



MENA Cash & Voucher Assistance Regional Roadmap 2024-2025



ACRONYMS AND ABBREVIATIONS

CCOE	MENA CASH CENTRE OF EXCELLENCE
CEA	COMMUNITY ENGAGEMENT AND ACCOUNTABILITY
COP	COMMUNITY OF PRACTICE
CPWG	CASH PEER WORKING GROUP
CVA	CASH AND VOUCHER ASSISTANCE
DG ECHO	EUROPEAN COMMISSION'S DIRECTORATE GENERAL FOR EUROPEAN CIVIL PROTECTION AND HUMANITARIAN AID OPERATIONS
ECOP	EXTENDED COMMUNITY OF PRACTICE
FP	FOCAL POINT
FSP	FINANCIAL SERVICE PROVIDER
ICRC	INTERNATIONAL COMMITTEE OF THE RED CROSS
IFRC	INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES
IM	INFORMATION MANAGEMENT
LRC	LIVELIHOODS RESOURCE CENTRE
MENA	MIDDLE EAST AND NORTH AFRICA
MOU	MEMORANDUM OF UNDERSTANDING
NS	NATIONAL SOCIETY
P2P	PEER TO PEER
PECT	PRACTICAL EMERGENCY CASH TRANSFER TRAINING
PGI	PROTECTION, GENDER, AND INCLUSION
PNS	PARTNER NATIONAL SOCIETY
POA	PLAN OF ACTION
PPP	PILOT PROGRAMMATIC PARTNERSHIP RCRCM RED CROSS AND RED CRESCENT MOVEMENT
RRMS	RAPID RESPONSE MANAGEMENT SYSTEM
TCWG	TECHNICAL CASH WORKING GROUP

INTRODUCTION

The MENA Cash and Voucher Assistance (CVA) Regional Road Map for 2024-2025 represents an enhanced and updated iteration of its predecessors¹, designed to dynamically align the Red Cross and Red Crescent Movement (RCRCM) cash-based response with the evolving and varied nature of crises and shocks affecting the region. Within this context, adaptability and responsiveness remain paramount; the pivotal roles played by RCRCM National Societies, alongside local communities, and authorities, are critical in mitigating the impacts of disasters and crises on the people most severely affected.

CVA has been established as an essential tool in enabling the delivery of humanitarian assistance, supported by a wealth of evidence attesting to its efficiency, effectiveness, and transparency whilst promoting greater independence, choice, and a fundamental sense of dignity for the people at the heart of a response. Overwhelmingly, people affected by crisis prefer CVA. At its core, CVA rests on the premise that people are experts in their own situations and should therefore be enabled to make their own decisions about how best to meet their needs in times of crisis, building greater resilience over time.

The document includes an outline of the current status of CVA implementation in the region, an overview of regional CVA coordination and collaboration initiatives, updated summaries of the state of National Society cash preparedness, and of the expanding talent pool of RCRC Movement regional CVA personnel including specifically Arabic speakers. This is followed by the roadmap's core framework consisting of four key regional priority areas, and a set of dedicated activities under each priority. Key challenges and bottlenecks encountered in the past two years are transparently addressed, while the document also seeks to indicate the proactive steps in order to realise the desired outcomes and goals shared by MENA National Societies, reflecting a shared sense of unwavering commitment to enhancing support and improving CVA readiness levels in the region.

METHODOLOGY

The structure of the MENA CVA Regional Roadmap is informed by the purpose, vision, and strategic objectives of the RCRCM's Cash Strategic Framework 2020-2025², which outlines key CVA ambitions including continuing to build the Movement's unique leadership role, further institutionalizing and embedding CVA as a routine component of programming for crisis-affected populations through preparedness, response, and recovery, and ensuring that all components of the Movement are recognized for their readiness and ability to deliver CVA, at scale when required. The roadmap also aligns with the IFRC's 'agenda for renewal'³ strategic plan for 2021-2025, which identifies global cash leadership as one of six global flagship initiatives along with a commitment to delivering 50 percent of the Movement's humanitarian assistance through CVA by 2025, and with the RCRCM Cash Peer Working Group (CPWG) priorities and work plan for 2023-2024⁴.

The roadmap has been developed with the intention to capture and reflect the analysis, preferences, and priorities of the region. In support of this, in September 2023 a detailed survey was conducted with representatives from MENA National Societies and Partner National Societies (PNSs) active in supporting CVA in the region which covered various areas including NS interests, priorities, and considerations on capacity and coordination.

The roadmap has also been informed by ongoing discussions, consultations, and exchanges with and between MENA NS and PNS focal points and representatives, in particular via the **MENA CVA Community of Practice (CoP)**,

¹ MENA CVA REGIONAL ROADMAP 2022-2023; [MENA CVA regional Road Map 2022-2023](#)

² CASH TRANSFER PROGRAMMING STRATEGIC FRAMEWORK 2020-2025 FOR RCRC MOVEMENT: [Cash Strategy Framework 2020-2025](#)

³ IFRC Agenda Of renewal: [Agenda of renewal](#)

⁴ Cash Peer Working Group (CPWG): [CPWG](#)

which have served to highlight key challenges and obstacles including mainstreaming CVA and scaling its use across different sectors and needs for further investment in staff and volunteer capacity, and more broadly in terms of organizational development.

