



ICRC



International Federation
of Red Cross and Red Crescent Societies



BritishRedCross

WORKSHOP REPORT

MIDDLE EAST AND NORTH AFRICA REGIONAL MOVEMENT CASH AND VOUCHERS ASSISTANCE WORKSHOP

26th – 28th March 2019

Beirut, Lebanon

ACRONYMS AND ABBREVIATIONS

CaLP	Cash Learning Partnership
CVA	Cash and Vouchers Assistance
CBR	Cash Based Response
CCST	Country Cluster Support Team
COP	Community of Practice
CP	Cash Preparedness
CPTWG	Cash Preparedness Technical Working Group
CPWG	Cash Peer Working Group
CWG	Cash Working Group
DCPRR	Disaster, Crisis, Prevention, Response and Recovery
DMAG	Disaster Management Advisory Group
DREF	Disaster Relief Emergency Fund
DRR	Disaster Risk Reduction
EA	Emergency Appeal
EAP	Early Action Protocols
ECHO	European Commission Humanitarian Aid
ERU	Emergency Response Unit
FACT	Field Assessment Coordination Team
FBF	Forecast Based Financing
FSP	Financial Service Provider
HNS	Host National Society
HQ	Headquarter
ICRC	International Committee of the Red Cross
ICHA	International Centre for Humanitarian Affairs
IFRC	International Federation of Red Cross and Red Crescent Societies
IOI	Indian Ocean Islands
JPoA	Joint Plan of Action
MENA	Middle East and North Africa
MPCT	Multi purpose cash transfer

MV	Movement
NDMO	National Disaster Management Office
NS	National Society
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
ODA	Official Development Assistance (UK)
ODK	Open Data Kit
PECT	Practical Emergency Cash Training
PNS	Partner National Society
PoA	Plan of Action
RAM	Rapid Assessment for Market
RCRC	Red Cross Red Crescent
RCM	International Red Cross Red Crescent Movement
RCWG	Regional Cash Working Group
RDRT	Regional Disaster Response Team
RO	Regional Office
SG	Secretary General
SL	Shared Leadership
SOP	Standard Operating Procedure
TWG	Technical Working Group
ToT	Training of Trainers
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
VCA	Vulnerability and Capacity Assessment
WASH	Water, Sanitation and Hygiene
WATSAN	Water and Sanitation
WB	World Bank
WFP	World Food Programme

Executive Summary

The MENA Regional Movement Cash and Vouchers Assistance (CVA) Workshop was jointly organised by the IFRC Secretariat, ICRC and the British Red Cross. The workshop was planned to be the fourth in a series for the different regions of the International Red Cross and Red Crescent Movement (RCM), with the purpose of positioning the RCM as a key player in the global agenda for cash, and discussing preparedness, and improved coordination and collaboration strategies for reaching this aim.

It was noted that 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.

The workshop focussed on creating a strategic work plan for the MENA Region for 2019 – 2020, concentrating on improving preparedness, coordination and communication within the Movement, and the concept of shared leadership. Participants were generally happy with the level of the discussion in the workshop and one of the main pleas from participants was to keep the conversation going!

The key outcomes of the workshop were an agreed action plan for 2019 – 2020, next action steps for each of the National Societies (NSs) from the region who were represented and a greater commitment and enthusiasm for taking the CVA agenda forward.

The key themes emerging from discussions were a concern that leadership would not buy into CVA (where that had not already happened), and therefore the need for more work on advocacy was highlighted. A second clear area that was highlighted was the need for greater attention to regional capacity building, but not only skills training for staff, but also systems strengthening (specifically finance) and support to do this. The third key theme was the need for better coordination, and a lot of thought was given to creating a regional focal point role, and a regional Cash Working Group; participants stressed that it would be important to include all functions (finance, logs, procurement etc.) in this type of group.

The key findings and recommendations emerging from the 2019 – 2020 Action Plan were as follows:

- Agreement that the RCM is in a prime position to push the CVA agenda forward in the MENA region, specifically because there are contextual reasons to support this engagement, including an appetite within the region for implementing CVA, and multiple examples of partners implementing CVA. In order to push the agenda forward there should be room for practical activities and innovation, specifically:
 - ✓ Develop partnership with Financial Service Providers (FSPs), after defining FSP selection criteria
 - ✓ Develop partnerships with the private sector to provide context-based solutions on CVA delivery, and engage with new technologies such as Red Rose
 - ✓ Advocate for CVA to leadership in NSs who are currently not engaged
- General preparedness work for the MENA region includes the following:
 - ✓ Consolidate a pool of certified Training of Trainers (ToT) of CVA experts who could support NSs with a range of CVA related issues, including training

- ✓ Map the CVA expertise in the region
- ✓ Map cash capacity and cash Focal Points (FP) at the NS level
- ✓ Map the ability of NSs to contribute to surge capacity
- ✓ Translate relevant tools and trainings into Arabic and agree on a cash terminology and language in Arabic as part of contextualisation.
- ✓ Develop a systematic plan for capacity building, including looking at the possibility of ToTs and peer to peer exchanges and using the existing regional coordination mechanisms and platforms to share learning opportunities and calendar dates
- ✓ Create a regional 'master plan' for capacity building in the region
- ✓ Organise a roundtable to share experiences. Map interests, challenges, support opportunities from Partner NS
- ✓ Provide support for NSs to carry out self-assessments for preparedness to come up with a plan of action
- ✓ Carry out a holistic market assessment in countries in the region
- Focus on coordination and communication in the MENA region, specifically by:
 - ✓ Drawing up ToRs for a Regional Cash Working Group and an IFRC Regional Cash Focal Point, to ensure good coordination and information flow between NSs and PNSs.
 - ✓ Coordinating closely with the regional coordination mechanisms and platforms (e.g. DMAG) as a shared conduit for information, evidence sharing etc.
 - ✓ Attracting funding to for the Movement RCWG and IFRC Regional Cash Coordinator, the latter to act as a technical adviser to NS's of the region and Chair of the RCWG
 - ✓ Coordinating a mapping of FSPs in the region and draw up joint framework agreements
 - ✓ Disseminating global and national agreements with financial providers
- Government and NS Leadership buy in are essential for ensuring that CVA gets prioritised as both emergency response and development options across the region and, to this end, attention needs to be given to awareness raising and advocacy, specifically:
 - ✓ Conduct a stakeholder analysis at country level for advocacy on cash
 - ✓ Ensure that technical branches of government are included in advocacy campaign
 - ✓ Engage in general meetings to maximise opportunities to advocate to senior leadership for using CVA, specifically use the MENA conference as an opportunity to do this
 - ✓ Create a repository of evidence and advocacy messages, and ensure joint impact measurement to ensure joined up advocacy
 - ✓ Include CVA in legal documents and policies of the NS
 - ✓ Carry out an evidence study on localisation of cash and showcase cost efficiency analysis when talking to the donors.

Introduction

Giving disaster affected people cash¹ is a growing and critical part of humanitarian action with the potential to drive transformational change in the architecture and ways of working for aid agencies. The International Red Cross and Red Crescent Movement (RCM) needs to position itself in this rapidly changing landscape to be able to deliver cash on a larger scale and more effectively than it currently does if it is to deliver on its unique mandate and strengths and get the most appropriate and effective help to people in crisis.

The RCM is not starting from scratch in developing its cash capacity. It has invested in guidelines, documenting learning and supporting cash preparedness in National Societies (NS). Cash is also playing a fast-growing role in Disaster Relief Emergency Funds (DREFs) and Emergency Appeals (EAs). NS have significant capacity and expertise both in domestic cash-based responses and in Partner National Societies (PNS) support to NSs.

