3 <sup>rd</sup> week of June	DPR Dept.
3	Conduct market assessment	1 <sup>st</sup> and 2 <sup>nd</sup> week of July	DPR team Ops Surge Delegate/DRC
	Select intervention sector	4 <sup>th</sup> week of June	DPR
4	Mapping financial service providers	2 <sup>nd</sup> week of 3 <sup>rd</sup> week of July	DPR
5	Map out relevant stakeholders		DPR
6	Develop SOP	4 <sup>th</sup> week of August and 1 <sup>st</sup> week of August	DRM Team
7	Identify intervention/piloting sectors	4 <sup>th</sup> week of June	DPR
8	Identify trainees from log, Finance, IT, Regional branch and front line Officers at all levels	4 <sup>th</sup> week of July	ERCS, DRC, IFRC
9	Establish CBI Working group with in the NS	4 <sup>th</sup> week of July	DSG-DRM DPR
10	Deploy Cash Focal Point	1 <sup>ST</sup> week of July	DPR & HR

11	Organize and provide training on CBI for appropriate team at all levels	2 <sup>nd</sup> week of July	ERCS/DPR/, DRC & IFRC
12	Discuss with concerned local authorities. Set criteria and select targeted communities	4 <sup>th</sup> week of June	DSG- DRM/DPR
13	Join with EAIOI regions Cash working Group	2 <sup>nd</sup> week of July	DSG -DRM
14	Organize sensitization workshops for relevant Government authorities	1 <sup>ST</sup> week of July	DSG- DRM/DPR
15	Produce and Enter MOU agreement with financial service providers	3 <sup>rd</sup> week of July	DSG-DRM and DPR
16	Launch and execute the operation	August and September	DPR and Branche/Moy ale area
17	Follow-up and monitoring the progress of the program	Throughout implementation period	CBI Team/DPR, Logistic, IT, PDM
18	Organize review session	October	DRM Team
19	Evaluate the CBI program status	December	DRM Team
20	Document lessons learnt and share for further planning	January 2019	PMER and PDM
21	Planning for full scale implementation of the CBI Program	January 2019	DPR

### Kenya Red Cross Society, CBI Next Steps

ACTION	WHEN	WHO
<b>Cash Capacity</b>		
Encourage SMT to deliberately consider use of cash in different sectors	July	Fredrick-DM Operations
Creating funding reserves for CBI	October	Fredrick-DM

Creating internal financial procedures that are directly linked to CBI	October	Abdulaziz-Finance
<b>Implementation Capacity</b>		
Conduct trainings for KRCS Staff and Volunteers to upscale	August	Fredrick-DM Marlene-Innovation
More consideration for CBI in emergency and development programs	Planning Phase	Fredrick-DM
Reviewing Organization policies and structure to integrate cash and support CBI implementation	July	Fredrick-DM Dr.Halima- ICHA
Use of new technologies to streamline CBI	Ongoing	Fredrick-DM Marlene-Innovations
Formation of internal CWG within KRCS drawing its members from all the sectors/departments and support units	Sept	Fredrick – DM Operations
Review already developed Cash guidelines and SoPs to align with the global framework	December	Fredrick-DM
Create tools using evidence based research	Ongoing	Fredrick-DM
Integrating CBI in other sectors	Ongoing	Fredrick-DM
Document KRCS learning, experiences and share within and outside the movement	Ongoing	Fredrick-DM Dr.Halima- ICHA
<b>Partnership and Innovation</b>		
Pre-existing contract/agreements with qualified FSPs	JULY	Fredrick-DM
Participate in Technical hubs and symposium in country and regions	July	Fredrick-DM Taariq-Innovations
Use youth movement to tap in research and innovations at universities and technical institutes	July	Fredrick -DM Alex Ayub- OD
Participating in Regional innovation forums	August	Taariq- Innovations
<b>Community Involvement</b>		
People centred approach	July	Fredrick

