

Collaborative Cash Delivery



A joint emergency operation in South Gondar woreda, Ethiopia, in collaboration with CCD partners (CARE, Save the Children, World Vision and other agencies). © CRS

CCD Network COVID 19
Response Strategy:
March 2020-Dec 2021

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1. In a Page...

The CCD Network is at an important moment of its development and COVID 19 brings an opportunity to test itself and its value proposition. 'Cash Actors' including CCD members are experiencing considerable challenges over this period; concerns over access to communities, funding increasingly being channelled to the UN and worries over INGOs capacity to implement programmes. By collaborating together during COVID-19, CCD members are able to have a collective voice in advocacy, become more effective by sharing the workload during a time of diminishing capacity within organisations and more efficient through virtual/remote approaches to supporting cash responses that allow continued engagement with field teams and communities to improve quality.

The strategy stipulates 5 objectives (or outcomes) that will enable CCD to continue to pursue its two long-term impact goals¹, whilst responding to immediate needs during COVID. The outcome level objectives will have outputs (see section 3) that speak to areas of work across both the global and local with more nuanced country workplans targeting specific activities (see section 4).

Over the next six months², our CCD response to COVID will be to:

1. **Support to remote market monitoring and joint market analysis activities** across our CCD in-country initiatives
2. **Advocating for and delivering virtual support to governments and CCD members on social protection** in our CCD in-country initiatives and possible emerging countries
3. Tailor our **collaboration approaches** to include remote support and **platform models** to allow for more bespoke country networks to ensure the greatest impact
4. Support CCD **in-country members to deliver their COVID-19 workplans** and connect them to resources for technical and collaboration support to allow them to do this
5. Access **funding opportunities** for cash and voucher responses for CCD in-country initiatives

This COVID response strategy sits separately to our CCD priorities for 2020 with independent measures for how effective the CCD Network has responded during COVID. However, the COVID response strategy has been designed in a way to align with the causal pathway in the CCD Network Impact Model and with the CCD Network 2020 workplan.

Given the current complex and difficult environment to work in currently and the fact that CCD operates as a Network of organisations, the delivery of the strategy is dependent upon continued engagement, the ability to operate is unaffected and that any change in Governance structure agrees with the approach outlined.

¹ Long-term impact goals: 1) Crisis-affected people experience improved and more efficient Cash and Voucher Assistance; 2) The Humanitarian Sector is better able to meet the needs of crisis-affected people through more inclusive, contextually led and innovative approaches

² The strategy has been built in May 2020 but includes ongoing work from March 2020. The strategy is expected to be reviewed at the end of 2020 depending on the direction that the COVID pandemic takes over this period

2. The impact of COVID 19

What does COVID 19 mean for the CCD Network?

Whilst the COVID-19 pandemic is a global and unique threat to our human society, this is a period where the CCD Network can test how it operates in a response environment. It is an opportunity to explore how and if collaboration is effective and valued during a time of stress and constraints for Network members on their own resources, time, business continuity and impact. COVID-19 provides a point in time where the CCD Network can focus its mandate as well as exploring emerging possibilities within the humanitarian system related to Cash and Voucher Assistance.

As a Network, the focus of the strategy is a combination of understanding whether the work we have done so far is fit for purpose and **adapting** to the new environment within which we find ourselves working. Alongside this, there is an emphasis on **opportunities** and seizing the moment to be at the forefront of Cash and Voucher Assistance. Both elements are critical for the CCD Network to play a role within the COVID 19 response but also to its importance within the wider humanitarian system.

