

Collaborative Cash Delivery

ABOUT THE COLLABORATIVE CASH DELIVERY (CCD) NETWORK

15 NGOs¹ felt the duty to create an inclusive and efficient way to serve people affected by crises by creating a positive disruption based on the idea of collective impact. These organisations formed the Collaborative Cash Delivery (CCD) Network and came up with a vision to deliver aid that allows multiple actors to assemble themselves in ways that are tailored to the needs of response, which would avoid duplication, capitalize on local knowledge and global expertise, and create comprehensive programmes tackling rapidly changing needs. Our collective cash programming will be adapted to the local context and ensure a community-focused approach. The CCD acknowledges that the unique strengths and strategic priorities of each organization are mutually beneficial for collaboration in humanitarian actions.

Our work is underpinned by the following principles:

PEOPLE-CENTERED: All activities of the network are meant to deliver more efficient, more effective and more appropriate cash-based response to people in need for such assistance.

COMPLEMENTARITY AND INCLUSION: The Network endorses collaboration achieving true complementarity across the cash value chain and inclusive of a whole range of actors beyond NGOs as necessary for complementarity to be achieved.

NEUTRALITY: Actors and systems needed to deliver a cash transfer programme collaboratively are chosen accordingly to their ability to meet the required standards. In country collaboration models will choose the most appropriate actor and system following a vote by majority.

CONSISTENCY: CCD endorsed collaborations follow a set of CCD recognized standards, processes, guidelines and characteristics.

TRANSPARENCY: CCD endorsed standards, processes, guidelines, characteristics as well as performance of CCD supported collaboration and marketplace of actors are publicly accessible.

ADAPTABILITY: CCD supported collaborative ecosystems are designed in a dynamic way to adapt to context, new actor arrival and new technologies.

SCALE: CCD supported collaboration aim to identify and collectively remove barriers to achieving scale.

Too many humanitarian organizations are delivering cash programming in isolation from one another. The CCD Network brings them together in a structured, adaptable way to maximize their effectiveness, operational efficiency and comparative advantages to reach greater scale and amplify impact.

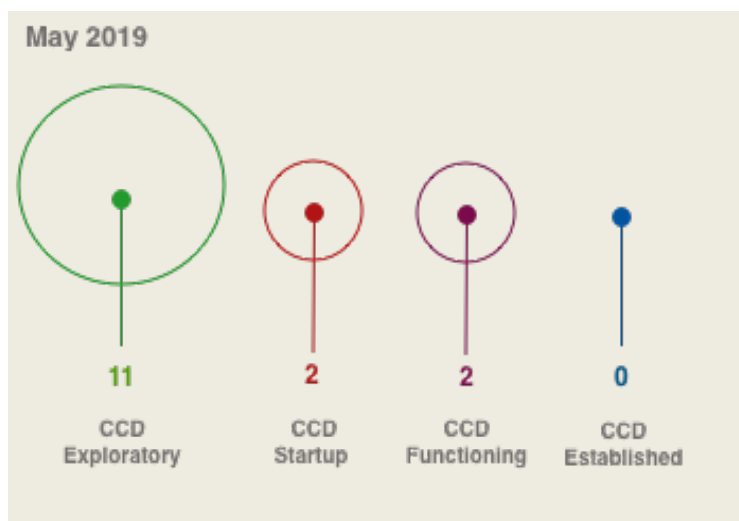
A proven and empowering way to meet critical needs, cash programming has long served as a catalyst for systems change in the humanitarian sector. Members of the CCD Network are experimenting with existing models and engaging in radical collaboration to deliver assistance in a fundamentally new way.

¹ ACTED, Action Against Hunger (ACF), Adeso, CARE, Concern Worldwide, Catholic Relief Services (CRS), DanChurchAid (DCA), Danish Refugee Council (DRC), International Rescue Committee (IRC), Mercy Corps, Norwegian Refugee Council (NRC), Oxfam, Relief International, Save the Children and World Vision

CCD COUNTRY LEVEL DEVELOPMENT STAGES

Over the past two years, the CCD has conducted several pilots in different countries as we have developed our collaboration model. We have found that there are distinct stages that we go through in order to set up a functioning CCD. These stages, described below, are still under development as we conduct additional pilots and existing CCD country level platforms mature and grow.

CCD EXPLORATORY STAGE: Information about the CCD is shared with CCD member country program teams. This stage can be initiated by the CCD Co-Champs, global level CCD members reaching out to their country counterparts or through inquiries from the country level CCD members to the Co-Champs. This stage includes introductory meetings, presentations and socialization of the CCD with key stakeholders in-country. The objective of this stage is to socialize the idea and purpose of the CCD and to identify an anchor in-country to facilitate the startup stage of the CCD.



