

Evaluation Report on the Cash and Voucher Assistance Communities of Practice in the Sahel, West Africa and Central Africa

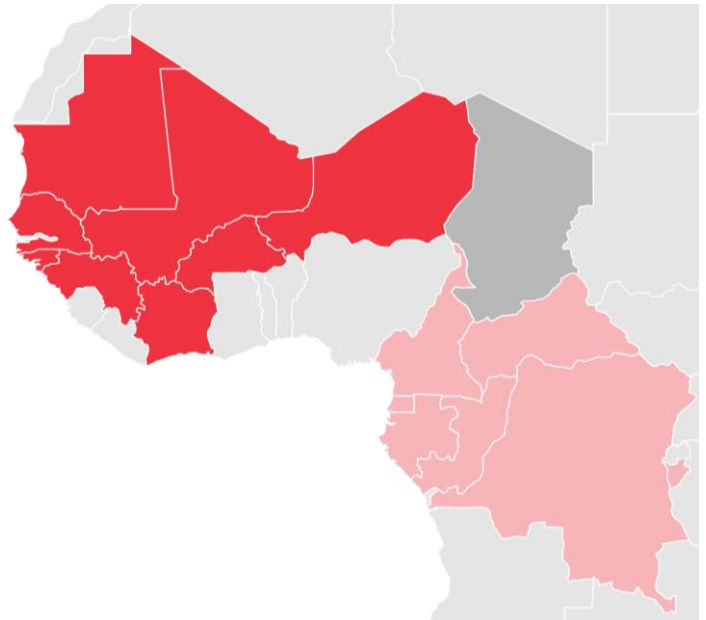
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Introduction to the Communities of Practice

The two **Cash and Voucher Assistance Communities of Practice (CoPs)** (hereinafter CVA CoPs) evaluated in this report, have been promoted since 2020 and have been operational since 2021, following an initiative supported by the British Red Cross (BRC) and the International Federation of Red Cross and Red Crescent Societies (IFRC) in the Sahel sub-region. Since 2022, the **Cash Hub** has been strongly engaged with both CoPs, notably through the involvement of the Dakar-based Localisation Advisor, with the aim of energising the communities, sharing resources and facilitating the adoption and improvement of the quality of existing CVA operations.

The two CoPs cover almost all French-speaking National Societies (hereinafter NSs) in the Sahel and Central Africa, specifically:

- **Sahel (West Africa) CoP:** comprising 10 NSs: Mali, Niger, Chad, Burkina Faso, Senegal, Mauritania, Côte d'Ivoire, Guinea, Cape Verde and Guinea-Bissau (the latter two being Portuguese speaking)
- **Central Africa CoP:** comprising nine NSs, notably those of Cameroon, Gabon, São Tomé and Príncipe, Burundi, Equatorial Guinea, the Republic of Congo, the Democratic Republic of Congo, the Central African Republic and Chad (which is part of both).



The CoPs help to improve the quality of CVA interventions in the region; consequently, both platforms form part of the process of **strengthening the capacity of National Societies** around CVA through peer learning. This need had emerged as early as Phase I of the CVAP/CVA Preparedness) programme, and the CoPs were developed to address a **need for coordination and the sharing of experiences**. Indeed, the need for a collaborative network had been highlighted at the end of this first phase, to facilitate collaboration, strengthen exchanges and peer learning, and promote the replication of good practices.

How a Community of Practice works

CoPs are the ideal **platform** for **exchange**, without which CVA Focal Points (FPs) would have no opportunity to discuss and share experiences, apart from the occasional meetings that may take place. **Meetings** and **WhatsApp groups** (one created per CoP) are highly effective tools for exchanging and sharing information, knowledge-sharing reports and best practices. In accordance **with** the decisions taken **at the Sahel CoP launch workshop**, held in Dakar in October 2021, governance and responsibilities were defined to ensure effective coordination and collective learning. Each CoP is led by a lead and a co-lead, chosen from among the active members, either on a voluntary basis or by appointment or election by the members. These roles are essential for maintaining the CoPs' momentum, as the leads set the agenda, invite participants to meetings, facilitate sessions,

draft minutes and ensure follow-up of actions. They also oversee the collection of best practices and their dissemination within the group.

