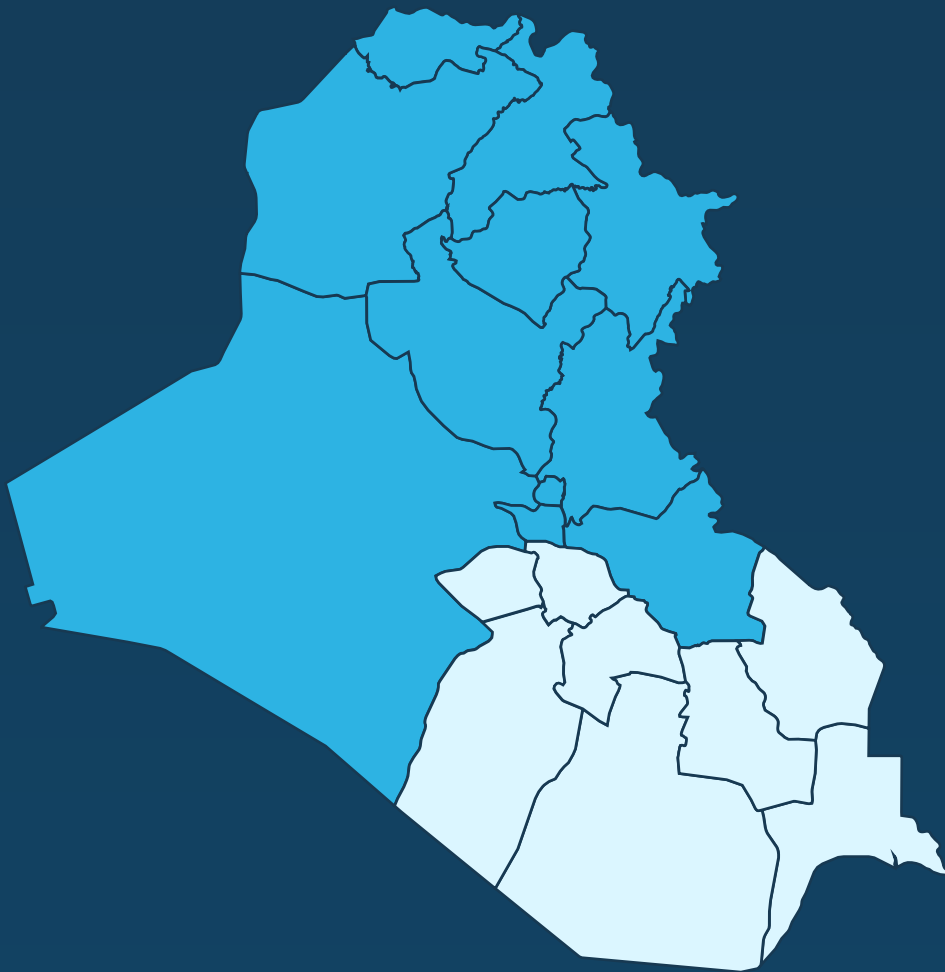


## Case Study

# Cash Working Group de-activation in Iraq

**August 2014**

Activation of the  
Cash Working  
Group (CWG)

**2014 – 2017**

Cash and Voucher Assistance  
(CVA) provided to Internally  
Displaced Population (IDP)

**2017 – 2019**

CVA delivered  
to Returnees  
and IDPs

**2020 - 2021:**

Covid19 response in  
addition to conflict  
affected population

**2021-2022**

Linkages of CVA  
with sustainable  
solutions

**December 2022**

De-activation of  
CWG and launch of  
Iraq Cash Forum

# Introduction

## Authorship:

Mireia Termes, CashCap expert deployed as Cash Working Group co-lead, hosted by the World Food Programme, from April 2021 to January 2023

## Acknowledgments:

The CWG deactivation process was possible thanks to its co-chairs Mireia Termes (CashCap) and Annette Savoca (People in Need), the lead agencies World Food Programme and People in Need, the continuous support and contribution of all its partners and the engagement of new stakeholders who supported the process.



## How to cite this publication:

"Termes, Mireia (2023), Cash Working Group deactivation in Iraq (full report), CashCap/NORCAP (part of Norwegian Refugee Council), May".

The Cash Working Group (CWG) in Iraq was deactivated in December 2022 after a year-long process that required strategic thinking to adapt to new ways of working. Iraq is not unique in the region in that it faces a number of protracted and interlinked crises, but it is the first country where the humanitarian coordination system has been deactivated. There are very few examples of this happening globally.

The humanitarian situation in Iraq has evolved significantly since the official end of the conflict with the Islamic State of Iraq and the Levant (ISIL) in 2017, leading to a recovery process and a transition to development for the conflict-affected population. It was in these circumstances that the decision was taken to phase out the humanitarian coordination system, including clusters and the CWG, by the end of 2022.

This case study describes the deactivation of the CWG with a context analysis, details of key actions taken, and a discussion of challenges and lessons learned. Authored by the CashCap expert who led the process, it is intended to document its complexity and serve as a reference point for humanitarian practitioners who might be involved in similar exercises.

