

RC/RC Movement Cash Peer Working Group
The Hague, Netherlands; May 3-4, 2016

Participants:

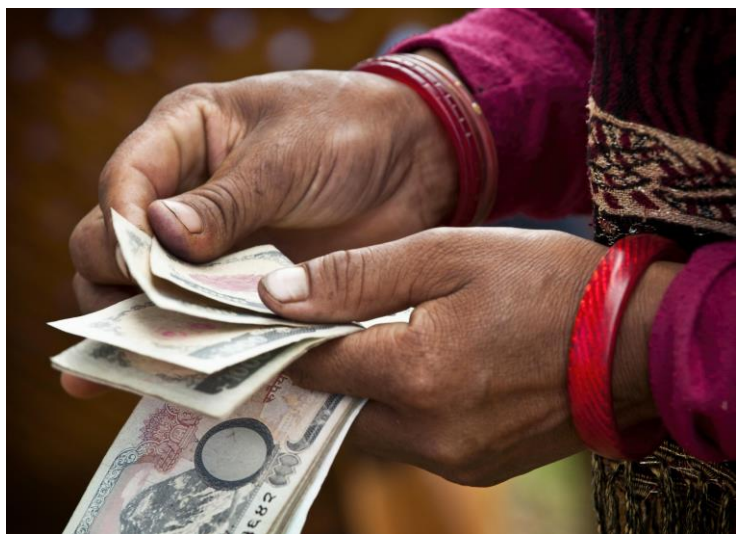
1. American RC – Sheila Thornton
2. British RC – Finbarr Sweeney
3. Canadian RC – Ange Sawh
4. CPWG coordinator – Clara Setiawan
5. Danish RC – Lisbet Elvekjaer
6. ICRC – Jules Amoti
7. IFRC Asia Pacific – Jonathan Brass
8. IFRC Secretariat – Claire Durham
9. Netherlands RC – Wilma Ter Heege
10. Swiss/Austrian/German RC – Anne-Katherine Moore
11. Swiss/Austrian/German RC – Christopher Jahn

Guest participants:

- American RC – Lisa Rudolph (day 1)
- British RC – Emma Delo (virtual)
- CaLP – Paula Gil Baizan; Advocacy and Communications Coordinator (virtual)
- IFRC Secretariat – Claire Holman (day 1)

Apologies:

- Philippines RC – Michael Belaro
- Senegal RC – Maralaye Thiome



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 was the first CPWG meeting with the elevated role of a steering committee as decided during the previous CPWG meeting that took place in Bern, Switzerland in October 2015. This new role was reinforced in the strong discussions that naturally emerged stating the need for the CPWG to formalise a CTP strategy for the Movement. Given the momentum in CTP within the Movement and the wider humanitarian sector; the funding opportunities; and the current spotlight on CTP in the upcoming World Humanitarian Summit, having **a long-term vision and strategy for the Movement is seen as the priority by the group.**

The date and location is to be determined, but **the next CPWG meeting is tentatively scheduled for early October 2016** before the Global Surge meeting in Hong Kong later that month. Preliminary offers to host were presented by the Canadian Red Cross and Austrian Red Cross (ideally for 2017).

Summary of the CPWG progress

The following members were welcomed to their first CPWG meeting:

- Austrian Red Cross – **Christopher Jahn** (interim for Wolfgang Klug)
- IFRC Asia Pacific – **Jonathan Brass**

Also, the cash focal point at German Red Cross, **Kathrin Bergmann, will be leaving as of end of April and that Thorsten Klosse will be the interim focal point** for the time being.

Updates and progress since the last CPWG meeting in October 2015:

- “Market assessments: RAM” online course (available in SP and AR)
- CiE toolkit translated into FR, SP and AR
- PECT training finalised
 - American Red Cross – Washington, DC
 - British Red Cross – Coventry, UK
 - ICRC – Naivasha, Kenya
- Case studies finalised
 - Exploring mobile money transfers through private partnerships in Bangladesh
 - Key mitigating controls for prevention and detection of fraud
- WHS event
 - Positioning for the WHS and the Grand Bargain
- Cash-ready ERU activities begin
 - Toolkit activity group
 - HR capacity building activity group

2. CTP advocacy

Advocacy phase 2

The CPWG recognises that there needs to be a more strategic approach to the way we do advocacy as it is currently more ad hoc. During this next phase, the advocacy subgroup developed the draft advocacy framework with the **vision statement of “not about whether, but how best to use cash assistance”** and

focusing on 1) preparedness and scale, 2) coordination and leadership and 3) evidence based research and learning.

