International Red Cross and Red Crescent Movement

Cash and Vouchers Technical Competency Framework for Rapid Response Deployments

April 2020
Background

The IFRC Core Competency Framework for Rapid Response Personnel was developed as the underlying tool to ensure a consistent and competency-based approach to recruitment, selection, performance management, and learning and development of Rapid Response Personnel across the Red Cross Red Crescent Movement (RCRC) Movement.

The framework consists of 20 distinct generic competencies deemed appropriate for surge personnel grouped into four broad domains: Red Cross / Red Crescent, Operational, Cross-Cutting and Behavioural. The Cash and Voucher Assistance (CVA) Technical Competency Framework reflects the specific cash and voucher assistance (CVA) areas for technical expertise required for a surge response. CVA technical competencies reflect the specific CVA areas technical expertise required for a surge response and do not replicate competencies already included in the Rapid Response core competencies. For example, the core competency framework includes a number of operational delivery competencies that are also technical in nature such as assessment, information management, safety and security, transition and recovery, and community engagement and accountability.

The CVA competency framework therefore does not duplicate these. CVA technical competencies should be used alongside IFRC core competencies.

Structure of the CVA Technical Competency Framework

The CVA Competency Framework is structured as follows:

**Foundational Tier**

- Displays understanding of basic concepts and ways of working and is able to integrate these into specific sectors or support service.

**Tier 1**

- Displays a practical understanding of effective day to day behaviours for this competency and able to function effectively as part of a RC team.

**Tier 2**

- Displays impact for this competency by providing advice and guidance to others within a defined scope. Translates strategic decision.

**Tier 3**

- Models behaviours and created an environment which enables the behaviours to be displayed. Operates at a strategic, multi-sectoral level in a response of any magnitude.

The framework has then been sectioned into 7 domains (or themes):

- **Domains**
- **Definition**
  - **CVA Context Analysis**
    - Ability to carry out CVA specific context and feasibility analysis to feed into response analysis, design and implementation.
  - **Modality and Delivery Mechanism Selection**
    - Ability to implement appropriate modality selection that feed into response analysis and design.
  - **Integrated CVA Programming**
    - Ability to plan and include CVA responses to meet needs and maximize impact on communities as an integrated part of the response in consideration of all sectors and phases.
  - **CVA Project Cycle Tools**
    - Use of appropriate CVA specific tools during phases of the project cycle.
  - **Partnerships**
    - Ability to effectively collaborate and build partnerships with key CVA stakeholders (RCRC Movement partners, humanitarian actors, government, private sector, coordination structures, working groups etc.)
  - **Capacity Building and Transition Management**
    - Ability to plan and manage the transition of CVA related responses from disaster long term programming through to rapid deployment and returns to long term programming, prioritizing host NGO ownership and capacity.
  - **Learning**
    - Ability to apply CVA learning and skill building practices to new contexts and document learning for dissemination and future use.

What is a competency?

A competency defines a set of behaviours, skills and knowledge, it describes how work is to be done. It differs from objectives, which identify what must be done, and activities that need to be completed. Both the core and technical competencies are structured in tiers, indicating roles that take on increasing responsibility from Officer, to Manager, to Coordinator.
### Expected level of expertise

Given the increased uptake of CVA in the RCRC Movement, it is expected that all personnel should have a level of awareness of the role of CVA in relief and recovery responses, regardless of their function.

The foundational tier therefore applies to all surge personnel who may be embedded in a Rapid Response Personnel team as seen below:

<table>
<thead>
<tr>
<th>Tier</th>
<th>Competencies</th>
<th>Applicable for</th>
<th>Delivery and Management of CVA Programmes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundational</td>
<td>Competencies:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tier 1 Competencies:</td>
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<td>Tier 2 Competencies:</td>
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<tr>
<td>Tier 3 Competencies:</td>
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</table>

The CVA Technical Competency - Guidance for Candidate Tier Assessment Determination has been created that provides examples of outputs and activities for each of the competencies and levels listed below. This additional document is intended to provide guidance for those assessing competencies through recruitment, deployment selection and performance. The examples of understanding, knowledge and experience under each competency help place the candidate under the appropriate tier per competency.

The Self-Assessment form for CVA Technical Competencies is a tool for individual practitioners to gauge CVA capacity and readiness to deploy in surge.

CVA specific role profiles have been designed to include the full list of CVA specific activities appropriate for a CVA Officer and a CVA Coordinator. Some activities will be more relevant for different surge rotations (first and second rotation usually involve more design and set up, later rotations usually involve more scaling down, handover and capacity building). The number of CVA officers and coordinators required will be determined by the scale of the response and the capacity of the national Society. It may be necessary to have a CVA team and within that allocate specialisms from the role profiles to different individuals to ensure that the full range of competencies is covered.

### Role profiles

CVA specific role profiles consist of the combination of the CVA specific technical competencies and the core competencies required to carry out a specific role in a rapid response deployment, whether deployed nationally, regionally or at a global level. Each role profile sets out the competencies required to deliver that role, and at which tier they are required.
CVA Technical Competency Framework

DOMIAN Sub-Domain

1a. CVA Appropriateess
Understands that needs can be met through a combination of modalties (cash, in-kind and services) and advocates for appropriate planning and resourcing in the delivery of affected population needs. 

