

Community of Practice for Cash Transfer and Conditional Cash Transfer Programs (CoP) Steering Committee (SC) meeting.



Summary of Discussions

Accra, Ghana, February 21-23, 2017

CoP SC Members:

Present SC Members: Mawutor Ablo (Chair of the SC, Ghana), Winnie Mwasiagi (Vice Chair of the SC, Kenya), Gabriel Fernandez (SC member, Liberia), Titus Ouma (SC member, Uganda), Germain Ouin Ouro (Chair of the Francophone SC); Lisa Hjelm (UNICEF), Maria Concepcion Steta Gandara (World Bank) and Christine Wochieng (World Bank)

VC: Amadeus Kamagenge (SC member, Tanzania), Catalina Gomez (UNICEF), Adriana Alves (World Bank), Emma Mistiaen (World Bank)

Absent with apologies: Ruth Moedi Radibe (SC member, Botswana)



Session 1: Opening Remarks:

In the opening session the chair on behalf of the member countries of the CoP thanked the facilitating team, the World Bank and UNICEF for the great work they have been doing for the past (5) years and still continue to do. The CoP has been a learning platform for the past five (5) years through quarterly virtual meetings and the annual one face-to-face meetings. It has aimed at enhancing knowledge broadly social protection programmes with the focus on cash transfer programs and their role in building social protection systems. It has provided an opportunity for exchanging lessons among countries and learning of best practices on social protection within the region and beyond.

In the remarks, it was stated, that the time has come for us to dialogue on building resilient social protection systems. The partnerships between Government and Civil Society on one hand and Development partners in our various countries becomes very paramount for ensuring sustainability of the system we put in place.

The 3-day Accra meeting was mentioned as an opportunity to take stocks of our operations for the past five (5) years as a group and more specifically as a Steering committee on the way forward for a very vibrant and forward and far looking committee with a focused vision and a very rewarding CoP. *"We can only achieve this through stock taking of where we are as a CoP and where we want to go, identifying what is working as not working well, including. We also need to find answers or develop strategies for addressing the low participation in our virtual meetings"*.

Finally, Francophone counterparts were acknowledged, both their Steering Committee and their entire CoP for developing strategies on working together effectively.

The opening remarks were concluded by highlighting the following:

- The importance of putting in place sustainable social protection systems to ensure that no one is left behind.
- The importance of looking at resilient social protection systems was highlighted, enhance partnerships and ensuring that the systems that are put in place are sustainable. This should be the goal for social protection, and the vision of the CoP should be to enable member countries achieve that goal. The SC is supposed to be the engine of the CoP in Africa.
- The key question now is how to build a forward looking CoP with a long-term vision? To do that there is a need to take stock and ask ourselves what has been working well and what has not been working well.
- Develop a strategy and plan for the operations of the group beyond 2017 to ensure sustainability of the group to achieve the desired results of building resilient social protection systems for member countries.

Session 2: Reflections on progress to date of the Steering Committee and CoP:

The role of the CoP in relation to the development of social protection systems?

- Since the start of the CoP, social protection in Africa has evolved significantly. Recent developments include: countries have social protection policies, programmes are scaled up and governments are using more and more of their own budgets for these programmes. Now all countries strive to have a social protection system in place. The question is, how to get there? Should more emphasis be put on developing the systems? There is need to think about mainstreaming social protection into government systems. With mainstreaming, starting with cash transfers and continue the discussion on how links can be built between cash transfers

and additional services, productive activities etc.

- There is a need to make sure that the CoP stays relevant and that there is a “product” to sell.
- The CoP should be aligned with the Sustainable Development Goals (SDGs) and the African Union (AU) agenda. Within that agenda, there is need to consider what the emerging issues are that need to be responded to. A case in Liberia; right now they are going through a process of legitimacy and how do they want to localize SDGs: The challenge they are having is to maintain the development relevance of social protection, they are now developing a national development plan. As CoP members, we need to link this strategically to where the country is going vis-a-vis its obligation under the SDGs (SDG 1:3 is specific on social protection) and the AU Agenda 2063.
- Ensure the CoP has a relevance to act as a mobilising tool for funding. Example donors are now talking about governance; As SC how then do we position Social protection on governance? What have we achieved under social development; the status of Social protection systems in Africa? E.g Reference to the AU policies on SP.

