

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 CCD’s setup phase, after socialisation has been done by the anchor and/or Collaboration Manager. It should be the result of the willingness of members to get involved in a collaboration. It is the first step to officially setting up a national CCD network, as it binds 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 established while working on the Governance Framework and Roadmap.

This document lays out the recommended structure for a Memorandum of Understanding for a national CCD network, as built on previous experiences. It is advised to follow the same structure, although the content is likely to vary. Some paragraphs 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-0) (NGOs) felt the duty to create an inclusive and efficient way to better serve people affected by crises by creating a positive disruption based on the idea of collective impact. These organisations formed the 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. CCD’s collective CTP will be adapted to the local context and ensure a community-focused approach. 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, [number of members] organisations are participating in the CCD collaboration, including: [names of the organisations here]. They form the **Country CCD Network***.*

[Give an overview of the leadership structure here.]

*Example Option 1:*

*The Country CCD Network is chaired by a CCD member who will serve for 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 is guided by a Steering Committee comprised of [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 the Collaboration Manager position, a CCD member can propose a staff member to fill the role in order to keep things moving forward, but this nomination must 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 transfer programming (CTP). The MoU will be reviewed on a yearly basis by the Country CCD Network’s 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 Country CCD Network, following the admission process, reviewing the performance of members, and voting for exclusion in case of misconduct or lack of implication.

1. OVERALL STRUCTURE

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

The Country CCD Network is structured as follows:

* Strategic: The Country CCD Network serves as an alliance that brings together a coalition of cash actors striving for more collaboration, starting with CCD members, but also inclusive of other actors undertaking or supporting CTP.
* Technical: The Country CCD Network allows resources to be shared across responses, with strong technical and coordination backstopping.
* Operational: The Country CCD Network provides an umbrella for smaller constellations of international NGO members to establish dedicated collaborative cash consortia for specific projects, locations, and/or donors.

While 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 CCD focuses on operational collaboration for their NGO members including pooling resources, sharing capabilities, and seeking joint funding for joint implementation.

Both structures will work in a coordinated manner to strengthen one another. [If already defined, explain ways the Country CCD network will work with the local CWG.]

1. THE PURPOSE OF CCD COLLABORATION IN COUNTRY

CCD’s purpose is to harmonise, optimise, and modernise[[2]](#footnote-1) CTP capabilities across CCD members and through collaboration to increase effectiveness, reach and collective impact of humanitarian action in Country.

This approach aims to reach the following purposes across the three dimensions:

[Here are some 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 Network remains competitive and inclusive
* scope out needs for collaboration, current duplications/gaps, and priorities to setup a work plan/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’s 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 (both CCD members as well as partner organisations)
* work towards managing data (context and individual) collaboratively adopting common data sharing standards and signing a data sharing agreement
* adopt and socialise a lean/agile way of developing new solutions, including leveraging on information and communications technology solutions to do CTP
* explore links with social protection
* explore possibilities of joint financial service provider 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 a better quality of cash implementation
* work towards setting up a joint, cost efficient cash delivery platform open to all CCD Country 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. COUNTRY CCD MEMBERS’ COMMITMENTS

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

* participate in the development and implementation of a Governance Framework and a work plan/Roadmap for CCD Country
* ensure that relevant staff members dedicate their time to the technical working groups (TWGs) and 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 practices, 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”, with an aim 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. However, it is not necessary to have them appear in the initial MoU. Detailing activities will be done when developing the Roadmap/work plan.] Additional activities may include, but are not limited to, the following:

* 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 SOPs (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
* share 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.

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, 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 international or local NGOs or other cash actors will be able to request to join CCD, if they agree to the terms of this MoU and the developed Governance Framework. Their application will be considered following an established integration protocol (full protocol will be developed as part of an annexe in the Governance Framework’s standard template).

1. STEERING COMMITTEE’S ROLE

The Steering Committee provides strategic management and overall governance for 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 CCD Country member
  + the procedure for suspending/excluding members in case of non-respect of the established principles and norms
  + management for high level internal and external complaints and feedbacks
  + the process for setting up consortiums and reaching out to donors
  + policies regarding the involvement of other cash actors, including local NGOs/agencies, in projects
  + communication and public relations strategy
  + coordination with other cash networks and initiatives
  + risk management policy
* lead strategic planning (work plan/Roadmap) for the Country CCD Network
* provide oversight and monitor the implementation of the work plan
* ensure CCD remains relevant as an organisation by regularly reviewing its mandate and vision and updating the work plan
* discuss and make decisions on other topics identified by Country CCD Network members
* validate coordination of technical and operational activities with the Collaboration Manager
* approve the tools and standards developed and validated by CCD Country’s CU (Collaboration Manager and TWGs), on behalf of the CCD membership
* determine whether a concept note can be endorsed by CCD (based on inputs coming from the CU[[3]](#footnote-2)) 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.

[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. COLLABORATION MANAGER’S ROLE

The Collaboration Manager provides overall coordination for the Country CCD Network. S/he is a neutral party providing support to all CCD collaboration members. S/he is the head of the CU, which includes the TWGs comprised of technical staff from the Country CCD Network members. The CU may potentially have additional staff that reports to the Collaboration Manager, if deemed necessary (e.g. monitoring and evaluation 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 via the budgets from CCD Country’s 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
* establishes and support relevant TWGs
* monitors risk and provide mitigation recommendations to the Country CCD Network members
* represents the Country CCD Network to the CWG and other external stakeholders as needed
* organises and provides capacity building and training to the Country CCD Network and other partners
* manages CU staff (if any).

1. TECHNICAL WORKING GROUP(S)’ ROLE

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 CTP 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 SOPs, minimum expenditure basket analysis, data sharing, etc.) and will be led by a technical expert provided by a CCD member, with the support of the Collaboration Manager. These technical areas will be directly linked with the ongoing or planned implementations by CCD members. Each CCD collaboration member will appoint a minimum of one technical advisor to represent its needs and interests and 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, monitoring and evaluation structure)
* ensure harmonisation of approaches between collaboration members throughout the different components of each members’ operation by developing a CCD-endorsed set of tools and/or guidelines on the topic (using best practices from CCD members)
* train CCD members on CCD-endorsed tools to promote their use within the membership
* share or present technical resources, including tools; monitoring, evaluation, accountability, and learning 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 terms of reference of the TWGs (including responsibilities of the TWG lead, Collaboration Manager, and 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 Network, and signing hereunder, CCD Country 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-0)
2. “harmonising” approaches and processes, “optimising” performance and costs, and “modernising” systems and tools for delivering CTP across organisations along the cash value chain [↑](#footnote-ref-1)
3. CCD Standards Checklist to be developed [↑](#footnote-ref-2)