

Guidance for Mainstreaming Cash and Voucher Assistance Cash Preparedness for Effective Response

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Contents

Chapter 1 CVAP Areas
(please see separate chapter)

Chapter 2 ICRC CVA Preparedness
Guidance (please see separate chapter)

**Chapter 3 Measuring CVA
Organisational Preparedness and
CVA Operational Readiness**



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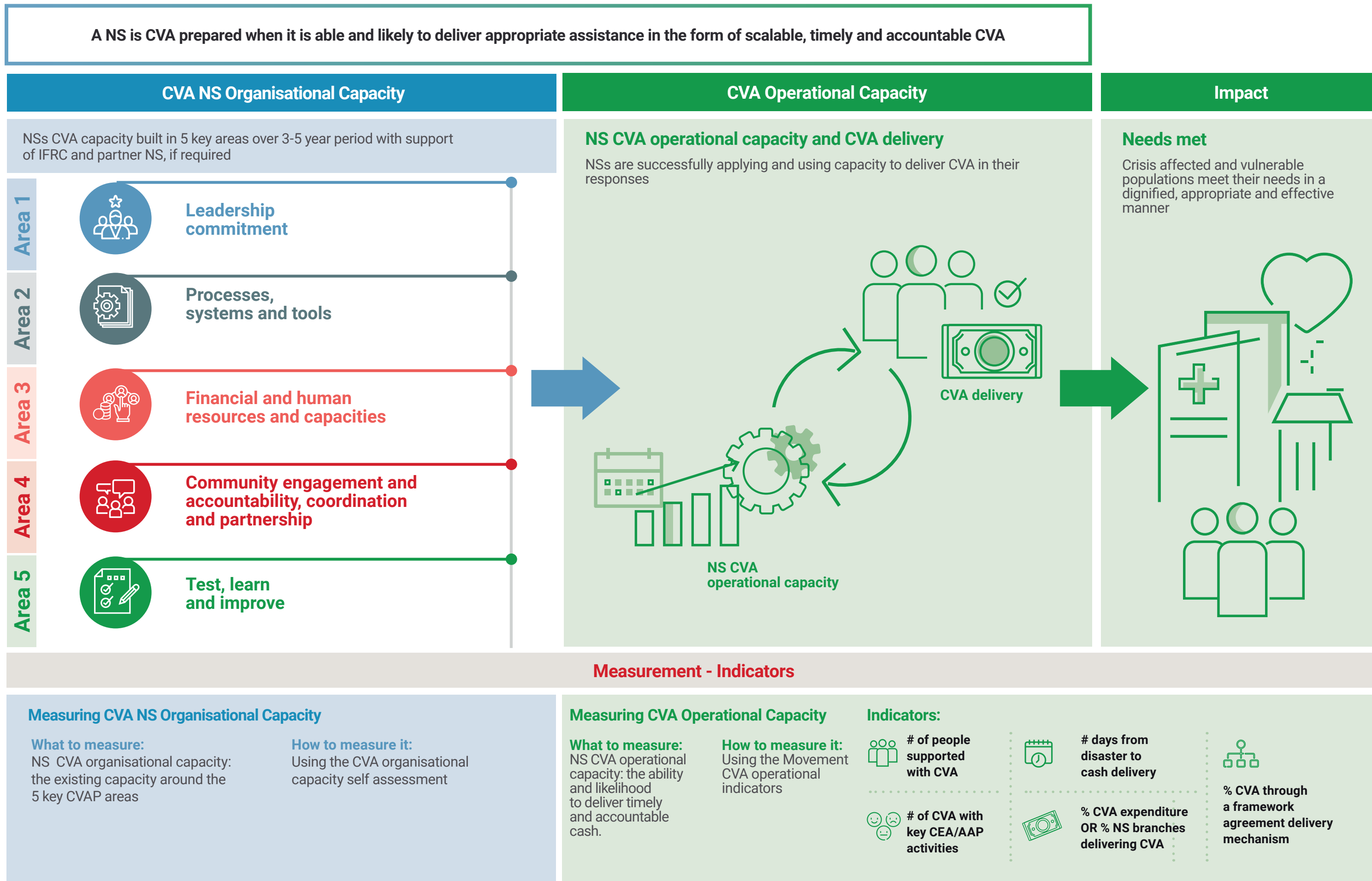
Chapter 3 – Measuring CVA Organisational Preparedness and CVA Operational Readiness

NSs investing in CVAP need to measure both their CVA organisational preparedness capacity as well as their operational readiness level in delivering scalable, timely and accountable CVA. Based on the CVAP Theory of Change from Chapter 1, the following infographic shows how this should be measured.