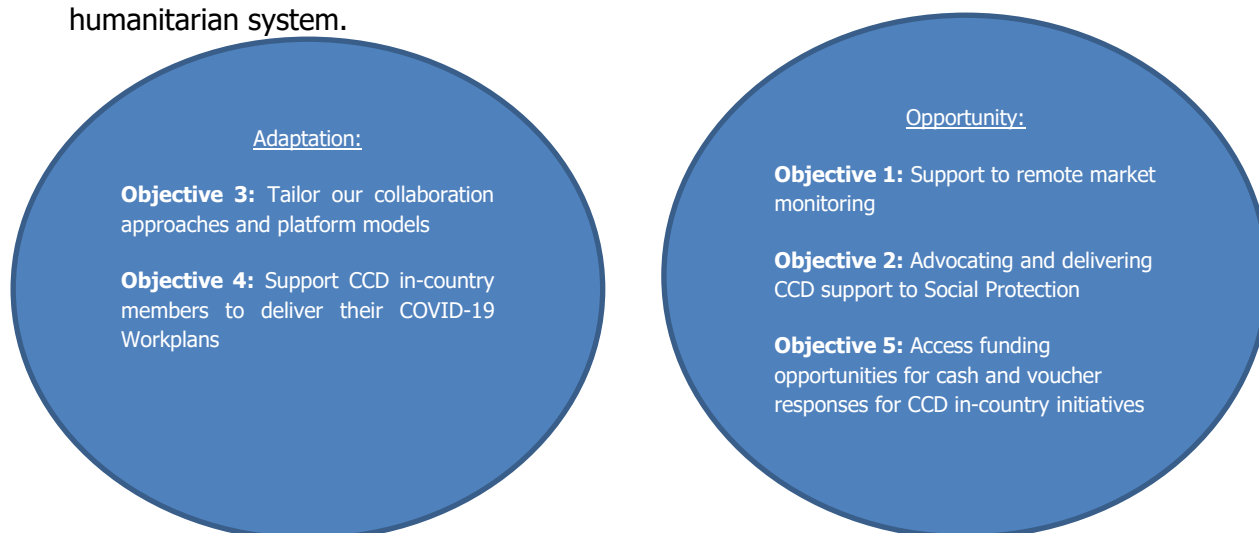


Figure 1: COVID response (adaptation and opportunity)

One important point to make within this COVID response strategy is that the CCD Network Impact model explicitly states that our role is not to respond directly to communities. Whilst that is a long-term impact that the CCD will have (crisis-affected people experience improved and more efficient Cash and Voucher Assistance), our role at the CCD Network is to build an enabling environment for collaboration, reducing duplication between members and accelerating joint learning and responses that are more effective and efficient. It is important to make this distinction, as our approach could get lost in trying to find financing to undertake cash and voucher emergency responses rather than focusing on some of the national and global system strengthening that we can achieve through advocacy, design approaches and interoperability.

Finally, this is a time for the Network to really prove its collective endeavour towards improving collaboration. It is easy to fall back into siloed working and can feel simpler to achieve more within our own organisations (collaborations can be complex and messy). This is a consequence of human behaviour - we tend to turn back to the comfort of what we know; and systematic ways of working and governance models that organisations have adopted for producing efficiencies

rather than solving 'wicked' problems. However, as INGOs, we are at risk of limiting our impact, repeating past mistakes, and not distinguishing ourselves in a saturated sector as drivers of change. Without collective approaches, we limit our ambition to support affected communities.

Aligning the Global and Local

Our focus on preparedness and collaboration in our CCD country networks (under objective 4) is important currently to allow us to have a better collective response across our in-country members. Allowing for a constant flow of information from the local to global and visa versa ensures that our approach to COVID is aligned and relevant. For the Core Team running the CCD Network, we are introducing forums for more discussions, workshops, and deeper dives into critical areas with CCD Collaboration Managers. It is critical that teams in our countries drives the activities and builds the collective vision for our response.

With two key technical areas of focus (objective 1: Markets; objective 2: Social Protection), we have narrowed our scope to allow for the greatest collective impact. Whilst opportunities may arise that CCD country initiatives can pursue (which is supported by objective 4), the global focus in these areas will ensure continuity and depth rather than becoming too stretched across many areas when resources are limited.

