MEMORANDUM OF UNDERSTANDING

BETWEEN

COLLABORATIVE CASH DELIVERY (CCD) NETWORK MEMBERS

ADDRESSING COUNTRY-LEVEL COLLABORATION

IN

COUNTRY

Defining the Memorandum of Understanding should be done in the set-up phase of the CCD, after socialisation has been done by the Anchor and/or Collaboration Manager, and should be the result of the willingness of members to get implicated in collaboration. It is the first step in officially setting-up a CCD, as it bounds members together towards a common objective. It is not necessary at this stage to have the bits and pieces organised regarding the details of the “how”. This will be set-up while working on the Governance Framework and the Roadmap.

This document lays out an advised structure for a Memorandum of Understanding of a local CCD, building on previous experiences. It is advised to follow the same structure, though the content of each paragraph is likely to be different. Some paragraph can be ignored (as mentioned) if the members have not yet addressed those questions. They can be addressed later while working on the Governance Framework and Roadmap.]

INTRODUCTION

**Global CCD Network**

A group of 15 non-governmental organisations[[1]](#footnote-1) 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, capitalise 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 organisation are mutually beneficial for collaboration in humanitarian actions.

**CCD Network in Country**

In Country, the CCD Network members participating in the collaboration include [number of members] members: [Name here the organisations], and they form the **Country CCD Network*.***

[Give here an overview of the leadership structure]

*Example Option 1:*

*The Country CCD Network has a chair who is selected from the CCD members with a tenure of six months after which members will decide on the next leadership.*

*Example Option 2 (preferred):*

*The Country CCD Network is not led by a single agency, but by a Steering Committee formed by [number of members] members of the Network. The Steering Committee is supported by a neutral Collaboration Manager.*

*In the eventuality of a gap in filling-out this position, a CCD member can propose to have a staff be filling the position in order to keep things moving forward, but this nomination will have to be approved by the Steering Committee.*

This MoU represents the strong intention and commitment of the parties to work together in responding to emergencies in Country, with scale and speed, without compromising quality in meeting the needs of crisis-affected populations through collaborative cash programming. The MoU will be reviewed on a yearly basis by the Country CCD Network Steering Committee.

Members of the Country CCD Network can leave the collaboration at any time, provided they inform the Chair/Steering Committee of their decision. The Steering Committee will also be responsible for admitting new members to the CCD Network, following the admission process; and to review the performance of the members and vote for exclusion in case of misconduct or lack of implication.

1. **Overall structure**

[Explain here the overall structure of the CCD. It is strongly advised to set-it up under the three dimensions as explained below.]

The Country CCD Network is structured as follows:

* The strategic dimension: the CCD Network serves as an alliance that brings together a coalition of cash actors striving for more collaboration, starting with the CCD members, but also inclusive of other actors undertaking or supporting cash programming.
* The technical dimension: the CCD Network allows resources to be shared across responses, with strong technical and coordination backstopping.
* The operational dimension: the CCD Network provides an umbrella for smaller constellations of international non-governmental organisation (NGO) members to establish dedicated collaborative cash consortia for specific projects, locations and/or donors.

While the CCD and the cash working group (CWG) have some overlap in outputs (and will therefore work in coordination to avoid duplication), they have fundamentally different objectives. The CWG focuses on coordination for the humanitarian community engaging in cash programming, while the CCD focuses on operational collaboration for their NGO members including pooling resources, sharing capabilities and seeking joint funding for joint implementation.

Both structure will work in a coordinated manner to strengthen one another. [If already defined, explain ways of working with the CWG.]

1. **The purpose of the CCD collaboration in Country**

The CCD’s purpose is to harmonise, optimise and modernise[[2]](#footnote-2) cash transfer programming (CTP) capabilities across the CCD members and through collaboration to increase effectiveness, reach and collective impact of humanitarian action in Country.

This approach is aiming at reaching the following purposes across the three dimensions:

[here are recommended elements that CCD Networks should be aiming for. It is possible to make it less specific and only keep broad purposes; you can detail actions later within the Roadmap]

Strategic:

* Define the Governance Framework to enable collaboration and clear decision-making (designing decision paths around joint proposal submission)
* Seek opportunities to include local partners to support the diversity and capacity building of the humanitarian ecosystem and ensure the Country CCD Platform remains competitive and inclusive
* Scope out needs for collaboration, current duplications/gaps and priorities to set-up a workplan/Roadmap
* Develop ways/behaviours to feedback to each other and build trust
* Develop best practices on how to work together that will feed into the new model for CCD global collaboration
* Bring a common voice on NGO humanitarian cash in Country
* Bring additional resources and advocacy in disaster situations

