

RC/RC Movement Cash Peer Working Group
Bern, Switzerland
October 20 - 21

Participants:

1. British RC – Finbarr Sweeney, FSL Adviser
2. Canadian RC – Ange Sawh, Senior Recovery Adviser
3. ICRC – Jules Amoti, Head of sector and CTP & market analysis Focal Point, Economic Security Unit
4. and CTP & market analysis)
5. IFRC Secretariat - Emma Delo, Senior Recovery Officer; Geneva
6. IFRC Secretariat – Clara Setiawan, CPWG Coordinator
7. Netherlands RC – Wilma Ter Heege, Project Coordinator
8. Philippines RC – Michael Belaro, Cash Transfer Program & Livelihood Sector Head
9. Senegalese RC – Maralaye Thiome, Disaster Management Coordinator
10. Swiss/Austrian/German RC – Anne-Katherine Moore, Disaster Management Unit Coordinator

Guest participants:

- IFRC Secretariat – Claire Durham, Senior Officer Innovations
- IFRC Secretariat – Claire Holman, Cash in emergencies Officer

Apologies:

- American RC – Sheila Thornton, Emergency Cash Transfer Programme Lead, IROC
- Danish RC – Lisbet Elvekjaer, Relief Coordinator
- Jordan RC – Ra'd Al Hadid, Director of Disaster Management Unit



Cash transfer programme in response to the earthquake in Nepal

Photo credit: Poul Henning, Danish Red Cross

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1. General CPWG

Next CPWG

This meeting marked the 18 month timeframe initially set at the inception of the CPWG. A self-evaluation exercise of the CPWG indicated that, although a lot was accomplished by the group, there remains priorities and tasks in order to maintain the advances made by the Movement and further institutionalise CTP. The progress accomplished within CTP has positioned the International Red Cross and Red Crescent Movement at the forefront of humanitarian CTP, particularly in CTP preparedness and unconditional cash transfers in emergencies.

The date and location is to be determined, but **the next CPWG meeting is tentatively scheduled for April or May 2016**. Preliminary offers to host were presented by the Netherlands Red Cross and the Canadian Red Cross.

Summary of the CPWG progress

Though members have been part of the CPWG prior to this meeting, the following were welcomed to their first CPWG meeting:

- British Red Cross – Finbarr Sweeney
- Canadian Red Cross – Ange Sawh

We congratulate Scott Di Pretoro, DM delegate from IFRC Americas, in his new role in UNHCR.

Updates and progress since the last CPWG meeting in April:

- Nepal EQ operation (unconditional cash grants for 40,000 HH)
- RCM CTP: Guidelines for mainstreaming and preparedness (EN, FR, SP, AR)
- “Market Assessments: Introduction” online course (SP, AR)
- “Market Assessments: RAM” online course (EN, FR)
- Cash in Emergencies toolkit finalised
- PECT training finalised
- WHS paper submitted
 - “A case for cash: crisis and disaster-affected populations’ perspective”
 - “Voices & Views of Beneficiaries on Unconditional Cash Transfers – Nepal, Philippines & Democratic Republic of Congo”
- CTP preparedness continues in Nepal, Bangladesh, Indonesia, Viet Nam, Philippines, Pakistan (Danish RC)

2. Evaluation and future of the CPWG

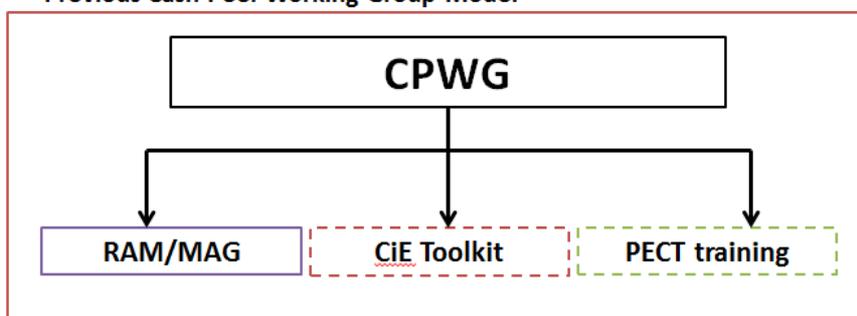
Evaluation of the CPWG

The 18 month timeframe was established to ensure that the CPWG remains relevant, functioning as intended and to avoid continuation of a working group beyond its purpose. The CPWG Terms of Reference (TOR) was reviewed and evaluated using a traffic light exercise to determine whether the tasks are:

-  Advancing effectively/complete  Some progress, but not complete  No progress, requires attention

Priorities and tasks were evaluated based on concrete evidence (e.g. development of tools and guidance) and any remaining gaps were identified. Based on the exercise, it was identified that the CiE toolkit and PECT training subgroup can be dissolved while the dissemination and rollout of these products continues.

