

Donor Cash and Social Protection Working Group

Workplan 2021 Adopted 25th November 2020

1. Preamble/ Problem Statement

Cash programming among both humanitarian and development/ social protection actors in Yemen is characterised by a lack of clear vision, including within the donor community. This manifests in many ways but is most obvious in the fragmented nature of operations and the lack of interoperability across the system. From an operational point of view, a fragmented system is inefficient, prone to diversion risks and inequities. More importantly, from a beneficiary point of view, the lack of cohesion and interoperability makes it difficult for newly vulnerable people and households to move beyond initial assistance provided by the RRM system to more medium term assistance (assuming this is needed) and eventually the opportunity to enrol onto long-term social protection support. Equally, social protection systems have very limited shock responsiveness built-in: vertical expansion of existing caseloads is relatively easy, but it becomes almost impossible for temporary horizontal expansion without better coordination with humanitarian actors. Lack of cohesion also makes layering and sequencing more difficult leading to static programmes rather than a dynamic process leading from short term assistance to longer term support, livelihood recovery and eventual sustainable self-reliance.

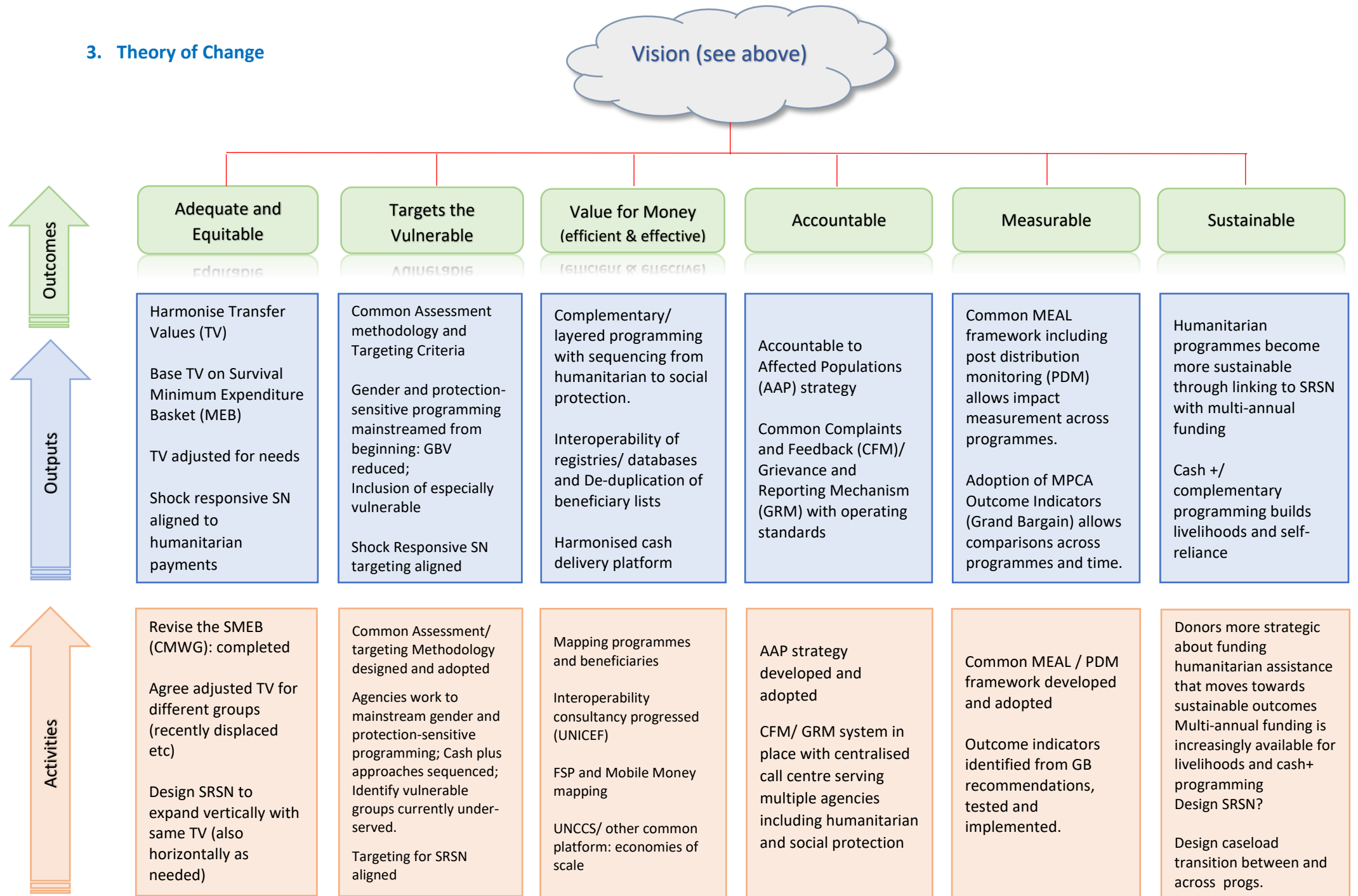
2. Vision Statement and Outcomes

The overall response will move towards a **more cohesive, holistic systems approach that delivers assistance effectively and efficiently to the most vulnerable people, links together humanitarian cash assistance with sustainable long term safety nets and social protection, and optimises complementary programmes to enhance outcomes.** Breaking this down, six essential outcomes are proposed such that the response is:

- **Adequate and equitable:** transfer values for MPCA will be harmonised and sufficient to meet the basic needs of targeted people in an equitable way. This will ensure that unnecessary suffering is prevented, transfers are tailored to needs as far as possible and social tensions are avoided. Adequate transfer values are important to allow complementary programmes to enhance outcomes (transfer values for which should also be considered and agreed).
- **Targets the most vulnerable:** whether due to forced displacement or chronic poverty the cash programmes will target those in most need of assistance using standard criteria. Through gender and protection-sensitive programming, people who are especially vulnerable will be included.
- **Provides Value for Money:** As resources continue to be scarce, efficient delivery of assistance is paramount without compromising effectiveness. Harmonising tools and approaches, rationalising data management and leveraging economies of scale will all be important. Optimising complementary programming to enhance outcomes, and sequencing interventions towards self-reliance will be possible.
- **Accountable:** The programme will endeavour to be fully accountable to the people it intends to serve and enable beneficiaries to feedback complaints and suggestions freely with clear response standards. Centralised systems that simplify feedback procedures will be established where appropriate.

- **Measurable:** to understand impact of programmes and to refine delivery in real time, outcomes and outputs will be measured in a common and comparable way with standard indicators and frameworks.
- **Sustainable:** humanitarian cash assistance will move towards more sustainable safety net approaches with shock-responsiveness built in. Further, partners will be encouraged to optimise synergies through complementary programming/ cash plus, particularly to help (re) build livelihoods in the wake of Covid-19 and other crises. This will be enabled through interoperable systems allowing beneficiaries to be referred across assistance platforms. The design and implementation of shock responsive safety nets (SRSN) will be a long term goal.

