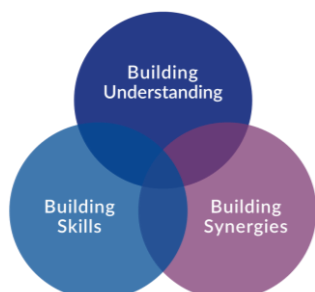


# Agenda

Time	Day 1		Day 2		Day 3		Day 4		Day 5				
9.00 90'	SESSION 1	<b>Welcome, Introductions</b> <ul style="list-style-type: none"> <li>• Introductions</li> <li>• Introduction to the Course</li> </ul> <b>TOPIC 1: CVA &amp; Operations</b> <ul style="list-style-type: none"> <li>• The Scope of Operations</li> </ul>	SESSION 3	Recap	SESSION 5	Recap	SESSION 7	Recap	SESSION 9	Recap			
10.30		Break		<b>TOPIC 2: Over-Arching Duties (cont.)</b> <ul style="list-style-type: none"> <li>• Beneficiary Data Protection</li> <li>• Other Over-Arching Duties</li> </ul>		Break		<b>TOPIC 3: Assessments, Analyses, &amp; Modality Decision (cont.)</b> <ul style="list-style-type: none"> <li>• Partners, Suppliers, FSPs, PSPs...</li> <li>• The Financial Market Assessment</li> </ul>		Break	<b>TOPIC 3: Assessments, Analyses, &amp; Modality Decision (cont.)</b> <ul style="list-style-type: none"> <li>• Operations Contributions to Program-Led Analysis</li> <li>• Value-for-Money Analysis</li> </ul>	Break	<b>TOPIC 4: Design &amp; Implementation (cont.)</b> <ul style="list-style-type: none"> <li>• The Cash Pipeline</li> <li>• Encashment Process Planning</li> </ul>
11:00 90'		<ul style="list-style-type: none"> <li>• Modalities, Mechanisms, &amp; Implications to Operations</li> </ul>		<b>TOPIC 3: Assessments, Analyses, &amp; Modality Decision</b> <ul style="list-style-type: none"> <li>• Feasibility Check</li> <li>• Introduction to Assessments</li> <li>• Security Assessment</li> </ul>		<ul style="list-style-type: none"> <li>• The Financial Market Assessment (cont.)</li> <li>• The ICT Assessment</li> </ul>		<ul style="list-style-type: none"> <li>• Risk Analysis</li> <li>• Response Analysis</li> </ul>		<ul style="list-style-type: none"> <li>• Reconciliation</li> </ul>			
12.30	Lunch		Lunch		Lunch		Lunch		Lunch				
13:30 90'	SESSION 2	<ul style="list-style-type: none"> <li>• The Project Cycle &amp; Operations Involvement</li> <li>• CVA &amp; Humanitarian Standards</li> <li>• RACI</li> </ul>	SESSION 4	<ul style="list-style-type: none"> <li>• The Market System &amp; Mapping</li> <li>• Retail Market Assessment</li> </ul>	SESSION 6	<ul style="list-style-type: none"> <li>• Overview of Analysis</li> <li>• The Procurement Option Analysis</li> </ul>	SESSION 8	<b>TOPIC 4: Design &amp; Implementation</b> <ul style="list-style-type: none"> <li>• The Action Plan</li> <li>• Roles/Responsibilities in the Procurement Process and Supplier Identification</li> </ul>	SESSION 10	<b>TOPIC 5: Monitoring</b> <ul style="list-style-type: none"> <li>• Overview of Monitoring</li> <li>• Market Monitoring</li> <li>• Supplier Monitoring</li> </ul>			
15.00		Break		Break		Break		Break					
15:30 90'		<b>TOPIC 2: Over-Arching Duties</b> <ul style="list-style-type: none"> <li>• Defining Over-Arching Duties</li> <li>• Risk Management, Compliance, Policies &amp; SOPs</li> <li>• Segregation of Duties</li> </ul>		<ul style="list-style-type: none"> <li>• The Retail Market Assessment</li> </ul>		<ul style="list-style-type: none"> <li>• The Procurement Options Analysis (cont.)</li> <li>• The Operational Design Options Analysis</li> </ul>		<ul style="list-style-type: none"> <li>• Roles/Responsibilities in the Procurement Process and Supplier Identification (cont.)</li> <li>• Procurement Concepts</li> <li>• Project-Level SOPs</li> <li>• Distribution Support Mechanisms</li> </ul>		<b>TOPIC 6: Looking Ahead</b> <ul style="list-style-type: none"> <li>• Preparedness</li> <li>• Trends</li> <li>• Resources</li> </ul>			
	Feedback & Close	Feedback & Close	Feedback & Close	Feedback & Close	Feedback & Close	Evaluation & Close							
17:00	End		End		End		End		End				

# Syllabus

## COURSE OBJECTIVES



**Building Understanding** Ensure understanding of the fundamentals of CVA, modalities and mechanisms for delivery, its implications to operations, interoperability of functions, and be able to speak the language of CVA programs.

**Building Skills** Develop fundamental competences for operations staff to execute and deliver CVA and share best practices for specific activities.

**Building Synergies** Build inter-functional understanding for more-effective cooperation and streamlining of CVA programs.

## SESSION PLAN

#	TOPIC	LEARNING OUTCOMES
1	CVA & Operations	<ul style="list-style-type: none"> <li>Explain how operational design and achievement of program objectives are linked</li> <li>Identify operations characteristics, requirements, challenges, and constraints that can impact CVA</li> <li>Describe how CVA needs to be integrated into the roles of different functions throughout the project cycle</li> </ul>
2	Over-Arching Duties	<ul style="list-style-type: none"> <li>Identify issues that must be considered and managed throughout the project cycle and by all functions</li> <li>Explain the difference between compliance, policies, standards, and standard operating procedures</li> <li>Identify the operational implications for beneficiary data protection</li> </ul>
3	Assessments, Analyses, & Modality Decision	<ul style="list-style-type: none"> <li>Explain how Operations contributes and informs response analysis and the modality decision</li> <li>Identify assessments and analyses that Operations leads to inform and support the modality decision</li> <li>Specify the requirements for conducting a Financial Market Assessment</li> <li>Specify the requirements for conducting an ICT Assessment for CVA</li> <li>Specify the requirements for conducting a Retail Market Assessment</li> <li>Evaluate the operational feasibility of cash as a modality</li> <li>Compare and contrast delivery mechanism options based on their operational implications</li> <li>Identify key operational risks and possible mitigating actions specific to CVA</li> </ul>
4	Design & Implementation	<ul style="list-style-type: none"> <li>Identify information needed to support effective and efficient design and implementation once a decision on a modality has been made</li> <li>Explain and manage the process to compliantly and effectively select, contract, and manage service providers required for implementing CVA</li> <li>Plan for how disbursements to beneficiaries will be actioned, reconciled, and reported</li> </ul>
5	Monitoring	<ul style="list-style-type: none"> <li>Explain the different types of monitoring and how they support project delivery</li> <li>Specify the requirements for monitoring and evaluation of CVA Operations</li> </ul>
6	Looking Ahead	<ul style="list-style-type: none"> <li>Outline potential components that contribute to organizational preparedness</li> <li>Identify important trends in CVA as part of humanitarian response</li> <li>Access and utilize the Cash-Based Assistance Program Quality toolbox as a valuable resource for supporting quality CVA</li> </ul>