Key elements of CTP coordination[[1]](#footnote-1)

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| **Emergency coordination**  ***Why is coordination important?***  When emergencies occur, coordination between the organizations that provide assistance is necessary. Good coordination means fewer gaps/overlaps and potentially more coherence and synergy in the response.  ***What are Clusters?***  In most major emergencies, coordination occurs through the cluster approach.  Clusters are not the only humanitarian coordination mechanism. Affected states have the ultimate responsibility for initiating, organizing, coordinating and implementing a humanitarian response within their territories. Clusters were implemented as a means to address identified response gaps and coordination problems in humanitarian response.  Clusters gather United Nations (UN) and non-UN humanitarian organizations in each of the main sectors of humanitarian action, and should act as ‘providers of last resort’ in case of response gaps. |

## How does CTP coordination fit into the wider coordination system?

There is no obvious place for emergency CTP in the sector-led UN cluster system, as CTP are often multi-sectorial. In practice, most cash coordination efforts to date have operated independently of the clusters.

## What purpose does cash coordination serve in emergencies?

Cash can be seen as more politically sensitive and prone to higher risk than in-kind assistance. Uncoordinated CTP approaches in terms of modality, transfer amounts, frequency and targeting criteria can cause community tensions, reduce programme effectiveness, and even create security risks for beneficiaries, agency staff or partners. Coordination provides a platform for addressing perceived and real risks, and negotiating better rates on transfer costs and other services. It also enables shared learning, which can have a positive impact on programme effectiveness.

CTP coordination encompasses a range of functions, from technical to strategic, among which are:

* A **community of practice** that allows the sharing of good practice, technical and process innovations, agreements with local authorities and difficulties experienced in implementing CTP. Also, it allows for the negotiation of better terms with service providers
* A way to **harmonize CTP approaches**, particularly transfer amounts, daily rates for cash for work and targeting criteria
* A network to **identify funding opportunities and implementing partners**
* An **advocacy platform** for appropriate CTP towards donors, UN agencies and host governments, but also local authorities and affected populations.
* A way to **identify gaps and avoid duplications** by allowing an overview of what has been done (outputs) and the resulting impacts (outcomes), and the extent to which needs are being met in different geographical areas.
* A mechanism to plan and **share assessment and monitoring**, and to establish **linkages between emergency, development and disaster preparedness**.
* A platform to **share information on who is doing what and when**. This information can include the number of beneficiaries and the location, modalities and delivery mechanisms, transfer value and wages, and transfer schedules.

## To what extent and how should cash coordination be integrated into sector clusters?

Cash is a modality, not a sector, with broad relevance across all humanitarian sectors. At least in principle, clusters are already responsible for most of the coordination functions that relate to the use of cash. The critical need is therefore to mainstream cash within all sectorial clusters (e.g. in trainings, assessments, decision-making, tools and guidance).

An approach for field-level coordination has been proposed by CaLP-commissioned research. The model suggested includes ‘independent’ cash-specific working groups providing support to all clusters, and strategic cash coordination integrated in the cluster system. This integration could happen through cash champions or ‘focal points’, which could bring a cash perspective to the different phases of the project cycle, and help map gaps and overlaps.

How this model will work in practice will depend on contextual factors, particularly the level of existing CTP experience (including within the host government), the type and phase of the crisis, the needs, and the pre-existence of social protection programmes and coordination mechanisms.

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| TIPS FOR CASH COORDINATORS   * Link cash-specific technical working groups with the cluster system or other established humanitarian coordination mechanisms in the country to increase the visibility and recognition of cash coordination mechanisms, ensure that strategic considerations are taken into account, and improve accountability. * Ensure that cash coordination mechanisms recognize cash as a modality with a multi-sector nature. Cash coordination should not be limited to food security and livelihoods, but integrated into various sector and cluster discussions, to improve the mapping of gaps and reduce duplications of cash and in-kind programming. * Integrate CTP into the decision-making process during assessment, response analysis, monitoring and impact evaluation, and into contingency planning/preparedness. * Ensure that cash coordination focus more on outcomes than on outputs, to measure not just the quantity of aid but also the way needs are being met by all assistance. * Establish linkages with relevant government departments or working groups focusing on safety net programmes, reconstruction, preparedness and contingency plans etc., so that lessons from emergency CTPs can be taken into account in these processes. |

1. This tool has been adapted from the coordination guidance in the CaLP Toolkit for Coordinators. [↑](#footnote-ref-1)