Taking stock and looking forward:

- The CoP has been in place for five years and we are now closing a cycle. Over these 5 years practical and operational experiences have been shared among member countries. There have been discussions around “how to” implement CT and CCT as a platform to build the Social protection systems. All the exchange to this point has been immensely valuable for member countries. At this point achievements to date should be recognized and how valuable the learning exchange has been. Now there is need for a new vision and a new passion to relaunch the CoP. Taking stock of all the achievements so far.
- The SC agreed that there is a need for a relaunch of the CoP with an updated vision and objectives. Considering the recent developments in the social protection sector, it is becoming more important to start looking at linkages, synergies and systems and to go beyond only looking at people working on cash transfer programs. However, widening the group to social protection could make the concept too broad and the SC agreed to focus on cash transfer programs as a platform for social protection.

National level CoP and financing

- How can we improve the current operational model of the CoP at country levels? How can resources be leveraged to also do activities at the country level?
- The meeting suggested that UNICEF/WB supporting teams at the country level should be involved and CoP activities be added in WB/UNICEF work plans at the country level.

Challenges related to low participation:

- We need to ask ourselves: How much is the CoP appreciated by the CoP members? Do they appreciate the value of the CoP? Are they committed to participate and contribute to the CoP discussions? How can the CoP be expanded to benefit a wider group in the member countries? Are members seen to be gaining from the CoP?
- There is also a need to think about how the information that comes out of the CoP is communicated among members and outside the CoP. It might be challenging to direct people to a website with poor internet connection etc. There is a need to explore how messaging can be expanded to political level and policy level. How can the demand for information be increased?
- It was suggested to organise a high level meeting e.g. a VC with political leaders to make a presentation on Social protection and the links between services and CTs/CCTs, to present a policy view on what SP is and how the CoP can enhance the SP work? This could help to

position the CoP at a higher level in Africa region through participation the MP's and other heads in governments.

- Suggestions on how to improve participation:
 - Increase country ownership of the CoP by identifying and engaging focal persons in each country. The focal persons should be the ones to organize and increase CoP participation at the country level. Example from the Francophone CoP: one main focal point and one vice focal point.
 - Increase knowledge of the CoP at national level. Example from Uganda where they put together a concept note. This could be replicated in other countries.
 - Regular communication: After Tanzania it took some time before a VC was organized and the interest by CoP members started to decrease. There is a need to have a plan for the VCs and send regular CoP updates.
 - Increase the interest of politicians. An option is to organize a VC with high level participants to position the CoP in the political sphere. Using the WB/UNICEF representatives to invite ministers. Ministers will come with their country focal points.
 - Utilize the space on AU agenda 2063 and the SDGs goals policy implementation with CoP.

Session 2 action points:

- All countries should have a CoP focal person and a vice focal person. Update contact list with focal persons, emails + phone numbers.
- SC members to reach out to country focal persons to find out the needs of the countries
- Reformulate the vision of the CoP and draft guidelines for the CoP. This should be a minimum set of guidelines, but not too formalized.
- Make a plan for communication, including publications and briefs that the SC want to produce.
- Political participation – to hold a conference where political leaders and policy makers from different countries to participate.