In support of a collective CVA vision for the region, the roadmap serves as a strategic guide, identifying key activities and areas of coordination and collaboration at both national and regional levels. These can also serve as points of reference in developing an aligned regional plan of action for CVA initiatives for the period 2024-25, thereby fostering a harmonious approach to CVA readiness and implementation throughout the MENA region.

RCRC CVA strategic framework 2020-2025 objectives:

- Global Cash Capability
- Localized response and prepared Movement members
- Policy and Advocacy
- Partnership and Innovation

MENA CVA Current Status

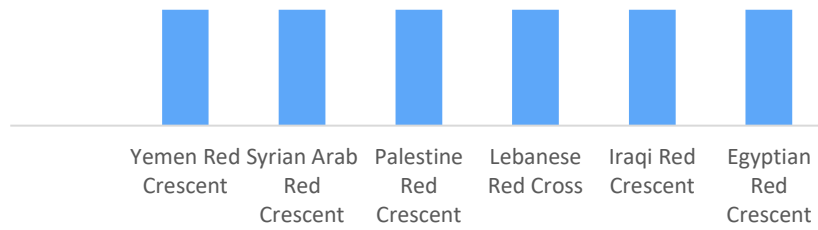
CVA Preparedness

CVA preparedness (CVAP) continues to be identified as a core priority for NSs in the region. Efforts to strengthen NS organizational and operational capacity for CVA are informed by the RCRCM's dedicated **CVA preparedness guidance**, based on a **CVAP theory of change**⁵ which sets out the five key areas of focus. A key milestone and critical step - in either initiating a process to strengthen cash preparedness, or to measure the progress of an existing CVAP programme.

the CVA organizational capacity self-assessment. The self-assessment enables a National Society to systematically assess its level of CVA capacity across a series of components under each CVAP key area, identifying specific areas that are strong and those that may be weaker, using a set of CVAP organisational indicators that are tiered across four Levels (from 1 to 3+). Based on the findings and recommendations from this CVA capacity self-assessment and preparedness gap analysis, a **CVAP plan of action (PoA)** is developed, which guides the CVAP journey a NS then follows. Alongside developing the PoA, the planning workshop is also the opportunity to develop an operational vision, to ensure a collective understanding - including for senior management - of the CVAP programme's overall objective as well as what the NS hopes to accomplish in terms of CVA operational outcomes (scale, quality, timeliness, and volume, collectively referred to as the 'CVA operational readiness levels'). Additionally, the outcome of the planning workshop is streamlined with NS strategic and operational plans to mitigate duplications of resources and efforts.

⁵ More information on CVAP: [CVAP_theory of change](#)

National Society with CVA self-assessment Exercise

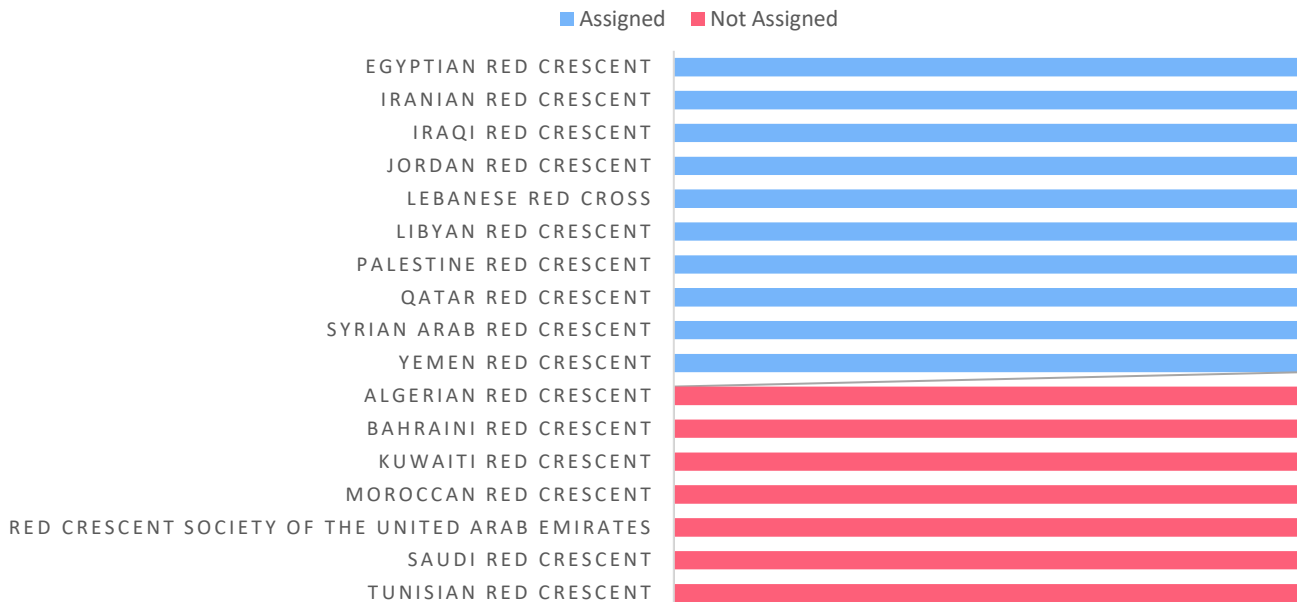


National Societies⁶ have undertaken a CVAP self-assessment exercise in the period 2020 to 2023; a key priority within the timeline of this roadmap is to support and facilitate further self-assessment processes for targeted NS in the region.

