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CCD Learning Review: February 2020

Section 1: Overview

Introduction

The Collaborative Cash Delivery (CCD) Network initiative commissioned an independent consultant (Hannah Reichardt) to conduct a review of its existing learning sources and approach to learning. This has been done by exploring learning insights, aligning the insights to the specific elements integral to the outcomes defined in its impact model, assessing their application to key initiatives and summarising future intentions relating to learning.

The CCD Network initiative was established in 2016 by a group of 15 NGOs in response to the Grand Bargain that was articulated following the World Humanitarian Summit and inefficiencies exposed in the CVA response to the Nepal Earthquake in 2015. It was a response to identified problems associated with the standard approach of delivering Cash & Voucher Aid (CVA) in humanitarian contexts by independent implementing organisations. These problems included significant duplication of effort and expenditure, gaps and overlaps in coverage of crisis-affected communities, lack of context appropriateness amongst others.

The CCD was formed on the premise that a collaborative approach that overcame the persistent and perverse issues associated with the competitive 'coordinated' model could lead to a more diverse

ecosystem, more contextually appropriate responses, with significant gains for time and cost of implementation and ultimately better aid for crisis-affected people.

This report makes reference to both the global and country level at which the CCD Network initiative operates.

Global level: The CCD is composed by its 15 NGO members, which constitute its Executive Committee and provide resources, technical and operational capacity and capability and political capital. The day to day work is undertaken by a small secretariat, which reports to a co-chair group made of organisations that are able to invest more time than others and operate as a directorate.

Country level: The CCD action at country level aims to enable collaboration in humanitarian responses. There are five current local country-level CCD Networks in Colombia, Ethiopia, Ecuador, Nigeria and Uganda. While local networks take different shapes, they are usually set-up and facilitated by a CCD collaboration expert that works with local practitioners to solve their specific collaboration pain points using CCD tools. They aim to enable a collaborative approach to CVA programming in a contextually appropriate way. To do this, they undertake activities such as adopting common standards, defining governance structures, defining decision-making protocols, developing a joint operational plan and deciding on the best-positioned organisations to take on different functions in the collaboration. By doing so, the CCD proposes that they are readier and quicker to respond to crises with the right configuration of actors.

Through a network of country-level Collaboration Managers and global country-supporting staff, the country level and global level work on translating learning on collaboration barriers into products and services and standardise them for reliability and consistency.
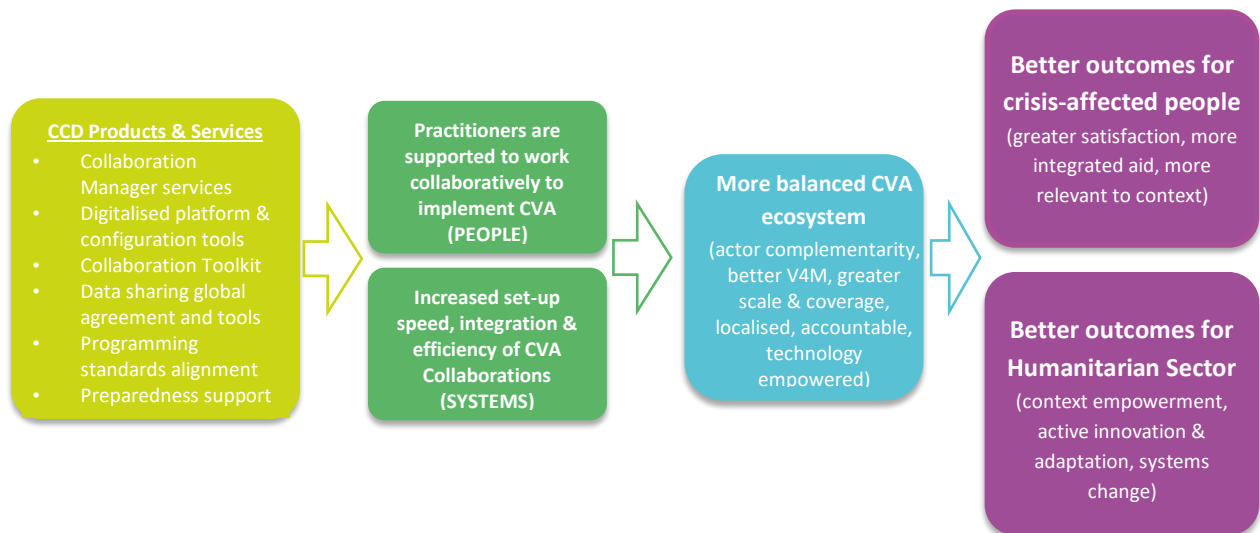
In conducting this learning review, a range of evidence sources have been used with varying levels of rigour. As such, the learning review itself is informally undertaken to identify key insights and attribute these to the Impact Model. Finally, the link between these insights and key CCD initiative work is highlighted as well as the CCD's intentions for future work that will generate learning evidence.