The group was divided to critically review the components of the advocacy framework (see 'Questions for Advocacy Session.docx') for validation and feedback:

- Advocacy statement
- Objectives
- Expected outcomes
- Advocacy target audience
- CTP organisation chart
- Key messages

Feedback will be collated to draft the final advocacy framework document which will guide the needed products such as tools, messaging and training modules. This framework will also need to reflect the CPWG strategy that is to be drafted. **Sheila and Finbarr will also join the advocacy group for phase 3 by mid-June.** CaLP's Advocacy and Communication Coordinator, Paula Gil Baizan, has also offered assistance in this process.

ACTION POINTS:

- CPWG members to send all feedback from the working session to [Anne-Katherine Moore](#) for the advocacy subgroup to collate and draft the final advocacy framework document.
- Advocacy subgroup to link with the strategy subgroup to ensure coherence in messaging.

World Humanitarian Summit – 100 days of cash

Paula Gil Baizan, CaLP's Advocacy and Communications Coordinator, joined for a remote session to update the CPWG on the [100 days of cash](#) initiative in preparation for the World Humanitarian Summit (WHS) taking place in Istanbul on May 23-24. This initiative is to create a platform for CaLP's global network of stakeholders can unpack and discuss what is needed to change for "cash-based programming to be the default method of support for affected populations where markets and operational contexts permit" as stated in UN Secretary General's report.

The outcome of this initiative is an [Agenda for Cash](#), a document that will serve as a framework for action, change and mutual accountability and to be presented at the WHS. Although the WHS is a UN event, the Movement must remain engaged as we remain one of the largest organisations with permanent grassroots presence and are in the position to influence the cash agenda in unlocking some of the discussions around cash.



100 days of cash

The Movement has contributed to this process through various channels:

- British Red Cross representing the Movement, participated in the CaLP members meeting in Washington and provided input through the session to the 100 days of cash agenda
- ICRC has also provided feedback from beneficiaries in Nigeria that contributed to this document
- IFRC is working to get a regional representative from Lebanese Red Cross to sit as part of the panellist in the special session for 'People at the Center'

- The CPWG coordinator has submitted feedback to the final version of this document on behalf of the CPWG by the May 12 deadline

3. CiE toolkit

Toolkit updates

As part of the toolkit update and the cash-ready ERU subgroup activity, **the CiE toolkit is being updated to also make it in-kind ready so as to fully commit our intention to mainstream cash into response.** These updates will include:

- Addition of relevant in-kind/logistics/encashment tools
- Addition of reconciliation step
- Revision of the voucher module
- Incorporating latest cash resources/references
- Updating the roadmaps and minimum standards to reflect cash and in-kind response

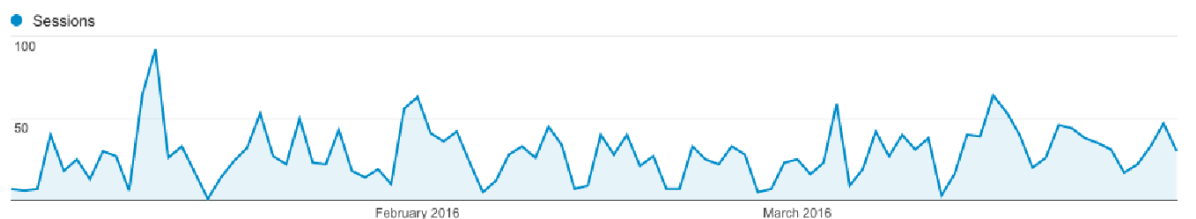
Some concerns were voiced regarding making drastic changes due to the ripple effect of such changes and the fact that the toolkit simply needs to live as people are only now getting familiar with it and has brought significant visibility. It's been agreed that the updates will remain fairly minor and only when necessary and that these changes will happen offline and released at a later time. This will allow the toolkit to exist as is for a longer period of time with the changes potentially released at the one-year mark of the toolkit (November 2016).

A new name for the toolkit will be needed to reflect the cash and in-kind purpose of the updated toolkit. Though the name is yet to be determined, it was made clear that 'cash' has to remain prominent in the title to not lost its visibility. Some suggestions include 'cash and emergency items' and 'cash and in-kind'.

The CPWG also agreed to design and print booklets composed of the roadmaps and minimum standards to act as a guidance. It is envisioned to print Module 2 (Assessment) through Module 5 (Monitoring & evaluation) as an A5 booklet as Module 1 (Preparedness) is essentially covered in the 'CTP Guidelines for mainstreaming and preparedness'.

www.rcmcash.org

The existing website averages 2000 page views a month with the highest usage in the United States, Switzerland, Turkey, Russia and the UK.



