

## **Cash Coordination Model**

This document provides an overview of a model for cash coordination which was the outcome of the Grand Bargain cash coordination caucus and was proposed to the ERC/IASC for adoption. The IASC Principals endorsed the model in March 2022.

## **Cash Coordination Caucus**

### **Outcomes and Recommendations**

#### **Background**

In September 2021, in close collaboration with the co-conveners of the Grand Bargain Workstream 3<sup>1</sup>, and the Facilitation Group, Jan Egeland, in his role as Eminent Person of the Grand Bargain, agreed to champion a caucus on cash coordination.

The caucus process aimed to respond to various calls, including the most recent Call for Action<sup>2</sup>, by convening key stakeholders to agree on a way forward and present a proposed solution to the IASC for their decision. The overall aims of this process were to:

- Identify an arrangement for accountable, predictable, effective and efficient coordination of cash assistance which makes clear who will do what, with what resources and to what end. This may be adapted to different contexts, but clarity and predictability will be maintained.
- Improve outcomes for, accountability to and engagement of crisis-affected people and communities

It was agreed that the identified solution would be presented to the IASC for its endorsement, in coordination with the ERC.

#### **Summary**

From 6 to 8 December 2021, and again on 18 January 2022, Senior Technical representatives of Grand Bargain signatories engaged in the cash coordination caucus, as well as representatives of relevant technical bodies<sup>3</sup>, met to develop recommendations for the Principals, setting out the structure, function, leadership and resourcing of cash coordination. They agreed:

1. The principles and functions of cash coordination.
2. A basic model for cash coordination - the inter-sector/inter-cluster coordination (IS/ICCG) group is accountable for overall cash coordination, with day-to-day tasks delegated to a linked and formalized Cash Working Group which is accountable to the inter-sector/inter-cluster coordination group. In settings with no IASC or refugee coordination arrangements in place, the RC/HC will be responsible for ensuring cash coordination arrangements are set up in alignment with the proposed model and with support from OCHA, DCO and RC office.
3. That a globally identified agency (OCHA for IASC coordination or UNHCR for refugee coordination arrangements<sup>4</sup>) ensures adequate, predictable and timely capacity for

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<sup>1</sup> Workstream 3 on “increase the use of cash and coordination of cash-based programming” was co-convened by WFP and the UK.

<sup>2</sup> In June 2021, 95 organisations signed a [Call to Action](#) handed into the Emergency Relief Coordinator (ERC) urging the Inter-Agency Standing Committee (IASC) to take a decision on the leadership and scope of cash coordination in the coming year.

<sup>3</sup> Participants of the caucus are: ECHO and USG (representing the Donor Cash Forum), WFP, UNHCR, OCHA, UNICEF, ICVA, A4EP, CCD, and IFRC. CaLP and CashCap attended as technical experts, and the World Bank as an observer.

<sup>4</sup> Please see the *Joint UNHCR-OCHA Note on Mixed Situations: Coordination in Practice* for guidance on situations where refugees are present in the same or in separate geographic areas as IDPs or other affected populations.

cash coordination across contexts and supports the development of coherent tools/guidance/capacity for the coordinators, through a global Cash Advisory Group.

4. That at country level, there should be a co-chairing model including both a programmatic and a non-programmatic chair, and that it should strive for one of the co-chairs to be a local actor. This arrangement will have to be contextualized depending on the situation on the ground, with a different arrangement for refugee-only settings. For a time-bound period, a tripartite set up could be envisaged, with an ambitious handover plan with targets and timelines for sustainable local leadership.
5. A basic staffing model, adaptable to the context, and principles for resourcing (cash coordination funding needs should be visible and transparent, with clear funding channel), including at the global level (surge, capacity development).