# Contents

## **4 Context Analysis**

- 4 Humanitarian response
  - 4 The Cash Working Group
- 

## **5 The Deactivation Process**

- 6 Actions and decision making by humanitarian coordination stakeholders
  - 7 Actions and decision making by the CWG
  - 10 The CWG transition strategy
  - 10 The CWG position paper
  - 10 Setting up the Iraq Cash Forum
- 

## **12 Challenges and Lessons Learned**

---

## **14 Annex 1: CWG Roadmap**

# Context Analysis

## Humanitarian response

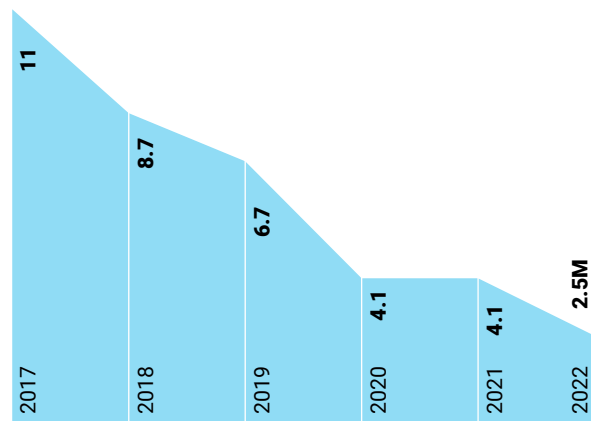
Iraq has been immersed in a large-scale humanitarian crisis from the start of the conflict with ISIL in 2014. The 2022 Humanitarian Response Plan (HRP) accounted for 2.5 million people in need of assistance, including highly vulnerable populations with seriously persistent needs, particularly those living in informal settlements and/or without civil documentation. The humanitarian response peaked in 2017, after which the number of conflict-affected people in need declined significantly and interventions became more targeted. HRP objectives and financial requirements also decreased accordingly.

The CWG was only involved in the response to the conflict with ISIL, but the Kurdistan Region of Iraq (KRI) also hosts around 259,000 Syrian refugees, and the country's southern governorates, which were not directly affected by ISIL, have historically experienced extreme poverty.

The humanitarian needs the conflict generated have been aggravated by further shocks. The Covid-19 pandemic disrupted the economy and livelihoods, increasing poverty and unemployment. The effects of the pandemic seem to have stabilised and oil prices have recovered, but long-term economic challenges remain. The local currency has been devalued, making imports more expensive and fuelling inflation, and this combined with the rising cost of basic commodities associated with the war in Ukraine has significantly reduced people's purchasing power. The UN has also ranked Iraq as the world's fifth most vulnerable country to climate change, the impacts of which are already evident.

The merging of the conflict's declining impacts with those of subsequent shocks created a need to redefine how humanitarian needs and their indicators were determined. At the same time, as the number of people in need dropped, funding reduced and the country's revenues increased, the humanitarian community began to assess the feasibility of phasing out its activities and handing over with a focus on government institutions.<sup>1</sup>

**Figure 1: Historical PIN Trend**



Source: OCHA Iraq, 2021. (PIN = people in need)

## The Cash Working Group

The CWG in Iraq was established in 2014 as a technical working group within the Inter Cluster Coordination Group (ICCG) to support cash and voucher assistance (CVA) programming.<sup>2</sup> CVA has played a significant role in the humanitarian response, and the CWG coordinated and provided technical and strategic guidance to all implementing partners and clusters. It also provided operational coordination and guidance for multi-purpose cash assistance (MPCA), which was a major HRP activity.

The CWG was co-led by two organisations – the World Food Programme (WFP) and People in Need as of 2022 - and it had two staff members as co-leads and an information management officer supported by the REACH Initiative. The CWG assembly, made up of all members and observers, included UN agencies, national and international NGOs and donors active or interested in CVA programming. More than 55 partners were participating actively at different levels in 2022, with 15 CVA activities under the HRP.

<sup>1</sup> Iraq is a middle-income country, with an oil revenue that accounts for 99% of exports and 85% of the government's budget. The rise in oil prices in 2022 led to an increase in revenues, adding weight to the request for the government to take responsibility for the country's humanitarian needs.

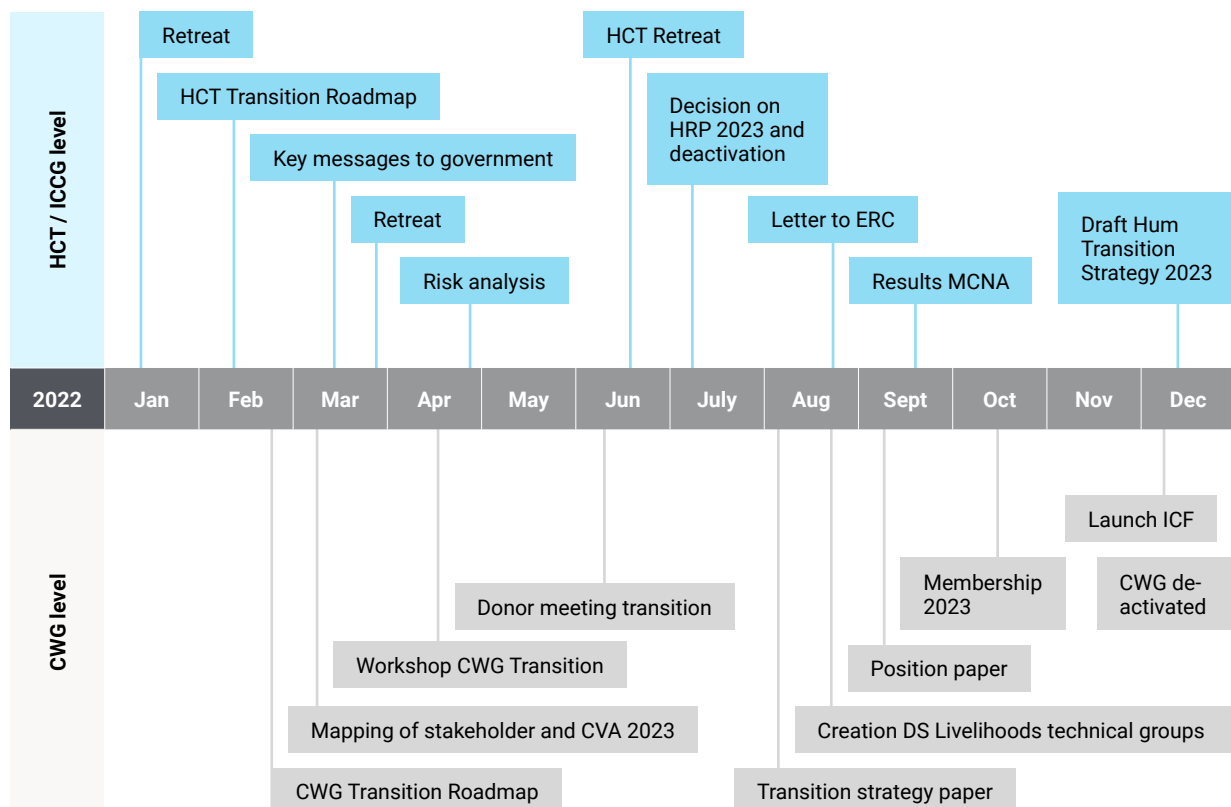
<sup>2</sup> For all CWG resources and publications, please see the [CWG website](#)

