# **TOR for Planning Workshop**

# *<insert NS name and CVA programme/year>*

Summary

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| **Purpose**:  A workshop to conduct a CVA capacity self-assessment and to develop a Plan of Action (PoA) to guide the NS in their CVAP activities for the coming 3-4 years. The workshop will also present highlights of the NS vision for CVA that was developed with leadership and give space for NS to share and reflect on their CVA journey and lessons learned to date.  **Workshop facilitators:** CVA Focal Point and/or CVA Preparedness Delegate + management representative (e.g. Programmes). Option to have an external co-facilitator.  **Example timeframe**: 3 days |

# Background

Since X *<insert date>* the *<insert NS name>* has been engaged in CVA, often implementing programmes with other Movement actors such as IFRC, ICRC and PNS, and/or with the UN agencies or without parners’ support.

In *<date>* the NS identified the need to increase its capacity to be operationally ready to deliver cash efficiently and timely and *<IFRC or PNS name>* agreed to support the NS. The RCRC approach to CVA preparedness (CVAP) was the agreed model to be adopted.

In order to start the CVAP activities, an Induction and Visioning Workshop followed by a Planning Workshop needs to be held. The Induction and Visioning workshop leads the path for agreeing the NS CVA strategic and operational outcomes (CVA vision statement and CVA operational readiness levels), including the important step of gaining leadership ownership of the CVAP process. The Planning workshop looks at CVA organisational capacity and gaps (CVA self-capacity assessment) and provides the detailed planning for CVAP (CVAP Plan of Action).

The two workshops can be held either back-to-back over consecutive days or as standalone workshops on separate occasions.

# Purpose of the workshop

The main purpose of the CVAP planning workshop is to conduct a CVA capacity self-assessment and to develop a Plan of Action (PoA) to guide the NS in their CVAP activities for the coming 3-4 years. This will also include a recap of the highlights from the CVA Induction and Visioning Workshop, including the CVA visioning discussion and the agreed NS CVA operational readiness levels, to feed into CVAP planning. A session will also be dedicated to sharing and reflection on the NS’ CVA journey and lessons learned to date.

# Objectives

The specific objectives of the workshop are:

* Make all relevant staff aware of the process and steps of the CVAP programme and ensure it is understood.
* Share NS experience and lessons learnt during the NS CVA journey, to fit into the analysis of NS current strengths and gaps that need to be improved/overcame through the CVA programme.
* Assess the CVA organisational preparedness capacity to identify gaps and prioritise the areas where NS should invest, including who should lead on each activity
* Develop a detailed CVAP Plan of Action (PoA), building on the gaps and activities identified
* Present findings from the CVA capacity self-assessment and PoA to leadership for their feedback and approval.

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# Methodology, scope and approach

First, the workshop will set the scene and ensure all participants understand the CVAP process. As not all participants will be the same between the Induction and Visioning and Planning workshops, a recap of the CVA vision and CVA operational readiness levels discussion from the Induction and Visioning workshop will be provided, followed by a review of the NS CVA journey and lessons learned. The main bulk of the workshop is then dedicated to assessing the CVA organisational preparedness capacity, as well as developing the CVAP PoA.

The CVA capacity self-assessment is a key initial step in planning for the CVAP programme. It provides the NS the opportunity to understand its own capacity and gaps, as well as to identify key activities for cash preparedness that then form the basis for the PoA. The tool has 56 domains that should be discussed, consensus sought and scored, based on evidence provided.

The PoA serves as the implementation plan for the CVAP programme and is built around the priority activities identified in the CVA capacity self-assessment. The PoA is a core planning tool that is necessary to ensure the CVAP goal and vision is achieved. The PoA is therefore developed at the outset of the CVAP journey, following the Visioning workshop, in collaboration with relevant departments and branch representatives where appropriate. Once developed, the CVA Technical Working Group (CVA TWG) in consultation with relevant management and departments, is responsible for managing the implementation of the plan.

At the end of the workshop, NS staff will present the PoA, along with the findings of the capacity self-assessment, to senior leadership. Once approved, the PoA will serve as the basis for implementation of the CVAP programme for the next 3 years.

The following outlines the methodology for the two main exercise-based sessions in the workshop: CVA capacity self-assessment and Plan of Action, which are both conducted in small groups.

CVA capacity self-assessment

The CVA capacity-self assessment should be done at the beginning of a CVA preparedness programme (baseline), at mid-term (mid-term review) and at the end (final review), aligned with the idea that NS capacity will ideally progress up through the CVA operational readiness levels (1-3+) as the NS invests more in its CVA organisational preparedness activities.

The assessment is conducted using the [*NS CVA Capacity Self-Assessment Tool*](https://cash-hub.org/wp-content/uploads/sites/3/2023/11/CVA-Capacity-Self-Assessment-tool-and-instructions-FINAL-EN.xlsx) which measures the NS organisational capacity against a set of indicators (known as ‘domains’) under the five main CVA preparedness Areas, namely: i) leadership commitment, ii) processes systems and tools, iii) financial and human resource capacities, iv) community engagement and accountability (CEA), coordination and partnerships, and v) testing, learning and improving.

