



MENA Cash Centre of Excellence (CCoE)

Terms of Reference | v5 June, 2022

Background

Providing crisis-affected populations with cash and voucher assistance (CVA)¹ is well recognised and extensively evidenced as bringing greater choice and dignity for recipients and enabling humanitarian agencies to better meet needs in an efficient and effective way.

The International Red Cross and Red Crescent Movement (RCRCM) is committed to scaling up CVA. In 2018 a [Movement Cash Strategic Framework](#) as well as an ambitious Roadmap were developed to support the scale up of CVA and enable National Societies to be “cash ready” through CVA preparedness and capacity strengthening.

A number of protracted and on-going crises, contributing to food insecurity, large-scale displacement, a growing migrant population and over-stretched host communities, has dominated the Middle East and North Africa (MENA) region. There is a clear recognition of the need for ongoing investments and increased efforts to enhance the capacities to deliver CVA by Movement partners in the MENA region.

The CVA strategy for MENA is aligned to the strategic objectives of the RCRCM Cash m Strategic Framework:

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

Under the strategic objective No.2 ‘Localized response and prepared Movement members’ and more specifically under the output 2.1 ‘Enhanced Regional Cash Capacity, the Centre of Excellence concept was introduced to support the strengthening of National Society CVA capacity in the MENA region. The Centre, hosted by the Lebanese Red Cross (LRC), was established in 2022 as a regional resource for National Societies in MENA.

Vision statement: Support CVA strengthening of National Societies in the MENA Region, in alignment with the IFRC CVA regional Roadmap.

Purpose

The MENA Cash Centre of Excellence contribute to support capacity strengthening, learning and evidence, and advocacy on CVA in the MENA region. The Centre helps facilitate peer-to-peer learning and sharing of knowledge on CVA among National Societies, along with supporting CVA advocacy and buy-in leadership engagement in the region. It aims to enhance CVA expertise and resources in the MENA Region, helping to position the Movement as a leading CVA actor and National Societies as partners of choice.

The Centre of Excellence seeks to complement and collaborate with existing Movement CVA initiatives; in particular the MENA Regional CVA Community of Practice (CoP) and Movement’s Cash Hub, The Centre also promotes cooperation and opportunities for collaboration with other key CVA actors and initiatives, and CVA relevant platforms inside and outside the Movement.

Functional areas of the MENA Cash Centre of Excellence

To achieve its purpose, and subject to the availability of resources, the Centre works closely with the IFRC MENA Regional CVA thematic lead with in HDCC (Health disaster, Climate and crisis) Unit within the following functional areas:

A. Knowledge and Learning Management:

- Organise webinars and online sessions in line with agreed POA.
- Facilitate and host peer-to-peer learning and mentoring exchanges between national societies within the MENA region.
- Identify yearly milestones based on MENA NSs priorities and MENA CVA Road map target.
- Identify key knowledge management from NS products with the support of national societies through coordination meetings and visits.
- Capture key learning and best practices, faced during CVA assistance implemented by NS.
- Facilitate and arrange CVA sharing experience events between the NSs.
- Provide and disseminate of technical CVA documents, lessons, references in MENA region.
- Develop case studies, best practices, lessons learned videos, and other programme resources and learning materials.
- Support in CVA research, innovation, and dissemination. (Standards, tools, and technology, systems, etc).
- Upload all developed and relevant learning products on Cash Hub MENA page.

B. Technical content contextualisation: (Putting activities and processes into MENA context)

- Align CVA materials and resources (including guidance, tools, and training content/packages) to the MENA context.
- Translate CVA materials and resources (including guidance, tools, and training content/packages).
- Develop regional scenarios to be used for cash and markets trainings and/or simulations (e.g., for PECT, RAM/MAG, MAAT trainings).
- Translate and disseminate CVA knowledge management, expertise from other regions when needed for example (cash for health, protection, livelihood, education, shelter, etc.).
- Support in providing a clear understanding of CVA in the regional context (CVA regional maps, CVA baseline assessment, etc).
- Have all learning products developed translated into Arabic and English Language.