# The Deactivation Process

The deactivation process was led by the UN Resident and Humanitarian Coordinator (RC/HC) and the Humanitarian Country Team (HCT), with support from the ICCG, clusters, working groups and other stakeholders. The initial conversation began in January 2022, and the decision was officially made in July, setting a deadline of 31 December for the deactivation of all clusters and the CWG.

The following chronology presents the key steps and activities taken at the HCT, ICCG and at CWG levels:

**Figure 2: Key steps and activities taken at the HCT, ICCG and at CWG levels**



## Actions and decision making by humanitarian coordination stakeholders

Three retreats organised by the HCT took place in the first half of 2022 to assess whether an HRP would be considered for 2023 and the humanitarian coordination system deactivated. Key decisions were taken during the retreats that informed the CWG deactivation process.

The first retreat in January suggested that a decision on a 2023 HRP would be taken mid-year, allowing partners and clusters to focus on implementing the 2022 HRP and developing a transitional planning roadmap. To do so, the CWG began a mapping of stakeholders and CVA programming beyond the humanitarian response at the RC/HC's request.

A second retreat took place in March. Clusters and the CWG presented their initial transition plans, highlighting key activities and timelines.<sup>1</sup> It was agreed that the clusters and the CWG would work on a risk analysis strategy to identify potential impacts associated with the end of humanitarian coordination.

A third retreat restricted to HCT members was held in June. Based on progress made in implementing the HRP in the first half of the year and the transition plans, it was decided that the ICCG and clusters would be deactivated by December, but the HCT would continue into 2023 in an adjusted format. The CWG began work on its deactivation.

At an HCT meeting in July, members agreed not to produce a 2023 HRP based on low levels of available funding and reduced humanitarian needs, and that action should focus more on development and stabilisation. It was decided that the HCT would focus on nexus coordination, guided by a humanitarian transition strategy for 2023 that would outline priorities and help stakeholders and donors to determine their support. The strategy was drafted in the last quarter of 2022, and a joint humanitarian-development-government plan started being developed in parallel in collaboration with non-humanitarian stakeholders.

The Localization Working Group shared the results of a survey conducted as part of the transition process, which included details of the various localisation efforts under way. These included the increased engagement of national NGOs in CVA and a scoping exercise on how to support cash-based social protection programmes, essential for the CWG's transition strategy.

The multi-cluster needs assessment (MCNA) is an annual data collection exercise coordinated by the UN Office for the Coordination of Humanitarian Affairs (OCHA) and the REACH Initiative that informs the Humanitarian Needs Overview (HNO) and HRP. Results were published in September with the following key indicators:

- Cost is the main barrier to accessing basic services.
- Reliance on irregular employment increased from 2021.
- Several of the most vulnerable districts have the lowest proportion of households (HHs) receiving social welfare.
- More people are taking on debt to pay for food, health and basic HH expenses compared with 2021.
- Reports of people resorting to negative coping strategies have increased compared with 2021.
- Priority livelihood, shelter and housing and debt repayment needs have increased compared with 2021.

The information was used to consolidate the recommendation to continue coordinating CVA in 2023, given its role in addressing people's multi-layered needs and vulnerabilities.

The RC/HC also sent a letter in September to the Inter-Agency Standing Committee (IASC)'s emergency directors group to officially inform them of the deactivation of the cluster system in Iraq.

The CWG discussed data responsibility and the handover process with the OCHA's information management teams in Iraq and Geneva between October and December.

The CWG coordinators also took part in two workshops in the last quarter of the year:

- A durable solutions strategic planning retreat, where the CWG consolidated its participation in the durable solutions mechanism through the establishment of a livelihoods technical sub-group, to which it became a technical advisor.
- A workshop on the closure of the Iraq Information Centre, the feedback and complaints mechanism that channelled people's queries through to the clusters and CWG to address. The centre was deactivated in December, leaving implementing organisations' internal systems as the only feedback and complaints mechanisms.

<sup>1</sup> The [humanitarian bulletin](#) published the transition strategies in May

## Actions and decision making by the CWG

### The transition roadmap

The HCT developed a strategic transition roadmap that laid out lines of work and key activities. It stated: "This transition does not imply that all humanitarian needs in Iraq have been resolved but it refers to the end of the collective, whole-of-system, international humanitarian action in Iraq, including the exit of the ICCG. If international emergency humanitarian operations are triggered when a disaster or crisis overwhelms host government capacities, logic dictates that the reverse is also true."

