

The experience of Red Cross Red Crescent-National Societies in cash coordination

What role for the National Societies?

*Coordination of cash transfer responses should have the overall goal of improving the aid response, so that the needs of affected populations are met in terms of both quantity and quality.
(IASC Transformative Agenda Reference Documents)*

Contents

Introduction 3

Section 01

National Societies and their added values to cash coordination 4

Section 02

Learnings from National Societiesv in their process of becoming 7

leaders of cash working groups

Section 03

Opportunities for National Societies when engaging in cash 11

coordination

Risks 12

Section 04

Localisation and the contribution that National Societies 13

can make through a leading role in cash coordination

Driving Localisation Forward: The Impact of Embedded 14

CashCap Expertise

Actions by global leads and external actors that could 15

contribute to strengthen localised cash coordination

Section 05

Examples of National Societies experiences engaging with Cash 16

Working Groups

Introduction

A new Cash Coordination caucus model was established in 2022 to bring greater predictability to cash coordination in IASC settings. The new model is built on the principle of localization, enabling more inclusive coordination with greater participation of national and local actors, and helping to ensure decisions regarding cash interventions are made closer and with greater accountability to the crisis-affected population. In the new Global Cash Advisory Group (CAG) established to support the implementation of the new coordination model, two seats have been assigned to the Red Cross Red Crescent Movement (RCRCM), one for IFRC and one for Kenya Red Cross Society and recognising the voice of localisation that the RCRCM brings.

While there is not one standard way of working and the coordination model must be driven by local context, there is lots that can be learnt from different experiences. That is why, documenting the experience of RCRCM local leaders can be useful for other National Societies willing to learn from peer National Societies and looking for guidance while doing their own processes to establish or reinforce their role in CVA coordination. This could be relevant both for IASC and refugee settings and where the new model is being rolled out as well as in countries where the IASC is not present.

Objective of this document

| | | | |
|---|---|---|--|
| 1 | Share insights on the added value, costs and risks of National Societies positioning themselves as a local leader with regards to cash implementation and coordination, based on a sample of National Societies experience to date. | 2 | Provide orientation for National Societies looking to increase their participation and/or leadership on national and sub-national cash coordination and specific requirements to be in place to enable increased leadership. |
| 3 | Provide recommendations for national and supranational instances to support local actors leading role on cash coordination. | 4 | Disseminate National Societies experience as lead in cash coordination role. |

Methodology

Information has been compiled through interviews and structured data collection forms from National Societies cash focal points and the International Federation of Red Cross and Red Crescent Societies (IFRC) regional CVA coordinators and representatives.

This learning document and gathering of examples will be reviewed and added to on an ongoing basis by a newly established cash coordination working group.

National Societies and their added value to cash coordination

Red Cross Red Crescent-National Societies add value to cash coordination through several key aspects:



Unique Auxiliary Role and Partnerships

- National Societies, in their auxiliary role to governments, can leverage their established relationships to create significant partnership opportunities and entry points for cash assistance, with national and local authorities. The existing trust and connections with governments have been crucial when introducing cash assistance in new contexts. For instance, the Romania Red Cross leveraged the trust built during the COVID-19 pandemic to effectively implement cash assistance for the Ukraine refugee crisis. Similarly, in Burkina Faso, the National Society's auxiliary role enabled successful advocacy for the continuation of CVA activities in the Sahel and Centre-North regions, leading authorities to permit the use of e-vouchers despite a ban on cash.
- National Societies often play a pivotal role in bridging various sectors, like disaster management, early action and social protection, to enhance the overall effectiveness of humanitarian responses. The Kenya Red Cross Society (KRCS) is a prime example of how National Societies can effectively support linkages with social protection systems. KRCS actively participated in the review of the national social protection policy that introduced a 4th pillar on Shock Responsive Social Protection. This new pillar has paved the way for humanitarian actors to establish linkages between their cash responses and social protection programmes. KRCS efforts have been widely recognized by partners like Social Protection Secretariat and donors such as ECHO.
- The experience of National Societies has often been crucial in aiding other organizations to grasp the intricacies of political dynamics and the context of political systems. Burkina Faso Red Cross experience engaging with governmental departments, from national to local level and a wide range of areas (Health, DM, Emergencies, etc) provides them valuable insights on how to effectively navigate systems, and the best times and methods for advocacy.

Principled humanitarian action and experience



- The Movement's fundamental principles are at the heart of its mandate and act as enablers of any action. Kenya Red Cross Society is always guided by Neutrality and Independence when deciding whether should engage or not in a partnership or activity.
- The experience and good practices of National Societies serve as a reference for many organizations. They are often called to act where others cannot be, due to access or capacity constraints. In Burkina Faso, the National Society is the only actor to access certain areas and, apart of assisting people, also provides information and guidance to other humanitarian actors.

