# CVAP mid-term review 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. 15 participants are ideal. It is particularly important to have people who have been most involved in the CVA programming, including members of the Technical Working Group, Programmes, Logistics, PMER, HR, Finance etc
* 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 key objectives of the mid-term review workshop. Any suggestions or changes to the scheduling for the next days can also be mentioned here.

**Outcomes:** Clarity on objectives of mid-term review workshop

**Process:**

* Introductions: facilitators introduce ourselves and respective roles. (10 mins)
* Introduce workshop (10 mins): Explain the main purpose of mid-term review workshop is to measure progress at the output/activity level and reflect on enabling factors and challenges. Includes updated CVA self-capacity assessment and PoA.
* Go through the agenda. Emphasise timekeeping
* Agreeing expectations and ways of working (10 mins).

**Handouts:** Workshop agenda

**9.30 – 11.30 Updating CVA self-capacity assessment and CVA organisational preparedness capacity (mid-term)**

**In Brief** – The session starts with a reminder of the NS CVA vision, followed by participants reflecting on which changes in CVA organisational preparedness capacity have occurred so far to bring them closer to achieving their CVA vision. This is done using the baseline NS CVA self-capacity assessment results, with participants reviewing the area scores and assessing if they have changed or are the same and documenting the reasons behind the progress.

**Outcomes:** Updated area scores in NS CVA self-capacity assessment, with documented evidence of progress. Reflection on enablers and blockers and what the NS needs to do to increase CVA readiness.

**Process:**

Participants are divided into four groups, which three focused on one of the five CVAP areas and and one group taking two areas (Suggested this group takes areas 3 and 4). Each group should consist of people who know the content of each area. Participants are provided with the baseline CVA capacity assessment results on laptops, showing the baseline scores per area and domain.

* Each group to see if they can identify any components where NS has made progress to suggest they need to increase a level. Conversely, also identify any components where they may have decreased. Note for each answer, justification is required. This should be written in the activities and evidence columns under ‘Area scores’ (45 mins)
* At the end, summarise and discuss (15 mins)
  + Which are the most important capacities that have changed at mid-term?
  + Are there any capacities that were intended to change, but did not/only partially? What are the blockers?

Are there any unplanned changes in capacity (either positive or negative)? What are the enablers?

* Each group has 10 mins each to present the progress they have identified in the area they have been assessing, including the final level achieved, and what the enablers/blockers were for the progress. (1 hour)

The below is a list of example enablers/blockers factors that may be relevant to consider during discussion. Facilitators can consider providing the list a handout – NS can adapt for their context:

* + Provision/lack of technical guidance
  + Presence/absence of dedicated Cash Focal Point
  + High/low functioning of Technical Cash Working Group
  + High/low digital technology capacity
  + High/low capacity for reconciliation
  + Clarity/lack of clarity of roles and responsibilities for CP beyond the Cash Focal Point
  + Presence/absence of central beneficiary database
  + Presence/absence of logistical and human resources for data gathering during an emergency
  + Presence/absence of digital data collection and registration mechanisms
  + Presence/absence of systems to pre-position cash
  + Presence/absence of cross-organisational buy-in across all sectors and with support services
  + Involvement/lack of involvement of support services which are not involved in assessments and CTO design
  + Quick/slow decision-making processes on the use of cash in emergencies
  + Abundance/limited numbers of staff familiar with CTP at branch and sub-branch levels.
  + Accessibility/inaccessibility of SOPs at branch level.

**COFFEE BREAK**

**12.00 – 12.15 Reflection on Movement CVA operational readiness levels (mid-term)**

**In Brief** – This session is a reflection on the Movement CVA operational readiness levels the NS is achieving, compared where it was at the start of CVAP. It uses the five Movement CVA operational indicators for ablility, likelihood, timeliness, accountability and scale as measurements. The CVA Focal Point will use the data gathered ether during the last annual RCRC Counting Cash exercise, to compare against the year before CVAP started (baseline). Alternatively, the NS can gather the data independently. See [*Guidance on how to measure 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)

**Outcomes:** Updated Movement CVA operational readiness levels, showing what the NS has achieved by mid-term.

**Process:**

* CVA Focal Point presents a summary of the latest CVA operational readiness levels from RCRC Counting Cash or independently (5 mins)
* Brief discussion in plenary to reflect on progress (10 mins)
  + Are the levels per indicator and overall as expected?
  + What are some of the enablers and blockers?
  + What could be done to improve the levels further?

*Table 1 - NS current and projected CVA operational readiness levels*

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

**Handouts:** Data from latest Counting Cash exercise or from NS independently

**Afternoon**

**13.15– 15.15 Review of CVAP Plan of Action and prioritisation of activities**

**In Brief** – This exercise provides an opportunity for the NS to review progress against the PoA, identify enabling factors/blockers for progress and mitigating actions, review prioirisation and make an updated PoA going forward to ensure it is sufficient to achieving the CVA vision and intended operational outcomes by the end of CVAP.

