

Terms of reference

Learning Event

Cash transfers in conflict affected areas:

Lessons learned on cash transfer coordination in West Africa

27-28th of September

Dakar, Senegal

Background

In recent years, West and Central Africa has been affected by several violent internal (Mali, Central African Republic) and cross-border (Lake Chad Basin) conflicts. Some humanitarian actors in these countries used Cash Transfers in support to development or in response to seasonal crises before the crisis, but they all had to adapt their ways of working and the design of their interventions to respond to the emergency, in a context in which access to beneficiaries and the safety of teams were compromised.

In these countries, it was apparent that the coordination of cash transfers actors was particularly difficult to ensure, sometimes creating or accentuating operational difficulties linked to the lack of collaboration and harmonization between actors; tensions with communities in an already very insecure context, exposure of beneficiaries and teams to attacks, and ineffective interventions. A limited or non-existent cash transfer coordination, also partly explains the gaps that are still perceived in the preparation of actors for a response at scale in such a context; poor or lack of peer-to-peer strengthening, difficult access to resources to finance interventions, little or no sharing (and therefore optimization) of resources etc.

Weak cash transfers coordination sometimes reflect more general coordination difficulties; lack of systems adaptation to switch from a development response to a crisis context, demanding collaboration between the humanitarian system and state actors, lack of dedicated resources, leadership, willingness and sometimes capacity ..Without an effective coordination dynamic in place, the different working groups, including Cash Working Groups have trouble being put in place. But other cash transfer-specific causes explain why this coordination is laborious; novelty of the modality in the country or the context, lack of experience or expertise available therefore lack of leadership, absence of standard processes (Who ensures coordination? what is its role? its place in the humanitarian architecture?) that make actors sometimes more reticent to take on this role in areas where interventions are already so difficult.

Nevertheless, since mid-2016, cash transfer stakeholders in conflict-affected countries in West Africa have taken initiatives to initiate, strengthen and improve the coordination of CTPs in their area. In Mopti, Gao, Maroua and Maiduguri, more and more meetings are taking place, bringing together more varied actors and progressively moving forward on operational decisions aimed at improving / securing

interventions. The establishment of new CWGs in the countries concerned, with new organizations previously less present in the CWGs, bring new expertise to these groups. Organizations also learn lessons internally, and the benefits are starting to be apparent; the step back taken in cash transfer coordination weaknesses in Mali can certainly fuel the ongoing work in the Lake Chad Basin. Lastly, the growing interest in cash transfer in general brings its share of innovation, on new technologies, multisectoral cash transfers, which energizes coordination frameworks by giving them a technical basis.

Purpose

After difficult beginnings, cash transfer coordination in conflict affected areas is gradually taking place across the region. Many challenges remain, and the purpose of this workshop is to recognize them collectively, understand their causes and find solutions by drawing lessons and good practices from different experiences.

Objectives

- Identify barriers to efficient and effective cash transfer coordination in conflict affected areas, as experienced by humanitarian actors in West Africa
- Measure how an effective coordination impacts the preparation, design and implementation of cash transfer interventions, through the West Africa experience
- Identify possible actions to improve CTP coordination in conflict zones in West Africa, drawn from lessons learned and best practices shared by affected countries

Participants

The workshop is open to all actors involved in humanitarian responses in West Africa, especially cash transfer stakeholders and actors involved in the coordination processes:

- Country Directors and Program Managers of NGOs and UN Agencies Implementing CTPs
- Cash Transfer focal points for NGOs and UN Agencies implementing Cash Transfers
- CWG sectoral leads and Cash Working Groups leads
- Agencies responsible for coordination (OCHA, UNHCR)