### **The proposed model for cash coordination**

The cash coordination caucus proposes some important changes to the international humanitarian coordination architecture that formalises cash coordination in the existing system. The main changes include:

- At country-level, the IS/ICCG, under the existing chair (OCHA for IASC coordination or UNHCR for refugee coordination arrangements), is responsible for overall cash coordination.
- At country-level, establishing and/or formalising the Cash Working Group (CWG), to report to the IS/ICCG and to manage day to day coordination. CWGs would have non-programmatic and programmatic co-chairs, including from local organisations and local governments.
- At global level, establishing a global Cash Advisory Group (CAG) to support country level cash coordination technically and in terms of capacity. This would have a non-programmatic chair (OCHA) with representation from the programmatic entities (UN, INGOs, local partners, the RCRC Movement, and technical bodies such as CashCap and CALP). UNHCR will act as chair for discussions related to refugees only settings.

The proposed model ensures predictable and accountable mechanisms for cash coordination which can take timely decisions as needed. Further it leverages existing coordination structures, ensures clear accountability to one agency<sup>5</sup>, mitigates conflict of interest in performing coordination duties (through non-programmatic/ programmatic co-chairs) and provides a referral path in country (to the IS/ICCG and subsequently to the HCT if needed) and globally.

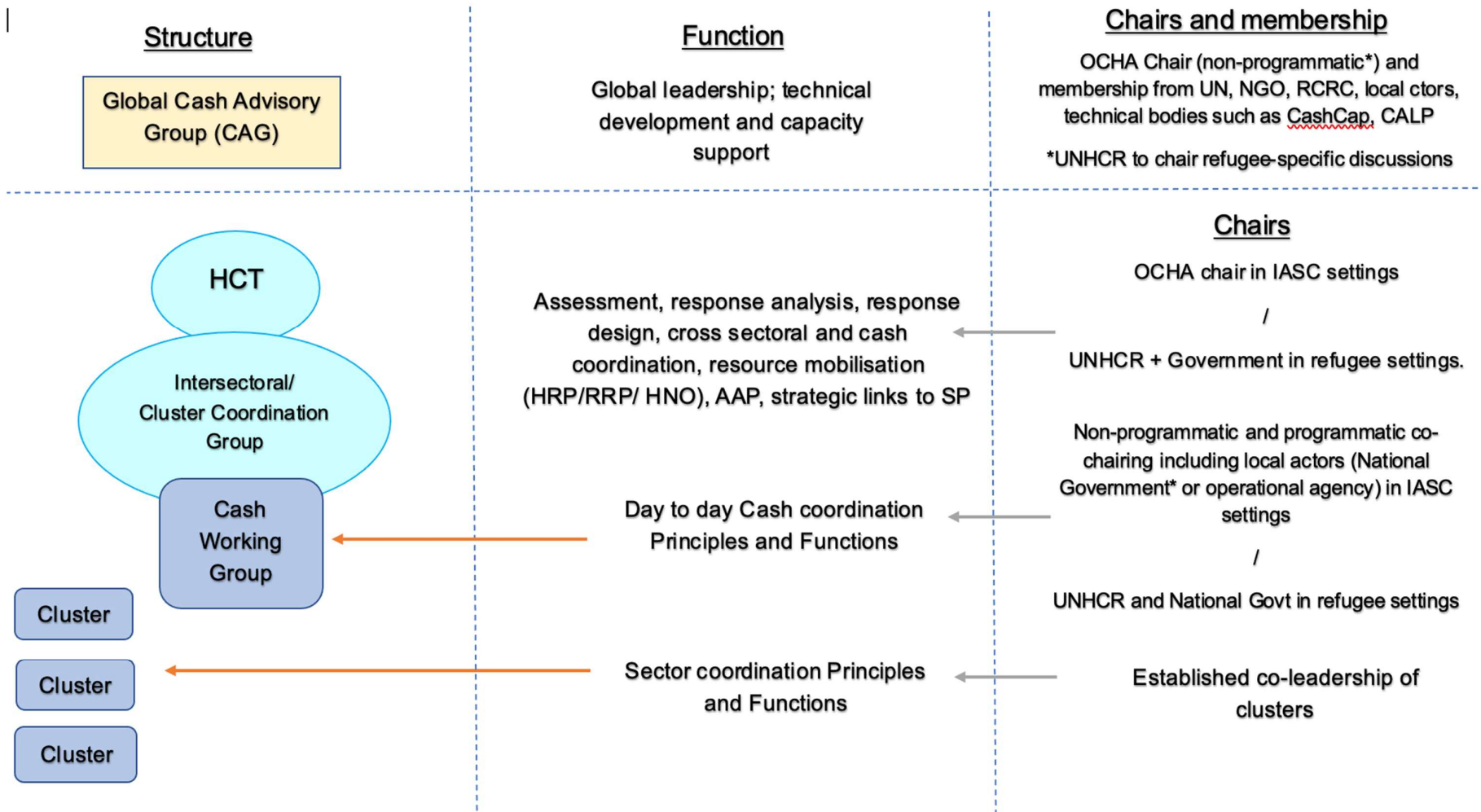
The caucus developed coordination principles and functions that provide guidelines for effective cash coordination, and further suggested functions for the global level Cash Advisory Group.

