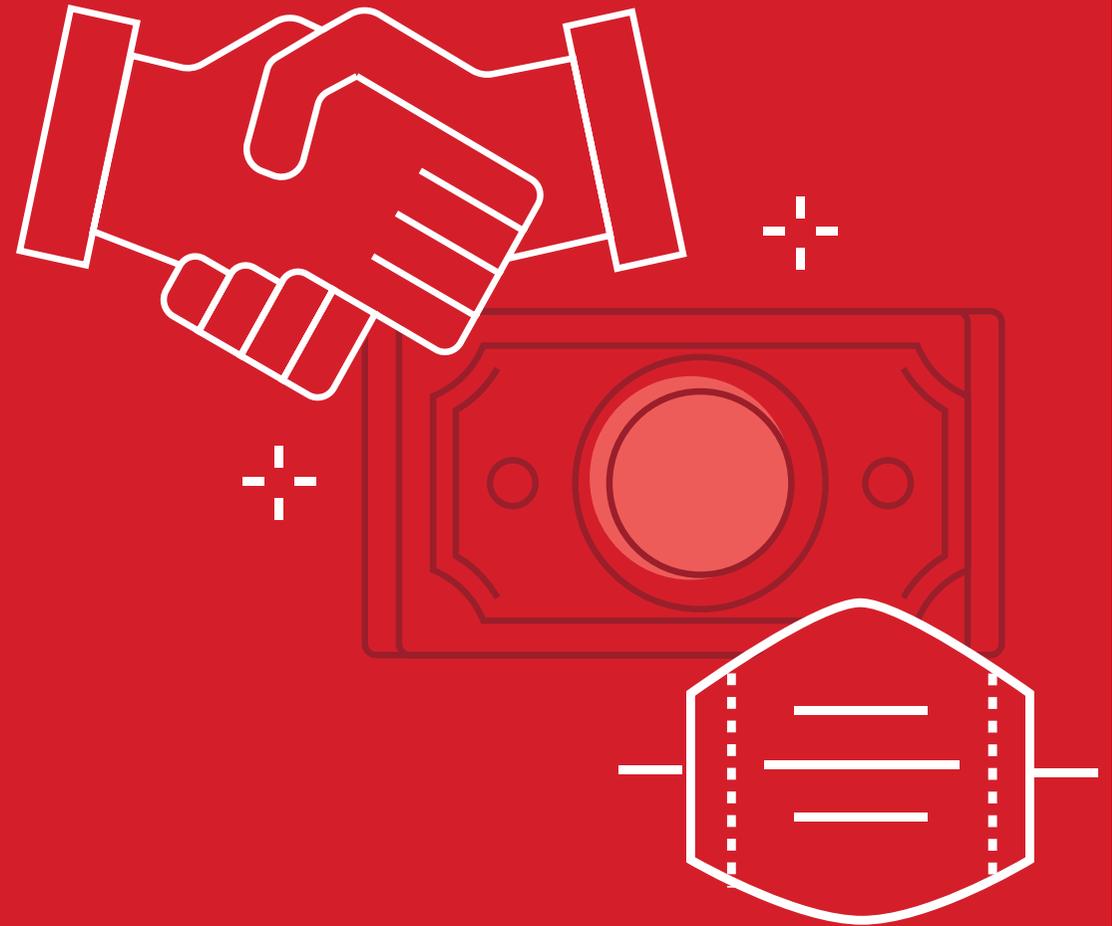


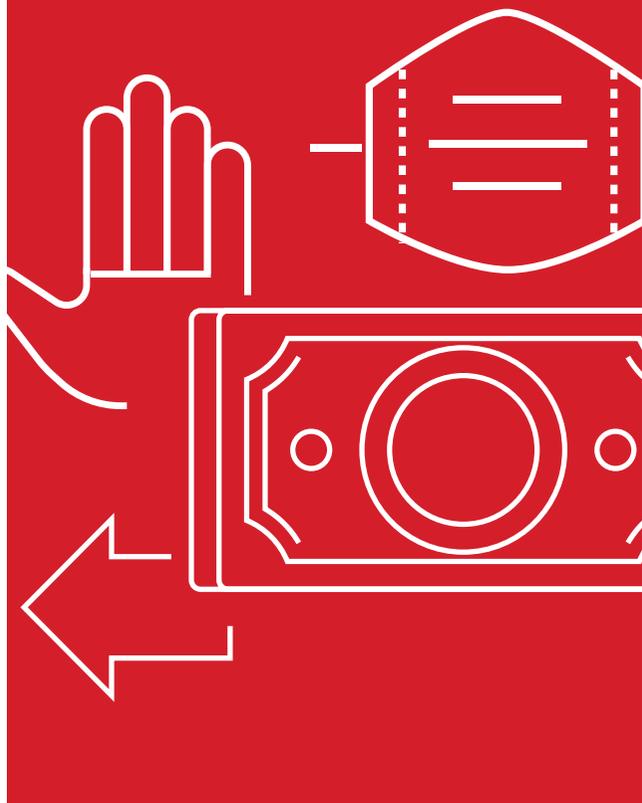
Guidance for National Societies

**Working through Cash
Collaborative Approaches
during COVID-19**



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Background

The COVID-19 pandemic is having an impact not only on the health of people around the world but is significantly constraining people's ability to meet their basic needs and impairing their economic resilience. Given this is a disaster of unprecedented needs and many contexts have movement and access restrictions, CVA can be seen as a safer and efficient modality than in-kind, where conditions allow. Working in coordination with other humanitarian agencies and using collaborative cash approaches and systems could further help address issues of remote management and stretched resources, specifically arising from this crisis. National Societies are well positioned to engage with collaborative cash approaches, through both their role as auxiliary to governments and as community-based local response actors.

Each country will have a different set of COVID-19 restrictions and measures in place defined by its government. Similarly, each country may be experiencing a different level of threat or intensity of the pandemic and its impact, at any given time. Therefore, the contents of this guidance should be adapted based on local context.

This guidance accompanies the **Guidance for National Societies on COVID-19 Sensitive Cash and Voucher (CVA) Programming Across the Project Cycle and Guidance for Working with Governments for CVA and Social Protection.**

All COVID-19 guidance notes are also intended to be used alongside other Movement tools: **Cash in Emergencies Toolkit**, **Rapid Assessment of Markets Guidelines** and **Market Analysis Guidance**

