



Grand Bargain 2021: CCD's achievements towards commitments

July 2020 – June 2021

CCD member organisations pledged in a [Letter of Intent](#) to work towards collaborative cash delivery key objectives at the Grand Bargain Annual Meeting in June 2019. CCD reported progress against public commitments in July 2020. Since then, CCD has made significant progress against many of its commitments, which are summarized below for the period July 2020 – June 2021.

- 1. Joined up analysis for cash and voucher responses in 10 countries:** CCD members continue to share their capacities and capabilities to undertake joint assessments, share information and conduct joint needs and response analyses to complement other non-CCD actors. CCDs governance structure also prioritises the inclusion of local actors, whose knowledge and insights contribute to improved priority setting and targeting of assistance.

During the COVID-19 pandemic, CCD provided guidance on adaptations and priorities for CVA continuity and improved response. To this end, CCD developed a [COVID-19 Response Strategy](#) which was first released to CCD Core Team and CCD TAG members in early August 2020 and was shared with the wider humanitarian community through the CCD website in mid-August 2020. This strategy aimed to ensure cash and voucher assistance (CVA) responses were prioritised within COVID-19 response strategies and was used by at least one CCD network to develop their workplan for 2020. It specifically recommended: supporting remote market monitoring and joint market analysis activities across our CCD in-country initiatives; advocating for and delivering virtual support to governments and CCD members on social protection in our CCD in-country initiatives and possible emerging countries; tailoring our collaboration approaches to include remote support and platform models to allow for more bespoke country

networks to ensure the greatest impact; supporting 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; accessing funding opportunities for cash and voucher responses for CCD in-country initiatives.

As a result of this strategy, a COVID-19 Task Force was established in 2020 in Ethiopia to share learning, best practice, challenges, and adaptations, and to coordinate across responses to COVID-19. As a key adaptation, CCD increased its prioritization of digitization, supporting members to adopt digital transfer mechanisms where feasible, such as Mobile Money. As part of a shift toward remote training and management, CCD hosted an online training on Gender & GBV in CVA (considering COVID, increased impacts for Women and Girls/increased DV) which was open to all ECWG members. Due to the virtual format, more staff (59) were able to attend. CCD member local NGOs in Nigeria shifted to remote management, community-based programming, and digital transfers as key adaptations in response to COVID and related restrictions. Launching JMMIs in partnership with REACH were prioritized across contexts due to impacts COVID-19 was having on markets.

CCD has also encouraged greater participation in REACH's Joint Market Monitoring Initiative (JMMI), started the initiative and provided funding in some cases. CCD Ethiopia provided seed funding to REACH to launch a JMMI and conducted data collection to support REACH. CCD members have contributed funding in Haiti and Nigeria to support REACH's JMMI as part of recognition during COVID that actors needed more real-time price and market monitoring considering lockdowns and impacts of supply chain disruptions. This support was borne out of CCD relationships despite Haiti not having a formal CCD network. In light of movement restrictions during the pandemic, CCD has provided greater support to ensure this type of monitoring can happen remotely as needed across CCD's networks. CCD members have also supported the set-up of a market monitoring system in Ecuador (currently being discussed at the cash working group level). CCD supported a multi-agency rapid market assessment in Honduras after hurricanes Eta and Iota.

In terms of sharing capacities and capabilities, the CCD's Social Protection Working Group also highlighted [best practices in linking humanitarian CVA and Social Protection in response to COVID-19](#) which was referenced in a Grand Bargain Cash Workstream (humanitarian CVA linkages to Social Protection sub-group) [Synthesis Report in 2021](#). Key recommendations were also messaged during Grand Bargain Cash Workstream Annual meeting 2020. CCD Ethiopia has furthermore successfully partnered with GSMA on Mobile Money and together have developed and shared a regional Mobile Money Feasibility report with CCD members and the Ethiopia Cash Working Group. In the recent Tigray response, CCD members participated in the ECWG-led joint assessment, and CCD is currently responsible for consolidating, reviewing, and maintaining a top line overview document which provides a snapshot of learning for the Tigray Response. Using the CCD Collaboration Toolkit's geographic and capacity mapping tool in Ethiopia, South Sudan and Nigeria, CCD members across networks have focused coordination and response planning specifically in areas where multiple members have confirmed cash operations to ensure greater efficiency of resources and interventions. While CCD did not scale up in 10 countries as planned, CCD global has provided consultations, light support, and tools and approaches on collaborative ways of working with several countries including Nepal, Honduras, and Mali.