The model is built on the principle of localisation, 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.

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<sup>5</sup> OCHA for IASC coordination or UNHCR for refugee coordination arrangements).

The placement of cash coordination in the IS/ICCG situates it within the established coordination architecture and helps to strengthen the wider humanitarian coordination system. The CWG would support and strengthen response analysis and forge links to associated planning processes, such as the Humanitarian Needs Overview (HNO) and Humanitarian Response Plan (HRP), that would continue to be a key function of the IS/ICCG under OCHA's leadership. This arrangement would also ensure that linkages to Accountability to Affected Populations (AAP), Gender Equality and Social Inclusion (GESI) and protection are both strengthened generally across the sectors/ clusters and fed overtly into cash coordination.



## **Annex I – Detailed outcomes and recommendations**

### **1. Principles of cash coordination**

The caucus agreed that the chosen model and approach should support the following principles, upon which the Terms of Reference (TORs) for cash coordination at both the global and country level will be built:

1. Cash coordination should prioritise participation, inclusion, and representation.
2. Cash coordination must put accountability to affected people at the centre and be responsive to recipients' feedback.
3. Cash coordination is multisectoral and must operate across the response, with clear responsibilities to, engagement with and expectations from the rest of the system.
4. Cash coordination must ensure two-way engagement with humanitarian decision making bodies and drive a more effective overall response.
5. Local engagement and leadership must be actively not just passively enabled.
6. Leadership of cash coordination must be neutral and separate from financing and implementation.
7. Cash coordination must be transparent, accountable, and predictable.
8. Cash coordination must be flexible and adapt to changes in context.
9. Cash coordination must respect humanitarian principles.
10. Cash coordination should consider linkages with social protection systems where relevant and appropriate.
11. Cash coordination should work in all humanitarian settings including those with IASC coordination and refugee coordination arrangements<sup>6</sup>.

### **2. Governance, leadership and functions of cash coordination – at global level**

At global level, a Cash Advisory Group (CAG) would be established, comprising both non-programmatic and programmatic agencies and chaired by OCHA, unless the topic under discussion relates to a refugee setting/topic/standard, in which case it would be chaired by UNHCR.

#### **a) Functions**

At the global level, the CAG would be responsible for the following functions:

1. Standard setting and capacity building:
  - a. Provide standard Terms of Reference for cash coordination (for both Cash Working Groups and for cash coordinators) at country-level, based on a set of agreed functions, and applicable to both IASC and refugee coordination settings.

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<sup>6</sup> In mixed settings the 2014 UNHCR/OCHA Note on Leadership and accountability in mixed settings applies.

