



## Grand Bargain 2020: Achievements towards commitments

June 2020

Collaborative Cash Delivery (CCD) Network is pleased to present its achievements against the commitments made by our global members' CEOs at the 2019 Grand Bargain Summit as part of our [global collaboration agreement](#).

We know we are better together, and in this time of increasing pressure on the humanitarian sector, amidst a backdrop of a global pandemic, CCD continues to break down traditional silos to undertake collaborative actions for the benefit of the communities we serve.

We have made progress in several significant areas in relation to our Grand Bargain commitments announced in 2019:

- CCD members in multiple countries conducted joint analysis for cash and voucher responses, complementing and coordinating with other non-CCD actors, including cash working groups where available.
- CCD's in-country membership includes 21% of actors deemed national or local, with an inclusive, ecosystemic governance that allows all actors to participate equally.
- Members continue to work to reduce costs through capacity sharing, collective endeavours, standardisation of operating procedures, legal frameworks, and cash and voucher assistance tools.
- The continued investment from internal and external sources has enabled the further development of a collaboration toolkit and COVID-19 response strategy to support CCD members through this period.
- CCD has built an enabling environment for collaboration, which has enhanced trust between members, allowing for more efficient cash and voucher consortia setup.

Whilst we acknowledge the learnings from these achievements, we are aware that there are still further efforts to be made in this rapidly changing environment. With COVID-19 affecting the way we work alongside communities, we are adapting our approaches to the setup and management of in-country networks to allow tailored support to our members, local actors, and communities.

With this, CCD reiterates our strategic support and commitment to our founding principles and enabling the shared CCD vision and intent to adopt a harmonised and less competitive approach to cash and voucher assistance by working together.

Read more about CCD's achievements over the past year (July 2019 – June 2020) and our plans for the coming year below.

Grand Bargain commitments		Actions towards commitments		
Priority area	Sub-point	Accomplishment	Sub-point	Example
1. Joined up analysis for cash and voucher responses in 10 countries	1a. CCD members continue sharing their capacities and capabilities to undertake joint assessments, share information, and conduct joint needs and response analyses to complement other non-CCD actors.	CCD national networks encourage sharing information within the network and externally.		<ul style="list-style-type: none"> <li>• CCD Colombia leads a MEAL<sup>1</sup> &amp; targeting working group in the local cash working group (CWG) which encourages alignment of processes, formats, and tools and sharing good practices.</li> <li>• In Ecuador and Colombia, CCD developed and disseminated key messages<sup>2</sup> about the delivery of multi-purpose cash assistance (MPCA) for stakeholders.<sup>3</sup></li> <li>• CCD Ethiopia funded a workshop where the CWG successfully finalised a minimum expenditure basket and a member hosted a separate capacity-building session on gender mainstreaming. They are also sharing tools and learnings with the wider cash community to complement, not duplicate, the ECWG's coordination work.</li> </ul>
		CCD in-country networks (Colombia) and members' national offices (e.g. Iraq, Lebanon, and Afghanistan) support joint market monitoring where REACH has existing initiatives.	CCD global is in discussions with REACH to see where CCD members can serve as a critical mass to start joint market monitoring initiatives in new countries. <sup>4</sup>	
		During COVID-19 responses, CCD members have worked together.	<ul style="list-style-type: none"> <li>• identifying collective gaps across members' COVID-19 responses to prioritise areas to work together</li> <li>• identifying social protection gaps, especially in remote places</li> <li>• collaborating on how to remotely assess and monitor markets</li> </ul>	<ul style="list-style-type: none"> <li>• Joint analysis of rapid needs assessments in Colombia</li> <li>• Joint marking monitoring in Ethiopia was kickstarted by CCD and REACH due to the national network's critical mass and funding.</li> </ul>
	1b. CCDs governance structure also prioritises the inclusion of local actors, whose knowledge and insights contribute to improved priority setting and targeting of assistance.	Our ecosystemic governance puts all actors at the same level. Membership at the local and global levels is not differentiated on based on where the cash actors are registered.		21% of CCD's in-country membership is made of national actors (i.e. local and international NGOs operating in country who are not global CCD members). <sup>5</sup>

<sup>1</sup> Monitoring, evaluation, accountability and learning

<sup>2</sup> This is a live document for humanitarian practitioners to use as a reference tool to adapt protocols for frequent responses and key messages for cash interventions and provide timely information to affected communities and stakeholders.