Technical:

* Integrate knowledge across partners and the wider CCD membership
* Enhance harmonisation of tools, systems, practices and approaches to CTP
* Creation of standards (i.e. common standard operating practices (SOPs))
* Define ways to strengthen each other’s capacities and systems (CCD members and partner organisations)
* Work towards managing data (context and individuals) collaboratively adopting common data sharing standards, signing data-sharing agreement
* Adopt and socialise a lean/agile way of developing new solutions, including leveraging on information and communications technology (ICT) solutions to do CTP
* Exploring links with Social Protection
* Exploring possibilities of joint financial service provider (FSP) contracting

Operational:

* Bring members together in a structured, adaptable way to maximise their effectiveness, operational efficiency and comparative advantages to reach greater scale and amplify impact and overall, contribute to better quality of cash implementation
* Work towards setting up a joint and cost-efficient cash delivery platform that would be open to all CCD members
* Ensure optimal coverage of needs by agreeing on clear geographical targeting and split amongst members whenever appropriate
* Run the SCAN Tool (Value for Money) during implementations to develop a proof of concept

1. **CCD members commitments**

[Here are recommended broad commitments for CCD members. It is advised to keep them all.]

* Participate in the development and implementation of a Governance Framework and of the workplan/Roadmap for the CCD in Country
* Ensure that relevant staff members dedicate their time to the technical working groups (TWGs) and to overall Country CCD decision-making (this does not need to be the same person)
* Participate in mappings of activities, resources and systems
* Participate in the creation of standards
* Share organisational practice, ways of working, standards, and tools
* Actively contribute to discussions around collaborative products and their deployment
* Actively contribute to common advocacy positioning
* Ensure the use of proper channels to feedback on how the collaboration is working/not working
* Contribute to developing “lessons learned” and “best practices”, aiming to enhance the collaborative work by the members
* Inform and regularly update respective headquarters and the global CCD Network on the CCD collaboration in Country
* Contribute financially/support the recruitment of consultants specific to joint consortium project development
* Actively participate in discussions on potential proposals to submit to different funding sources
* Contribute to the recruitment of the staff in the Collaboration Unit (CU)

[Here are more specific activities. It is not necessary to have them appear in the MoU. Detailing activities will be done when developing the Roadmap/workplan]

* Work towards the development of a collaborative beneficiary registry that will reduce the risks of beneficiary duplication across organisations while complying with each member’s internal data protection policy regulations
* Based on outcomes of cash-feasibility assessments, contract a payment platform adapted to the local context and need, which is cost efficient and accessible to all CCD members
* Carry out joint advocacy with service providers to provide competitive rates whenever appropriate
* Conduct needs assessments and response analysis (either jointly or based on the same templates) and procedures to enable accumulation and comparison of needs;
* Develop joint standard operating procedures (including targeting criteria, size of cash grants for different purposes, and harmonising conditionality) adapted to each operational area
* Develop joint tools and templates for project implementation, including basic monitoring tools (post-distribution monitoring) and a common database to enable data collection that can be accumulated and analysed across a cash-based response;
* Contribute to developing “lessons learned” and “best practices”, aiming to enhance the collaborative work by the members
* Inform and regularly update the members’ respective headquarters on the CCD collaboration in Country
* Shared lobbying and advocacy strategies for better CTP environment and regulations e.g. close engagement with the cash-based transfer TWG, OPM and IPs to push for “do no harm” in CTP, targeting criteria, standards, and procedures;
* Whenever feasible and appropriate, set up referral systems across CCD members, to ensure reach of most vulnerable populations through CTP
* Contribute financially to the recruitment of a CCD coordinator

1. **Integration of new members**

[Explain here what the process is for integration of new members. It could be quite succinct for now, and a more detailed integration protocol can be established while developing the Governance Framework]

In its first version the CCD is made of its # members.

The Country CCD Network is open to integrating new members, once the Governance Framework has been established and agreed upon by the original # members.

Then, at any stage of the collaboration, other cash NGOs will be able to request joining the CCD if they are able to agree to the terms of this MoU and of the developed Governance Framework. Their application will be considered following an established integration protocol (full protocol will be developed as part of the Governance Framework Annexe, using the standard template).

1. **Role of the Steering Committee**

The Steering Committee provides strategic management and overall governance of the Country CCD Network.