The clusters and the CWG developed their own roadmaps in February using a template prepared by the ICCG, and these were regularly updated. The CWG's roadmap highlighted the limitation of its mandate to humanitarian responses as a main challenge, given that CVA can be also used to address other needs.<sup>2</sup>

Indicators were identified to inform whether the CWG should continue in 2023, transition into a new group or be fully deactivated. Each scenario considered the CWG'S two main pillars of work, the coordination of MPCA and the technical support for sector-specific CVA.

### Key messages

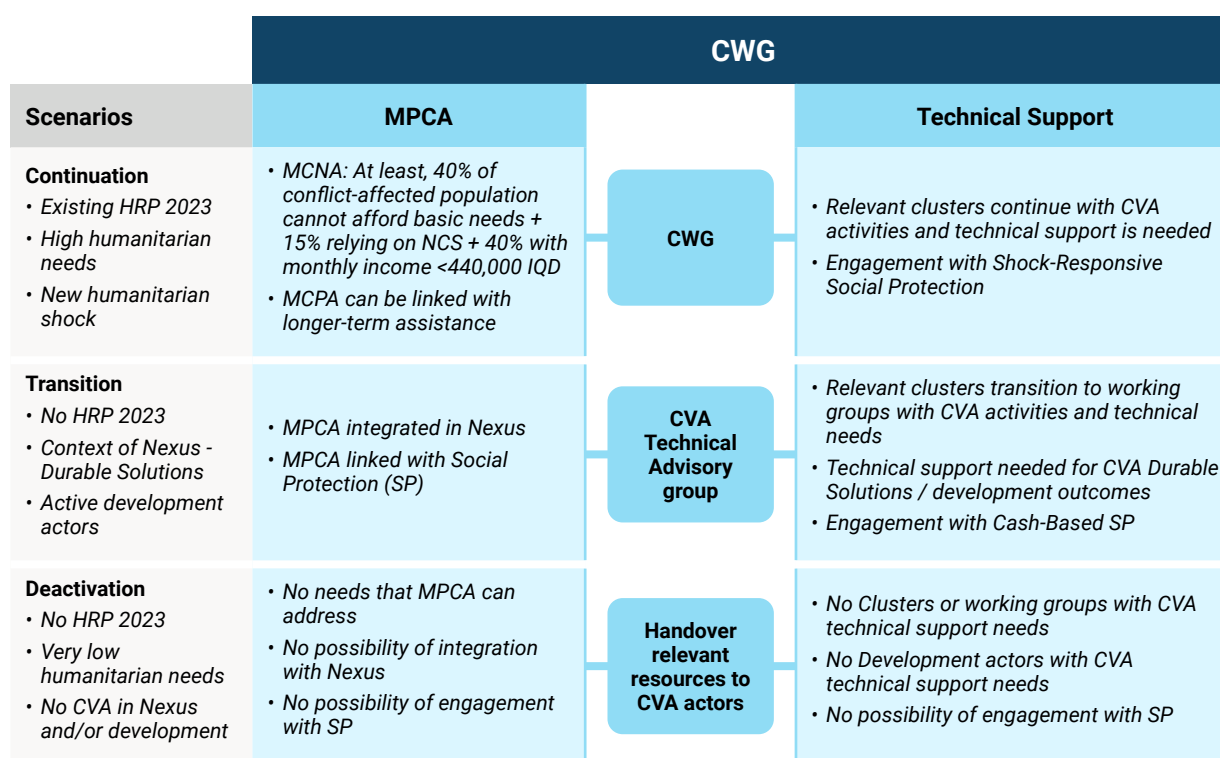
In addition to the roadmap, the clusters and CWG developed key advocacy messages to the government. The CWG delivered the following:

Enhance cash-based social protection programmes, including through the development of shock-responsive mechanisms and by advancing the work currently under way to build a unified social registry.

In September, when the transition had progressed and it was agreed to proceed with a transitioned CWG, the following message was added:

Collaborate with key stakeholders, including the Ministry of Labour and Social Affairs (MoLSA), to ensure that all vulnerable households and population groups can access quality and regular cash assistance to have their basic needs covered. A transitioned CWG needs to be in place to share the expertise gained during the humanitarian response and aims to engage with social protection discussions within relevant forums to ensure strategic alignments and to support the quality delivery of cash-based intervention schemes.

**Figure 3: CWG transition roadmap**



<sup>2</sup> Please see annex 1 for the complete CWG roadmap.

## The key CWG activities

The CWG undertook activities to support partners in developing their own plans to transition CVA to development interventions. The following took place between May and December:

**Figure 4: Key CWG activities**

Strategic	Technical
<ul style="list-style-type: none"> <li>▪ Mapping of stakeholders and CVA strategies, and identification of key areas for technical support in 2023 to inform the CWG transition strategy.</li> <li>▪ <a href="#">Mapping of HRP CVA activities</a> with technical details, including complementarity across sectors, sequential response phasing and deduplication.</li> <li>▪ Session to discuss <a href="#">CVA exit strategies</a> and a document to summarise the discussion.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#">Inter-agency referral mechanism</a> for MPCA beneficiaries, part of the linkages to longer-term solutions, after a <a href="#">CWG workshop</a> organised in December 2021.</li> <li>▪ Update the Survival Minimum Expenditure Basket (SMEB) and develop an MEB and gap analysis, aligning the transfer values with the cash-based social assistance scheme. This took place in the last quarter of 2022 and <a href="#">technical guidance</a> was published.</li> <li>▪ A rapid <a href="#">rental market assessment</a> focused on access to safe and sustainable housing with a rights-based approach.</li> </ul>
Capacity strengthening	Engagement with key stakeholders
<ul style="list-style-type: none"> <li>▪ Development of a <a href="#">database</a> with CVA training resources.</li> <li>▪ Workshop on GBV risks and mitigation measures for CVA given the transition, which led to a <a href="#">paper</a> highlighting key actions.</li> <li>▪ Learning events and ad-hoc meetings on key topics: MPCA challenges, digital FSPs, gender and age diversity, working with community committees.</li> </ul>	<p><b>Social protection:</b></p> <ul style="list-style-type: none"> <li>▪ Participation in the Social Protection Sector Coordination Committee as a member.</li> <li>▪ Meeting with all social protection stakeholders to discuss the role of the transitioned CWG.</li> <li>▪ Meeting with the consultant leading the development of the social protection reform strategy.</li> </ul> <p><b>Durable solutions:</b></p> <ul style="list-style-type: none"> <li>▪ Agreement to engage with Area-Based Coordination (ABC) groups on CVA-related topics.</li> <li>▪ Founder member of the livelihoods technical sub-group.</li> </ul>



## The risk analysis

After the second retreat in March, the CWG prepared a risk analysis that highlighted the following:

**Figure 5: Risk analysis**

Risk assessment	
<p><b>Impact on beneficiaries if service delivery ends with no one taking over</b></p>	<ul style="list-style-type: none"> <li>Less sustainability and efficiency could lead to increased recourse to negative coping mechanisms.</li> <li>CVA tends to have a multiplier effect, contributing to sustaining livelihoods, local markets and economies. Removing support for CVA and the CWG could diminish the chances of recovery and addressing emerging challenges.</li> </ul>
<p><b>Impact if coordination, capacity building or other related activities are not picked up by another entity</b></p>	<ul style="list-style-type: none"> <li>CVA partners continuing cash distribution may duplicate each other's activities, leading to community tensions.</li> <li>There might be a gap in capacity building for new stakeholders using CVA and existing partners.</li> <li>The opportunity to support the authorities in cash-based social protection, a vital factor in sustainability and the government's responsibility, could be missed.</li> <li>Curtailment of support for local NGOs, which could impede localisation efforts.</li> </ul>
Likelihood of risks, and mitigation measures	
<p><b>Likelihood of the cluster transition plan not being successful and leading to above-mentioned risks</b></p>	<p><b>Mitigation measures</b></p>
<p>Limited resources to support the transitioned CWG.</p>	<ul style="list-style-type: none"> <li>Develop a clear strategy for the transitioned CWG to identify necessary resources.</li> <li>Engage with partners and donors from an early stage to identify resources.</li> </ul>
<p>Defining coordination roles with development, durable solutions and government stakeholders.</p>	<ul style="list-style-type: none"> <li>Engage with development, durable solutions, government and social protection stakeholders from an early stage and define objectives, added value, an action plan and collaboration mechanisms.</li> </ul>

## The CWG transition strategy

The [CWG transition strategy](#) paper was published in August, based on a mapping of how CVA would be integrated beyond 2022 into different areas, including recovery, development and stabilisation. It summarised the main findings of the mapping exercise, analysed key stakeholders and priority areas for CVA and included recommendations for the role of a transitioned CWG. It was subsequently updated as the transition progressed and following recommendations from the HCT.

The mapping exercise was conducted between March and June 2022. Information was collected through interviews with stakeholders, a workshop with CWG members and an online session with donors to discuss their strategic plans for 2023.

The recommendation to continue CVA coordination included the CWG operating in an adapted form to support stakeholders with greater focus on durable solutions, development and government social protection, and able to inform any type of CVA activity anywhere in the country.

The strategic work areas presented in Figure 6 were identified based on feedback and recommendations from stakeholders interviewed during the mapping exercise.

The CWG continued to support partners with priority activities until the end of the year. A period of overlap was recommended between the CWG and the creation of the new group to ensure knowledge transfer to the new entity.

## The CWG position paper

After the release of the CWG transition strategy, a [position paper](#) was published with the title “CVA programming and coordination beyond humanitarian responses in Iraq”. The aim was to

advocate for the continuation of CVA coordination and the use of CVA programming in 2023, and to emphasise the importance of engaging with the new coordination group. The paper was mainly intended for humanitarian and development stakeholders, including donors.

## Setting up the Iraq Cash Forum

After the position paper was published, a registration form was shared with CWG partners and other coordination platforms - clusters, durable solutions, UN agencies, UN Sustainable Development Cooperation Framework (UNSDCF) groups and donors - for them to express their interest in being part of the new CVA group in 2023. Seventy-five organisations quickly signed up.

A meeting was held with the new RC/HC to present the CWG transition strategy. It was agreed that the new CVA group would continue sitting under the HCT, subject to revision once the HCT becomes fully deactivated and the new CVA group has time to establish itself.

