

**CASH AND VOUCHERS ASSISTANCE  
REGIONAL PLAN OF ACTION  
2019 – 2021**

**MIDDLE EAST AND NORTH AFRICA**

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## Background

Cash & Vouchers Based Assistance (CVA)<sup>1</sup> is well-recognized as an appropriate way of providing humanitarian assistance. The recent years have seen a dramatic increase in the use of CVA, from 2015 to 2016 the amount of cash disbursed globally increased 40%. At the World Humanitarian Summit in 2016, many of the largest humanitarian agencies made a set of commitments, as part of the “Grand Bargain”, including commitments to increase the use of CVA.

The International Red Cross and Red Crescent Movement (RCM)<sup>2</sup> is also committed to scaling up CVA. In 2017 a Movement Strategic Framework as well as an ambitious Roadmap was developed. According to the analysis of the roadmap:

- Cash is likely to be a significant and growing part of humanitarian action estimated to at least a doubling to \$4 billion over the next 3 to 5 years
- Donors will increasingly call for larger-scale cash programmes to meet a range of basic needs and expect either one primary grant or more coherent approaches between organisations
- Positioning within this landscape and building the right sets of partnerships with both the private sector and other humanitarian organisations will be critical. Agencies will need agility to both cooperate and compete in different contexts
- Other organisations, including WFP, UNHCR, and IRC are making major investments in their ability to deliver cash at scale. If IFRC wants to keep up and maintain its leadership role in cash it needs to do more

Based on these trends, the International Federation of Red Cross and Red Crescent Societies (IFRC) has set some specific targets for CVA at global level:

- The IFRC can support the national society implementation of large-scale cash to over 500,000 households in one response and to over 100,000 households across continents in any one year.
- The IFRC has a strong technical capacity to support National Societies to implement cash and share learning based on shared leadership across the movement which National Societies value, support and use.
- IFRC can deliver cash fast (within 48 hours to one week) in quick onset emergencies, early in slow onset disasters, and sustained over time in protracted crises
- A growing number of National Societies have cash embedded in their preparedness and contingency planning (10 per year with 50 by 2021).
- National Societies have a clear auxiliary role in government led cash responses and in international cash responses in Humanitarian Response Plans (3 per year).

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<sup>1</sup> CVA terminology is used interchangeably and referred to as CBA, CTP, cash, cash and vouchers

<sup>2</sup> Hereby referenced as ‘Movement’ or RCM

- IFRC can accurately report on cash, transparently demonstrate efficiency and accountably provide cash with rigorous risk control measures

## Context and Identified Needs

The IFRC MENA Region covers 17 countries, which are organized in 2 Country Clusters and several Country Offices. Country Clusters provide support to operations and National Societies within their geographical appointment, whereas the operations and National Societies in countries that have independent Country Offices, are supported directly by the Regional Office. In cases where the Country Clusters do not have the needed capacity, they can request support from the Regional Office.

The MENA region has been dominated by a number of protracted and on-going conflicts, contributing to, along with other factors such as food insecurity, large scale displacement, a growing migrant population and over-stretched host communities. Social and political upheaval has degraded the existing safety nets and impeded further development, leaving many without access to essential services and reducing resilience to external risks. It is key that the Movement in MENA is supported to continue developing and innovating in terms of disaster management, including CVA which is essential to assist people affected by crisis. In such, there a clear recognition of the on-going investments and effort to enhance the capacities to deliver CVA by Movement partners in the MENA region.

In 2018, 2 DREFs and Emergency Appeals in 2 countries had a CVA component. A preliminary mapping shows that 5 out of 17 National Societies in the MENA region have at least some experience with CVA, and in an additional countries ICRC has cash operations. However, the experience is very unevenly distributed between sub-regions. Three (3) National Societies are involved in cash preparedness projects, which is only 18% of the National Societies in the region, and there is an urgent need to increase that number. None of the country clusters have drafted any plan for CVA.

The MENA Regional Movement CVA Workshop was jointly organised from 26<sup>th</sup> to 28<sup>th</sup> March 2019 by the IFRC, ICRC and the British Red Cross (BRC). The workshop was planned to be the fourth in a series for the different regions of the International Red Cross and Red Crescent Movement, with the purpose of positioning the Red Cross Red Crescent Movement (RCM) as a key player in the global agenda for cash, and discussing preparedness, and improved coordination and collaboration strategies for reaching this aim. As a result, MENA Regional CVA priority actions 2019-2020(1) were developed and endorsed by Movement partners.

