

## CaLP Training Policy

This document outlines the training policy that CaLP is implementing from 1<sup>st</sup> January 2016. It also provides information on the rationale behind this approach, costs per type of participant, refunds policy, time frames for payment, etc. The CaLP is a not-for-profit organisation. The adoption of a cost recovery policy for training provision does not alter that purpose, as it is aimed at recovering the actual costs of training provision, and is not a profit making approach. The CaLP is dedicated to building the capacity of its community of practice to implement quality cash programmes where seen as appropriate.

- **What courses are available?**

Trainings that are available on individual fee basis include:

1. Level 1 training: a 3 day training that covers the basics of cash transfer programming.
2. Level 2 training: a 5 day training that aims to build the capacity of staff to include CTP in assessments and responses to humanitarian disasters. This training uses food security and livelihoods, shelter and WASH case studies throughout the training materials.
3. Market analysis training: a 5 day market assessment training designed to strengthen humanitarian actors' capacity in market assessment and to integrate this process within their programmes.

### **Who can attend CaLP Training Courses?**

The number of participants on CaLP training courses is usually limited to a maximum of 25. In order to enable the courses to be appropriate to the existing level of knowledge of participants, eligibility criteria are normally applied to the selection of participants. Thus, for example, applicants for the Level 2 Advanced course will normally be expected to have completed an introductory course, either in person or online, or to have relevant experience in cash and voucher programming. This is necessary due to the limited time available to cover basic concepts within the advanced courses, and enables advanced courses to devote more time to exploring concepts in greater depth.

If a course is over-subscribed by applicants who meet the qualifying criteria, the training staff will consider additional factors such as the motivation for attending, relevance to the applicants work, and location of the applicant to select which applicants are able to attend.

**CaLP Level 1 "Introduction to Cash and Voucher Programming"**. This 3-day course is aimed at humanitarian programme staff, managers and support teams and provides a general introduction to cash transfer programming (CTP) as a tool in emergency response. Designed for humanitarian practitioners with limited or no experience of CTP, the course covers issues around assessment and analysis of suitability for CTP, gives participants practice at planning, designing and monitoring a cash transfer project, and addresses common fears and concerns associated with the use of cash in emergencies. This course is open to all to apply to attend, regardless of whether they have prior knowledge or experience of cash based programming.

**CaLP Level 2 "Advanced Level Training in Cash and Voucher Programming"**. The 5-day Level 2 training was developed as an in-depth training for individuals with prior experience in cash transfer programming (cash and/or vouchers): programme managers in any sector (food security and livelihoods, shelter, WASH, etc.), finance officers, logisticians, administrators that have been involved and will be involved in cash transfer programming as part of an emergency response. Participants will normally be expected to have met at least one of the following criteria:

- Previously attended an introductory level training in cash transfer programming, or
- Completed the online introductory course, available at <http://www.cashlearning.org/capacity-building-and-learning/introduction-to-ctp-online> or
- Have equivalent relevant work experience related to cash or voucher program implementation.

**Specialised Training in Market Assessment.** The objective of the 5-day market assessment training is to strengthen humanitarian actors' capacity in market assessment and to integrate this process within their programmes. This training aims to share latest research and learning, to promote good practices while identifying minimum standards to include market-related issues in humanitarian programming on a specific context. In terms of technical skills, prerequisites are:

1. Prior experience in the design, implementation or management of cash transfers and/or prior attendance at CaLP Level 2 training
2. Basic knowledge on market assessment (it is expected that participants will have read the introduction to the [EMMA toolkit](#))

- *How can I find out what CaLP Trainings are available in my area?*

Please visit the training Calendar on the CaLP website for details of forthcoming scheduled trainings. This can be found at: <http://www.cashlearning.org/capacity-building-and-learning/training-calendar>

- *How to Participate – The Application Procedure*

- Identify the training that you would like to attend in the [training calendar](#) and click on the corresponding “apply” link (make sure to click on the link corresponding to the appropriate location and date as the selection process is different for all trainings).
- You will then be invited to fill in an online questionnaire. This should take no more than 15 minutes and will allow trainers to better understand your profile and expectations to make appropriate decisions on participants' selection. Only applications received before the application deadline will be considered.
- CaLP trainers will review the applications and inform all participants of their selection status.
- All pre-selected participants will receive an email from the CaLP Capacity Building officer confirming their selection and including bank account details for the payment transfer. Participation to the training will be confirmed only once the payment has been received.
- Selected participants will be contacted at least one month before the training to finalise the registration process.
- Prior to the training, you will receive a pre-training self-assessment form from the trainer. This form will be used to assess in detail participants' level of technical expertise in order to tailor the training content to your needs. In addition, this will be used to assess the skills and knowledge acquired by participants throughout the training.
- CaLP regional administrator will contact selected participants and indicate the registration fees' payment process. Fees must be paid two weeks before the training at the latest.
- Lack of payment within 2 weeks of the training without a justifiable explanation will result in the applicant losing their space in the training. This space will be given to other applicants who in turn will receive an email confirming their participation from the CaLP capacity Building Officer with the bank details for payment.
- The exact location and the programme of the training will be shared with selected participants at least two weeks before the training.