To carry out these tasks, the lead and co-lead have been supported by Cash Hub Localisation Advisor since 2023. In the case of the Sahel, and in order to capitalise on the knowledge and management experience gained, a steering *committee* was set up, comprising the leads and co-leads from the first rotations (CVA focal points from Mali, Mauritania, Burkina Faso, etc.). Initially, the two communities operated independently, each with a lead and a co-lead. In 2022, the idea of establishing a link between them emerged to foster synergies and exchanges between these two French-speaking CoPs in the sub region. Since then, when an online meeting is organised by the Sahel, members from Central Africa are invited to participate, and vice versa.

The objectives of the CoPs are in **line** with the IFRC's **2022–2025 Regional Cash Roadmap**¹, which sets ambitious goals: to improve the quality of CVA, enhance the organisational preparedness of National Societies, and achieve the Movement's global target of 50% of humanitarian assistance delivered using CVA by 2025.

Executive Summary

The two CVA **Communities of Practice (CoPs)** – one for the Sahel and West Africa, and the other for Central Africa – constitute a strategic mechanism aimed at strengthening the capacities of National Societies through peer learning, knowledge sharing and regional coordination.

The CoPs operate as the 'learning & coordination' arm of the 2022–2025 Roadmap (priority: 'peer learning'). With initial support from the British Red Cross and the Cash Hub, their success relies on committed leadership, structured mentoring and regional networks that foster trust and knowledge-sharing. The main achievements of the CoPs include improved regional coordination and technical exchange between National Societies, notably through virtual meetings, collaborative groups (WhatsApp) and workshops for planning and sharing experiences. The CoPs have notably contributed to enhance CVA organisational capacities through exchanges on key topics (SOPs, contracting with financial service providers, operational tools) and bilateral support between NSs. Furthermore, the CoPs have included NSs that were not part of any CVAP programme, thereby promoting an inclusive approach and the visibility of CVA in the region.

The **main success factors** lie in the active leadership of the leads and co-leads, the support of the Cash Hub Localisation Advisor, the commitment of strategic partners (BRC, IFRC), exchange meetings, the organisation of thematic webinars, and the sharing of tools, knowledge and experiences, as well as technical collaboration between peers. In turn, for the CoPs to function effectively, they depend on the regularity of virtual meetings and the need to define and maintain a minimal (yet structured) schedule, as well as increasing participation in meetings, alongside the availability of some financial resources to facilitate certain activities, particularly face-to-face meetings.

The first **recommendation** for improving operations is to formalise the functioning of the CoPs (structure, roles and responsibilities, rotation system, activities, etc.), accompanied by institutional recognition and the allocation of dedicated time for key roles. This is essential for initiating and maintaining the momentum required to organise regular meetings, webinars and other activities. Indeed, facilitating a CoP remains a demanding task, often leading to an excessive workload. Initially, it may be necessary for a dedicated individual to launch the process and secure proactive and structured participation from members, until the community of practice becomes self-sufficient.

¹ [Africa Cash Roadmap – Cash Hub](#); Africa CoP: [Africa Community of Practice – Cash Hub](#)

Objectives and methodology of the evaluation

Objectives

In accordance with the terms of reference and the questions included for each area of analysis, this report will present the results in line with the following objectives:

- To assess the extent to which the CoPs have achieved the expected outcomes and their impact on the adoption and scaling up of CVA in the region.
- To analyse the relevance and effectiveness of the CoP's activities and initiatives
- To identify the main enabling factors and barriers to success within the structure and activities of the community of practice.
- Provide concrete recommendations to strengthen both CoPs

Methodology

The methodology adopted is primarily qualitative in nature, supplemented by quantitative elements. It includes semi-structured interviews with the leads and co-leads of both CoPs, key individuals from the British Red Cross, participating NSs and the IFRC, as well as a focus group with members of the Sahel CoP. In addition, a survey was conducted among members of the two CoPs, the majority of whom were CVA focal points, to obtain quantitative data on certain aspects.