National and International Structure and strengths



- National Societies operate at local, regional, and national levels, participating in coordination bodies across these tiers. They play a crucial role in facilitating the flow of information from national cash coordination working groups to regional and local branches, which then share it locally contributing to harmonisation of cash responses, enabling better informed responses at local level. From local to national level, information flow means the voice of local actors is represented and local practices and needs are shared.
- Community roots and presence through staff and volunteers that are deeply embedded within their communities, allowing them to be the first responders and last-mile deliverers in crises of all magnitudes. Their ongoing presence and local access enable them to provide direct information on contexts, understand community needs, and ensure accountability through active engagement. For instance, the Burkina Faso and Chad Red Cross are recognized as leading community-based organizations in their respective countries by authorities and UN agencies, a status that has attracted direct funding support through partnerships with UN agencies.
- National Societies also count with the support of the international network of Red Cross Red Crescent Movement, which connects them to global trends and offers additional capacities and support when needed. This includes specific assistance for cash coordination from Movement members such as the IFRC, as seen in Indonesia in 2023, or through external partnerships like the response to the Türkiye and Syria earthquake in collaboration with CashCap. Additionally, through regional Movement Cash Communities of Practice, National Societies have access to valuable information and peer-to-peer technical support.
- Through their auxiliary role and long-term engagement with governments as permanent members of emergency coordination bodies, National Societies have demonstrated their capacity and earned a good reputation among governments and donors, as exemplified by the Kenya Red Cross. KRCS has actively engaged in and influenced policy reviews and development such as EWEA protocols and innovations in disaster management and response i.e. using CVA modalities or anticipatory actions. Additionally, their continuous presence on the ground fosters acceptance and trust within communities.



Capacity building and localization of global tools and standards



- The RCRC Movement has developed numerous technical guidelines and tools that National Societies have tailored to their specific contexts and shared with other actors. This adaptation prevents duplication and enhances efficiency. Sharing CVA experiences and tools, such as the Cash in Emergencies Toolkit, has been beneficial for other organizations. For instance, the National Society in Ecuador has customized these tools for local use by the entire cash community.
- Trainings provided by National Societies often include participation from partners, particularly government bodies that might otherwise lack access. For example, the Chad Red Cross cash focal point frequently serves as a cash facilitator for the cash working group. While in Indonesia, the National Society offers certified training programs for all actors in the country.
- National Societies often contribute human and logistical resources to coordination activities, such as data collection and monitoring. Without these resources, some activities could not be implemented, and certain difficult-to-access areas would remain unmonitored and without assistance. Kenya Red Cross Society plays a key role making possible the Joint Market Monitoring (JMM) by ensuring data collection in remote areas and IM capacity for analysis and reporting.

Learnings from National Societies in their process of becoming leaders of cash working groups

All National Societies can engage in cash coordination, regardless of whether their direct cash experience is limited or just beginning. Their local presence allows them to play a crucial role in ensuring a people-centred approach. National Societies can enhance the quality of cash assistance by sharing information and advice on program design based on community needs, assessing cash feasibility, providing insights on vulnerabilities, and helping to define targeting criteria, registration processes, and community participation and accountability mechanisms. It's important to build confidence in the unique contributions of the National Society and emphasize their added value, rather than adopting a low-profile approach limited by direct cash experience.

- 1 Leadership cash coordination positions require backing from National Society leadership.**

There is a direct correlation between leadership support for cash initiatives and active engagement in cash coordination. Leadership awareness of coordination is crucial. When National Societies have experience in other coordination structures and leadership understands the benefits of coordination, they are more likely to support cash coordination. If cash coordination is viewed only as a technical priority, there is a high risk of failure because cash focal points often do not have coordination as part of their responsibilities, leading to a lack of prioritization in time allocation. Co-chairing a cash working group should be integrated into the National Society's vision and strategic priorities, rather than being viewed as merely a technical task. The co-lead should have a direct link to the leadership to raise awareness, facilitate information transfer, and create connections with other areas where National Societies can provide support, such as emergencies and disaster management.
- 2 Prepare for the role.**

And dedicate time to identify what the National Society can bring to the leadership role and explain how it can complement the efforts of others.
- 3 Allocate resources for coordination.**

Financial resources for staff and coordination activities must be included in program budgets. Often the main challenge is the availability of National Society staff, who are often overwhelmed with their regular duties while coordination meetings can be demanding, especially with multiple subgroups. On the other side, lead organizations contribute with human resources, space, and IT equipment for meetings and data collection, as CWGs typically do not have their own budgets for these needs. All active participation in coordination requires appropriate resources, when it comes to lead role, this is even more important.

4 Separate roles and responsibilities.

When co-chairing the CWG, it is crucial to clearly separate the co-chair role from the individual's organizational role. If the same person represents both roles, it can be confusing for external actors and challenging for the individual, especially if the group decides against the National Society's position. A different person should represent the National Society in the CWG to allow the co-chair to remain impartial.

5 Develop realistic job descriptions for the Cash Focal Point.

Leadership positions are demanding and cannot be effectively managed if the cash focal point's regular role is not adjusted to accommodate the time needed to co-chair the group. When a National Society holds a co-chair role, it requires at least two people dedicated internally to CVA. In Ecuador, the cash focal point dedicated 30-50% of her time to cash coordination, which was only possible because another person handled regular activities.

6 Lead with experience and technical capacity.

Lead roles in the CWG require experience and technical capacity, as well as dedicated time. Therefore, senior staff with CVA experience should take on these roles. Frequent staff rotation in National Societies can complicate this, so if necessary, the National Society should recruit someone with the right skills.

7 Select the right soft skills profile.

The role requires patience, especially when dealing with political processes, as well as the willingness to listen, openness to feedback, and the ability to provide constructive feedback. The individual should be perseverant and able to identify ways to move forward together, with the capability to advocate and navigate political landscapes, obstacles, and partnership dynamics.

8 Internal Cash Working Group

can improve organization, capitalization, and quality participation in external coordination. If more people understand cash activities, responsibilities can be shared. In-country Movement cash working groups can also enable support from partner national societies (PNS) when needed. However, when PNSs attend the CTWG instead of the National Societies, it must be clear that they represent the National Society, ensuring there is only one voice for the Movement, which is the National Society.





Cameroon Red Cross © IFRC

9 Manage increased workload during emergencies.

Large-scale emergency responses increase workload and make coordination more complex. However, this is when coordination is most important. If additional resources cannot be provided, National Societies must ensure that their own priorities do not undermine their engagement in coordination.

