

## **Workshop Report**

# **West Africa cash based interventions strategic regional workshop**



**27 – 29 November 2018**  
**Dakar, Senegal**

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## 1. INTRODUCTION

With tens of millions of volunteers in 190 National Societies, the International Federation of Red Cross and Red Crescent Societies (IFRC) is the largest humanitarian organization in the world. Each year, we reach 160.7 million people through development programs and 110 million people through emergency programs.

Nowadays, the use of cash assistance has become essential to assist the affected populations. These modalities are an increasingly important element in the humanitarian field that is leading to significant changes in the architecture and working methods of aid agencies. In this sense, it is necessary for the International Federation of Red Cross and Red Crescent Societies (IFRC) to position itself to be able to deliver cash on a larger scale and more effectively. For this reason, the IFRC has begun to develop its CBI capacities by integrating these modalities into its strategic priorities, documenting CBI experiences within the Movement and supporting the preparation of National Societies' (NS) CBI. TMs also have an increasingly important role in emergency funds for disaster relief (DREF) and emergency appeals (EA).

In 2017, the IFRC conducted a study to determine how best to support the increased use of CBI by 2020 within the Movement. The intervention phases concerned are the emergency, recovery, resilience building and rehabilitation phases. Thus, a cash global roadmap 2018 - 2020 has been developed by the IFRC. This document contains global recommendations on investments within the Movement to scale up CBI quickly and effectively.

To contextualize this global roadmap to regional realities, the IFRC has begun to organize strategic regional workshops. The first took place in Kuala Lumpur in January 2018 to cover the Asia-Pacific region. The second strategic CBI workshop covered the East Africa and Indian Ocean Islands region. At this workshop, which took place in June 2018 in Nairobi, it became clear that it would be appropriate for a large number of West African HNS to integrate CBI in their emergency response and disaster preparedness. The IFRC recognizes that many efforts have already been made by Host National Societies (HNS), Partner National Societies (PNS) and the International Committee of the Red Cross (ICRC) to strengthen the capacities of the various HNS on CBI. As a follow-up to these efforts, it is necessary to map and coordinate CBI and the preparation on CBI in the region while identifying areas where additional support is needed.

### **1.1 Purpose of the workshop**

The purpose of this strategic CBI workshop in West Africa (WA) was to bring together Movement actors in WA to discuss the current situation regarding the use of TM in the region and to define the measures to be undertaken to strengthen our capacities and scale up TM quickly and effectively.

## **1.2 Objectives, outputs and expectations**

The objectives of this workshop were as follows:

1. Map CBI preparedness capacities while defining gaps and needs to refine support to Movement actors.
2. Harmonize CBI preparation for WA NS by following the Movement preparation methodology.
3. Identify opportunities to support CBI in WA.
4. Disseminate CBI good practices and lessons learned.
5. Integrate or update CBI into NS strategies (hosts and partners).
6. Develop a cash 2019-2020 roadmap for the region.
7. List priority activities and develop an action plan for 2019.

## **1.3 Workshop Methodology**

The workshop methodology was carried out in the form of presentations and plenary discussions. Group exercises were conducted to develop the CBI 2019 - 2020 roadmap in WA and the resulting 2019 action plans. The presentation on shared leadership was organized in the form of a panel discussion to generate a debate on this topic from the perspective of each actor that characterizes the Movement. Finally, the information that feeds this report was captured by two people from the IFRC's Sahel cluster: Seynabou Diop and Salif Diallo.

Participants were invited to occupy 5 round tables, which divided them into 5 groups on the first day and the morning of the second day of the workshop. In order to balance the groups and thus have a balanced representation within each group, we organized 4 groups of participants for the rest of the workshop which was mainly dedicated to group exercises.

## **1.4 Participants**

We wanted to have at this workshop the NSs of the Sahel cluster as well as the other francophone NSs of AO (Abuja and Yaoundé clusters). PSNs active in the region were also invited, as was the ICRC. The Cash Learning Partnership (CaLP) is the only external participant who joined us on the first day of the workshop to present an inventory of TMs in the region.

Each NS was asked to send ideally 2 people with the following profile: 1) The cash focal point or the emergency coordinator; 2) responsible for one of the following departments: finance, administration, logistics, purchasing, IT; 3) a member of the management of each NS.

A total of 10 NSs from 14 invited and 6 PSPs from 9 invited participated in this workshop. For the IFRC, 4 people were present as shown in the list of participants below:

Country	First Name – Name	Fonction	Email
<b>1. IFRC and ICRC Participants</b>			
Suisse (FICR)	Giuseppe Rullanti	Cash in emergencies specialist	<a href="mailto:giuseppe.rullanti@ifrc.org">giuseppe.rullanti@ifrc.org</a>
Sénégal (FICR)	Gianluca Rigolio	Cash delegate for West Africa	<a href="mailto:gianluca.rigolio@ifrc.org">gianluca.rigolio@ifrc.org</a>
Sénégal (FICR)	Luca Parodi	Disaster Management Delegate of Sahel Country Cluster	<a href="mailto:Luca.PARODI@ifrc.org">Luca.PARODI@ifrc.org</a>
Sénégal (FICR)	Danièle Wyss	Coordinatrice développement logistique, Afrique de l'ouest	<a href="mailto:Daniele.WYSS@ifrc.org">Daniele.WYSS@ifrc.org</a>
Sénégal (CICR)	Salvatore Farfaglia	Regional Specialist for Resilience and Livelihoods ECOSEC Coordinator.	<a href="mailto:sfarfaglia@icrc.org">sfarfaglia@icrc.org</a>
<b>2. National Society Participants (Sahel Cluster)</b>			
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Burkina Faso	Valérie Kissu	Cash Focal Point	<a href="mailto:valkissu@yahoo.fr">valkissu@yahoo.fr</a>
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Niger	Yazi Amadou Tassaou	Cash Focal Point	<a href="mailto:kourandagaagro@yahoo.fr">kourandagaagro@yahoo.fr</a>
Niger	Seydou Yayé	DM	<a href="mailto:yayesaidou@gmail.com">yayesaidou@gmail.com</a>
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Tchad	Abderahim Alhadj	Coordinateur National Sécurité Alimentaire	<a href="mailto:abdadinefils@yahoo.fr">abdadinefils@yahoo.fr</a>
<b>3. National Society Participants (Abuja Cluster)</b>			
Côte d'Ivoire	Emmanuel Kouadio	Secretary General	<a href="mailto:kouadio0905@gmail.com">kouadio0905@gmail.com</a>
Côte d'Ivoire	Marius Okou	Superviseur projets santé oculaire	<a href="mailto:marius.okou@yahoo.fr">marius.okou@yahoo.fr</a>

Country	First Name – Name	Fonction	Email
<b>4. Partner National Society Participants</b>			
Belgique	Robert Goshn	Responsable urgences internationales	<a href="mailto:robert.ghosn@croix-rouge.be">robert.ghosn@croix-rouge.be</a>
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Royaume-Uni	Basile Rambaud	Cash delegate for Sahel	<a href="mailto:Brambaud@redcross.org.uk">Brambaud@redcross.org.uk</a>
Suisse	Isabelle Aebersold	Junior Programme Coordinator Disaster Management Division	<a href="mailto:Isabelle.aebersold@redcross.ch">Isabelle.aebersold@redcross.ch</a>
<b>5. External Participants</b>			
Sénégal	Hamidou Abdoulaye	En charge du renforcement des capacités en AO (CaLP)	<a href="mailto:ahamidou@cashlearning.org">ahamidou@cashlearning.org</a>
<b>6. Speakers</b>			
Sénégal (FICR)	Anne Leclerc	Responsable du cluster Sahel de la FICR	<a href="mailto:anne.leclerc@ifrc.org">anne.leclerc@ifrc.org</a>
Sénégal	Abdul Aziz Diallo	Président CR sénégalaise et vice-président de la FICR pour l'Afrique	
Belgique	Guy Hambrouck	1 <sup>er</sup> secrétaire à la coopération et chef coopération belge au Sénégal	
Pays-Bas	Malika Noisette	Conseillère préparation réponse aux urgences (CR néerlandaise)	<a href="mailto:MNoisette@redcross.nl">MNoisette@redcross.nl</a>
Suisse (FICR)	Lionel Denis	IT Business Partner Lead	<a href="mailto:lionel.denis@ifrc.org">lionel.denis@ifrc.org</a>
Sénégal (CICR)	Angélique Appeyroux	Deputy head of regional delegation	<a href="mailto:aappeyroux@icrc.org">aappeyroux@icrc.org</a>