The alignment of the objectives is crucial for success during this time. The strategy was informed by a survey, which gathered 31 responses from across the country initiatives and 57 across the CCD. Alongside conversations with collaboration managers and initiatives across the INGOs at the global level, this should be a benchmark for future decision-making across the Network enabling more local involvement in the CCD Network decisions.

The emphasis on tailoring our collaboration approaches and platform models (objective 3) during COVID 19 enables us to look beyond the current state and into what a future CCD Network may look like. We need to be cognisant that the environment within which we usually work is going to be permanently changed by COVID, so we need a CCD Network that is fit for the future. COVID allows us that opportunity.

Finally, a focus on fundraising (objective 5) points to a short-term objective of having more opportunities to test the CCD model during cash and voucher responses, as well as respond to the immediate needs of COVID-19.

3. The 5 Focus Areas:

Objective 1: Support to remote market monitoring activities across our CCD in-country initiatives

COVID-19 secondary impacts (i.e. those caused by the pandemic indirectly as measures taken to contain and control the virus and/or the effect of fear on the population) are challenging the functioning of market systems at all levels - from global to local - with massive effects on the supply of critical commodities and services as well as the income of people (both consumers and suppliers). Understanding the COVID-19 impacts on markets is vital not only for delivering humanitarian assistance but also to protect livelihoods and support economic recovery.

COVID-19 has brought uncertainty about how to implement and adapt market-based humanitarian programming to an unprecedented global economic crisis. However, there is an acknowledgement that for many, this is uncharted territory and that appropriate interventions need to be adapted to the environment within which our CCD country initiatives find themselves.

Therefore, the CCD Network proposes the following activities:

Support to remote market monitoring activities and joint market analysis across our CCD in-country initiatives				
Activity Proposed	How will the activity be achieved?	Who is responsible for the activity (who does the activity) *indicates the lead role	Who is accountable for the activity? (who takes ownership for the task being achieved/not achieved?)	How do we know we have been successful? (Measures of success)
1. Disseminate member COVID-19 adjusted market tools/learning across the membership to ensure the CCD members' programmes are relevant through shifts in market prices and approaches to collections of data	Through driving communications on remote market monitoring as a CCD priority during COVID-19 and ensure messaging to Ex-Comm and country teams emphasises information sharing	*CCD Network Members Collaboration Managers Workstream 2 Lead	Workstream 2 Lead	3 x tools/learning pieces disseminated across members
2. Explore and support remote market monitoring initiatives within the membership (possibly facilitated by REACH) such as joint market monitoring assessments	By continuing dialogue with REACH for support and scouting the market for other opportunities for partnership	*Workstream 2 Lead Collaboration Managers CCD Global Members CCD in-country members	Co-Chair, Workstream 2	4 x Joint Market Monitoring Initiatives started or inputted into by CCD in-country members
3. Conduct Market Monitoring analysis where relevant for use by the CCD Network and the Humanitarian Community	CCD-in country members driving joint market monitoring initiatives and liaising with collaboration managers/global staff for support, guidance, synergies and opportunities	*CCD in-country members CCD Global members Collaboration Managers Workstream 2 Lead	Co-chair, Workstream 2	2 x pieces of work by CCD in-country members on market analysis

Objective 2: Advocating for and delivering virtual support to governments and CCD members on social protection in our CCD in-country initiatives and possible emerging countries

The long-term impact of this crisis is going to have severe repercussions on the global and local economy, because of measures needed to contain the virus. Those most vulnerable are those without job security, working in the informal sector or with small or micro-businesses. COVID 19 is impacting on men and women in different ways; deadlier for men in terms of health impacts³ but for women the impact is on their role in the informal economy and the extra burden of childcare with schools now closed⁴. Furthermore, access and capacity of healthcare systems will be under tremendous amounts of pressure to respond, especially in conflict-affected areas where healthcare systems struggle in normal times to meet needs. Governments are obligated to meet the human rights to social protection⁵. The CCD Network advocates for accountable cash transfers to be delivered at scale and at speed, especially given their importance in mitigating the secondary effects of the COVID 19 crisis. To reach those in need, deciding on universal or targeted transfers will be a balance between speed of response, extent of need and the phase of the crisis.