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Figure 1: Measuring CVA organisational and operational capacity in the theory of change



Both CVA Organisational Preparedness and Operational Readiness need to be measured by NS engaged in CVAP. CVA Operational Readiness uses the Movement CVA Operational Readiness indicators from the Counting Cash initiative.

CVA NS Organisational Preparedness measures existing capacity around the five key CVAP areas, namely: leadership commitment; processes, systems and tools; financial and human resources and capacities for CVA implementation; Community Engagement and Accountability (CEA), coordination and partnership; and implementing and learning. The NS should conduct a CVA Capacity Self-Assessment using the NS CVA Capacity Self-Assessment Tool to measure its capacity against a set of indicators for the five areas and their related components and domains. The results of the CVA Capacity Self-Assessment will provide the NS with a detailed picture of its level of capacity and gaps, in the form of scores (1, 2, 3 or 3+) as well as evidence of the exact areas in which the NS must invest to achieve its intended CVA operational readiness level. These capacity gaps and areas for investment should form the basis of the NS CVAP PoA. In a CVAP programme, this tool must be applied at the start (baseline), at mid-term review and at the end (endline), to measure the impact of the programme in terms of organisational preparedness.

The Movement CVA Operational Readiness Indicators measure the ability, likelihood, timeliness, accountability and scale of CVA delivery. NSs will measure these annually through the Counting Cash initiative. For NSs investing in their CVAP, these indicators will demonstrate how their organisational capacity results in scalable, timely and accountable CVA. For NSs not investing in CVAP but responding with CVA this will document the CVA response and contribute to the Movement’s commitments to measure progress in the use of CVA. When an NS is implementing CVA and uses the Movement CVA Operational Readiness Indicators, this may also highlight a need for further CVAP to sustain and improve organisational preparedness over time. The Movement CVA Operational Readiness Indicators will also contribute to the Movement’s global commitments to track and measure the use of CVA around a number of key target areas and will be incorporated into IFRC Emergency Appeal, Emergency Plan of Action and DREF standard formats. They can also be used where relevant by the ICRC.

At the start of CVAP, NSs will project what CVA operational readiness level they want to be achieving by the end of CVAP and in the longer term. This will also link to the CVA vision established with leadership.

Movement CVA Operational Readiness Levels

The Movement CVA Operational Readiness levels may serve the following purposes:























- Helping NSs to determine the desired level of CVA operational readiness and, from that, putting in place the required investment and CVAP organisational preparedness changes to achieve it.
- Measuring progress in NS CVA operational readiness over time, either within a level or across levels.
- Allowing an NS to provide the Movement and the humanitarian community with an overview of CVA operational readiness across the NS, thereby attracting partners and further resources.

The descriptions of the scoring below outline requirements in terms of CVA Organisational Preparedness (systems, structures, processes and resources) in order to be able to deliver scalable, timely and accountable CVA and can be taken from the CVA self-capacity assessment results. However, for the sake of simplicity, only the five Movement CVA Operational Readiness indicators are taken into account to determine the current overall CVAP level of an NS.

Table 1: Movement CVA Organisational Preparedness levels

Level 1	Level 2	Level 3	Level 3+
Almost nothing in place to support CVA implementation. NS is only able to deliver scalable, timely and accountable CVA with significant external support..	Basic systems, structures, processes and resources to implement CVA are all in place but require improvement. NS is able to deliver scalable, timely and accountable CVA with limited external support.	All systems, structures, processes and resources to implement CVA are in place at sufficient quality and standard. NS is able and likely to deliver scalable, timely and accountable CVA without external support.	All systems, structures, processes and resources to deliver CVA are in place at extraordinary quality and standard. NS plays a key role in influencing external environment. NS is able and likely to deliver scalable, timely and accountable CVA without external support and is able to provide CVA support to other organisations and Movement partners.