## Sudan Red Crescent Society (SRCS)

Next Steps:

1. What (specifically) will you do?

- Meeting with the SRCS secretary general and board of directors briefing sensitisation (feedback) him about the cash transfer workshop and the CBI approach and how to be integrated in SRCS strategy and policy. 31 July 2018. (Rahama DM).
  - Meeting with the SRCS/HQ departments dissemination and sensitisation about the cash transfer workshop and the CBI approach. 7<sup>th</sup> August 2018. (Rahama DM).
  - Discussing with SRCS S.G. to see the CBI focal point. (Rahama DM).
  - Discussing with SRCS/S.G possibilities of formation SRCS CWG.
  - Meeting briefing with SRCS partner WFP/ Red Sea and West Darfur. 12 August 2018. (Emad CBI coordinator Red Sea and Abulgasim CBI SRCS West Darfur coordinator).
  - Meeting with SRCS stakeholder and Government humanitarian Aid Commission at national and State level to connect with the CWG in the country if there is any. (SRCS/SG and DM).
  - Coordination with IFRC EA Cluster and PNs in country to see how we pilot CBI in Sudan.
2. When?  
(July, August and September 2018).
3. Who will do it?

## Swaziland, Somaliland and Zimbabwe Post Cash Strategy Workshop Plans of Action

Action	Action to be taken	Timeframe	Responsible Person	Comments
Baphalali Red Cross	Reporting road map meeting to SGs	20.06.18	Self	
	Lobby with management for CBI inclusion in strategic plan	July	DM/CBI focal person	Currently planning to review NS strategic plan
	Access, adapt and disseminate the global CBI tool box	October	/DM CBI focal person	
	Advocate CTP mainstreaming in the National Food Security Cluster.	August	DM/CBI focal person	
Somaliland Red Cross	Reporting road map meeting learnings to SGs	20.06.18	CBI focal person	

	Share meeting learnings with branches implementing CBI	29.06.18	CBI focal person	CBI projects now at end line stage
	Share meeting learnings with Somaliland cash working group during the lessons learnt workshop	7.07.18	CBI focal person	
	Strengthen the existing partnerships with universities	August	CBI focal person	
Zimbabwe Red Cross	Reporting road map meeting to SGs	20.06.18	DM officer	
	Lobby with management for CBI inclusion in strategic plan	29.06.18	DM officer	
	Interest the SG in advocating for cluster road map in cluster coordination meetings	29.06.18	DM officer	
	Use unique innovative ideas from the EAIOI cash strategy in the about-to-start CBI preparedness programme Share these during the project inception meetings	July	DM officer	e.g. Partnerships with FSPs, universities.
	Encourage regular participation in national Cash working groups	20.06.18	DM officer	During operations meeting
	Pilot conditional CBI for resilience long term programme	30.06.18	DM officer	Specific focus on latrine construction - WASH component

## Rwanda Red Cross Cash Next Steps

## What?

- Mission report (feedback session at NS level) regarding CASH & Peer learning with Kenya Red Cross.
- Establishment of a MPCT working group at National level and field level/branch level.
- Work on ToR for mapping of needed capacity on MPCT with-in NS.
- Organise lesson learnt workshop on DREF Floods CBI-Voucher
- Work on ToR to perform key actor mapping and stakeholder analysis.
- Development of ToR for Cash Focal persons in target areas.
- Appointment of a MPCT focal point in those areas.
- Organize discussion with WFP technical staff in references to Burundi RC partnership. We have existing partnership regarding preparedness & capacity building (we have Logistic training 25-27/June 2018) facilitated by WFP-Rwanda.
- Promote peer learning visits among the CASH working groups ( internal & external)
- Capacity building through trainings will be provided ( Cash groups for National & local level)
- Perform community assessment in target area's
- Perform market assessment in target area's
- Organize a meeting with response stakeholders to determine the SMEB value (severe minimum expenditure basket)

## Long-term

- Continue advocating for Cash considerations at government level
- Review NS policies, strategic plan, procurement manual and other relevant documents to be cash sensitive.
- Review DM training manual to include CASH component

## Innovations:

- Creation of learning platform sessions HQ level to facilitate staff and volunteers to take online CBI courses (Thursday – Every afternoon 4 hr. will be given to allow volunteers take online course where there are) and they can ask any questions or be facilitated. This will increase number of volunteer trained in CBI.