## 1.5 Agenda of the workshop

JOUR 1 – Contexte TM, niveaux global et régional	JOUR 2 – Préparation, innovations et feuille de route AO	JOUR 3 – Feuille de route AO/ plans d'action
<p><b>S1. Ouverture et introduction</b></p> <ul style="list-style-type: none"> <li>• <u>Ouverture de l'atelier:</u> <ol style="list-style-type: none"> <li>1) M. Abdul Aziz Diallo, président CR sénégalaise et vice-président de la FISCR pour l'Afrique ;</li> <li>2) Anne Leclerc, responsable FISCR cluster Sahel ;</li> <li>3) M. Guy Hambrouck, premier secrétaire à la coopération et chef de la coopération belge au Sénégal.</li> </ol> </li> <li>• Présentation de l'agenda et du déroulement de l'atelier Giuseppe Rullanti (TM au sein du Secrétariat de la FISCR)</li> <li>• Feuille de route globale sur les Transferts Monétaires (TM) Gianluca Rigolio (délégué TM pour l'AO, Cluster Sahel FISCR)</li> </ul>	<p><b>S5. Préparation aux TM et réponses aux urgences</b></p> <ul style="list-style-type: none"> <li>• Préparation aux TM (méthodologie, exemples pratiques et groupe de travail) : Basile Rambaud, délégué TM au Sahel - CR britannique.</li> <li>• <i>Forecast Based Financing</i> (financement basé sur les prévisions) : Malika Noisette, conseillère en préparation à la réponse aux urgences - CR néerlandaise</li> </ul>	<p><b>S9. Feuille de route TM du Mouvement en AO</b></p> <p>Restitution et consolidation des données</p>
Pause		
<p><b>S2 TM dans la réponse humanitaire en Afrique de l'Ouest</b></p> <ul style="list-style-type: none"> <li>• Présentation du bureau régional du CaLP à Dakar sur les transferts monétaires en AO : Abdoulaye Hamidou, en charge du renforcement des capacités en AO.</li> <li>• Cartographie TM au sein du Mouvement en AO : Christine Grégoire, délégué TM - CR de Belgique.</li> </ul>	<p><b>S6. PSF et système de gestion des données</b></p> <ul style="list-style-type: none"> <li>• Présentation du système de gestion des données <i>Red Rose</i> : Lionel DENIS, IT Business Partner Lead au sein du Secrétariat de la FISCR.</li> <li>• Restitution de l'évaluation sur les Prestataires de Services Financiers (PSF) en AO : Christine Grégoire, délégué TM - CR de Belgique.</li> </ul>	<p><b>S10. Partage du leadership, coordination et communication</b></p> <ul style="list-style-type: none"> <li>• Débat entre acteurs du Mouvement.</li> <li>• Discussions de groupe et restitution.</li> </ul>
Déjeuner		
<p><b>S3. Opportunités et défis TM selon les SN hôtes</b></p> <ol style="list-style-type: none"> <li>1. TM et réponse urgence (DREF – CR Côte d'Ivoire)</li> <li>2. Préparation aux TM (CR Niger)</li> <li>3. TM et innovation (CR Sénégal)</li> </ol>	<p><b>S7. Feuille de route TM du Mouvement en AO</b></p> <ul style="list-style-type: none"> <li>• Introduction de la session 7 et constitution des groupes</li> <li>• Exercices de groupe</li> </ul>	<p><b>S11. Développement des plans d'action pour 2019</b></p> <p>Exercices de groupe</p>
Pause		
<p><b>S4. Visions Stratégiques TM selon les SN Partenaires</b></p> <ul style="list-style-type: none"> <li>• Présentations des CR belge, britannique, française et suisse</li> <li>• Présentation du CICR</li> </ul>	<p><b>S8. Feuille de route TM du Mouvement en AO</b></p> <p>Exercices de groupe</p>	<p><b>S12. Restitution des plans d'action 2019</b></p> <p>Clôture de l'atelier</p>
Fin		

## 2. Day 1 – Tuesday 27 November 2018

### 2.1 Opening of the workshop

The workshop was jointly opened by:

- 1) Mr Abdoul Aziz Diallo, President of the Senegalese Red Cross and Vice-President of the IFRC for Africa.
- 2) Mrs Anne Leclerc, Head of the IFRC Sahel Cluster
- 3) Mr Guy Hambrouck, First Secretary for Cooperation and Head of Belgian Cooperation in Senegal.

Mr. Diallo emphasized the importance of CBI offering more dignity to beneficiaries and providing them with some degree of confidentiality when they receive help. Ms. Leclerc was delighted by the quality and diversity of the participants, as this workshop represents a wonderful opportunity to share experiences as well as an opportunity to improve the ways of working together within the Movement. Finally, Mr Hambrouck recalled Belgium's position in Niger, Mali and Burkina Faso, the Sahel being one of their priority areas. Belgium is paying attention to disaster preparedness and community capacity building and has set a goal of reaching 30% of TM programs as part of its funding by 2020.

Following the official opening of the workshop, we asked each participant to briefly introduce themselves in plenary, indicating their name, their function and the organization for which they are working.



## **2.2 Overview of the IFRC cash road map**

*Gianluca Rigolio, Cash delegate for West Africa - IFRC*

One of the main aims of this workshop is to obtain, based on IFRC Global Roadmap, a 2019 – 2020 cash roadmap for WA that takes into consideration the contextual realities of this region and subsequently facilitates the implementation of the elaboration of Cash Action Plan for each country.

Gianluca emphasized the importance that CBI take in the humanitarian sector by presenting the following elements:

- In the humanitarian sector as a whole, support for beneficiaries in cash will double in the next 3 to 5 years, from USD 2 billion to 4.
- Donors are increasingly demanding for large scale TM programs and expect more and more inter-agency partnerships.
- CBI make partnerships necessary not only at the inter-agency level, but also with the private sector, which opens new perspectives but also requires adaptation to new contexts.
- Significant investments are being made in the humanitarian sector to be ready to implement CBI programs (training, data collection and management tool, etc.).

Following this trend, the Movement shall become a leader in this sector of activity.

Between 2011 and 2018, the IFRC distributed an average of USD 30 million per year cash to beneficiaries, for a total of around US \$ 200 million. The cash assistance concerned 592,000 beneficiaries per year, which is equivalent to a total of more than 400 million beneficiaries.

The IFRC's strategy is to commit to supporting NS so that CBI are an integral part of emergency preparedness and response while also covering the recovery phase. The goal is to increase from 30 million per year to 100 million by 2020. It should be noted that these figures do not reflect the commitment of all the actors of the Movement. For this reason, a major work is underway to aggregate all the cash distributed by all the actors of the Movement. We believe that the results will position us at the level of UN agencies, such as WFP and UNHCR, making the Movement one of the main and essential CBI actors.

From the strategic vision follows a global roadmap that is characterized in three levels:

1. CBI Preparedness by adopting a common Movement vision (Movement Cash working groups, a common preparedness framework, increase the number of NSs that are cash ready).
2. Strengthening advocacy with donors.
3. Increased partnership opportunities (private / public sectors, donors, international agencies, Movement actors, etc.). For example, the IFRC has developed a partnership with WFP to jointly build up CBI capacity of some NSs with the aim of strengthening the localization principle of local actors. They could then become full-fledged actors for emergency responses and, where the context allows, for the integration of CBI into social protection policies.

In order to make concrete progress in the CBI agenda set by this global roadmap, the IFRC Secretariat has, since the beginning of 2018, a full cash team consisting of 5 people. Four of them are in charge of institutionalization, preparation, emergencies and innovation. The 5th member of the team is the cash head for the IFRC at the global level.

The IFRC aims to position regional cash delegates in each region. Currently, IFRC cash regional delegates are in place in the following regions: Asia / Pacific; Europe / Central Asia; Americas; Middle East / North Africa. In early 2019, two regional delegates will be deployed to cover the African continent: one person in Nairobi for the whole of Africa and another person based in Dakar for West Africa (Gianluca as it happens). Still in terms of human resources, the IFRC maintains a database of more than 300 people working for the Movement and trained in CBI. Thus, each member can potentially be deployed for emergency operations or any other form of support.

The implementation of the roadmap must consider regional characteristics. To this end, the IFRC has organized regional workshops to develop, with all Movement actors, regional cash roadmaps while inviting all stakeholders to develop their respective TM action plans. In 2018, we record a total of 3 strategic cash workshops: 1) Asia / Pacific in February 2018; 2) East Africa and Indian Ocean Islands in June 2018; 3) West Africa in November 2018. During the first half of 2019, the IFRC plans to hold two additional cash strategic workshops to cover the regions of the Americas and the Middle East / Africa.

Gianluca presented a graphic that gives a general overview of NS cash preparedness and then provided information on the Movement Cash Toolbox ([www.rcmcash.org](http://www.rcmcash.org)). He also mentioned that the revision of the IFRC's global cash SOP has just been finalized with all relevant departments. This document should be available soon. Finally, the IFRC has invested significantly to improve information management systems to provide a platform that allows us to scale up quickly, transparently and efficiently (investment on Red Rose is an example).

### **2.3 CBI in West Africa according to CaLP regional office**

*Abdoulaye Hamidou, West Africa Capacity Building Officer - CaLP*

Abdoulaye began by presenting the CaLP which is a partnership of about 150 actors involved in CBI such as humanitarian and development agencies, the private sector or donors. CaLP has been present in WA since 2005.

CBI in WA have been marked by challenges and opportunities from the definitions of the amounts used, specialized trainings to the creation of working groups. The priority sectors between 2005 and 2012 in WA concerned food security and livelihoods. Since 2012, CBI have begun to cover other sectors (water and sanitation, shelter, health such as coverage of the Ebola crisis). By 2017, CBI are starting to be considered by governments in their social protection policies. The definition, at national level, of cash amounts given by sector has also become a priority for many cash working groups. It is the same for the use of multipurpose cash.