## ***Cost for CaLP Trainings***

### ***CaLP's Charging Policy for Trainings***

From 1<sup>st</sup> January 2016 training provision by the Cash Learning Partnership will be based on the use of attendance charges to recover the delivery and head office costs associated with training provision. During this period, CaLP will also be overhauling its approach to capacity building, to produce a modular framework for training, based on learning pathways for specific functions.

### ***Why is the CaLP Charging for Trainings?***

Providing CaLP Trainings incurs a range of costs which need to be covered. Principal costs include the provision of facilitators, administrative support to process bookings and logistical arrangements, hiring of venues, refreshments, and printing of course materials, as well as all the head office costs in support of these activities. In order to cover these costs, the CaLP requires to obtain a financial contribution from the participants based on the actual costs of providing the training.

The CaLP is seeking to increase the sustainability of its training program and make it more responsive to demand – both in terms of level of provision, and also locations where training courses take place. To achieve this, the CaLP is moving the basis of its training program from its previous reliance on individual donor funded projects, which determined the number of training events supported and the locations where they were held. In future CaLP will recover the costs associated with training provision through attendance charges. These charges are based on principle of participants to contributing to the costs involved in providing their training. Regular training events will be scheduled and the training calendar advertised on CaLP website for the period 1<sup>st</sup> January 2016 to 30<sup>th</sup> June 2016.

A further consideration is that despite regular communication between training organisers and participants, the CaLP trainings have suffered from a high number of last minute participant dropouts, usually due to work commitments. This has meant that in many instances, instead of having 20 – 22 participants per training, only 16 to 18 were present. As a result the training cost per participant increased, leading to an inefficient use of CaLP resources. Contributory cost recovery will help minimise last minute drop outs.

In summary, recovering the full costs of CaLP training courses through charging for attendance will in future enable the CaLP to make its training program more responsive to the demand from cash practitioners by matching the number and location of the trainings to demand. It will also increase the efficiency of the use of CaLP resources by reducing non-attendance by registered participants.

### ***How Are Attendance Charges Calculated?***

The CaLP has been monitoring the actual costs of training provision in the different regions in which we operate. These data form the basis of attendance charges levied, with charges being based on recovering the average level of actual costs incurred in providing the various types and durations of training courses which the CaLP currently offers. Average rates are used in order to avoid regional variations in training charges. The main cost components included in these calculations are outlined below.

**Facilitation Staff:** CaLP trainings usually require 2 trainers, a lead trainer and a co-facilitator. Where possible, the CaLP dedicates members of its Capacity Building Team to these trainings, in which case the costs incurred relate to salaries, travel, and reasonable subsistence allowances for training staff. However, in instances where there are language needs that cannot be met by the CaLP Capacity Building Team, or conflicting training dates that result in the CaLP trainers not being available, consultants are used. In these instances, the CaLP uses consultants that are familiar with the CaLP, CTP and the training materials.

**Administrative and Logistical Support:** Administrator time is required to process participant applications and selection, develop contracts with consultants (if required), process visa applications for CaLP staff, organise logistical planning, support the organisation of the training and so forth.

**Venues, Materials, Equipment etc.:** In addition to facilitation and administrative costs there is also a requirement for the hiring of venues, providing refreshments and lunches for participants, equipment hire, and printing of course materials.

- *How much are the charges?*

The CaLP recognised that organisations differ in terms of the amount of resources they are able to access for the training and development of their staff. In order to ensure CaLP trainings are as inclusive as possible, and in particular that applicants from all types of organisations are able to participate, charges payable vary according to the type of organisation concerned. Costs also vary according to the type and duration of the training involved, in line with variations in associated costs.

Current charges in USD payable per trainee are as follows:

Type of Training	Employing Organisation		
	Local NGO	INGO	UN/Donor
Level 1	235	390	470
Level 2	390	650	780
Level T o T	450	750	900
Markets Training	390	650	780

- *Can I get a refund if I cancel?*

In order to allow time for training spaces to be reallocated, refunds are only available on a case by case basis and only when cancellation occurs at least 4 weeks prior to the date of the training.

- *Further Information*

For further information please contact your local CaLP office:

- Asia Office: [asia@cashlearning.org](mailto:asia@cashlearning.org)
- West Africa Office [westafrica@cashlearning.org](mailto:westafrica@cashlearning.org)
- East Africa Office [eastafrika@cashlearning.org](mailto:eastafrika@cashlearning.org)
- USA / North America [northamerica@cashlearning.org](mailto:northamerica@cashlearning.org)

If there is no CaLP Office covering your region, please contact our Global Team:

- CaLP Capacity Building Officer, [globaltraining@cashlearning.org](mailto:globaltraining@cashlearning.org) or
- CaLP Technical Coordinator [techco@cashlearning.org](mailto:techco@cashlearning.org)