Social protection is one of the pillar objectives of this COVID 19 strategy, as CCD in-country initiatives have proposed this as one of their priority areas. In the recent survey conducted across the CCD, 30 out of 44 respondents claimed social protection advocacy to be one of the areas that needed most support and 70%+ of global responses to the survey claimed 'Guidance on how to create stronger links with cash social assistance scale-up' to be a priority focus area.

Advocating for and delivering virtual support to governments and CCD members on social protection in our CCD in-country initiatives and possible emerging countries				
Activity Proposed	How will the activity be achieved?	Who is responsible for the activity (who does the activity) *indicates the lead role	Who is accountable for the activity? (who takes ownership for the task being achieved/not achieved?)	How do we know we have been successful ? (Measures of success)
1. Develop an advocacy paper on linking humanitarian cash and social protection to COVID 19	Through the Social Protection Working Group building off existing critical reflections of Social Protection schemes, adapting them to the COVID environment and showcasing the role of humanitarian cash alongside these	*Social Protection Working Group CCD in-country members Workstream 1, Lead Co-Chairs	Social Protection Working Group Chair	2 x advocacy paper disseminated on the CCD website

³ See report here: <https://www.frontiersin.org/articles/10.3389/fpubh.2020.00152/full>

⁴ See article here: <https://www.theguardian.com/world/2020/may/29/covid-19-crisis-could-set-women-back-decades-experts-fear>

⁵ See article here: <https://www.fairobserver.com/coronavirus/nafees-ahmad-covid-19-pandemic-coronavirus-lockdown-human-rights-world-news-today-78013/>

<p>2. Providing technical guidance to improve social protection within our COVID 19 response amongst CCD members</p>	<p>Developing and providing new/updated toolkits for how to improve links between humanitarian cash and social protection and providing direct technical support to members through personnel time</p>	<p>*Social Protection Working Group Workstream 3 Lead</p>	<p>Social Protection Working Group Chair</p>	<p>1 x development of tipsheet for Cash Working Groups, CCD Platforms and ICCGs</p> <p>2 x in-country initiatives hold webinars on how to link cash and social protection</p> <p>2 x in-country initiatives linked with social protection advisors for proposals and/or programme responses</p>
<p>3. Influencing for change in the humanitarian system on social protection through the Grand Bargain report</p>	<p>Connecting with the Grand Bargain report lead to ensure input into the Grand Bargain report</p>	<p>Social Protection Working Group Workstream 1, Lead</p>	<p>Co-Chair, Workstream 1</p>	<p>1 x report with commitments to Grand Bargain 20-21 including social protection and humanitarian cash</p>

Objective 3: Tailor our collaboration approaches to include remote support and platform models to allow for more bespoke country networks to ensure the greatest impact

One of the CCD Network’s major successes is the abundance of useful collaboration tools and approaches that have been used to set up effective collaborations at both the local and global level. The Collaboration Toolkit, which gives CCD members and collaboration managers the means to scope, start up, begin functionality, and establish in-country initiatives has made huge progress. The CCD Impact Model has been designed and provides a critical pathway from activities to long-term impact and there is continuing work on developing training for a roster of collaboration experts.

COVID 19 has challenged our approach to designing in-country initiatives, given the inability to conduct face to face meetings and conversations. 50% of respondents in four of the seven CCD in-country initiatives mentioned ‘remote monitoring guidance and support’ as a priority with more or continued support from CCD. There is also a clear pattern that our CCD initiatives are growing at different rates and moulding around member’s needs. The CCD Network needs to use COVID 19 as an opportunity to build more customisable platforms with a suite of service support that can be offered from the global CCD to the local.