Each area is broken down into sub-categories called components, followed by further categories called domains. The CVA capacity self-assessment tool collects and analyses results at domain level**.** The tool has 56 domains that can be posed as questions which are discussed, collaboratively scored (between 1-3+) and consensus sought, based on evidence provided during group discussion in the workshop. Actions are then agreed as a next step to address gaps arising from the assessment, which go on to inform the PoA.

The CVA self-assessment tool is provided in an Excel file with two linked tabs/workbooks: *Criteria and Indicators* and *Criteria and Indicators Charts*. Once scoring has been agreed in the workshop, results are shown visually and automatically converted into spider graphs, which calculate the average domain scores (based on 1-3+) across components and areas.

Finally, the combined area scores are calculated to give a total score (1-3+) for the NS overall. This equates to the NS CVA organisational capacity and which every NS that completes a CVA capacity self-assessment is assigned.

Optional preliminary work before the workshop (‘pre-step’):

Learning from previous experience of conducting a CVA capacity self-assessment has shown that the assessment is usually more effective for the NS if some preliminary work is done individually prior to the planning workshop. In the workshop the tool is then finalised and agreed collectively as a group. Providing concrete evidence to support the results is also key to support consistent and measurable results, and therefore may need gathering in advance of the workshop, with support of the CVA Preparedness Delegate and/or the NS CVA Focal Point.

Therefore, where possible, the CVA Preparedness delegate and/or CVA Focal Point should try to arrange to meet with a range of NS key staff over a one-to-two-week period to orientate them to the tool and CVA capacity self-assessment process and start gathering evidence in response to the questions.

Investing in the pre-step also means the CVA Focal Point can brief any external facilitator before the workshop on any discussions had and potential points of alignment or divergence within the NS to be aware of. If the pre-step is not possible, at a minimum the CVA Focal Point should aim to meet with the external facilitator before the workshop to familiarise them with the tool in relation to the NS context. In cases where the CVA Focal Point is completely new and has no background, this step can be skipped entirely or done by CVA Preparedness Delegate.

CVAP Plan of Action (PoA)

The CVAP PoA is developed from the findings and recommendations identified from the CVA capacity self-assessment and gap analysis during the Planning Workshop, managed and coordinated by the CVA Focal Point. Experience shows the PoA should include the goal, outcomes, outputs and activities to be able to deliver CVA in different crisis or recovery response scenarios.

# Participants

At least two people from each relevant NS department should aim to attend the Planning workshop, including Programmes/Operations, Logistics, Finance, PMER, Communications and HR. This could be representatives from the CVA Technical Working Group members. Where in place, the staff member responsible for Training should also attend. It is up to the NS to make their own decision about branch participation, with DM Coordinators invited as appropriate. Usually, a NS will complete one overall self-capacity assessment for the whole organization, but for NS who are CVAP Level 3 or above, separate assessments per branch can also be considered.

For the NS Plan of Action session, Movement partners can also be invited to participate where appropriate, including IFRC, ICRC, and PNS.

It is suggested that leadership do not participate in the CVA capacity self-assessment or the CVAP PoA development, but rather they are invited to the final session on Day 3 and presented with the results.

Consider the following when selecting workshop participants:

* If branches are to participate, try and involve branches that are in disaster prone areas so that they will be conversant with the tools if a response takes place in their branch.
* The CVA capacity self-assessment and PoA are focused, detailed activities. Only choose relevant staff and volunteers to participate who can concentrate on the activities without any interference, such as the need to run in and out of the workshop or take phone calls.
* Try to ensure enough time for practical participation by all the participants.
* It is important to prioritise relevance of attendees over mass participation, therefore engage only relevant stakeholders in order to have more impact.

For the first two sessions (*Introduction and overview of CVAP process* and *Review of NS CVA vision and Movement CVA operational readiness levels*) the NS may wish to also invite external stakeholders, including CWG co-leads, government and PNS. For the *NS CVA journey and lessons learned* session onwards, the workshop should be internal only, with the option of PNS to remain if appropriate.

# Example agenda

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| **Day 1** |  |
| 8:30 - 9:30 | **Welcome; Introduction and overview of CVAP** |
| 9:30 - 10:15 | **Review of NS CVA vision and Movement CVA operational readiness levels** |
| 10:15 - 10:45 | Tea/Coffee Break |
| 10:45- 12:00 | **NS CVA journey and lessons learned** |
| 12:00 - 13:00 | Lunch Break |
| 13:00 - 15.00 | **CVA capacity Self-Assessment (1)** |
| 15:00 - 15:15 | Tea/Coffee Break |
| 15:15 - 17.30 | **CVA capacity Self-Assessment (2)** |
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| **Day 2** |  |
| 9:00 - 11:00 | **CVAP Plan of Action development (1)** |
| 11:00 - 11:30 | Tea/Coffee Break |
| 11:30 - 13:00 | **CVAP Plan of Action development (2)** |
| 13:00 - 14:00 | Lunch Break |
| 14:00 - 15:30 | **CVAP Plan of Action development (3)** |
| 15.30 – 15.45 | Tea/coffee break |
| 15.45 – 17.30 | **Prepare findings and presentation for leadership** |
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| **Day 3** |  |
| 9.00 - 9.30 | **Presentation of CVA Capacity Self-Assessment to leadership** |
| 9.30 - 10.30 | **Presentation of CVAP Plan of Action to leadership** |
| 10:30 - 10:45 | **Close and wrap-up; Final remarks** |