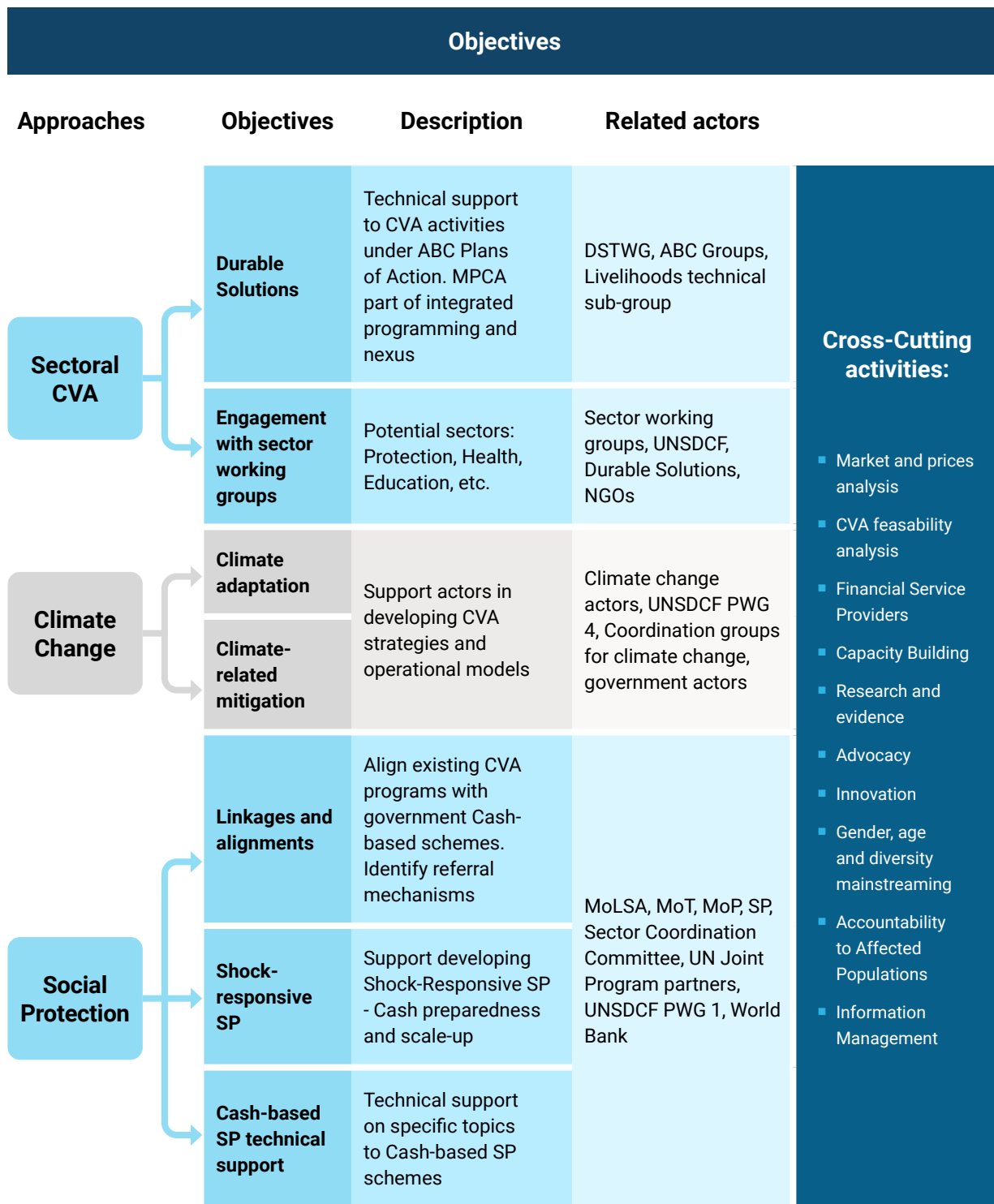
Both CWG co-lead agencies expressed interest in leading the new group and allocating the human resources needed. Other members were asked for their interest in becoming a co-lead, which would have led to an election process, but none came forward.

The last CWG monthly meeting was organised in the first week of December, and the following week a [workshop took place to launch the new CVA group](#) and discuss its [terms of reference](#) and [workplan](#) for 2023. It was also decided that the new group would be called the Iraq Cash Forum (ICF).<sup>3</sup> For the rest of the month communications were shared with both CWG and ICF members to ensure that no one was left out, but as of 31 December the CWG was officially deactivated, and all further communications have since been sent solely to ICF members.

---

3 A new [website](#) was created to share ICF resources

**Figure 6: CWG transition strategy**



\* This diagram has been modified from the original in the transition strategy document to capture further discussions on the pillars of action as the transition progressed.

# Challenges and Lessons Learned

A number of challenges and lessons learned were identified during the transition process.

## Challenges

The process of deactivating the CWG was new for the majority of CVA stakeholders and individuals involved, and there were very few similar experiences to draw on. The overall process was successful, but it required thorough planning that was also flexible enough to accommodate regular changes and a degree of learning by doing, and plenty of joint discussions, collaboration and decision making.

The transition from humanitarian to development work was not a new topic, but the impacts of Covid-19 delayed the process. It resumed as the pandemic eased and the country stabilised. Re-strategising was time-consuming, however, in part the result of having to prioritise ongoing operations in a complex and volatile setting. The CWG aimed to define its transition strategy based on its partners' and donors' strategies for 2023, but at the time these were unclear for many of them because they were also redesigning their operations.

The transition also required resources while crises emerged in other countries, leading to critical staffing gaps and a significant decrease in funding in Iraq, and CWG partners were among the organisations affected.

One of the main focuses of the transition was to handover activities to the Iraqi authorities, but the process took place during a year when the country was without a government after the October 2021 parliamentary elections, which made it difficult to identify interlocutors. In addition, an increase in the government's revenues and financial capacities had been identified as a reason to wind down humanitarian coordination, but its systems also need to be improved to ensure that revenues are reinvested to the population, and this requires more time.