Previous Cash Peer Working Group Model



Despite the expected creation of the “cash-ready surge working group”, several priorities still remain that remain purely cash which would not have fit under the scope of the new working group thus justifying the ongoing need for the CPWG.

THEME	REMAINING GAPS
CPWG	<ul style="list-style-type: none"> • Maintenance of central forum • Better way to disseminate RCM tools internal and external • Operation and strategic coordination • Define future approach and position • Capturing learning on technology and data sharing/use
CTP preparedness	<ul style="list-style-type: none"> • Further piloting and sharing of learning • Evaluation of RCM preparedness approach end 2016 to update framework • Mapping and prioritisation of NS targeted bilaterally/multilaterally • Share information around status of preparedness capacity of NS
Market assessment	<ul style="list-style-type: none"> • Capture current lessons and experiences (e.g. ICRC use of MAG) • RAM and MAG dissemination • How to scale up market assessment skills and capacities
Advocacy	<ul style="list-style-type: none"> • Update IFRC leadership module with latest experience and examples • How to advocate inside the RCM for the role the RCM can play in CTP at donor and IASC level • Communication and processes need to be standardised • Development of executive briefs and advocacy position for RCM leadership and external

The detailed self-evaluation of the CPWG can be found in the reference folder “2. CPWG evaluation.docx”.

Outcomes of the ERU & Global Surge meetings

Copenhagen Relief and Logistics ERU meeting

The recent Nepal response was the first time that a large scale in-kind and cash transfer programme was planned and implemented jointly from the early stages of the operation. This meant that the in-kind kits (2 blankets, kitchen set, shelter kit (2 tarps and shelter toolkit)) and cash (NPR 15,000) were distributed together to the same 40,000 HHs across 23 districts.

This new way of working led to several milestone changes:

<p>The relief ERU model redefined</p>	<ul style="list-style-type: none"> • One team distributing both cash and NFIs • One team leader for the larger relief teams (not individual relief ERUs) • ERUs made up of several PNS members • Incorporation of new sources of surge – RDRTs and cash register • Standalone relief delegates (vs traditional team of four)
<p>Integration of cash into relief</p>	<ul style="list-style-type: none"> • Households are to receive full package of NFIs (no partial) • Joint planning between relief, logistics and cash
<p>Creation of new functions</p>	<ul style="list-style-type: none"> • Logistics interface • Encashment delegate / Finance interface



The experience from the Nepal operation highlighted the appropriateness in this way of working, but also highlighted the gaps and challenges in achieving this which stems from the fact that there is currently a lack of common ground between cash and relief in:

- Tools and processes – different understanding of tools, processes and minimum standards
- Common knowledge – cash profiles not familiar with NFIs and relief profiles not familiar with cash
- Different pipelines – NFI and cash pipelines are not yet designed to seamlessly align cash and NFIs

It was through this reflection and analysis that it was agreed to form and task the “cash-ready surge working group” to oversee and guide the work needed to specifically address the cash-specific gaps.

Nairobi Global Surge meeting

One of the purpose of this meeting was to discuss the strategic direction of global surge tools with the overarching theme of levelling the playing field. This meant a more inclusive, more interoperable and less segregated environment for the development and deployment of the global surge tools.

From this meeting, six main priorities were identified and four reference groups tasked:

Main priorities	Reference groups
<ol style="list-style-type: none"> 1. Accountability mechanism to ensure compliance with the P&R and the SOPs 2. Increased assessment capacity 3. Leadership capacity 4. Financing of global tools 5. Human resources <ol style="list-style-type: none"> 5.1 Competencies 5.2 Database 5.3 Procedures 6. SOPs – interoperability and RDRT <> ERU <> FACT 	<ol style="list-style-type: none"> A. Competency frameworks B. HR procedures & database C. Leadership development D. Financing of global tools

The priorities of the cash-ready surge working group was mapped against the global surge priorities to ensure coordination and compatibility in its activities, prioritisation, and work plans (see “2. ERU Meeting & Nairobi Surge Meeting Outcomes.ppt” in the reference folder). **As the outputs of the cash-ready surge working group will be channelled up into the larger global surge group, adequate linkages to the global surge reference groups should be established.**