Tailor our collaboration approaches to include remote support and platform models to allow for more bespoke country networks to ensure the greatest impact				
Activity Proposed	How will the activity be achieved?	Who is responsible for the activity (who does the activity) *indicates the lead role	Who is accountable for the activity? (who takes ownership for the task being achieved/not achieved?)	How do we know we have been successful ? (Measures of success)
1. Develop a ‘ customisable approach ’ for CCD country initiatives through a guidance document that allows members to be flexible in the operational set up and to determine the level support needed from the global team	Through a combination of design work in workshops with the Core Team, Collaboration Managers and CCD in-country members	*Workstream 2, Lead Collaboration Managers CCD in-country members	Co-chair, Workstream 2	1 x guidance document produced as part of collaboration toolkit to determine CCD set up in countries
2. Develop a guidance note on how to manage remote collaborations effectively combined with informal training to collaboration managers	Using experience from individuals on their experience of remote management	*Workstream 2, Lead Collaboration Managers	Co-chair, Workstream 2	1 x guidance note on how to manage remote collaborations

Objective 4: Support CCD in-country members to deliver their COVID-19 workplans and connect them to resources for technical and collaboration support to allow them to do this

To ensure we are having the greatest impact possible during the COVID 19 crisis, it is necessary for the CCD Network to focus its resources on supporting CCD members and their networks to adapt to the current environment. Workstream 3 in the Core Team, which is dedicated to operational support to in-country initiatives, has increased its resources with an additional focus area of driving the CCD Network response to COVID. The CCD Network is committed to support its members to adapt their programmes during COVID 19, promote synergies and share learning, help drive collective fundraising efforts and encourage national system strengthening of CVA.

Support CCD in-country members to deliver their COVID-19 workplans and connect them to resources for technical and collaboration support to allow them to do this				
Activity Proposed	How will the activity be achieved?	Who is responsible for the activity (who does the activity) *indicates the lead role	Who is accountable for the activity? (who takes ownership for the task being achieved/not achieved?)	How do we know we have been successful? (Measures of success)
1. Establish the list of needs during COVID-19 by country through a survey	Design a survey and share with people involved or aware of CCD detailing the changes that CCD members are going through in light of COVID-19	*Workstream 2, Lead Workstream 3, Lead Collaboration Managers CCD in-country members Technical Advisory Group	Co-chair, Workstream 2	1 x survey including analysis presentation showing where the needs are during COVID-19
2. Build a pool of expertise from members that can support cross country with technical, operational and collaboration issues/opportunities	Gather information from Ex-Comm on available expertise to support CCD in-country members during COVID-19 and establish a mechanism for connecting expertise to issues	*Workstream 3, Lead Technical Advisory Group	Co-Chair, Workstream 3	1 x list of various experts across the CCD membership divided by technical, operational and collaboration skills/abilities
3. Identify a number of 'quick wins' to enable CCD Platforms to showcase rapid impact whilst building interest amongst donors for possible funding	Scanning donor and member priorities, along with current proposed activities by CCD Platforms to identify simplest and most impactful pieces of work	*Collaboration Managers CCD in-country members	Workstream 3, Lead	4 x areas of work identified across the CCD country workplans that are considered as 'quick wins' that are completed and communicated about through our website (and other means if appropriate)

<p>4. Drive initiatives on localisation including defining what localisation means to the CCD Network and contextualising our approach to CCD in-country initiatives</p>	<p>Through a series of workshops focusing on how the CCD Network approaches localisation and via case studies of local members experiences in Nigeria and Ecuador (questions to include how to add local CCD members to the Network; how to give local organisations more voice; how to co-design activities and the direction of CCD with community-based organisations)</p>	<p>*Co-Chairs Workstream 1, Lead Workstream 2, Lead Workstream 3, Lead Collaboration Managers CCD in-country members Technical Advisory Group</p>	<p>Co-Chair, Workstream 3</p>	<p>1 x policy paper on what localisation means to the CCD and how we are going to deliver a move towards locally led responses this year</p> <p>2 x learning case studies from CCD members on how local members have participated in the CCD and how more work can be done to build local networks into the CCD</p>
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Objective 5: Access funding opportunities for cash and voucher responses for CCD in-country initiatives