Coordination with the development sector was essential, but it lacked an inter-agency forum and information sharing to agree on new approaches to implementation, the identification of financing and innovation among stakeholders of different natures.

The process was further complicated by the fact that there had been little interaction between humanitarian and development stakeholders before the transition. The UNSDCF also has a specific structure and only guides the work of UN agencies, limiting interaction and entry points for other stakeholders.

Communication and information sharing were essential to the whole process, but there were constant changes and it was not always possible to keep all CVA stakeholders updated and abreast of events. Trying to do so took considerable time and effort.

There were considerable discussions about whether the time was right to deactivate the humanitarian coordination system, given the remaining humanitarian needs, the lack of a government for most of the year and the limited performance of social protection programmes. These doubts impeded progress towards deactivation and the clear identification of the CWG's future mandate.

## Lessons learned

Conflicts in the Middle East and globally are becoming more protracted. The humanitarian community should increase debate on exit and handover strategies for coordination systems and ensure that it begins well in advance, during the emergency response. Iraq has the potential to serve as a reference point for other countries with best practices and lessons learned.

The Iraq CWG's mandate was solely for humanitarian CVA, but other types of CVA programming beyond the humanitarian response should be explored in anticipation of the recovery phase and during protracted crises. It is important that CWGs globally include longer-term links to sustainability and greater interaction with clusters and non-humanitarian stakeholders in this direction in their mandates. At the technical and operational level, it is also important that CWGs include specific actions to advance towards longer-term CVA activities in their workplans.

The transition was a complex and dynamic process that required strategic thinking and coordination beyond traditional humanitarian approaches. Time is needed to put deactivation into practice, allocate

resources and engage with and learn from non-humanitarian stakeholders. When communicating with them, it is important to use language and terminology that ensures mutual understanding.

Engagement with local stakeholders is a vital element of a humanitarian response, but all the more so during a transition as international resources are phased out. It is also essential to understand their different ways of engaging with the coordination system and consider that a handover cannot happen towards the end of the response. Engagement and synergies should always promote local leadership and ensure appropriate resources are allocated.

Given that the Iraq CWG's deactivation was a new process for most of the stakeholders involved, the guidance and tools provided by the HCT and ICCG

were very helpful in developing a strategy and putting it into practice. Thorough planning with objectives, activities and timelines that was also flexible enough to accommodate changes was vital. The mapping exercise was also an essential element in involving key stakeholders.

Setting a deadline for the transition made deactivation a main priority for many clusters and coordination platforms, but dialogue with emerging and pre-existing parallel forums, such as durable solutions and the UNSDCF, was not necessarily integrated organically in work towards it.

Each CWG and cluster and the environments they work in are unique, but sharing information and experiences from other countries will benefit global learning. This case study is intended to contribute to this process.



**Photo:** Ezra Millstein/Mercy Corps

# Annex 1: CWG roadmap




## The CWG transition roadmap

### Challenges

In line with the transition to resilience and development, CVA can be considered to address needs beyond humanitarian responses and targeting other non-conflict affected geographical locations and population groups. Expansion outside HRP coverage can be a challenge if the CWG transition considers only the ICCG mandate.

### Benchmarks for CWG transitioning: Indicators and thresholds of humanitarian needs signalling possible scenarios for continuing, transitioning or deactivation

Specific indicators were identified to inform whether the CWG should continue in 2023, transition to a new group or be fully deactivated. Each scenario considered the two main pillars of the CWG: the coordination of MPCA and the provision of technical support to sector-specific CVA.

Scenarios	CWG		
	MPCA		Technical Support
<b>Continuation</b> <ul style="list-style-type: none"> <li>Existing HRP 2023</li> <li>High humanitarian needs</li> <li>New humanitarian shock</li> </ul>	<ul style="list-style-type: none"> <li>MCNA: At least, 40% of conflict-affected population cannot afford basic needs + 15% relying on NCS + 40% with monthly income &lt;440,000 IQD</li> <li>MCPA can be linked with longer-term assistance</li> </ul>		<ul style="list-style-type: none"> <li>Relevant clusters continue with CVA activities and technical support is needed</li> <li>Engagement with Shock-Responsive Social Protection</li> </ul>
<b>Transition</b> <ul style="list-style-type: none"> <li>No HRP 2023</li> <li>Context of Nexus - Durable Solutions</li> <li>Active development actors</li> </ul>	<ul style="list-style-type: none"> <li>MPCA integrated in Nexus</li> <li>MPCA linked with Social Protection (SP)</li> </ul>		<ul style="list-style-type: none"> <li>Relevant clusters transition to working groups with CVA activities and technical needs</li> <li>Technical support needed for CVA Durable Solutions / development outcomes</li> <li>Engagement with Cash-Based SP</li> </ul>
<b>Deactivation</b> <ul style="list-style-type: none"> <li>No HRP 2023</li> <li>Very low humanitarian needs</li> <li>No CVA in Nexus and/or development</li> </ul>	<ul style="list-style-type: none"> <li>No needs that MPCA can address</li> <li>No possibility of integration with Nexus</li> <li>No possibility of engagement with SP</li> </ul>		<ul style="list-style-type: none"> <li>No Clusters or working groups with CVA technical support needs</li> <li>No Development actors with CVA technical support needs</li> <li>No possibility of engagement with SP</li> </ul>

## Considerations

- Although humanitarian response is downsizing, there are structural and emerging needs in the country that are not addressed (poverty, climate change).
- Particular humanitarian needs are not yet resolved: informal settlements, undocumented populations.
- MPCA is scaling down, but it can be linked to, and/or part of integrated programming.
- CVA is effective not only in humanitarian settings but also in other phases of responses. It is probable that in Iraq CVA programming will continue in economic recovery, market-based programming, social protection, climate change, social cohesion and peace building.
- CVA programming will continue to need its supporting activities such as engaging with digital financial service providers (FSPs), designing new operational approaches or developing new evidence and research.