- b. Develop standards, tools and guidance to integrate cash coordination within the HPC (or equivalent), based on common standards; and provide a repository of clear guidance, tools and standards for cash coordination.
  - c. Integrate and build on the work of CaLP, CCD, CashCap, UNCCS and others, and their available tools, guidance and support.
  - d. Set essential competences expected from cash coordinators and provide guidance for their recruitment and role induction.
  - e. Provide technical advice and guidance to in-country cash coordination bodies as required.
  - f. Support cross-fertilization of good practices among CWGs and provide technical support on collaborative cash programming, where required.
  - g. Ensure strong information sharing on cash assistance across responses and across global clusters.
2. Advocacy, global monitoring, and liaison:
- a. At the global level, advocate for cash coordination arrangements take place in a timely and appropriate manner.
  - b. At the global level, be a forum for resolving common challenges on cash coordination and elevating these as relevant.
  - c. Undertakes regular stocktaking of country-level CWGs (although the CAG has no accountability for CWGs functionality).
  - d. Provide information and input as required/requested by the IASC mechanisms related to cash coordination and CVA within the humanitarian system.
  - e. Sectoral Support or advisory functions: ensure engagement via the GCCG to support (as relevant) Clusters/Sectors in their engagement with CVA as a modality.
3. Resourcing and capacity building:
- a. At the global level, the chair of the CAG<sup>7</sup> is responsible for highlighting any resource gaps and assisting countries to find resources to enable skilled human resources and expertise at the country level, including through investment in capacity strengthening to ensure required competency.
  - b. The CAG should formalise ways of working with a neutral independent interagency deployment model (e.g. CashCap). Individuals within this roster could be deployed as both programmatic and non-programmatic counterparts to national coordinators as a temporary boost, as well as on surge to the co-chairs in the short-term.

**b) Membership and procedures**

The CAG would include participation of both programmatic and non-programmatic agencies, ensuring adequate representation of local actors. Representation of the group would need to be limited (but representative of different stakeholders and sectors) and avoid duplication of scope with other fora. The CAG would have a non-programmatic chair (OCHA) with representation from the programmatic entities (UN, INGOs, local partners, the RCRC

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<sup>7</sup> OCHA in contexts with IASC coordination structures, and UNHCR in refugee settings.

Movement, and technical bodies such as CashCap and CALP)<sup>8</sup>. UNHCR will act as chair for discussions related to refugee only settings. The CAG works on a majority rather than consensus basis

The group will meet regularly (e.g., on a standing basis) in the short to medium term, to manage the transition and develop the back catalogue of tools/documents/standards and guidance. In the case of an emergency or an urgent request from a CWG in the field, the group may be called on an ad-hoc basis. In the medium to long term, the group may start to meet on a more reactive basis – e.g., based on field requests.

### **3. Governance, leadership and functions of cash coordination – at country-level**

Participants agreed that cash coordination should be led by the inter-cluster coordination group/ inter-sector working group with a dedicated cash coordination group conducting the day-to-day work. It has been agreed that:

- The inter-sector/inter-cluster coordination group is accountable for overall cash coordination, with day-to-day tasks delegated to a linked and formalized Cash Working Group which is accountable to the IS/ICCG. In settings with no IASC or refugee coordination structure in place<sup>9</sup>, the RC/HC will be responsible for ensuring cash coordination arrangements are set up in alignment with the proposed model and with support from OCHA, DCO and RC office.
- The Cash Working Group should have strong links to the clusters and sectors, who should be represented in its membership and will continue to remain responsible for cash relating to their sectoral responses.
- The Cash Working Group should have clear lines of accountability with programmatic agencies – it should be clear what support and services it will provide and what engagement and information it will require from them.

#### **a) Governance and leadership**

With regards to governance and leadership at the country-level, it has been agreed that:

- The governance would be systematically shared between (at least) two co-chairs, ensuring local leadership where possible. Should a tripartite set up be required, this would be for a time-bound period with an ambitious handover plan with targets and timelines for sustainable local leadership.
- Specifically, in IASC settings, there should be at minimum a programmatic and a non-programmatic co-chair structure. Having a non-programmatic chair is critical to eliminate any conflict of interest while retaining the technical and operational expertise of the programmatic chair.
- In IASC settings, OCHA will be the non-programmatic agency globally accountable for cash coordination at country level, and will ensure the non-programmatic chair. In

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<sup>8</sup> Precise membership of the CAG will have to be discussed further, with several options being proposed by the caucus participants (see point 7 for more details).

<sup>9</sup> As indicated above, in pure refugee settings UNHCR is accountable for cash coordination.



some cases, particularly in the short term, this may require support from a specialised roster (i.e. CashCap).