The website itself will also undergo some changes as it will act as a platform for the wider Movement CTP work instead of just for the CiE toolkit. The changes that can be expected for the beta version 2.0 includes:

- **Multiple pages** (compared to one continuous page at the moment)
- **Search function** (for easier navigation of the toolkit)
- Available in our **four languages** (EN, FR, SP, AR)
- Documents on the website are **linked to a back-end Dropbox** (so files can be updated automatically)
- **Expanded resources page** (which will include links to external resources and training calendars)

These changes are already taking place in the back end and will be published publicly once ready.

ACTION POINTS:

- IFRC Geneva to investigate the costs for designing and printing the toolkit 'guidance'.
- Toolkit subgroup to implement changes and share with the CPWG once ready.
- Toolkit subgroup to find a translator for AR.

4. Trainings

PECT training

The PECT training materials can now be considered final and has been rolling out in 2016. Two PECTs have already been completed as of May 2016 (February – Washington, DC and April – Naivasha, Kenya) with another planned in May in Bangkok, Thailand. ICRC in coordination with IFRC have also confirmed that another PECT will be organised in Geneva, Switzerland at the end of the year November 28 – December 3, 2016. The PECT planned in LAC region is postponed due to the Ecuador operation and up to three additional PECTs are planned for 2016 (September – Denmark, one in MENA and another in lieu of the HES annual event).

As more PECT trainings roll out, organisers are reminded that:

- Participant criteria be respected as best as possible for the integrity of the training
- Facilitation team should ideally include an IFRC and/or ICRC person which should be supplied regionally when possible
- One-third of the seats be opened to "external" participants in the Movement to provide diversity

It's been agreed that for harmonisation and centralised purpose, the **master PECT training materials will be held with the IFRC Geneva team** and will be freely shared to those in the Movement conducting a PECT training. Due to several requests to share the PECT training materials, **it was agreed that not all the training materials, but the PECT agenda and outline/objectives can be shared with externals** with appropriate acknowledgements and conditions. Requests to share the full training material will be looked at on a case-by-case basis depending on the requester and intention for use. As a member of CaLP and given the input and resources that CaLP has always shared with the Movement, the request to share the full PECT training materials with them will be granted.

It was also forecasted that potentially in one to two years, we will reach a critical mass of people PECT trained. At this point, IFRC/ICRC can look to host one to two PECT trainings annually for the Movement similar to some of the Global Surge trainings and have it be adapted for sectoral and/or recovery responses.

Based on the number of words to be translated, the cost to translate the materials is estimated to be around CHF 14,000 per language. Multiplied by the three languages (French, Spanish and Arabic), this would be a

significant investment to have the materials available in all four official languages. American Red Cross has already expressed interest in translating the materials into Spanish. Further funds will need to be secured to translate to French and Arabic.

In addition, it has been suggested that a **“Facilitator final report” template is created and is made a mandatory output from the lead PECT facilitator** to ensure feedback for issues/improvements are captured and incorporated.

ACTION POINTS:

- Claire Holman to draft the “Facilitator final report” template to be used at the Bangkok PECT to be refined and finalised.
- Claire Holman to share the 2016 CTP training calendar.

CTP Level 2 training

The IFRC 4-day and ICRC-CaLP Level 2 trainings have been organically updated and **there is a demand to harmonise these updates to create a version that is updated for all**. With the collected updates done over the years and in coordination with ICRC’s plan to update their 5-day training, the training materials will be reviewed and updated together to ensure cohesiveness as they are considered equivalents and pre-requisites to the PECT. The content will also be reviewed to confirm that all out of scenario (OOS) concepts in the PECT are covered in this training.

This update of the 4-day and ICRC-CaLP Level 2 training can be an opportunity to rebrand/remarket the trainings to make them desirable courses to take again as these are actually the training we would like most people to have completed (while the PECT is more specialised). It is observed that although the 4-day and ICRC-CaLP Level 2 training used to be regional trainings, they have now evolved to be the high-level CTP training at the national level and remains relevant to update.

The Swiss/Austrian/German RC alliance is planning for a 4-day training in November which could be an opportune time to validate the updated materials.

ACTION POINTS:

- IFRC Geneva and ICRC to coordinate updates of the training materials to ensure coherent core sessions.
- Trainings need to be mapped against the competency framework once it is finalised.