Evidence source	Description
Data Integration Leap event (December 2017)	This was a two-day initiative whereby humanitarian and private sector actors worked together to explore ways to collect, store, share and use data in a smarter way, to build a leaner and more adaptive system which delivers cash transfers more effectively for people in need. It was facilitated by Nesta and hosted by CARE on behalf of the CCD.
Collaboration Operational Insights (April 2018)	This consultation was carried out by independent consultant Paula Gil Baizan in order to explore in more detail the operational barriers involved in integrating systems for a CVA collaboration
Cash Programming Platform Analysis Report, by Platformation (April 2018)	The CCD commissioned platform business model expert, Sangeet Paul Choudary of 'Platformation' to investigate current the approach to humanitarian CVA programming and propose how a platform business model could be applied to enable collaboration.
Collaboration Guidance Consultation (October 2019)	This is a consultation undertaken by independent consultant Hannah Reichardt (learning review author) of one to one interviews with ten CCD practitioners which explored the challenges experienced in setting up

	and developing a collaboration in different contexts. It was used to inform the writing of collaboration guidance and tools.
Nepal Earthquake Comparative Analysis Study (2019)	This is a small study conducted by five CCD member NGOs (Save the Children, Oxfam, Care, World Vision, and Concern) which involved a comparison of their spending after the emergency phase of the Nepal earthquake response (October 2015). It highlighted an estimation of savings (and increased contribution to programming coverage) which would have been made through the removal of duplications and sharing of operational platforms which would occur through a collaborative approach. It includes qualitative reports of lack of inclusion of local actors in the response and presents the opportunity for greater inclusion from a collaborative approach.
Qualitative reports from active CCD Collaborations (2019)	This is a grouping together of qualitative reports made from visitors to or members of active CCD collaborations. It includes reports from deployed practitioners who have either been involved in setting up, developing or directly supporting a CCD collaboration.
Pivotal Act Discovery & Framing Report (2019)	CCD partnered with Pivotal Act to explore CVA practitioner priorities (through a Discovery & Framing process) for problem-solving which led to the identification of need to better support the design and configuration of CVA collaborations and the development of a Beta version of a Response Builder tool. The process incorporated literature research, interviews with 45 collaboration practitioners, workshops with different user groups and to trips to Colombia and Ethiopia.
Cyclone Idai CCD member response reports (2019)	CCD members have contributed details on their CVA responses in Mozambique and Malawi in recent non-CCD enabled contexts.
Social Protection desk review (2019)	As part of its pathway to deliver cash more efficiently and effectively, the CCD has done a desk review of how humanitarian CVA can leverage governmental social protection systems or can lead to better government social protection systems through a collaborative approach.
Ethiopia and Mozambique Set-Up Comparative Analysis (2020)	An exercise was undertaken comparing the time taken for the three CCD enabled collaborative CVA programmes to become operational, compared also with a similar slow-onset CVA programme in Mozambique.

Impact Model

The CCD has created an impact model which explains the theoretical basis of how the CCD will create change and contribute to achieving the overarching impact that it seeks. In terms of its core causal pathways, these are based around two outcome statements which are referred to in their summary as enabling both 'systems' and 'people'. A diagram summarising the impact model is included below. A more detailed version can be found in the report annex.

```
CCD Products & Services
•  Collaboration
   Manager services
•  Digitalised platform &
   configuration tools
•  Collaboration Toolkit
•  Data sharing global
   agreement and tools
•  Programming
   standards alignment
•  Preparedness support
```
→
```
Practitioners are
supported to work
collaboratively to
implement CVA
(PEOPLE)

Increased set-up
speed, integration &
efficiency of CVA
Collaborations
(SYSTEMS)
```
→
```
More balanced CVA
ecosystem
(actor complementarity,
better V4M, greater
scale & coverage,
localised, accountable,
technology
empowered)
```
→
```
Better outcomes for
crisis-affected people
(greater satisfaction, more
integrated aid, more
relevant to context)

Better outcomes for
Humanitarian Sector
(context empowerment,
active innovation &
adaptation, systems
change)
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The CCD's central hypothesis is that increasing and improving collaborative approaches to implementing Cash and Voucher Aid (CVA) leads to more effective humanitarian system and more impactful aid for crisis-affected people.

The CCD believes that it will do this by:

- providing products and services which make it easier and quicker to implement CVA through a collaborative approach, focusing both on creating efficiencies and the integration of processes and systems for different collaborating entities (known barriers to collaboration);
- enabling people and organisations to behave in a collaborative approach which highlights the building of trust and required facilitation.

In doing so, the CCD proposes that it contributes to a more balanced CVA ecosystem which offers diversity, complementarity, proximity to communities, and adaptability.