The RCM is in a prime position to be a global influencer on the cash agenda, and for pushing the localisation issue through the use of CVA, because of its unique presence in every country and its auxiliary role to governments.

## Current Status

CVA capacities for technical support within IFRC structures in MENA are currently limited. To support the roll-out of IFRC Cash Roadmap in the MENA Region, a Regional Cash and Livelihoods Delegate (part time i.e. 25%) was seconded by British Red Cross to IFRC MENA regional office who was

present until February 2019. Currently, the CVA support to the region is provided remotely by IFRC Geneva Cash team until a replacement could be identified, fundraised and recruited.

Among staff, there are few in the region who have received any sort of Cash training. There were two Level II Cash trainings organized during 2018 by Regional Office. Out of the two, one training was “Cash for Support Services” which was piloted and was focused on support services staff (finance, IT, procurement and logistics). Currently, and based on the available information, there are a limited number of IFRC staff members available in MENA region who have completed PECT training. Additionally, staff from the Lebanese Red Cross have also participated in cash training and are member of the global PECT roster.

## Goals and Objectives

The purpose of the present document is to contextualize the ambitions of the global CVA strategy and RCM MENA Regional CVA priority actions into a Plan of Action (PoA) that can guide the cash work in the MENA Region for 2019 - 2021. Plans may also exist or be developed at Country levels, but the aim is that the plans are aligned and complement each other, avoiding duplication.

The plan is structured according to the strategic objectives of the Cash Strategic Framework:

1. Global Cash Capability
2. Localized response and prepared Movement members
3. Policy and Advocacy
4. Partnership and innovation

## Scope of Work

### Regional Cash Coordinator

The regional Cash Coordinator as a member of the MENA regional DCPRR unit, will work closely with the Cash team in Geneva as well as with the national societies and partners' cash focal points and in the Cluster and Country Offices, to ensure a synergy and holistic approach to IFRC CVA Policy and to the support to the National Societies, for preparedness and response operations.

Under the direct supervision of the Regional Head of DCPRR and the technical management of cash team in Geneva, the Regional Cash Coordinator will focus on:

- Providing leadership, guidance and technical expertise for cash preparedness and cash-based response interventions across the Region
- Facilitating the contextualization and implementation of the CVA plan of action at regional and sub-regional levels
- Ensuring coordination, cooperation, networking and partnership within and outside the Movement
- Ensuring knowledge management, raising awareness and acceptance within the Movement across the region
- Strengthening resource mobilization and reporting in relation to CVA

## Regional CVA Plan by Strategic objectives, Outcomes, Outputs and Resource Requirements

### SO1: Cash Capacity

**Outcome:** The Movement delivers a global cash model which is predictable, replicable, and applicable to all sectors, programs, and phases of the disaster/crisis cycle.

#### Output 1.1: MENA Region is represented in the Global CPWG or related and relevant working groups

##### Activities:

- ✓ Interested NSs to apply to CPWG and CPWG TWGs when the invitation is sent out.

Indicators	Target	Resource Requirements	Priority
NSs are member of CPWG or Technical Working Groups and actively participate in the meetings.	2 NSs	CHF5000	
Dissemination of Global CVA SoPs		Linking with Cash-hub	

#### Output 1.2: Enhanced Regional Movement Coordination

##### Activities:

- ✓ Recruitment of Cash Coordinator
- ✓ Formation of regional CVA working group
- ✓ Translation of Cash terminology in Arabic.
- ✓ Regional cash meeting and learning event/s for MENA

Indicators	Target	Resource Requirements	Priority
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A Regional Cash coordinator is in place	1 Delegate for 2 years	CHF288,000 <sup>3</sup>	Very High
The regional CVA Working Group is formed led by Regional Cash Coordinator and actively participated by Movement Partners	1 working group	CHF 0	High
The Movement is represented in existing external CWG in the region (country level)		CHF5000	High
The Regional Cash Coordinator actively participates on relevant global and regional forums	at least 3 events/participations	CHF7000	Medium
The cash terminology is translated into Arabic language and disseminated among Partners and HNSs.	1 Document	CHF2000	High