Online CTP moodle course

The IFRC Livelihoods Resource Centre has developed a new trainer policy to address the issues of trainer retention. As a user, this has a minor impact in the cost, but remains affordable at € 3000 per training of 30 participants. **IFRC will prioritise to set aside funding in order to fund four more Moodle courses (2 in English, 1 in French and 1 in Spanish) in Q3/4 of 2016.**

Though the feedback on the online moodle course has been generally positive, there were challenges expressed by participants that need to be addressed around unclear instructions and frustrations with the platform. Detailed feedback needs to be submitted to Claire Holman in order to follow-up with the Livelihoods Resource Centre.

ACTION POINTS:

- CPWG members with detailed feedback on the Moodle course need to be sent to [Claire Holman](#) as soon as possible for follow-up.

5. Market assessments

The interest in market assessments has been gaining momentum and the Movement RAM tool, in particular, is picking up interest in the field and by the wider humanitarian sector. From what we can see internally, this uptake is reflected in the market assessments products we produced last year:

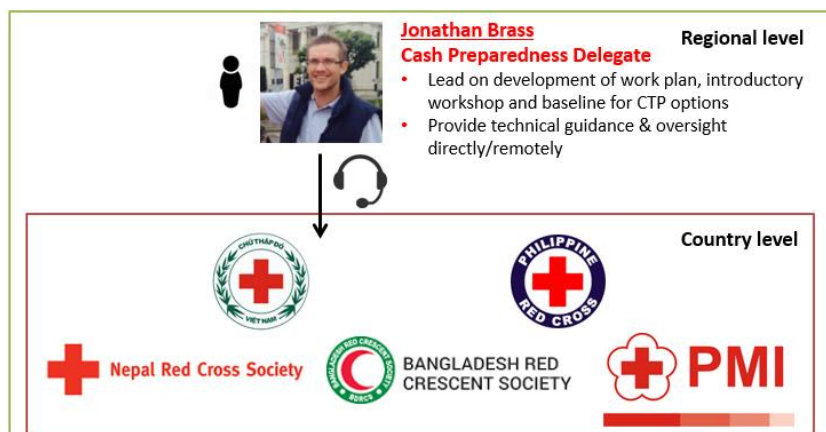
“Introduction to market assessment” video	Almost 1600 views
“Market assessments: Introduction” online course	301 users completed
“Market assessments: RAM” online course	227 users completed

There has been requests for support in building up capacity in market assessments, particularly in the LAC and MENA region. Similar to the CTP training development process, the current online courses are enough for people to understand the concepts of market assessments and the RAM tool to be able to collect data, but is not sufficient to build up the confidence for people to lead the RAM and analyse the data in order to make recommendations. Building on the gained interest in the RAM tool, **a RAM face-to-face training to target this gap will be prioritised first over the MAG to be developed this year.** There is also an opportunity to pilot this training with the Syrian Arab Red Crescent and conduct a RAM immediately after to contribute to the live operation in country. Based on the availability in-country to host and the availability of the consultant and facilitation team the first pilot training is anticipated to be completed by the end of August 2016,

ICRC has also confirmed that the **Movement Market Analysis Guidance (MAG) will be translated into French, Spanish and Arabic this year** and will be shared widely once it is ready.

6. CTP preparedness

Lessons from the field



The IFRC Asia Pacific: Cash preparedness & livelihoods coordinator has been in place since 2014. This position has provided intensive support to Nepal Red Cross Society, Bangladesh Red Crescent Society and PMI while providing ongoing support from the previous preparedness National Societies (Philippines

Red Cross and Viet Nam Red Cross). Being a regional role, coordination of cash activities in Asia Pacific has also become a key function that is lacking in other regions. Practical considerations and lessons learned include:

- **Learning by doing** either through pilots or implementing in an actual disaster response was the key component in progressing.
- **A regional dedicated role** with a work plan and funding can have significant impact in setting the scene for cash preparedness
- More than **4 National Societies per dedicated cash preparedness delegate** can be challenging
- The number of countries we are doing preparedness work is not as important as **creating a network of capacity across a region** which impacts how resource is allocated and capitalising on peer support.
- It is unrealistic to expect a two-year cash preparedness work plan to result in a fully cash-ready National Society, but instead **is a shift towards cash readiness and a continuous process**.
- Until regional delivery mechanisms materialise and are in place, we should **remain aware of the organically growing relationships with the private sector** for pilots.
- Traditional/legacy tools that have been designed prior to the development of cash such as the OCAC, DRCE, WPNS; guidelines; finance/logistics systems get **updated and reviewed within a natural time cycle and is difficult to expect change during any other time**. Instead, we need to be aware of these timings and to be creative in creating annex documents in the meantime to be embedded at an opportune time. When the opportunity arises, it is also important to adapt and also digitalise this process (e.g. migrating forms to MagPi, investing in mobile data collection tools).
- **The absorption capacity of a National Society is quite low** and a grant of CHF 30,000 is adequate to get activities started.
- **Benefit from regional coordination and cash working groups** to get the buy-in and acceptance from National Societies.