Section 2: Outcome statement definitions and means of investigation

In this section, each of the two outcome statements are explored according to their composite elements in order to look at learning insights gathered at an appropriate level. In the first part, a definition for each element is offered as well as a proposed way of measuring results or investigating learning. In the second part, a summary of learning insights gathered from recent sources is presented.
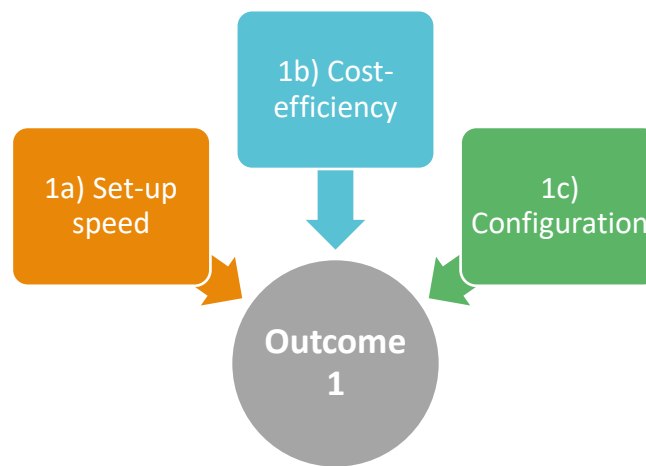
Outcome 1

The first outcome statement is: **CVA collaborations are quicker to set up, operationally well-integrated and deliver cost-efficient CVA.**

- The CCD is proposing the importance of configuring actors in appropriate in complementary roles, creating smooth transitions in workflow between collaborating members, shared approaches and the reduction of blockages and friction. It is proposing that the effective integration of systems, processes and standards contributes to overall easier and more efficient

operations but also to better beneficiary coverage due to reduced duplication of beneficiaries in targeting processes.

- It is proposing that the cost inefficiency in non-collaborative structures with duplicated operational platforms presents an opportunity for significant cost-saving from working in collaboration and sharing operational platforms (including transport, field offices etc.).
- Finally, it is proposing that addressing the numerous issues that slow down the set-up of collaborative CVA structures in all crisis contexts (such as forming data sharing agreements) may positively reduce the significant amount of time currently required to invest in setting up a collaborative CVA structure, with benefits in quicker CVA implementation for crisis-affected people.

There are three composite elements to this statement that need to be understood separately in order to explore their contribution to the outcome statement. These are set-up speed, cost-efficiency and configuration (defined in the table below).

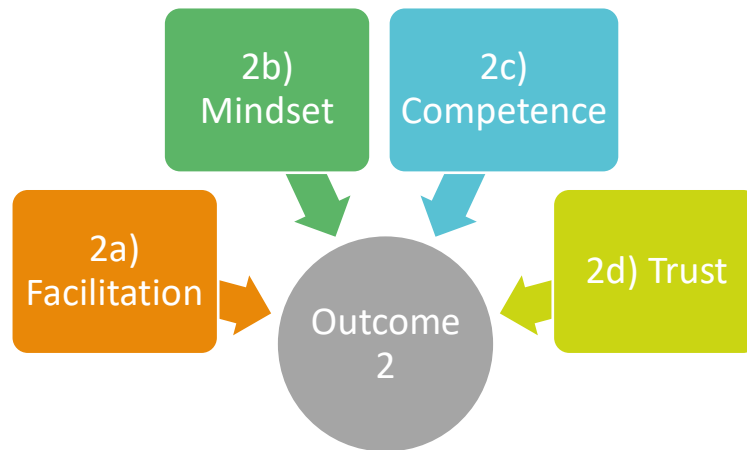| OUTCOME KEY ELEMENT	DEFINITION	MEASUREMENT/ INVESTIGATION
1a) Set-up speed	Time it takes for NGOs to either establish a formal agreement to or begin implementing collaborative CVA.	There are two important parts to measuring this element: 1. Agreement: Time from forecast or actual crisis onset to collaborative CVA agreement (sudden onset crisis) / Time from donor funding announcement to collaborative CVA agreement (chronic crisis). 2. Action: Time from forecast or actual crisis onset (sudden onset crisis) or donor funding announcement (chronic crisis) to CVA implementation.

1b) Cost-efficiency	Costs associated with implementing CVA through a collaborative structure compared with implementing CVA through a non-collaborative structure.	The primary means of measurement is a calculation of cost of CVA programme per output (beneficiary), using the Systematic Cost Analysis (SCAN) tool methodology, developed by three CCD members.