- In refugee only settings, UNHCR will be accountable for cash coordination, including to ensure coordination is in place. National Governments will be invited to co-chair whenever appropriate and feasible. In refugee settings where UNHCR will not be co-chairing the CWGs, both co-chairs will be decided at the country level through a voting system.
- In settings with IASC coordination arrangements where there is no OCHA office, OCHA can delegate the non-operational coordination function accordingly, while accountability on the function remains at OCHA level.
- Local organisations should be systematically considered and adequately supported in the co-chair function (government or humanitarian actor), including in sub-national CWGs. To ensure predictability, this actor can be selected ahead of time, preferably as part of preparedness plans, and re-confirmed or changed if required at the time the cash coordination model is established. It is recognised that the role of local actors in ensuring sub-national coordination is particularly critical.
- Governments, including local government, should be systematically considered for chairing or co-chairing where appropriate and when certain criteria are met (i.e. humanitarian principles), with support from an international entity according to needs.
- Co-chairs will benefit from global support from the CAG, even if the agencies are not represented in the group.
- The CWG would be accountable to the IS/ICCG (or other relevant intersectoral coordination forums), and not to the CAG. In IASC settings where the IS/ICCG is not present the CWG would report directly to HCT/UNCT.
- CWGs, ICCGs and/or HCTs can reach out to the CAG and ask for support whenever needed on capacity for coordination, technical questions on collaborative arrangements, standards, strengthening of local engagement etc. CWGs may also reach out directly to the CAG if the representatives of the ICCG/Inter-sector do not adequately prioritise their concerns.

The caucus members agreed that the guiding principles of the model should be to build on and strengthen existing capacity; and to ensure long-term, sustainable leadership by local actors.

At country level, in IASC settings, the programmatic chair will be identified through a voting system that will be defined in the TORs of the group. In refugees only settings, local and international actors will be invited to express their interest in being a co-chair. A clear timeline needs to be defined to ensure timely appointment of co-chair, provided specific parameters are met<sup>10</sup> in order not to compromise on quality.

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<sup>10</sup> Parameters are still to be defined but will be guided by the following criteria: what needs to be built, what support would be needed and where would that come from (can build on CashCap expertise). Parameters may include: demonstrated technical capacity in cash programming; capacity to take up the chairing role immediately and dedicate necessary resources to it in a timely way (with support from global roster as required); limited conflict of interest, and/or demonstrated efforts to mitigate these; breadth of sectoral/multi-sectoral use of cash transfers; the ability to represent national and local humanitarian actors; having long-

## **b) Functions**

At the country-level, CWG would be responsible for ensuring that the following functions are provided:

1. Provide effective coordination of cash across the response, including assessing the feasibility of and need for cash as part of overall response analysis:
  - a. Coordinate cash feasibility assessments within and across sectors in order to systematically integrate cash and particularly MPC in humanitarian response planning, monitoring and reporting, avoiding duplication of efforts.
  - b. Provide technical support to coordinated (intersectoral) needs assessments and technical support and leadership to multisectoral response analysis in order to consider the appropriateness, feasibility and relevance of MPC as a response option as part of the overall response analysis and highlight in particular preferences of affected populations where relevant<sup>11</sup>.
  - c. Ensure opportunities for cash are adequately explored as appropriate.
2. Ensure the overall cash response is coherent, avoids duplication, and finds opportunities to increase effectiveness, coordinating with the clusters/ sectors to ensure coherence
  - a. Engage with relevant entities outside the humanitarian system - government, Financial Service Providers (FSPs), development actors - to ensure humanitarian cash is well coordinated with and complementary to other financial flows to people in need<sup>12</sup>.
3. Provide effective information management on the delivery of cash assistance, across the response, and in close collaboration with clusters and their IMO for sector specific use of cash. This should include accurate and up to date 4Ws.
4. Promote use of common mechanisms, standards, and tools across partners for harmonized, quality and accountable programming.
  - a. Coordinate and lead discussions on setting transfer values based on evidence (including but not limited to MEB, gap analysis etc).
  - b. Promote digitalisation and interoperability.
5. Provide common services to cash partners as relevant which may include supporting joint framework of design for cash, market analysis, risk assessments, financial service provider mapping, coordinated monitoring and coordinated feedback mechanisms.
  - a. Support to coordinated or joint monitoring and evaluation where appropriate.
  - b. Ensure accountability to affected people through joint feedback mechanisms on cash, as part of system-wide collective feedback approaches reporting to

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standing community presence in at least 50% of districts or sub-national levels in the country and in all relevant sides of the conflict in fragile and conflict-affected states; ability to robustly uphold the Humanitarian Principles; experience/knowledge of cash coordination.