C. Support in CVA Technical strengthening:

- Support in the facilitation and implementation of lessons learned, reports (baseline assessment and end line, PDM, satisfaction surveys),
- On case-by-case basis, Support in referrals and mentoring activities.
- Support in strengthening pool of CVA focal points and CVA sectorial experts in line with IFRC regional POA.
- Promote and spread opportunities for MENA NS CVA focal points to participate in different CVA events.

D. Advocacy and Networking:

- Promote success stories of CVA in the region with relevant National Societies via exchange visits and networking.
- Identify opportunities for CVA advocacy and positioning (e.g., events, panels, sessions, workshops); and encourage leadership engagement.
- Advocate for National Societies to include CVA as a tool in RC/RC humanitarian response, influencing leadership commitment and support.
- Produce up to date CVA advocacy messages reflecting current humanitarian context of the MENA region.



- Support the localisation of CVA, including NS in MENA to play a leading role as national CVA actors and partners of choice in CVA delivery. Promote opportunities for MENA NS CVA focal points to participate in Movement CVA networks and relevant communities of practice.
- contribute broker partnerships and strengthen collaboration with other CVA actors.

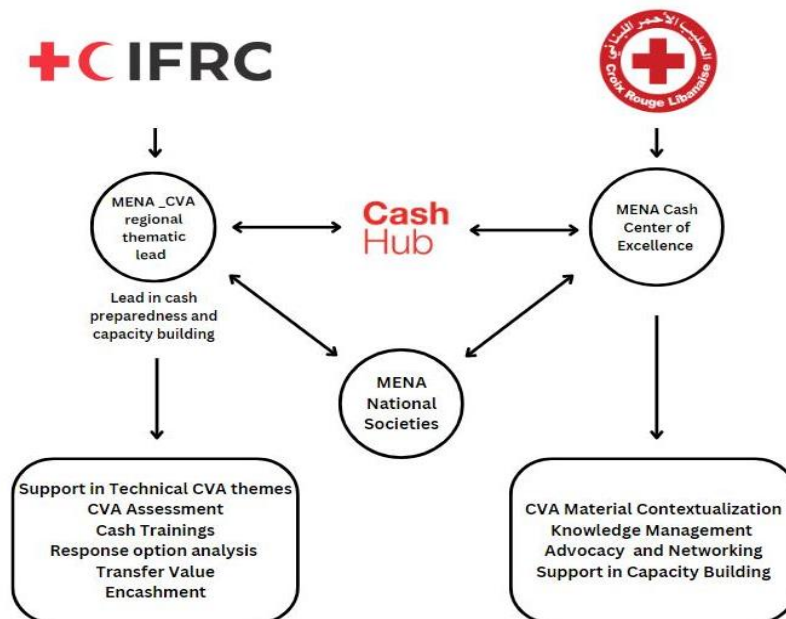
Governing principles

The CCoE shall be governed by the following procedures and principles:

- The CCoE shall operate under the legal identity of the Lebanese Red Cross as the host of the Centre.
- The IFRC and LRC agrees on the appropriate legal structure for the CCoE.
- The LRC shall host and provide office space for the CCoE.
- The CCoE adheres to the following principles and regulations:
 - o The Fundamental Principles of the RCRC Movement.
 - o The statutes of the RCRC movement. The Constitution of the International Federation of Red Cross and Red Crescent Societies
 - o Relevant decisions and regulations of the Federation Governing Board and General Assembly, the International Conference and the Council of Delegates and other applicable Movement and/or Federation rules, regulations and policies, applying to the partners
 - o The Federation accountability framework
 - o The Movement and Federation rules on coordination and cooperation
 - o The rules and regulations on the use of the Movement's emblems
 - o The Seville Agreement and its Supplementary Measures
 - o Statutes, rules and regulations of the hosting National Society where the reference centre is legally part of the hosting National Society
 - o Statutes or other constituent document of the CCOE.