10 Emphasize coordination in Cash Preparedness processes.

Most cash preparedness action plans are not ambitious regarding external coordination, often limiting activities to attending CWG without specifying the level of engagement or aiming to co-lead. However, these plans present an opportunity to build capacity for coordination and budget for participation.

11 Build trust with external partners through persistence and transparency.

Trust is built through consistent transparency and information sharing. Even in a leadership position, new initiatives may need to be piloted with a few partners to demonstrate their value before others join. For example, the Joint Market Monitoring Initiative in Kenya started with four partners before expanding.

12 Share experiences and information.

Credibility within the Cash Working Group (CWG) comes from sharing experiences and information. To be recognized as a key player in CVA, it is essential to share the National Society's experiences, tools, and other relevant information within the CWG. For effective information sharing, data must first be collected internally. Improving data management systems, evidence, and learnings within the National Society will facilitate external information sharing and enhance their key role.

Checklist:

Requirements for a successful lead role in Cash coordination

Leadership engagement

- ✓ NS leadership understands the importance of cash coordination and how it aligns with the National Society's strategic priorities.
- ✓ NS leadership supports human and resources allocation to coordination roles.
- ✓ NS leadership is informed regularly about progress and challenges in cash coordination.

NS preparation for the role

- ✓ NS strengths and unique contributions to the leadership role are identified.
- ✓ National Society disseminated its strengths and how this complements the efforts of others.

Building trust & communication

- ✓ NS maintains open communication with partners and shares information consistently.
- ✓ NS experiences, tools, and best practices are documented and shared regularly within the Cash Working Group (CWG).
- ✓ In case of new initiatives, pilot projects are implemented to demonstrate value and build trust before scaling up.

Resource allocation

- ✓ Financial resources for NS coordination activities are included in program budgets.
- ✓ NS maintains an inventory of human resources, space, and IT equipment that can contribute to coordination activities.

Role clarity, experience & technical capacity

- ✓ Cash Focal Point role is clearly defined and includes realistic time allocation for coordination responsibilities.
- ✓ Coordination lead roles are assigned to Senior staff with CVA experience (If necessary, recruit individuals with the right skills and experience).
- ✓ If needed, training and mentorship support is provided to develop soft skills such as patience, listening, feedback, and advocacy.

Role separation

- ✓ NS representative role in the CWG and the co-chair role, are maintained separated to avoid conflicts of interest. Different persons are assigned to each role.

Emergency workload management

- ✓ Coordination is identified as a key priority in emergencies.
- ✓ Contingency plans include additional resources allocated for cash activities to manage increased workloads and not undermine coordination.

Opportunities for National Societies when engaging in cash coordination

Coordination also brings added value to National Societies.



Knowledge and Technical Capacity Strengthening

CWG provides opportunities to strengthen technical capacities across organizations using unified approaches. Often, they offer opportunities for joint capacity building and participation in training organized by partners such as CaLP, and learning events where best practices and experiences are shared.

Access to in country technical support. CWG are a space for discussion and finding solutions for common operational challenges. These spaces have proved to be key to setting cash transfer values, exploring delivery mechanisms, negotiating with FSPs, and refining targeting and common monitoring approaches that have a direct impact on programme design and better responses.

Dissemination, development and harmonisation of concepts and tools that are key for CVA interventions are usually standardized among CWG members allowing for resources to be allocated to other needs.

Where exists, CWG, have made efforts on data monitoring, creating joint dashboards and other communication tools that facilitate information sharing around situation and needs assessments, CVA feasibility, market function, risk analysis, and community preferences.

Evidence and knowledge creation opportunities, when resources are limited, different organization can find common objectives for research and impact evaluation, analysis and dissemination.



Visibility of actions and capacities, and resource mobilisation

CWG provide a space where NS work and capabilities can be showcased for other organizations, the government, and potential partners that are not so familiar with the work they do. Co-chairing the cash working group in Kenya, has elevated KRCS' platform, providing it with a strong voice of influence in cash initiatives. Other partners now seek advice from KRCS. This is also the case of Colombia Red Cross that has gained significant visibility, and, more importantly, additional capacities.

Donors place a high value on coordination, and CWGs are the key forums where they observe organizational activities. Moreover, they attend CWG and share information on priorities and funding opportunities. This understanding can enhance donor relationships and open up new income streams. CWG in Colombia has worked to mobilise partners access to key CVA donors.

CWG can also provide opportunities for partnership diversification for additional technical capacity e.g. CaLP or CashCap.

Contributing to programme mapping and CWG reporting provides visibility of National Society programmes, helping NS positioning as a partner of choice.

CWG enables new spaces for advocacy and especially, joint, coordinated efforts among organisations reaching broader audiences. And depicting NS as a credible CVA player through collaborative negotiations.



Effective Partnerships, Coordinated responses

CWG can be a space for emergency response coordination through agreements for resource sharing, combining strengths of different partners for more effective CVA responses, including existing funds.

Establishing robust IM systems is becoming increasingly important in CWG work to ensure easy access to information, secure data exchange, and mitigate the risks of duplication.

Access to more competitive service pricing when engaging as a group with financial service providers.

Cohesive approach establishing effective partnerships and coordination mechanisms with other responders in the same geographical. This minimizes security and other risks such as market inflation, ensuring a more efficient resource use.



Accountability to Affected Population

Humanitarian actors hold the responsibility of collaboration ensuring the best use of resources in interest of affected communities, and coordination for the best positioned partner supporting areas where each has the strongest capabilities.