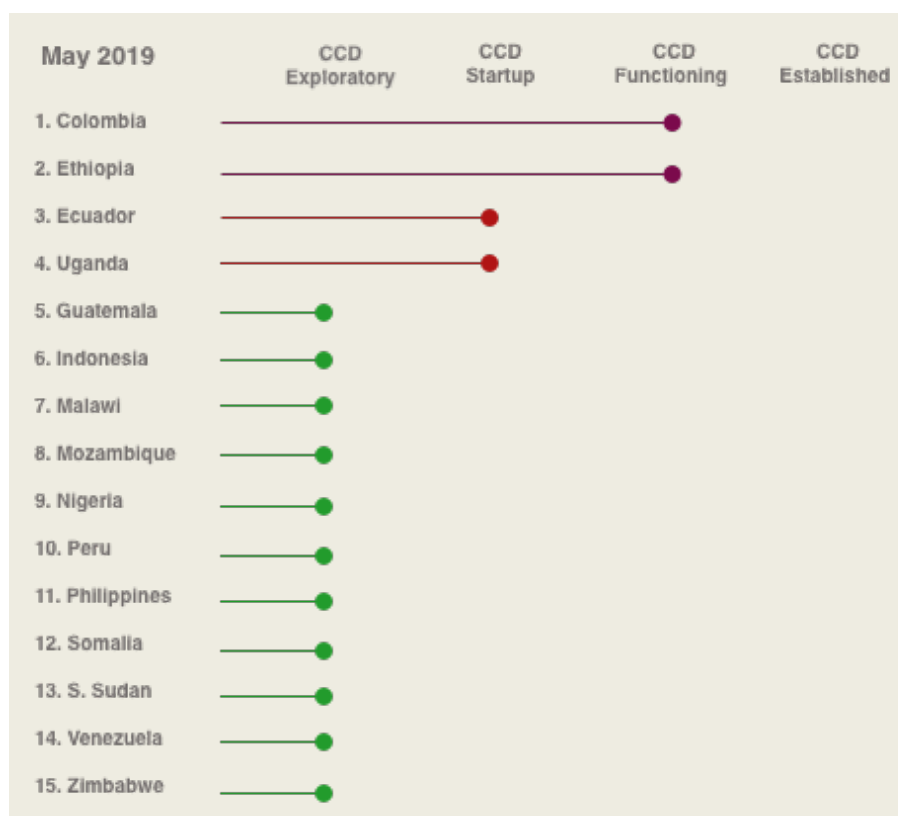
CCD STARTUP STAGE: The country office of a CCD member agency agrees to serve as anchor and convener of CCD members in-country. The anchor does more in-depth outreach and socialization with CCD members in-country to gauge interest level and identify priority issues. S/he may do presentations at the CWG, host a CCD scoping meeting or meet one-on-one with the different CCD member country offices and staff. Once the anchor judges the interest level is high enough to invest, a collaboration facilitator is deployed to conduct a CCD design workshop. At the workshop, the stakeholders look in-depth at their cash capacity and identify gaps. They do a mapping of operational capacity, expertise and geographic footprints of the members. The group identifies priority areas for collaboration and look at governance structure for local CCD platforms, norms and key next steps including hiring a collaboration manager. This stage can take a few rounds of collaboration facilitators depending on number of CCD members involved and complexity of environment. The objective of this stage is to form a core group, analyse and understand their cash capacities and gaps in expertise, their common interests and needs, to develop good relations between the members and a solid action plan.

CCD FUNCTIONING STAGE: A full time CCD manager is engaged and deployed. S/he works on finalizing the MoU, data sharing agreements and the setting up key norms for the group. S/he also continues to identify and address key priority issues for the group. This is the stage where the group is determining for themselves their ways of operating, developing relationships and putting key foundational pieces in place. We recommend that the membership during this stage is limited to initial members who are vested in the process and have a good working relationship. Opening membership at this stage could be a challenge by adding new perspectives before the initial “norms” are set. When the CCD manager is in place, the role of the anchor can be retired, and the oversight is provided by the local steering committee. The objective of this stage is to put the key agreements in place, set up the governance and agree on key norms and ways of working. A functioning CCD is in the first year of operation. It is functioning and meeting the needs of the members. While the key “norms” will be in place, the group will likely encounter new situations that require additional norms and expectations to be developed. At this stage, membership could be opened to include a broader group of actors. The objective of this stage is to normalize and standardize ways of working and to address key priority areas of the CCD members.