During 2017 the IFRC commissioned a review in order to understand where it currently is and what it needs to do in order to support the commitments of the RCM to *'Significantly increase the use of cash-based programmes by 2020, when and where the context allows, including in recovery and resilience-building or rehabilitation programmes'* (Grand Bargain, May 2016). The output from this review is known as the Cash Roadmap and it makes specific recommendations for investment across the Movement. The next steps will focus on taking this conceptual document, grounding specific strategic objectives and outlining a plan to operationalise the recommendations for use at the Regional and National level.

Purpose of the Workshop

The overall *purpose* of the Workshop was to facilitate the generation of ideas and solutions in order to provide a practical work plan for enabling the scale up of cash across the Middle East and North Africa (MENA) region and other countries represented (see annex A2 for the participant list), for 2019 - 2020.

See Annex A-1 Agenda for the topics discussed during the three days, and amendments to the planned agenda.

Objectives, Outputs and Expectations

The Workshop key objectives and outputs were:

- To update on the current strategies of NS and PNS societies and the Roadmap for the region
- To consider relevant activities for a work plan for 2019 - 2020, and finalise that work plan
- Share experiences and lessons from previous and future cash actions/strategies

¹ Cash terms are used interchangeable such as to broadly such as Cash-based assistance (CBA), Cash-Based Intervention (CBI), Cash, Cash Transfer Programming (CTP) to define Cash and Voucher Assistance

Participants

The workshop was well attended by approximately 50 participants. They represented NS from MENA region, namely Algeria, Egypt, Iran, Iraq, Palestine, Lebanon, Libya, Qatar, Syria and Yemen, IFRC and ICRC, Disaster Management Advisory Group (DMAG) and PNS, namely, Finnish, Swiss, German, Danish, Austrian, British, Netherlands and Norwegian Red Cross Societies.

See Annex A-2 Participant List.

Workshop Methodology

The workshop included plenary presentations and discussions and group work. Documentation of the workshop was through note-taking to facilitate drafting of the workshop report to be delivered to Movement partners organising the workshop, IFRC, ICRC and BRC.

Day 1

The workshop was opened with a welcome to all participants and brief introduction of the objectives, outputs and expectations of the workshop. The primary purpose of Day 1 was to understand what had been happening in relation to cash based programming at the global, regional and country level.

S1 Overview of MENA Region's progress on CVA

George Kettaneh (Lebanese Red Cross), Pitambar Aryal (IFRC), Jose Antonio Delgado (ICRC)

1.1 Introductions

The workshop began with opening speeches from George Kettaneh (Lebanese Red Cross), Pitambar Aryal (IFRC), Jose Antonio Delgado (ICRC). The speakers emphasised the advantages of the modality of cash-based assistance, such as efficiency, the choice it provides to the affected populations, reviving local markets, linking emergency to recovery and more. At the same time the requirements for successful cash-based assistance such as qualified human resources, logistics, finance, security and information technology requirements, policies in place, for example, for data protection and procedures were listed. Many of the concerns around cash as a modality could be addressed by having these robust systems in place to control for corruption. Pitambar highlighted that scaling up the use of cash is one of the strategic priorities of IFRC. The speakers emphasised the opportunity for peer learning between the participating agencies, and how some of the NSs have tackled the barriers on the way to use of cash as a modality and scale up. The speakers also reminded participants that during the Grand Bargain the RCM committed to scale up the use of cash, at the same time ensuring quality and a coherent approach.

1.2 Overview of Cash Roadmap and IFRC

Caroline Holt, Team Leader, Global Cash Transfer Programme, IFRC Geneva

Caroline Holt, IFRC Cash Lead, thanked everyone who contributed to the organisation of the fourth regional workshop, particularly ICRC – as it is the first that was jointly organised. After briefly presenting on what is exactly meant by cash and voucher assistance, examples of it being used across sectors and phases as well as the feasibility criteria, she talked about the state of cash in the broader humanitarian landscape. She emphasised that the IFRC is committed to shifting a greater proportion of IFRC-supported National Society assistance to cash where feasible by supporting National Societies

to make cash a core part of their preparedness, response and recovery assistance. Caroline explained the target for the movement is to deliver CHF 1bn using cash and voucher assistance and 50 NSs engaged in NS cash preparedness by 2020. A Roadmap highlighting actions to be taken to achieve these goals was developed in 2017.

Vision

Clearly, IFRC has a potential leadership role in cash. At the IFRC, there is a commitment to shifting a greater proportion of IFRC supported National Society assistance to cash where feasible, and for e.g. to use blended programming (for example NFIs and cash for MHM kits) with the aim of giving more dignified decision making back to the beneficiaries.

This means supporting National Societies to make cash a core part of their preparedness, response and recovery assistance.

Cash will be provided across the disaster response cycle and sectors when it's the best way of meeting needs and in ways that help to drive greater efficiency, effectiveness and dignity for disaster affected populations.

Commitments and Road Map Actions to date:

1. A stronger **leadership commitment** to cash, the formation of a senior director level **TF** to drive forward change; cash on the agenda of senior management, the Grand Bargain and General Assembly.
2. A stronger **Cash Unit** within the Secretariat with a senior leader, revised reporting lines and increased cash capacity in regional offices. cash focal points identified in technical departments.
3. A **systems** review to ensure that finance, logistics and IT systems are cash ready. Development of global SOPs in close coordination with Finance, logistics, IT, legal. Invest in a stronger IM system for registration and beneficiary management. At the end of 2018, a final working draft of the revised SOPs was distributed.

Despite this Caroline stressed that the IFRC needs to do more to deliver on expectations in order to keep up and maintain its leadership role. She encouraged contextualising the Cash Roadmap 2017-2020 to give IFRC a better vision of its current and future position, bearing in mind the following opportunities and challenges:

Opportunities and Challenges

- The IFRC needs to work with NS to increase cash based programming systematically. This will build the capacity of NS to better prepare them to respond. There have been NS cash preparedness projects in 20 contexts and a parallel evaluation on projects implemented for which the results are expected in July.
- There needs to be investment in measuring the outcomes and impact e.g., number of beneficiaries, cash amount spent, how, etc. Counting means we have the figures to show what the Movement can achieve. It is important to track and collate data on resources allocated to cash programming at the individual NS level as combined, this shows a surprisingly high amount of cash delivered across the Movement. It is also important that where there is a partnership for e.g. with UNHCR there is clarity on who is tracking the funding spent on cash:

UNHCR or the NS, this is to avoid the risk of double counting or not attributing expenditure to the appropriate agency. Through the Cash Peer Working Group, we are counting the cash of some of the most active Movement members of the Movement and will have these numbers by the end of June. These figures are key to influencing our engagement with donors, shaping global policy for cash and positioning the Movement and IFRC as one of the biggest cash players globally. We are also working more closely with ICRC and exploring common areas of interest.

- There needs to be a strengthening of the auxiliary role to become the partner of choice, not only for national governments, donors, partner agencies but NSs too. The Social Protection agenda whereby humanitarian cash will be linked more closely with social welfare structures is a significant opportunity for NSs where social welfare systems exist.
- Through the Grand Bargain localisation stream, the NS are in a good position to be the local partners of choice for agencies such as UN Children's Fund (UNICEF) and United Nations High Commission for Refugees (UNHCR). We see increasingly that the UN agencies are keen to work with us but the RCM, both system and people, needs to be ready.
- Stronger partnerships have been formed with World Food Programme (WFP) and UNHCR, and with the private sector with Mastercard and AID-tech, although Caroline acknowledged that there needs to be some reflection on how we choose to engage with the private sector and for what purpose.
- There needs to be more investment in data management, this is important for systems but also for data protection which will be under closer scrutiny going forward.
- In relation to shared leadership it is important to embrace the combined competencies and resources of the Movement for e.g. BRC on Cash Learning Hub and American Red Cross supporting the development of a Cash/IM strategy. This needs to be improved throughout the Movement to maximise capacities and resources.