Agenda

Time	Agenda	Speakers	Session objective
Wednesday 27th of september			
8h30 – 9h	Participants arrival		
9h – 9h30	Opening	OCHA / CALP	-Welcome -Agenda review and workshop objectives
	<p>I – Putting coordination in place in conflict situation: experience sharing</p> <ul style="list-style-type: none"> • CWGs flexibility: advantages and limits • Challenges in preparation and support to CWGs • Institutionalization issues <p><i>Participants discussion: what are the solutions to CTP coordination challenges in emergencies?</i></p>	<ul style="list-style-type: none"> • Mamadou Lamine Traore, Lead CWG Mali, Oxfam • Mohamadou Hamadjoda, West Africa Regional Cash Implementation Specialist, IRC • OCHA Niger (tbc) • USAID Region (tbc) <p>Facilitated by Nathalie Cissokho, CaLP</p>	<ul style="list-style-type: none"> -Define what an “effective” cash transfer coordination is -Identify success factors for effective cash transfers coordination in conflict areas -Identify challenges (contextual and structural) -Identify and share good practices
10h45 – 11h	Coffee break		
11h – 13h	<p>II - Coordination at the heart of the crisis: « Localization » as a solution?</p> <p>Group work (3 groups)</p> <ul style="list-style-type: none"> • Local financial service providers • Governments • Local civil society organisations <p><i>Group work restitution</i></p>	<p><i>Joint facilitation CaLP / OCHA</i></p>	<ul style="list-style-type: none"> -Identify action to strengthen an effective cash transfer coordination in emergency -Develop recommendations to strengthen key actors participation for coordination in emergencies
13h – 14h	Lunch break		

14h – 17h30	III – Cash transfer coordination, a necessary tool for the preparation and response options analysis <ul style="list-style-type: none"> • “Cash country profile” presentation: the Cameroon example • Response analysis <p><i>Questions & answers</i></p>	<ul style="list-style-type: none"> • Mercy Manyala, OCHA ROWCA • OCHA Nigeria (tbc)/ ERC project • Abdourahamane Kadaf, Oxfam, Tchad CWG lead 	<ul style="list-style-type: none"> -Understand how an effective cash transfer coordination can contribute to a more effective emergency response -Identifier good practices to ensure that contribution
15h30 – 15h45	Coffee break		
15h45 – 17h	IV – Coordination as a catalyst for innovation and learning to improve response quality Market place by stands: <ul style="list-style-type: none"> • Work on MEB/MPG • Innovation (Mercy Corps, KACHE ?) • Preparing for recovery 	<ul style="list-style-type: none"> • Paul Bakaiwe, IRC Cameroun • WVI on LMMS IN CAR • (tbc) 	<ul style="list-style-type: none"> -Gather innovative good practices and experience/ improve program quality allowed by cash transfer coordination
Thursday 28th of september			
8h30 – 9h	Participants arrival		
9h – 10h30	V –Impact of the lack of CTP coordination <ul style="list-style-type: none"> • Protection and gender • Do no harm and risks: lessons learned <p><i>exchanges with participants: sharing of experience and mitigation measures</i></p>	<ul style="list-style-type: none"> • Marco Sanguinetti, UNHCR regional office • Robert Heyn, UNCHR Niger • CICR (tbc) 	<ul style="list-style-type: none"> -Reminder of the importance of coordination and risks associated with its absence -Share examples from crisis affected fields
10h30 – 10h45	Coffee break		
10h45 – 13h	VI – Priority actions in the region Reminders of learning and good practices identified during experience sharing Group work: -What’s the replicability for each country? -What responsibilities?	CaLP / OCHA facilitation	<ul style="list-style-type: none"> -Identify possible recommendations / best practices that would build consensus to overcome challenges / strengthen cash transfer coordination in emergency -Identify responsibilities
13h – 14h	Lunch		

14h – 15h30	Group work restitution Definition of common actions across the region -Identification by the region of the support to be provided -Identification of responsibilities	<i>CaLP/ OCHA joint facilitation</i>	<i>-Identify actions to take at the regional level -Identify responsibilities -Link to the “coordination” section of the regional roadmap</i>
15h30 – 15h45	Coffee break		
	Summary and conclusion		
17h30	Closing remarks		