Coordination supports Do no harm principle e.g. through harmonised transfer values, coordinated targeting criteria and registration, avoiding duplication and leaving people behind, so no tensions created within communities.

Local coordination provides a shared forum with development actors enabling complementary services and referrals, including linking CVA interventions with social protection.

Risks

- At all times, is the responsibility of the National Society analyse risks considering the Movement principles and adopt strategies that do not put humanitarian principles at risk.
- The fundamental principles are not always understood by governmental bodies and other organizations have a poor perception of the neutrality and independence of the National Society, especially when security incidents are recurrent or independence, impartiality and neutrality are challenged. Staff turn-over within partner entities requires constant investment and awareness raising on Movement principles.
- To mitigate risks for data disclosure, all data sharing must be always done in line with country data protection legislation and Movement principles and do no harm approach.
- Coordination lead role may raise expectations of funding available to support CWG agenda but also when engaging with social protection programmes. The plan for the leading role must include expectations management I this regard, especially since there are no specific funds available for coordination.
- New Coordination Model in IASC settings may lead to confusion on the roles and responsibilities of the cochaairs, limiting National Societies access for only programmatic roles while their experience might actually fit better with a non-programmatic coordination.

Localisation and the contribution that National Societies can make through a leading role in cash coordination

National level

Coordination is generally more structured and supported by national policies and frameworks. However, challenges include competing priorities, the need for integrated systems and over representation of international actors compared with national leads, among others.

Regional level

Coordination varies significantly. Some regions have strong systems in place, while others lack resources and capacity. Opportunities include leveraging regional networks and sharing best practices.

Local level

Local coordination often faces the most challenges due to limited resources, lack of trained personnel, and logistical issues. However, local knowledge and community engagement present significant opportunities for effective implementation of cash.

The role NS can play in supporting localization includes:

Leadership and advocacy for the importance of cash coordination and lead by example. Foster a sense of ownership and collaboration among all stakeholders.

Motivate other national actors to invest time, effort, and engagement in cash coordination highlighting the benefits of effective cash coordination, such as improved efficiency, reduced duplication, and better outcomes for beneficiaries.

Provide technical support and guidance to local branches and local partners.

Facilitate data sharing to avoid duplication and ensure complementarity.

Promote a people centred approach for cash engaging with local communities to understand their needs and ensure their participation in the process.

Ensuring Appropriate Capacity of staff/ representatives.

- *Strengthen internal capacity by building the capacity of local branches and volunteers, implementing comprehensive training programs tailored to different levels of staff.*
- *Support external capacity building providing training and resources to build the capacity of national actors.*
- *Encourage continuous learning and professional development.*
- *Ensure adequate resources are allocated for capacity building.*
- *Establish mentorship programs and provide ongoing support.*

Driving Localisation Forward: The Impact of Embedded CashCap Expertise

One of CashCap's workstreams focuses on strategic capacity-building support in cash coordination, design, and implementation, aiming to strengthen the capabilities of Red Cross and Red Crescent National Societies.

As part of a pilot programme launched in 2022, two CashCap experts were embedded within and worked closely with the Ukrainian Red Cross Society (URCS) and the Syrian Arab Red Crescent (SARC). This initiative later expanded with additional deployments in Turkey and Chad.

Key findings from an external evaluation of the pilot deployments revealed the following:

The deployments significantly enhanced the visibility and empowerment of both National Societies, aligning with the goals of localisation. They played a key role in positioning SARC and URCS within external coordination platforms - particularly the Cash Working Groups (CWGs). Notably, URCS was elected co-chair of the Ukraine CWG in December 2022.

While not the sole factor in capacity development, the pilot was unanimously recognised as a major contributor to strengthening the ability of both National Societies to deliver quality cash at scale and to effectively coordinate CVA efforts.

Staff capacity was further strengthened through a comprehensive approach that combined teaching, mentoring, joint capacity-building activities, and high-quality feedback and reporting.

An unintended but positive outcome of the pilot was the improved internal coordination between the National Societies and their Partner National Societies.

This programme and the opportunity to embed a CashCap expert offers a unique value proposition for National Societies. While primarily benefitting National Societies, this model also supports broader localisation efforts by promoting more inclusive and locally led coordination mechanisms.

Actions by global leads and external actors that could contribute to strengthen localised cash coordination

Through the research time, key informants provided some recommendations and example of actions that could reinforce local cash coordination.

- Clarify the space for cash coordination in the global humanitarian coordination space, positioning CWG as transversal to all sectors.
- IASC coordination caucus to prioritize the tripartite leadership model based on one UN and two civil society organization's structure, to enhance localization and role of local actors.
- Allocate resources to establish cash coordination systems and to scale up these in case of emergencies when more dedication and thematic subgroups are needed.
- Develop and fund the roll out of a dedicated cash coordination training that includes also soft skills, leadership and coordination skills development, to enable active local participation in the CWG (national, regional and local).
- Remove language barriers and exclusion of local actors, ensure coordination meetings are held in local language. Meetings to be in person, internet is still a challenge in many places.
- Effective coordination requires coordination at local level and efforts to be placed in activating local working groups, until now the focus has been on national coordination.
- Engage the governments departments in cash coordination spaces, beyond just participation, facilitate joined technical solutions, programmes development and coordination. Link social protection issues and cash involving governments, given their leading role in these matters.
- Support building national or regional interoperable information systems. Establish robust information systems managed locally, secured data exchange and consolidated information to facilitate coordination and avoid duplication.
- Gather evidence and co-create cash learning and tools together with the local actors.