Setting growth targets

The targets now agreed for the scale and delivery of cash across across the Movement by 2020 are a follows:

By 2020 the Movement will deliver CHF1billion in cash per year

By 2020 50 National Societies will be engaged in cash preparedness activities

By 2020 the Movement will deliver cash in 100 contexts

1.3 ICRC CVA Strategy

Jo Burton, Global Cash Focal Point, ICRC

Jo Burton presented on ICRC programmes using cash as a modality in the MENA region. Worldwide, ICRC has increased the use of cash assistance by 600% since 2012. Jo emphasised that although cash as a modality has been traditionally more common in the Food Security sector, recently it has been, and should be considered for all sectors where it is feasible. Jo also talked about the risks around the modality, highlighting that these risks can be mitigated by having robust systems in place. At the same time new risks emerge around data and data protection when involving third parties such as banks

that can then share data with governments. The ICRC emphasised how important it was for NSs to prioritise the protection of data, and ICRC are willing to support with this.

ICRC works in difficult areas with high security threats, therefore in some contexts cash-based assistance is not feasible. They have also presented on vulnerability measuring and targeting tools that have been developed for the responses in the region.

S2 Perceptions of CVA in the region

The participants broke out into groups of National Societies of the MENA region, Partner National Societies (PNS), and ICRC to discuss three questions:

Questions for the NS

- 1. What’s stopping you?
- 2. What interests you?
- 3. What would make it easier to do your work with partners?

Questions for the PNS

- 4. What’s motivating you?
- 5. What’s frustrating you?
- 6. What would make it easier to do your work with partners?

What encourages HNS	What’s stopping HNS	What makes it easier to work for HNS
<p>Quick way to reach people – choice and dignity it gives Reducing indirect costs / efficiency / modality that needs less logistics / No need for storage Development of local markets Capacity building opportunities across the board within the organisation – not only for the programs but also for IM, logistics, HR, Finance, etc.</p>	<p>Security issues Government acceptance Capacity of NSs – lack of qualified HR (for exercises such as Market assessments/response analysis) Leadership buy-in Infrastructural gaps Lack of awareness on what CVA is / perceived fear around the modality No platform for sharing experience within the movement Community awareness – beneficiaries’ acceptance Back donor pressure – 1-year grants (Multi-year grants would ensure more sustainable outcomes)</p>	<p>Capacity building, staff training Share experiences – meetings and coordination / good coordination Not earmarked funding Long term sustainable approach – not only for response but also for preparedness for future events. How can we better use resources today to make NS be able to respond better tomorrow?</p>

PNS motivations	PNS Frustrations	PNS Opportunities
Flexibility, scalability & relevance of CVA Donors' support & interest Enabling factors, interest from NSs General setting of protracted crises (which are prevalent in the region) Less logistics Momentum and the potential around CVA	Other types of logistics required (financial systems), time needed to build these systems Lack of awareness, perceived fears around the modality, particularly among government agencies (easy to misuse and so on) Some donors are still hesitant Visibility more difficult to achieve The rest of the humanitarian sector are much further ahead There is no common fundraising plan	Coordination, strategic alignment, common and aligned positioning, adhering to joint plans Cash preparedness as part of the overall NS preparedness Leadership buy in Opportunities for partnerships Trust between PNS and HNS
ICRC motivation	ICRC frustrations	ICRC opportunities
Better, more relevant response (choice) Huge movement reach – opportunity Cash is pushing overall standards up	Lack of understanding of what CVA is in some parts of the organisation Government policy is inflexible (even though they themselves have social protection activities in the form of cash) Internal capacity – systems not always fit for purpose Lack of common long-term vision Insecure and remote areas – cash not always feasible	Leadership buy in, peer-to-peer conversations For movement + Donors: Commit to invest is preparedness (cash, APP, finance, accountability, tools + systems, programme quality) Coherent long-term vision for CVA embedded in NS/ICCC ICRC recognises the need to engage the HNS from the beginning rather than only at the last stage of the response.

CaLP Strategic direction for CVA in MENA Region

Stefan Bumbacher, Senior Technical Officer, CaLP

Bumbacher presented on CaLP, a membership organisation founded more than 10 years ago consisting of more than 80 members, and focusing on capacity building, knowledge management, coordination, advocacy and policy around cash. In MENA specifically they have activities for all these objectives using the Cash Working Groups as entry points. CALP also got funding to strengthen the enabling environment for the use of cash in the region and they plan to achieve it with a series of trainings as well as programmes such as the Building Individual Experience Programme (BIEP) for

selected participants with a potential to play leadership roles in the region. They also work to make the evidence-base behind cash easily accessible for those advocating within and beyond their agencies for the use of the modality.

Points arising in plenary discussion

- How do you share information on upcoming trainings?

Via a CALP MENA newsletter, website, Social Media profiles, Cash WGs. Alternatively to CALP trainings, IFRC also offers RC specific PECT trainings. Please contact [Bilal Shah \(Bilal.SHAH@ifrc.org\)](#) for additional information.

The CALP website allows to sign up for a D group – which is a Community of Practice where people ask and answer cash related questions.

- For the CALP ToTs, if someone is already certified as a CALP trainer, could they be certified after completing online webinars without completing the face-to-face ToT?

Yes, CALP provides this possibility.

- The CALP has a vast library on thematic issues such as multi-purpose cash, risks as well as sector specific material.

S3. Cash initiatives in humanitarian response in the MENA region

Cash Preparedness

Lama Chamma, Lebanese Red Cross Basic Assistance Programme Manager

Lama presented on how the Lebanese Red Cross began to use cash as a modality on the cash preparedness journey. In 2014 Lebanese RC set up a cash pilot. The importance of internal advocacy and involving support services were reiterated as effective ways of dealing with misconceptions around cash, such as the idea that distributing cash means that logistics and procurement colleagues will lose their jobs. Lebanese RC is also using new technologies such as the Red Rose to register, distribute and track beneficiaries. The organisation piloted the mechanism both as a response programme and a simulation. As a result, the Lebanese Red Cross was able to successfully transfer cash assistance within 25 hours. At the moment the Lebanese RC is focusing on cash preparedness beyond the emergency response and beyond the HQ – reaching and developing capacities within branches. The presentation can be found [here](#).

Points arising in plenary discussion

- Cash programming requires higher standards for monitoring and accountability but setting up these systems for cash programmes improves the general programming capacity of the organisation.

- Will you use the Red Rose platform across all modalities?

Yes, it can be used to monitor assistance on the ground. However, internal awareness raising regarding the tool, targeting the information technology and communication team, is needed.

- Is there a way to accelerate what Lebanese RC did? Or is 2 years the time that is needed for NSs to be comfortable with the modality?

Depends on the risk appetite the agency has and the environment the agency is operating in. The pace should be set by the NS.

- What were the main blockers along the way?

Underestimating how much HR capacity was needed in the beginning and consistent funding.

- If you had the opportunity to go back in time, what would you change in your approach?
Engage more capacity from the beginning and have a more unified position within the movement in country on funding and other aspects and share experiences within the region.