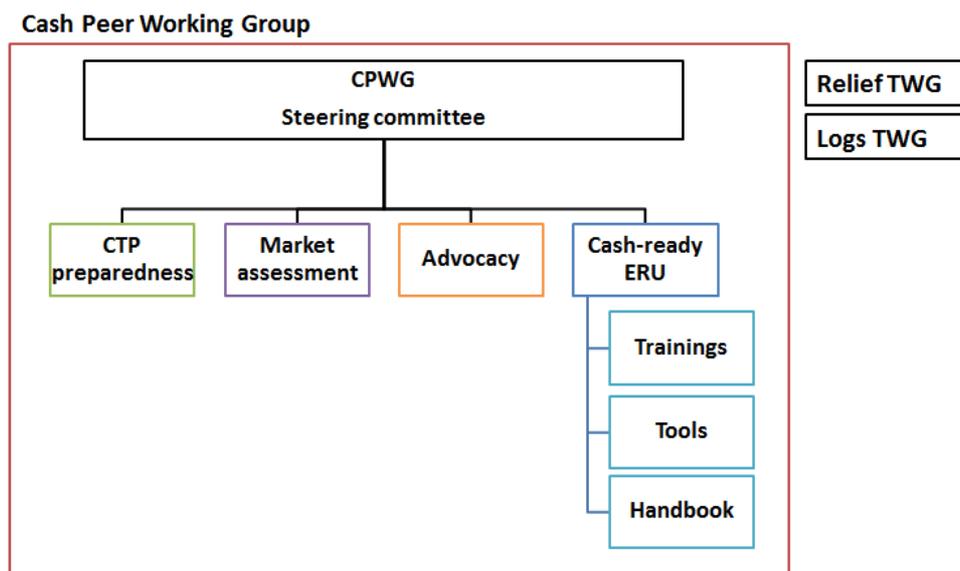
Future of the CPWG

Based on the ongoing need to continue the CPWG and the need to form a cash-ready surge group, it was agreed that the CPWG:

- evolves into a steering committee to provide guidance/directions to the subgroups and take on activities involving higher processes (e.g. advocating to FACT)
- broadens its subgroups to address the remaining priorities (CTP preparedness, market assessment, advocacy, cash-ready ERU)
- increase inclusivity by opening the subgroups to partners not necessarily in the CPWG based on a set criteria

These changes will be incorporated into the updated CPWG TOR to reflect the new priorities and tasks of the group and renewed for another 18 month timeframe.

To avoid parallel and multiple working groups, it was proposed that the **cash-ready surge working group is now a subgroup of the CPWG**. And to better define the scope of the new cash-ready subgroup, it was suggested that **cash-ready surge subgroup be changed to cash-ready ERU subgroup**. This will allow the space for the subgroup to work on the challenges unique in enabling the relief and logs ERU to deliver cash and goods. The cash-ready ERU subgroup will determine which activities and recommendations from the Copenhagen and Nairobi meetings are within the scope of the subgroup and to ensure that activities are neither neglected nor duplicated with the parallel relief and logs technical working groups.



This model was proposed to the cash-ready ERU group in the meeting immediately after the CPWG in Geneva (October 22-23) and was accepted.

ACTION POINTS:

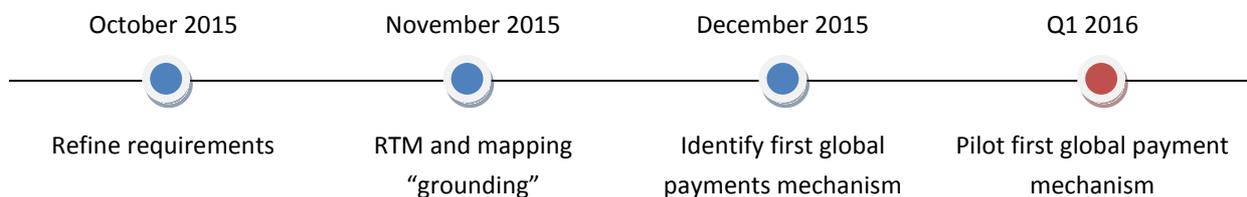
- CS to redraft CPWG TOR

3. Global payments mechanism

As the current cash landscape is evolving and more vendors are shifting from single to multiple mechanism solutions (e.g. MasterCard, Visa, Red Rose), there lies an opportunity for the humanitarian sector to partner with payment mechanism aggregators as a way to deliver cash transfers. **IFRC is continuing to identify potential global partners who could provide an acceptable level of coverage to be able to deliver CTP to urban and rural populations in the most hazard prone locations.**