Session 3: Governance of the Steering Committee and the CoP:

Responsibilities of the Steering Committee

- **VCs**
 - It was agreed that the steering committee will agree on the topics for the VCs for 2017 and then the facilitation team will support to identify the presenters. The virtual discussions will be done quarterly covering topics relevant to the CoP
 - Manage the VCs and provide guidelines for presentations. A good practice for the VCs is to provide guidelines to direct the presentations, this will improve the presentations.
 - Encourage CoP members to participate in VCs. See how to learn from the countries if there are examples with many participants. Should we as a SC give ourselves a target to at least bring one additional participants?
 - Predetermine the dates of the next VCs. The dates and number of VCs should be added in the work plan
 - Other innovate ways to increase the VC participation (partners)
- **Face-to-face**
 - Provide a to-do-list of what to do before, during and after face-to-face meetings
 - Provide guidelines for presentations during face to face meetings
 - Organise a face-to-face meeting in November jointly with the francophone CoP

- Produce publications showcasing what we have done so that other can learn what we are doing
- **Publications**
 - Sharing of publications/learnings from member's countries
 - Yearly publication of CoP achievements (. E.g. SC members to provide input to the yearly publication and the facilitation team to put together the final publication)
 - CoP guidelines/ToR + a one-pager/brief
 - Updated country profiles
 - Biannual newsletter
 - Summary of VC discussions (either as a publication written by the presenter or a summary of the meeting notes)
- **Clarity on CoP membership**
 - Provide guidelines on CoP membership and welcome new members to the CoP (possibly through a meeting organized for new member countries).
 - Identify focal persons in the member countries and update list of core members. Depending on the topic of the presentations countries can identify additional persons that would benefit from the presentation.
 - Reach out to members to renew the commitment of the members. Principal list of members from the country when the need arises for people from other areas of work they can be added.
- **Collaboration with Francophone CoP**
 - Ensure regular communication with the francophone CoP. What we are doing in the Anglophone CoP should be similar to what is done in the Francophone CoP, as relevant.
 - Organise Joint face-to-face meeting every 2 years
 - Explore possibilities to organize joint workshops with the Francophone CoP.

Experiences and value of being part of the steering committee.

- The value of the CoP can be used to enhance in-country work. Knowing what others are doing and their experiences provides an opportunity to lobby. Important as a member of the SC to be motivated and encourage each other and make sure to make the goals of the CoP in line with AU etc.
- The CoP has increased the knowledge of social protection. Being a member of the CoP/SC also helps in the career development within the area of social protection. The experience from the CoP has helped to in capacity development of colleagues in countries. The CoP has provided a lot of literature around social protection.
- The CoP has been an eye-opener. The presentations have been very helpful and the material is very useful. The policy makers that have been in the face-to-face meetings have really learnt a lot. The role as a member of the SC have provided more responsibility and going out for other members.
- Big opportunity to learn more. We have the obligation to make the CoP useful and stronger to our members.
- Understanding of the SP has been enhanced especially through the topics learned;
- Achievements have been made at country level e.g (i) Participation in continued advocacy to ensure that social protection is mainstreamed in MDA's (Ministry Departments & Agency's Activities); (ii) Currently in Uganda, they have developed a National Social Protection Policy which has suggested interventions to provide cash transfers to other segments of the population such as persons with disabilities, pregnant

mothers, children etc.

- An opportunity to hear from others what they are doing, learning the knots and bolts of implementation of the cash transfer programmes;
- Building alliances and lobbying by inviting other who are not necessarily members of CoP on specific topics e.g Agriculture, health etc.;
- An opportunity to provide structure & coherence to what we are doing as CoP;
- The presentations have been helpful to them as SC members.

Challenges related to the SC

- Challenge related to participation in the SC VCs, we should predetermine the time of the SC VCs.
- Sharing of agenda in time so that people can provide the inputs.
- Participation should be seen as a national commitment.
- Let's be more active in our participation

Procedure for how to select new SC members.

We need to document the process of selecting new members. Currently there are 6 members and it has been agreed that 3 will continue and 3 new will be elected for the next phase of the SC. As the term comes to an end in 2018 there is a need to select who will stay on.