Regarding to the CVA focal points, it is noteworthy that 9 out of the 17 National Societies in the region have taken the initiative to appoint a dedicated CVA focal point, which is a critical step in developing NS CVAP, for leading the design and implementation of a National Society's CVAP initiative, in addition to providing representation for their NS in key CVA-related forums and meetings, including active participation in the MENA Regional CVA Community of Practice (CoP). This signifies a proactive approach to foster active engagement within the group.

These focal points have demonstrated a robust commitment to the principles of knowledge-sharing, information exchange, lessons learned, and the dissemination of best practices amongst their peers within the MENA Regional CVA COP.

MENA NS COUNTRIES WHO HAVE ASSIGNED A CVA FP



In terms of **capacity building and training**, 5 NS have reported their active involvement in delivering Cash and Voucher Assistance 4-day training to their staff and volunteers, and 3 NSs delivered Rapid Assessment for Markets [RAM]). It is important to highlight that all these trainings have been delivered at the country and local levels, reflecting the commitment of these NSs to enhance the skills and knowledge of their teams by investing

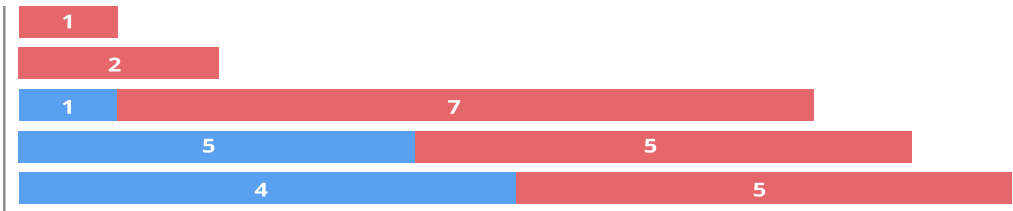
⁶ Self-assessment exercise: Yemen RCS, Iraqi RCS, Egyptian RCS, Lebanese RC, Palestine RCS, for more INFO, Syrian Arab Red Crescent : [Microsoft Power BI](#)

in their capacity strengthening. This commitment aligns with a trend of increasing NS interest, commitment to, and involvement in CVA projects. Over the past two years, Seven NSs have successfully implemented a total of 55 MPCA projects. This impressive track record underscores the vital role played by capacity building and training in equipping their teams to effectively execute these projects. At the time, NSs are prioritising training as a key focus for the upcoming year. This forward-thinking approach demonstrates their dedication to continuous improvement and recognition that well-trained staff and volunteers are instrumental in achieving success in the dynamic field of cash and voucher assistance.

TRAININGS CONDUCTED 2022-2023

■ RAM ■ CVA

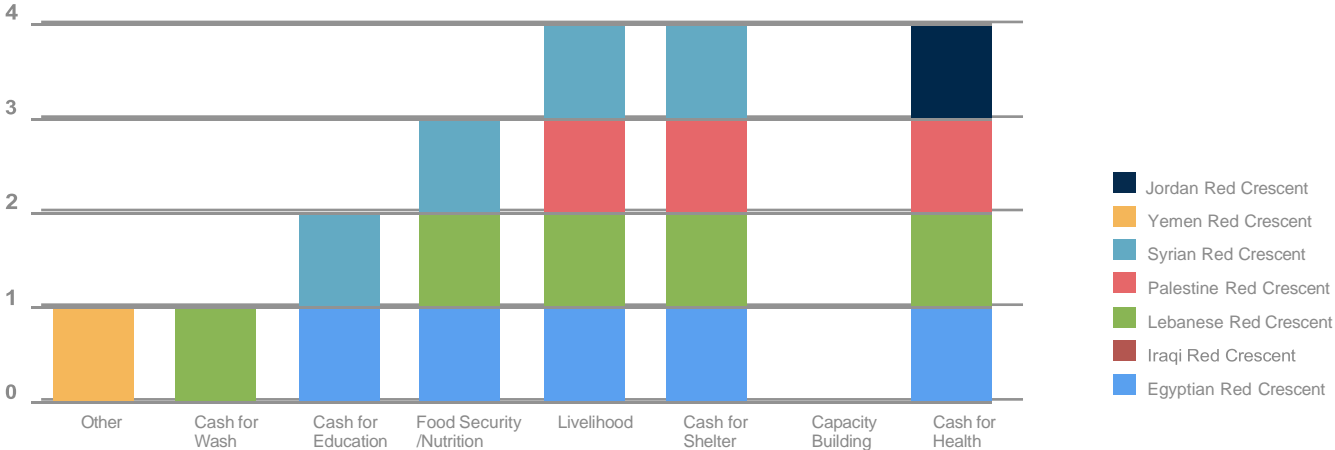
Lebanese Red Cross
 Egyptian Red Crescent
 Iraqi Red Crescent
 Syrian Arab red crescent
 Yemen Red Crescent



Regarding usage of CVA across outcomes, there has been an expansion in the number of projects to meet specific needs over the past two years. This growth has been driven by increasing demands arising from deteriorating living conditions and the resulting diverse range of needs that have emerged across various sectors, with MPCA increasingly a preferred form of assistance within the community due to its flexibility and adaptability in helping recipients meet a range of basic needs on their own terms.

Six National Societies have actively incorporated sector-specific cash assistance, including for food, health, education, shelter, and livelihoods, which required adapting and customization of tools and structures to effectively accommodate these new interventions. Furthermore, these NS are diligently focused on enhancing their support services to ensure the quality of their CVA programmes.