1c) Configuration	The configuration of a collaboration that includes building a structure that builds on the relevant strengths of members and combines or connects separate systems to ensure smooth and cohesive operational platform and effective coverage. This is specifically relevant to organization roles and responsibilities, beneficiary data, monitoring data, programming standards, implementation workplan, beneficiary targeting/selection (coverage).	This element requires an analysis of the percentage of duplications of registered CVA beneficiaries, as well as an exploration of workflow friction points, harmonization of programming standards and approaches and analysis of appropriate undertaking of roles according to the different strengths and geographical presence of members.

Outcome 2

The second outcome statement is: **CVA collaborations are enabled due to practitioners being actively supported to work collaboratively.**

- The CCD is proposing that for collaborations to be set up and further develop, it is crucial to conceptualise collaboration not only as a structure but also as a behaviour that is undertaken by individuals.
- It proposes that collaborations need active facilitation to become established and further developed. This facilitation is most successfully undertaken by someone who is outside of the collaborating teams and skilled in brokering systems and relationships in the aim of achieving a shared goal. It supports collaborators who experience contradictory incentives to compete and to collaborate which can negatively affect practitioner behaviour in a collaborative approach and transparency.
- It proposes that individuals can be enabled to acquire the necessary competences and mindset and trust to work effectively in collaboration.
- Finally, it underscores the importance of enabling trust to be developed between individuals, which is a well understood to have a critical role to play in successful collaboration.

There are four composite elements to this statement that need to be understood separately in order to explore their contribution to the outcome statement. These are facilitation, mindset, competence and trust (defined in the table overleaf).

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OUTCOME KEY ELEMENT	DEFINITION / EXPLANATION	MEASUREMENT / INVESTIGATION
2a) Facilitation	A collaboration is facilitated appropriately and effectively to be set-up and further developed.	This element requires an exploration of the experience of facilitation by collaborating members through, through surveying trust in and their assessment of effectiveness of the facilitation role ('Collaboration Manager'). It may also be investigated through qualitative reports and observations by practitioners.
2b) Mindset	A person's belief that a collaborative approach is impactful for CVA. The belief held by an individual relating to a collaborative approach may impact their positive engagement with the collaboration and contribute to the overall success of the collaboration.	This may be explored through tools utilized in Knowledge/Attitude/Practice (KAP surveys) such as self-scoring by collaborating practitioners of their agreement with a statement such as 'a collaborative approach is impactful for CVA'. It may also be investigated through qualitative reports and observations by practitioners.
2c) Competence	A person's ability to operate successfully in a collaboration. This includes the following: contribute to a shared goal; demonstrate equitable behaviour towards others; engage in positive dispute management.	This may be explored through a survey of collaborating practitioners which involves a self-evaluation of competences associated with collaboration (as above definition). It may also be investigated through qualitative reports and observations by practitioners.
2d) Trust	A person's belief that another member of the collaboration will act consistently with his/her expectations of positive behaviour (including those stipulated in their role or assigned tasks).	This may be explored through a survey of collaborating practitioners which involves a statement relating to their trust in their collaboration colleagues, in line with guidance produced by the OECD: 'On a scale from zero to ten, where zero is not at all and ten is completely, in generate how much so you trust [specific individuals / institution].' It may also be investigated

		through qualitative reports and observations by practitioners.

Section 3: Learning evidence and application

In this section, the learning insights gathered from a number of recent different sources are explored and also how these have been applied in the work of the CCD.

Summary of learning insights

Outcome 1

1a) Set-up speed
• The Nepal Earthquake study looked at the speed and efficiency of a non-collaborative CVA approach in order to establish a retrospective low-rigour baseline. It found that formalised cash working group coordination did not begin until two weeks post-crisis onset. Preparedness which focused on sharing information, coordination of activities across actors and agreements to collaborative was found to be very poor. The study found that it took CVA implementing INGOs between two and four months to begin distributing cash through financial service providers. This resulted in households accumulating debt and is thought to have potentially contributed to increased child trafficking for the most vulnerable households.   • In another non-CCD enabled context, the Cyclone Idai response in 2019 (in Mozambique and Malawi), demonstrated the slowness of CVA programme set-up from various organisations' own real-time reviews/evaluations (IFRC, Save the Children and Care) as well as the Disasters Emergencies Committee (DEC) Real Time Evaluation. Coordination was found to be weak and organisations continued to work independently for CVA programming – the current formal coordination system does not prevent fragmentation.   • A comparison exercise of the three CCD-enabled CVA collaborations in Ethiopia and a comparably sized and similar context (slow-onset food crisis) in Mozambique non-CCD-enabled CVA collaboration suggested significant speed gains from CCD support, but also from building on existing relationships and preparedness work. For the first CCD-supported CVA collaboration in Ethiopia the time taken to enter into a collaboration to decisions being taken around division of tasks took six months. The second and third CCD-supported CVA collaboration in Ethiopia then took only two weeks from decision point to the signing of a collaboration agreement. In comparison, the (non-CCD supported) COSACA CVA collaboration in Mozambique took eight months from the decision to collaboration to the signing of an agreement.   • Reports from deployed CCD practitioners repeatedly highlight the relationship between practitioner trust and set-up speed: it is suggested that when trust is low, the set-up of a collaboration is slower. This has been found to be mitigated by strengthening relationships between practitioners and conducting preparedness work.