A secondary data review of the suggested IFRC priority countries (59 countries total) was recently completed. However, it remains to be analysed and validated to allow IFRC to go to tender. The [INFORM index](#) is a global, open-source risk assessment tool that takes into consideration three dimensions: hazard & exposure, vulnerability and lack of coping capacity. This will be used to transparently prioritise the countries in which to evaluate suppliers when we go to tender.

The next steps for the global payments mechanism will be to refine the requirements traceability matrix by the end of 2015 in order to pilot the first global payment mechanism by Q1 of 2016. **The global payments mechanism project will not form a subgroup, but will instead be a standing agenda item for the interest of the CPWG.**



In the meantime, **all CPWG members are encouraged to take and further disseminate the [E-Transfers and operationalizing beneficiary data protection](#) online course.** This course includes 5 modules to cover:

1. Introduction
2. Legislation & trends
3. E-transfer overview
4. Emerging solutions
5. Ways forward, resources and guidance

A good uptake of this course in 2015 may lead to another grant for further development next year.

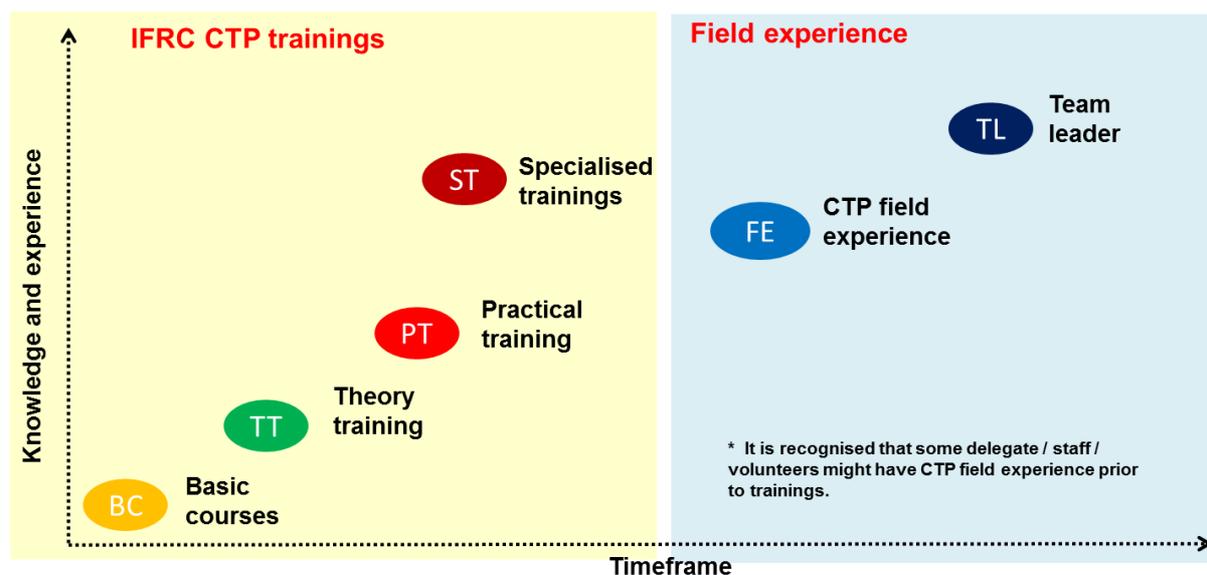
ACTION POINTS:

- CPWG members to be aware of potential opportunities for piloting and to inform [Claire Durham](#)
- CPWG members to encourage to take and disseminate the [E-Transfers and operationalizing beneficiary data protection](#) online course

4. CTP training and tools

CTP competency framework and training

The IFRC CTP competency framework is now in its final version based on the feedback since the previous CPWG meeting and comparison with other's in IFRC. An initial mapping of the three level of competencies (entry, generalist and specialist) against the available trainings were done to try and identify the gaps in order for us to develop a comprehensive learning path and ensure a wide enough breadth of training to develop the competencies recognised in the framework.