This guidance does not duplicate existing tools and guidance but provides guidance on key advocacy messages for when talking to your government about options for cash and social protection during COVID-19.

Who is this guidance for?

This guidance is for National Societies (NS) to understand how engaging in collaborative cash approaches could be beneficial during COVID-19, to expand awareness of some of the models being used by other CVA actors for cash collaboration, and to highlight some ways NS could collaborate with others during COVID-19. Engaging in a collaborative cash approach could be relevant for both NS who experienced in CVA as well as those less experienced, depending on the type of collaboration taken approach and capacities/requirements of the different agencies involved. Discussions around cash collaboration may occur in Cash Working Groups or with donors or in informal discussions. This guidance can provide considerations and further links on cash collaboration for an informed discussion.

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1

Why is collaborative cash important during COVID-19?

Scale of the response, access and resources **Cost-efficiency**

- The needs arising from COVID-19 are high and varied and the requirement for flexible programming at scale will be key. Working in coordination with other humanitarian agencies and using collaborative cash approaches and systems could **specifically help address issues around remote management and stretched resources.**
- Access to usual programming areas may be restricted, but through collaboration, **NS and other actors could partner across different geographical areas, based on operational presence.**
- **Collaborative cash often means pooling resources.** Given capacities are likely very stretched during COVID-19, this also brings a key opportunity to engage.
- Further, collaborating together could mean the **ability to reach greater scale** for increased impact, amidst this global pandemic.