CCD ESTABLISHED STAGE: An established and sustainable CCD is in its second or further year and is effectively enabling CCD members through creating appropriate eco-system to address affected population’s needs through cash delivery. Members are engaged, their operations are being funded by donors and the collaboration manager is fully funded by members. The definition of an established, sustainable CCD is under development and will be further clarified as the CCD is piloted in more countries and current pilot country CCD mature. The objective of this stage is to provide sustainable, effective and valuable service to members improving efficiency and effectiveness of member operations.

CCD COUNTRY PLATFORMS

COLOMBIA: In Colombia, eight CCD members (ACF, Caritas Colombia, DRC, IRC, Mercy Corps, NRC, Save, and World Vision) joined forces to assess the Venezuelan refugee crisis and design a collective response based on their comparative advantages. They are conducting joint advocacy, have hired a CashCap collaboration manager to facilitate the collaboration, harmonize their tools and approaches and provide common analysis of the crisis across the various operating areas. The CCD Colombia has an MoU in place, structured governance and have received funding from OFDA. The membership makes up two consortiums and Caritas Colombia. Their current priorities



include developing a data management system, piloting the global CCD data sharing agreement and providing IM and MEAL services to the CCD membership. A newly formed collaboration, the Colombia CCD collaboration will continue to look at ways to further share resources and reinforce each other's programming. The local steering committee serves as the anchor in Colombia.

ETHIOPIA: A coalition of 11 members of the CCD (ACF, CARE, Concern, CRS, DCA, DRC, IRC, Mercy Corps, NRC, Oxfam, Save the Children, World Vision) is looking at defining a better way to collaborate in Ethiopia. A consortium of fewer agencies will be leading some specific pieces of work on behalf of the coalition. Altogether, the coalition will identify common targets to collaborate and innovate around the idea of ecosystemic approach, how to operationalize collaboration across the cash value chain, how to enable mobilization and joint deployment of cash programming capabilities (and products) in specific responses, how to implement common standards, products and processes, generate a robust evidence base and engage stakeholders in a common effort. The coalition submitted an ECHO HIP proposal and was successfully funded to create a consortium testing the approach for the IDP crisis. This proposal also funds the startup of a collaboration unit made up of the CCD manager and other technical staff that will provide support to all members of the CCD in Ethiopia. The local steering committee serves as the anchor in Ethiopia.

ECUADOR: CCD members coordinated their assessment through agreeing on geographic coverage, designing a joint assessment tool and agreeing on a common mobile data collection platform to aggregate data across all the CCD members. Members hosted a joint analysis workshop and agreed on a common cash approach. Members sought START funding to kick start operations. The anchor recently hosted a series of design workshops to identify interest and priority areas for support. A collaboration manager will be deployed in May to begin formalizing the partnership and setting up the CCD. The current membership includes CARE, World Vision, PLAN International, HIAS, Red Cross, RET, ADRA and Caritas Ecuador. CARE serves as the anchor in Ecuador.

UGANDA: Uganda was an early CCD pilot with DCA serving as the original anchor and transitioning to DRC recently. The collaboration includes ACTED, ACF, CARE, CRS, DCA, DRC, Lutheran World Federation, Mercy Corps, Oxfam, Relief International, Save and World Vision. They focus on harmonizing approaches, ensuring programming is informed by good

market analysis and working collaboratively. The group recently engaged in advocacy with FAO to include market based and cash programming into their notice of Request for Proposals. DRC serves as the anchor in Uganda.

GUATEMALA: Initial outreach conducted, and CRS identified as the possible anchor. We are currently in discussions with CRS to outline role and responsibilities of the anchor to see how they want to proceed.

INDONESIA: Initial outreach and attempt at setting up CCD during Sulawesi Earthquake. The effort was ultimately unsuccessful as we did not have an anchor on the ground to do the scoping and initial socialization with the CCD members active in Indonesia. This collaboration is on hold for the moment.

MALAWI: Initial outreach to CCD members responding to Cyclone Idai connecting CCD members doing assessments. We are looking at Malawi as a potential location to send a collaboration facilitator in the coming months. Looking for anchor to support the work.

MOZAMBIQUE: Initial outreach to CCD members responding to Cyclone Idai connecting CCD members doing assessments. We are looking at Mozambique as a potential location to send a collaboration facilitator in the coming months. Looking for anchor to support the work.

NIGERIA: Initial outreach conducted, and possible anchor identified. We are currently in discussions with the potential anchor to outline role and responsibilities of the anchor to see if they want to proceed.