Table 2: Movement CVA Operational Readiness levels

Indicator	Level 1	Level 2	Level 3	Level 3+
 % CVA through a framework agreement delivery mechanism	 10 % or less of CVA is delivered using a framework agreement	 11-80% of CVA is delivered using a framework agreement	 Over 81% of CVA is delivered using a framework agreement	 Over 81% of CVA is delivered using a framework agreement
 % CVA expenditure	Up to 10% is CVA	11 - 40% is CVA	41 - 70% is CVA	Over 71% is CVA
 OR % NS branches delivering CVA	0% NS branches delivering CVA	up to 50% of NS branches delivering CVA	51% to 100% NS branches delivering CVA	51% to 100% NS branches delivering CVA
 # days from disaster to CVA delivery (only for emergency responses and approved early action)	 28 days	 14 days	 7 days	 2 days
 # of CVA with key CEA/AAP activities	 No or 1 activity	 2 activities	 3 activities	 3 activities
 # of people supported with CVA	 0-200 people	 201-1000 people	 1,001 – 10,000 people	 Over 10,001 people

How to determine your Movement CVA Operational Readiness Level

NSs should collect data related to the five Movement CVA Operational Readiness indicators for each response either both during the year and for each calendar year from 1 January to 31 December, or annually through the Movement Counting Cash exercise following the IFRC Cash team guidance and/or using the [‘How to collect the Movement CVA Counting Cash or operational indicators’ guidance](#) which includes information on what to measure, how to measure and when to measure data.

Once the indicators are gathered, an overall Global CVA Operational Readiness level can be determined by calculating the average value of all the 5 indicators.

It is worth to note that the importance and value of this exercise is about identifying the indicator areas in which the NSs rates lower and thus, the ones where should prioritise further investments in order to make the progress required to reach its desired CVA Operational Readiness level.

How do the CVA Operational Readiness levels relate to the results of the CVA Organisational Capacity Self-Assessment?

Using the CVA Capacity Self-Assessment Tool, NSs and Movement actors are able to assess their CVA organisational preparedness and identify how well they score for each CVAP area, component and domain. As with the CVA Operational Readiness levels, there are four ‘levels’ (scored 1, 2, 3 and 3+). Results of the Self-Assessment can be summarised with the score for each of the five areas, so that NSs can check progress and identify the areas, components and domains that need improvement and further investment. Although this tool is not intended to calculate an overall CVAP level for CVA organisational capacity (as the global CVAP level is taken from the CVA Operational Readiness indicators), an equivalent can be determined from the average value of the five areas scores.

The principle is that, in general, the organisational preparedness level (average score of the five CVAP areas) and the CVA operational readiness level should be the same. The logic is that as the NS builds CVA capacity, this translates into more and more accountable use of CVA in responses.

However, there might be instances where it takes some time to translate this capacity into real increase in the use of CVA. There are also often external factors that will influence the scale of CVA responses (a key Operational Readiness Indicator). For example, an NS may have robust systems, structures and processes, and human resources for CVA, but may not be major responder due to valid mandate reasons. In this case, in a given year, the NS could score 3 in organisational preparedness with a level 2 (L2) in operational readiness. Also, there may be instances where an NS with low organisational preparedness capacity (score 1) is able to provide scalable, timely and accountable CVA to an operational readiness level 3 (L3) due to extensive external financial and technical support.

Context should be explained in any narrative accompanying the levels, but it is good to remember that the main purpose of comparing the organisational preparedness and operational readiness levels in a given NS is to identify whether there are inconsistencies among them, analyse the reasons why and take preparedness actions to address the areas and/or indicators that are below the intended/desired level.

When referring to an NS’s global CVAP level, the overall Operational Readiness level is always used as the default indicator.

Indicator	Purpose	Level 1	Level 2	Level 3	Level 3+	NS Operational Readiness level
% CVA through a framework agreement delivery mechanism	CVA Able	10% or less of CVA is delivered using a framework agreement	11-80% of CVA is delivered using a framework agreement	Over 81% of CVA is delivered using a framework agreement	Over 81% of CVA is delivered using a framework agreement	= 3
% CVA expenditure OR % NS branches delivering CVA	CVA Scale-Coverage	Up to 10% is CVA 0% NS branches delivering CVA	11 - 40% is CVA up to 50% of NS branches delivering CVA	41 - 70% is CVA 51% to 100% NS branches delivering CVA	Over 71% is CVA 51% to 100% NS branches delivering CVA	= 2
# days from disaster to CVA delivery (only for emergency responses and approved early action)	CVA Likely	28 days	14 days	7 days	2 days	= 1
# of CVA with key CEA/AAP activities	CVA Accountable	No or 1 activity	2 activities	3 activities	3 activities	= 3
# of people supported with CVA	CVA Timely	0-200 people	201-1000 people	1,001 – 10,000 people	Over 10,001 people	= 3
Total = 12						
12/5 Indicators = 2,4						
= Level 2						