Roles and responsibilities, structure and communication lines

LRC is responsible for the recruitment and employment of a Manager for the CCoE. The CCoE Manager will also be the technical focal point of the CCoE and will be responsible for ensuring the required communication and linkages with the IFRC’s Health, Disaster ,Climate ,Crisis (HDCC) unit, and with the MENA Regional CVA Community of Practice (CoP) as defined in the chart below and as appropriate.





Financing and liability

The liability sits with the host of the CCoE (in this case, the Lebanese Red Cross). The financing will follow an annual action plan developed jointly with the IFRC HDCC MENA and presentation to all Movement partners along with midterm financial progress tracking. This plan will be reflected in the IFRC HDCC MENA annual plan.

Accountability

The CCoE shall be accountable to ensure that it fulfils its functions consistently with the Founding Agreement, the statutes of the Lebanese Red Cross as a Host National Society and applicable laws. The CCoE shall provide annual reports and any other documentation specified in the Founding Agreement to the IFRC to enable IFRC to include these reports on IFRC web pages and relevant reporting mechanisms, and, if applicable, to report on CCoE activities to IFRC governance bodies.

Resource mobilisation, visibility, promotion and representation

The CCoE will be responsible for its own financial resource mobilisation, promotion, and representation, subject to the relevant provisions in the Founding Agreement. However, Movement partners shall assist the CCoE in seeking funds for the activities of the Centre.

The IFRC Secretariat will give visibility to and promote the services of CCoE as part of the IFRC Secretariat's own services in the respective technical areas.

Coordination and communication with IFRC

The CCoE Manager shall work closely with the IFRC MENA Regional CVA thematic lead within the HDCC unit in the MENA regional office and maintain regular communication and coordination.

Coordination and communication with Cash Hub

The CCoE shall maintain communication and coordination with Cash Hub to avoid any duplication and ensure complementarities with Movement global cash initiatives. The CCoE will share all relevant CVA materials in English and Arabic with the Cash Hub platform, to be uploaded on the Cash Hub MENA pages. The Cash Hub MENA pages will be used as reference for all MENA CVA content, and links will be disseminated widely across the region and beyond.

Working with external actors

The CCoE may collaborate with relevant non-governmental, public and private organisations and academia to further develop and provide services to a wider audience. Any such formal collaboration or partnership with such external entities is subject to the undertaking of appropriate due diligence exercise/s and as advised by the IFRC.

Languages

The official or primary language of the CCoE shall be Arabic, however, English and French shall be considered as second languages subsequently.

Copyrights and use of IFRC name and emblem

Where the Centre is permitted to use the IFRC's name, logo or emblems, the Founding Agreement will include provisions concerning such use which shall be in accordance with the relevant Movement and IFRC rules and regulations. Subject to the Founding Agreement or as otherwise agreed with the IFRC Secretariat the Centre may represent IFRC MENA with reference to the relevant technical or thematic area.

Duration and review

The duration of the CCoE ToR is for 3 years, starting from 01 January 2023 to 30 September 2025. There will be a mid-term review of the CCoE ideally on end of 2024 and yearly evaluation. The LRC and IFRC (and any

subsequent Movement partners) shall together decide on the continued relevance and financial viability of the CCoE.



Measuring progress

The success of CCoE shall be measured by:

1. Implementation of relevant activities of the work plan and engagement of MENA National Societies
2. Its ability to target and impact MENA national societies fill the knowledge and skill gap to achieve the CVA vision.
3. Contribution to the Movement Strategic Framework for CVA and IFRC MENA CVA Roadmap

Adoptions and agreement of support of key stakeholders

All CCoE stakeholders, LRC, IFRC, adopt this TOR, where they are committed to support across its validity.
