# CVAP induction and visioning workshop

**FACILITATORS’ GUIDE**

# Preparation activities

* Share and invite feedback within NS on ToR
* CVA FP to collect RCRC Counting Cash data related to the Movement CVA operational readiness indicators (or NS to gather independently), prior the workshop
* Confirm participants. Approx. 10-15 participants are ideal. It is critical all relevant individuals are in the room.
* Identify venue
* Organise workshop materials

DAY 1

**Morning**

**9.00– 9.30 Welcome, Introduction to workshop**

**In Brief** - This session introduces the background to the workshop. It begins with providing a basic overview of the rational for the Induction and Visioning Workshop, the key objectives and format, plus ways of working. Emphasis the importance of senior leadership presence and participation in this workshop. Any suggestions or changes to the scheduling for the day can also be mentioned here.

**Outcomes:** Clarity on objectives of Induction and Visioning workshop

**Process:**

* Introductions: facilitators introduce themselves and respective roles.
* If relevant, everyone introduces themselves – one thing about themselves, and one thing about their experience using CVA. This step can be skipped when everyone knows each other
* Introduce (10 mins): Explain main purpose of workshop. The first half of the workshop is to introduce the bigger Movement and external CVA picture and an overview of what is CVAP. The second half is dedicated to establishing a strategic and operational CVA vision for the NS and agreeing CVA operational readiness levels for the NS.
* Explain after this there will be a follow up a Planning workshop, which looks at assessing CVA organisational capacity (CVA capacity self-assessment) and developing the Plan of Action (PoA).
* Go through the agenda.
* Emphasise time-keeping
* Agreeing expectations and ways of working (10 mins). Ask everyone what they want to get out of the workshop.

**Handouts:** Workshop agenda

**9.30 – 10.45 CVA Awareness presentation**

**In Brief** – This session is a presentation format that gives a brief overview CVA, explains the current CVA external trends and presence of key actors and outlines the current Movement CVA approach and ambition for CVA, including for IFRC and ICRC. The last section gives background on what is CVAP, why it is important and overview of the process and how to measure progress (CVA organisational capacity and CVA operational readiness levels).

**Outcomes:** Understand the current CVA trends and the Movement CVA approach and vision and how it is positioned globally. Understand the CVAP process the NS is embarking on. Learn about measuring CVA operational capacity through the CVA self-capacity assessment and CVA operational readiness levels.

**Process:**

* CVA awareness PPT presentation by CVA Focal Point or CVA Preparedness Delegate (1 hr)
* Q&A, Plenary session (10 mins)

**10.45 – 11.30 Presentation of NS strategy, with a focus on NSD/PER**

**In Brief** – This session provides a refresher of the overall NS strategy, with a focus on NSD/PER, to explain the importance of integration of the CVAP plan into the NS operational plans. This will also ensure the CVA vision that will be developed later in the workshop is pitched in the context of the broader NS strategy and NSD/PER plans. This session should be facilitated by the NS NSD focal point.

**Outcomes:** Refresh NS colleagues on the current NS strategy, plus NSD and PER plans. Understand the importance of integrating CVAP into NS operational plans and check strategy/plans remain relevant light of the proposed CVAP programme.

**Process:**

* Summary PPT overview of NS strategy (15 mins)
* Summary PPT presentation on NSD plans (15 mins)
* Summary PPT presentation on PER plans (15 mins)

COFFEE BREAK

The rest of the day is dedicated to setting a CVA vision and agreeing the CVA operational readiness levels (current and future).

**12.00– 12.15 Agree current Movement CVA operational readiness levels (baseline)**

**In Brief** – The first step is to agree the current Movement CVA operational readiness levels the NS is achieving that can inform the basis for a tangible, realistic vision. A presentation will be given by the CVA Preparedness Delegate and/or preferably the CVA Focal Point to share the results of the baseline CVA operational readiness levels the NS is currently achieving, gathered either from the data from the last annual RCRC Counting Cash exercise, or independently through the NS. The CVA operational readiness levels are based on the five Movement CVA operational indicators for ability, likelihood, timeliness, accountability and scale.

**Outcomes:** Agreed baselineMovement CVA operational readiness levels (1, 2, 3 or 3+), showing what the NS is currently achieving. This will be measured per indicator and one overall CVA operational readiness level.