As the pool of cash profiles grow and programmes are better designed, Level 1 profiles may become appropriate for deployment. Particular Level 3 specialist profiles were also identified to develop:

- Market specialist (need for RAM/MAG FTF)
- Finance/encashment specialist (a finance profile + PECT may suffice)
- Information management specialist (particular focus on reconciliation process)
- Sector specific specialists (e.g. livelihoods, shelter)

IFRC 4 day training

The need to update and revise the IFRC 4 day training were confirmed as those in the field has had to modify, update and change the content beyond just contextualising the materials. As this is typically used to train branch staff and volunteers in preparation for implementing a CTP, it was suggested that the contingency planning session be removed and to include the following sessions:

- Market assessment/RAM
- Basic registration/distribution
- CiE toolkit
- Monitoring of CTP
- Information management/data protection
- Response analysis
- Finance/logs

It was suggested that the revised version be developed **by modules x time** (e.g. module x 1 hour/½ day/1 day) so that it can be as tailored and relevant for each context. CaLP is also in the process of updating their training materials and may be worthwhile to wait for those materials to be developed and then adapted into the RCM context.

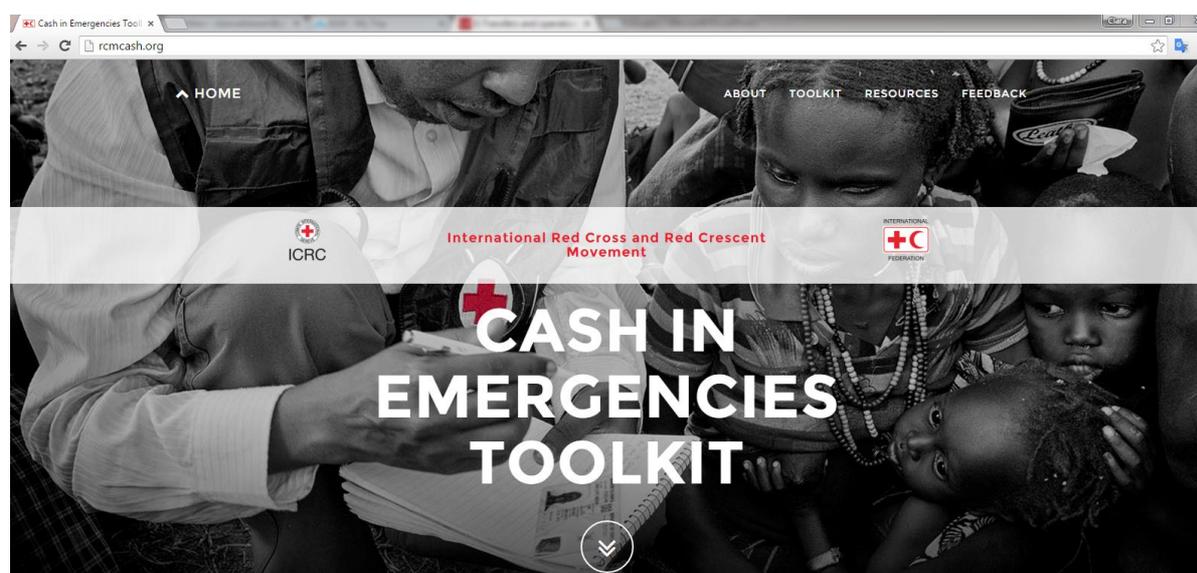
PECT training

At the moment, 5-7 PECT trainings are planned for 2016 (e.g. Danish, American, British, ICRC and Swiss/Austrian/German RC Alliance). It is encouraged that **1/3 of the participants are held for 'external' participants** to promote diverse profiles and provide opportunities for other NS to participate. As it is a heavy training to run (facilitator + 4 support), the pool of PECT facilitators also need to be grown. It was proposed that a **facilitator workshop be developed in lieu of a TOT.**

Cash in Emergencies toolkit

The Cash in Emergencies toolkit was developed in order to make CTP tools, practical guidance, minimum standards and good practice easily accessible to field staff and volunteers. The final form currently exists on Dropbox and USB keys.

In order to have wider reach both within and outside the Movement, **the RCM cash in emergencies website is being constructed to serve as an online public platform for everyone to access.** The toolkit will be downloadable in all four languages (French, Spanish and Arabic available in January 2016) and has built in functions for searching tools, providing feedback and linking to other RCM resources. **The site will be ready in early November 2015** and an announcement will be made when the website officially comes online.