<sup>3</sup> i.e. beneficiaries, institutions, local leaders, and host communities

<sup>4</sup> Blue text indicates future plans.

<sup>5</sup> CCD Nigeria has 2 local NGO members (Grow Strong Foundation and CRUDAN). Another 10 international NGOs are also members of in-country networks that aren't part of the global CCD: Christian Aid, COOPI, Tearfund, and ZOA in Nigeria; ADRA, HIAS, Plan International, and Ecuadorian Red Cross in Ecuador; GOAL in Ethiopia; and Lutheran World Federation in Uganda.

Grand Bargain commitments		Actions towards commitments		
Priority area	Sub-point	Accomplishment	Sub-point	Example
2. Work to reduce management costs where possible in 10 countries	2a. CCD members continue to centralise capabilities and share capacities rather than duplicate them.	CCD's Governance Framework, operational data-sharing agreement, and shared standard operating procedures (SOPs) reduced costs and duplications across consortia partners.		<ul style="list-style-type: none"> <li>In Ethiopia and Colombia, standardising beneficiary selection criteria and M&amp;E indicators, signing a data-sharing agreement, and using a single beneficiary data management system created efficiencies of scale, saving costs and time and avoiding beneficiary duplication.</li> <li>CCD Ethiopia mapped each member's technical expertise and operational presence to allow the network and Steering Committee to tailor consortia based on its specific needs.</li> </ul>
		CCD conducted comparative studies to define specific areas of costs savings.		Using a similar methodology to CCD's review of lessons learnt during the Nepal Earthquake on CCD's Ethiopia and Colombia collaborations, lost efficiencies were shown to be just 0.7% and <1% respectively, versus 10% in Nepal. <sup>6</sup> The most substantive reductions were linked to successful data sharing using CCD's joint data-sharing framework. <sup>7</sup>
		CCD's national networks focused on how they could share capacity to strengthen their collaboration efforts.		<ul style="list-style-type: none"> <li>Due to capacity sharing by CCD members, ACF was able to carry out digital registration as part of their role in ECHO-CCD 2019 consortium in Ethiopia.</li> <li>CCD Ethiopia plans to form a common technical unit, dependent on funding, to enable sharing of technical advisers amongst members to improve their practice and learn from each other.</li> </ul>
		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 from national networks to the global level, including practical guidance and tools to solve specific problems.	CCD will focus on this in the coming year in order to reduce management costs by synthesising learnings as we continue to support the expansion of our national networks.	

<sup>6</sup> CCD's comparative study on the 2015 Nepal earthquake response showed that 10% of NGOs' budgets, when working in silo, was wasted on duplications. This included duplication of at least 3% in human resources and logistics and 7% of beneficiaries.

<sup>7</sup> Developed in partnership with CCD members' legal counsels, data specialists, programme teams, and country-led initiatives with the support of Dentons law firm.