NATIONAL SOCIETY PROMOTED CVA WITH SECTOR?



Over the past two years, National Societies have embarked on transitioning from traditional and manual data collection methods to robust digital software solutions such as Kobo and ODK. This strategic shift has enabled streamlining the process of data collection, analysis, and management, thereby enhancing the efficiency and effectiveness of surveys and the monitoring and evaluation of MENA NS CVA programmes. The integration not only improved data accuracy but has also reduced the time and effort required for data-related tasks.

REGIONAL COORDINATION AND COLLABORATION INITIATIVES

National Societies in the MENA region increased their involvement in internal and external coordination initiatives by participating in national cash working groups (CWG), and by establishing internal cash working groups to enhance coordination and collaboration. Notably, some NSs are taking leadership roles within these groups, for example leading RCRC Movement cash working groups, along with internal technical working groups (TWG) established to strengthen the cohesion, effectiveness, and quality of CVA projects.

Regional Community of Practice

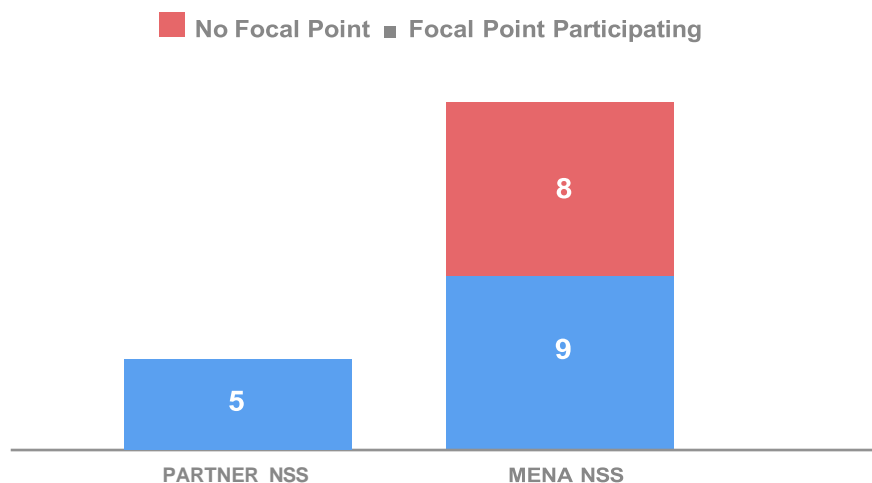
The Regional Cash and Voucher Assistance Thematic Lead position has been operational since May 2021, and its responsibilities include leading the provision of technical support, facilitating exchanges, advocating for CVA among National Societies in the region, and ensuring coordination between Movement partners to ensure effective and harmonized support including CVA support to emergency appeals and Disaster Response Emergency Fund (DREF) allocations.

The **MENA Regional CVA Community of Practice (CoP)** has been active since September 2021. The CoP brings together the CVA technical focal points from MENA National Societies, along with other Movement partners working in the region. Currently, the CoP consists of 12 nominated focal points from 9 National Societies, along with five focal points representing Participating National Societies (Danish Red Cross, German Red Cross, British Red Cross, Norwegian Red Cross, British Red Cross/Cash Hub, Canadian red cross), and Cash Center of Excellence _CCOE. The main objective of the CoP is to foster a platform and space for technical coordination, information management, collaboration, and peer-to-peer exchange and support on CVA activities, experiences, and lessons learned among Movement partners in the region.

On a monthly basis, the CoP holds online and face-to-face meetings with national and Regional CVA focal points to exchange updates, learning, and challenges, access information on regional and global learning initiatives and opportunities, foster bilateral exchanges, and provide a networking space in line with the CoP Terms-Of-Reference. The CoP's activities are facilitated by the IFRC's MENA Regional CVA Thematic Lead.

An Extended CoP (ECoP) is also convened including CoP members, CVA in Emergency specialists from the region, and IFRC Country Delegation CVA Focal Points to provide the space for meetings with RCRCM TCWG and other initiatives.

ENGAGEMENT WITH REGIONAL COP TITLE



MENA Cash Centre of Excellence

The **MENA Cash Centre of Excellence (CCoE)**⁷ was established in 2022 as a regional resource for National Societies in MENA and hosted by Lebanese red cross LRC, 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 based on a coordinated and collaborative approach with the IFRC CVA thematic lead.

CCOE 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.

In February 2023, the CCoE facilitated the second edition of its Peer-to-Peer (P2P) Exchange Programme with staff from the Palestine Red Crescent, Lebanese Red Cross, Egypt Red Crescent, Yemen Red Crescent, and the Syrian Arab Red Crescent acting as host. and offering an innovative mentoring programme for MENA regional CVA practitioners, the MENA CCoE is also supporting NS in developing case studies on CVA interventions, to ensure documentation and visibility of the CVA capacity and experience in the region. All materials developed by the CCoE are available on the **MENA CoP page on the Cash Hub platform**.