The evaluation drew on the collection and analysis of primary data (interviews, FGDs and the survey) and secondary sources from existing documents (albeit few): reports, meeting minutes, and documents relating to the 'launch' workshops in Dakar and Douala (2021) and Yaoundé (2023).

A survey was conducted² among members of the two CoPs, which has moderate validity. Among the respondents, 11 were CVA focal points, notably from the Sahel CoP (7 out of 9 FPs in total), and 4 out of 9 from Central Africa, indicating that the results are indicative. The fact that a considerable number of CoP members did not respond may affect the interpretation of the results, as it is precisely the most active members who responded, the findings should therefore be interpreted with caution.

Position	Sahel	Central Africa	Total
CVA Focal Point	7	4	11
PNS/IFRC/ICRC	1	1	2
Others		1	1
Total	8	6	14

Table: Distribution of survey responses by CoP and role

The Results. Evaluation of CVA CoPs

There is no doubt as to the relevance of the CoPs, which align with the IFRC's CVA Roadmap for Africa, specifically Priority 4 on 'strengthening coordination and peer learning among the various National Societies'. Furthermore, given the capacity-building efforts under the CVA Preparedness programme in the Sahel, the time was right to promote the Sahel CoP and extend it to French-speaking National Societies, following the example of other CoPs in Africa. This approach also helped to strengthen the capacities of National Societies not participating in the CVAP programme, which were able to benefit from the experience-sharing of more active National Societies.

Contributions from the Communities of Practice

The impact of the CoPs is primarily reflected in their contribution to strengthening National Societies'

² The survey received 17 responses out of an estimated population of 32 participants (53.12%), with a margin of error of $\pm 23.7\%$. Of the 17 respondents, 11 were CVA focal points, representing 65% of the total, mainly from the Sahel. Two respondents stated that they belonged to both CoPs; these two responses were included in the analysis of the Central Africa CoP (Note: Chad belongs to both CoPs).

capacity around CVA. Through peer-to-peer exchanges on key topics such as standard operating procedures (SOPs), contracting with Financial Service Providers (FSPs) through via framework agreements and technical support. The CoPs serve as a key driver for capacity building. Furthermore, for National Societies not yet involved in the CVAP programme, the CoP represents a strategic entry point: it offers direct access to SOPs, model tools and lessons learnt, thereby enabling them to skip several stages and accelerate the integration of CVA within their organisation.

The following examples illustrate these exchanges:

- In 2022, Cameroon Red Cross received support from Burkina Faso Red Cross to adapt tools and implement livelihood activities using CVA.
- The National Societies of Chad and Niger shared their SOPs to serve as a model for other interested NSs
- Support from Mauritania Red Crescent for an IGA (Income Generation Activities) case study using CVA, and from Mali Red Cross for its first experience with shelters and CVA, which received support from Burkina Red Cross in the design and implementation.
- Support from Malia Red Cross to the Democratic Republic of Congo Red Cross in drafting the ToRs for organising a CVA Level 2 training.
- Guinea-Bissau RC, which received support from Mali RC in the DREF response to disasters through cash-for-work schemes.

In the survey conducted among CoPs participants, including focal points and technical staff, 94% (16 out of 17) reported being **satisfied or very satisfied** with their participation in the Cos³. The most highly rated aspects were access to tools and resources, capacity building and peer-to-peer exchange (88% of responses), as shown in the following section.

Level of satisfaction	CVA Focal Point	Technical staff NSs	PNS/IFRC /ICRC	Others	Total
Very satisfied	9.10%	33.30%	50%	0%	17.60%
Satisfied	90.90%	66.70%	50%	0%	76.50%
Not satisfied	0%	0%	0%	100%	5.90%

Table: Responses to the question on satisfaction levels with the CoP. Results broken down by role.