2b. Where possible, we will invest and secure funding to build out common tools that inform response management and collaborative decision-making that reduces duplication (e.g. SCAN tool).	Due to a lack of funding, the SCAN tool was not rolled out at the expected level.	CCD endeavours to pilot the SCAN tool as part of one of our national network's collaborations.	
	As part of a suite of collaboration products and services, CCD developed a custom collaborative cash operational model – Response Builder – a beta online collaboration design tool. <sup>8</sup>	As it is used across CCD's national networks, additional functionality and improvements could be added to the tool so it could be shared more widely with non-members and other humanitarian networks.	
	CCD developed a collaboration toolkit based on practical experience from our in-country networks.	It will provide guidance, tools, and resources to facilitate operational collaborations and promote collaborative approaches so CVA is more effective, efficient, and impactful. <sup>9</sup>	Elements of the toolkit were utilised and successfully rolled out in Ethiopia during the scoping and start-up phases.
	ECHO-CCD 2019 consortium members used a common digital beneficiary data management tool.		Because this tool enabled digital IDs to be shared across organisations, the consortium used their collective voice to advocate with financial service providers to accept digital IDs, instead of paper. This improved processes, reduced duplicative work, increased cost efficiency, and improved the cash ecosystem as a necessary step towards enabling digital payments and mobile money.
	CCD has created an impact model to ensure a committed consensus towards creating long-term impact for communities we support.	It will explain the theoretical basis of how we will create change and contribute to increasing and improving collaborative approaches in CVA implementation, a more effective humanitarian system, and impactful aid for crisis-affected people. <sup>10</sup>	
	CCD has defined a COVID-19 response strategy to streamline global support to in-country collaborations and ensure at the global level that we have the biggest impact during this uncertain period.	The response strategy highlights six key areas of focus for all staff connected with CCD and is underpinned by CCD's in-country networks' workplans, which will drive local initiatives and activities.	<ul style="list-style-type: none"> <li>• CCD designed a survey for global and in-country members looking at organisational gaps and priorities in COVID-19 responses.</li> <li>• A <a href="#">social protection brief on the COVID-19 response</a> was released in April 2020.</li> <li>• Concept notes designed to scale responses in social protection and market monitoring.</li> <li>• Developed a <a href="#">technical support roster</a><sup>11</sup> to connect global and local initiatives in priority areas.</li> <li>• A <a href="#">brief on inclusive social protection in humanitarian responses</a> is forthcoming.</li> </ul>
	CCD has articulated a MEAL approach, developing frameworks that translate these principles into purpose-led activities at three levels: 1) global initiative, 2) national network, and 3) country-level CVA programming.	With this, CCD will create a multitude of sources for learning.	

<sup>8</sup> Response Builder provides users a sandbox to quickly model different collaboration designs based on guidance and best practices to setup field collaborations.

<sup>9</sup> It covers the setup and management of national networks and collaborative cash operations and the partnership brokering/interpersonal skills needed to successfully collaborate.

<sup>10</sup> See impact model diagram: Reichardt, H. [CCD Learning Review, February 2020](#) (pp.4).

<sup>11</sup> At the start of the pandemic in Colombia, CCD and the local CWG jointly developed a risk matrix analysing COVID-19-related risks, potential impacts, and mitigation measures. This tool was widely shared within the country and served as a basis for other CWGs in other countries doing similar exercises.

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3. Reduce reporting burdens through simplified and harmonised models	3a. CCD members will finalise the development and adoption of common standards for interoperability, including finance reconciliation and reporting.	CCD Colombia developed a common MEAL framework and started using a common data system.	This led to straightforward reporting.		
		Colombia members have been mobilising their CWG to finalise development and validation of tools <sup>12</sup> to be used as the norm for all CVA.	With this, CCD members and the national cash ecosystem will have clear benchmarks for comparison.		
		Four implementing agencies in CCD Ethiopia are using common SOPs.	This will provide clear and transparent indicators for members to report against.	A working group is reviewing, improving, and implementing learnings to ensure continued improvements of SOPs and tools.	
	3b. Recognising 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 agreements beyond CCD.	CCD's global team has developed frameworks <sup>13</sup> to ease decision-making around which member is best placed to deliver which CVA component (and link to social protection) and also lift collaboration barriers.			
		CCD's active support of Ethiopia's CWG has brought in new members, reenergised the group, renewed interest, and helped them become more functional.			
		CCD Ethiopia embraces alternative approaches that may have a greater impact over the current CCD approach.	If a need is identified where CCD is not best placed to respond (e.g. market functionality or security limitations) – they will liaise with other actors/mechanisms. <sup>14</sup>		
		CCD strives to act as a marketplace and matchmaker for all relevant cash actors and establish a fully adaptable, flexible approach to engage new technologies, involve different actors, and adjust to context changes.			<ul style="list-style-type: none"> <li>The ECHO-CCD 2019 consortium conducted beneficiary targeting for the Somali disaster management bureau because they knew that CCD's cash experts were better equipped.</li> <li>CCD Ethiopia has partnered with GSMA<sup>15</sup> to explore how its M4H<sup>16</sup> programme can support humanitarian cash projects.</li> <li>In July 2020, GSMA and CCD will host a high-level webinar with key stakeholders to discuss developments in mobile money and how they can reshape the cash ecosystem and work with CCD Ethiopia and other cash actors to leverage mobile money in CVA.</li> </ul>

<sup>12</sup> e.g. eligibility criteria and questionnaire, end and baseline indicators, accountability, and risk and mitigation measures.