## When?

- June–December 2018
- Jan 2019-Feb 2020

## Who will do it?

- Rwanda Red Cross represented by Head DM
- In country PNS supporting CASH Programs( Belgian RC French& Flanders
- Belgian RC.FL CASH Delegate
- The secretary General of Rwanda Red Cross
- IFRC-Cluster office for technical support/CASH focal person

## Tanzania RC Delegation Action Plan On CBI

SN	Activity	Timeline	Responsible point
1.	Feedback session with the Senior Management for the Cash Coordination Meeting (Issues Discussed)	18 <sup>th</sup> June 2018	Japhet/Lucrecia/Sadia
2.	Conduct basic CBI Training to TRCS Management and HQ Staff	22 <sup>nd</sup> June 2018	Sadia/Japhet/Lucrecia
3.	Form a NS Cash Technical group – that involves other departments, spanned from Finance, DM, Health, Logistics, OD and HR	July 2018	DM Director/Sadia
4.	Appointment with WFP and Oxfam – learn their experiences on CBI in Tanzania and discuss about the establishment of the Cash Steering Committee	July 2018	Sadia /Japhet/Lucrecia
5.	Organize a stakeholders meeting that involves the PMO – DMD through a DP Project and mainstream CBI agenda	August 2018	CBI FP/Sadia
6.	Schedule an appointment with the Tanzania Social Action Fund (TASAF) and learn the path ways for CBI integration on the Government system	July 2018	Japhet/Sadia/CBI FP
7.	Harmonize CBI in TRCS DM policy, DM Strategy and DR SOPs – internal review workshop	28-29 <sup>th</sup> June 2018	Japhet/Renatus
8.	Mapping of FSPs and mobile phone companies and sent up some arrangements (Preliminary MOUs)	July 2018	CBI FP/DM Director

### Contact Details for TRCS CBI Focal Person

Name: Lucrecia Rubandwa

Email: [klucrecia2006@yahoo.com](mailto:klucrecia2006@yahoo.com)

Tel: +255787881234 or +255713081418

NB: Below are the activities Tanzania Red Cross Society planned for 2018/2019. This is for sharing with you to understand our current status. This will be implemented after we have harmonized with the Tanzania Government on CBI programming.

**Result 1:** The NS has mapped & analyzed current and needed capacities in MPCT and has created an enabling environment for integrating MPCT into the NS disaster response portfolio.

- 1.1 Perform Community Assessment (VCA/Beneficiary Preferences) within selected target area
- 1.2 Perform a market assessment within selected target area
- 1.3 Determine and approve the SMEB (Severe Minimum Expenditure Basket) value
- 1.4 Perform a mapping and stakeholder analysis on key actors within MPCT and on key cash transfer mechanisms
- 1.5 Identify available and needed capacity on MPCT within HNS
- 1.6 Analyze and consolidate data in baseline report
- 1.7 Develop a set of MPCT scenarios for the most likely hazards to happen
- 1.8 Appointment of MPCT FP
- 1.9 Establishment of MPCT Working Group/Steering Committee
- 1.10 Organization of regular meetings of the MPCT Working Group and ensuring feedback loop to NS board/management

Result 2: The NS possesses the necessary tools, systems & resources to implement timely and large-scale MPCT