Contribution of the CoPs to focal points and in general

Among the factors that **CoPs** have **contributed to improving the capacities of participants in CVA**, the following can be highlighted:

- **Support and engagement from peers** on cross-sectoral aspects such as FSPs (financial service providers) or *feedback and complaints mechanisms*. Furthermore, there were several examples of transnational cooperation and experience-sharing and to improve National Societies' capacities regarding the integration and adaptation of CVA programmes.
- **Capacity building** through **webinars** on cross-cutting themes related to CVA. Examples addressing the issue of PGI where the entry point is CVA. Furthermore, during the meetings, participants share experiences and can even propose possible solutions to the problems raised either at the meeting or via WhatsApp exchanges.
- The frequency of **virtual meetings** is a key factor in the effective functioning of the CoP. However, these meetings have not managed to establish themselves as a regular feature and often lack a clear agenda of items for discussion.
- **The workshop in Yaoundé** (Cameroon) in October 2023, where most members of both CoPs (14 NSs) met, was the first time the CoPs had come together in a forum for reflection. The Yaoundé workshop served primarily as a space for knowledge-sharing, enabling participants to discuss how the CoPs operate. Several sessions facilitated by a CVA Focal Point provided an opportunity to

³ The person who replied that they were not at all satisfied with the CoP did so mainly because it does not meet their expectations, which consist primarily of accessing real support to improve their knowledge.

share practical experiences: Mali Red Cross presented its contribution to calculating the transfer amount within the national CWG; Burkina Faso Red Cross explained a risk analysis exercise; and the Chad Red Cross shared an experience with *cash-for-shelter*, among other examples. These exchanges helped to identify several areas for learning. Furthermore, participants developed a three-year action plan (2024–26) for each CoP, tailored to their specific contexts.

The information from the survey confirms the contributions mentioned. In this regard, the most valued contributions from the CoPs are those related to peer-to-peer sharing (tools and resources, experiences, different contexts, etc.), which aim to strengthen capacity and provide technical support among peers, forming part of **the main objectives of the communities of practice**.

What is the added value of the CoP to you?	All	CVA focal points	CoP Sahel	CoP Central Africa
Access to tools and practical resources	88%	91%	100%	71%
Capacities strengthening	88%	100%	90%	86%
Peer exchanges	88%	91%	80%	100%
Knowledge of different contexts	76%	82%	60%	100%
Peer support	71%	73%	80%	57%
Access to relevant information for my job	65%	64%	60%	71%
Sorting out technical inquiries	53%	55%	50%	57%
Networking	53%	55%	70%	29%
Regional Coordination	47%	55%	50%	43%
Recognition within my NS	35%	45%	40%	29%
Support in case of emergencies	29%	18%	30%	29%

Meeting expectations

Does the CoP meet your initial expectations?	CVA Focal Point	Technical staff NSs	PNS/IFRC/ICRC	Others	Total
Completely	45.50%	66.70%	100%	0%	52.90%
Partially	45.50%	33.3%	0%	0%	35.30%
A little	9.10%	0%	0%	0%	5.90%
No	0%	0%	0%	100%	5.90%

Most responses (53%) consider that their expectations have been 'fully' met, with **a score of 2.4 out of 3**. Specifically, among the focal points, responses are split between 'fully' (45.5%) and 'partially' (45.5%). The fact that nearly half of respondents indicated that their expectations were partially or slightly met may be due to reasons identified as (see section 'The main challenges to the effective functioning of CoPs'): the irregularity of meetings, the absence of a monitored operational action plan, the lack of documented reports following meetings, and the loss of momentum when leadership changes.

The sustainability of CoPs

In terms of sustainability, it is essential to ensure the CoP's self-management and to maintain **the commitment** of its members. This involves addressing topics that are genuinely relevant to participants, ensuring regular meetings, setting clear agendas and planning sessions in advance to encourage active and ongoing participation.

Factors contributing to the continuity of CoPs

The table below presents the factors which, according to participants, **help to ensure the continuity of the programme**. In this regard, participants highlight the need for more regular meetings, including the sending of necessary notifications and reminders, and the setting of clear objectives tailored to participants' needs.

Do you intend to continue participating on the CoP activities? Under what conditions?	All	CVA focal points	CoP Sahel	CoP Central Africa	PNS/IFRC
Yes, if meetings are more regularly	65%	73%	60%	71%	100%
Yes, if the topics are better adapted to my needs	53%	64%	60%	43%	0%
Yes, if my NS supports me more	47%	45%	30%	71%	50%
Yes, if I receive the invites and reminders in a clear manner	76%	82%	80%	71%	50%
Yes, I am available	0%	0%	0%	0%	0%
No, I don't plan to continue participating	0%	0%	0%	0%	0%
I don't know	0%	0%	0%	0%	0%

The level of implementation of the CoPs. From expectations to realisation

Regarding the actions implemented by the Communities of Practice, and taking into account the objectives defined during the launch and follow-up workshops, this report provides an **overview of the activities carried out** since late 2021, which have helped **to structure and revitalise** the Communities of Practice in the Sahel and Central Africa.