Costa Rica Red Cross © IFRC/Estefany Jiménez

Examples of National Societies experiences engaging with Cash Working Groups

Kenya Red Cross Society, Pioneering Cash Coordination lead and linkages with Social Protection

A significant achievement for the Kenya Red Cross Society (KRCS) as co-lead of the Cash Working Group (CWG) in Kenya occurred in 2023 when the Social Protection Secretariat joined the group, sharing the institutional chair role with National Disaster Management Agency (NDMA) on behalf of the Kenyan Government. While NDMA focuses on Arid and Semi-Arid Lands (ASAL) counties and the Hunger Safety Net Programme (HSNP), the Social Protection Secretariat has a nationwide focus, thereby reducing fragmentation. This was made possible by KRCS's role as a facilitator, engaging a wide range of stakeholders, including development actors, the UN, INGOs, NGOs, and grassroots organizations in the advocacy process.

KRCS's leadership role in the KCWG since 2017 has been crucial in driving progress. Over the years, KRCS has maintained the group's momentum and driven changes through perseverance and consistent efforts to unite humanitarian, disaster management, and social protection actors. Success factors for the KCWG include trust among partners, which leads to active participation and information sharing. This has resulted in specific products like the development of [Minimum Expenditure Basket](#) (MEB) guidelines used by partners and joint approaches such as the [Joint Market Monitoring Initiative](#) (JMMI) introduced in March 2022. Additionally, a new advocacy workstream was created to focus on joint advocacy efforts, and the KCWG dashboard is a work in progress.

Recommendations for NS from the KRCS process include having a strong understanding of the context, demonstrating goodwill, possessing advocacy capabilities, building trust, and showing impartiality. The principles of the RCRC Movement have been enablers throughout the process.



Ecuadorean Red Cross: Leading with Technical Expertise in Cash Coordination

Ecuadorean Red Cross (ERC) was elected to co-chair the Cash Working Group (CWG) in 2023. The National Society has played a pivotal role in the Cash Working Group (CWG), particularly in producing and harmonizing technical documents for all members implementing CVA. One key achievement is the development of the CVA [toolkit](#), which has been validated by the Government Risk Management Secretary. Although the Government of Ecuador is not a member of the CWG, the Ecuadorean Red Cross ensures coordination with the National Risk Management Secretary. They have also facilitated coordination with other relevant groups. Under ERC leadership, the group moved from relying on external consultancy-based products to use local capacities for market monitoring and reports.

This role has highlighted the Ecuadorean Red Cross's (ERC) experience and strong technical capabilities in CVA. The Government Risk Management Secretary has publicly recognized ERC's work and leadership in this area. ERC is now seen as a reference organization, known for its high level of positioning, territorial presence, and implementation capacity. In the event of a disaster similar to the 2016 earthquake, ERC has the technical and human resources to scale up CVA efforts effectively.

Currently, the Ecuadorean Red Cross remains an active member of the CWG but has chosen not to run for the co-chairing role in 2024.



¹ <https://www.cruzroja.org.ec/wp-content/uploads/2023/11/Guia-de-uso-de-herramientas-para-la-implementacion-de-PTM.pdf>

Colombian Red Cross, National and Regional Reference cash actor

The Colombian Red Cross Society (CRC) is a foundational member of the national Cash Working Group (CWG) and served as co-chair from 2016 to 2020, alongside the World Food Programme. In Colombia, the CWG fosters collaboration between humanitarian and government organizations, ensuring well-coordinated and organized responses that effectively address the needs of affected populations.

CRC has established strong relationships with key humanitarian actors, and the engagement within the CWG has further strengthened these connections. The National Society also maintains a positive relationship with the government, supporting advocacy and joint management of responses, especially with disaster management actors. Initially reluctant about cash transfers, the national government was invited to collaborate on the national CVA protocol, leading to the recognition of cash as response modality. The collaborative approach and joint participation with authorities have led to successful cash transfer interventions. Improving communication with all actors, institutions, and communities through the perception process is essential for continued success.

CRC's five-year tenure as co-chair has significantly contributed to CWG achievements. Thanks to its leading role in cash coordination, CRC is currently a key CVA player in-country and a reference actor. Exceptionally, the NS is a reference not only at the national level, but also within the RCM, in the rest of the Americas. Moving forward, will continue to engage actively and uphold its role as a reference actor on CVA at both technical and strategic levels.



Chad Red Cross, demonstrated expertise and capacity

The Chad Red Cross has been an integral part of the national Cash Working Group (CWG) since it was established. Its widespread presence across the country and its expertise in Cash and Voucher Assistance (CVA) have positioned it as a key actor and valuable partner for other stakeholders in country.

Although not a co-chair, the National Society hosted the CWG twice in 2023, with its focal point leading the meetings alongside the co-chair. Additionally, the CRC focal point chaired the technical group responsible for establishing the Minimum Expenditure Basket (MEB), which is now used by all organizations.

Given its recognized experience and capacity, the National Society is considering applying for the co-chair role in the near future.

Burkina Faso Red Cross, Ensuring Access and Advocacy for CVA in Complex Environments

The Burkina Faso Red Cross Society (BFRC) has been an active member of the Cash Working Group (CWG) since its inception in 2015. Although not a co-chair, the National Society has significantly contributed by hosting group meetings and supporting advocacy efforts. In the challenging security context of Burkina Faso, the National Society is crucial in accessing areas where other actors cannot operate, providing vital information that enables coordinated responses, identifies gaps, and ensures better coverage of needs.

