# **TOR for CVAP final review**

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

Summary

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| **Purpose**: To enable the NS to reflect on their experience, including successes, challenges and lessons learned from the CVAP programme and changes in CVA organisational preparedness capacity and a final mapping of the Movement CVA operational readiness level achieved by the NS the end of CVAP. The CVA TWG will also be required to support the overall process.  **Facilitators:**  CVA Focal Point + PMER, supported by CVA Preparedness Delegate, IFRC or partner NS. The CVA TWG will also be required to support the overall process.  **Example timeframe**: 2 days, plus preparation time prior to workshop |

# Background

The vision for the *<insert NS name>* CVAP programme is to *<insert vision statement> and to <insert summary of CVAP goals>.* This links with the broader IFRC CVA ambition to provide 50% of humanitarian assistance through CVA by 2025 and the context of the NS Strategy *<insert relevant objectives and how CVA fits>.*

The NS CVAP programme *<insert name of project>* took place between *<insert month and year> and <insert month and year>* and was funded by*<insert partner NS name and/or IFRC>.* The CVAP programme follows the standard model of building CVA preparedness capacity along the five CVAP Areas of leadership commitment; processes, systems, and tools; financial and human resources and capacities; CEA, coordination and partnerships; test, learn and improve. To review progress, the NS will measure both its CVA organisational preparedness capacity across the 5 CVAP areas (through the CVA capacity self-assessment) and its CVA operational readiness level (through the five Movement CVA operational readiness indicators, which determines the overall level of CVAP the NS is achieving.

# Purpose of the review

The purpose of the final review is to enable the NS to reflect on their experience, including successes, challenges and lessons learned from the CVAP programme. It also provides a reflection of the Movement CVA operational readiness level the NS has achieved at the end of CVAP.

The findings from the final review can also be useful in terms of attracting funding, for communications and advocacy, and for sharing learning with peer NS.

# Objectives

To specific objectives of the review are:

* To conduct a reflective, participatory activity looking at the overall CVAP journey, reflecting on goals, activities, emotions, thoughts, and sticking points at each stage of the process.
* To review effectiveness and understanding of roles and responsibilities in CVA via a mini scenario and identify any remaining gaps in knowledge/procedures.
* To identify the changes that have occurred in terms of CVA organisational preparedness capacity as a result of the CVAP programme at endline/final review stage.
* To review the final Movement CVA operational readiness indicators at endline, using the latest Counting Cash data or through CVA Focal Point, give a final NS CVAP level achieved.
* To discuss the impact of CVAP on the NS future responses.

**Methodology, scope and approach**

The review will cover the full range of CVAP activities which the NS has undertaken over the past 3-4 years. It addresses the following overarching question:

***How do National Societies evaluate their journey towards cash preparedness (CVAP)?***

This question will be answered through series of sub-questions:

1. To what extent have the NS expectations been met?
2. How have goals and expectations shifted over the course of undertaking CVAP? And how have the NS and their partners adjusted to these changes?
3. What evidence is there of change of CVA preparedness capacity, including the development of policies and procedures, tools, behaviours, skills and knowledge?
4. What have been the critical moments or turning points? And what have the NS and partners learned from these?
5. What have been the key enabling and blocking factors? And what have the NS and partners done to address or build on these?
6. How satisfied have the NS been with external support received as part of their CVAP programme? What has been the most and least useful area of support?
7. What are the key learning points for the NS and what would they have done differently if given the opportunity to repeat?
8. How sustainable do the NS perceive the gains to be?

The review will borrow from several methodological concepts, including:

* User experience analysis
* Customer journey mapping
* Participatory evaluation
* Outcome harvesting

### User experience and customer journey mapping

User experience explores how a person feels about a product or process, i.e. the experimental, effective, meaningful and valuable aspects of product/process use.[[1]](#footnote-1) Customer journey mapping[[2]](#footnote-2) is a related methodology commonly used in product/process development. It has rarely been applied to the humanitarian and development sectors, but it offers an innovative means for recipients of capacity building support to reflect on their experiences over time. Both user experience and customer journey mapping analyse how an individual interacts with a product or process over time.