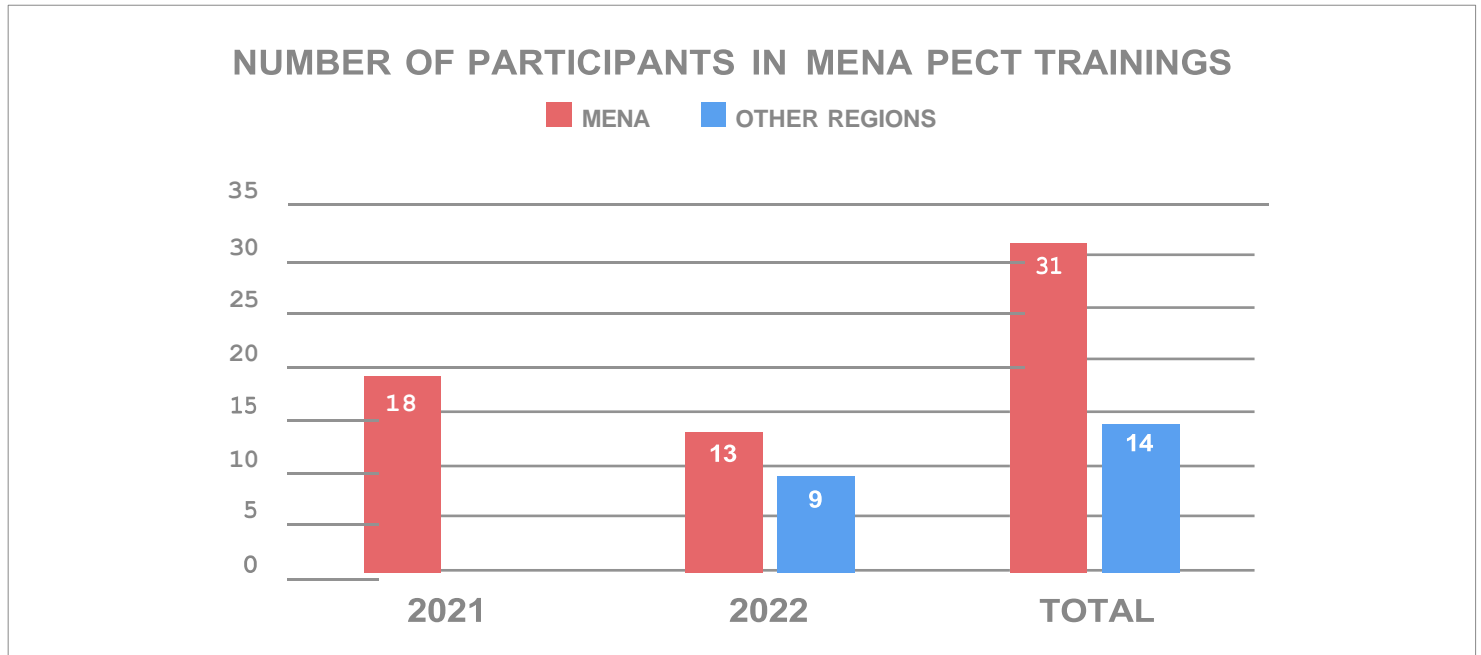
RCRC Movement Cash Hub

The Cash Hub is the International Red Cross and Red Crescent Movement platform for humanitarian cash assistance. Hosted by the British Red Cross under a shared leadership model in partnership with the IFRC and ICRC, the Cash Hub aims to accelerate the use and increase the scale-up of cash assistance across the RCRC Movement in order to improve the effectiveness and efficiency of humanitarian action. The online platform (<https://cash-hub.org/>) provides access to information, tools, data, evidence and learning on RCRCM CVA, and facilitates knowledge sharing and information exchange amongst RCRC Movement cash practitioners. It also serves as a hub for cash networks and communities of practice and showcases the Red Cross and Red Crescent Movement's CVA delivery. The Cash Hub features a **dedicated space for the MENA region** which includes proceedings of the MENA Regional CVA CoP along with regional analysis, guidance, tools, and learning.

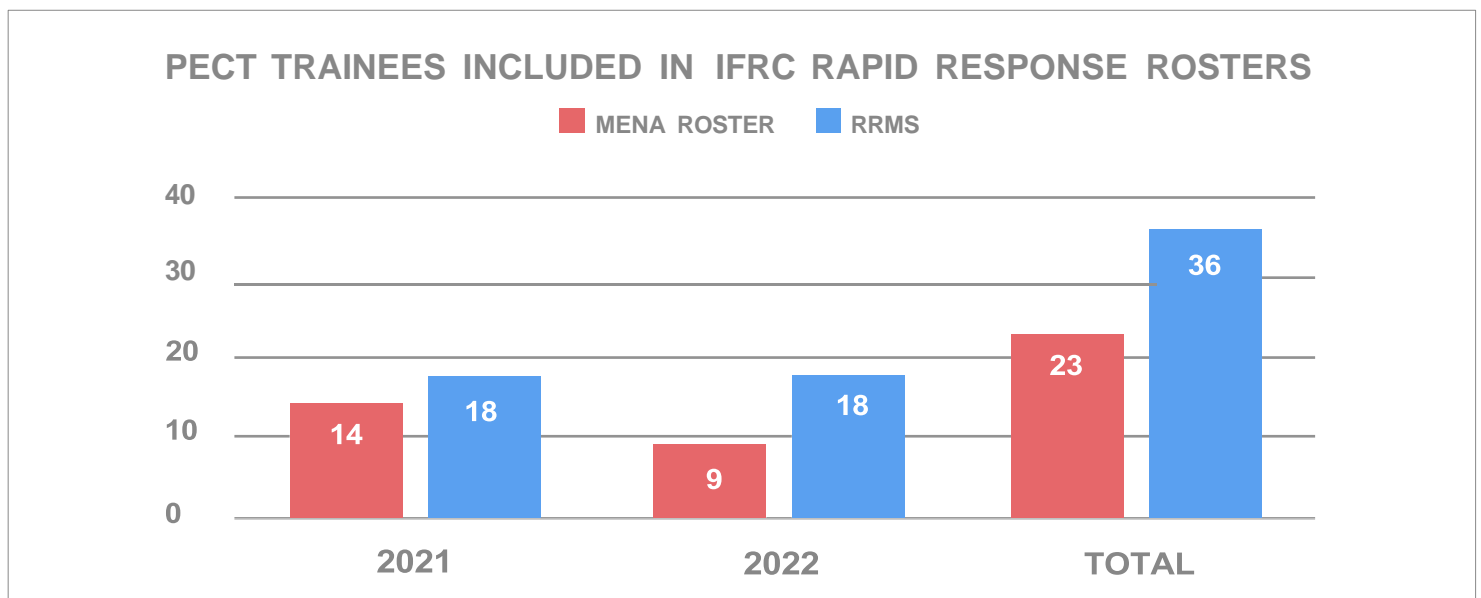
⁷ MENA Cash Center Of Excellence: [CCOE_TOR](#)