One area led by the Burkina Faso Red Cross Society (BFRC) has been the use of e-vouchers and cash back for nutrition. This approach allows beneficiaries to use an electronic value card to select food from local suppliers according to their preferences, along with a small cash amount to cover other needs. Other organizations have adopted this modality following feasibility studies and the experience of the National Society. However, due to a recent ban on using cash in certain regions, BFRC and other organizations have shifted to using only e-vouchers.

As key humanitarian actors in country, the National Society continues to advocate for the use of cash in all areas, utilizing its auxiliary role and participation as a core member of the National Disaster Response Committee.



Indonesia Red Cross, Pioneering Certified CVA Capacity Building

The Indonesia Cash Working Group (CWG) was established in 2018 and is chaired by the Ministry of Social Affairs. Among its several co-chairs is the Indonesia Red Cross Society (Palang Merah Indonesia - PMI). These co-chairs form the CVA Advocacy Group, which acts as the “think-tank” of the Indonesia CWG.

CVA coordination has proven to be an effective mechanism for PMI, ensuring good collaboration with other CVA practitioners in Indonesia. PMI actively participates in various joint needs assessments, cash feasibility studies, and the calculation of the Minimum Expenditure Basket (MEB).

From an external perspective, PMI plays a crucial role in influencing the acceptance of CVA by state actors at various levels—national, regional, and local. PMI’s unique position in CVA is highlighted by its significant contribution to the CWG through the CVA certification project. In this project, PMI leads the development of the curriculum and system for HR CVA Certification.

As one of the two Professional Certification Agencies (LSP) for disaster management in Indonesia, authorized by the Indonesian Professional Certification Authority (BNSP), PMI is responsible for setting up the certification program. In collaboration with the Indonesia CWG, PMI develops both the curriculum and standards for CVA certification/accreditation, covering both soft and hard skills.

Looking ahead, PMI envisions that CVA standardization will eventually be included in one of Indonesia’s National Standards.





Lebanese Red Cross, Cash Coordination in National Working Group

LRC played a cochair role with UNHCR & OCHA in Lebanon, that aligns with the new cash coordination model agreed on in the Grand Bargain, collaborative work has been done to develop the ToR and have CVA actors involved, with efforts to develop a national plan and work accordingly.

This needed commitment of time and effort, expertise in facilitation and identifying top priorities to start with on the national level taking into consideration the Lebanese context or armed conflict, economic crisis, refugees' influx, etc.

As key humanitarian actors in country, the National Society continues to advocate for the use of cash in all areas, utilizing its auxiliary role.

In emergency contexts, LRC is playing an active role in coordination with interagency working groups, basic assistance, food security and agriculture, and with governments, ministries, UN agencies and stakeholders to ensure effective and efficient assistance to those in need.

Annex 1

Cash Coordination in RCRC Movement key CVA strategic documents

As the world's largest humanitarian network, the Movement plays a pivotal part in leading and contributing to the global CVA agenda, including cash coordination.

Movement CVA framework 2030

Key to providing quality and timely cash and voucher assistance to those in need is CVA Preparedness (CVAP). This includes ongoing investment in building and sustaining organisational capacity by integrating CVA into organisational tools, systems, procedures, and staff capacity, as well as strengthening active leadership support, internal and external coordination, and effective communication.

Enabler:

Leveraging our collective strength

Movement staff and volunteers are equipped and prepared to lead CVA coordination roles at national, regional, and global levels.

Enabler:

Leading change

National Societies establish **CVA as a recognised component of their auxiliary role** with public authorities and as an integral part of their commitment to localisation with other humanitarian actors, **prioritising coordination and actively seeking out opportunities to engage with public authorities on integration with social protection.**

Cash and Vouchers Technical Competency Framework for Rapid Response Deployments

Domain:

5. Partnerships and Coordination

Collaborate and build partnerships with key CVA stakeholders including RCRC Movement actors, national actors, government, the private sector, external humanitarian actors, coordination structures and working groups.

5d. External CVA Coordination

Manages NS participation in coordination mechanisms set up by non-RCRC Movement CVA actors and ensures NS is systematically represented and shares experience.

Cash preparedness for effective response (CVAP)