PERU: Conducted joint assessment and analysis for the Venezuela refugee crisis. Some CCD members received START Network funding for an initial response. Formalizing a CCD country-level platform in Peru was temporarily on hold while an anchor was identified. We have recently confirmed Save as an anchor for Peru and will look at hosting a CCD design workshop there in the coming months. Participating members include Save, World Vision, CARE, and Caritas.

PHILIPPINES: Similar to Indonesia, we did initial outreach and attempted to set up a country-level CCD platform during Typhoon Mangkhut. An anchor was identified and conducted initial outreach. The effort was ultimately unsuccessful as we did not send a collaboration facilitator to help run a design workshop. The anchor is still interested in setting up at CCD platform in the Philippines and we will restart efforts there in the coming months.

S. SUDAN: Outreach conducted, and CRS identified as the anchor. Initial scoping and meetings held with key actors in S. Sudan to gauge interest. A collaboration facilitator will be deployed to facilitate the design workshop soon.

SOMALIA: Somalia was an early CCD pilot with CARE, ACTED and Adeso serving as co-anchors. This is a challenging environment as it is already highly structured with existing consortia. Some areas of interest that were identified include partnering around data sharing and looking at linkages to social protection. There has been renewed interest in looking at opportunities for collaboration in Somalia and we will look at supporting the CCD members in Somalia to move forward in the coming months.

VENEZUELA: We have had some organizing calls with CCD members that are operational in Venezuela to share information. CRS has done a pilot in evouchers and shared the results with the other CCD members. The strategy at the moment is to keep in touch and keep sharing information while we wait for the environment to be more conducive to cash programming and collaboration.

ZIMBABWE: Initial outreach to CCD members responding to Cyclone Idai connecting CCD members doing assessments. We are looking at Zimbabwe as a potential location to send a collaboration facilitator in the coming months. Looking for anchor to support the work.

CCD GLOBAL PROJECTS

REPLICABLE MODEL OF CCD COUNTRY LEVEL PLATFORM: Over the past two years, the CCD has conducted several field pilots of different models of the CCD. We have developed what we consider to be a viable, sustainable model. This model is now being piloted and the CCD is developing a CCD startup kit that includes the necessary guidance and materials for new CCD country platforms to get up and running. There is still a lot of learning to do but we feel that we have a solid model and will focus on setting up 10 new CCD country platforms this calendar year.

GLOBAL DATA SHARING: In 2018, CARE with the support of the CCD hosted a data event in San Francisco to look at key data issues facing humanitarians. One of the projects to come out of that event was a project to look at data sharing agreements. CARE has secured the support of [Denton's law firm](#), one of the world's largest law firms, to develop practical guidance on data sharing and a data sharing agreement template. The guidance and template are based on the highest standards (GDPR) and CCD members' legal counsels, data specialists and program teams are providing feedback on the guidance and agreement template to ensure that it can be used easily by CCD members in the field. Both the guidance and the templates are being piloted in CCD collaborations in Ethiopia and Colombia. The template is a general data sharing agreement that can be customized to the local context based on the local collaboration, what data they want to share and the local legal requirements. Once the template is adjusted for the local context, it needs to be reviewed by a local lawyer and then each agency follows their internal approval processes before signing. As such, the template will remain the same for each country but always needs to be adjusted to the local collaboration and the country context. The pilots in Colombia and Ethiopia include 12 of the 15 global CCD members. As the agreement is being reviewed for approval, Denton's law firm will adjust the template with feedback from the legal counsels. As the template is adjusted, reviewed and approved by the legal counsels of the 15 agencies, the review and approval process will become easier and streamlined over time in future collaborations.

COLLABORATION DESIGN AND MODELLING ONLINE TOOL: Over the past year, the CCD developed and piloted draft guidance on how to design a cash collaboration. The guidance outlines key steps and decision points for developing and customizing a cash collaboration model. This guidance will be further developed and piloted over the next year. With the support of [Pivotal Labs](#), this guidance will form the basis for an online tool that provides CCD members a collaboration sandbox where they can quickly model different collaboration design choices based on the guidance and best practices. This tool will help CCD collaboration facilitators and managers support CCD members to design, set-up and establish CCD collaborations in the field. It will also be useful for CCD country platforms interested in scenario planning.