## SO 2: Localised Response and Prepared RC/RC Movement Members

**Outcome: The Movement members invest in their capacity to become “cash proficient” across functions and context, with a particular focus on local capacities.**

### Output 2.1: Enhanced Regional Cash Capacity

#### Activities:

- ✓ Map cash capacity and identify cash focal points at the NS level
- ✓ Map the ability of NSs to contribute to surge capacity
- ✓ Update and Translate relevant tools and trainings into Arabic
- ✓ Consolidate a pool of certified ToT (CVA focused)
- ✓ Conduct CVA trainings for MENA National Society staff and volunteers linked with opportunities to implement knowledge and experience sharing between NSs interested/implementing/plan to implement projects using CVA
- ✓ Conduct CVA trainings for IFRC staff and Movement partners contributing to cash preparedness with NS in the region
- ✓ Strengthen the sub-specialization areas of cash profiles on support services like finances, logistics and IM
- ✓ Incorporate Cash competencies in the Regional Surge Mechanisms
- ✓ Center of Excellence concept is rolled out with one of the cash ready NS of the region.

Indicators

Target

Resource  
Requirements

Priority

<sup>3</sup> This is an estimation. the final amount required will be based on the post-holder profile

Cash focal points for NS have been identified	One for each NS engaged in CVA (5 per year)	CHF 0	Very High
Cash Focal Points have been appointed at IFRC Country Cluster and Country Office level <sup>4</sup>	One in each Country Cluster and Country Offices (when feasible)	CHF 0	Very High
The existing cash capacities in the NSs in MENA region are mapped and updated regularly	1 database linked with the planned surge database)	CHF 0	High
The learning visits and support of staff members of the NSs are organized (regional cash school concept)	4 visits annually	CHF15,000	Medium
CiE toolkit is translated completely <sup>5</sup> and made available on CiE website and Cash Hub.		CHF 20,000	High
Number of host national societies and movement partners members trained in Online Cash Level II - Moodle	2 trainings of 25 people in 2019	CHF 14,000	High
Number of Movement members trained in PECT	1 training of 24 people in 2020 and 1 training of 2 people in 2021, the language will be defined according to the needs identified in 2019 and translation available	CHF 120,000	Medium
The PECT trained staff and volunteers are included in surge database	100%	CHF 0	High
Number of Movement Members trained in Cash for Support Services	1 training of 25 people in English	CHF 40,000	High
Number of Movement members trained in Cash IM	1 training of 25 people in English, ideally in 2021	CHF 40,000	High
Number of National Societies from the MENA Region who have participated in cash relevant trainings or workshops worldwide	10 participations (when relevant and required based on programme needs)	CHF 20,000	Medium
Dissemination of external learning events/webinars to national societies focal points	All	CHF 0	Medium

## Output 2.2: Key NS carries out cash self-assessment as part of strategic commitment to cash preparedness development

<sup>4</sup> The support of the Head of the Regional DCPRR Department is vital to achieve this goal.

<sup>5</sup> Partially translated and is available on [www.rcmcash.org](http://www.rcmcash.org). This will include translation of revised/upgraded modules.



<b>Activities:</b>			
<ul style="list-style-type: none"> <li>✓ Strategic discussion with NS leadership and senior management on commitment for cash preparedness</li> <li>✓ Carry out the self-assessments exercise for cash preparedness PoA</li> </ul>			
<b>Indicators</b>	<b>Target</b>	<b>Resource Requirements</b>	<b>Priority</b>
The Cash Focal Point has been appointed by the NS	At least 3 NSs per year	CHF 0	Very High
A Cash Working Group (TWG) has been formed in the NS	At least 3 NSs per year	CHF 0	Very High
The Self-Assessment Workshop has been organized	At least 3 NSs per year	CHF15,000	Very High
The cash preparedness PoA is developed, validated by Cash TWG and approved by the NS management	At least 3 NSs per year	CHF 0	Very High
The Movement preparedness framework is available in Arabic.		Support with proof reading if needed	Very High

### SO 3: Policy and Advocacy

**Outcome: The Movement institutionalises cash programming policy and influences the cash dialogue within the humanitarian community at the global, regional and local levels**

<b>Output 3.1: Leadership buy in</b>			
<b>Activities:</b>			
<ul style="list-style-type: none"> <li>✓ Raise awareness among the decision makers in NSs</li> </ul>			
<b>Indicators</b>	<b>Target</b>	<b>Resource Requirements</b>	<b>Priority</b>
Advocacy material available is translated into Arabic language.	100%	CHF 5000	Very High
Cash is included as topic in all senior level meetings and forums	100 %	CHF 2000	Very High
Regional Strategic Cash dialogue in the next MENA regional meeting with NS leadership		CHF 2000	High
Peer to peer advocacy and support at leadership level	At least 2 events per year	CHF 15,000	High

between NSs facilitated and organised.