Cash in Emergencies Specialists Roster

The development of a Talent Pool of Arabic-speaking CVA in Emergencies specialists is an existing priority in the region to ensure stronger and more consistent regional CVA expertise able to support a National Society during an emergency response.



Two Practical Emergency Cash Transfer (PECT) trainings were organised in the region in December 2021 and July 2022, with a total of 45 participants, 31 coming from the MENA region (inclusive of Host and Partner National Societies, IFRC and ICRC). Twenty-three of the PECT-trained staff from the region are now part of the IFRC Rapid Response Management System (RRMS) and Regional CVA Emergency Specialists pool, able to organise and support the implementation of RCRC Movement CVA activities.



The two PECT trainings also contributed to developing a pool of Arabic-speaking PECT training facilitators, who will support future delivery of the training in Arabic. The translation of materials into Arabic completed in 2022 and is expected to be rolled out possibly in a hybrid English-Arabic version in the next training organised in the region.

REGIONAL PRIORITIES AND INTERESTS 2024-2025

In September 2023 a detailed survey was conducted with representatives from MENA National Societies and Partner National Societies (PNSs) active in supporting CVA in the region which covered various areas including NS interests, priorities, and considerations on capacity and coordination. Analysis of the data collected showed the top five priorities for MENA National Societies⁸ as follows:

NSs:

- Invest in National Society CVA capacity and preparedness.
- CVA training and capacity strengthening.
- Improve internal and external coordination and collaboration.
- Mainstreaming CVA and increasing its utilization across sectoral outcomes:
 - cash for health
 - cash for shelter
- Sharing knowledge and best practices.

At the same time, the perspectives, and priorities of Partner National Societies⁹ were found to be strategically aligned with the core priorities of the National Societies in the region. This alignment is evident in the convergent findings, which emphasize a common understanding of the essential needs and core challenges that National Societies encounter as they continue to develop organizationally and operationally in CVA specifically and in general.

PNSs:

The survey conducted in collaboration with the Partner National Societies revealed the top five priorities from their perspective as:

- Invest in National Society capacity and preparedness.
- CVA training and capacity strengthening.
- Cash in protracted crisis
- Improve internal and external coordination.
- Mainstreaming CVA and increasing its utilization across sectoral outcomes:
 - cash for livelihoods
 - cash for health
- Sharing knowledge and best practices.

⁸ THE NATIONAL SOCIETIES RESPONDED TO THE SURVEY 7 NS AS FOLLOWS: IRAQI RCS, SYRIAN ARC, LEBANESE RC, PALESTINE RCS, JORDAN RCS, YEMEN RCS, EGYPTIAN RCS

⁹ SIX PARTNER NATIONAL SOCIETIES RESPONDED TO THE SURVEY: DANISH RC, BRITISH RC, CANADIAN RC, AUSTRALIAN RC, NORWEGIAN RC, SPANISH RC

REGIONAL CVA ROADMAP BY OUTPUT AND ACTIVITIES

PRIORITY 1: NATIONAL SOCIETY CAPACITY AND PREPAREDNESS

In the MENA CVA Regional Roadmap for 2022-2023, it was highlighted that National Society CVA preparedness is key to delivering quality CVA at scale, on time, and effectively, along with the benefit of greater localization of aid through using of CVA because of the RCRC Movement's unique presence with National Societies in every country and the nature of their auxiliary role with national governments.

In line with the Movement's global ambition to demonstrate cash leadership and be a global influencer of the cash agenda, several PNS as well as the IFRC and ICRC are already investing in CVA preparedness in the region and will continue to do so, including through resourcing and supporting CVAP programmes, the deployment of CVA delegates to National Societies, and the inclusion of CVA preparedness for MENA National Societies in global initiatives such as the **Programmatic Partnership between the European Union's DG ECHO, the IFRC and a number of National Societies around the world**, where Palestine red Crescent PRCS part of it with support from German red cross GRC.

At the time of writing, 9 out of 17 MENA NS have engaged in CVA preparedness investments and processes, which means a significant ongoing need for external technical support in order for these CVAP initiatives to achieve sustainable success and to further enable the National Societies in question to implement timely and quality CVA response.