COLLABORATION PEER TO PEER FEEDBACK MECHANISM: Open communication and constructive, timely feedback loops between collaboration members is critical for collaborations to succeed. For a variety of reasons, that feedback can be challenging to deliver. The CCD wants to build good communication and feedback into the fabric of CCD collaborations and is developing a Collaboration Peer to Peer (P2P) Feedback App to make that easier. The P2P Feedback App will support the CCD collaboration to listen, analyse and close the loop with members and their key concerns. Feedback would cover three levels, including, 1. members giving feedback on the CCD concept and if it is meeting their priority needs, 2. members giving feedback on the performance of the collaboration manager, and 3. members giving feedback on service providers that are part of the collaboration. Members take a 5-minute weekly private survey. Questions in the survey are inspired by research to make feedback more effective and actionable. Aggregated data and analysis are available real-time to all members of the collaboration allowing for members to discuss issues and adjust the course of the collaboration as needed.

CCD SOCIAL PROTECTION TASK TEAM: Led by Oxfam, the CCD is looking at how CCD country platforms can add value to social protection programming and policy and use our platform to contribute to the ongoing learning around social protection especially in fragile environments.

ADVOCACY: CCD member agencies have undertaken collective advocacy on key topics including providing feedback and on-going dialogue around the UN Common Cash System, feedback on ECHO CTP guidelines and supporting the development of an NGO position on cash coordination. Our advocacy efforts are often undertaken in coordination with Interaction, VOICE and other key NGO and humanitarian venues.

LESSONS LEARNED

The CCD is still in the early stages of development and working with an iterative, adaptive approach. As we begin to scale, we believe additional learning and improvements will be made on the current model. Some of our initial findings are as follows:

ESSENTIAL ROLES: We have learned that there are four roles that are essential to the process of starting up CCD country level platforms. The first role is that of the local anchor – a CCD member at the country level that is willing to serve as the advocate for the CCD with other organizations and get key stakeholders on board. The second role is that of a collaboration facilitator who helps the CCD members to assess their needs and prioritize what activities to focus on. The third is the collaboration manager who serves as the on-going manager of the CCD in-country helping the members to address their key concerns collaboratively. The last is remote support from the Global CCD who provides on-going support to each of the roles, shares learning and resources across CCD collaborations and maintains common approach of the CCD.

EXISTING PRESENCE VS NEWLY ARRIVED CCD MEMBERS: New CCD members entering a country for the first time may see the CCD as a foothold into a new context and want to invest a lot of time and energy into the CCD. While CCD members with existing footprints/programming have competing priorities and may not put as much of a priority on establishing and supporting the CCD. Learning how to balance those two perspectives and bring value to both groups is an on-going process.

COLLABORATION IS INCREMENTAL: During the initial stages of a CCD collaboration, often members do not know each other well and need time to build a relationship and develop trust. In many CCD collaborations, often the initial projects the group engages in are related to coordination and do not have a lot of risk. As better relationships and familiarity develops, better and deeper collaboration can take place. It is better not to rush the collaborations to move faster than they are ready or willing.

FEEDBACK LOOPS: Providing direct feedback can be complicated for a variety of reasons but this is essential to building the necessary trust and relationships. We will need to experiment with how we can build in feedback loops within CCD collaborations to facilitate positive communication and constructive feedback.

EARLY PARTNERSHIPS WITH H2H ENTERPRISES: How to involve H2Hs fairly at this stage when the CCD model has been in flux and under development has been challenging. We want to include H2Hs as regular partners when appropriate but need to be transparent with them about the nature of piloting the model. With so many new concepts being tested, adding another actor to the mix can be challenging.

NEUTRALITY: It is critical for collaboration remote support, collaboration managers and collaboration facilitators to be seen as neutral and not representing the interests of their own organizations. This message needs to be given by those roles and reinforced as the work progresses.

TRANSPARENCY AROUND FUNDING: Having a clear protocol for applying for new funding opportunities will be important for the CCD collaborations. The country level CCD platform will need to decide the approach they take but whatever the approach is, it should be clearly understood and followed by the CCD members in country. The CCD is not meant to be a static group but rather members can combine their resources in the most appropriate way for different crisis forming a variety of project-bound consortia working complementarily and with access to common products and services.

AMPLIFYING CCD MEMBER AGENCY INNOVATION: CCD country level platforms can serve as a vehicle to spread member agency internal innovation and expertise across the CCD membership. For example, CARE has invested in data protection and beneficiary privacy for their organization. This expertise and investment have benefited all CCD members through CARE leading on the development of a global data sharing agreement and providing on-going technical support during the pilots of the agreement. Likewise, IRC has invested in developing SCAN, an online tool to measure efficiency/effectiveness and provides transparency in cost efficiency data. SCAN is available to the humanitarian community and is being piloted with the CCD in Ethiopia. We are advocating for its use in CCD collaborations.