Involving local actors in CCD's set-up right from the start (e.g., in Nigeria and as initiated in 2021 in South Sudan) has been critical to the success of CCD networks in these countries. Having local NGOs be part of CCD Country Network Steering Committees and early decision-making process has strengthened CCD in technical areas, critical adaptations needed during the pandemic, identification of local FSPs through lighter and faster procurement, significantly reducing bureaucracy that can be a barrier to speed, flexibility and adaptability of emergency CVA. CCD has been strengthened through the collaboration between INGOs and local NGOs as the network benefits from the respective strengths of its members. Where some members are strong on MEAL, compliance, protection, others have better access to and higher levels of trust among communities, which when harnessed collaboratively, can increase the speed, quality, and effectiveness of responses. In Nigeria, six out of the 16 CCD members are local NGOs, in South Sudan, local NGOs will be part of the start-up and have a permanent seat on the CCD Steering Committee, and in Ethiopia, while the CCD is comprised of INGOs, several CCD members implement through local partner NGOs having longer, deeper partnerships beyond sub-contracting. The CCD-Steering Committee in Ethiopia has agreed to prioritize localization as part of the network's 2021 workplan.

At the global level, the Grand Bargain sub-workstream on cash and local partnerships invited CCD to join a panel on "The role of local and national actors in delivering cash and voucher assistance" at this year's Humanitarian Networks and Partnership Week (HNPW) – April 27th. This session was attended by 90 participants and panellists received very positive feedback. The CCD has also started a work stream focused on localization, and CCD's co-leads and a group of TAG members are working on a CCD position paper on localization.

2. Work to reduce management costs where possible: CCD members continues to centralise capabilities and share capacities rather than duplicate them. Where possible, we will invest and secure funding to build out commons tools that inform response management and collaborative decision-making that reduces duplication.

The CCD's Data Sharing Agreement focused on reducing data deduplication provides tangible practical ROI regarding cost-efficiency in country contexts. In Colombia for example, the adoption of a Data Sharing Agreement (DSA) developed by CCD has resulted in over \$4 million USD in cost savings through de-duplication efforts, which includes MOUs on data sharing with UN agencies and CWG actors. This work has also resulted in the broad alignment of project cycles across CCD's two consortia and participating agencies which has improved and quickened the overall cash response in Colombia.

In Ethiopia, using CCD's geographic and capacity mapping tool, the CCD network has adopted a modular approach to their joint response where agencies use their technical comparative advantages to specialize in specific roles across the cash value chain. This approach aims to deliver

assistance more efficiently and efficiently across agencies through collaboration. Using a Systematic Cost Analysis (SCAN) tool (now called [Dioptra](#)¹) developed by a CCD member agency, CCD has applied cost efficiency analysis of the Collaborative Cash Delivery's (CCD) ECHO-funded project in Ethiopia in 2020. Across the CCD project, the cost-transfer ratio (CTR)² was €0.56, which is generally in-line with other projects delivering cash assistance. While the scale of this project was larger than other projects in the region, which indicates that the CTR of this project should be lower (i.e., more efficient) than those other projects, as this was the CCD's first project in Ethiopia there were numerous one-time costs (e.g., training on digital management systems, establishing the CCD's Collaboration Unit at a national level). Additionally, this project adopted a more expensive community-based targeting methodology, as opposed to relying on government-provided client lists, as was typically done in Ethiopia for past cash interventions. The results provide valuable insight about the cost of delivering cash assistance through the CCD operating model, which aims to maximize operational effectiveness and efficiencies of member organizations to reach greater scale and amplify impact.

CCD's national networks focused on how they could share capacity to strengthen their collaboration efforts. In partnership with CCD, GSMA published a report on humanitarian CVA programmes in Ethiopia and delivered a webinar on mobile money to CCD members in March 2021. Action Against Hunger completed a mobile money pilot with CCD/GSMA support with a learning review underway. Additionally, with CCD member financial contributions (unrestricted funds), CCD Ethiopia's Collaboration Unit (CU) will include a Collaboration Manager (CM), a MEAL Advisor, and a Gender Specialist to improve delivery quality. CCD is also supporting a joint learning review in June-July for the two Colombia consortia to capture lessons learned and best practice approaches for MPCA delivery, while also helping the consortia adapt and improve their approaches. At the global-level, CCD presented at the UN CCS-CCD-CashCap "Collaboration in Cash Assistance - Progress" & other Grand Bargain Cash Workstream Webinars (hosted by DFID/FCDO and WFP) with participation of all major bilateral donors, UN agencies, ILO, WB, NGOs, and academia - presentation was very welcome and triggered interest and follow up requests by USAID, ECHO and CaLP.

In terms of common tools that inform response management and collaborative decision-making, the CCD has made the beta version of ResponseBuilder open-source and is currently pursuing funding to update the tool with an improved collaboration framework, robust collaborative modelling, and decision-making support, to help practitioners make evidence-based decisions on how to set up and implement effective collaborations. Module One of the CCD's Collaboration Toolkit, which is also open source, has been used widely across CCD Networks to scope and set-up CCD networks. These tools are meant to serve as templates and guidance to be adapted and contextualised at the country level by CCD members. In Nigeria for example, CCD members have utilized CCD's collaboration toolkit to draft, sign and approve a governance framework, ToRs for steering committees and technical working groups, as well as an MOU on roles and ways of working between the CCD and the CWG; and the network has completed a joint FSP capacity and feasibility mapping assessment to inform the process of doing joint contracting. In Ethiopia, through the collaborative work of the CCD consortium members, the digital identification and registration function of the Last Mile Mobile

¹ The SCAN tool/Dioptra was used to conduct a cost efficiency analysis from the CCD's ECHO funded project in Ethiopia. The tool calculated the Cost Transfer Ratio (CTR) to understand how much it costs in administration and program management per dollar transferred to beneficiaries across the two project regions – Somali and Oromia.