Criteria for new members:

- SC members will be appointed as individuals and not be replaced automatically by a person from the same country/position in case a member drop out.
- Active participation – the person must be participating regularly in the VCs/ constructive reflections during discussions
- Ensure gender balance
- Ensure regional balance
- The person has to be available to participate in meeting and commitment to the task
- SC members should be social protection practitioners – people working directly with social protection programme at the senior management level of the programme/ decision maker.
- Technical knowledge on social protection (Incase the SC member is not working on CoP in government to be clearly stated on the TOR)
- To make sure there is equal opportunity for all countries to be part of the SC, a representative from the same country should not be elected again (the country exiting can have the opportunity to come back after 2 terms)
- For the three new SC members coming in it should be the responsibility of the SC and the facilitation team to make nominations following the criteria above.
- This information should be shared with CoP members, either through a VC or during face-to-face.

Remaining participants will be selected based on:

1. The criteria above
2. Continued availability (Personal or professional situation)
3. Regional participation, currently there are 3 members from East Africa which means East Africa is over represented
4. The chair will remain in the SC for another two years



If a country pulls out the replacement will be selected based on region and gender of the person who pulled out.

Responsibilities of the chair person

- The chair will continue chairing the sessions and the chair will be the one communicating information to the broader community.
- The chair will be sending out periodic updates; end of year notes and summary of the previous quarters with highlights of the coming quarters to the CoP Members.
- Facilitation team will continue to communicate admin issues etc.

Collaboration between Anglophone and Francophone CoPs

Suggestions:

- Joint face-to-face meetings every second year.
- Joint Trainings
- Common guidelines and standards
- Formalization – when the SC is meeting two members of the Francophone should be invited to participate.
- Share work plans
- Include in work plan a component to strengthening the collaboration
- Translation of presentations if shared between the two CoPs
- In the end of the year-note Francophone and Anglophone groups will collaborate.
- We should make sure not to have the Francophone and the Anglophone CoP meeting at the same time.

Pending action points from previous meetings (Kenya and Tanzania)

- Resource mobilization & sustainability
- Knowledge exchange
- Next Face-to-Face jointly with the Francophone (suggested to take place one week before global South-to-South Learning Forum (SSLF))
- Presenters of session to be guided during CoP Face-to-Face meeting i.e. guidelines
- Documentation of lessons learned
- To do list for face-to-face meeting to be developed

Provide updates on the action points in the previous face-to-face in the next face-to-face meeting. This should be included in the agenda in the next face-to-face.

Session 3 Action points

- Documentation of process for selection of new SC members and Terms of references.

Session 5: Partnership and Sustainability:

Stock taking of potential partners currently supporting social protection in countries of the SC members:

- Uganda: DFID, Irish aid, gov. of Uganda
- Kenya: WB, UNICEF, SIDA, WFP, DFID, FAO, ILO



- Benin: WB, UNICEF, AFD (French)
- Liberia: WB, USAID, (WFP, UNICEF)
- Ghana: WB, UNICEF, DIFID, ILO, UNFPA, FAO

Additional potential partners: Government of the Netherlands, ILO, IGARD, JIKIA, GTZ, Fredich Echbert foundation, ADB, UNDP, SPIAC, EU, AU, AusAid, Danida

Activities:

- There is need to identify development partners that support knowledge exchange related to social protection.
- There is a need to be clear what should be presented to each development partner and to make sure there is support from the governments. It would be good to have a unified letter from governments that the SC can go with agreed priority areas and objectives to be achieved.
- First objective is to raise awareness among development partners.

Activities:

- Finish mapping of donors
- Develop a log-frame
- Funding proposal
 - There is a need to think of an objective that is achievable. Development partners are interested in systems building. There is a need to focus on what the CoP has achieved. There is a need to learn more on how we can implement social protection and how we can use CTs and CCTs as a platform
- Identify champions to invite to meeting with donors
- Organize meeting with the partners,
 - Define the donors that we want to approach
 - Decide modalities, VC, face-to-face
 - Possibly invite the policy makers, champions
- Country level: at the local level, countries will identify how they will finance the CoP. Suggestion for UNICEF and WB to facilitate the process.

SC + facilitation team to form two working groups:

1. Prepare the Log-frame and funding proposal (looking at WB proposal). Elements of the log-frame needed before meeting with donors takes place.