The delivery of efficient and harmonised cash and voucher programming by CCD initiatives is a critical part of the operational value add that CCD brings. During COVID-19, our member programmes will need to be adapted to meet the constraints on access to communities. Alongside this, it will be imperative to access new pots of funding from traditional and non-traditional donors to meet the needs of communities during this time.

Whilst much of the additional focus will be on the in-country initiatives, the global team will continue to seek private and philanthropic donors that align with the CCD purpose that may be interested in some of our innovative ideas that could be designed and then tested at the country level.

Access funding opportunities for cash and voucher responses for CCD in-country initiatives				
Activity Proposed	How will the activity be achieved?	Who is responsible for the activity (who does the activity) *indicates the lead role	Who is accountable for the activity? (who takes ownership for the task being achieved/not achieved?)	How do we know we have been successful? (Measures of success)
1. Establish a Resourcing Working Group to provide additional capacity and resource for in-country initiatives and to seek opportunities for funding through maintaining and building relationships with existing and new donors	Through the creation of a group of members that focus on getting additional funds into the CCD	Workstream 1 Lead *Resourcing Working Group Chair Technical Advisory Group	Workstream 1 Lead	1 x Resourcing Working Group established 1 x database managing the overall bids going in across the CCD and the priorities for relationships 2 x new donors contacted about the CCD and socialised about the project
2. Support resourcing and funding in CCD Platforms through concept note production and responses to invites to bid from donors	Through articulating the CCD with bid managers in country and establishing lines of communication between in-country members and collaboration managers	*In-country members Collaboration Managers Resourcing Working Group	Workstream 1 Lead	3 x pots of money accessed by the CCD
3. Bidding protocols established amongst CCD in-country members	Through a series of meetings dedicated to fundraising between the Collaboration Managers and in-country members, with decisions annexed to MoUs	*Collaboration Managers In-country members Workstream 1 Lead Workstream 2 Lead Workstream 3 Lead	Workstream 3 Lead	All in-country initiatives establish a protocol document agreeing the fundraising system between CCD in-country members

4. CCD In-Country Initiatives

The Local Platforms

Currently, the CCD Network is currently working or beginning to work in seven countries. COVID 19 has seen the renewed effort to engage across members and has accelerated action in two emerging countries. Figure 2 below shows the countries and their status. It puts the different in-country CCD initiatives on a spectrum to show where they sit within the approach, we have designed for building platforms. At the time of writing, the CCD Platforms are taking different shapes (Ethiopia has a Collaboration Unit supporting national system strengthening whereas Colombia has two very strong consortia). This paved the way for the activity 1 in Objective 3.

Scoping countries and/or Platforms are ones that have recently shown interest in deploying a CCD type model and are in the process of understanding what this model looks like. Both Kenya and Afghanistan have shown interest in the CCD approach since the outbreak of COVID 19, with Afghanistan focusing on a specific thematic area rather than the full Platform (as explained above in objective 3)

Start-up countries are those that have either agreed to adopt the CCD model and are working through the initial stages of what that means. Ecuador and Uganda fall someone in between start-up and functioning due to a pause in CCD commitment (but have now started to re-engage).

Functioning countries and/or Platforms are those that have been set up with a CCD approach and have begun to build collaborative processes between the members. This means that they might have a Memorandum of Understanding in place and have agreed on how they want to fundraise. However, they are not considered operational as they do not yet have a suite of collaborative arrangements in place (Governance Structure, Collaboration Manager/Support, agreed funding parameters, data sharing agreements etc...).