Gaps remain, especially in supporting cash preparedness for other NSs with limited or no external support, and in terms of the availability of resources and materials in Arabic, in addition to the lack of awareness of using and designing the CVA programmes. The peer-to-peer learning and exchange programmes facilitated by the regional CoP and the CCoE will encourage NSs not already engaging in CVA preparedness to consider initiating CVAP investments in strengthening their preparedness and capacity.

TABLE 1: KEY ACTIVITIES FOR PRIORITY 1 – NATIONAL SOCIETY CAPACITY AND PREPAREDNESS

1.1 Support National Societies in their CVA Preparedness	1.1.1 Advocacy discussions with NS leadership and senior management to strengthen their commitment to CVA preparedness and inclusion of CVA in their contingency plans.
	1.1.2 Conduct the CVA self-assessment exercises, development of CVA Preparedness Plan of Action, and mid-term review.
	1.1.3 Promoting the cash preparedness framework linked to the Preparedness for Effective Response (PER) Framework and promoting CVA as the default response option in all DREF and Emergency appeals.
	1.1.4 Continue mobilizing and fundraising for the NS plan of action in CVA preparedness.
	1.1.5 IFRC and PNSs continue providing technical support to the NS CVA focal point in building the CVA system.
	1.1.6 IFRC continues providing support in mapping cash readiness, capacity, and cash focal points while identifying the gaps.
	1.1.7 The IFRC and the MENA CCoE in coordination with relevant RCRCM members contextualize the CVA tools to the relevant context with translation to Arabic.

1.2 Strengthening CVA delivery mechanisms	1.2.1 Mapping available delivery mechanisms and FSPs at regional and national levels, with technical support from the regional technical group (CVA, procurement, finance).
	1.2.2 NS explores and tests new emerging technologies on digital identity and for digital cash delivery/payment solutions
	1.2.3 NS existing procedures are reviewed and adapted as needed to align with support services requirements (finance, procurement, logistics, IM, etc.)

PRIORITY 2: CVA TRAINING AND CAPACITY BUILDING

The MENA region continues to face multiple and complex crises, conflicts, and displacement, with the needs of affected populations increasing in severity and scale. Recent years have also seen an increase in the utilization of CVA in DREFs and Emergency Appeals to support the RCRC Movement response. These trends indicate an ongoing and increasing need to strengthen the National Society's organizational and operational CVA capacity. This includes empowering staff and volunteers to lead programme design and implementation at local level, enhancing systems to enable the delivery of quality and timely assistance, and further work to mainstream CVA and ensure it is considered as a default modality. Emphasis on contingency planning and anticipatory action processes should also be strengthened as part of the disaster preparedness process.

In light of the above, key roadmap activities include the further development of the regional pool of CVA emergency specialists through running PECT training and preparing CVA support services staff to be certified trainers in order to play a key role in strengthening capacity in their National Society.

TABLE 2: KEY ACTIVITIES FOR PRIORITY 2 – CVA TRAINING AND CAPACITY BUILDING

2.1 Strengthen regional capacity in CVA	2.1.1 IFRC continues developing the regional pool of CVA in Emergencies specialists through running PECT trainings and mapping the ability of MENA NS to contribute qualified and deployable personnel to RCRCM surge capacity (regional and global)
	2.1.2 IFRC supports the development of a regional pool of certified CVA trainers
	2.1.3 IFRC supports the strengthening of CVA support service staff through the provision of Cash for Support Services (CFSS) training
	2.1.4 IFRC and CCoE provide learning opportunities and share experiences, through the MENA CCoE P2P exchange programme
2.2 Promote National Society capacity in CVA	2.2.1 IFRC facilitates and supports the delivery of CVA trainings, working with PNSs and MENA NSs, aligning with identified capacity needs and gaps including those identified in NS CVA organizational capacity self-assessment exercise findings and plans of action
	2.2.2 IFRC and NS ensure the quality of CVA programming and reporting
	2.2.3 IFRC and PNSs work together with NS to evaluate the impact of CVA interventions.
	2.2.4 CCoE continues to support NSs in documenting CVA best practices and ensuring their disseminating and publishing including through webinars and on the MENA CVA CoP Cash Hub page
	2.2.5 The IFRC and the MENA CCoE in coordination with relevant RCRCM members, TCWGs, and initiatives, continue working on updating, adapting, and translating relevant CVA technical tools and training materials

PRIORITY 3: IMPROVE INTERNAL AND EXTERNAL COORDINATION AND COLLABORATION. _____

The IFRC secretariat's efforts to foster a harmonized and structured coordination mechanism between Partner and Host National Societies in CVA is reflected in the MENA CVA Community of Practice where 5 PNSs are active members alongside their MENA NS counterparts, providing opportunities to strengthen coordination and support, share information, and strengthen partner support for CVA in the region.

Strong coordination, networking, and exchange between the MENA CVA CoP members during the virtual coordination monthly meetings, and also via the peer-to-peer exchange programme supported by the CCoE, facilitated the identification of MENA NS priorities as captured in this roadmap.

Following the second edition of the CCoE P2P exchange programme, 5 NSs gathered and exchanged their experience to create a MENA CVA risk register matrix, CCoE, and the IFRC CVA regional thematic lead see future P2P programme editions as a valuable opportunity to further share and exchange lessons, expertise, and materials between National Societies in the region.