According to Abdoulaye, the most used transfer mechanisms in WA are:

- Direct distribution in cash.
- Microfinance Institutions (MFIs) that also do direct cash distribution.
- Traders mainly through vouchers.
- Mobile Money, which is increasingly used.
- Payment platforms (RedRose, Segovia, Cellulant).

The CBI scale up in AO must, however, face certain difficulties, for example:

- Feasibility and control processes imposed by donors are much more demanding than in-kind distribution.
- The lack of infrastructures and new technologies of the Financial Services Providers (FSP) means that many intervention areas are not covered and therefore not accessible.

Lack of capacity of national actors (NGOs, governmental structures).

#### **Plenary discussion points**

- Currently, CBI expertise is at the level of international agencies and NGOs. It is therefore important to promote and develop this expertise at the local level.
- If we want to use CBI in our emergency response, it is necessary to consider our level of preparedness. If we do not have one, a pilot project is a good stepping stone because, thanks to the lessons learned, the NS can develop a cash preparedness action plan. If we are currently in preparedness, it is also possible to test the cash preparedness process by developing a pilot. Once the NS is considered cash ready, the qualitative dimension of our projects should normally be guaranteed but it will be necessary to self-assess our performances in order to update CBI processes if necessary.

- The Sahel region appears behind other regions as far as CBI are concerned. In terms of expertise, the Middle East for example is much more advanced. Not only did they start CBI earlier, but they also benefited from stronger donor interest. Indeed, although there are many crises in the Sahel, it is more difficult to obtain funds unlike in the Middle East.
- In this regard, we need to ask ourselves if advocacy for projects in Sahel is appropriate and whether CBI provides us with an opportunity for advocacy that incorporates innovative approaches.
- Social protection approach is relevant and a reflection is needed within NS in this regard.
- The standardization of cash amounts must also take into account the objectives of a project and not be limited only to a national amount related to a sector.

## 2.4 CBI mapping in West Africa

*Christine Grégoire, Cash Delegate – Belgium RC*

Currently, there is currently no official CBI census in WA. This lack of information might be due to the fact CBI is only a modality within a program, but not a project itself. Its use is therefore not always highlighted.

In order to map the CBI in the area, Christine sent to all NSs and PNSs invited a Kobo Collect questionnaire. 14 SN and ICRC responded to this survey. Despite this limited sampling, the following trends clearly appear:

- 80% of the participating NS have already designated a Cash Focal Point in their team.
- 10 out of 14 NSs have already completed CBI and 12 out of 14 intend to do so in the next two years. These answers confirm that Cash has become a reference tool.
- We can see a clear evolution in the payment mechanisms used showing a trend towards the digital: if the "cash in envelope" and vouchers were largely used in the past, the "mobile money" will be used for future operations, with also an increase for electronic cards. The cash in envelope remains an interesting option, mainly in rural areas where financial providers are not present. The number of voucher transactions should significantly decrease in the coming years
- The major traditional banks are not very much used because they have a little presence outside the urban centres. More surprisingly, microfinance institutions are also not very much used despite their stronger presence in rural areas.
- Whereas in the past CBI have often been used in food security and nutrition projects, future projects will be essentially multi-sectoral, showing a clear trend towards unrestricted cash.
- Respondents felt that the main challenges they faced in their CBI projects were the lack of experience of their teams and the lack of established procedures. The choice of a financial partner and its contractual aspects are also new challenge for NS.
- Regarding beneficiary registrations 11 out of 14 NSs have already used KOBO or intend to do so. The Red Rose system, a distribution support tool favoured by the Federation, is still little known in West Africa and has only been used in the region by the ICRC.

## **2.5 CBI opportunities and challenges (HNSs perspectives)**

We have selected three HNS listed below in order to have three concrete examples of the different levels of preparation for CBI, namely:

1. CBI Pilot project without preparation: The Ivory Coast NS has carried out a CBI pilot project in response to an emergency situation without having any CBI previous experience. The RC of Guinea Bissau and the Mauritanian RC are in this situation as well. We selected Ivory Coast as the representative of the Abuja cluster while leaving the opportunity for Guinea Bissau and Mauritania to share their pilot project experience in plenary, after the Ivory Coast presentation.
2. HNS in ongoing preparedness process: the NS of Niger, currently supported for cash preparedness by the Belgian and British RC, explained us this process. The RCs of Burkina Faso and Mali are in this scenario and are also supported by the PNSs that support Niger.
3. HNS having completed the preparedness process, being “cash ready”: The Senegalese NS is the only one in WA to have completed its preparation and to be considered "cash ready".

### **2.5.1 CBI emergency response (DREF Ivory Coast RC)**

*Emmanuel Kouadio, Secretary General – Ivory Coast RC*

In June 2018, Ivory Coast experienced several rainy episodes. The heaviest floods were recorded in Abidjan during the night of 18<sup>th</sup> to 19<sup>th</sup> of June. The damages caused the death of 20 people and the destruction of homes and property of 5,000 people. The Ivory Coast RC assisted a total of 400 affected families using CBI. Here are the main elements of this operation:

- The identification of beneficiaries and the choice of the amount to be transferred were made jointly with WFP.
- The choice of the financial service provider (MTN - mobile company) was made following a call for tender. A framework contract has been established and this choice has been communicated to the beneficiaries.
- Technical support was requested from the IFRC Abuja cluster. The latter took over the transfer of funds to MTN.
- A help line for complaints was made available to beneficiaries.
- The governance of the CRCI is very committed to cash activities.
- Tools (questionnaires as application for phone and tablet) made it possible to collect data quickly and reliably.

The results of this pilot project TM carried out by the Ivorian RC can be summarized as follows:

<b>Successes</b>	<ul style="list-style-type: none"> <li>- Recognition of the neutrality of the CRCI by the beneficiaries.</li> <li>- Establishment of a framework contract with the financial services provider.</li> <li>- Strong commitment of the CRCI.</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>- Long waiting times during distributions to beneficiaries.</li> <li>- Lack of communication with the municipal authorities.</li> <li>- Low knowledge of CBI environment.</li> </ul>
<b>Recommendations</b>	<ul style="list-style-type: none"> <li>- Have a clear planning of the payments to the beneficiary.</li> <li>- Strengthen communication with local authorities.</li> <li>- Strengthen the cash capacities of the CRCI.</li> </ul>

### Plenary discussion

The Mauritanian RC has also implemented a pilot without being prepared for it. However, they were able to benefit from the support of the IFRC Sahel cluster to implement this project. Like Ivory Coast, they used Kobo as data collection system. The Mauritanian RC issued money in cash through a microfinance institution. The signing of the contract took longer than expected, which was one of the major challenges of the project. Overall, the project was very satisfactory, and the use of cash avoided the need for storage. Following this experience, the Secretary General of the Mauritanian RC expressed the wish to engage SN in a preparation for CBI as soon as possible while integrating new technologies

### 2.5.2 CBI Preparedness (Nigerien RC)

*Yazou Amadou, Cash Focal Point – Nigerien RC*

A cash preparedness program funded by the Belgian and British CRs is currently underway for the Nigerien RC (NRC). This program began in October 2017 and will enable NRC to be cash ready and thus become a key player on this topic in Niger.

To be well prepared, the NRC first carried out the following activities:

- The revision of the NS framework documents to integrate (the strategic plan, the procedures manuals).
- The development of Standard Operating Procedures (SOPs) that have been used in the cash distribution framework for the Kiéché program.
- The institutionalization of the cash coordinator position which coordinates the cash focal points in Niger.
- Integration and ownership of CBI across all NRC departments with strong support from the governance.
- Recruitment of 16 Cash Focal Points (2 per region).
- Sensitization on CBI for members of regional committees.



Capacity building has been an important step in this preparation process. Indeed, several trainings were organized, namely:

- Cash Training for volunteers from 8 regions of the country.
- 2 appropriation workshops for cash tools.
- Participation of 8 NRC governance members in a cash seminar in Bamako.
- Participation in seminars and workshops on cash in Dakar and Niamey.
- Training of trainers on cash in Ouagadougou.
- Training of technical managers on cash in Niamey.
- Training support executives on cash in Ouagadougou

In the first year of capacity building, the NRC distributed cash to 250 households through an MFI for a community resilience project. The NRC will now implement a pilot activity that will reach 150 vulnerable households in the Dosso region with a mobile phone company and an MFI as FSP.

The goal of the NRC is to use CBI for 1,500 households in the event of a disaster by 2020. Before achieving this goal, the NRC still needs to complete the following activities to finalize its preparedness action plan TM:

- Conduct a second cash pilot activity in 2019.
- Implement two cash projects with the financial support of the PNS.
- Contribute to the MEB calculation with the cash working group in Niger.
- Disseminate cash framework documents (POS, strategic plans, etc.).
- Train national technical staff of branches and volunteers.
- Develop a contingency plan.