Finance Development

David Okello, Finance Manager, Norwegian Red Cross

The premise of cash being quicker to be delivered to affected populations than in-kind commodities is dependent on a better banking system and treasury management. David presented four components of NS Finance Development:

1. Accounting and Financial Management,
2. Human Resources,
3. Internal Audit, and
4. Logistics and Procurement.

David emphasised that monitoring and evaluation of CVA programmes has shown that risks of abuse are no greater than for any other form of commodity response, and that procedures to prevent abuse are necessary for all programmes where the role of finance development to ensure that the policies are in place and the compliance to each is reinforced is crucial. The presentation can be found [here](#).

Points arising in plenary discussion

- What are your ongoing experiences in financial development in the region?
Norwegian RC works with Lebanese RC on finance development.
- Are there any fundamental differences in what the systems need to be able to do to handle cash programmes and in-kind deliveries?
It is possible to have a system that can cater to both, to keep it simple. IFRC is developing cash SOPs and starting an exercise, referred to as “check the pipes” to find out where the blockers are when implementing a cash programme. The learning from these will be shared with the NS for comments. The ability to capture what we do and to report on it is critical. The movement is missing a lot of information that does not allow positioning itself globally as a serious actor when it comes to cash. The regional focal points collect these numbers.
- Libyan Red Crescent commented that while working with ICRC the bulk of the work is done by the ICRC, all the systems sit with them, they only require a list of beneficiaries. Could there be a different approach where ICRC builds the capacity of the NS?
ICRC does direct implementation as well as working with NS. As a responsible partner, it first seeks to build their own capacity in the country before building the capacity of partners. ICRC will look at opportunities to do it in parallel as well. For example, trainings at the moment ensure that half of the participants are from the ICRC and half from the NS.

S4. Cash initiatives in humanitarian response in the MENA region

Innovations and Islamic Funding

Ramya Gopalan, Global Innovation Coordinator and Alternative Financing Lead, IFRC

Ramya presented on IFRC's work around innovative finance. Among crowd-funding, impact investing, CRS and Green Bond, Islamic Social Finance was elaborated on deeper. IFRC is setting up a Volcano bond, working together with the Red Cross Climate Centre, Zurich Insurance and other stakeholders. IFRC is also setting up an Islamic Bond for One Wash programmes for 29 OIC countries.

Points arising in plenary discussion

- In the humanitarian sector, the more you target the poorest, the lower your success rate is because it involves higher risk. Since the success of the project defines who pays, does it push actors to target populations where success would be easier to achieve?
What success looks like is defined by technical WASH teams prior to the beginning of the project, the banks were not involved. Targeting of populations precedes the financial instrument.
- Islamic charity instruments are not limited to Muslim recipients. However, there is a difference in perceptions and regulations across sub-regions.
- The capacity of the MENA NS varies greatly particularly when it comes to the support service. Is this a barrier for NSs which would like to adopt these types of innovative solutions?
Some of the NS are looking into creating International Zakat Financing Mechanisms. Precedent was set by the Malaysian RC funding Kenyan RC for drought response.

Red Rose Demonstration

Courtney Brown, CEO and Julie Guner, Red Rose

Courtney presented on the Red Rose platform which allows for beneficiary management, assistance delivery and conducting of survey and feedback. It allows for real-time monitoring by providing data analytics and dashboards. It can operate in areas with no connection. IFRC has an agreement with Red Rose at the global level and NS can leverage from this agreement when planning to engage this platform. The hardware needed can be acquired via the Red Rose or by the agency's own procurement teams (however specifications need to be followed). The platform can be used for a variety of purposes, even for such activities as commodity tracking and inventory.

The use of the Red Rose platform was practically demonstrated via a simulation involving workshop participants. More information on Red Rose can be found [here](#).

Points arising in plenary discussion

- Is it secure enough?
Red Rose works with ICRC, for which security is number one priority.
- Were there any breaches of the system?
Yes, once but it was due to user error – the passwords were not stored safely. Red Rose is not Master Card. It is a data management system that allows managing programmes to ensure accountability.

Day 2

S5. Shared Leadership. Coordination and Communication

Formation of Syria Movement CWG

Ramia Al Hakeem, Syrian Arab Red Crescent, Hosam Faysal, British Red Cross

Ramia and Hosam presented on the RCM Cash WG that has been just set up in Syria. Human Resources (Cash Coordinator and Focal Point) needed to be in place before the creation of the WG. The Movement Cash Coordinator will be embedded within SARC. The creation of the Cash WG is part of the Roadmap implementation. The first meeting of the WG already took place involving all the in country PNSs and other partners. The purpose of the WG is not to discuss technical issues, but to focus on policy and strategic direction. One of the important functions of this WG is to engage with external partners and external coordination platforms.

The SARC also established an internal Cash WG – to engage teams and department within SARC on the cash Roadmap.

Points arising in plenary discussion

- The NS is not ready yet to implement cash. Is cash being institutionalised with no intention to implement programmes using cash as a modality? Will the country policies change on the use of cash for humanitarian programmes?

The country policies are changing quickly. HRP 2018 did not mention cash as modality, nonetheless 20% of the HRP was implemented via cash. Therefore, SARC has started to build its capacity, and will start to pilot projects to learn by doing. Branch level feasibility studies need to be conducted to inform the development of the plan. While the government's policy with regards to cash specifically is not clear, there is more space for using vouchers. Advocacy messages on cash are not developed yet.

- Where will the technical and operational discussions take place?

These will be discussed via specific meetings. The WG agenda should not drown in technical discussions that can lead to losing the bigger picture.

- Are there fears among the SARC staff and volunteers, predominantly involved in in-kind distributions, that using cash would mean that they will lose their jobs?

The SARC is not planning a complete shift from in-kind to cash, it is more about diversifying options where feasible.

Shared Leadership and the Cash Hub

David Peppiatt, Director, Humanitarian Cash Assistance, British Red Cross

David presented on the British RC's role in the region with regards to cash and the concept of Shared Leadership. The cash hub was also introduced.

Shared Leadership came about from the recognition that the Federation cannot provide resources, input and lead on everything, however, the responsibilities in different areas could be shared within the Movement. While coordination, policy development and support to NSs on cash remains with IFRC, it is agreed that the British RC will lead on aspects such as assisting in the acceleration and scaling up of cash. The British RC works in this direction by providing trainings (investing in PECT training), surge

capacity, global advocacy externally and internally within the Movement and an online platform to store knowledge and learning – Cash Hub.

The Cash Hub platform is a Movement resource, but it also links to external platforms such as CALP. It has information on all the trainings. The results of the “Counting Cash” exercise are displayed on the hub dashboard. The hub also has a forum and a help desk. The Lebanese RC regularly uploads its learning papers on the hub. Funding is available to translate the cash hub into Arabic.

David stressed that there is positive momentum and growing commitment to cash: the Strategic Framework, which provides a common approach on cash, was endorsed by the IFRC Governing Board, the Cash Roadmap is a strategic direction setter for the whole of membership, and there is strong coordination between ICRC and IFRC on this topic. There is also a growing evidence-base produced within the Movement for the benefit of the membership. Moreover, during the World Humanitarian Summit cash and localisation were the main themes, where RC NS can provide a unique offer.

Points arising in plenary discussion

- Is there a tool or an evaluation to assess whether the NS is cash ready or not?
Yes, there is – Cash Preparedness Assessment and Toolkit. The Lebanese RC and the SARC have done this assessment recently.
- A lot of projects for which UN agencies get funding for are actually run by RC and its volunteers. This is not specific to cash and happens across sectors. What should be done to get the funding directly and receive the recognition the Movement deserves?
We can only speak about cash – the Movement is collecting numbers and stats on where it stands with regards to cash implementation, purposefully working to reposition itself as an important player. The IFRC has just submitted a proposal for the biggest ECHO grant. While engaging in discussion on the UN common cash system, IFRC and ICRC are ensuring that the NSs, which are usual partners of choice of these agencies, have a say in shaping such platforms. The IFRC is also hosting a Social Protection and Humanitarian Cash WG event as a co-lead. The donors are keen to see a stronger Red Pillar.
- Visibility is more difficult to ensure when assistance is provided via cash. However, an experience of Kenyan RC suggests that by choosing cash as modality, which was more relevant to the affected population, they have achieved higher visibility and appreciation.