It is important to note that, despite certain limitations in the implementation of the actions presented below, these should be regarded as areas for improvement (or recommendations), as the impact and contributions are positive and in line with the set objectives.

- The definition and establishment of **operational structures**, including (for each CoP) leads and co-leads as key figures to drive the CoPs forward, as well as support **committees** to advise the leads. This structure does, however, have certain limitations (lack of definition of roles and responsibilities and a process for selecting the appropriate people to fulfil these roles).
- The recruitment of a **Localisation Advisor**, during the 2023–2025 period, tasked with supporting and facilitating the functioning of the CoPs, was seen as a key factor by respondents. This position has clearly facilitated the organisation of thematic meetings and spaces for learning and exchange (webinars and WhatsApp groups). Whilst the evaluation of this individual and their role have been very positive and appreciated, the impact of their departure (in the third quarter of 2025) on the continuity of certain CoP activities remain to be determined.
- The organisation of **virtual meetings** is an essential activity for peer-to-peer exchanges, even though their frequency has been reduced compared to the initial plan and they continue with varying regularity depending on the availability of the leads/co-leads of two CoPs.
- The holding of **face-to-face meetings**, once a year or every two years. These meetings, strongly recommended to strengthen cohesion and ensure the follow-up of commitments, have taken place twice: in 2021 in Dakar (launch workshop) and in 2023 in Yaoundé, but not in 2025 (according to the information gathered, mainly due to funding issues).

Other actions worth highlighting include:

- The **thematic working groups**, which enabled CoPs participants to address priority issues for the NSs, such as communication and visibility, the integration of CVA into other sectors, funding, disaster response, procedures and guidance (SOPs), as well as data collection and information management.
- The creation and use of **WhatsApp groups** for quick communication, has been an essential and widely used communication tool among members.
- **Webinars and technical sessions** on topics such as multi-purpose cash transfers, digitalisation, social protection and emergency response are very useful and are probably not being utilised to their full potential.
- The **link established between programmes** to promote exchanges, such as the Cash School, to facilitate the mentoring programme.

All these actions have contributed positively to the achievement of the CoP's objectives, although it should be noted that they were mainly initiated and promoted by the Localisation Advisor. It is therefore necessary to ensure their continuity through the CoP leads and co-leads, as well as other stakeholders (CoP advisory committees, partners, etc.).

Participation. Types of activities

Participation is limited and variable. According to information provided by key informants, who indicated that the frequency of meetings has shifted from monthly to quarterly or even less frequently due to difficulties in attending, a finding also highlighted in the survey in response to the question 'Participation in the last 6 months':

Participation in the CoP on the last six months	All	CVA focal points	CoP Sahel	CoP Central Africa
Add the number of meetings you have attended during the last 6 months	2.5	2.5	2.2	2.9
Add the number of activities (excluding meetings) you have engaged with during the past 6 months (webinars, WhatsApp discussions, etc)	3.6	4.2	4.6	2.1

The following table shows the results of the responses from the CVA focal points, and the results broken down by community of practice (Sahel, Central Africa). In response to the question "participation in CoP meetings", 71% replied that they participated regularly, whilst 24% indicated they participated occasionally and one person rarely. Within the CVA focal points, 91% indicated that they participated regularly⁴.

Questions	All	CVA focal points	CoP Sahel	CoP Central Africa
Have you participated regularly in the CoP Meetings?	71%	91%	70%	71%
Which of the following activities have you participated in?				
Virtual meetings	88%	91%	90%	86%
WhatsApp Group	82%	82%	90%	71%
Webinars	65%	64%	60%	71%
In person meetings/workshops	71%	73%	90%	43%
Peer to peer technical exchanges	47%	55%	60%	29%
Technical support (in the field or remotely) to an NS	35%	36%	40%	29%

Regarding the activities in which respondents also participate, it is worth noting meetings, exchanges via WhatsApp groups, and webinars organised by the CoPs.