1b) Cost-efficiency
• In the absence of using the SCAN tool, some tentative comparative studies have been conducted to explore cost-efficiencies of CVA approaches. The Nepal Earthquake study proposed that savings of at least 3% could have been achieved if some human resources

required for CVA implementing agencies had been shared collaboratively. This saving would have been achieved from shared recruitment and deployment of some staff with the same profiles. Additional savings may also have been possible from other elements of the operating platform such as shared car/helicopter rentals, shared licence to use beneficiary registration systems, collective FSP contracting (allowing for better rate through increased purchasing power), shared office rental, amongst other costs. When HR inefficiencies are combined with costs inefficiencies from beneficiary duplication, the total cost inefficiency rate is estimated to be 10% of the total CVA programme costs. When the same methodology relating was applied to the CCD-enabled collaborations in Ethiopia and Colombia, it was suggested lost efficiencies were 0.7% and less than 1% respectively.

1c) Configuration

- The Data Integration Leap initiative identified three specific challenges that are presented by data integration in CVA collaborations: data collection (How can organisations work more effectively to stop duplication and make better use of the data that is being collected from beneficiaries?); data analysis (How can data be analysed more effectively to inform and consolidate what is collected, what can be learned, and how it is used?); and function ID (How can organisations use the same identity (ID) systems for cash distribution rather than beneficiaries holding multiple forms of functional ID?). The initiative also led to the development of ideas of solutions.

- Reports from CCD practitioners also highlighted the challenges presented by data sharing. They consistently highlighted differences amongst humanitarian actors regarding response to regulations and a lack of systems/standards. The CCD consequently developed a data sharing agreement that aligns with the highest possible standards and has been agreed by all CCD members. It is currently being piloted in Ethiopia and Colombia. In Colombia, the agreement was successfully adapted to align with local legal frameworks and then agreed by all CCD member organisations.

- The Nepal Earthquake study drew upon findings from evaluations and found that duplication of activities such as assessment by CVA implementing INGOs was high. Local NGOs reported being excluded from assessment activities and reported a lack of understanding of ethnicities, casts and other important elements relating to the community by CVA implementing INGOs with negative implications for programme design. Communities reported that they felt confused by the number of different actors surveying their needs which took time away from their recovery activities. It also emerged that different CVA implementing INGOs used different vulnerability analysis methods resulting in inconsistent approaches and tension with the community. The independent structures approach led to an estimated 7% of beneficiary overlap with up to 15% in densely populated areas. It also found that opportunities to improve programme quality were missed as feedback from communities and real-time evaluations were not shared amongst CVA implementing actors.

- The Pivotal Act 'Discovery & Framing' research identified some significant challenges relating to the setting-up and development of a collaborative CVA structures. These included: lack of clarity of roles and responsibilities; tensions around the effective use of time with competing priorities; challenges around lack of appropriate existing technology for supporting collaborative outcomes; and lack of alignment amongst organisational systems ad tools leading to the duplication of effort and conflicting standards/approaches.

- According to CCD member's own reports, in the non-CCD supported Cyclone Idai responses in both Mozambique and Malawi, it has been shown that steps of the cash value chain have been repeated/duplicated by different organisations, with each bringing their own surge resources and CVA experts, commissioning the same assessments and participation activities with the same local actors. Information sharing is weak, along with a shared understanding of local economics, local financial market, needs and potential partnerships. This results in a

- wasting of resources of both implementing organisations and the crisis- affected community and potential impact for the CVA programme that could be achieved through better design.
- The analysis undertaken by 'Platformation' explored how the linear and unintegrated business models in non-collaborative CVA programme contexts negatively impacted the experience of both practitioners and also that of aid recipients. It highlighted that the lack of unification of data systems, standardisation of assessments and other critical processes such as contracting across CVA organisations compromises efficiency and coherence. The proposition of a platform model presents the opportunity to offer a central standard for programme design (including assessment and targeting), contracting, coordination and measurement across the cash programming value chain, as well as opportunities to encourage the development of a diverse ecosystem of actors and greater technological innovation.
- CCD practitioners deployed to set up or help develop CCD-supported CVA collaborations reported the challenges with designing and configuring a collaboration. For instance, in Ethiopia, the practitioner reported that having a mechanism to help design an optimal configuration which was appropriate across a range of regions and in response to various scenarios, and be appropriate to members' geographical presence and specialisms across the value chain would make collaboration set up a lot easier.

