

Membership of the Cash Learning Partnership

This statement lays out what it means to be a member of CaLP and answers frequently asked questions.

Introduction to the Cash Learning Partnership

The Cash Learning Partnership (CaLP) is the global partnership for cash transfer programming in humanitarian assistance. We are a catalyst for accelerating change. We bring actors together to address the most pressing collective issues for cash. We also work with individual organisations to help them increase the scale and quality of cash programming. Since our founding in 2005, CaLP has been at the forefront of promoting and improving cash transfer programming across the humanitarian sector.

Our Vision is that humanitarian assistance creates the greatest value, choice and dignity for people in crisis.

Our Mission is to radically increase the scale and quality of cash transfer programming as a tool for humanitarian assistance.

As of November 2017, CaLP comprises 65 members:

Member type	No. of members
NGOs (national and international)	38
Private sector	7
UN agencies	5
Individuals	6
Donor governments	2
Red Cross	4
Other (networks, projects)	3
Total	65

Introduction to the CaLP Secretariat

A secretariat supports members to work together to achieve our mission. Our headquarters is based in the UK, with regional offices in East Africa, West Africa, North America and an office due to open in the Middle East in early 2018. We have previously had a regional office in Asia, which we plan to re-open when operationally possible.

CaLP is not legally constituted as an independent organisation; the secretariat is hosted by members. Governance decisions of CaLP are taken by the Board (see below).

Our [current strategy](#) guides our work up to 2020, identifying the unique value that CaLP adds to the humanitarian sector. The strategy lays out four objectives:

- A. Provide specialist capacity building services and advice on cash transfer programming.
- B. Make the evidence base on cash transfer programming easily accessible, improve it and apply it through standards and tools.
- C. Provide support to coordinating bodies.

- D. Ensure influential policy processes advance cash transfer programming and the [Global Framework for Action](#).

What is membership?

Membership of CaLP is a statement of commitment to collective action to achieve our shared mission of radically increasing the scale and quality of cash transfer programming as a tool for humanitarian assistance.

Members believe in the power of cash transfer programming and want to work together to integrate it into humanitarian response as quickly and well as possible. Members have a say in the governance of CaLP, via the opportunity to apply for the Board and our Technical Advisory Group (TAG), and numerous other ways to shape CaLP's work.

The membership fee is an investment into achieving the collective vision, not a purchase of services from the secretariat. All members accept the [Membership Terms](#), which focus on the legal aspects of membership.

Organisational membership is a commitment by an entire organisation rather than an individual member of staff. In addition, individuals can join as independent members who represent their own views rather than an organisation or wider constituency.

Benefits of membership

As a member, you have the opportunity to:

Show your commitment to Cash Transfer Programming

1. CaLP membership is a demonstrable commitment to advancing cash transfer programming and best practice across the sector.

Strategically influence Cash Transfer Programming

2. Shape influential technical developments in cash transfer programming, such as developing common standards and good practice guidance. This includes helping to identify priority issues and shape the resulting products.
3. Shape the global research agenda to strengthen the evidence base for cash transfer programming.
4. Influence CaLP's policy work, including identifying priority issues to shape the future of cash transfer programming, amplifying messages and developing joint positions.
5. Shape global reports and showcase work, such as through the Global Cash Forum 2017 and State of the World's Cash Report 2018.
6. Shape CaLP as a whole, influencing strategic direction and oversight, for instance through the Board of Directors, TAG and Working Groups.

Network & learn

7. Receive exclusive member communications, and the opportunity for CaLP to support members' internal events.

8. Access a network of leading specialists and senior decision makers in cash transfer programming.
9. Access exclusive regional and global events, and a programme of learning events at country level.

Member relationships with the secretariat

Members actively work with CaLP in four ways:

- a) Govern CaLP by sitting on the Board of Directors.
- b) Shape global priorities and CaLP's technical work, by sitting on the Technical Advisory Group.
- c) Collaborate on specific activities, such as research, training or other policy activities, through working groups, projects and other approaches.
- d) Provide operational and administrative support, for instance to raise funds or host CaLP's staff and work.

a) CaLP's Board

- CaLP is governed by a Board of up to 13 individuals drawn from our members. The Board operates on the basis of the [Operational Documentation](#).
- Board members serve for 3 years (renewable). Vacancies are advertised as available, and applications reviewed by the Board through our established process.
- The Board meets four times per year to oversee and guide CaLP at a strategic level, including approving strategy and annual plans. At least one meeting is face-to-face (with members covering their own costs). CaLP's Director reports to the Chair of the Board.