Scale of the response, access and resources

- Where one agency is already operational, but others may be struggling due to the nature of the crisis, stretched capacities or time needed to adapt programming, **collaborating with others may mean ability to deliver faster and on time to those who need it most.**

- **COVID-19 sensitive CVA programmes may impact cost-efficiency** (e.g. the need to shift delivery mechanism, procure new items, set up remote data collection systems etc). **Collaborating with others may help share costs**, as cost-efficiency is often a key gain from collaborative approaches.

Reduced risk of transmission

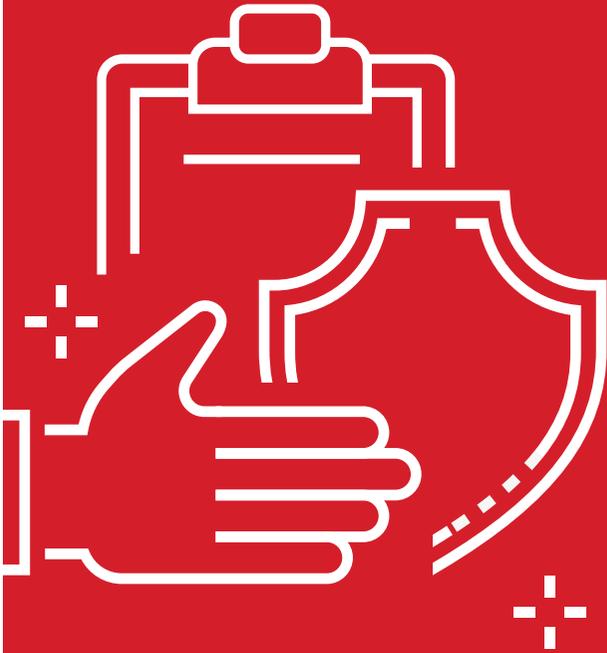
- **Use of collaborative approaches is one way that risk of transmission can be reduced when doing CVA.** As actors are typically sharing and designating different roles, responsibilities and activities between them, this could help minimise exposure for each individual agency.

New innovations and delivery systems

- In contexts with full lockdown and movement restrictions, **alternative delivery systems may be emerging (e.g. home deliveries, community shopping groups).** As these may be different to the usual NS CVA modality/delivery options, it may be appropriate to collaborate with others, such as local authorities, voluntary or community organisations or private sector actors who are running these systems.
- Further, collaborating with others may bring **opportunities to invest in new systems and technologies relevant for COVID-19**, such as remote data management techniques and electronic delivery mechanisms. See also **Guidance for NS on Working with FSPs during COVID-19.**

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Linking with social protection

- Many governments are adapting or introducing new social protection programmes for humanitarian purposes in response to COVID-19. There may be opportunities to harmonise or coordinate with government social safety nets and overall social protection systems. Linking cash and social protection should be actively promoted and advocated for. See also **Working with Governments and CVA/Social Protection and Talking to your Government about Cash and Social Protection.**

Reducing duplication, enhancing coordination

- In a resource constrained context of COVID-19, the need to harmonise, coordinate and even collaborate is key, to minimise duplications and wastage with multiple actors who may be crowding the same area. Further, options to collaborate together could put less stress on local authorities, communities and FSPs through ultimately less requests for their time.

Shared advocacy

- Collaborating together often means agencies are able to negotiate better collective deals with the private sector, such as reduced FSP fees.