<sup>11</sup> The inclusion of MPC should be in line with the Humanitarian Response Plan Guidance document.

<sup>12</sup> A co-chair however does not have a representative role vis-à-vis governments on issues that agencies are mandated to speak on.

the HC. Make recommendations to implementing actors on course corrective measures as appropriate.

- c. Identify and mitigate key risks.
6. Review capacity building requirements of CWG members, clusters, local actors and government partners and develop strategies for addressing gaps in skills and knowledge through engagement with the CAG and with capacity building networks and existing entities (e.g. CALP, CashCap).
7. Advocate to create an enabling environment for cash including advocacy with partners for cash across the response; policy and advocacy with donors; and access to people in need of cash assistance.
  - a. Support system-wide advocacy with the government on transfer values, regulatory and legal issues, and risk mitigation where appropriate.
8. Provide a clear and predictable entry point for linkages to social protection to the extent appropriate for the response.

It has been agreed that the chairs of the CWG are however not responsible for the following functions:

1. Do not decide upon humanitarian needs. Multi-sectoral assessments provide the basis for response analysis and design and are conducted by a wide spectrum of agencies across sectors/ clusters under the lead of the IS/ICCG. However, cash coordinators can support multi-sectoral assessments.
2. Do not decide how operations are implemented in response to assessed needs in each context. Response analysis across sectors should provide the basis upon which response modalities are selected drawing on multi-sectoral assessments including market analyses (see response analysis section).
3. Do not decide on funding allocations<sup>13</sup>.
4. Do not have access to data about specific beneficiaries or specific transactions in the interest of data protection protocols.
5. Do not represent to Government on issues that agencies are mandated to speak on.

#### **4. Resourcing of cash coordination**

The gold standard model (suitable in some scale up crises) will be supported by the following profiles at the capital/ central level as part of the CWGs:

1. A dedicated chair (non-programmatic) - co-chair 1 (1 FTE)
2. A dedicated chair (programmatic) - co-chair 2 (1 FTE)
3. Information management capacity (IMO) which may be shared with other coordination bodies (0.5 FTE)

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<sup>13</sup> Based on current practice, the CWG co-chairs might be invited to participate as technical experts in the allocation process of CBPFs; ideally, the entity representing the CWG in the CBPF should not have a conflict of interest (i.e. their agency/organisation should not have submitted a project proposal under review)

In smaller responses, the two co-chairs and IMO may have a reduced overall % of dedicated capacity. Light sub-national coordination structures should be supported with – at minimum – a double-hatted cash coordinator.

OCHA or UNHCR (depending on whether IASC coordination or refugee coordination arrangements are in place) are accountable for providing capacity. However, in the transitional phase, acknowledging that the profile needed for cash coordination facilitation (coordination experience and technical cash skills) is in short supply in the current system, it has been agreed that there may be reliance on established specialist capacity (e.g. from CashCap and/or other agencies). Resourcing would need to acknowledge short-term need for capacity to support/grow into the country model. This investment in the short transitional phase would be expected to bring benefits in the medium to long term.

Both short- and medium-term planning needs to explicitly include financial support to enable engagement by local leadership in co-chair roles as well as engagement of local actors in the cash coordination mode, including through the introduction of targets (e.g. % of global budget to support local leadership for cash coordination).

Resourcing must be based on the principle of local (Govt and NGO/CSO) representation and voting system to allow rotation of leadership.

Finally, cash coordination funding needs should be visible and transparent. Funding channels must be clear and simple.