Additional recommendations from the CPWG includes:

- Help National Societies make connections to regular funding so that it becomes more sustainable and build ownership to institutionalise cash.
- Build a regional strategy to guide how we pool our resources as it is currently more ad hoc.

Preparedness mapping

An exercise was done to update areas of potential preparedness work which is summarised in the table below. This is indicative of the places of interest and only the starred (*) are places where preparedness work is already underway. The purpose of the exercise is to **inform decision making on where to do preparedness work to be able to either maximise coverage by not overlapping efforts and/or to ensure that where there are more than one partner in-country, activities are coordinated and not duplicated**.

ACTION POINTS:

- CPWG members to inform [Clara Setiawan](#) of preparedness activity to be able to keep the preparedness mapping up to date.

TABLE. CPWG preparedness mapping

Country	American Red Cross	British Red Cross	Danish Red Cross	ICRC	IFRC	Netherlands Red Cross
Africa						
CAR						x
Guinea			x			
Kenya		x				
Mali			x*			x
Nigeria				x		
Rwanda	x*					
Senegal		x				
South Sudan			x			
Tanzania	x					
Zambia						x
Zimbabwe	x	x	x			
Americas						
Columbia	x					
El Salvador	x					
Honduras	x					
Peru	x*					
Asia Pacific						
Bangladesh	x	x			x	
Fiji ("Pacific")					x	
Indonesia	x*				x	
Myanmar	x*		x			
Nepal	x	x	x		x	
Pakistan		x	x*		x	
Philippines		x		x*	x*	
Viet Nam					x	
Europe & Central Asia						
Armenia			x			
Belarus			x			
Georgia			x			
Greece			x			
Ukraine			x			
MENA						
Gaza strip				x		
Jordan			x			
Lebanon		x	x			x
Palestine						x

7. CPWG strategy

The CPWG has been productive in producing deliverables and concrete outputs since its inception. This has proved to progress cash within the Movement and build up our value and evidence to scale up cash. **In line with the shift in the CPWG taking on a steering committee role, we are now in the position and at an opportune time to formalise a strategy to scale up cash** in order to stay ahead of the curve. The strategy must be long term (at least 4-5 years) and must be agile considering the different components which has been preliminary identified as:

- Institutions (NS preparedness, ICRC/IFRC preparedness)
- Sectors (although the current focus is relief and logs, we will need to expand to others such as shelter, WatSan, etc.)
- Cash-ready people (implementers, decision makers, those affected by humanitarian crisis, donors)
- Learning and innovation

A temporary subgroup has been formed to draft the strategy for the CPWG to validate and finalise. This drafted strategy should agree with everyone's ability to contribute to the overall vision despite the variance in organisational size and resources (e.g. IFRC/ICRC versus National Society) and one that senior leadership can work with.

ACTION POINTS:

- The strategy subgroup (ST, CD, AKM and JA) with support from ED to draft the strategy as soon as possible to circulate to the CPWG for finalisation.

British Red Cross vision for cash

British Red Cross shared their vision for how to support the Movement to transform the way it delivers assistance through scaled up cash based assistance by 2020 and the role the CPWG would have in achieving this vision. The British Red Cross are working on defining their strategy and plans and are looking at several funding streams to support this work. General reactions and comments from the CPWG includes:

- 50% of humanitarian assistance delivered through cash based assistance is purely a *target* that is aspirational that promotes a reaction and challenges us to do a more transformative cash instead of just more cash.
- For example, in ICRC, the significant change needs to happen at the Institutional level in Geneva (Senior Management) and at the HOD level in the field. The support from the ICRC decision makers is crucial to promote EcoSec response options and scale up CTP. The EcoSec Unit will continue to provide the necessary guidance and technical support throughout the process.
- The Movement needs an overall cash strategic and plan with key deliverables for the longer term. The CPWG is well placed to draft this and ensure that Movement leadership has a technically agreed implementation plan that it can progress.

This proposal has helped set the tone for the direction of CTP for the Movement and will contribute to the drafting of the CPWG strategy.

ACTION POINTS:

- CPWG to provide any comments/feedback, if any, directly to [Emma Delo](#).