Group work – Coordination and Communication

The participants of the workshop were divided into groups and asked to reflect on the following questions:

1. How can we strengthen Movement coordination on CVA in MENA?
2. How can we collaborate more efficiently and effectively as Movement partners in CVA in MENA?

Group 1

- There are Regional Coordination Platforms networks and forums already in place that can be used for effective coordination with IFRC, NSs and ICRC.

- An IFRC Regional Cash Focal Point sitting in the region to fulfil the role of coordination including to map and consolidate information around cash is needed. This person should be well informed of what is happening in the region and be able to share information with NSs.

Group 2

- The NSs in the region should agree that cash is not only for response.
- Use existing structures and platforms. Embed existing initiatives and networks such as the SMCC. Align priorities.
- Next year the MENA Conference will take place – use this platform.
- Map cash capacities of NSs.
- Information sharing internally and externally – cascade global commitments down to the NSs.
- Work with the regional leadership – diffuse concerns around cash, explain the minimum requirements for NSs to implement programmes using cash.
- Reach a common language understanding around cash via creating and sharing materials in Arabic.

Group 3

- Facilitate communication channels. Have a regular forum – to share and manage information.
- Be clear on who the Focal Point is.

Group 4

- Exchange experience visits.
- Share capacity, exchange staff resources.
- Have a common guidance and standards within the Movement – to speak the same language. What are our key action plans?
- Online platforms exist but culturally people prefer to meet and talk face-to-face.
- Set up a national level coordination mechanism which then feeds into a regional level coordination mechanism.

Group 5

- Coordination structures need to exist first within the country – a Movement Cash WG.
- This country level WG would not only engage with the government and the external coordination mechanism but it could also feed into the regional coordination mechanisms which are already in place.

S6. Cluster/Regional Strategic Plan

Global Strategic Objectives for Scale up on Cash

Jo Burton, Global Cash Focal Point, ICRC

Jo briefly introduced the Movement Strategic Framework on cash which was developed by Cash Peer WG (CPWG). CPWG is made up of 14 NSs, ICRC and IFRC. NSs with experience managing programmes with cash will be able to join the CPWG in the coming weeks (there is an application process). The CPWG also has sub-groups for thematic areas such Information Management, Trainings and

Preparedness and encourages NS who have experience in these fields to join – even if they have no cash experience.

The Movement Strategic Framework on cash has been endorsed by the IFRC Governing Board and is backed up by a logical framework that details outputs and outcomes. It has 4 core objectives:

1. Global Cash Capacity
2. Localised Response and Prepared RCRC Movement Members
3. Policy and Advocacy
4. Partnership and Innovation

This framework is a vision for future, but the pace for developing cash and its accompanying capacities needs to be set by NSs.

2019 – 2020 Cash Action Plan

The participants were given copies of the Strategic Framework and divided into groups to discuss the following questions:

1. What needs to be done to support cash preparedness in the MENA region?
2. What needs to be done to support cash implementation in the MENA region?

The answers were recorded into post it cards grouped by Strategic Framework objectives.

The final exercise was for agencies to agree and commit on concrete action plans shared with the facilitator via e-mail.

Highlights of the exercise:

1. Iraq RC will create a cash WG
2. Norwegian RC is willing to support interested NSs in the region with the development of Financial systems.
3. Iranian RC will try to benefit from great ideas shared during this workshop.
4. Libyan RC is committed to do more cash-based assistance.

Next steps:

- The workshop report will be prepared by the facilitator and shared back with the participants.
- The global cash lead together with MENA regional office will consolidate an action plan of commitments shared via e-mail and come up with a realistic timeline by the end of June considering that this was 2019-2020 action plan for the region.

Outputs and Activities for 2019-2020 CVA Action Plan

Strategic Objectives	Outputs/Outcomes	Activities	Responsible	Clarifications
SO1: Global Cash Capacity The Movement delivers a global cash model which is predictable, replicable, and applicable to all sectors, programs, and phases of the disaster/crisis cycle.	MENA Regional Representation in the Global CPWG	Interested NSs to apply to CPWG and CPWG sub WGs when the invitation is sent out.	CPWG, Regional FP, NSs	There are criteria for joining the CPWG – requiring cash expertise. The invitation to apply will be disseminated via the Regional FP. Membership implies 10-200%-time dedication to the Cash Peer WG. There are also sub WGs on different topics that are easier to access.
	Enhanced Regional Movement Coordination	Have a pre-meeting at the Regional level to agree on funding of the regional FP position Regional FP is to provide technical coordination as well as a channel for coordination/communication Regional FP is to coordinate/chair regional WG Regional FP is to map who is doing what where Regional FP is to liaise and work with NS focal points 2 ToRs needed (for the coordinator and for the WG) The WG is to create a regional step-by-step guidance cash preparedness (translated into Arabic) that is aligned with the global NS Cash Preparedness approach (liaise with Bilal Shah at Bilal.SHAH@ifrc.org) Agree on a cash terminology and language in Arabic as part of contextualisation.	Regional WG, Regional WG Focal Point/Coordinator	The pre-meeting agenda to also include discussions on joint evaluation missions, joint funding and fundraising plans, etc.
SO2: Localised Response and	Enhanced Regional Cash Capacity	Map cash capacity and cash FPs at the NS level Map the ability of NSs to contribute to surge capacity	Regional WG Focal	Once the NS appoints a focal point, please link the FP with Hosam Faysal at

<p>Prepared RC/RC Movement Members</p> <p>The Movement members invest in their capacity to become “cash proficient” across functions and context, with a particular focus on local capacities.</p>		<p>Translate relevant tools and trainings into Arabic</p> <p>Consolidate a pool of certified ToT</p>	<p>Point/Coordinator</p>	<p>hosam.faysal@ifrc.org and Bilal Shah at Bilal.SHAH@ifrc.org who will continue to support some of the communication</p> <p>Be strategic on the selection of participants for PECT level II trainings. It is not an awareness raising tool.</p> <p>PECT not available in Arabic but Cash Level 2 (4 days training) is available</p> <p>There is also the cash for support services training</p> <p>The BRC will have a person whose portfolio will include learning (Jeremy)</p> <p>DMAG – has generic trainers. They have a standardised approach and deliver on sector specific subjects as well.</p> <p>Take advantage of trainings and resources available outside of the Movement</p>
	<p>ICRC ideas</p>	<p>Setting up a joint communications contact centre</p> <p>Dissemination of Global SoPs</p> <p>Jointly negotiating and signing framework agreements with financial service providers for the Movement at country level</p> <p>Evaluation of data protection concerns and consequences</p> <p>Regularly evaluate and renew FSP agreements</p> <p>Set up Red Rose in Libya</p>	<p>ICRC Global Cash team to follow up on dissemination of SoPs.</p> <p>ICRC</p>	<p>IFRC SoPs were sent to regional directors.</p> <p>ICRC produced a handbook on Data Protection in Humanitarian Action. ICRC would like to ensure the translation of the chapter on cash into Arabic. ICRC will also disseminate key messages on data protection.</p> <p>RAM and MAG are available in Arabic</p> <p>Lebanese RC published 4 learning papers on the Cash Hub which also talk about workflows and mainstreaming of procedures</p>

		Holistic market assessment – second pilot of the training and guidance complimenting RAM and a MAG Create workflows for processes to maximise speed		
	NS self-assessment	Support NS to self-assessments for preparedness to come up with a plan of action	NSs, PNSs	Lebanon RC and SARC have been through this preparedness process There needs to be a wider cash feasibility study. Self-assessment – should be followed up by an action plan and commitment and resources against it. Movement preparedness framework is available in Arabic.
SO3: Policy and Advocacy The Movement institutionalises cash programming policy and influences the cash dialogue within the humanitarian community at the global, regional and local levels	Leadership buy in	Raise awareness among the decision makers in NS	IFRC is creating comms materials with key messages.	A document on Advocacy to senior NS leadership is available and provides practical advice available in Arabic RCM has advocacy messages
	Mainstreamed cash	Include CVA in legal documents and DM policies of the NS	NSs	The Lebanese RC created Cash in Emergencies policy
	Coherent position on the transfer values, targeting and monitoring tools	Coordination in country via the Movement Cash WG		Get the house in order to have a stronger and coherent voice. For certain political situations might be very important.