## **5. Implementation of the model**

It is expected that in most contexts the current members of the Cash Working Group will remain as members of the group. Key changes to be managed include a change in leadership in some settings, as recommended by the CAG, revised TORs, strengthened links to the inter-cluster/ inter-sector group, agreed ways of working with IS/ICCG, clusters, HCT.

After consideration by the IASC, this standard model should be shared with RC/HCs for adoption/adaptation according to their individual operations. The transition to the new model should be informed by when the current model can adequately deliver on the principles and functions detailed above.

It is proposed that the transition should be a timebound, phased process that would happen gradually. Some contexts may wish to reopen elections for the locally identified chair in a bid to encourage more local leadership and promote rotations. Some contexts may also choose to simply add a new position alongside a functioning pair of co-chairs.

## **6. Key considerations:**

### **a) Facilitating local engagement and leadership**

Participants agreed that current coordination arrangements are not sufficiently inclusive of and valuable to local actors. In the current model, country-level leadership is built on the principle of localisation – meaning that existing capacities should be identified, built on and strengthened.

Indeed, moving forward, local actors should be systematically considered in co-chair functions, and governments, including local governments, should be systematically considered for chairing or co-chairing where appropriate and when certain criteria are met. The CWG should set ambitious targets for handover to local actors based on scenarios.

The caucus agreed that cash coordination model established in-country should strive to enable at least 50% attendance by local actors in cash coordination meetings including resourcing and provision of translators for local language(s) at every meeting. Efforts to enable cash coordination at the most local level to the crisis and proximity to the people affected must also be strengthened. Local actors can include national and sub-national government and humanitarian agencies that are engaged in the full range of cash coordination functions including expertise relevant to wider response and cross-cutting elements such as response analysis, social protection, AAP, GESI and protection.

Adaptations to make cash coordination more accessible – translation services, sub-national coordination structures, active outreach – should be prioritised where possible. Cash coordination should seek to invest in local leadership and capacity to ensure sustainability over the long term.

#### **b) Links with social protection**

The HCT (or equivalent leadership body) should take an overall decision on the nature and scope of engagement with the government based on the context. Cash coordination should systematically identify entry points for social protection linkages, both with government-led social protection systems and with safety net programmes led by development actors. Coordination may include, where feasible: coordinating transfer values, joint 4Ws, joint planning (e.g., in preparation for drought, lean season, joint or coordinated delivery mechanisms).

The level of strength and systematization of the links between cash coordination and social protection is informed by a context specific analysis and will take different shapes based on the nature of the crisis, the role and capacity of the government, and the readiness of existing social protection mechanisms to be used. The level of strength and systematization of the links between humanitarian cash and social protection should also inform the extent of the engagement of the RC/HC in cash coordination (i.e., to ensure a coherent approach in contexts where linkages are paramount).

This analysis of the enabling environment requires to leverage the technical expertise from agencies who have been working regularly on these issues in a specific context and are part of the cash working group.

Two additional considerations:

- Humanitarian cash should be aware of social protection coordination mechanisms, and should, where possible and when these systems do not misalign with humanitarian principles, build on and strengthen SP systems and at the very least should not undermine systems or jeopardise long term social assistance and resilience building. This can help with charting collective pathways for expanding social protection coverage through transitioning caseloads and where appropriate and feasible, contributing, in the long term, to the development of a social registry.

- That said, the impact of humanitarian cash should not be overly diluted by aligning to social protection systems, such as harmonising transfer values to a level whereby basic needs are not being met.

### **c) The role of the Cash Working Group in Response Analysis**

The CWG supports overall response analysis by:

- Supporting overall multi-sectoral needs assessment and inter-sectoral response analysis.
- Contributing to the analysis and making a recommendation to the intersector/intercluster on the needs that should be met through MPC, including financial needs.
- Providing multisectoral market assessments and cash feasibility assessments<sup>14</sup> to inform clusters/sectors' modality selection.
- Ensuring coherence of modality selection across sectors based on multi-sectoral assessments and response analysis including markets. Responses should remain demand-driven and people-centred through these processes.

The inter-sectoral space should be strengthened to better accommodate more robust response analysis, accountability approaches and opportunities to programme jointly with development actors. This should be part of a longer term set of recommendations and potentially feed into the expected global IASC review of coordination.