3. Theory of Change



4. Workplan

Outcome	Activity	Lead agency/ working group	Donor lead	Status/ Time frame
Adequate and Equitable	<ul style="list-style-type: none"> Revise and adopt SMEB Adjust TV for different groups 	<ul style="list-style-type: none"> CMWG CMWG? WFP? 	USAID	SMEB revision completed and approved by CMWG. TVs proposal by end of 2020 (?)
Targets the vulnerable	<ul style="list-style-type: none"> Common Assessment Methodology designed and adopted Common targeting criteria agreed (including for SRSN) Agencies work to mainstream gender and protection-sensitive programming 	<ul style="list-style-type: none"> CMWG/ CCY CMWG CCY 	ECHO	
Value for Money	<ul style="list-style-type: none"> Interoperability consultancy progressed (UNICEF) Data sharing process between CCY and WFP agreed Common identifier developed Mapping programmes and beneficiaries for complementary programming via PDM/ TPM surveys 	<ul style="list-style-type: none"> UNICEF/ UN common cash group CCY/ WFP CCY/ CMWG/ UN Common Cash group WB/ CMWG 	ECHO/ FCDO FCDO/ECHO/ USAID	ToRs agreed, consultant identified and contracting underway. Deliverable expected by first quarter 2021. ECHO/ FCDO meeting (x2) with UNICEF and WFP. Data sharing agreement signed before end 2020? Common registration format and identifier output from above: agreed second quarter 2021 and implementation started. WB suggest info put into PDMs and TPM instruments to get data on overlaps/ gaps
Measurable	<ul style="list-style-type: none"> Outcome indicators identified from GB recommendations, tested and implemented. 	<ul style="list-style-type: none"> CCY/ CMWG 	USAID	CCY are committed to use the GB MPCA outcome indicators.
Accountable	<ul style="list-style-type: none"> Basic guiding principles for a future AAP strategy for cash programming developed/ identified if already in use 	<ul style="list-style-type: none"> CMWG? 	FCDO	
Sustainable	<ul style="list-style-type: none"> Evidence base for sustainable programming developed, including how cash and cash + can bring complementarities into play 	<ul style="list-style-type: none"> ? 	World Bank DG DEVCO	

5. Process

- The overall vision, theory of change and priority actions was presented and agreed at the DWG meeting on 25th November. Workplan populated with commitments from donors to work with implementing partners. Timeframes agreed.
- Overall vision, theory of change and priority actions shared with and presented to the CMWG meeting on 3rd December 2020. These should ideally be reflected in the 2021 CMWG strategy and workplan and the HRP chapter on cash. A session on planning at the CMWG would also be useful to determine the roles of participating agencies and groups (such as the CCY) in taking elements forwards, as well as other efforts towards harmonising cash transfers
- The strategy could also usefully be shared and discussed with the UN Common Cash Group.

Annex. Harmonisation of Cash Programming: Mapping of efforts currently underway

In preparation for developing a workplan for the Donor Working Group (DWG), this pulls together the current efforts of agencies working in Yemen towards harmonising cash programming and linking humanitarian cash transfers with longer-term safety net approaches. Of importance is to align the DWG to ongoing efforts outlined here, together with advocating for change where it is needed, and to maintain momentum once activities have started.

1. Cash and Markets Working Group (CMWG)

The CMWG is the main coordinating body for cash assistance in Yemen, with wide participation from the UN and NGO community. The current 2020 workplan includes the following areas dedicated to the harmonization of cash, as well as other activities. The CMWG is currently redrafting its ToRs and workplan for 2021 representing a key opportunity to ensure alignment with donor priorities.

- Develop the **Cash and Voucher Assistance integrated response strategies** with multi-sectoral indicators (M&E Taskforce)
- **Revise the current Survival Minimum Expenditure Basket (SMEB)** with the engagement of the clusters: this work has been completed and approved (SMEB revision Taskforce)
- Develop **Standard Operating Procedures** related to Cash and Voucher Assistance programming, Market assessment tools and guidelines, CVA MEAL tools etc. (Cash Cap and CMWG Taskforce)
- **Accountability to Affected Population (AAP)** is strengthened to vulnerable communities are involved in decisions that directly impact their lives through complaint and feedback mechanism (CFM) and interactive engagement. This could lead to more centralised CFM approach with a call centre offering CFM services (and potentially third party monitoring) to multiple agencies and programmes.
- **Financial Service Providers:** Facilitate and conduct Financial Service Providers Mapping and Assessment and in particular to: map Mobile Money Service Providers and facilitate presentation of their services to the CMWG; draft lessons learnt from previous partnerships with financial service providers and sharing with the CMWG; and promote a pool of common services providers to reduce operational cost and increase the effectiveness and efficiency among the humanitarian actors with similar procurement and compliance guidelines. (FSP taskforce)
- **Monitoring and Evaluation:** agree and coordinate with the clusters and other working groups to agree on common indicators for assessing the Cash and Voucher Assistance Programs and design the tools. (M&E Taskforce)

While not cash harmonisation as such the CMWG also provide coordination services that can underpin harmonisation efforts including: monthly data collection for MPCA and ensure the quality of information about CVA in Activity Info, 4W, Cash Dashboards and MPCA online Portal; and market price monitoring with REACH, FAO and WFP.