- 2.1 Organize trainings and refreshers
  - 2.1.1 For the MPCT FP
  - 2.1.2 For the supporting staff in logistics, finance and administration
  - 2.1.3 For the heads of MPCT within branches
  - 2.1.4 For volunteers 180
  - 2.1.5 For Trainers and Master Trainers
  - 2.1.6 For the board
- 2.2 Development of MPCT SOPs at HQ and branch level
- 2.3 Training of related MPCT staff and volunteers on content of SOPs
- 2.3 Training of related MPCT staff and volunteers on content of SOPs
- 2.4 Organization of SOP simulation exercises (walk-through test)
- 2.5 Development of a beneficiary complaint mechanism
- 2.6 Draft and sign pre-agreements with 3rd Parties of Financial Service Providers
- 2.7 Pre-position contingency stocks including MPCT materials and (if possible) cash-for-cash
- 2.8 Implement small scale pilot MPCT - Targeting 500 people

Result 3: The NS Is Fully Engaged In Communication and Coordination on MPCT Towards Beneficiaries, Press, Governmental And Non-governmental Actors Active In MPCT

- 3.1 Organize regular meetings with the MPCT network: donors, governmental institutions, NGO's, INGO's, CaLP, Financial Service Providers, Private sector (insurance companies)
- 3.2 Organization of 2 regional exchanges with other NS involved in the DGD funded MPCT program: on mid-term, one end-term
- 3.3 Develop materials for beneficiary information and communication

3.4 Develop materials for advocacy towards potential donors and general public

3.5 Perform an evaluation and audit of the MPCT program

Result 4: Result 4: Pilot-test the preparedness mechanisms with real-time emergency response

4.1 Activate emergency response teams ready to implement MPCT

4.2 Disburse MPCT to people affected by emergency

4.3 Ensure monitoring during the MPCT testing (small scale + large scale) both during and after the disbursements. Give special attention to an open and accessible feedback and complaints mechanism.

4.4 Conduct a lessons learnt workshop

### Uganda CBI Road Map (effective 2018 June)

- Feedback session with SMT and finalization of the recruitment of the IKEA CBI officer to be nominated the Focal Person CBI - (Next week June 2018).
- Orientation of CBI Officer on all the strategic CBI issues discussed in the CBI Coordination meeting (Nairobi June 2018) - (Next week June 2018).
- Open conversation/introduction of the CBI Global/Regional/National framework and linkages and opportunities to the URCS NS Strategic Plan 2020 during the inception meeting for the IKEA/NLRC Project due Last week of June.
- And development of Framework paper on how the CBI can be integrated into the SP 2020 and development of the CBI Strategy aligned and linkable to the SP 2020 during the review process – July 2020.
- CBI Officer (IKEA Project) transitions fully to Focal Person (while I (Bob) and DRM Director continue to remote support on CBI) and starts CBI mapping internally within the NS and Externally of all the possible relevant stakeholders – July 2018.
- CBI Focal Person begins harmonizing and coordinate various CBI funding discussions/opportunities/pipeline projects available for NS – July 2018.
- Seek support, guidance and/or coordinating the development of draft URCS tailored CBI SOP with advocacy and engagement of the Government of Uganda (relevant stakeholders) – August/Sept 2018.
- Orientation/dialogue with of Internal Stakeholders and External potential partners (Government of Uganda Agencies, Private sector, Humanitarian Actors) on the draft URCS tailored CBI SOP – Oct/Nov 2018). As part of validation process.
- Evaluate/access the practical deployment and testing of the system set up and roll out of CBI systems on part of the Internal and External System/Platform – November 2018.

- Presentation and Endorsement of URCS CBI SOP by SMT and Governance – Dec 2018.
- Development of the CBI Strategy and SOP Guidelines and ROAD MAP for 2019 onwards – Jan 2019.
- After January 2019 ALL dependent on the Strategic Partnership discussion harmonized in July 2018 i.e. IKEA (British RC and Netherlands RC), IFRC, Austrian RC, Germany RC, WFP and any others.