	Joint advocacy	- The global sub WG on advocacy needs to be re-activated	CPWG	Membership pack will be shared. Will be open to everyone. There are sub groups such as Advocacy. No money but time to be committed.
		Joint position paper on UN Common card. Movement level position paper being developed.		Keep IFRC involved to advocate at the global level.
		Joint Impact measurement for joint advocacy		
		Organise a roundtable to share experiences. Map interests, challenges, support opportunities from PNS.		It will be proposed to the organising body that the MENA Conference have a session dedicated to cash.
		Movement Engagement plan on behalf of the movement with the external stakeholders.		
	Evidence-base	Evidence study on localisation of cash – showcase cost efficiency analysis when talking to the donors.	British RC	Research question: Is there evidence that local agencies are more efficient than other non-local actors? Global platforms cannot be compared to local agencies in terms of efficiency. Local agencies bring sustainability and ownership, not necessarily efficiency.
		Principled approach when working with external partners by disseminating Global MoUs.	IFRC	<ul style="list-style-type: none"> - There is a global MOU with WFP. We need to take more ownership of UN partnerships with NSs. - It is not clear how many of our NSs are engaged in partnerships with UN agencies. Some NSs do not know

				about their branches working directly with the UN.
		Engage in International Conference which happens once every 4 years Engage in MENA Conference		
SO4: Partnership and Innovation The RCRC Movement partners with other humanitarian actors, the private sector, and governments to provide innovative, efficient, and effective cash programming at the global, regional and local levels.		Encourage external partnerships Support pilots for alternative financing / Map innovations on regional level		Cash is being muddled with broader initiatives such as Islamic Financing and so on. At the beginning this is less relevant.
		Disseminate global and national agreements with financial providers		The Red Rose is a data management platform, it is not a financial service provider.
		Coordinated approach to NS development – one Master Plan		

Day 3

The morning of Day 3 began with a thorough wrap up of the strategic planning exercise, with outcomes detailed above. The morning introduction also gave time to a mapping of what is currently being done in relation to CVA by individual NSs in the region. This mapping is attached as an additional .pdf file.

The next session looked at shared leadership, communication and coordination – all vital elements to push the cash agenda forward in the RC/RC Movement.

3.1 Action Planning for Next Steps

The final session of the day was devoted to action planning. Individual societies, where there was more than one member were grouped, the IFRC Geneva and Secretariat in EA formed another group, as did the PNSs working in EA. Finally where there was only one member of a NS they teamed with neighbouring NSs.

Groups were asked to answer the following simple questions, and urged to keep their responses practical and doable.

1. What will you do on leaving the workshop?
2. Who will do it?
3. When?

The aim of the exercise was to come up with action plans for all the NSs and the IFRC in the region. Groups were given some time to discuss and then read aloud their commitments to the plenary group. This was a powerful exercise that achieved a shared vision and commitment for advancing the cash agenda in the region.

All the individual action plans can be found in Annex 4.

Closing

Following the presentations, discussions and debrief, the training-workshop was brought to a close with concluding remarks and words of thanks from Andreas Sandin and Caroline Holt.

Outcomes

At the end of the workshop, the following outcomes were achieved:

- Thorough overview of the IFRC's Cash Roadmap and implications for the Movement's work across the MENA region.
- Clear idea of the IFRC's strategic objectives with regard to cash and how these will be achieved by the end of 2020
- Clearer understanding of good communication and coordination and the structure and importance of shared leadership and implications for effective and efficient use of Movement resources towards achieving shared objectives.
- Renewed awareness of the aspirations, commitment and challenges of NSs and PNSs.

**Agenda for the MENA Region CVA Action Planning Workshop,
26th – 28th April, Beirut, Lebanon**

Timing	DAY 1 – Context	DAY 2 – Developing Regional Action Plan	DAY 3 – Wrap up of the Regional Action Plan
Day 1 09:00 Day 2 & 3 08:30	<p>S1. Introductions and overview of meeting</p> <p>George Kettaneh, Lebanese RC, Pitambar Aryal, IFRC and Jose Antonio Delgado. ICRC</p> <p>RC/RC Movement Cash Road map and vision – Caroline Holt, IFRC and Jo Burton, ICRC</p>	<p>S5. Shared Leadership. Coordination and Communication</p> <p>Formation of Syrian CWG – Ramia Al Hakeem, Syrian RC, Hosam Faisal, British RC</p> <p>How can we improve on the status quo ? – David Peppiatt, British RC</p>	<p>Reflections on successes and challenges for taking the cash agenda forward</p> <p>S9. Regional Strategic Plan</p> <p>Group exercises on the action planning for 2019 - 2020</p>
10:30	Break		
11:00	<p>S2 Perceptions of cash in the Region</p> <p>Group exercise on experience of cash in the region, challenges and opportunities</p> <p>CaLP Strategic Direction in MENA region, Stefan Bumbacher, CaLP</p>	<p>S6. Cluster/Regional Strategic Plan</p> <p>Global Strategic Objectives for Scale up on Cash – Jo Burton, ICRC</p> <p>Group exercises on the action planning for 2019 - 2020</p>	<p>S10. Wrap up of the Regional Strategic Plan</p> <p>Wrap-up and consolidation of data</p>
12:30	Lunch		
13:30	<p>S3. Cash initiatives in humanitarian response in the MENA region</p> <p>Cash Preparedness - Lama Chamma, Lebanese RC</p> <p>Finance Development – David Okello, Norwegian RC</p>	<p>S7. Cluster/Regional Strategic Plan</p> <p>Group exercises on the action planning for 2019 - 2020</p>	<p>S12. Reviewing agreements on action points for 2018 – 2019 work plan for cash</p>
15:00	Break		
15:30	<p>S4. Cash initiatives in humanitarian response in the MENA region</p> <p>Innovations and Islamic Financing – Ramya Gopalan, IFRC</p> <p>Red Rose Demonstration – Courtney Brown and Julie Guner, RR</p>	<p>S8. Regional Strategic Plan</p> <p>Group exercises on the action planning for 2019 - 2020</p>	
17:00	Close		