2. Cash Consortium of Yemen (CCY)

The CCY is also in the process of drafting and approving its strategy and workplan for 2021, and again is a key opportunity for alignment with donor priorities. The CCY's main operational work is managing the ECHO-funded Rapid Response Mechanism (RRM).

Registration and interoperability: the CCY engaged with WFP and UNFPA to redesign the enrollment system to ensure key information of the project is available from the start. Indicators to particular events will be shown in the RRM, with scoring thresholds to be reviewed and adapted every 6 months

if needed. The database and its various adaptable scoring options will allow flexibility and interoperability to respond quickly to new crises such as flooding and shielding. The CCY is on the process to sign a data sharing MOU with WFP. The single-beneficiary system is being designed to work with other agencies' systems (including WFP's SCOPE, IOM's BRAVE, and UNFPA's database) with a focus on interoperability and unified database tagging to avoid potential duplication and ensure beneficiaries can be efficiently transferred to longer-term programming. Work on the Unique Identifier has been discussed with partners and is underway.

Targeting: defined the selection threshold and vulnerability scoring using recent data and current trends from UNFPA's RRM and CCY partners. This will ensure that the selection criteria are consistent with the current situation and reviewed regularly. This targeting approach could become a common tool

CFM: all CCY partners have an established grievance mechanism in place. The CCY is introducing harmonized categorization of complaints and feedback by type and level of sensitivity which will be used for systematic analysis and follow up. This could be used to develop a common approach through the CMWG.

The CCY is also do a market monitoring and remittances tracker. They're currently conducting a "COVID-19 impact analysis conducted on HHs' income and effect on vulnerability".

A system on Referral of cases for further follow-up and case management being set up and has been operational since September 2020

3. UN Common Cash Group (UNCCS)

Following the UN common cash statement (UNCCS) and naming Yemen as a pilot country, the common cash group was set up to discuss a number of interrelated issues that will see better harmonization of tools and approaches. These include a common FSP assessment aiming to establish a common payment platform (possibly similar to Louise in Lebanon); a common CFM/ GRM platform; and interoperability between beneficiary databases. Little has gone beyond the discussion level, with the exception of the interoperability piece: a ToR for a 6 month consultancy has been developed and approved by the operation UN agencies and OCHA, and a consultant has been identified. UNICEF has also put created a PMU to guide the process and recruited an experienced staffer (Violet Warney) to lead the process. The consultancy is expected to start soon and deliver its report by March 2021. The study will focus on UN registries, but could (and arguably should) include key NGO systems such as the CCY database.

4. Humanitarian-Development-Peace Nexus (HDP Nexus)

This initiative is implemented in seven pilot countries with the support of the UN-WB Fragility and Conflict Partnership Trust Fund. Yemen is one of the original seven countries and aims to establish a platform to identify collective outcomes among humanitarian, development and peace actors and more specifically to collect and share data to contribute toward a common understanding of risks, needs, gaps, opportunities for joint analysis, operations, and advocacy. As yet there is no published lessons learned of applying the new way of working in Yemen.

5. Humanitarian Country Team (HCT)

The HTC has an important role in shaping programming in Yemen and develop a common vision for cash in Yemen at the strategic level, but is not actively promoting any harmonization efforts as such.

6. World Bank/ UNICEF/ SWF/ SFD

WB is looking at a mapping exercise in order to better make use of complementary programming such as cash/ in-kind food with SFD's cash for nutrition to improve outcomes.