<sup>13</sup> CCD has developed a Governance Framework and specific tools to tackle collaboration barriers, such as a collaboration toolkit, [practical guidance on data sharing](#), [data sharing agreement template](#), governance models, and common SOPs.

<sup>14</sup> For example: Emergency Response Mechanism (ERM), SWAN consortium, or CCD members' individual responses.

<sup>15</sup> The Groupe Spécial Mobile Association (GSMA) is a trade body that represents the interests of mobile network operators around the world.

<sup>16</sup> mobile for humanitarian

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4. Invest in transparency to improve trust in partnerships and accountability to affected people	4a. CCD members will finalise transparent common standards for operational collaboration for key issues such as global data sharing, recipient management, and technical resource mainstreaming.	CCD networks in Ethiopia and Colombia piloted our data-sharing guidance and agreement. <sup>17</sup>		CCD's global data-sharing and interoperability working group has agreed on a deduplication model to generate unique beneficiary IDs across all CCD actors. <sup>18</sup>
		CCD Ethiopia has found that when people see why a decision was made based on agreed upon parameters, then there is a level of trust built, even if they do not agree with the decision itself.		Their technical and geographical mapping of its members' operations allows them to transparently pair the most appropriate implementers, tailored to a consortium's needs.
		Evidence indicates CCD tools, shared standards, and people <sup>19</sup> increase trust between agencies, enabling efficiencies and speeding up operational alliances / consortia formation by reducing time spent deciding who will participate. <sup>20</sup>		<ul style="list-style-type: none"> <li>Having agreements and tools in place reduced consortium creation from an average of 6 months to just two weeks in Ethiopia.</li> <li>CCD Ethiopia plans to test a new type of operational collaboration, a rapid response model, to enable members already working in a crisis-affected area to respond swiftly, whilst embedding quality assurance and CCD's collaborative approach into the response.<sup>21</sup></li> </ul>
		CCD is working towards enhanced accountability, common positioning, and programmatic directions in advocacy.	CCD is exploring how local networks can improve linkages to social protection programming/policy.	<ul style="list-style-type: none"> <li>CCD offered an aligned position on <a href="#">how to link CVA programmes to national social protection systems within the COVID-19 response</a>.</li> <li>The social protection working group published reports on <a href="#">inclusive social protection in humanitarian responses</a> and case studies linking MPCA with social protection systems in <a href="#">Iraq</a> and <a href="#">Indonesia</a>.</li> </ul>
4b. Funding allowing, 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 Colombia will feed into an external consultancy taking the data collected from 15,000+ households and conduct a comprehensive analysis to strengthen targeting and eligibility systems. This research should be published in mid-2020 and will help organisations share a joint understanding of the drivers of poverty and vulnerability by geographic region, household demographics, and sub-population.			

<sup>17</sup> The guidance and template are based on the highest standards (GDPR). They adjusted these to better reflect their contexts and needs.

<sup>18</sup> It is currently being tested with large datasets and different technological solutions.

<sup>19</sup> CCD's approach has highlighted that switching to a more collaborative mindset does not necessarily happen automatically and can require some support. Collaboration Facilitators and Managers and in-country champions play a critical role in defining common denominators and lead to lasting agreements and collaboration opportunities.

<sup>20</sup> Based on interviews done as part of the development of the impact model found in [CCD Learning Review, February 2020](#).

<sup>21</sup> The fund will have a single grant contract agency to simplify the process for donors and accelerate cash disbursement and capitalise on members' comparative advantages and specialities, as well as collective coverage. This model could also be used to crowdfund at the country level so CCD is prepared to respond appropriately to developing emergencies (e.g. locusts, floods, COVID-19, etc.).