The Steering Committee shall:

* Design and implement the Country CCD Network’s Governance Framework and its annexes, including:
  + the procedure for considering applications of other organisations to become a Country CCD Network member
  + the procedure for suspending/excluding members in case of non-respect of the established principles and norms
  + management for high-level complaints and feedbacks from within and external to the membership
  + the process for setting-up consortiums and reaching-out to donors
  + policies regarding the involvement of other agencies, including local agencies, in projects
  + communication and public relations strategy
  + coordination with other cash networks and initiatives
  + risk management policy
* Lead on establishing the strategy (workplan/Roadmap) of the Country CCD Network
* Provide oversight and monitor the implementation of the workplan
* Ensures CCD remains relevant as an organisation by regularly reviewing its mandate and vision, and updating the workplan
* Discuss, and make decisions as needed, on other topics the Country CCD Network members identify
* Have a validation role regarding coordination of technical and operational activities with the Collaboration Manager
* Approves the tools and standards developed and validated by the CCD CU (Collaboration Manager and TWGs), on behalf of the CCD membership
* Determine whether concept note can be endorsed by the CCD (based on inputs coming from the CU[[3]](#footnote-3)), on behalf of the CCD Membership

The details regarding the governance of the Steering Committee will be further developed as part of the Governance Framework and its Annexe on the Steering Committee’s terms of reference (ToR).

[If already determined, you can add here: Steering Committee members will be represented by the Country Director or his/her designee, it be made of # members, meetings will take place on a ... basis; and decisions will be made on consensus/majority vote, etc.]

1. **Role of Collaboration Manager**

The Collaboration Manager provides overall coordination for the Country CCD Network. He/she is a neutral party providing support to all CCD collaboration members. He/she is the head of the CU which includes TWGs made up from technical staff from the Country CCD Network members. The CU may potentially have additional staff that reports to the Collaboration Manager if deemed necessary (i.e. monitoring and evaluation (M&E) manager, database supervisor, etc.). The Collaboration Manager (and any needed CU staff) will be funded by the Country CCD Network’s members (either direct funding or through the budget of CCD cash consortiums).

The Collaboration Manager provides the following support to CCD collaboration members:

* Provides technical oversight and coordination for the Country CCD Network
* Serves as a chair (non-voting member) of the Steering Committee
* Establish and support relevant TWGs
* Monitor risk and provide mitigation recommendations to the Country CCD Network members
* Represent Country CCD Network to the CWG and other external stakeholders as needed
* Organise and provide capacity building and training to Country CCD Network and other partners
* Manage CU staff (if any)

1. **Role of Technical Working Groups**

The technical dimension of the Country CCD Network is materialised by the “CCD CU”, and designed to support the CCD membership and wider stakeholders working in cash programming in Country.

The CCD CU will host TWGs that will lead the technical development of the CCD Country Network. The TWGs are expected to be ad hoc, dependent on the needs of the membership. Each group will support a different area of expansion and innovation (e.g. shared operating procedures, minimum expenditure basket (MEB) analysis, data sharing, etc.) and will be led by a technical expert from a CCD member, with the support of the Collaboration Manager. These technical areas will be directly linked with the on-going or planned implementations of the CCD members. Each CCD collaboration member will appoint a minimum of one technical advisor to represent its needs and interests and to participate in the TWGs.

Objectives:

* Provide technical advice and support to the ongoing or planned CCD responses to promote a harmonised approach within the CCD membership (including the methodology, SOPs, key operational tools, M&E structure)
* Ensure harmonisation of approaches between collaboration members throughout the different components of each members’ operation by developing CCD endorsed set of tools and/or guidelines on the topic (using best practices from CCD members)
* Train CCD members on the CCD endorsed tools to promote their use within the Membership
* Share or present technical resources, including tools, MEAL framework, assessment/evaluation findings, best practices and other learnings with external audiences including, but not limited to, the CWG, donors, and the humanitarian community in Country

The specific ToR of the TWGs (including responsibilities of the TWG Lead, Collaboration Manager, technical advisors and ways of working) will be developed as part of the Governance Framework Annexes, using the standard template.

## By joining the Country CCD Collaboration and signing hereunder the members agree to the added benefits of working in a collaboration and maintaining the spirit of cooperation to improve efficiencies, effectiveness and accountability to beneficiaries.

## Signatories

By signing this document, the signatories acknowledge the above-mentioned principles and commitment.

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1. Action Against Hunger (ACF), ACTED, Adeso, CARE, Catholic Relief Services (CRS), Concern Worldwide, 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 International. [↑](#footnote-ref-1)
2. “Harmonising” approaches and processes, “optimising” performance and costs and “modernising” systems and tools for delivering cash programming across organisations along the cash value chain. [↑](#footnote-ref-2)
3. CCD Standards Checklist to be developed [↑](#footnote-ref-3)