2

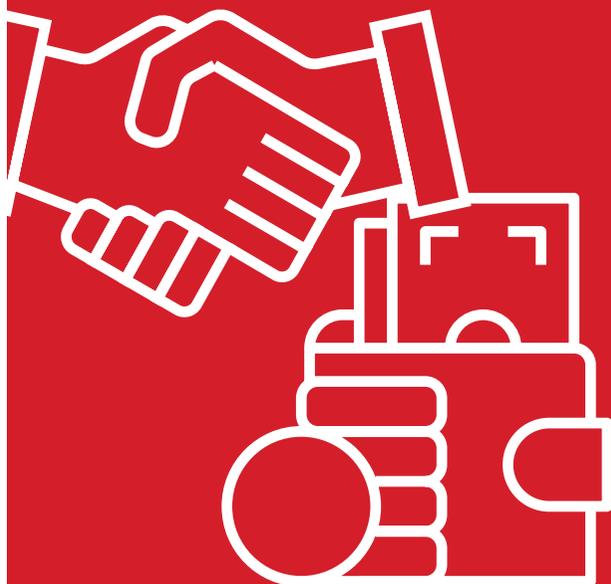
Unique role of National Societies and the Movement

NS are well positioned to engage with collaborative cash approaches:

- **Auxiliary to governments** - this may mean NS can get approval for a CVA programme faster, or where other agencies cannot, due to security restrictions, access or political sensitivities
- **CVA experience** - The Movement, as a global, respected and experienced leader in CVA is well positioned and prepared to deliver cash across multiple contexts and regions.
- **Local networks and community-based** – through its branches and network of volunteers, the NS is able to ensure both local actors are driving response and communities are engaged and participating.
- **NS CVA preparedness** – NS have longstanding presence in almost all countries; where NS have engaged with CVA preparedness work, they may also be well positioned and ‘cash ready’ in terms of systems, capacities, processes and tools, making them potential partners of choice to collaborate with.

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3

How can NS engage with cash collaborative approaches?

Prior to COVID-19 there have been a range of collaborative/operational models and common platform approaches used by multiple actors for benefits such as enhanced CVA efficiency, sharing of resources or capacities, and for larger impact and scale. Examples of Movement initiatives include British Virgin Islands (BVI) Red Cross Joint Cash Platform and the Emergency Social Safety Net (ESSN) in Turkey.

- Ways to collaborate during COVID-19 could be **formal** (such as through a **cash collaborative model**, that typically has its own agreement and often governance structure) or a more **informal arrangement**, based on **sharing of functions, skills/resources or using harmonised frameworks**, such as targeting.
- Any decision to engage with other cash actors will be contextual and can be considered at either CVA preparedness, response analysis or set-up stage. Typically, the earlier the better is good, so shared arrangements can be put in place or formalised if necessary.
- Enquire through other agencies if collaborative cash approaches are taking place. This could be via the Cash Working Group, where in place, or through discussions with donors. ECHO and DFID often favour cash collaborative approaches.
- Find out if there a need to combine efforts with one or more agency, for a common objective or goal. This could be among agencies working in the same area or elsewhere.
- At a minimum, have discussions about each other's work (particularly those who share the same donor) and explore opportunities to support each other for a collective good. In many emergencies, this is how cash collaboration starts.
- Consider the following functions in terms of cash collaboration, during COVID-19.
 - **Delivery:** Has one agency or the NS, got a head start on an FSP agreement, whilst others are experiencing significant delays? Is there an interest to use a common contract or at least share FSP/assessment information?
 - **Programming:** Has the NS got good relationships and access in communities and may be able to lead on non-delivery components of a project cycle, such as assessment, targeting, registration, communication and post-distribution monitoring
 - **Operational:** How has access and the need for remote management affected the NS' operationality, or others? Is there a need to share any aspects of operational and HR set-up, such as office space, logistics (e.g. vehicles) or staff between agencies?

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Formal cash collaborative models

- **Single delivery model** - this is where all agencies use the same delivery mechanism, via one contract with an FSP. One agency is responsible for the cash delivery. Other agencies share the other non-delivery CVA functions, such as assessment, targeting, registration, communication and post-distribution monitoring. Additionally, operational aspects may be shared, like a senior member of staff. See **ECHO Guidance** for more details on single delivery for CVA.
- **Multiple delivery model** – this is where agencies may use the same FSP but contract it separately. The collaboration instead takes place by streamlining or harmonising other CVA programmatic or operational functions. Different geographical areas may be assigned to each agency, or having different agencies responsible for different programme functions, e.g. one for market analysis across the whole programme, one for community engagement, one for M&E.