Proposal should include:

- a. Logistical support for face-to-face
 - b. Joint trainings
 - c. Evidence building/publications
 - d. Higher level – make the case for CoP – champions – VC
 - e. Facilitation
2. Make a strategy for how to approach donors and how to convene a higher-level meeting with donors
 - a. Make sure we have champions at national level to participate in this meeting.

Session 6: Enhancing Knowledge – Thinking about new modalities for engagement with CoP members

- ICT and Awareness creation
 - An APP on CoP Website to be created
 - Proposal on CoP email
 - Online training materials

Evaluation and Closing of the meeting

- Review of the work plan by the facilitation team i.e. times lines and responsibilities
- Reflections on what has worked well for the SC and CoP
- An opportunity to have more ownership from different countries (CoP membership)
- SC objectives for the meeting has been achieved and SC members aim to achieve what has been tabled and outlined in the work plan
- Sustainability structure for the CoP to be developed
- The SC members agreed on how best they will position themselves better at the national level

Challenges:

- Facilitation team to notify country hosts in good time to enable country offices brief the higher level
- Communication gap on the facilitation fee for the SC members to be relooked in the near future planning

SC Members Visit to the Ministry for Gender, Children and Social Protection – Accra Ghana

The Minister for Gender, Children and Social Protection Opening Remarks

The Minister for Gender, Children and Social Protection, Hon. Otiko Afisa Djaba indicated that the Ghana National Household Register (GNHR) has played a vital role in the fight against poverty in Ghana. GNHR has provided a common database of households from which all social protection programmes in Ghana selects their respective beneficiaries.

She reiterated government's commitment to 'social inclusion', assuring that the Ministry of Gender, Children and Social Protection would ensure that social protection programmes reached persons who really needed them, especially the vulnerable, and leap the poor out of poverty.

She outlined many policies, programmes and interventions under a comprehensive legal and policy framework that consolidate the gains made towards the creation of a just and equitable society and called for global partnerships to make them successful.

The key strategies for children include promoting advocacy and creates public awareness on



the rights of children; formulation and implementation of key policies and appropriate programmes to enhance child protection and development and Mainstreaming children's issues in development planning at all levels especially those of children with special needs.

Ghana is noted as the first country in sub-Saharan Africa to have achieved the Millennium Development Goal (MDG) 1 target of halving the population living in extreme poverty ahead of 2015. This significant reduction has been possible as a result of a number of policy and programme interventions by Government such as LEAP, MASLOC, GSOP, and LESDEP, to name a few. LEAP has been the nation's flagship social intervention programme for poor and vulnerable families.

On the political front, she said concrete strategies have been implemented to increase the participation of women by at least 30 per cent; and to push for the passage of the Affirmative Action Bill to promote and achieve gender equity giving a case scenario in Kenya's recent attack on women in the political space.

As part of efforts to improve access and retention in schools, the beneficiaries under the School Feeding Programme have increased, she said. In addition to efforts at promoting Free Universal Basic Education, Ghana, she said, she also introduced Sesame St., a world-renown American television programme, teaches literacy and numeracy to children. "This will facilitate the kind of socio-economic development that is sorely needed in urban and rural areas throughout Ghana. Using local and regional education, creativity, technology and other specialized resources to ensure effectiveness, they expect that the programmes will reach hundreds of thousands of children and families in Ghana as well as across Africa." she stated.

She mentioned her committed to expanding and building micro and small industries as well as agro-based enterprises in every district to provide social employment to the youth, the poor and the vulnerable and building small-scale dams in arid communities, especially in the Northern part of the country, to boost agricultural production and improve food security," she stated.

She was happy with what she has heard about the CoP and the impact its building within Africa especially by providing various platforms for members of the CoP and other key stakeholders, including civil society organisations, to advance the dialogue and efforts towards the eradication of poverty, targeting issues related to Ageing; Indigenous People; the

Family; the Youth; Disability and Cash transfers.