The temporary result of the ongoing preparedness program can be summarized as follows:

<b>Strengths</b>	<ul style="list-style-type: none"> <li>- Strong involvement of NRC governance</li> <li>- Strong involvement of branches and regional committees of the NRC</li> <li>- Institutionalization of CBI in NRC framework documents</li> <li>- Recruitment of regional cash focal points</li> <li>- Technical and financial support of the Belgian and British CRs</li> </ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"> <li>- Insufficient advocacy for PNS to effectively consider the resources, tools and procedures for CBI developed by the NRC.</li> <li>- Insufficient means to retain regional cash focal points.</li> </ul>
<b>Recommendations</b>	<ul style="list-style-type: none"> <li>- Improve our advocacy with PNS while ensuring that we can be considered in their future plans.</li> <li>- Integrate into our advocacy activities that will ensure continuity with the regional cash focal points.</li> </ul>

### Plenary Discussion

- At a regional workshop, the presidents of the HNS of Burkina Faso, Niger and Mali, with the support of the Belgian and British RCs, signed a commitment to integrate CBI into their strategic plans and to have this modality regularly used in their interventions. However, an exception has been made for the region of Northern Mali which is currently affected by conflict and where it is difficult to do CBI (landlocked area).
- One of the participants invited the plenary to consult a recent study on Yemen that contains some answers about the use of TMs in conflict zones.
- All cash focal points in Niger are volunteers.
- The importance of identity documents that are required by FSPs was also emphasized. Indeed, refugees, displaced persons or victims of a natural disaster may find themselves without identity documents. Therefore, it is necessary to create a favourable environment for CBI: legal framework, tax policy, but also accessibility to beneficiaries with, for example, the delivery of a beneficiary card that is recognized / validated by the authorities and that could thus be used as identification documents.

### 2.5.3 CBI and innovation (Senegalese RC)

*Boubacar Badji, cash focal point and food security – Senegalese RC*

The Senegalese Red Cross (SRC) conducted its first CBI project in 2010 through direct cash distribution. In 2012, the SRC worked with WFP and used vouchers, e-money and mobile phone transfers. In 2013, the SRC carried out a pilot project for 100 households that enabled it to put into practice the following 3 modalities:

- Distribution of vouchers exchangeable for food and hygiene products.
- Transfer of unconditional money via mobile phone (operator Joni Joni).
- Electronic barcode card (DMDS system), exchangeable for food and hygiene products (a system considered by the SRC to be very innovative).

Thanks to its experiences, the SRC is today a full-fledged player and an operational partner of choice for CBI serving several institutions. SRC is also a member of several cash coordination platforms (CaLP and CORRIANS).

SRC currently has the following CBI assets:

- Communication guide, SOP and contingency plan related to CBI.
- CBI integrated in the future strategic development plan.
- 1 ENRC specialized in operational TM
- 3 trainers in CBI to respond to emergency situations.
- More than 20 national technicians who are familiar with CBI.
- More than 500 active volunteers who have been involved in CBI.

The result and the strengths and lessons learned from the SRC CBI experiences are as follows:

<b>Strengths</b>	<ul style="list-style-type: none"> <li>- TMs are a simpler and faster approach to assist communities.</li> <li>- The SRC systematically integrates CBI into its framework documents.</li> <li>- The SRC has good technical and operational capabilities to use CBI in emergency situations.</li> <li>- Good communication with the communities can guarantee the achievement of the objectives as well as the acceptance and the adhesion of the communities to the CBI.</li> </ul>
<b>Lessons learned</b>	<ul style="list-style-type: none"> <li>- Need to strengthen our capabilities in multi-sectoral and multi-use cash.</li> <li>- Need to better document / capitalize on all experiences.</li> <li>- Participate continuously in cash coordinating bodies at all levels where possible.</li> </ul>

#### Plenary discussion

- The largest funding received by SRC for CBI was in 2015 by ECHO. Electronic cards have been established for the beneficiaries. These cards contained all the information about their identity.
- Communities were involved in the targeting process, which was not the case in early CBI projects.
- The ICRC invites the SRC to work with him in Casamance.

## **2.6 CBI strategic vision in West Africa (PNSs perspectives)**

4 PNS offered to present their experiences and strategic vision on CBI in WA. Each PNS had 10 minutes for the presentation and a 20-minute plenary discussion closed the presentations of the 4 PNS.

### **2.6.1 Belgium RC**

*Robert Ghosn, responsible of international emergency – Belgium Red Cross*

Although CBI are demanding modalities for monitoring and reporting, Robert Ghosn emphasized the key benefits of these modalities:

- Enhancing the dignity of beneficiaries, giving them the opportunity to choose what they need.
- They can adapt to the needs of each household.
- They generate less logistical burdens.

The Belgian RC integrated CBI into its strategic planning and made it a priority for emergencies with the objective of reaching 3'000 households in 2019/2020 in AO. It supports, in collaboration with the British RC, the HNS of Burkina Faso, Mali and Niger in their preparations for CBI since 2017.

Finally, the CRB is strongly committed to the DREF. However, improvements are needed to make DREF more accessible and efficient for all partners.

### **2.6.2 British RC**

*Basile Rambaud, cash delegate for Sahel – British Red Cross*

After a reminder of the British Red Cross's cash activities, Basile Rambaud emphasized that CBI are a suitable way to respond to recurring crises in the Sahel.

In partnership with the Belgium RC, the British RC is actively working on the cash preparedness of Burkina Faso, Mali and Niger HNS. However, the BRC intends to finalize the cash preparedness of these 3 HNS in the course of 2019, hence the need to clarify exit strategies and ensure that the HNS concerned can operationalize their achievements with these modalities while putting them at scale

The BRC is currently assessing the feasibility of extending this cash preparedness programme to other HNS in WA and more specifically to the Sahel.

In partnership with the ICRC and the IFRC, the British RC has also created a cash platform dedicated to all actors of the CRIC Movement (Cash Hub: [www.cash-hub.org](http://www.cash-hub.org)). This platform provides access to a multitude of information on CBI, such as upcoming training courses, interactive CBI maps, the Movement's toolbox, an online forum, online support and the announcement of future cash events.

### 2.6.3 French RC

1. *Jérémi Sibéoni, regional representative for pour West Africa – French Red Cross*
2. *Anne-Sophie Desmaris, regional technical reference person for health and nutrition – French Red Cross*

The French RC (FCR) has integrated CBI as operational modalities in many projects: in Ukraine and Iraq for emergency projects or in Chad and Cameroon for development projects. However, the FCR wishes to consolidate its experiences on CBI.

The current CBI perspectives of the FRC are therefore as follows:

- Develop their capacities in the field of CBI while systematizing the possibility of using these modalities in all new projects, whatever the theme.
- Develop their interventions in the context of climate change adaptation (FbF - forecast-based financing).
- Develop CBI capacity building of HNS.
- Participate in a reflection on the integration of CBI into projects to reduce malnutrition (regional working group).
- Develop connections between national and international activities.
- Continue the positioning initiated at the ERU level.

### 2.6.4 Swiss RC

*Isabelle Aebersold, program coordinator – Swiss Red Cross*

Isabelle Aebersold began by introducing the Swiss RC delegations in Mali, Togo, and Ghana. In Togo, for example, the Swiss RC focused its intervention on the water and sanitation and health sectors. Ghana, for its part, is supported in the health and disaster management sectors.

The priorities of the Swiss RC in terms of CBI in WA are as follows:

- Expand CBI skills, especially in countries where Swiss RC is present, among partners and the IFRC.
- Continue alignment with the CRCR Movement, in particular by supporting their NS partners in their CBI skills and collaborating with the IFRC in their strategic and technical cash development.
- Strengthen communication and information sharing on CBI within the Swiss RC and between partners.

### Plenary discussion

- The debate should focus on the level of satisfaction of beneficiaries. What happens to those we assist? Do we respect the fundamental principles?
- It is important that we enter into a dynamic of action research. We should do an evaluation whenever possible.
- In terms of CBI, donors are sometimes much more accurate and demanding than when they finance in kind distributions.
- One of the prerequisites for a CBI is the functionality of the markets. It is therefore necessary to ensure a long-term evaluation.

## **2.7 CBI Strategic vision in West Africa (ICRC perspectives)**

*Salvatore Farfaglia, spécialiste pour la résilience et les moyens de subsistance en Afrique de l'Ouest – ICRC*

Here are the ICRC's programs using cash modalities in WA:

- In Burkina Faso, the ICRC uses CBI on an emergency basis by distributing vouchers for food assistance.
- In Chad, they do cash-for-work programs. The mechanism used is the advanced counter, the same mechanism used in North Cameroon with Express Union.
- In Senegal, the ICRC assists returnees. In 2019, the ICRC plans to develop the use of electronic coupons in the area.
- In northern Mali, the ICRC uses cash-for-work programs and the distribution of coupons in emergencies and for livelihoods.
- In Niger, in the Diffa region, they also do cash for work.
- In North Cameroon, CBI are carried out in an emergency situation in the form of unconditional money.

The ICRC's strategy for CBI in WA is to:

- Expand the use of CBI where feasible and appropriate.
- Include resilience and livelihoods.
- Make better use of (electronic) coupons where cash transfers are not possible.