A lack of financial resources remains a significant limiting factor in investing in CVA in the region. to address this, a new strategy will focus on establishing one coordination platform with all Movement partners to foster effective and comprehensive partner support for NSs plans for CVA programmes, capacity, and preparedness, and to support identifying further external resources.

In addition, the capacity of CoP members will be strengthened by taking on the rotational CoP co-lead coordination role which will in turn develop the capacity to lead Movement cash working groups and to take on co-leadership of external national cash working groups in the future.

TABLE 3: KEY ACTIVITIES FOR PRIORITY 3 – IMPROVE INTERNAL AND EXTERNAL COORDINATION & COLLABORATION.

3.1 Enhance IFRC’s CVA coordination across the membership	3.1.1 IFRC continues to provide leadership to the MENA CVA Community of Practice, including co-chairing the group and convening monthly meetings.
	3.1.2 IFRC and Partner NSs will harmonize their support in one collaborative approach to support the NS CVA Plan.
	3.1.3 National Societies will co-chair the MENA CVA Community of Practice on a rotational basis alongside the IFRC regional CVA thematic lead.
	3.1.4 Support in Establishing the movement cash group with Movement partners in the country, under NS leadership
	3.1.5 Continue engagement with the Cash Hub to identify learning and training opportunities that can bolster and invest in the capacity of National Societies, including via the Cash Practitioner Development Programme.
	3.1.6 The MENA CCoE will maintain its efforts to collaborate with National Societies in the region on the P2P exchange programme.
	3.1.7 The IFRC and the MENA CCoE continue to collaborate closely together across the CCoE’s programmes and activities, jointly review and further develop the CCoE’s Plan of Action informed by NS learning needs and priorities.
3.2 Enhance external partnership and collaboration.	3.2.1 National Societies enhance their involvement with national cash working groups and other cash coordination initiatives, ensuring active participation, and taking on co-leadership roles where possible
	3.2.2 National Societies explore diverse funding sources beyond those provided by Movement partners.
	3.2.3 IFRC expands its participation in external coordination groups and actively seeks

	opportunities for collaboration.
	3.2.4 Increase participation, collaboration, and sharing experience regionally and globally
	3.2.5 Organize an annual roundtable to share experiences within and outside the Movement, exploring opportunities for joint events with relevant regional initiatives and networks.

PRIORITY 4: MAINSTREAMING CVA AND INCREASING ITS UTILISATION ACROSS SECTORAL OUTCOMES.

Building on the growing use of multipurpose cash to meet essential needs in multisectoral emergency responses, over the past two years there has been a notable increase in the utilization of cash and voucher assistance across various sectors in the MENA region. CVA is now recognized as the default option across all phases of humanitarian action, spanning response, recovery, and resilience building. To uphold the quality and accountability of CVA projects, it is also imperative to further mainstream inclusive and community centered CVA expertise throughout the entire lifecycle of programmes.

Six MENA National Societies have reported successful implementation in the food security, livelihoods, health, and education sectors using CVA. However, the need for technical support from Movement partners remains. This support is crucial for raising awareness about the complementary role of CVA at all levels of management and decision-making, especially in project design and implementation across a range of sectors. Emphasis should be placed on highlighting the positive impacts and results, particularly in terms of facilitating timely and efficient responses. Additionally, there is a need for further investment in enhancing the capacity of technical sectors and support services staff to seamlessly incorporate CVA into the systems, processes, and tools underpinning their programme design and delivery.

TABLE 4: KEY ACTIVITIES FOR PRIORITY 4 - MAINSTREAMING CVA AND INCREASING ITS UTILISATION ACROSS SECTORAL OUTCOMES.

4.1 Leadership buy-in	4.1.1 Promoting and increasing CVA awareness among NS decision-makers.
	4.1.2 Support NSs in establishing an internal technical working group (TWG) to SET UP CVA system for integration into the organizational structure.
	4.1.3 Mapping the priorities, interests, and limiting factors for Movement partners and donors in terms of possibilities for funding CVA
	4.1.4 Advocate for utilization of CVA as a response option in RCRCM DREF allocations and Emergency Appeals.
4.2 Mainstreaming CVA into support services, and for sectoral and cross-cutting response modalities and tools	4.2.1 IFRC supports NS support services through training, technical support, and linkages with similar experiences from peer MENA NSs.
	4.2.2 Develop and explore linkages between CVA and urban resilience, anticipatory action, early action protocols, and migration and displacement thematic areas of work
	4.2.3 IFRC works with NSs to explore possibilities for the integration of humanitarian CVA into national social protection mechanisms and systems
	4.2.4 IFRC works with NSs to explore new and emerging technologies supporting digital identity, registration, verification, and digital cash delivery/payment solutions
	4.2.5 IFRC and Movement partners support the further utilization of CVA to achieve health, WASH, livelihoods, food security, and other sectoral outcomes.
	4.2.6 Support implementation of small-scale and/or pilot projects within specific sectors to showcase the feasibility and benefits of mainstreaming CVA across sectors
	4.2.7 IFRC works with NS to ensure the quality of CVA interventions, including ensuring the adoption of appropriate CEA and PGI programme approaches

Period of Performance

The period of performance for this roadmap is from January 2024 to December 2025, comprising a total of 24 months and subject to the availability of resources.

Place of Performance

The activities indicated in this roadmap will be performed by the IFRC Regional Office for MENA, located in Beirut, Lebanon, in close coordination with the Country Cluster Delegations and Country Delegations as well as the Movement members active in the region.

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