Actions:

- Ghana to host the next SC face-to-face meeting
- Roll out CoP in all Africa countries

Parting shot: The achievements made so far on the CoP would build on the experiences gained in implementing them across Africa and beyond will be crucial for ensuring that the 2030 Agenda and the Sustainable Development Goals are met by "rethinking and



strengthening social development in the Africa”.

Annex:

2017 Work Plan for the SC members Community of Practice for Cash Transfer and Conditional Cash Transfer Programs (CoP)

1. Relaunch of the CoP

As a response to regional development within the field of social protection, a decreased participation rate in the CoP meetings and changes in funding arrangements it has been decided to close the first cycle of the CoP and relaunch with renewed commitment of members and a new vision of the CoP to ensure the CoP stays relevant.

Activities:

- Update list of CoP members including focal persons for each country
- Update vision and mission of the CoP and prepare CoP guidelines
- Prepare letter from CoP chairperson to CoP members to describe updated vision of the CoP and to renew the commitment of the members
- Reach out to CoP members/countries individually to follow up on letter from the CoP chair
- Review and update of country profiles of member countries

2. CoP sustainability and functioning

In order to make sure the CoP is sustainable in the longer run the SC together with the facilitation team will make a concrete plan for resource mobilisation including a funding proposal and a plan for how to engage with development partners.

Activities:

- Development of an engagement plan on resource mobilisation with development partners including a funding proposal
- Strategy to mainstream CoP into work plans at the national level
- Coordination of CoP at the national level
- Communication with and between CoP members including management of website and

3. CoP activities 2017

The core activities of the CoP in 2017 will be virtual discussion in the form of quarterly videoconferences covering topics relevant to the CoP, a face-to-face meeting in November and sharing of publications/learnings from member countries.

Activities:

- Virtual discussions: quarterly videoconferences
- Face-to-face meeting (November)
- Publications/documentation of learning
- Capacity building

4. CoP SC activities 2017

The activities of the SC will follow the above mentioned activities and meet virtually once every two months to follow up on activities in the work plan.



Activities:

- Virtual SC meetings once every second month
- Face-to-face meeting in conjunction with the CoP face-to-face
- Documentation of process for selection of new SC members



Area of work	Activities		Timeline	Responsible person/country/agency
1. Relaunch of the CoP	Update list of CoP members	Validate current email list	3 Mar	Adriana, Christine
		Email list updated based on initial country response	11 Mar	Adriana, Christine
		Final update of members in countries + focal persons (emails and phone numbers) based on countries response to letter	15 April	Adriana, Christine
	Update vision and mission of the CoP	CoP guidelines: vision, objectives, how to become a member, etc.	10 Mar	Gaby (team leader), Winnie, Titus, Concha, Lisa
	Prepare letter from CoP SC chairperson to CoP members	Draft letter to CoP including vision, objectives, etc.	17 Mar	Mawutor, Emma
		Draft annex to letter: Request for focal person and alternate; Ask for topics for VCs; request update of country profiles	17 Mar	Christine, Mawutor, Concha
	Reach out to CoP members	Assign countries to SC members	23 Feb	Christine to share list of countries, All SC members to divide
		Reach out to focal persons in CoP countries (countries divided among SC members)	24 Mar	Mawutor: Ghana, Nigeria, Angola, Rwanda Winnie: Kenya, Malawi, Zimbabwe, Somalia Gaby: Liberia, Mozambique, Sierra Leone, Sao Tome and Principe Titus: Uganda, South Sudan, Zambia Kamagenge: Tanzania, Sudan, Ethiopia Ruth: Botswana, Lesotho, Swaziland
		Reach out to new potential	15 Mar	UNICEF/WB