## National Societies and Cash Based Interventions (CBI) Mapping in the EAI/OI Region

National Society	Contact person	Title	Email	Present Movement partners	Movement partners supporting CTP (now, in the past or in the future)	Cash responses (incl. objective/modality, time frame and supporting partners)	Cash preparedness projects (incl. time frame and supporting partners)
Burundi	Sylvestre GACECE	Cash transfer focal point	<a href="mailto:sgacece@ymail.com">sgacece@ymail.com</a> <a href="mailto:elynensabimana@yahoo.fr">elynensabimana@yahoo.fr</a>	Belgium RC-fl, Finnish RC, Norwegian RC, Spanish RC, Luxembourg RC, etc. ICRC No IFRC presence in country.	Belgian RC (Burundi is part of a cash preparedness project covering Burundi, Rwanda, Uganda and Tanzania)	Belgium RC: MCPT and UCG (Jan 18 - July 19) WFP: CTP (from 2017) FAO: Food security (From 2016) Burundi Comm. Bank: Financial Inclusion (from 2015) Also some exp. In CTP with ICRC (ECOSEC)	Belgian RC-FI supports a Cash Preparedness programme that includes Burundi, Rwanda and Tanzania (Jan 2018-july 19) IFRC and WFP supports a Cash preparedness project in Burundi since end 2017, in coordination with Belgian RC-FI
Comoros	Mardhua Mohamed	Accountant (contact SG to get CTP focal point)	<a href="mailto:sabantazoo@gmail.com">sabantazoo@gmail.com</a>	ICRC, IFRC, French / PIROI		No CTP experience so far	
Djibouti	Elmi Ahmed Mahamoud	Head of DM	<a href="mailto:elmiahmed.crd@gmail.com">elmiahmed.crd@gmail.com</a>	British RC			
Eritrea				Danish RC			
Ethiopia	Engida Mandefro	Deputy SG	<a href="mailto:engida.mandefro@redcrosseth.org">engida.mandefro@redcrosseth.org</a>	NL, British, Danish, Finnish, Austrian, Swiss, French, Canadian?	NLRC	No CTP experience so far, but plan a response in Q3 2018. Mplan to use mobile money, pilot in one area in 2018 and do a full implementation in 2019	Part of the "IKEA-project" 2018-2022. Objective: Cash preparedness, Forecast based Financing, and data preparedness PNS' included: NLRC NS' included: Uganda, Kenya, Ethiopia

Kenya	Fredrick Orimba	National Programme Officer CTP	<a href="mailto:orimba.fredrick@redcross.or.ke">orimba.fredrick@redcross.or.ke</a>	Danish, Finnish, British, Norwegian, German (no activities), Canadian, ICRC, IFRC	Danish, American, Canadian, British, IFRC, Finnish, German, Norwegian, Swedish, ICRC, NL, Monaco, Italian, Japanese	Various CTP programmes from 2011 onwards, including: Food security/Floods 2013, Mobile money, American and Canadian RC Drought 2014, vouchers/merchants, Danish RC Fire/Floods 2016, Shelter, MPesa, British RC Collapsed building 2016, shelter support, mobile money, IFRC DREF Drought 2016/17, basic needs/food security, mobile money, banks, vendors, supported by many partners Livelihood recovery and food needs 2016/17, Mobile money, ICRC Food security/LLH recovery, 2017/18, mobile money, British RC	Part of the "IKEA-project" 2018-2022. Objective: Cash preparedness, Forecast based Financing, and data preparedness PNS' included: NLRC NS' included: Uganda, Kenya, Ethiopia
Madagascar	Hardy Francois landry		<a href="mailto:crm.analamanga@crmada.org">crm.analamanga@crmada.org</a>	Danish RC, German RC	Danish RC	WFP?-2015 Unconditional cash, Airtel mobile money 2017	
Mauritius							
Rwanda	Angelique Murungi	Head of DM	<a href="mailto:angerwa@yahoo.com">angerwa@yahoo.com</a>	Belgian RC/F, Belgian RC/FI, Austrian RC, Danish RC and IFRC (DREF)	Belgian RC (Rwanda is part of a cash preparedness project covering	Cash preparedness (July 18 - Dec 19) Direct cash for LLH and wash (2016) Direct cash for LLH and WASH (2018)	Belgian RC-FI supports a Cash Preparedness programme that includes Burundi, Rwanda and Tanzania (Jan 2018-july 19)