Participant List

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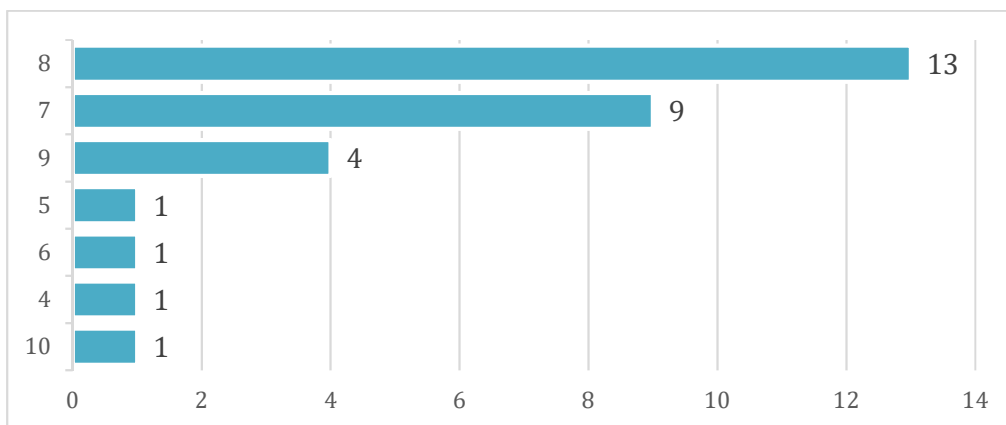
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MENA Regions Strategic Planning Workshop Evaluation June 2018

Objectives and outcomes:

- To update on the current strategies of HNS and PNS societies and the Roadmap for the MENA regions
- To consider relevant activities for a work plan for 2019-2020
- Share experiences and lessons from previous and future cash actions/strategies

To what extent were the objectives and outcomes for the workshop achieved (on a scale of 1 – 10 where 10 if fully achieved)



Finish the following sentences to reflect on the workshop and give feedback:

Something that excited me was...

- The number of partners in the room representing countries from across the region.
- The interest and discussions amongst NS, their experience and views on internal coordination
- The fact that everyone was in the room - RNS, ICRC, IFRC (although very poor regional representation) PNS.
- To share the experience of other context and do hear from NS about their challenge.
- NS positions
- Meeting with the Movement partners
- Decision with NS
- Red Rose
- Red Rose
- Being with such nice group of expertise
- The whole process of workshop
- The program itself and its benefit to the beneficiaries
- The motivation of participants
- Sharing the information that we learn
- Thorough info about Cash. I was not aware about all those details

- The level of experience and engagement the participants dedicated to the workshop.
- Islamic bank experience
- The energy in the room and positive commitments
- The amount of enthusiasm from NS.
- How advanced the tech side has become? The extent to which RC de facto does CVA on the ground.
- The work of cash program must be in usage and 9 step
- Using more cash for programmes

I feel....

- Satisfaction of the work.
- positive
- well informed
- So good
- optimistic
- engaged and committed
- very comfortable
- encouraged to address problems.
- I inspired and encouraged.
- extremely good!
- like this is very ambitious and the how is not very clear yet.
- that there is a positive and good momentum to put cash higher up on the agenda on many National Societies in the room.
- satisfied to have attended. I did not waste 3 days of my time.
- the concept of cash transfer program has taken a positive move and this momentum must not be lost.
- like the RC Movement is really on board to take cash forward together
- We will increase the coordination with the NS and increase work
- very happy to meet and learn from all the partners and their experience
- Happens to participate in this workshop on cash.
- that there already opportunities
- that the content was not so revolutionary, but happy to see the buy in we hoped to see years ago. Better late than never.
- must be developed this programme in my NS
- Red Rose portal
- Excited for Red Rose
- sceptical but hope that energy that has been built up does not die out soon.
- confused because of the language (Arabic/English)
- no need to use the Islamic or any religion in on human work / activities.

The most valuable part of the workshop was...

- Introduction of participants
- Overall Movement representation including ICRC
- Cash transfer capacity building plan and objectives CVA
- Planning
- Discussion with the partners on the way forward after the workshop.
- Innovation
- Defining outcomes of the strategic objectives
- Both presentations (second day) and last day wrapping of outcomes
- The second day
- Interactivity participation
- Working Groups between NS & PNS
- Group work to define action points
- Networking, sense of direction
- Work together by working group
- Working groups
- Working Groups
- The talks between peers
- The group work and development of action plan from the various level of Movement partners
- The exercises done through groups of members from ICRC, IFRC, and NS's and to know every partner how is he thought from his side for the cash-based assistance
- Planning and working groups
- The work on the 4 pillars of the framework. The plenary discussion on the individual NS plans of action.
- Re. Action plan discussions and group work
- Hearing about my counterpart NS without any politics/restrictions of our delegation
- How this going to be done
- Red Rose platform
- The discussions and timing of it where it is clear that the region is ready for these key steps.
- Not identified

I felt challenged by....

- The number of days required for the workshop. 3 days is a bit much with everything else going.
- Group team
- Following up and see things coming true
- Actual meaning of some questions (e.g. partnership)

- Participatory approach by regional / HN
- Implementation of CVA with our National Society
- Differing levels of knowledge and understanding
- Arrive to common ideas and mechanism within the 3 components
- Emma who always worked concrete steps that are realistic.
- Some commitments to be done
- The finance related discussions
- The face of regional diversity and the effort to enhance a common approach as movement on cash transfer program.
- How can I will push the management my organization for the decision to adopt the idea of cash assistance
- Planning to field action
- Planning to action
- Tools of cash programmes
- The combative attitudes of some of the colleagues.
- The translations in small group work. But not much criticism and it is unavoidable and the translations in plenary was excellent.
- The diversity and big ambition of participants.
- Developed tools
- Training to discuss.
- How this going to be done at my HNS
- The lack of IFRC's mandate being concretely played however being a very critical point.
- To have one SOP as a movement.

I would have liked more of...

- IFRC regional/country representation.
- More participation from NS.
- Technical details, cash plans in details
- Innovation
- Avant-garde innovations in cash
- Such events
- Strategic directions
- Training
- These workshops
- Commitments and clear steps forward.
- Coordination mechanisms
- Input from National Societies on their plans. More discussions on how host partners coordination and collaborate.
- Experience sharing

- More training / legislation / application and skill on CVA
- Days work
- The right people in the room - was a very big range from cash people to finance people etc.
- Meeting
- Practical examples of cash programmes
- Examples from different contexts maybe.
- To have more regular meetings as a movement to share the experience and challenges.
- Coffee

Any additional comments are welcome here...

- Thanks for trainers and all who worked on this training.
- Thanks
- It was an honour meeting and seeing you. Keep up the hard work.
- Thank you
- Thanks
- Thanks for all.
- I suggest if we can participate in another workshop like this.
- Great job!
- Happy to see ICRC in a Movement event.
- Thank you for the efforts and initiating these discussions and empowering the MENA Region to move!
- NA

MENA Region's 'Next suggested Steps' Action Plans

- 1) What will you do when on leaving the workshop
- 2) Who will do it?
- 3) When

Movement partner	What	Who	When
<p>British Red Cross</p>	<p>Localisation of cash research- meta research using evaluations from Iraq, Lebanon and Syria</p> <p>Build a case on efficiency and effectiveness</p> <p>Host all key documentation in Arabic/English for MENA on Cash Hub MENA page</p> <p>Translation of key cash training documents e.g PECT training package</p> <p>Financial contribution to Movement Regional Cash focal point</p> <p>Translation of training on cash for support services</p> <p>Support MENA side Cash form for leadership of NS as part of the MENA conference</p> <p>Support movement feasibility studies and consider cash preparedness journey for NS(2)</p> <p>Conditional on:</p> <ol style="list-style-type: none"> a. MENA strategic paper on CASH federation b. prioritisation and commitment to reduce ad hoc efforts across the region <p>phased approach</p>	<p>British Red Cross- BRC MEAL team, cash hub</p> <p>Cash Hub</p> <p>Cash Hub</p> <p>BRC</p> <p>BRC</p> <p>BRC</p> <p>BRC</p>	<p>Q2 2019</p> <p>Ongoing</p> <p>Q1 2020</p> <p>Q3 2019</p> <p>Q3 2019</p> <p>April 2020</p> <p>Q4 2019</p>
<p>Norwegian Red Cross</p>	<p>Disseminate the information of workshop with NorCross Regional Representative and create a note for NorCross Country Managers (Lebanon, Iraq and Syria) regarding the workshop, for their knowledge. There has been interesting findings in the workshop, that Norcross staff should be aware.</p> <p>Continue the support from Norwegian Red Cross in specific topic of Finance Development in the three countries that we are partnering (Lebanon, Iraq and Syria).</p>		