Outcome 2

2a) Facilitation

- The collaboration toolkit consultation highlighted that facilitation of a collaboration was critical to its success. However, it further led to the learning that facilitation needed to be appropriate in order to be effective and the cost of inappropriate facilitation was high.
- Recent feedback from a practitioner engaged with the developing CCD-supported collaboration in NE Nigeria highlighted challenges that are currently being face in finding funds to pay for the collaboration manager role.
- The Colombia review trip highlighted that the CCD Collaboration Manager role was not effectively experienced by members as neutral towards one of the two CVA collaborations that it supported which made it difficult for him to navigate the politics between the two groups and respond to emerging tensions. The review reinforced learning that the facilitating role must be a an effective 'bridge-builder' across members with very different cultures or expectations of the collaboration. Conceptualising this role as facilitating, neutral and actively responding to challenges and tensions was found to be important for its success.
- The Colombia collaboration review also found that when non-collaborative behaviours were demonstrated by members (as expanded in 'Competence' section below) a trusted third party was required to help negotiate the tension that was created to lead members to greater empathy and overall understanding.
- The Collaboration Toolkit consultation highlighted that several practitioners reported a tension between the shared goal that drives a collaboration and the organisations' distinct motivations for being part of the collaboration. Contrary to some practitioners' belief that these differences threatened the overall effectiveness of the collaboration, the consultation suggested that a key part of effective facilitation of a collaboration was exploring and making transparent the different needs and priorities of members, whilst ensuring that members all created together and committed to their shared goal. Therefore, the ongoing work of facilitation is to ensure that members needs are met in support of the shared goal.
- In both CCD practitioner deployment reports and from the Collaboration Toolkit consultation, a number of specific needs and tools were identified that were required. These included

guidance on negotiating decision-making authorities, assigning roles and responsibilities and other important aspects of governance.

- In the above sources, the value of remote support was highlighted. The value identified that it offered included: ensuring learning insights are shared from the global and the country level; practical guidance and tools are provided to solve specific problems; and the overarching approach is kept in mind.

2b) Mindset

- The Pivotal Act 'Discovery & Framing' research identified that collaboration was not seen as the 'default' approach for CVA implementation. Learning from this process included the challenges of building a positive and enthusiastic mindset amongst practitioners at country level when the incentive for establishing the CVA collaboration had come from donor or head office pressure and not from the practitioners tasked with creating it. For many, working collaboratively felt like a very unfamiliar approach and most practitioners demonstrated that they were most used to working in competition. The process highlighted that switching to a more collaborative mindset does not necessarily happen automatically and can require some support.
- The Collaboration Toolkit consultation and reports from deployed practitioners highlighted that the mindset of practitioners was critical both in terms of a belief in the value of collaboration but also that they felt like the 'belonged' to the collaboration. It suggested that building a collaboration identity which allowed individuals to feel a sense of belonging/loyalty in addition to their own organisation was an exercise that would contribute to greater effectiveness of the collaboration.

2c) Competence

- The Pivotal Act 'Discovery & Framing' research identified that practitioners often felt that they would benefit from capacity building and it was recognised that competence levels were unequal amongst collaboration members. It was also clear from this work that practitioners recognised the need to balance the need to build capacity on the approach with allowing the context to determine the design of collaboration and CVA programme.
- A review of the Colombia CCD collaborations highlighted the critical role that behaviour of participating individuals had on the functioning of a collaboration. The two CCD-supported CVA collaborations in Colombia both experienced issues of non-collaborative behaviour by members and its contribution to the reduction of trust. For example, one collaboration experienced issues such as a lack of appropriate data sharing at different levels, and the other agreed to a multilateral decision to include funding for the CCD in an OFDA proposal and then unilaterally decided to remove that funding without discussing with the other members.
- The review of the Colombia CCD collaborations also highlighted that communications between members was found to be critically important in terms of the collaboration effectiveness. The review found that opportunities for reflection and productive discussion were missed, which could have resolved issues and consequently built the competences of the collaborating members in the process.

2d) Trust

- The Pivotal Act 'Discovery & Framing' research identified that it was difficult to learn to trust one another when attempting to work collaboratively. It highlighted that practitioners recognised that trust was a major contributor to the success of a collaborative CVA structure. Practitioners spoke of the importance of one to one relationship development, face to face time, honesty and listening to one another as vitally important. It was recognised that

regardless of the motivation to establish a collaboration, it was critical to ensure that a sense of 'teamliness' was then developed.

- Reports from CCD practitioner deployments/trips highlighted that trust issues arose often when there was a lack of clarity on roles and responsibilities for member organisation and the basis of decision-making. Therefore, it's critically tied to collaboration design and good governance. For example, in Ethiopia the choice of beneficiary registration system was done according to criteria that had not been approved and was at first disputed amongst members. Once an opportunity to discussion and a collective agreement on standards had been established, a greater level of trust amongst members grew. Practitioners also found that a lack of trust impedes decision-making and also prevents members from operating in a culture of openness which is needed to ensure members sufficiently share their weaknesses, their social capital resources (such as government and donor contacts).