**Process:**

* CVA Focal Point introduces the RCRC Movement Counting Cash initiative, presents how the Movement calculates CVA operational readiness levels and a summary of the latest NS levels from the last Counting Cash exercise\* Note: in cases where the NS hasn't participated in the Counting Cash exercise (such as being new to CVA), the CVA Focal Point will have to gather the relevant information ahead of the workshop. (10 mins).
* Instructions can be found in [*Guidance on how to collect the Movement CVA Counting Cash or Operational Readiness Indicators*](https://cash-hub.org/wp-content/uploads/sites/3/2023/11/xxx-4.-Tool-Guidance-for-Movement-Operational-Indicators-v18.pdf)
* Brief discussion in plenary to agree and verify findings (10 mins)
	+ Are the levels per indicator and overall as expected?
	+ What are some of the enablers and blockers?
	+ What can be done to improve the levels further

**Handouts:**

* Summary table of Movement CVA operational readiness indicators
* Table detailing NS latest CVA operational readiness levels (from last Counting Cash exercise)

*Table 2 - NS Current CVA operational readiness levels (baseline)*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Level 1 | Level 2 | Level 3 | Level 3+ |
| Indicator 1: % CVA through a framework agreement delivery mechanism  |  |  |  |  |
| Indicator 2: % of CVA expenditure OR % branches delivering CVA |  |  |  |  |
| Indicator 3: Number of days from disaster to CVA delivery |  |  |  |  |
| Indicator 4: Number of CVA with key CEA/AAP activities  |  |  |  |  |
| Indicator 5: Number of people supported with CVA |  |  |  |  |
| **Overall CVA operational readiness evel** |  |  |  |  |

\* Counting Cash is a Movement-wide initiative which seeks to measure and provide a complete picture of the amount of Cash and Voucher Assistance (CVA) being implemented within the Red Cross Red Crescent (RCRC) Movement each year.

The Counting Cash Initiative plays a key role in the advocacy and implementation of CVA within the Movement, acting to:

* Demonstrate the global reach of the Movement’s CVA programming;
* Identify and monitor the growth of CVA programming within the Movement;
* Support Movement leadership in informed CVA decision-making.

More info can be found [*here*](https://vimeo.com/816526055/fab4aa965e?share=copy) or the CVA FP can liaise with IFRC Regional coordinator for support.

**12.15 – 13.00 Agree Movement CVA operational readiness levels to reach by end of CVAP (endline)**

**In Brief** – This session is for the NS to agree what Movement CVA operational readiness level they can expect to be achieving by the end of CVAP, as well as in 10 years time, assuming the investments made from CVAP will continue to mature. One or two case studies will be presented, to provide illustrative information from other NS’ experience that can support this decision.

**Outcomes:** Agreement on what Movement CVA operational readiness level (1, 2, 3 or 3+) for each of the five Movement indicators the NS can expect to achieve by the end of CVAP and in 10 years.

**Process:**

* Presentation by CVA Focal Point and/or CVA Preparedness Delegate of 1-2 case studies, providing a realistic picture of how many levels a typical NS can increase by through investing in CVAP (20 mins)
* Discussion, in two groups - agree and answer, based on the presentation and the NS unique context:
	+ - Which CVA operational readiness levels do the NS expect to be at by the end of CVAP (endline)? (one per indicator + one overall level/average) -
		- Which CVA operational readiness levels would the NS like to be achieving in 5 to 7 year’s time (aspirational)? (one per indicator + one overall level/average)

**Handouts: None**

*Table 3 -* *NS projected CVA operational readiness levels by end of CVAP (endline)*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Level 1 | Level 2 | Level 3 | Level 3+ |
| Indicator 1: % CVA through a framework agreement delivery mechanism  |  |  |  |  |
| Indicator 2: % of CVA expenditure OR % branches delivering CVA |  |  |  |  |
| Indicator 3: Number of days from disaster to CVA delivery |  |  |  |  |
| Indicator 4: Number of CVA with key CEA/AAP activities  |  |  |  |  |
| Indicator 5: Number of people supported with CVA |  |  |  |  |
| **Overall CVA operational readiness level** |  |  |  |  |

*Table 4 – NS projected CVA operational readiness levels in 5 to 7 years (aspirational)*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Level 1 | Level 2 | Level 3 | Level 3+ |
| Indicator 1: % CVA through a framework agreement delivery mechanism  |  |  |  |  |
| Indicator 2: % of CVA expenditure OR % branches delivering CVA |  |  |  |  |
| Indicator 3: Number of days from disaster to CVA delivery |  |  |  |  |
| Indicator 4: Number of CVA with key CEA/AAP activities  |  |  |  |  |
| Indicator 5: Number of people supported with CVA |  |  |  |  |
| **Overall CVA operational readiness level** |  |  |  |  |

**Afternoon**

**14.00 – 16.00 Establish a NS CVA vision**

**In Brief** – This session provides space to discuss and brainstorm the key parameters for a CVA vision that the NS can use to inform a shared and tangible commitment for how, and why, it wants to scale up CVA (and increase up through the CVA operational readiness levels). Discussions are encouraged to be as broad, aspirational and honest as needed. In groups, three key visioning questions are brainstormed and discussed together in order to establish a [*CVA vision statement*](https://cash-hub.org/wp-content/uploads/sites/3/2024/02/1.1.d-CVA-vision-statement-.docx)*.*

The [*Considerations for CVA Visioning Discussion* *Annex I*](https://cash-hub.org/wp-content/uploads/sites/3/2023/11/1.1.c-Hand-out-Considerations-for-CVA-visioning-discussion.docx) handout provides a checklist of cross-cutting considerations as additional probes that can help steer the discussion. Findings from this will be used in the next session and turned into the final NS CVA vision statement with a smaller group, therefore is important that notes are taken in this session.