### 3. Day 2 – Wednesday 28 November 2018

The second day of the workshop began with a feedback exercise on the first day organized by one of the 5 groups of participants. This exercise was carried out in the form of a "question and answer" game using the KAHOOT application.

#### **3.1 CBI preparedness and progress made in West Africa**

*Basile Rambaud, cash delegate for Sahel (British RC)*

For a SN to be considered cash ready, it is necessary to implement in advance the activities resulting from the following 4 axes:

1. **Appropriate systems:** integrate CBI into HNS framework documents; advocate with HNS leaders at branch and headquarters level; develop SOPs for CBI.
2. **Program tools:** implementation of a cash toolbox adapted to the national context and working methods of HNSs.
3. **Resources and capacities:** train support services (logistics, finance, IT, etc.) and anticipate the costs that CBI systems and processes will generate.
4. **Communication and coordination:** participate in cash working groups; advocate for the added value of HNS and CBI to external actors (resource mobilization); advocate with Movement partners; Define a methodology for communication to beneficiaries and the standard tools that will result from it.

Even before developing an action plan for the cash preparedness covering these 4 areas, a self-assessment of NS capabilities is required. To do this, it is recommended to use the tools that exist within the Movement and to involve the heads of departments while returning the results of the self-assessment and the resulting action plan to the NS management involved in this exercise.

In WA, the RCs of Burkina Faso, Mali and Niger have the support, in preparation of the TM, of the Belgian and British TMs. The following results have been achieved in these HNS:

- Developed POS and functional TM toolbox.
- Governance and leaders of HNS convinced by the relevance of TM.
- TM integrated into the NS framework documents and transversal understanding of TM.
- Staff and volunteers trained at several levels
- The existing focal points have developed TM technical expertise, their positions are in the process of being institutionalized

The next steps are to develop pilot activities to consolidate learning and improve, if necessary, the CBI processes that have been previously developed.



Basile then presented the opportunities and challenges regarding the cash preparedness in WA:

Opportunities	Challenges
<ul style="list-style-type: none"> <li>- New partnerships within and outside the Movement.</li> <li>- New funding opportunities.</li> <li>- CBI are in full development and HNS can seize this opportunity to position themselves as key local actors in CBI for emergencies but also in the field of social protection.</li> <li>- If HNS management is convinced, the "top-down" dimension of governance can be beneficial for cash preparedness.</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of time to improve some TM processes as part of the preparation.</li> <li>- Lack of funding currently.</li> <li>- Weakness of FSPs and poor geographical coverage limiting the use of new technologies.</li> <li>- Top-down approach to governance can slow down cash preparedness</li> <li>- The schematization of CBI can be extremely complex, hence the need to get back to basics.</li> </ul>

Finally, Basile also presented the Movement's sub-working group on cash preparedness, which focuses on the following topics: coordination; advocacy; collection of knowledge and sharing of CBI experiences; regular updating and promotion of the Movement's framework on the preparation of CBIs and its tools. This Movement Sub-Working Group on cash preparedness, led by the British RC, was set up following a request from the Cash Working Group composed of Movement pairs (PNS, HNS, IFRC and ICRC). These initiatives thus demonstrate our common desire to harmonize our approaches on CBI.

#### Plenary discussion

Efforts concerning cash preparedness will continue with other HNS in WA. For the moment, we do not have much visibility, but this wish was expressed during the workshop by several HNS and the interest of HNS is more than obvious.

### **3.2 Forecast based Financing (FbF)**

*Malika Noisette, conseillère préparation à la réponse aux urgences (Netherland RC)*

Forecast-based financing provides access to funding to implement early actions before and at the time of a disaster, thus limiting the impact of this disaster and the cost of the response. Funding is allocated through an early action protocol that pre-defines specific actions based on specific triggers. However, when we receive the forecast of a climate alert, we may not yet be able to know when to activate the early response to this alert (triggers) or what actions to take (elements related to the realization of the response) and the funding needs that result from these actions. This is why, due to a lack of preparation, we act too late. In order to prevent this type of situation, it is essential to consider the following steps for forecast-based financing:

- 1- Understand the risk scenarios.
- 2- Identify the available forecasts.
- 3- Decide on early actions to be taken.
- 4- Identify the levels of risk.
- 5- Develop the Early Action Protocol (SOP).
- 6- Have the protocol validated by key stakeholders.

Malika pointed out that forecast-based financing is between development and emergency response. It can thus help to protect investment to support the country's development before a disaster. Project-based financing covers most sectors, including water and sanitation, health, food security, shelter and livelihoods. The implementation of this approach thus requires the participation of several stakeholders covering several sectors such as meteorology, water, hydrology, agriculture, livestock, food security, nutrition, livelihoods, health, etc.

The financing based on the forecast is based on the principle of no regrets. Indeed, when triggers are activated, funds are mobilized, early actions are implemented but if the disaster does not occur, the funds that are spent cannot be recovered. This is why this approach is based on the following 2 statements:

- Most of the early actions that are carried out (distribution of money, water tablets, activities to improve the quality of life of beneficiaries, etc.) benefit vulnerable populations.
- The cost of acting several times, without the disaster having occurred, is lower than the cost of a late response.

According to Malika, it takes about 18 months for preparation, consultation and coordination on SOPs (national and/or sub-national level) with the corresponding budget to be ready to use the forecast-based funding approach. Here are some examples of activities to consider in this preparation logic:

- Feasibility study: map existing actors and initiatives, understand the general context, meet with partners.
- Establish working groups at national level that meet regularly to cover the following three themes: 1) forecasts; 2) actions; 3) financing.
- Conduct a comprehensive risk analysis to define the different "danger levels" to be expected.
- Determine the degree / frequency of forecasting and verification methods.
- Applied research on the effectiveness of actions and simulations.
- SOPs are defined through a distribution of roles and responsibilities of the different actors involved.
- The SOP are tested and adjusted.

Eventually, Malika provided us with the following information on Forecast based Financing through DREFs:

- Forecast based Financing through DREFs is a new source of funds, established by the IFRC in December 2017, that supports the Federation's commitment made at the 2015 World Humanitarian Summit to invest in innovation for preparedness and early action.
- This new source of funds provides predictable funding.
- Among other things, it allows funds to be released between the alert and the disaster when, previously, the funds were released after a disaster occurred.
- To access funding, NSs must have an Early Action Protocol (EAP) that has been validated by the Federation Secretariat as well as by a validation committee composed of NSs.
- The EAP includes an indicative budget to be approved as stated above. Once the trigger is confirmed, the funds are automatically released.
- The funding arrangements are not yet clear, which does not allow us to determine how quickly funding can be provided to NS.

### Plenary discussion

- What is the link between CBI and FbF? CBI used modalities that, once the NS is considered ready, can be issued very quickly. These modalities are well aligned with the FBF approach as they are considered part of response preparedness mechanisms and are often part of social safety net projects or social protection schemes in some countries. The CBI, as well as the transfer mechanisms that will be used, should normally be integrated into the EAP of a NS.
- It is very important that the DREF can be more functional. The IFRC, HNS and PNS must seriously consider this issue in order to clarify the funding modalities and the time required for funding to reach the HNS in a timely manner.

### **3.3 Presentation of Red Rose date management system**

*Lionel Denis, IT Business Partner Lead (Federation Secretariat)*

Red Rose is a data management platform whose numerous advantages presented by Lionel Denis are as follows:

- Red Rose allows us to scale up our response quickly and efficiently (for any modality but in particular with CBI).
- Red Rose guarantees us more transparency while allowing us to be more accountable with beneficiaries.
- The system reduces manual input errors (voluntary or involuntary).
- The platform reduces the risk of fraud and corruption by generating alerts and ensuring the traceability of transactions.
- The financial reconciliation process is systematized.
- It is possible to integrate digital recognition systems (e. g. for fingerprint beneficiaries).
- Red Rose can be compatible with distribution systems/mechanisms used by FSP or with data collection systems such as ODK.
- Faster and more efficient registration of beneficiaries (reduction of input errors).
- The platform facilitates reporting and the integration of our own monitoring and evaluation processes.
- The time spent on verification + validation (targeting phase), distribution and monitoring and evaluation processes is consequently reduced.
- Red Rose can be used in areas without internet coverage.
- The system integrates different levels of control through a division of tasks.
- The interface is intuitive and easy to use.
- Data security is provided by Red Rose.
- The centralization of data facilitates the task of coordination between us and FSP.
- Information transmitted in real time on the progress of the project, which allows us to accelerate, if necessary, our decision-making.
- Red Rose allows us to consolidate and improve our advocacy on evidence provided by the system.

#### **Plenary discussion**

- This system has been tested by several NS including Kenya's in Africa, which has received more than positive feedback.
- Services provided by Red Rose are paid based on a percentage of the volume of an intervention.
- The ICRC piloted the Red Rose system in Ukraine, Nigeria and Somalia. Although the system proved to be very effective, the ICRC had to call on Red Rose headquarters to support them in resolving some technical issues, which was not always easy to manage, especially during project implementation.
- The Mauritanian RC requested that the contact of the key person, concerning Red Rose within the Federation, be shared with all participants. The contact details of Joseph Oliveros, Lionel Denis, Giuseppe Rullanti and Gianluca Rigolio were projected in plenary and the link to it can be found in the annexes of this report.