## Actions required to meet above indicators

### General

- Mapping of development actors and CVA integration into their strategies and operations.
- Identify the need to develop cash preparedness, especially supporting the capacity of the government by integrating current CWG knowledge and expertise to shock-responsive social protection (SRSP).
- Explore and design linkages between humanitarian CVA and social protection.

### MPCA

Identify to what extent MPCA can be used and is relevant as part of nexus and continue supporting strategic linkages between MPCA and longer-term solutions, including social protection programmes.

### Sector-specific CVA

Identify which clusters will transition to working groups and will integrate CVA in their activities.

## Government capacity and willingness to take over

### Current capacity

- After parliamentary elections in October 2021, the government was only formed in October 2022.
- The Social Protection Sector Coordination Committee will be launched in June 2022. The CWG, being a member, needs to engage with the government to find the most suitable synergies based on capacity needs.
- The social assistance registry of the Ministry of Labour and Social Affairs (MoLSA) has been closed since the start of the conflict.

### Actions required to take over

- Reactivation of the Social Protection Sector Coordination Committee.
- Support the MoLSA and relevant social protection actors with CVA technical expertise.
- Identify potential linkages and alignments for horizontal expansion.
- Generate interest from donors to support collaboration between CVA actors and government social protection.
- Advocacy to government to scale-up CVA and expand the social registry.
- Advocacy to government to develop SRSP.

## Strategic policy-level engagement

### Government engagement

- The CWG should increase engagement with the government as soon as possible to identify collaboration. This includes coordination with other social protection actors.
- CWG to be a member of the Social Protection Sector Coordination Committee.
- This coordination depends on government interest and priorities, while the government has not been formed since the last elections and ministers are not appointed.
- It is critical to see if/when social registration will be opened again, its level of coverage and ways of support by development actors, if needed.

### Engagement between humanitarian and development partners/entities

- MPCA can be integrated in durable solutions and other relevant pillars of the UNSDCF as part of a nexus strategy.
- Sectoral and CVA supporting activities can be considered depending on the specific CVA programming implemented in 2023.
- The CWG will start conversations with relevant stakeholders to map out initial plans to use CVA and identify CVA areas of support.
- Identify if national and international NGOs will be coordinating with a new/specific mechanism.
- Depending on relevance, the CWG could transition to a CVA advisory group.



## Anticipated roadmap timeline

### In six months:

- Mapping of CVA actors and interventions in 2023.
- Develop referral pathways with durable solutions and specific clusters.
- Identify priorities that a transitioned CWG would focus on in 2023.

### In 12 months:

- Hand over CVA knowledge and resources.
- Establish a collaboration/coordination mechanism with the government and between social protection actors.
- Identify to whom the CWG will be handed over.

## Cluster transition process - activities

Activity	Hand over to:	What needs to be done	Timeframe
<b>MPCA</b>	Development actors (UNSDCF and others); coordinate with MoLSA for alignments and potential referrals if registration is opened.	<ul style="list-style-type: none"> <li>• Meet the UNSDCF and other development actors to understand the integration of CVA in their programmes and identify potential technical needs.</li> <li>• Discuss with MoLSA for potential alignments.</li> </ul>	June 2022
<b>Supporting Service Delivery</b>	Technical aspects of CVA can be transferred to a transitioned CWG	<ul style="list-style-type: none"> <li>• Identify under which mechanism the transitioned CWG can be integrated and the lead organisations. At least one local organisation to lead.</li> <li>• During 2022, increase collaboration with durable solutions, MoLSA and other social protection actors. A strong handover should be in place with a period of overlap.</li> </ul>	Action plan developed by June 2022; full handover by end of 2022
<b>Informing humanitarian strategic decision making</b>	CVA strategic and operational approaches and technical tools can be handed over to development actors. Research and analysis are key to inform the CVA strategy in development.	<ul style="list-style-type: none"> <li>• Engagement with relevant actors to handover the existing tools and products. A transitioned CWG can be created to support the relevant actors.</li> </ul>	End of 2022
<b>Planning and strategy development</b>	Existing and relevant CVA strategies can be handed over to development actors	<ul style="list-style-type: none"> <li>• The CWG will work on defining the transition strategy. CVA preparedness/contingency plans should be part of 2023, with provision of capacity strengthening to development actors and government when relevant.</li> <li>• Engagement with SRSP can start in 2022.</li> </ul>	End of 2022
<b>Advocacy to address identified needs</b>	Advocacy to new donors to include CVA in development, especially focus on social protection; Advocacy to government to increase SRSP; Existing advocacy and research products can be shared.	<ul style="list-style-type: none"> <li>• Present MPCA and other CVA strategies in the development context;</li> <li>• Advocacy to relevant donors on the use of CVA</li> </ul>	In nine months
<b>Monitoring and reporting on cluster strategy</b>	Monitoring and reporting tools can be handed over to a transitioned CWG and other development actors	<ul style="list-style-type: none"> <li>• CWG can hand over existing tools and resources to future leads of a potential transitioned CWG</li> </ul>	End of 2022



PART OF NORWEGIAN  
REFUGEE COUNCIL

Learn more about CashCap at  
[nrc.no/norcap/cashcap](https://nrc.no/norcap/cashcap)