Established countries and/or Platforms are where collaboration mechanisms are in place and are being used, and some operational progress has been made (with funding for CVA given to CCD members through a collaborative set up). Opportunities for growth are being taken and longer-term planning is taking place for sustainability.

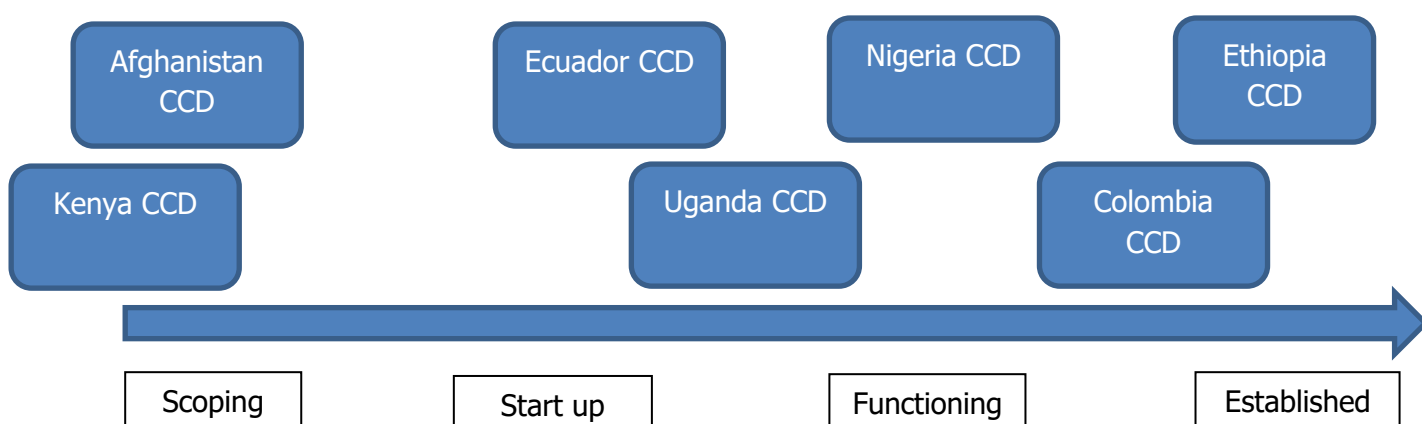


Figure 2: CCD in-country initiatives

Country Workplans

Within the core objectives, each CCD country is working to build their own tailored workplans in-line with the CCD Network objectives and outputs during COVID 19. These are in development currently and will be provided in this section in due course.

Afghanistan

No workplan designed due to no established in-country initiative yet. Afghanistan has shown interest in CCD around one key objective during COVID 19:

- Develop a one-page advocacy note to help shape the debate and mechanisms on how cash will be delivered in Afghanistan in coming 1-2 years and how the CCD Network can play a critical role in this

Colombia

Workplan to be designed on June 6th during a Strategic Meeting, which will shape the future direction of the CCD Network in Colombia

Ecuador

TBC – starting to re-communicate with members after drop in momentum

Ethiopia

Those marked in green are priorities during COVID 19:

Ethiopia CCD 2020	Priority Area	Objective	Involved	Lead (member, person or group)	Responsible	Timeframe
Strategic	Develop sustainable business model for the Ethiopia CCD	An agreed & sustainable business model	CCD Steering Committee	CCD Collaboration manager	CCD Collaboration manager	March 2020 deadline
	Donor Engagement	Donor engagement mapping & approaches agreed	CCD Steering Committee	CCD Collaboration manager	CCD Collaboration manager	March 2020 deadline
	Government Advocacy	Increased acceptability of Cash amongst Gov	CCD Steering Committee	CCD Advocacy TF	CCD Collaboration manager	March 2020 deadline
	Developing the Collaboration Unit for the Ethiopia CCD	The Collaboration Unit is functional & benefiting members	CCD Steering Committee	CCD Collaboration manager	CCD Collaboration manager	Subject to funding
Technical	Gender & Protection Mainstreaming in CTP	Members have increased understanding of & ability to include Gender & Protection mainstreaming in CTP	All CCD Members	CARE CCD STAFF	CCD Collaboration manager	Funding pending
	Inter operability of digital systems & Digitization	System & capacity barriers to digitization & collaboration have been identified & addressed	All CCD Members	World Vision	CCD Collaboration manager	In progress - will be complete by Nov 2020
	Data Sharing Agreement & Data Protection	Endorsed Ethiopia CCD Data Sharing & Agreement and data protection protocols established across membership	All CCD Members	World Vision	CCD Collaboration manager	Dec 2020 deadline
	Validation of CCD SoPs & Tools	A defined & established mechanism for reviewing & improving CCD SoPs & Tools	CCD Cash Staff - all members	TWG	CCD Collaboration manager	Funding pending
	CCD & Social Protection (PSNP)	Increased alignment, complementarity between CCD/CTP and Ethiopian social protection (i.e. PSNP)	All CCD Members	Oxfam	CCD Collaboration manager	Funding pending
	Digital Transfer Mechanisms - Learning & evidence, partnership with GSMA (emphasized since COVID-19)	To support members to take up digital transfer mechanisms, including Mobile Money - by providing a roadmap through the GSMA consultancy, gathering & disseminating current knowledge & best practice	All CCD Members & GSMA	GSMA & CCD COVID 19 task force	CCD Collaboration manager	In progress
	Learning, driving quality & Capacity Building across Ethiopia CCD Network	Effective knowledge management system in place & members are able to learn from each other and come together to resolve challenges when required	All CCD Members	MEAL TWG & CCD COVID 19 task force	MEAL TWG	In progress - current 2019 consortium
Operational	ECHO CCD Consortium in Wollega & Somali	Successful pilot of CCD in Ethiopia completed, including documentation of challenges/areas for improvement	AAH, CRS, IRC, SCI & WV	ECHO 2019 CCD consortium partners	WVE	Jan through to June 2020
	Form new CCD Consortia, building on learning from previous	Take CCD to scale, demonstrate learning from previous & address existing barriers to collaboration	All CCD Members	tbc	CCD Collaboration manager	Dec 2020 deadline
	Operational Alliance pilot - Liben Zone, Somali Region	Successful pilot of collaboration beyond consortia at field level - now focussed on collaborating to overcome COVID-19 challenges	All CCD Members in Liben Zone	CCD Collaboration manager	CCD Collaboration manager	Begin in March 2020
	Pooled Cash Funding Operational Model	Demonstrating the CCD approach can enable rapid cash & learn from previous consortium	All CCD Members	tbc	CCD Collaboration manager	Begin in March 2020 (subject to funding)
	COVID 19 Joint Market Monitoring Initiative with REACH	Provide regular market data to inform cash programmes across Ethiopia	All CCD Members	REACH & JMMI TWG	REACH	Launch in June 2020
	Mobile Money Pilot - cash delivering & evidence generation	Pilot Mobile Money in 3 areas of Ethiopia through CCD - focus on gathering learning & best practice to then disseminate	tbc	tbc	tbc	subject to funding

Kenya

No workplan designed due to no established in-country initiative yet. Kenya has shown interest in CCD around one key objective during COVID 19:

- Commission a scoping study to determine whether the CCD Network can be relevant, add value and have impact in Kenya

Nigeria

TBC – awaiting workplan objectives

Uganda

TBC – awaiting workplan objectives

Annex 1: Survey Results

The full survey results are available here:

<https://www.surveymonkey.com/results/SM-2NVH3LFN7/>

The survey results of Ethiopia, Colombia, Nigeria and Uganda are available here (Ecuador did not have enough respondents to disaggregate them by country; Afghanistan and Kenya were not included as they have only recently come online):

<https://www.surveymonkey.com/results/SM-MPMYSVFN7/>