Types of agreements for cash collaborative models

- **Consortia** – a collaborative model amongst agencies, with a shared donor, who provides funding typically through a consortium lead agency, who is usually also in charge of governance.
- **Alliance** – a looser form of collaboration, involving semi-formal relationships and typically separate funding flows. Collaboration in an alliance can focus more around sharing and harmonising of tools or frameworks, for a collective benefit.

Other cash collaborative approaches

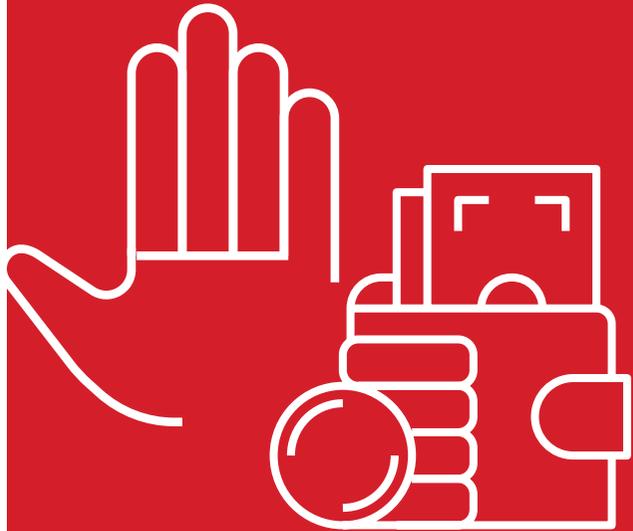
- Even if an NS chooses not to formally collaborate or enter into any agreement/contract with other actors, there are many other ways collaborating, or simply coordinating CVA, could also be useful during COVID-19. In all cases, consult with the Cash Working Group as a first point of call.

Consider the following:

- Is there an option to conduct a **joint CVA assessment and common analysis for cash feasibility? Shared market assessment/analysis**, such as using the RAM or MAG? **Joint price monitoring?** Given the need for remote work, this could be supportive of agencies who do not have access to certain areas.
- Does one agency or the NS have a strong **targeting framework** that could be harmonised across agencies? In particular, COVID-19 may affect access to communities to determine selection criteria, so harmonising on targeting could be useful.
- How has access affected ability to engage with communities for CVA communication and accountability? Can the NS, through its branch network and volunteers, offer a **common CEA approach?**
- Even if the option for a single or multiple delivery model, such as a consortium is not possible. Consider other ways to **work collectively with FSPs**.
 - COVID-19 may have affected FSP capacities, services offered and operationality. For an NS, the time required for FSP tendering and contracting in some instances can take 8-12 weeks. Therefore, the importance of **sharing information** around FSPs will be of particular importance, where there is willingness to collaborate.
 - Contribute to or advocate for **collaborative FSP mapping and analysis**
 - **Coordination is critical for facilitating discussions with the private sector**, in any emergency, but notably for COVID-19.

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- Is the NS well positioned to set-up and **lead or co-lead a country level Cash Working Group**, where there is not one in place? At a minimum NS CVA staff should attend Cash Working Groups in each context, for improved coordination.
- Consider **options for joint advocacy**, especially with governments around the importance of **cash and social protection**, or with the private sector for **digital cash**, which is proving to be a more effective for lowering the risk of transmission during COVID-19. See **Advocating to Deliver Assistance using CVA in Response to COVID-19**.

Relevant links

- [Collaborative Cash Delivery \(CCD\) Network](#)
- [BVI Joint Cash Platform evaluation](#) and [case study](#)