Participation. Trends

According to the key informants contacted, including partners of the National Societies (PNS, IFRC, ICRC), attendance at meetings has declined. Conversely, according to the survey results (below), participation appears to have increased since they joined. This contradiction can be explained by the fact that it is likely the most active members of the CoPs who responded, and that there may be a bias towards presenting the CoPs in a more positive light.

Your participation in CoP activities (since joining)	CVA Focal Point	Technical staff NSs	PNS/IFRC/ICRC	Others	Total
Has considerably increased	54.5%	0%	0%	0%	35.3%
Has slightly increased	27.3%	0%	50%	0%	23.5%
Remains the same	9.1%	66.7%	0%	100%	23.5%
Has slightly decreased	9.1%	0%	50%	0%	11.8%
Has decreased	0%	33.3%	0%	0%	5.9%

⁴ NB: 11 out of the 18 National Societies that are part of the Regional Committees participated in this survey.

Enabling factors to the well-functioning and effectiveness of the CoPs

According to information provided by key informants and the preferences expressed in the survey, the main factors contributing to the effective functioning of the CoPs are the decisive role played by the Localisation Advisor and the quality of the technical support provided by this position. In addition, there is the wealth and diversity of experiences, as well as the regular holding of online meetings. These elements, along with other factors essential to the effective functioning of the CoPs, are outlined below:

- The Cash Hub's **Localisation Advisor**, who from 2023 until September 2025 was strongly committed to both CoPs, drove forward, energised and supported the leads. Her role was the most positively rated aspect in the survey (88% of respondents). She facilitated contacts with partners and National Societies, and continuously promoted training opportunities, webinars and other initiatives. Furthermore, the Central African CoP also benefited from the support of the IFRC delegate based in Cameroon, who helped to revitalise the WhatsApp group as well as sharing their technical expertise.
- **Leads and co-leads** play a vital role in the smooth running of the CoPs. They are able to mobilise members and ensure that virtual meetings are held regularly. These responsibilities, which cannot be undertaken by just any member of the CoPs, require an additional commitment on top of their day-to-day duties within their National Society.
- Dynamic CVA **focal points** form the backbone of the CoP. Most NSs have created the role of CVA FP, which must be a long-term position to ensure active and meaningful participation.
- The **richness of the exchange of experiences** (also highly valued in the survey) thanks to their diversity, as well as the technical and knowledge-based contributions of CoP members, are also key elements. Indeed, the integration of themes aligned with needs and contributing to the enrichment of knowledge is an essential factor to preserve and consider for the sustainability of the CoPs.
- The **face-to-face meetings** in Dakar (2021) and Douala ⁽⁵⁾ and the workshop in Yaoundé (2023) had a very positive and motivating effect on participants. The Yaoundé workshop was particularly appreciated and recognised as an initiative that significantly strengthened the effective functioning of the CoPs. In this regard, **the evaluation of the face-to-face workshop in Yaoundé (2023) was very positive** according to the same survey (4.3 out of 5), which demonstrates the importance of face-to-face meetings for CoP members.

Questions	All	CVA focal points	CoP Sahel	CoP Central Africa
Have you participated in the Yaounde Workshop?	71%	82%	80%	57%
In an scale of 1 to 5, has the Younde workshop contributed positively to the well-functioning of the CoP	4.3	4.2	4.3	4.3

The main challenges to the effective functioning of the CoPs

In turn, **several challenges** were identified regarding the smooth operation of two CoPs:

- A major challenge lies in the **heavy reliance on both the lead and the Localisation Advisor**. Their central role in facilitating virtual meetings means that any prolonged absence or unavailability leads to a significant slowdown in the CoP's activities. This highlights the need for strong but shared leadership, with defined roles and responsibilities, and a clear rotation mechanism to facilitate the self-sufficiency of CoPs.
- The **irregular nature of meetings**, among other factors, stems from the lack of a schedule (annual

⁵ Capacity-building workshop for CVA focal points and annual meeting of DM (Disaster Managers) from Central African National Societies – Nov. 2021

or half-yearly calendar), the failure to formalise roles and responsibilities, or clear operating standards ensuring monitoring mechanisms.