### **3.4 Restitution of the evaluation of Financial Service Provider in West Africa**

*Christine Grégoire, Cash Delegate – Belgium RC*

According to Christine, the FSP in AO are themselves regulated and supervised by the Central Bank of West African States (BCEAO), which is unregulated, for example the traders with whom we could collaborate to deliver CBI. Regulated and supervised FSP include financial institutions such as credit institutions (banks), the decentralised financial system (MFI) or intermediaries in banking operations (electronic money institutions or transfer companies).

In the West African, in particular within the 8 countries covered by the West African Economic and Monetary Union (UEMOA: Benin, Burkina Faso, Côte d'Ivoire, Guinea Bissau, Mali, Niger, Senegal and Togo), we have a total of 146 banks, 716 MFIs and 18 intermediaries in banking operations. Most banking institutions belong to mainly international banking groups.

In reality, the boundary between these different actors is increasingly blurred: MFIs are now able to offer the same digital services as banks (mobile money, electronic card), while some traditional banks are increasingly interested in microfinance. Telephone operators are considering applying to BCEAO for their FSP licence to offer banking services to their customers.

The Financière de l'Afrique de l'Ouest (FINAO) is a good example of the willingness of decentralized institutions to invest in digital technology. This structure, based in Dakar, is a consortium of 6 major MFIs that have decided to come together to invest together in a common platform.

It is also important to note that merchants, if they are not affiliated with an FSP, do not have the necessary authorisation to carry out financial transactions. The same is true for telephone operators, who are in a way just a pipe. Even if it is not always very visible, these operators still need a PSF to structure their "Mobile Money" offer.

Finally, Christine pointed out that the FSP, which belong to the private sector, are not NGOs and operate in completely different ways. It is therefore important to get to know them, to build a strong partnership. Negotiating with an FSP can therefore take time. It takes 6 to 8 months for a master contract. But, by transferring part of the risk to them, FSPs must be seen more as partners than as mere service providers.

The price offer that the FSP will propose will depend largely on the operating mode put in place. In addition, the price depends on 3 important factors: direct costs, associated risks and volume. Good risk management, and the collective negotiation of several NS, can lead to a more attractive price offer.

### **3.5 Movement cash road map in West Africa**

The afternoon of this 2nd day was dedicated to the development of the CBI 2019 - 2020 roadmap for the WA. Participants were divided into 4 groups. Each group represented, in a balanced way, all the actors of the Movement.

The exercise consisted in developing specific objectives and related activities with reference to the 4 strategic objectives for CBI within the Movement:

4. Strategic objective 1: Global capacity in cash transfers (*the Movement is able to develop a global CBI model. This model must be predictable, replicable and applicable to all sectors of activity, all programs and all phases of a project cycle*).
5. Strategic objective 2: Localized response and preparation of Movement partners (*Movement members invest in their capacities to control CBI across different functions and contexts while focusing in particular on local capacities*).
6. Strategic objective 3: Policy and advocacy (*the Movement institutionalizes CBI and influences dialogue on these modalities within the humanitarian community at the global, regional and local levels*).
7. Strategic objective 4: Partnership and innovation (*CRRC Movement partners, with other humanitarian actors, the private sector and governments, provide innovative and effective TM programmes at global, regional and local levels*).

Participants were asked to answer the following two questions for each strategic objective:

1. What should be done to support the preparation of Cash based interventions in the region?
2. What should be done to support the implementation of Cash based intervention in the region?

The first question was covered by groups 1 and 3 while groups 2 and 4 took over the second question.

These questions were asked in order to encourage participants to consider, in their responses, the dimensions of cash preparedness and implementation, taking into account the specificities of the contexts in WA. Participants discussed as a group and noted the specific objectives and activities for 2019 - 2020 on coloured cardboard papers (one colour per group) that they posted on a large wall that included 4 columns (one column per strategic objective). The group work was reported in the first half of the morning of Thursday, November 29, 2018. The harmonized 2019 - 2020 roadmap for TM in AO is presented in the next 6 pages.

**ROAD MAP 2019 – 2020**  
**CASH BASED INTERVENTIONS IN WEST AFRICA**

**Strategic objective 1: global capacity in cash transfer**

*the Movement is able to develop a global CBI model. This model must be predictable, replicable and applicable to all sectors of activity, all programs and all phases of a project cycle*

Specific objectives	Activities
<p><b>1.</b> Improve CBI communication/Coordination within the Movement in West Africa</p>	<ul style="list-style-type: none"> <li>• Ask the regional cash focal point to manage information exchanges and facilitate CBI coordination in WA</li> <li>• Promote the Cash-Hub tool</li> <li>• Make the platform and its information accessible to Francophones</li> <li>• Mapping the focal points</li> <li>• Use social networks and mailing lists to generate communication /facilitate coordination</li> <li>• Harmonize existing means of communication</li> </ul>
<p><b>2.</b> Ensure that information on CBI is disseminated at all levels for learning purposes (sharing - transmission and exchange of experiences)</p>	<ul style="list-style-type: none"> <li>• Promote CBI case studies</li> <li>• Sharing of tools</li> <li>• Dissemination of existing instruments</li> <li>• Sharing of experience managed and shared by the cash regional focal point</li> <li>• Set up a SLACK group for CBI in WA (exchange, storage and compilation of documents).</li> <li>• Ensure a compilation for each sector of activity concerned by CBI</li> <li>• Creation of a cash working group within the Movement in WA</li> </ul>
<p><b>3.</b> Systematize/capitalize procedures/tools for the preparation and implementation of CBI</p>	<ul style="list-style-type: none"> <li>• Use CBI procedures and tools that have already been developed</li> <li>• Adapt and harmonize existing CBI procedures / tools to the WA while ensuring their dissemination and training for appropriation</li> <li>• Capitalize and share CBI tools and experiences specific to the WA</li> </ul>



<b>Strategic objective 1: global capacity in cash transfer</b>	
<b>Specific objectives</b>	<b>Activities</b>
<b>4.</b> Ensure that our model is aligned with CBI strategies, trends and recommendations from external stakeholders such as CaLP	Se familiariser aux autres modèles existants et s'assurer de la cohérence, internes et externes au Mouvement, des modèles existants
<b>5.</b> The Movement has included CBI in its emergency response mechanisms	<ul style="list-style-type: none"> <li>• Become familiar with the new procedure regarding SURGE (optimization) capabilities.</li> <li>• Include CBI in RDRT mechanisms (have CBI skills within RDRT and include CBI in RDRT training).</li> <li>• Facilitate rapid deployments of cash experts for emergency situations (ideally within 72 hours).</li> <li>• The Federation's regional office in Nairobi or its AO clusters are able to deploy a member of their team within 48 hours waiting the arrival of an RDRT or SURGE deployment.</li> </ul>
<b>6.</b> The NSs are developing a strategy to periodically update the CBI mechanisms as part of all programs.	<ul style="list-style-type: none"> <li>• Periodic organization of workshops to review tools and mechanisms / processes CBI</li> <li>• Periodic review of procedures with FSP</li> </ul>
<b>7.</b> The NS undertake to carry out pilot projects to validate the achievements in terms of CBI	<ul style="list-style-type: none"> <li>• Integration of CBI pilot projects into the operational plans of the host SN branches.</li> <li>• Provision of funds for the implementation of CBI pilot projects.</li> <li>• Organization of advocacy actions with internal and external partners for the implementation of pilot projects.</li> </ul>
<b>8.</b> The Movement has defined the criteria for an NS to be "Cash ready".	<ul style="list-style-type: none"> <li>• - Revision of the CBI preparedness method following the experience of the RCs in BF, Mali and Niger</li> <li>• - Determine and validate the criteria that define HNS as "Cash ready"</li> </ul>

***Strategic objective 2: Localized response and preparation of Movement partners***

*Movement members invest in their capacities to control CBI across different functions and contexts while focusing in particular on local capacities*

Specific objectives	Activities
<p><b>1.</b> Identify priorities and entry points in CBI on the types of intervention / thematic sectors of HNS (emergencies, social nets, health, nutrition, food security, livelihoods).</p>	<ul style="list-style-type: none"> <li>• HNS set their CBI priority and integrate them into their framework / strategic documents.</li> <li>• NHS should ask PNS to consider the priority activities they have set for themselves and avoid becoming overwhelmed.</li> </ul>
<p><b>2.</b> Strengthen the operational and organizational capacities of HNS</p>	<ul style="list-style-type: none"> <li>• Develop a training plan for each HNS</li> <li>• Use existing internal and external training platforms</li> <li>• Promote peer to peer exchange</li> <li>• CBI training dedicated to RDRT and NDRT</li> <li>• Training of CBI focal points (NS partner hosts)</li> <li>• Encourage exchanges and sharing of experiences</li> <li>• Support and learning mission</li> </ul>
<p><b>3.</b> HNS develop branch capacity building strategies for better CBI control</p>	<ul style="list-style-type: none"> <li>• Strengthening the CBI capacities of local actors (cash focal points within the branches)</li> <li>• Organization of periodic workshops to upgrade the cash focal points of the branches with Movement partners</li> </ul>
<p><b>4.</b> Promote resource mobilization for CBI</p>	<ul style="list-style-type: none"> <li>• Develop a CBI policy / strategy for each NS</li> <li>• Approach the government, the private sector and donors</li> </ul>
<p><b>5.</b> Institutionalize CBI within HNS</p>	<ul style="list-style-type: none"> <li>• Integrate CBI into HNS strategies and framework documents</li> <li>• Advocacy and awareness raising on governance</li> <li>• Elaboration of SOPs</li> <li>• Advocate for the integration of CBI into national humanitarian policies and laws</li> <li>• Communicate sectoral priorities + type of HNS CBI response to the Federation and PNS</li> </ul>