- The Collaboration Toolkit consultation identified from CCD practitioners the importance of trust, but also the lack of knowledge amongst practitioners as to the practical actions that could be taken to contribute to building and maintaining trust. The consultation highlighted that trust was frequently compromised when internal collaboration communications as well as external collaboration communications were not well-managed. A collaboration presented an opportunity to have a stronger and more influential voice for advocacy if members trusted one another, but that if members did not submit to agreed communications protocols trust was rapidly diminished.

- Learning insights relating to the advantages of building trust amongst members emerged relating to advocacy activities. At a global level, the members have created a joint position on cash coordination, joint commitment to the CCD initiative and collective feedback on donor guidance relating to collaborative CVA. The Colombia CCD has developed a pledge for the Global Refugee Forum. These efforts have strengthened the overall effectiveness of the CCD through supporting its socialisation, developing stronger links with other networks (e.g. VOICE in Brussels) as well as helping to further strengthen trust between members.

- Another benefit of the development of greater trust between members has emerged in more innovative thinking around the link between collaborative CVA and social protection systems. CCD members have established a working group (led by Oxfam) to develop a plan of action which responds to the experiences described in the case studies on social protection which were developed to support a paper linking humanitarian CVA and social protection as well as in a panel discussion at the Cash Week 2019, organised by CaLP. The CCD members have jointly identified countries and opportunities where cash actors can start working on both programming and advocacy together on Social Protection related issues.

Application of learning insights

The CCD has utilised the learning to inform different aspects of its development as an initiative and that of its products and services to support country-level CCD collaborations. Several key initiatives are highlighted here:

Collaboration Toolkit: The CCD has developed a collaboration toolkit which brings together a range of tools, templates and guidance documents to support practitioners to establish and develop a CCD collaboration from scoping stage, to set-up, to becoming functional, and to optimising its effectiveness once fully established. The first module of the toolkit addresses how to set-up and run a country-level CCD Network, including governance, decision-making and establishing norms. The second module addresses the challenge of designing, setting up and managing collaborative CVA

operations (including assigning role and responsibilities, developing a shared workplan, combining resources etc.). The third module supports practitioners to adopt a collaborative mindset and demonstrate collaborative behaviours by offering practical tools to support working successfully together (such as managing tensions/disputes, building trust amongst members and managing change).

Peer to Peer feedback tool: As a result of learnings relating to the importance of transparency and trust-building amongst collaboration members, the CCD has envisioned a tool for managing peer to peer feedback amongst members of a collaboration. It has developed a prototype e-survey tool which is intended to be used and reflected upon frequently by in-country collaborations, which it is hoped will lead to the development of a specific digital application once tested and iterated. It will allow concerns and issues to be raised and reflected upon at steering committee level, allowing all members an equal voice.

Response Builder: As a result of its 'Discovery & Framing' work with Pivotal Act, the CCD has developed a beta version of a digital tool called 'Response Builder' which enables an easier and contextualised way of configuring CVA collaborations and in the future could be developed further to provide a digitalised platform for standards and tools. It addresses the need to attend to numerous contextual factors, the need to build an efficient CVA operational system, the demands and varying strengths of different organisations in designing an appropriate configuration as well as supporting individual practitioners to imagine a different approach to CVA programming.

Collaboration Manager & other roles: The CCD has learnt the critical function of a facilitation role to negotiate the set up and development of a collaboration. In some contexts, only a Collaboration Manager role is required, whilst in others the Manager role is supported by several other roles as needed (for instance, in Colombia a MEAL role has been required to facilitate programme data flow and application). It has learnt that the focus of the Collaboration Manager changes throughout the development of a collaboration, which draws on different skills and requires a responsive and deft individual. For instance, in the scoping stage the facilitation role (or 'anchor' as its referred) is promoting a collaborative approach and actively learning about potential members and their needs/priorities, whereas once the collaboration becomes functional the collaboration manager is more actively focused on relationship-building, addressing operational blockages and keeping all members focused on the shared goal that they have created together. The CCD has also begun designing a roster of individuals to be deployed in the role of Collaboration Manager and a required training programme.

Global data agreement & templates: Managing data collaboratively has emerged strongly as a barrier to collaboration in CVA programming, and also an issue with high level of importance from a community protection perspective. By developing a global agreement amongst members and an accompanying data agreement template which meets the highest standards of data protection, the CCD has made much easier the negotiations associated with and the interoperability of data management systems.