					Rwanda, Burundi and ??)	Mobile money, direct cash and voucher (2017-2018)	
Seychelles	Venissa De-L'etourdie	Finance Manager (cash focal point)	<a href="mailto:financeredcross@ymail.com">financeredcross@ymail.com</a>	IFRC, ICRC, PIROI, Govt.		Done CTP (vouchers for food and NFI) for quite a while (own funds), no specific activities on CTP activities	
Somalia				ICRC, Norwegian RC, German RC	ICRC, German RC	Some cash experience (?)	
Somaliland	Abdirahman Ali Kahin	CTP Officer-SRCS Coordination Office, Somaliland	<a href="mailto:askarali017@gmail.com">askarali017@gmail.com</a>	German, IFRC, Finnish, Consortium of GRC, ARC, BRC		CTP project 2017-2018, mobile money	
South Sudan	Not present			Danish, Norwegian, Finnish		No CTP experience (?)	
Sudan	Rahma Mohamed Ibrahim Mohamed	Head of Disaster Risk Management Section (contact person at national level)	<a href="mailto:rahamamohamed@yahoo.com">rahamamohamed@yahoo.com</a>	German, Spanish, Danish, NL, Swiss, Qatar, Saudi Arabia, Swedish, ICRC	ICRC (small project, restarting activities)	With WFP in Darfur and Red Sea, this is the first CTP project ATM cards, Productive Safety Net (PSN) 2017: Red Sea WFP: Voucher programme (2016) WFP: CTP (2018) - West Darfur	
Swaziland	Siphelele Mkhonta	DM Coordinator (+208 7644 9151)	<a href="mailto:dmcoordinator@redcross.org.sz">dmcoordinator@redcross.org.sz</a>	Finnish, Belgium-fl		2016-17: ECHO funded CTP, mobile money (MTM) and a bit direct cash, 9800 HH (60,000 people)	
Tanzania	Lucrecia Rubandwa	Disaster Preparedness Officer and	<a href="mailto:Klucrecia2006@yahoo.com">Klucrecia2006@yahoo.com</a>	Belgian RC-FI	Belgian RC-FI	Tanzanian Government has put a ban on all CTP in the country, but Belgium RC	Belgian RC-FI supports a Cash Preparedness programme that includes Burundi,

		Focal Point for Multi-Purpose Cash Transfer Pilot Project				together with other humanitarian actors will be advocating to change this decision.	Rwanda and Tanzania (Jan 2018-july 19)
Uganda	Robert Akankwasa	DM Director	<a href="mailto:bakankwasa@redcrossug.org">bakankwasa@redcrossug.org</a>	German, Austrian, NL, Belgian RC-FI, IFRC, WFP		CTP progr. 2016-ongoing. Plans to start on systems set up for beneficiaries Mobile money, transfers payment to volunteers (only presently).	Part of the "IKEA-project" 2018-2022. Objective: Cash preparedness, Forecast based Financing, and data preparedness PNS' included: NLRC NS' included: Uganda, Kenya, Ethiopia
Zimbabwe	Tapiwa Chadoka	DM Officer	<a href="mailto:tapiwac@redcrosszim.org.zw">tapiwac@redcrosszim.org.zw</a>	Finnish, British, Danish, Norwegian RC	Cash preparedness supported by Finnish, British and WFP		Institutional commitment Has done self-assessment and scored 1.5 out of 4 No pre-agreements with FSPs