**Outcomes:** Summary notes of group discussions

**Process:**

* Bearing in mind the earlier presentations (Movement CVA ambition, external CVA trends, NS strategy) and the NS CVA operational readiness levels (both current position/baseline and aspirational), in 2 groups, discuss the following 3 key questions that can inform a common CVA vision (**1 hour**)
	+ Leadership to split across the groups and ensure even representation.
	+ Each group to have a mixture of both technical and operational staff; people familiar with CVA and people less familiar with CVA.
	+ One person per group to be nominated as facilitator (ideally the person most experienced in CVA) and one to take notes. (On a flip chart if easier)
	+ N.B. Facilitation will be key here – suggest treating the discussion like a focus group on 3 main questions, with the cross-cutting considerations available as probes. Group facilitators can refer to these when needed and read them out. Or participants can offer answers. The checklist is not prescriptive but can provide a useful steer.
* Present back in plenary and collectively agree the final common position (**1 hour**)

Key discussion questions – Establishing a CVA vision

**Q1: Shift from in-kind to CVA**: How does the NS want to position itself in relation to the Movement ambition for scaled-up CVA? Will it seek to align with the 50% by 2025. If not, what is realistic? What are the blockages within the NS? (Be honest!)

**Q2: Modalities and type of response**: What will be the intended strategic use of CVA going forward? (e.g. multi-purpose cash, conditional cash or both).

What kind of response does the NS want to use CVA for? (e.g. small scale disasters with specific branches, large national disasters, DREF only, full spectrum: all emergencies and early recovery, supporting government social protection programming

**Q3: Investments to make the shift**: What are the key CVA areas to be developed or invested in, and how? (e.g. IM, advocacy and technical support for linking CVA to social protection)

**Handouts:** [*CVA vision statement*](https://cash-hub.org/wp-content/uploads/sites/3/2024/02/1.1.d-CVA-vision-statement-.docx)*;*[*Considerations for CVA visioning discussion*](https://cash-hub.org/wp-content/uploads/sites/3/2023/11/1.1.c-Hand-out-Considerations-for-CVA-visioning-discussion.docx) *Annex I*

**COFFEE BREAK**

The final session will be done through a small task force (to be decided between the workshop facilitators and leadership during the coffee break). The small task force will remain for the final session and all other participants are free to leave after the break.

**16.15 – 17.30 Develop CVA vision statement**

**In Brief:** The CVA vision statement will provide the NS with an anchor and rationale to support its ambition to progress up through the CVA operational readiness levels.

**Outcomes:** Completed CVA vision statement, signed and endorsed by senior leadership.

**Process:**

* Building on the findings from the previous session and using the CVA vision statement template,the task force should complete the template for each of the main sections, turning key points into a summary CVA vision statement, mission statement and shared values and strategic priorities (1-2 page max).
* Examples are provided below, but each NS to design their own statement.

**Example vision statement**

*“The NS will seek to provide 30% of its programming through CVA by the end of CVAP and increase to 50% in the next 5 to 7 years. Where appropriate and driven by the needs of the most vulnerable, this will be through multipurpose cash during the emergency phase, combined with cash for shelter, cash for livelihoods and cash for WASH during recovery. We will seek to support national government social protection systems alongside throughout this period and aim to be providing a 20% of multipurpose cash through social protection in 5 to 7 years”*

**Example mission statement**

*“To enable this shift towards greater use of CVA to occur, the NS will invest in the following:*

 *- Undertaking CVAP as a key step in this journey to improve the NS institutional preparedness for CVA at scale and improved technical capacity.*

*- A gradual shift from paper based to electronic cash by the end of CVAP, through greater collaboration and partnership with private sector actors in country.*

*- Enhance programme quality through investing in IM based beneficiary management and feedback (e.g. Red Rose)*

*- Promote and advocate with government about the role of the NS as auxiliary in emergencies and the relevance of CVA in response”.*

**Why is it important? (shared values and strategic priorities)**

*“The joint commmittment contained within this statement is important for the NS to remain a* ***relevant*** *actor in-line with the Movement’s CVA ambition and within the external environment for* ***visibility*** *and* ***positioning*** *as a key CVA actor, amidst a rapidly changing landscape and donor preferences. Multipurpose cash will be the default CVA modality due to its ability to be a* ***people-centred*** *form of assistance that ensures* ***quality*** *and* ***accountabilit****y, based on the* ***affected population’s needs and preferences****, are at the core of the response.*

*Engaging with local and national authorities to promote CVA will be key alongside the NS’ own activities, to support the development the role of NS as auxiliary and eventual partner for government national social protection programming*.”