b) Technical Advisory Group (TAG)

- The TAG helps shape priorities and steers the technical work of CaLP. It endorses key technical outputs, ensuring complementarities with related initiatives. It operates on the basis of the TAG [Terms of Reference](#).
- It comprises 20 – 30 individuals selected from CaLP's members based on their personal cash transfer programming expertise, and their ability to influence their organisations. Individuals contribute up to 1 day per month of their time to TAG. Membership lasts for two years.
- The TAG meets four times per year; at least one meeting is face-to-face (with members covering their own costs). They guide the establishment and work-plans of working groups, and play a lead role within them.
- TAG updates the Board on quarterly progress, and provides technical input to the Board to inform CaLP's annual planning.

c) Collaborating on specific activities

Working Groups

- Working Groups are set up by CaLP in consultation with the TAG to advance key workstreams across CaLP's annual objectives.
- Any representative from CaLP's members with the relevant expertise can join one or more working groups. Working Groups are open, upon invitation only, to individuals beyond CaLP's membership who bring specific relevant expertise.
- Working Groups are expected to provide progress updates to the TAG, on a quarterly basis, and seek TAG endorsement of key outputs.

Collaborating on research, training or other policy activities, through projects and other approaches.

- Members have the chance to collaborate on activities, as opportunities arise. Members are informed of these opportunities via communications from the secretariat.

d) Hosting CaLP

- Members provide crucial operational support by employing secretariat staff on CaLP's behalf, enabling use of their financial, HR and other operational systems, and supporting fundraising.
- CaLP signs agreements with host members that set out the nature of this collaboration, including appropriate financial arrangements. Members can benefit from on-site expertise and close links with CaLP's team.
- Hosting requires senior support and on-going practical engagement.

Responsibilities of members

1. Collaborate with CaLP's other members in support of our shared mission and strategic objectives. This includes identifying specific activities to get involved with.
2. Actively share your knowledge, learning, materials and experience of cash transfer programming through CaLP, and regularly participate in meetings, events and surveys.
3. Promote CaLP's work internally and externally, through existing communication channels.
4. Identify a named Membership Focal Point to be responsible for membership administration, and to foster communication between the secretariat and staff in your organisation.
5. Ensure that your Chief Executive and senior managers are committed to your organisation's membership of CaLP, and that country teams are aware of the benefits and responsibilities.
6. Commit an appropriate amount of staff time to the CaLP activities that you choose to take part in.
7. Provide operational support as agreed, for instance on fundraising and hosting.
8. Contribute to the governance and overall direction of CaLP.
9. Respect CaLP's autonomy, even if CaLP's positions may be different to individual members' priorities.
10. Follow the Membership Terms and pay the annual membership fee on time.

Membership for federations & families

Many humanitarian actors operate as a federation or family of organisations. For instance, the Red Cross and Red Crescent Movement comprises of national societies working together with the IFRC and ICRC. Recognising this diversity, CaLP encourages each entity that is legally constituted as a separate organisation to consider becoming a member of CaLP in its own right.

As such, each member is invited to decide for themselves if they are applying as an independent entity, or on behalf of the entire federation or family.

If they choose to join on behalf of the entire federation, then they are asked to explain the practical arrangements they will put in place for managing membership over the federation, including:

- maintaining support for CaLP among senior leaders across the federation, at national as well as international levels,
- communicating relevant information to and from CaLP across the entire federation,
- selecting staff for specific pieces of CaLP's work from across the entire federation,
- supporting CaLP's work (for instance through hosting arrangements) across the entire federation.

NB: For members applying after September 2017, this decision is included in the application process. Existing members will be asked to clarify their position, as appropriate.

Use of membership fees

CaLP's membership fees currently comprise approximately 10% of the secretariat's annual budget. They provide crucial flexible funding for our core activities, while also allowing us to leverage substantial grants from major donors. CaLP would not be financially viable without annual membership fees. CaLP operates on a tight budget, overseen on behalf of members by our Board.

CaLP's membership fees are currently spent on:

- Staff positions,
- Core membership activities, such as our annual Members Day,
- Essential costs that are hard to raise funds for, such as our website and office costs.

Given the above, members may wish to consider contributing more than the minimum membership fee if they are able.

Terminating membership

Please refer to the Membership Terms, section 15.