### Output 3.2: Mainstreamed cash

#### Activities:

- ✓ Include CVA in legal documents and programme policies of NS committed to cash preparedness
- ✓ IFRC reviews all regional trainings to ensure a enough introduction and mainstreaming session on cash

Indicators	Target	Resource Requirements	Priority
Cash is mainstreamed in strategy of the NSs	1 NS	CHF 0	High
The cash is included in technical (e.g. Disaster Management, health, logistics) trainings curriculum/s	3 x trainings curriculums	CHF 0	High
The NS preparedness/contingency plan is prepared with cash as a response modality	2 national societies per year	CHF 0	High
The Pre-agreement templates for FSPs are available in Arabic language	100%	CHF 2,000	High

### Output 3.3: Joint advocacy

#### Activities:

- ✓ Organise a roundtable to share experiences within and outside the movement.
- ✓ Map interests, challenges, support opportunities from partners.

Indicators	Target	Resource Requirements	Priority
Annual experience sharing	1 per year	CHF 15,000	Medium

**Output 3.5: Data, evidence and lessons learned has been systematically collected and used for advocacy and better programming**

<b>Activities:</b>			
<ul style="list-style-type: none"> <li>✓ Evidence study on localisation of cash – showcase cost efficiency analysis when talking to the donors.</li> <li>✓ Principled approach when working with external partners by disseminating Global MoUs.</li> <li>✓ Engage in International Conference which happens once every 4 years</li> <li>✓ Engage in MENA Conference</li> </ul>			
Indicators	Target	Resource Requirements	Priority
% of DREFs and Appeals followed up by identifying Lessons Learned and considered cash feasibility as part of the planning	2 per year	CHF 0	Medium
Number of case studies developed and shared	1 per year	CHF 5,000	Medium
Number of videos of CVA developed and shared in Arabic	1 per year	CHF15,000	Medium
Cash sessions as part of regional conferences		CHF 0	High
Mapping exercise of partners engagement with CVA in MENA	Annual exercise	CHF5,000	High

#### SO 4: External Coordination

**Outcome: Humanitarian response is optimized through partnerships with external actors, including the UN and the private sector**

<b>Output 4.1: National Societies collaborating with external Partners and UN agencies</b>			
<b>Activities:</b>			
<ul style="list-style-type: none"> <li>✓ Encourage external partnerships but respecting global MoUs</li> <li>✓ Support pilots for alternative financing / Map innovations on regional level</li> <li>✓ Disseminate global and national agreements with financial providers</li> <li>✓ Coordinated approach to NS development</li> </ul>			
Indicators	Target	Resource Requirements	Priority
A Regional Map of collaboration between NS of the Region and UN agencies and INGOs and/or the Government/s has been done	1 map	CHF10,000	Medium

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Technical and coordination support provided to the NS for the current IFRC and UN agencies agreements which aims to strengthen CVA capacities of HNSs	100%	CHF 0	Medium
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## Period of Performance

The period of performance for this Plan of Action is from August 2019 to July 2021, comprising a total of twenty-four months (2 years) project and subject to availability of resources.

## Place of Performance

The activities indicated in this Plan of Action will be performed from the IFRC Regional Office for MENA, located in Beirut, Lebanon, in close coordination with the Country Cluster Offices and Country Offices as well as the Movement Partners present in the region.

## Points of Contact

### Dr Hosam Faysal

Head of Disaster & Crisis Prevention, Response and Recovery | MENA Regional Office

**Email:** [Hosam.FAYSAL@ifrc.org](mailto:Hosam.FAYSAL@ifrc.org) | **Mobile No.** +961 71 802 916

### Bilal Hussain Shah

Officer, Cash Preparedness

Disaster & Crisis Prevention, Response and Recovery Department | Geneva

**Email:** [Bilal.SHAH@ifrc.org](mailto:Bilal.SHAH@ifrc.org) | **Mobile No.** +41 75 419 8570