***Annex I***

**Considerations for CVA visioning discussion**

The following outlines three key questions that should be discussed when establishing a CVA vision statement, followed by a checklist of suggested probes that can be used for each question. These probes can help steer the discussion and will be helpful to ensure the workshop discussion findings can be applied and converted in to the final CVA vision statement. The checklist is not exhaustive and can be adapted based on what is relevant for the NS and in the context.

**Q1 - Shift from in-kind to CVA**

**How does the NS want to position itself in relation to the Movement ambition for scaled-up CVA? Will it seek to align with the 50% by 2025. If not, what is realistic? What are the blockages within the NS?**

Suggested probes:

This question will likely be a free form discussion - participants should be as open as possible regarding how the NS intends (or not) to align with the Movement ambition for CVA.

Specifically probe on social protection as follows:

* What is the current situation with social protection in-country and does the NS wish to invest more in supporting linking CVA to national social protection in the future?
* Is there scope for the NS to play its auxiliary role when it comes to CVA and social protection (therefore reaching a greater number of vulnerable people with CVA)?
* How well understood is the NS auxiliary role with government regarding CVA? Is there an opportunity to invest more, as part of the CVAP vision for CVA at-scale?

**Q2 – Modalities and type of response**

**What will be the intended strategic use of CVA going forward? (e.g. multi-purpose cash, conditional cash or both).**

**What kind of response does the NS want to use CVA for? (e.g. small scale disasters with specific branches, large national disasters, DREF only, full spectrum: all emergencies and early recovery, supporting government social protection programming**

Suggested probes:

***Current use of multipurpose cash* (MPC)**

* What % of CVA does the NS want to be using for MPC in future?
* Consider:
* Which modality do beneficiaries prefer? (as reflected in beneficiary communication, e.g PDM)
* How timely is MPG compared to other modalities the NS uses?
* Should the NS consider a greater emphasis on MPC to ensure more affected people can be reached with CVA? (Scale)
* What is the donor trend for CVA funding in terms of MPC? (Is this the future/does the NS need to stay relevant?)

***Use of sectoral cash***

* What is the benefit for the NS for doing sectoral cash? Is it felt to be necessary for quality?

Can the NS consider a greater emphasis on MPC (for timeliness, quality and scale) within its CVA portfolio?

* Can different modalities of MPC and sectoral cash be used together in the vision? (e.g. 50/50, MPC for first phase, sectoral cash for recovery; or sectoral cash for Year 1 of CVAP with MPC phased in)
* How timely is sectoral cash compared to MPC? Which modality is likely to create a better operational outcome regarding timeliness?

***Type of response***

* What scale/size response and scenario does the NS typically respond to with CVA?
* Does the NS wish to consider different modalities for different phases? For example, investing in social protection to enhance scale, but with an understanding that it will not be possible to deliver CVA until the recovery phase?

**Q3 – Investments to make the shift to CVA**

**What are the key CVA areas to be developed or invested in, and how? (e.g. IM, new partnerships, advocacy and technical support for linking CVA to social protection)**

Suggested probes:

***Greater investment in IM***

* What aspects of programming does the NS currently use technology for? (e.g Kobo for assessment, RedRose for beneficiary management). Can this be invested in further and would this facilitate more efficient and effective CVA programming?
* What needs to be invested in regarding IM/what work needs to be done? (Be aspirational!)
* Where are the bottlenecks in the current CVA project cycle that prevent timeliness or scale? How can these be improved?
* Are there further technical areas where investing in IM would help achieve greater timely, quality CVA and at scale? (e.g. targeting, registration, delivery, PMER) How?
* What needs to be done to invest further in IM? (New partnerships or contracts with FSPs? More capacity building in IM? Other?)

***Shift from paper based to electronic cash***

* What are the enablers and blockers for investing more in electronic cash?
* What more needs to be done with working with FSPs?

***Partnerships and collaboration for CVA (with Movement and non-Movement actors)*** (e.g. government, UN, private sector)

* What role does the NS play externally for CVA, if any? (e.g chairing the CWG, main partner for UN etc)
* What key relationships or partnerships does the NS currently have for CVA and are there any that specifically could be further invested in or new ones forged? With who? And Why?
* What work needs to be done to enhance or improve collaboration (e.g advocacy with government on linking CVA with social protection, collaborating for a common cash platform approach for CVA at scale)

***Other investments***

* Are there any other investments relevant in the context that can be considered to support an increased use of CVA for the NS?