<b><i>Strategic objective 2: Localized response and preparation of Movement partners</i></b>	
<b>Specific objectives</b>	<b>Activities</b>
<p><b>6.</b> The NS in WA are "Cash Ready" according to the criteria defined by the Movement</p>	<ul style="list-style-type: none"> <li>• Advocacy to finance the cash preparedness.</li> <li>• Reproduce the cash preparedness made in Burkina Faso, Mali and Niger to other WA HNS.</li> <li>• Advocacy with HNS partners to prepare HNS for CBI to increase their business volume with these modalities.</li> <li>• Highlight the resources, capacities, systems and tools developed by the "Cash Ready" HNSs with HNSs who wish to start their preparation or who are already in the cash preparedness phase.</li> <li>• Advocacy with HNS partners to take into account the financing of cash focal points in budgets.</li> <li>• -Determine which HNS in WA should be given priority in terms of cash preparedness while first developing prioritization criteria.</li> </ul>

<b>Strategic objective 3: policy and advocacy</b>	
<i>the Movement institutionalizes CBI and influences dialogue on these modalities within the humanitarian community at the global, regional and local levels</i>	
<b>Specific objectives</b>	<b>Activities</b>
<b>1.</b> Harmonize the systems for capitalizing on CBI experiences within the Movement	Develop a "Case Study" model that can be used by all Movement partners/actors
<b>2.</b> Definition of an external communication plan	<ul style="list-style-type: none"> <li>• Systematize case studies</li> <li>• Enhance the expertise and CBI capacities of the CRCR</li> <li>• HNS disseminates information at the local level and PNS + Federation focus on regional / global advocacy</li> </ul>
<b>3.</b> Movement members (NS host and partners, ICRC, IFRC) actively and regularly participate in coordination forums and platforms (national and regional) with the ambition of becoming leaders or co-leaders of these forums	<ul style="list-style-type: none"> <li>• Participation in cash working groups outside the Movement (including CaLP)</li> <li>• Establishment of cash working groups at national level (internal to the Movement)</li> <li>• Establishment of a regional framework on CBI (compliance, regulation)</li> <li>•</li> <li>• Participation of cash focal points in all CBI-related meetings within the international community (local, regional and global levels) - ensure that the cash focal point is the reference person to cover these events to consolidate monitoring and progressively the notion of leadership.</li> </ul>
<b>4.</b> Encourage HNS to take a leadership role in CBI activities at the national level on behalf of the Movement	<ul style="list-style-type: none"> <li>• Highlight the specificities of the NSs (auxiliaries, volunteer network, geographical coverage)</li> <li>• Participate in cash working groups</li> </ul>
<b>5.</b> West African HNS are convinced of the relevance of CBI	<ul style="list-style-type: none"> <li>• Advocate and raise awareness among HNS on the relevance of CBI in their specific sectors and contexts of intervention.</li> <li>• Regional CBI ownership workshops for governance and senior NS managers based on the Bamako workshop of July 2018.</li> </ul>
<b>6.</b> Establishment of voluntary contribution funds for HNS cash capacity building	<ul style="list-style-type: none"> <li>• percentage of funds transferred or allocated to the HNS Capacity Building Fund in CBI</li> </ul>
<b>7.</b> HNS familiarize themselves with the legal and institutional basis of CBI	

**Strategic objective 4: partnership and innovation**

*CRCR Movement partners, with other humanitarian actors, the private sector and governments, provide innovative and effective TM programs at global, regional and local levels*

Specific objectives	Activities
<p>1. Create non-movement and innovative partnerships with donors</p>	<ul style="list-style-type: none"> <li>• Involve and inform donors on CBI needs and projections in order to strengthen the relationship / trust.</li> <li>• Understand donors' interests and sensitivities to improve HNS TM advocacy.</li> <li>• Diversify donors (e.g. private sectors (start-ups or other innovative companies), public sectors through relevant ministries, etc.)</li> </ul>
<p>2. The Movement has established partnerships with FSP at the global, regional and national levels for the rapid and effective implementation of CBI</p>	<ul style="list-style-type: none"> <li>• Identify at the regional level the potential private partners relevant for the implementation of CBI (continue Christine's work) while exploring the possibilities of establishing regional framework agreements.</li> <li>• Raise awareness in NS governance of the relevance of framework contracts</li> <li>• Mapping of FSPs (regional and national levels with details by administrative subdivision for the latter level)</li> <li>• Encourage and support HNS to develop framework contracts with national FSPs</li> </ul>
<p>3. HNS strategically position themselves in the field of social protection in their country</p>	<ul style="list-style-type: none"> <li>• Provide HNS with tools so that they can position themselves in the field of social protection in their respective countries and, if necessary, support the authorities to improve the use of CBI in existing social protection schemes.</li> <li>• Draw up a diagram of the existing social protection systems in each country.</li> </ul>
<p>4. Collaborer avec le milieu académiques</p>	<ul style="list-style-type: none"> <li>• Integrate action research methodology to strengthen partnerships with communities to strengthen their resilience to the impact</li> <li>• In socio-anthropological analyses, include a component that looks at the relationship of community members to money: gender; economic / socio-cultural dynamics; participatory approach; analysis/reflection before the implementation of TM; risk analysis, etc.</li> <li>• Implement post-intervention impact studies (qualitative social impact/resilience)</li> </ul>

#### 4. Day 3 – Thursday 29 November 2018

##### 4.1 Shared leadership, coordination and communication

To make this presentation, we decided to organize a debate in the form of a panel composed of 4 people to represent the Movement's stakeholders. Each actor had to address a specific theme from the perspective of sharing leadership. This panel and the topics concerned are as follows:

Names and organisations	Fonctions	Entities	Topics covered
1. José Lopez Simedo <i>Cap-Verdien NS qui préside le groupe Sahel +</i>	- Cash Focal Point - Directeur du Département de Catastrophes et des Urgences	HNS	Localization
2. Felix de Marliave <i>Belgium RC</i>	Country representative for Senegal	PNS	- Thematic Lead - Technical Expertise
3. Anne Leclerc <i>IFRC</i>	Sahel Cluster Responsible	IFRC	Capacity Building
4. Angélique Appeyroux <i>ICRC</i>	Deputy Head of regional delegation	ICRC	Conflict zones

José Lopez Simedo opened the debate by representing HNS and addressing the theme of localization from the perspective of sharing leadership. The CBI initiatives undertaken by some HNS in WA clearly demonstrate that they can strengthen their ambitions when their governments, after setting the course, support the implementation of activities that will achieve the expected objectives. The key to success is thus found within HNS and it is fundamentally important that they are able to maintain their own strategic directions. Collaboration with HNS, IFRC and ICRC, while fundamentally important, should not bias the achievement of HNS objectives. On the contrary, HNS, and in particular their governance, must continue to position themselves while requesting the support required to achieve their objectives.

The debate continues with the representative of the PNS who, in addressing the issue of technical expertise, agrees with the opinion of the representative of the HNS while inviting him to make a distinction between the notion of sovereignty of the HNS and the sharing of leadership. Indeed, it is crucial that HNS have their own ambitions and that they develop the required internal expertise accordingly. However, it is also necessary for the HNS to be able to recognize when it needs external expertise while calling on the support of other CRCR Movement actors. For example, the Belgian RC, in collaboration with the British RC, responded to the request from HNS in Burkina Faso, Mali and Niger to support them in preparing for CBI. However, it is necessary to be careful that the involvement of several SNPs does not overwhelm an HNS. Sharing leadership is equivalent to supporting an area of expertise when required by the HNS and not imposing expertise that does not correspond to the HNS's strategic choices. Felix de Marliave also mentioned a few words on the need to improve the functioning of the DREF, taking into account the lessons learned by the Movement's actors and solutions that, from a leadership sharing perspective, could improve this funding mechanism.

Mrs Anne Leclerc, head of the Sahel Cluster, points out that there are different forms of leadership and that it is not useful to oppose them against each other, just as it is not necessary to impose one in particular. Within the Movement, our efforts should focus on how to better harmonize in support of HNS. When an HNS has expertise, let us maximize this resource and avoid annihilating it with additional external expertise, especially when the latter is not required. Our role within the IFRC is rightly to facilitate coordination between partners in order to harmonize approaches to the sharing of expertise provided within an NHS. Like HNS and PNS, the IFRC also does considerable work in capacity building. Despite our joint efforts, we face several challenges that began with adapting capacity building to the needs / wishes / ambitions of HNS. Finally, the Movement's stakeholders must continue to develop integrated approaches while keeping in mind the leadership perspective we discussed in this panel.