### **d) Adaptation to different contexts**

Participants agreed the broad model should work in both IASC and refugee coordination arrangements, reporting to the relevant intersectoral coordination body. The model would need to be adapted based on the scale and type of crisis. Flexible elements of the model include:

- Role in accountability to affected people
- Resourcing and staffing
- Alignment/ complementarity with social protection
- Remote working
- Role of international actors

Country operations should make decisions on structure and resourcing for their individual contexts with advice or engagement from the global CAG as required. In IASC settings, the RC/HC and HCT should make decisions on the nature and scope of government engagement.

### **e) Future proofing**

Recognising that broader humanitarian reforms are under way the model must support and adapt to changes in humanitarian response. This may include working and adapting to models that may provide more efficient response to affected population (including for example area-

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<sup>14</sup> Performed by operational entities.

based coordination) and adapting to contexts where the response is fully locally led. In such cases whoever is accountable for the delivery of the agreed functions and principles of cash coordination should support others to make sure these are applied.

## **7. Issues to be unpacked further**

The caucus members agreed that, given the limited timeline for the caucus discussions, some issues related to this model need to be unpacked further. During the transition phase and for a two-year period, the CAG will remain accountable to the larger humanitarian community (through the Grand Bargain or through the IASC), to follow up on implementation of the model and its recommendations.

### With regards to the global Cash Advisory Group

1. Further define the issue of membership of the CAG, considering the “core group plus” approach<sup>15</sup>.
2. As collective accountability is not always possible, further define the issue of accountability of the permanent chair<sup>16</sup>.
3. Explore and define linkages that the CAG should have to resourcing (e.g., local leadership support/underfunded emergencies/local VS global support for funding for capacity).
4. Explore and define the group’s relationship to IASC and other leadership structures.
5. Clarify arrangements around the hosting and accountability of the IM function.

### With regards to resourcing

6. Develop working examples and detailed principles that spell out transition from status quo across several current set-ups (e.g., existing fully funded dedicated co-chairs, existing double-hatted co-chairs, set-up support by CashCap, etc).
7. Develop an inventory of functioning CWGs; undertake mapping of capacity development needs in less resourced set-ups to inform support allocation.
8. Develop scenarios for resourcing by type of context/emergencies (e.g., Indonesia VS Yemen).

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<sup>15</sup> In this proposal, the CAG would have a “core group plus” membership comprised of current caucus members (minus donors, with additional ‘core seats’ allocated to NGO/INGO representatives, including from network organisations, and with possibly the inclusion of DCO and/or the World Bank as observers) and technical bodies. Membership (and possibly chairing) of this core group could be potentially rotated, along the lines of the Grand Bargain facilitation group. In this model, in addition to the (potentially rotated) core group seats, a limited number of additional seats would be open. Actors/networks would apply to these seats for a rotation. Criteria would be developed to identify these with emphasis placed on including networks/actors from national or regional contexts.

<sup>16</sup> It has been suggested that the CAG convenor/chair is accountable to:

- ensure the CAG performs efficiently and effectively in line with its agreed TORs;
- evaluate the performance (i.e. conducts health checks) of the CWGs and, in consultation with the CAG, provide recommendations to address identified issues, for the ICCG/ISWG/HCT to enforce.
- Should issues persist, escalate them to the IASC.

Ultimately, that the CAG is accountable the CWGs supported, conducting regular satisfaction surveys and proactively course correcting where new mechanisms of support are requested from the country contexts.

9. Develop a prioritization framework/approach to financing support for local leadership (underfunded crises etc.).
10. Develop a model to provide predictable and reliable surge capacity in the medium to long term.

With regards to the implementation of the model

11. Before the 2022 Grand Bargain Annual Meeting, further develop a timebound transition plan from the status quo to the agreed model, including a clear timeline for full implementation, based on the understanding that the transition should happen as soon as practicable in the given context and when and where the non-programmatic agency has the capacity to take on this function.

With regards to the links with social protection and response analysis

12. Further define the language around the links with social protection, and on the role of cash coordination in Response Analysis.