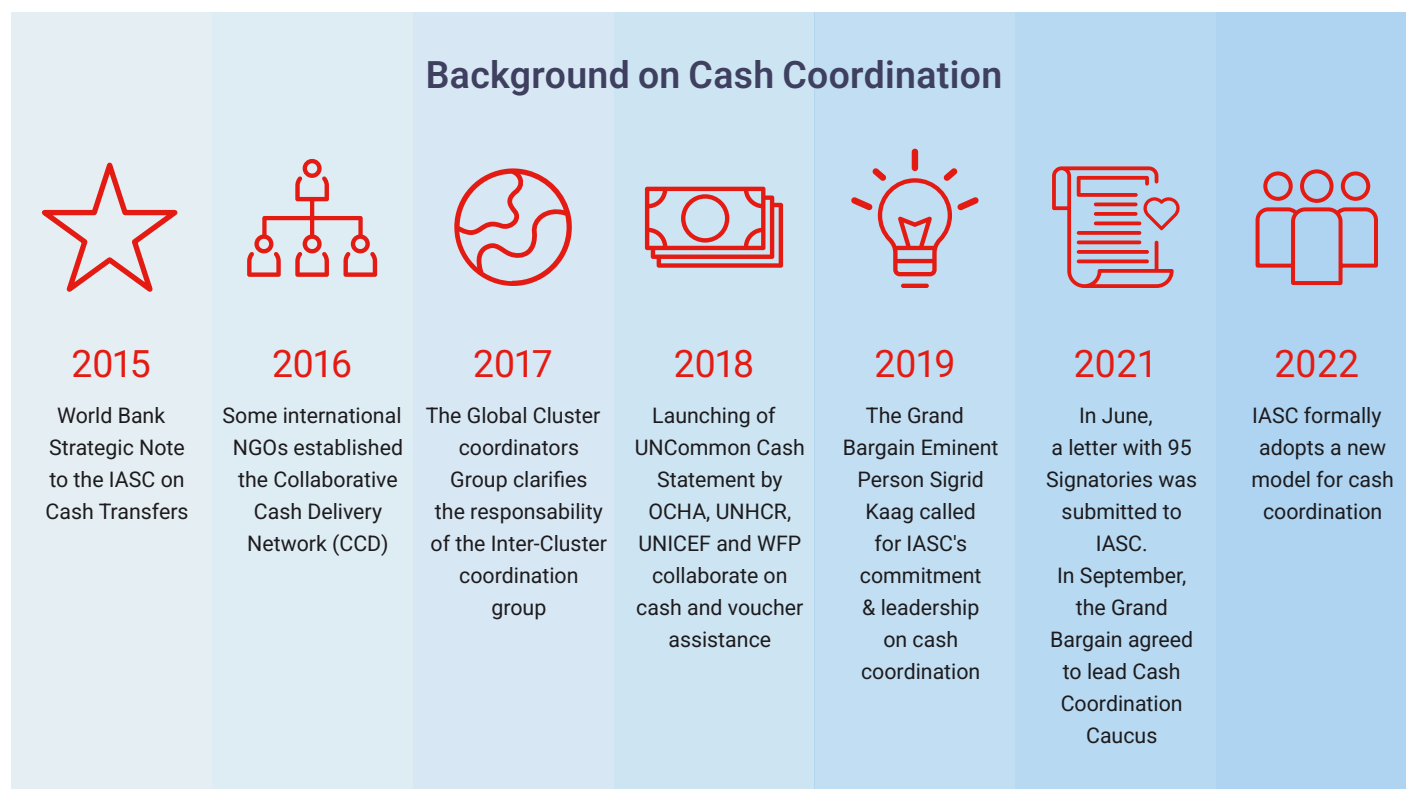
Area 4 – Community Engagement and Accountability (CEA), Coordination and Partnership

Component 4.4 External Coordination
Participation in the national CVA WG
Participation in regional and global coordination initiatives
Component 4.5 External Partnerships
Partnerships with external actors (as appropriate)

Annex 2

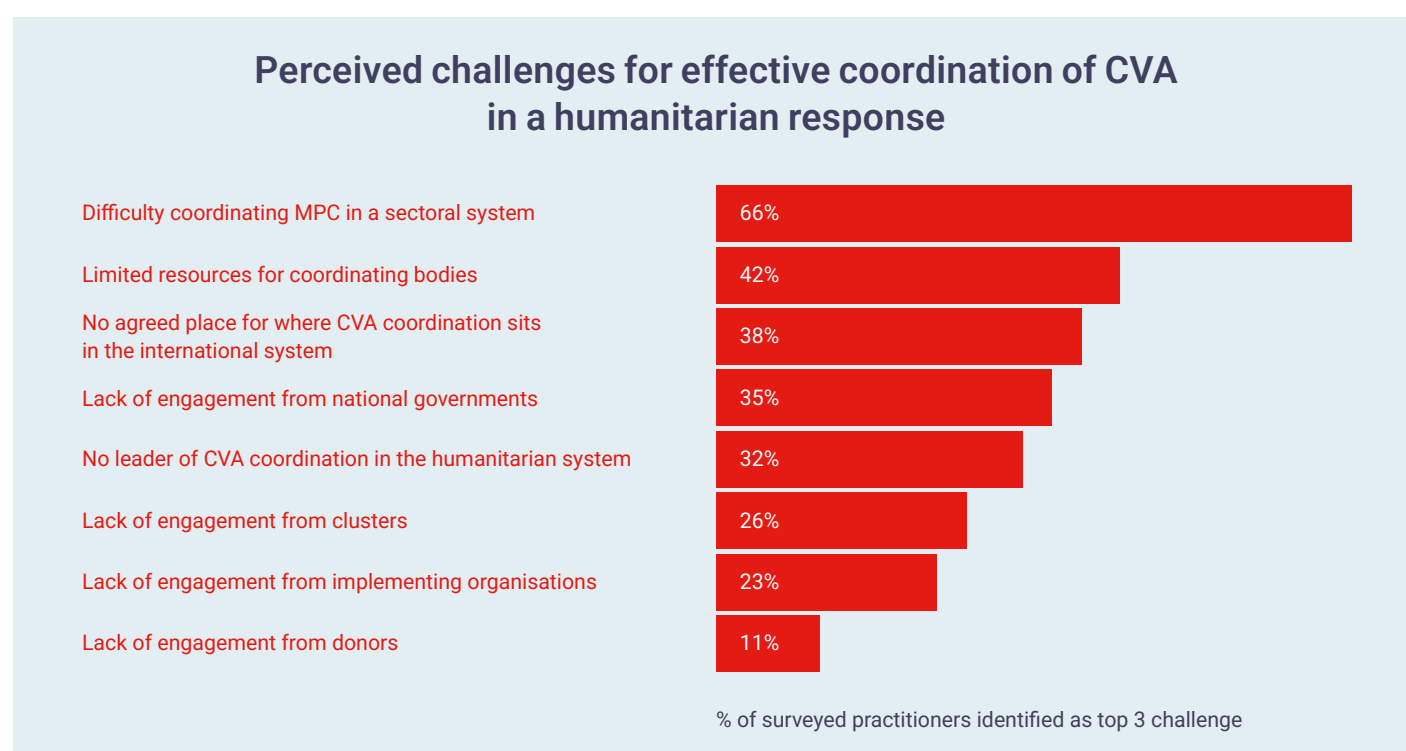
The Coordination Cash Caucus:

a new coordination model that focuses on localisation and leading role of local actors²



Following years of discussions, in 2021 a letter from almost 100 entities the “Call for Action on Cash Coordination addressed to the Emergency Relief Coordinator” as an outcome of the Grand Bargain claimed solutions to coordination. This letter highlighted the need for cash coordination at country level to avoid fragmented programme approaches, delays, gaps, and duplication of cash transfers and assistance.