² CTR: For every euro of assistance delivered to beneficiaries, it costs €0.56 in administrative and program management costs (direct project costs, direct shared costs, and indirect costs).

Solutions (LMMS) was accepted by Financial Service Providers (FSPs) and banks, which will not only improve the processes and cost efficiency for the consortium within CCD but will improve the cash ecosystem beyond this project and is a necessary step towards allowing digital payments and mobile money. CCD was looking for digital systems to share data in a fast, secure way and LMMS fulfilled this requirement being used by all NGOs in the consortium. In South Sudan, where the CCD network is just starting, the geographic mapping tool has been completed with the aim of using to design joint collaborative responses that effectively and efficiently reduce duplication and address gaps in response.

Finally, CCD's global team's remote support of local networks during COVID-19 has increasingly highlighted the need to ensure learning insights are shared from the global level between national networks and vice versa, including practical guidance and tools to solve specific problems. To this end, the CCD has focused on re-shaping global support structure in service of country networks. A Global Platform Coordination Lead (full-time), who started in March, has established regular meetings with Collaboration Managers providing management, pastoral care, and technical advisory support; is connecting networks on learning and tools; and troubleshooting critical issues. A MEAL advisor is on-board (part-time) and developing CCD's evidence framework using indicators from the collaboration impact model. Additionally, a Fundraising Lead (full-time) started Feb. 2021 and has been reshaping global fundraising group and its Terms of Reference. CCD has worked to operationalize priorities and support from social protection and data interoperability working groups out to CCD country networks.

3. Reduce reporting burdens through simplified and harmonized models: CCD members will finalize the development and adoption of common standards for interoperability, including finance reconciliation and reporting. Recognizing that successful localised responses must first be underpinned by quality local partnerships, we will collaborate to create a common partner agreement framework and common due diligence parameters for CCD members with the aim of extending harmonised

CCD networks have developed common standards and approaches around de-duplication, reconciliation, and coordination that serve CCD members and the wider humanitarian CVA community. For instance, CCD Colombia, using CCD's DSA template and approach, leads de-duplication efforts across CCD members, UN agencies and CWG members. The cost savings of this are significant (~\$4 million USD), which enables better use of resources to reach vulnerable households. CCD members also use common beneficiary registration systems and beneficiary feedback and response mechanisms to ensure efficient, responsive, and accountable programming.

CCD is leading advocacy efforts to establish formal coordination structures for cash-based programming. CCD (WV) joined Key Aid/ECHO on a panel presentation on Value for Money and Cash Assistance Design Research, and shared experiences from Colombia and Ethiopia. CCD has been actively participating in Global ICVA/CaLP consultations on Cash Coordination and involved in GB Cash Workstream "Political Blockages" Position Paper. CCD has also provided critical inputs into CaLP's review on COVID 19 response learnings.

Finally, CCD members across networks regularly support CWG in technical and coordination efforts. CCD South Sudan is a member of the CWG and among CWG 2021 strategy/workplan task force.

4. Invest in transparency to improve trust in partnerships and accountability to affected people: CCD members will finalise transparent common standards for operational collaboration for key issues such as global data sharing, recipient management, and technical resource mainstreaming. Funding allowing, the CCD will build out a new decision insight tool to deepen our understanding of people’s humanitarian needs and fulfil them better than we have been able to before.

CCD has put forward a proposal to address key barriers to collaboration which include a lack of collaboration design standards and evidence; preparedness and protocols for joint action; and lack of incentives for collaborative behaviours and mindsets. For each of these barriers, the CCD proposes to create tools, protocols, processes, and incentives to increase transparency in joint decision making, strengthen collaborative ways of working and partnerships across members with the overall aim of improving the quality and accountability of humanitarian responses.

CCD is driven by decentralized decision-making by networks and CCD members at country-level where there is greater strategic impact and alignment for local partner engagement. This also enables CCD networks to respond more effectively to humanitarian needs of affected populations.

CCD’s Geographic and Capacity Mapping tool is designed to transparently understand comparative advantages across CCD members to inform decisions about which agency leads on which part of the value chain.

Within CCD’s Social Protection Workstream, members share and map their strengths and best practices which contributes to greater transparency among stakeholders to strengthen linkages between CVA and Social Protection systems.

As part of the Grand Bargain Cash workstream webinar series, CCD promoted humanitarian accountability to affected populations and social accountability through a presentation by CCD’s co-lead on “[Accountability in Cash, Social Protection in COVID-19](#)”.