	<p>An assessment mission is on the way to Yemen, to see whether is possible to work there and starting Finance Development. Additionally Norwegian Red Cross can share the actual experience in this topic with other NSs.</p> <p>Norwegian Red Cross is ready to support with “cash” programming in the mentioned countries, with secure funding.</p>		
Danish Red Cross	<p>Brief my Head of Region</p> <p>Brief my Global Cash Advisor in HQ</p> <p>Brief the Iraq Country Representative – the 1 country in which DanCross is currently doing cash with these three people I may explore what (financial)resources we have in DanCross – if any – to potentially support any of the initiatives that were mentioned during the workshop, for example the Regional Cash Coordinator.</p>	Veerle Schouten	By April 12 th
Austrian Red Cross	<p>Debriefing in HQ with Management + internal discussion on engagement at regional (not only national) level</p> <p>Strategic discussion with HQ Cash Focal point on global/regional priorities</p> <p>Mapping of available resources and capacities within AutRC</p> <p>Continue in country/regional coordination with LRC and SARC incl. identification of needs and gaps</p>	<p>Christina with Management</p> <p>Christina with Wolfgang (Cash FP)</p> <p>Lisa and Christina</p> <p>Lisa with Host National Societies</p>	<p>Mid-April (once back in HQ)</p> <p>Mid-April</p> <p>Mid-April</p> <p>As soon as possible</p> <p>During the development of new proposal with LRC</p>
Swiss Red Cross	<p>Lebanon: we are in the process of finalising another cycle of CTP funding for LRC and relying on their recent DM strategy and plan. We continue dialogue in Syria in the context of the ongoing BRC-led process to initiate CTP activities with SARC - which we will consider co-funding - and look forward to having the dedicated Movement Cash Delegate on the ground.</p>	<p>Lebanon: Swiss RC Country Coordinator; Syria: Swiss RC Country Coordinator</p>	<p>Lebanon: Imminent;</p> <p>Syria: depending on the progress of the BRC/SARC - led process</p>

<p>Disaster Management Advisory Group</p>	<p>Following good coordination with the IFRC cash focal point, share the CASH Workshop Report with all DMAG focal points which in turn is to be shared with their NS leadership.</p> <p>In close coordination with IFRC cash focal point, Induce discussions with MENA NS Leadership on commencing in CASH in respective MENA NSs through LRC SG in their capacity as chair of DMAG.</p> <p>DMAG to include sessions on CASH in their regional events (both technical and leadership</p> <p>Hosting the CASH WG to be proposed to DMAG to be aligned with the process in other regions</p> <p>In close collaboration with the IFRC cash focal point, DMAG initiates discussions on CASH capacity with BRC/ICRC/IFRC/ PNSs</p>	<p>DMAG Coordinator DMAG Steering committee/ Chair</p> <p>DMAG coordinator follows up Chairman Chairman</p>	<p>IBM for all</p>
<p>Palestinian Red Crescent Society</p>	<p>First we will deliver a report to the leadership about the workshop and CTP and which NS implement it in the region and share their experiences in this field and share with the leadership the websites in this regards and commitment of IFRC and ICRC of CTP .</p>		
<p>Syrian Arab Red Crescent</p>	<p>Develop an agreed SARC CBA capacity development plan</p> <p>Conduct Workshop for the staff from HQ and Branches.</p> <p>Continue in capacity building for all staff all over branches and HQ, by Cash Officer with cooperation with the Cash Coordinator and Management.</p> <p>Pilot project development workshop.</p>		<p>DONE</p> <p>DONE</p> <p>Will be Done</p> <p>Will be Done</p>
<p>Yemen Red Crescent Society</p>	<p>Dissemination to the decision makers and leaders.</p> <p>Internal assessment / VCA in Cash (CVA).</p> <p>Good security and livelihood programme focal points with finance department</p>		<p>Within April - June 2019</p>
<p>Lebanese Red Cross</p>	<p>Discuss with higher management the position of LRC in the region, commitments from PNS, action plan</p> <p>Join the global technical working group - cash preparedness</p>	<p>BA manager</p> <p>BA manager</p>	<p>IBM for all</p>

	<p>Increase HR capacity - technically (training and program)</p> <p>Initiate sharing experience (Peer to Peer missions)</p> <p>Continue institutionalization as part of the existing BA strategy</p> <p>Write learning papers and share with Geneva</p>	<p>BA manager</p> <p>DMD</p> <p>BA manager</p> <p>BA manager</p>	
Qatar Red Crescent Society	<p>Lebanon delegation our post-workshop plan is to develop an assessment-based recommendation/ internal advocacy document to the HQ for alignment with movement tools.</p>		
Egyptian Red Crescent Society	<p>Advocacy expressing the importance of cash programming in intra-agency meetings</p> <p>A detailed report to higher management</p> <p>Sharing regional NS experiences in CVA/CTP with relevant to each process in the cycle of cash programmes</p> <p>Assign a focal point and show how it is important as a communication channel</p> <p>Try to create a cash group and its members (finance, logs, procurement, operations etc.)</p>	The Cash group	When we get approval from the higher management
Iraqi Red Crescent Society	<p>A) A report will be submitted to our participation in this workshop and to clarify the objectives of this workshop and the recommendations proposed by us to the senior management of the Iraqi Red Crescent Society.</p> <p>B) The recommendations will be the development of the work plan of the cash assistance program as shown in the points below:</p> <p>1 The creation of a work program for the international cash transfer program consisting of representatives of the Iraqi Red Crescent Society in this program and the senior management of the association and partners of the components of the international movement</p>		Work will begin on these steps from 10/4/2019 until 31/12/2019

	<p>2 Work on establishing a disaster preparedness plan for cash assistance (cash preparations).</p> <p>3 Implement livelihood projects using conditional cash assistance</p> <p>4 The establishment of a definition of the concept of cash transfers distributed to employees of the Iraqi Red Crescent Society of staff and volunteers.</p> <p>5 Setting standards for the use of cash transfers.</p> <p>6 Target groups for work (refugees, IDPs, returnees, host community, disaster-affected)</p> <p>7 Developing mechanisms and tools for the use of cash transfers</p> <p>8 Developing the capabilities of the caseworkers</p> <p>9 Work will be within the sectors (disaster management, health, water and sanitation, education, livelihoods)</p> <p>10 Establish an online meeting to discuss the completed and required plans to be completed every 30 days internationally with the partners and every 15 days locally with the Cash Coordinators</p> <p>11 Use the four contexts, three stages and nine steps under cash transfer programs.</p> <p>12 Wait for partners to provide us with advocacy documents.</p> <p>By:</p> <ol style="list-style-type: none"> 1. Submit an integrated report explaining all aspects of the workshop that was participated 2. Conducting dialogue and discussion with decision makers in the Iraqi Red Crescent Society 3. A positive factor for this issue is that the Iraqi Red Crescent Society has developed a cash assistance program within the strategic plan of the disaster department 4. Use partners to support this plan 		
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