This review will draw on user experience and customer journey mapping as a means for the NS to self-reflect on their experience with CVAP activities, through facilitated processes which will enable them to identify and assess issues such as:

* the key activities that occurred
* the goals at different stages of the process and how they changed
* emotions (thoughts, fears and morale) and behaviours at different levels and stages of the process
* changes in organisational structures at different stages of the process
* changes in capacities / skills at different stages of the process
* satisfaction with the external support provided by partners (e.g. from delegates)
* critical moments in the process (e.g. tipping points)
* sticking points / challenges
* the time taken for each stage of the process

As NS are not unitary actors but are rather the sum of a combination of teams and individuals, so the review will seek to unpack the different ways that the CVAP change management process has impacted on different parts of the organisation. As such, different perspectives within the NS will be obtained, including from volunteers, project staff, senior management, HR, finance etc.

### Participatory methodology and outcome harvesting

The review will adopt a participatory methodology, in order to ensure that the voices across the whole NS are at the core of the review.

The main components of this will be a review workshop (approx. 2 days) with NS staff and volunteers. This will focus on reviewing the NS’s cash preparedness journey and the changes that have occurred through CVAP. The participatory model in the first day will borrow from outcome harvesting[[3]](#footnote-3), by enabling participants to identify the most significant changes that have occurred at different stages of the process and to then identify the role of the CVAP programme in instigating or supporting these changes. By embracing a methodology that is user-led, e.g. the participants themselves identify the key issues on which to focus, the review seeks to create a non-judgemental environment, where NSs feel free to reflect on successes, challenges and learning in their own terms.

On the second day, the workshop will also include an updated NS CVA self-capacity assessment. The capacity self-assessment was completed by the NS at the start of the CVAP programme, and so the repeat at the end of the programme will be a key measurement of progress in CVA capacity achieved.

The key output from this review workshop will be the identification of key successes, challenges and learning that have occurred during the CVAP programme, and to develop a visual representation of this through the creation of a ‘user journey map’, which will illustrate the timeline of activities, the positive and negative points on the journey, key changes, progress towards goals, and the satisfaction levels across the different stages. It will also provide a mapping of the final CVA levels, including updated final self-assessment tool and CVA operational indicators.

# Users of the review

The review is designed to meet the needs of a range of stakeholders:

* NS who have undertaken, or may undertake in the future, CVAP programmes
* Movement actors (IFRC, ICRC, partner NS), who have technically and financially supported CVAP
* Donors who may be interested in funding CVA
* Wider sector, particularly other organisations working on cash preparedness.

# Review team

The review will be conducted by the NS CVA Focal Point and PMER. Where available, the CVA Preparedness Delegate and/or partner NS or IFRC MEAL or PMER Advisors can support and take appropriate roles as necessary, either as review co-leads in-country or through remote support. The CVA TWG are also required to support the whole process and can take various roles as required during the workshop.

# Expected outputs

A report should be completed for the review, detailing the user journey maps, findings, learning, final CVA organisational preparedness and operational readiness levels, and recommendations. The draft report should also be passed to partner NS or IFRC for feedback and support in compiling the final version.

# Timeframe

The review will take place in *<insert month/year>*.

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| **Activity** | **Who** | **Date** |
| Preparation of workshop materials | NS review team |  |
| Workshop (2 days) | NS review team |  |
| Analysis of findings and write-up of final reports | NS review team |  |
| Feedback on findings by partner NS | NS review team and partner NS/IFRC |  |
| Finalisation of reports | NS review team and partner NS/IFRC |  |

**Example workshop agenda**

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| **Day 1** |  |
| 9:30 - 10:00 | **Welcome; Introduction to workshop** |
| 10:00 - 16:00 | **CVAP journey** (with coffee and lunch breaks) |
| 16:00 - 17.00 | **Facilitators debrief** |
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| **Day 2** |  |
| 9:00 - 12:00 | **Mini scenario (CVA roles and responsibilities)** (with coffee break) |
| 12.00 – 13.00 | Lunch |
| 13:00 – 15:00 | **Updating the CVA self-capacity assessment and NS CVA organisational preparedness capacity (endline)** |
| 15:00 – 15:30 | Coffee break |
| 15:30 – 15:45 | **Reflection on final Movement CVA operational readiness levels (endline)** |
| 15:45 – 16.45 | **Impact of CVAP on NS future responses** |
| 16:45 – 17:30 | **Facilitators debrief** |
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1. https://www.researchgate.net/publication/221248254\_User\_experience\_evaluation\_methods\_Current\_state\_and\_development\_needs [↑](#footnote-ref-1)
2. Salesforce defines customer service mapping as ‘a visual representation of every experience your customers have with you. It helps to tell the story of a customer's experience with your brand from original engagement and into hopefully a long-term relationship.’ [↑](#footnote-ref-2)
3. https://www.betterevaluation.org/en/plan/approach/outcome\_harvesting [↑](#footnote-ref-3)