		members			
	Review country profiles		30 April	Facilitation team	
2. CoP sustainability and functioning	Development of an engagement plan on resource mobilisation with development partners	Identification potential partners and areas of interest	3 Mar	Mawutor (team leader), Germain, Winnie, Kamagenge, Emma, Concha, Catalina	
		Identify level and forum of engagement	3 Mar	Mawutor (team leader), Germain, Winnie, Kamagenge, Emma, Concha, Catalina	
		Identify ambassadors/champions for the CoP		Mawutor (team leader), Germain, Winnie, Kamagenge, Emma, Concha, Catalina	
		Develop log-frame	1 Mar (first draft)	Gaby (team leader), Titus, Christine, Adriana, Ruth, Lisa	
		Develop detailed funding proposal (WB to share funding proposal)	15 Mar	Gaby (team leader), Titus, Christine, Adriana, Ruth, Lisa	
		Organise meeting with potential donors/SC/UNICEF/WB (VC or face-to-face)	Possibly during face-to-face meeting	Mawutor (team leader), Germain, Winnie, Kamagenge, Emma, Concha, Catalina	
		Strategy to mainstream CoP into workplans at the national level	Explore possibilities of having high level meetings with country representatives		
	WB and UNICEF to ensure CoP is included in country level annual workplans		(timing depending on workplan cycle)		WB TTL, UNICEF
	Coordinating CoPs at the national level	Expressed commitment to participate in the CoP at the national level			
		Mobilise national budgets for the CoP			
		Mobilise people for the VCs			
		Sharing of CoP reports within countries			
	Communication	Management of website (upload material, email reminders to check the platform)			Adriana



		Biannual newsletter (Profiles of the SC members, achievements, case studies, trainings, other updates, etc.)	April/October?	
		Proposal for how we are communicating with the CoP. Strategy for how to contact members in each country.	15 April	Adriana and Christine
3. CoP activities 2017	Virtual discussions	Agree on topics for VC (confirm topics from Tanzania meeting + identify new topics) Suggestion for first VC: how to build social protection systems (WB expert + two countries commenting)	30 March	SC members (Emma and Concha for first VC)
		VC topic guidelines for presentations and suggested profiles of presenters	30 April	SC/Facilitation team, to be defined by topic
		Identify countries/presenters for the presentations	1-2 months before each VC	Facilitation team with input from SC members
		VC meeting calendar (first in April including an overview of the developments of the CoP)	30 March	Facilitation team with input from SC members
		One-pagers related to VCs	1-2 weeks after each VC	Facilitation team with input from SC members
	Joint face-to-face meeting	To-do-list for hosting a face-to-face meeting (before, during and after)	15 April	Kamagenge, Catalina
		Reach out to organisers of South-to-south for additional info	30 March	Facilitation team
		UNICEF and WB to discuss possibilities for funding the joint face-to-face	30 March	UNICEF/WB
		Decide location (possibly just before the global south-to-south meeting)	30 April	
		Agenda		
		Send out invitations	June/July	
		Logistics		



		Meeting report	31 Dec	
	Publications/Documentation of learning	Updated CoP brief, describing the CoP (one page) (Documentation of the progress of the CoP)		
		End of year note	15 Dec	Facilitation team
		Maintaining updated country profiles	Yearly?	
		Uploading of material to website		Adriana
	Capacity building	Training on the use of the CoP platform	During face-to-face?	
		Training needs assessment		
		Develop online trainings (Review existing courses and content)		Adriana
		Joint regional trainings/workshops between CoPs		
		Foster intercountry experiential learning		
4. Steering committee activities	Virtual SC meetings	VCs every two months (First in end of March)	March, May, July, September, November	Facilitation team to send out agenda
		Setting of agenda for meetings (request for input from members)		Facilitation team with input from SC members
	SC face-to-face meetings	One day before and half a day after the CoP face-to-face meeting to review and agree on way forward	November	
		<i>Annual planning meeting (face-to-face)</i>	<i>Q1 2018</i>	
		Report from face-to-face SC meeting	30 March	Facilitation team with input from SC members
		Brief of key topics discussed and action points in the SC meetings to	30 March	SC chair



		be shared with the CoP		
	Documentation of process for selection of new SC members	Produce guidelines	30 April	Facilitation team to update based on discussions during SC meeting