**Outcomes:**  Revised PoA for the final stage of CVAP

**Process:**

* Based on participant competencies/areas or work, divide participants into up to five groups, with each group focusing on one or two CVAP areas.
* The facilitator per group guides a conversation where for each activity the group reflects on the following questions:
  + Whether the activity has either been achieved, is in progress, or not started.
  + If not started, what the blockages have been.
  + If in progress, what has been achieved so far, what is enabling this and a quality/effectiveness rating for the activity.[[1]](#footnote-1)
  + Whether the activity remains a priority or not.
  + What should be done to improve activity implementation, and when.
* It is important to try to link the exercise on reviewing the PoA as much as possible to the previous CVA self-capacity assessment exercise, e.g. by asking questions about what would be required to ensure that the Activities are achieved and ensuring planned activities match this.
* This exercise be done through adding some additional columns to the PoA to track status, what has been achieved, priority level and any improvements.
* Each group to input answers into laptops

**COFFEE BREAK**

**15.45 – 16.45 Review of CVAP Plan of Action and prioritisation of activities (con’t)**

**16.45– 17.00 Wrap up and next steps**

**DAY 2**

**Morning**

**9.00 – 10.00 Preparation of CVAP Plan of Action presentation for leadership**

**In Brief** - The final part of the mid-term review is to present the revised PoA. This is done on the second day, with participants able to use some of the morning to prepare. It is important that the timing of the presentation session has been agreed in advance with the Secretary General/President (as appropriate), so that they can make themselves available.

**Outcomes:** Revised PoA approved by leadership for the final phase of CVAP.

**Process:**

* Prepare presentation (2 hours, with 1 hour of optional sesssions for other participants)
* Powerpoint presentation to leadership (including senior management and governance) by CVA Focal Point (45 mins)
* Feedback, questions, clarifications and approval (45 mins)

**10.00 – 11.00 Presentation of revised PoA to leadership**

**COFFEE BREAK**

**11.30 – 12.00 Revisit NS CVA vision (mid-term)**

**In Brief** – The purpose of establishg the CVA vision done during the start of CVAP was to ensure that leadership and staff had a clear idea of the overall goal in terms of where the NS hopes to arrive in terms of CVA operational readiness, including ablility, likelihood, timeliness, accountability and scale. The mid-term review provides the opportunity to review and make any updates to this vision, in view of current operational progress. Leadership are invited to join this session as they were closely involved in designing the vision at the start of CVAP.

**Outcomes:** Opportunity toreflect and update the CVA vision, where necessary.

**Process:** In plenary, CVA Focal Point refers to the NS CVA vision statement provided on handouts, that was developed at the start of CVAP

* + Ask participants if they think it is still relevant or if it needs to be revised?
  + Probe for changes that have taken place in the NS since the CVAP project was designed, such as any new projects, which might have implications for the vision.
  + This is also an opportunity for participants to develop a longer-term vision, e.g. if at the design stage of the project a vision was established for the end of the programme, a longer-term vision can now be developed at this stage to help foster a sense of development beyond the lifetime of the current project.
* Any necessary adjustments are made to the proposed to the CVA vision to ensure it remains realistic.

**Handouts:** NSCVA vision statement

**Optional activities: 1 hour, during morning PPT preparation session**

As most workshop participants won’t be likely be involved in preparing the PoA presentation, there are additional activities that can be carried out with participants while they wait for the presentation. A new facilitator should be designated for these activities, as the CVA Focal Point will be out.

Additional optional activity 1: Review of the linkage between Activities and Outcomes (30 mins)

The purpose of this exercise is to test whether the linkage between the CVAP project’s activities and overall CVA vision and goals is clear to participants.

To do this, the facilitator simply asks participants what they think will be different as a result of the CVAP project. Hopefully participants will identify improved (higher quality, faster, and potentially scaled) practices related to all aspects of the project cycle.

The facilitator can use this as an opportunity to discuss anything surprising or to raise any aspect that is not mentioned.

Additional optional activity 2: Identification of learning questions for pilot (30 mins)

The purpose of this activity is for participants to start to think about what they want to learn from the pilot project. They simply brainstorm ideas and the facilitator recaps through brief discussion. This can then be used to shape the learning aspect of the forthcoming pilot.

1. An alternative to rating of each activity between 1 and 3 is for participants to rank each activity in terms of effectiveness from most effective to least effective. This is best done by writing each activity on cards to enable participants to physically arrange them in order. The facilitator can then draw out a discussion by asking why each activity has been placed in which position, whether participants are in agreement, etc. [↑](#footnote-ref-1)