Member CEO commitment: In response to learning insights relating to mindset and motivation, the CCD facilitated the writing and signage of joint letter by its member CEOs in June 2019 in order to support practitioners to see collaboration as an opportunity connected to global commitments to improve the humanitarian sector and an approach that is actively promoted by their organisations.

In effect this became a resource of endorsement, helping to connect discussions at the country level with strategic intentions at the global level.

Future CCD business model: The CCD at a global level is currently undertaking a consultancy exploring options for a new business model, and decisions on its future structure and governance of will be based upon its output. A key part of this is exploring how best to enable inter-country collaboration exchanges of learning and the role of the global core team in facilitating learning to be synthesised and made accessible globally.

Section 4: Future learning intentions

MEAL Approach

The CCD has recently articulated its approach to Monitoring, Evaluation, Accountability & Learning (MEAL) and accompanying principles for each. It has developed MEAL frameworks that translate the principles into expected purpose-led activities at three levels: 1) global level initiative; 2) the country-level CCD Network; and 3) the country-level CVA programming. Through the application of its MEAL frameworks, the CCD will create a multitude of sources for learning.

At the global level, the CCD is committed to exploring the following key MEAL activities:

- Global indicators that are aligned with the Impact Model that are reported on by country-level CCD Networks and analysed annually. These will enable the CCD to have a strong understanding of the breadth of its work and also monitor outcome-level change.
- As an initiative that has a goal to create systems-change, the CCD is also keen to explore appropriate ways of assessing its impact at a systems-level.
- A global research agenda appropriate to the Impact Model (see below).
- The CCD at a global level will explore how best to enable inter-country collaboration exchanges of learning and the role of the global core team to facilitate learning to be synthesised and made accessible globally (enabling learning exchange is a key design principle of the current business model consultancy, outlined above).

At a country level, the CCD-supported collaborations will undertake a range of MEAL activities in line with good practice according to the Core Humanitarian Standard and other thinking in the humanitarian sector. This includes:

- Measuring the satisfaction of communities (in line with Ground Truth approach);
- Conducting activities that enable learning to be applied in real-time of a response;
- Harmonising MEAL approaches and tools across members (to ensure interoperability and to avoid the creation of new tools);
- Rolling-out a tool developed by IRC called SCAN (Systematic Cost Analysis) in order to generate more high-quality quantitative data relating to measures of cost efficiency, in line with commitments made in the Grand Bargain; and
- Supporting country collaborations to define their own measures of success by using a 'balanced scorecard' approach (CCD has provided guidance to support this).

Research agenda

The CCD intends to define and deliver a research agenda undertaken with appropriate academic partners that addresses key assumptions or evidence gaps in the Impact Model to deliver theoretical and practical learning. The draft research agenda includes the following:

- What are the most critical assumptions in the Theory of Change that need testing?
    - Time taken for CVA programme to become operational is improved by collaborative action
    - Collaborative CVA is more cost-efficient than single entity delivery (and exploring drivers of efficiency)
    - Effectiveness is improved by collaborative CVA (and contextual factors that need to be met to enable effectiveness)
    - Collaborative CVA enables more innovation which contribute to greater efficiency and effectiveness
    - Improving attitudes/mindsets towards collaborative approach with positive effect on effectiveness
    - Competence in collaborative approach increases through taking part in a collaboration
    - High trust between actors in a collaboration leads to greater effectiveness
- How does maturity of the country-level CCD Network affect efficiency and effectiveness?
- How can collaborative models support greater connectedness and preparedness, e.g. social safety nets systems?

APPENDIX – Impact Model (detailed version)

LT IMPACT

Crisis-affected people experience improved and more efficient CVA

Humanitarian sector is better able to meet needs of crisis-affected people through more inclusive, contextually led and innovative approach

IMPACT

A more balanced CVA ecosystem where actors work in complementary way that values and leverages their agility, expertise and proximity to communities, empowered by appropriate technology

OUTCOMES

1. CVA collaborations are quicker to set up, operationally well-integrated and deliver cost-efficient CVA

2. CVA collaborations are enabled to be set up and further developed through practitioners being supported to work collaboratively

CCD Platform approach brings together members, processes, data and expectations to ensure consistent, customizable, integrated collaborative CVA

Members are willing and able (mindsets & skills) to collaborate to implement CVA programmes, fundraise and advocate together

Collaboration Managers and CCD Platform staff facilitate collaborations to develop and function effectively

OUTPUTS

Digitalisation of key products and services allow scale

Data sharing global agreement, templates & guidance support data integration

Collaboration configuration design is easier and customizable to context

CVA programming standards are aligned and high quality

Remote support is provided to support collaboration development

Collaboration guidance and tools support behaviours and development of processes

Evidence is available to support decision-making and improve practice

Crisis preparedness work enables actor readiness to collaborate

Collaboration Managers are available to deploy and appropriately trained

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