- The **status of certain CVA focal points**: who often must prioritise project activities. Furthermore, there are rarely defined terms of reference for CVA focal points and sometimes the positions are not permanent, which can hinder decision-making in favour of the CoP's development.
- The lack of a practical guide listing activities, particularly meetings, with elements to structure the CoP and enable more effective monitoring.
- The **commitments made at the Yaoundé workshop** for the 2024–2026 period have proved difficult to implement, sometimes exceeding the mandate (the development of innovative projects) and including unrealistic components, such as an annual four-day meeting.
- **Face-to-face exchange forums** are highly valued and necessary, as they strengthen mutual understanding among CoP members and offer a wealth of interactions that are difficult to replicate online. However, organising them remains costly, which makes funding difficult for participants and limits the possibility of holding them annually.

The survey confirms and supplements the information mentioned. It highlights the limited participation of certain focal points, the irregularity of meetings and the insufficient definition of roles and responsibilities within the CoP.

What are the main challenges or weaknesses	All	CVA focal points	CoP Sahel	CoP Central Africa
Lack of regular meetings	65%	82%	70%	57%
Lack of Plan of Action	24%	27%	30%	14%
Unclear roles and responsibilities	29%	27%	20%	43%
Limited engagement from some NSs	82%	100%	90%	71%
Topics repeated or not aligned with my needs	6%	0%	0%	14%
Weak systematization of the information (tools, guidelines, questions,...)	18%	27%	20%	14%
Inssufficient institutional support	29%	27%	20%	43%

Recommendations

The following are recommendations aimed at strengthening the sustainability and improving the functioning of the CoPs based on the aspects analysed above.

- Update the way the CoPs operate by defining guideline setting out key elements such as the internal structure (including roles and responsibilities: lead, co-leads, advisory committee, etc.), the rotation system (cycle, selection criteria, etc.), the type, number and frequency of activities etc. This guideline should include a simple mechanism for annual planning and monitoring (and/or indicators based on the frequency of meetings, webinars and other activities) that would enable the assessment of agreed expectations and the measurement of the level of autonomy.

Define the roles of leads and co-leads with clear terms of reference. Ideally, leads could be relieved of certain duties so they can dedicate part of their time to the CoP.

Systematically establish *steering committees* to facilitate technical and managerial support for CoPs for leads and co-leads.

- **Support the launch** of Communities of Practice by appointing a person responsible for their creation (at all levels), defining operating rules, dissemination, liaising with Movement partners and other CoPs, and monitoring, with the aim of establishing and achieving their independence in a consistent way as per defined expectations.
- **Expand the number of participants in the CoPs** by including key personnel from National Societies in specific technical fields, whether sector-specific (shelter, livelihoods, migration, etc.) or cross-cutting (IM, CEA, etc.) , as well as the participation of partners, in order to contribute to

enriching exchanges and mainstreaming CVA as a key response tool, whilst giving greater visibility to the CoPs.

- Promote the **collaboration and participation** of Movement partners (IFRC, NSPs, ICRC) in **the** facilitation and **development** of the CoPs.
- **Improve** the reporting of the achievements of the CoPs through activity reports in order to facilitate monitoring of their operations and demonstrate their relevance.
- Continue **advocacy** efforts with the leadership and management teams of National Societies to strengthen acceptance and recognition of the CoPs, notably by valuing the time required for participation, particularly for leads and co-leads.
- A periodic **in-person meeting** (for example, every two years), organised both for each CoP separately and for both jointly, would be beneficial for strengthening the CoPs and promoting the exchange of best practices as well as the sharing of successful experiences.
- Make use of the virtual space set up by the Cash Hub to establish **a regional mini-Hub** for storing key documents, webinar recordings and other resources to prevent knowledge loss during staff rotations.
- Enhance the **visibility of CoPs** as regional actors within national Cash Working Groups, regional initiatives (Africa CoPs, Cash Hub) and mentoring schemes such as the Cash School.

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