The CiE toolkit is also planned to be launched on several platforms:

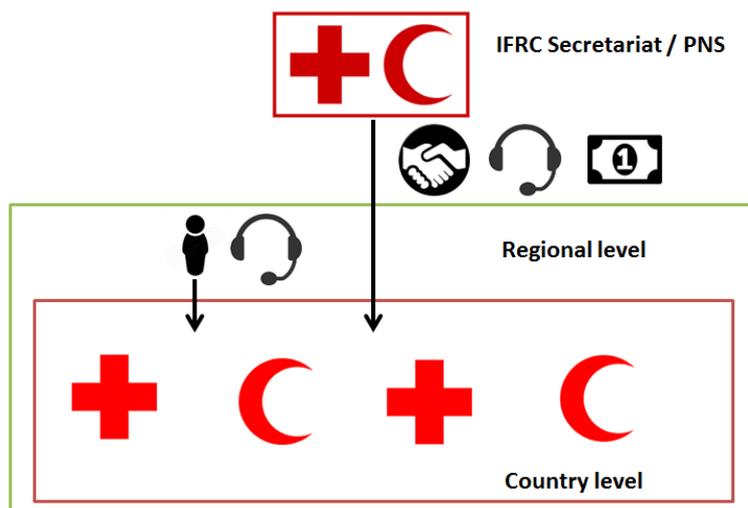
- CaLP website and newsletter: joint announcement on behalf of the Movement
- IFRC auditorium: IFRC and ICRC to co-present for those in Geneva and via web for the field teams
- British RC: toolkit launch event in London with partners and donors attending
- American RC: toolkit launch via e-seminar with ELAN

ACTION POINTS:

- CPWG to send any final comments on the CTP competency framework to [Claire Holman](#) by November 16 or will otherwise be considered final.
- CPWG members to reach out to [Claire Holman](#) for other opportunities to launch and disseminate the toolkit

5. CTP preparedness

CTP preparedness framework and guidance



Based on the learnings of the CTP preparedness pilots in 2012 and inputs from the CPWG, **the CTP preparedness framework and guidance is now finalised**. This approach helps realistic planning to support CTP preparedness activities and allows for a tailored development process in a way that best suits the NS priorities and needs.

The RCM CTP preparedness framework acknowledges that this

process for organisational development requires time, human resources and a consistent technical backstop. Therefore, the framework recommends:

- Minimum 2 year commitment
- Ensure NS has assigned a CTP focal point
- Put in place a technical backstop for continuous direct/remote support of up to 4 NS

The “RCM CTP: Guidelines for mainstreaming and preparedness” is now finalised and available in [English](#), [French](#), [Spanish](#) and [Arabic](#). This document provides guidance to develop the four enabling tracks: 1) enabling systems, 2) programme tools, 3) resources & capacities and 4) communication & coordination.

A review of this approach is planned after a two year timeframe (end of 2016).