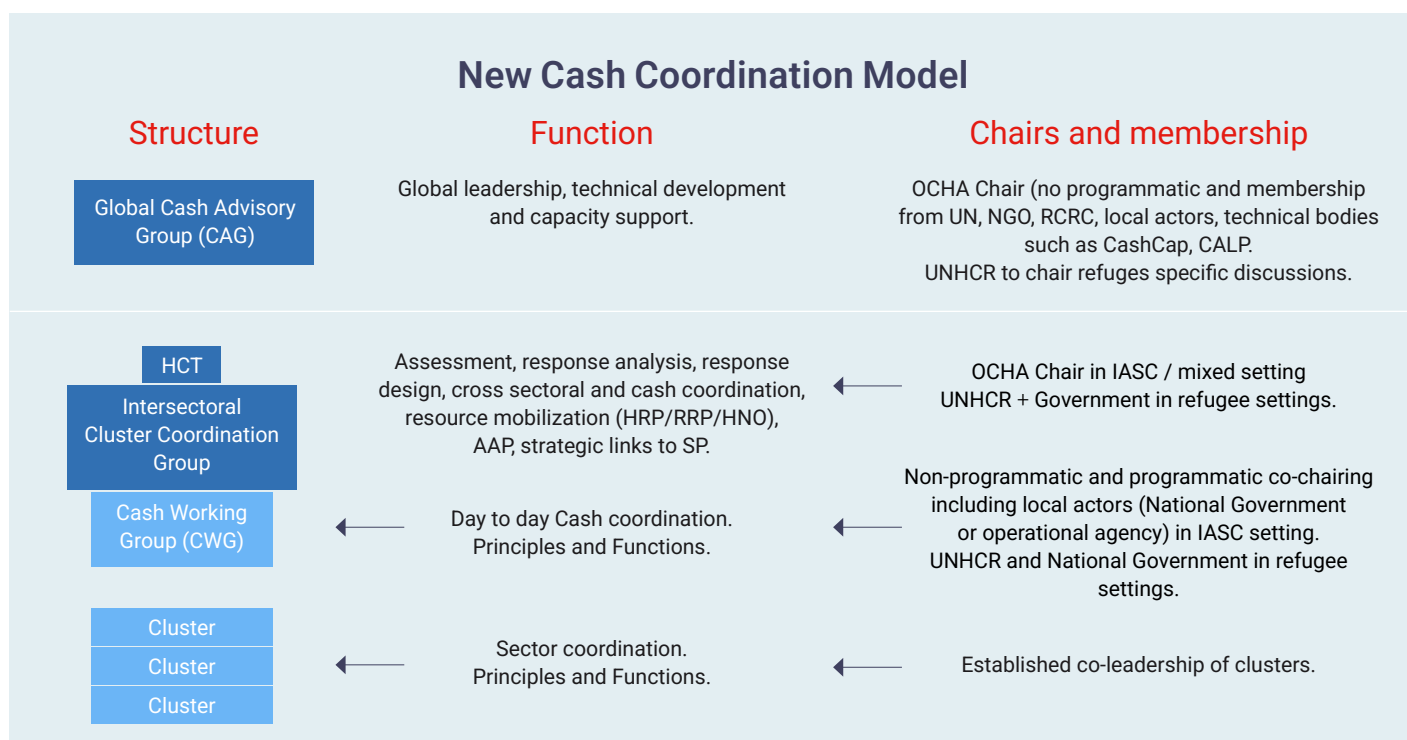
CaLP – State of World Cash 2020³



² <https://interagencystandingcommittee.org/grand-bargain-official-website/presentation-new-model-cash-coordination-0>

³ <https://calp.sbx.so/key-resources/the-state-of-the-worlds-cash/>

This new model builds on existing humanitarian coordination structures thus helps to boost the wider humanitarian coordination system. At the same time the model is founded on the principle of localization, focusing on reinforcing and enabling more participation of national and local actors, and looking for decision to be made closer and with higher level of accountability to affected population.



In the new model IS/ICCG is responsible of cash coordination at country level establishing CWG, where are nonexistent, to report to IS/ICCG. CWGs would have non-programmatic (OCHA/ UNHCR/ governments) and programmatic co-chairs from local organizations and governments. In settings with no IASC or refugee coordination structure in place, the RC/HC will be responsible for ensuring cash coordination arrangements.

At global level, the model is supported by the new global Cash Advisory Group (CAG) that provides guidance on standard setting and capacity building, advocacy, global monitoring, and liaison, and resourcing and prioritization.

In the new Global Cash Advisory Group established to support the implementation of the new coordination model, two seats have been assigned to the RCRCM, one for IFRC and one for Kenya Red Cross Society and recognising the voice of localisation that the RCRCM brings.



More information and contributions

We would like to continue building on this series with new materials based on National Societies experience. If you have relevant Red Cross Red Crescent experiences related to Cash Coordination that can contribute to this area, please contact Andra Gulei, Cash Hub adviser and lead researcher for this report by email andragulei@redcross.org.uk.