The ICRC is in line with what has been said about the importance of a balanced partnership between HNS and PNS. On the other hand, it is necessary to turn words into actions so that we can be united and act in a complementary way in an emergency. With regard to conflict areas in particular, the ICRC has a mandate that distinguishes it from all other organizations, which makes the notion of shared leadership difficult to implement. However, bridges can be envisaged between the intervention phases, hence the need to develop integrated approaches as mentioned previously by Anne Leclerc.

### Plenary discussion

Following the debate presented by the panel, we invited the plenary to position itself by asking them the following 2 questions:

1. Seen from the perspective of your context and the themes you cover, what do you think of the approach that has just been discussed by the panel?
  2. If it suits you, how do you plan to integrate it into your programs and agenda while taking into account your context and the themes you cover?
- HNS need to have a clear vision of their strategic positions in order to better assert our leadership at the national level.
  - As an HNS, we must dare to take up challenges in order to reverse the trend. The care of 400 households by Côte d'Ivoire is an exemplary action. This HNS was thus able to have good lessons learned from its pilot project which included CBI, a pilot project which is considered a success also thanks to the support of the IFRC Regional Office in Abuja and the deployment of 2 cash experts.
  - The panelists touched on some sensitive points. They talk about leadership but we, HNS, have to think about where we stand? Where do we want to go? We have talked a lot about strategy. We now need action while reflecting on the transfer of competence.

- It is important not to reinvent the wheel. The IFRC has already done some work. As an HNS, we must define what we want and can do, taking as an example what has been done elsewhere to adapt it to our context. What we need to do is capitalize and consolidate what exists and then project ourselves into the future.
- If we, SNH, wish to develop ourselves to have the lead in our countries and position ourselves accordingly, we will need a certain number of prerequisites, capacities and human resources capable of carrying out our actions successfully. We must therefore accept to be supported by the other components of the MRCC Movement in order to best assume our role as leaders in our countries. If NHSs want to position themselves, they must have the tools while remaining humble.
- A strategic action plan can help HNS to deal with difficulties that may arise. It will therefore be necessary to work in synergy with the NPS.
- When we talk about localization, we are thinking of NHSs in their countries. When the ICRC arrives in a country in a crisis zone, it works with the NHS. It is up to the HNS to propose development plans.
- An IFRC - ICRC development fund has been created. It is the National Society Investment Alliance (NSIA), a fund whose purpose is to support NHSs to better align and position themselves over the long term.
- When the Gambian political crisis broke out, we experienced a good example of cooperation and coordination between HNS, IFRC, ICRC and PNS.
- Tripartite work plans exist. The idea is that all components of the Movement can work together to address crises and capitalize.

## **1.2 Development of 2019 plan of action and restitution**

The last session of the day was devoted to the planning of CBI action plans for 2019. Each HNS has developed its own action plan. The PNS have come together to develop their action plan together. The IFRC and the ICRC have developed their action plans separately.

The groups were asked to provide us with the following information:

1. List the cash activities you plan to carry out in 2019.
2. Indicate when you plan to carry out each activity.
3. Specify who will be in charge of these activities (which staff or department, etc.).

All the action plans, which are grouped in a document attached to this report, were presented in plenary. The feedback was highly appreciated by the participants who undertook to send their respective action plans to their management for validation between the end of 2018 and the beginning of 2019.



### **4.3 Closing of the workshop**

Mr Abdoul Aziz Diallo, President of the Senegalese Red Cross and IFRC Vice-President for Africa, honoured us with his presence to close this workshop.

He congratulated all participants for the work accomplished during these 3 days and the PNS for their support. Such a workshop is a reminder of the importance and relevance of this topic.

He particularly stressed the importance of capacity building for HNS and of translating the action plans developed at this workshop into action, bearing in mind the impact of the actions on the beneficiaries.

## **5. Workshop outcomes and evaluation**

### **5.1 Workshop outcomes**

- A mapping of CBI experiences within the Movement was developed prior to the workshop and presented in plenary. However, it is necessary to update it regularly and extend the survey to WA NS that were not included in the first survey (mainly NS that are covered by the Abuja and Yaoundé clusters).
- Participants are familiar, thanks to the mapping that was developed before the workshop, with the FSP and distribution mechanisms that exist in WA and adhere to the need to have framework contracts (regional and/or national levels) rather than to develop a contract for each project using cash.
- With regard to preparation, participants contributed to the identification of gaps and priorities of CBI in WA and thus have a better understanding of the key activities to be carried out to strengthen their capacities and improve/increase their responses with these modalities.
- All Movement actors who participated in the workshop agree on the Movement's CBI approach to be adopted in the region through the development of a harmonized CBI 2019 - 2020 roadmap.
- With reference to the roadmap, each HNS has developed a 2019 action plan setting out the priority activities to be carried out in order to strengthen their capacity in CBI. The PNS, IFRC and ICRC have also developed their respective action plans.
- Partners were sensitized on the CBI coordination platforms that exist in WA and on the existing communication channels to obtain information / tools on CBI
- The participants were able to exchange and familiarize themselves with the different CBI experiences (preparation and response) carried out by the Movement's actors present in WA.

## 5.2 Participants evaluation

The following questions were asked to participants via the "DirectPoll" system, which allows them to answer with their mobile phones and provides instant answers:

1. On a scale of 1 to 6 (1 not achieved - 6 fully achieved), to what extent has the following objective been achieved?

### 1<sup>st</sup> objective

Encourage to update NS strategies (hosts and partners) by developing a CBI 2019 - 2020 roadmap within the Movement in WA.

Scale	Number	Percentage
1	1	4%
2	0	0%
3	2	8%
4	9	36%
5	11	44%
6	2	8%

### 2<sup>nd</sup> objective

List priority activities and develop action plans for 2019.

Scale	Number	Percentage
1	0	0%
2	0	0%
3	2	8%
4	7	28%
5	9	36%
6	7	28%

### 3<sup>rd</sup> objective

Share experiences and strategies on TM in the region.

Scale	Number	Percentage
1	0	0%
2	1	4%
3	1	4%
4	7	28%
5	11	44%
6	5	20%

1. Please select the presentations and debates that interested you most (several possible and encouraged answers):

Présentations / Débats	Percentage
IFRC presentation on the strategy and the global cash road map	11%
CaLP presentation on CBI in West Africa	6%
Mapping of Movement CBI in West Africa	9%
Presentation of HNS	12%
Presentation of PNS	9%
Presentation du ICRC	8%
Preparedness methodology of NS	13%
Forecast based Financing	9%
Mapping of FSP in West Africa	9%
Debate on shared leadership	8%
Data management platform / innovations	6%

2. Please select the exercises that interested you the most (several possible and encouraged answers):

Exercises	Percentage
Summarize exercise of the content of days 1 and 2	24%
Regional road map	27%
Elaboration of action plans	31%
Group exercise on shared leadership	18%

3. What is your general appreciation of the workshop? 1: very bad. 6 excellent

Scale	Number	Percentage
1	1	4%
2	0	0%
3	0	0%
4	6	23%
5	14	54%
6	5	19%

## ACRONYMS AND OTHER ABBREVIATIONS

BCEAO	Central Bank of West African States
BRC	Belgium Red Cross
CaLP	Cash Learning Partnership
CBI	Cash Based Interventions
CORRIANS	Collectif pour le renforcement de la réponse à l'insécurité alimentaire et nutritionnelle au Sénégal
CRCI	Ivory Coast Red Cross
DMDS	Système pour l'inscription des bénéficiaires et la distribution
DREF	Disaster Relief Emergency Fund
EA	Emergency Appeal
EAP	Early Action Protocol
ECHO	European Community Humanitarian Aid Office
ENRC	Equipe Nationale de Réponse aux Catastrophes - National Disaster Response Team
ERU	Emergency Rescue Unit – Unité de secours d'urgence
FBF	Forecast based financing
FINAO	La Financière de l'Afrique de l'Ouest
FRC	French Red Cross
FSP	Financial Service Provider
HCR	High Commissioner for Refugees
HSN	Hosting National Society
ICRC	International Committee of the Red Cross
IFRC	International Federation of Red Cross and Red Crescent Societies
MFI	Microfinance Institution
NGO	Non Gouvernemental Organisation
NRC	Nigerien Red Cross
NS	National Society
MTN	Mobile Téléphone Network
NSIA	National Society Investment Alliance
ODK	Open Data Kit
PNS	Partner National Society
SOP	Standard Operating Procedures
SRC	Senegalese Red Cross
UEMOA	Union Economique et Monétaire Ouest-Africaine - West African Economic and Monetary Union
WFP	World Food Program

## ANNEXES

All presentations made during this workshop as well as the action plans mentioned under point 4.2 and the contacts mentioned under point 3.3 are available under the following link that was sent to all participants with this report:

<https://drive.google.com/drive/folders/1Jw2U79jyTifD9gXURN6li6ZltQe3kDAQ?usp=sharing>