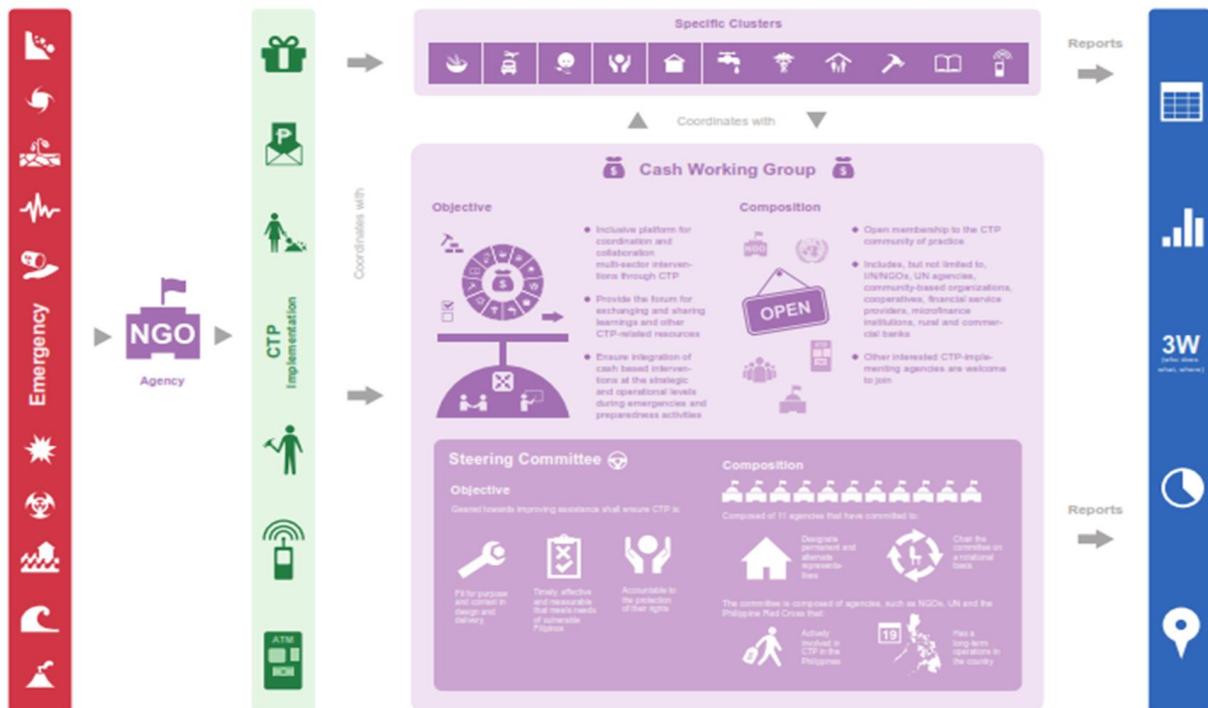
Progress updates from the field

Philippine Red Cross – Philippines cash coordination

The Philippines Cash Working Group was originally formed in 2012, but is typically revived only during emergencies. A call for institutionalising a Philippines cash working group was made and the working group has since been recognised by the humanitarian country team.

A steering committee composed of long-standing history in the Philippines including the Philippines Red Cross provides the overall leadership, guidance and support to the cash working group who review and progress the agreed tasks. Some key accomplishments to date include continued coordination with the Philippine Central Bank on financial service provider mapping and lobbying on specific regulations (e.g. KYC requirements during emergencies) and coordination with the Department of Social Welfare and Development on the National Household Targeting System.

This is also the first time that UNOCHA has officially led in cash coordination and will become the de facto chair and secretariat in the event of an emergency. **This has become the model of cash coordination that UNOCHA will attempt to replicate in other contexts.**



Senegalese Red Cross – Scaling up CTP activities with PNS and ECHO



Senegal has long suffered from food insecurity with over one million persons affected resulting in 58,000 pregnant women and 100,000 children under 2 with severe acute malnutrition (SAM).

The Senegalese Red Cross is responding in 6 regions (4 regions covered under the emergency appeal and 2 regions under ECHO) in response to the malnutrition (food voucher) and for livelihood support (bank voucher). Under the coordination and supervision of the SECNSA (government counterpart in food security), **the Senegalese Red Cross and its partners are responding using the same targeting process and response activities.**

Through this common approach, PNSs and ECHO have been able to contribute:

British Red Cross:

- RAM assessment (training and implementation)
- Livelihoods assessment (training and implementation)

American Red Cross:

- Open Data Kit (ODK) and magpi support (hardware and software training)
- SIMS (surge information management system) from the American RC in supporting data analysis of the livelihoods assessment

6. CTP advocacy

The CPWG has helped the Movement made large advances in CTP. With the implementation of unconditional cash CTP in the last large scale responses and development of tools and guidelines, **the Movement has made large advances in CTP and has positioned itself as one of the leading agencies in CTP.**

Though advocacy activities have been ongoing externally and at country level, it has always been ad hoc. It is evident that there is an added value of the Movement in CTP which needs to be articulated into key messages tailored to the target audience. Though there has been a lack of commitment or resources to progress this, **the CPWG agrees that there is a clear need to develop strong advocacy and communication tools with common messaging in order to maintain the Movement's leading position.**

- 1 • Vision and/or change outcome
- 2 • Target audience
- 3 • Focus areas, messages
- 4 • Allies or champions
- 5 • Activities, tools and action
- 6 • Risk management
- 7 • Monitoring, evaluation

An advocacy subgroup has been tasked to go through the proposed process in determining and drafting the vision, target audience and focus areas based on the building blocks (external/global, internal, country, targeted, networks/evidence based research).

ACTION POINTS:

- Any additional resources (human or financial) interested in contributing to reach out to the advocacy subgroup currently led by Swiss RC, IFRC and Canadian RC.
- Advocacy subgroup to draft and propose an advocacy approach to present at the next CPWG meeting.