1b. CVA Feasibility
Understands the role of CVA feasibility in response analysis/design and is able to integrate this information into a response context.

1c. Risk Analysis
Understands the role of CVA risk analysis in response analysis/design and is able to integrate this information into a response context.

1. CVA Context Analysis

2a. CVA Needs Analysis
Understands why market data is needed and can describe some of the advantages and disadvantages of each.

2b. CVA Modality Selection
Understands the number of market data gaps on affected population needs and can describe some of the advantages and disadvantages of each.

2c. CVA Delivery Mechanism Selection
Understands that needs can be met through a combination of modalities (cash, in-kind and services) that best meet the needs and response objectives and ensures that the processes to be displayed are effective.

3. Modality and Delivery Mechanism Selection

4a. CVA Communication
Understands the value of this information and is able to describe advantages of each.

4b. CVA Leadership
Understands the value of this information and is able to describe advantages of each.

4c. CVA Management
Understands the value of this information and is able to describe advantages of each.

4d. CVA Legal
Understands the value of this information and is able to describe advantages of each.

4e. CVA Information
Understands the value of this information and is able to describe advantages of each.

CVA Technical Competency Framework [continued]
CVA Technical Competency Framework (continued)

**Foundational Tier**

- **For all personnel**: expected level of CVA awareness

**Tier 1**

**For specific CVA technical profiles supporting delivery of CVA programmes**

- **Technical Competency Framework**

<table>
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<tr>
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<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3. Integrated CVA Programming</strong></td>
<td></td>
<td>Ability to plan and include CVA responses to meet needs of different target groups and cross-sectoral needs on communities as an aspect of the response in coordination of all sectors and phases</td>
</tr>
<tr>
<td><strong>3a. CVA Modality</strong></td>
<td></td>
<td>Understands CVA as a modality that can be used to meet a number of needs and objectives across sectors</td>
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<tr>
<td><strong>3b. CVA Integration</strong></td>
<td></td>
<td>Understands CVA as a modality that can be used to meet identified needs and identifies target groups appropriately</td>
</tr>
<tr>
<td><strong>3c. CVA M&amp;E &amp; Reporting</strong></td>
<td></td>
<td>Selects appropriate CVA indicators for PMER</td>
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</table>

**Tier 2**

- For specific CVA technical profiles supporting coordination, management and delivery of CVA programmes

- **MODEL**

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<td><strong>4. CVA Project Cycle Tools</strong></td>
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<td>Ability to identify and use CVA specific guidance tools, related procurement procedures, and systems (forms, databases) for the response and train teams to use</td>
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<td><strong>4a. Implementation</strong></td>
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<td>Uses CVA specific tools at the appropriate phases of the project cycle and knows where to find them</td>
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<td><strong>4b. Identification and Registrations</strong></td>
<td></td>
<td>Use the appropriate identification of affected populations, authentication and registration for CVA</td>
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<td><strong>4c. PSP Selection</strong></td>
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<td>Uses the relevant procurement tools to develop the requirements for the PSP service. Engage in the evaluation, selection, contracting and, if applicable, management of PSPs</td>
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**Tier 3**

- For specific CVA technical profiles supporting coordination, management and delivery of CVA programmes

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**Notes**

- Displays understanding of basic concepts, and ability to integrate and apply to a RC team, with phases of the response and influences their uptake within a defined scope.
- Translates strategic decision into effective day to day behaviours to be displayed.
- Displays an understanding of effective day to day behaviours to be displayed.
- Displays impact for this competency and ability to integrate these into an environment which enables the behaviours to be displayed.
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4. CVA Project Cycle Tools

4d. Distribution, Encumrement and Reconciliation

Understands the role of distribution and reconciliation tools and systems. Can use recipient feedback forms to build a comprehensive feedback database.

4e. Community Engagement and Accountability (CEA)

Understands the role of community engagement and recipient feedback tools in CVA responses and trains teams to use them.

TIER 1

For all CVA profiles supporting delivery of CVA programmes

TIER 2

For specific CVA technical profiles supporting management and delivery of CVA programmes

TIER 3

For specific CVA technical profiles supporting coordination, management and delivery of CVA programmes

5. Partnerships

2a. CVA Needs analysis

Understands the existence of non-RRC Movement CVA coordination systems

Identifies ways in which non- RRC Movement CVA actors coordinate and harmonises ways of working and delivers host NS identifies a counterpart to participate in external CVA fora

Identifies key government, private sector, and non RRC Movement actors relevant to CVA design and delivery

Builds on existing partnerships to enhance CVA delivery and identifies key government, private sector and non RRC Movement actors that can enhance CVA implementation capacity

Influences the design of new CVA programmes, distribution, encumrement and reconciliation resources and influences their uptake by RRC Movement actors

Leverages the design of new CVA programmes and builds understanding of the roles and responsibilities of RRC Movement actors

Adapts distribution, encumrement and reconciliation tools and builds these into RRC Movement actor’s work.

Understands the steps involved in distribution, encumrement and reconciliation and builds these into RRC Movement actor’s work.

Displays understanding of basic competencies and work and able to integrate these into specific sectors or support services in a response.

Displays a practical understanding of effective CVA tools and able to integrate these into defined scope. This includes strategic direction and sectoral direction.

Models behaviour and creates the environment that enables the behaviour to be displayed. Operates at a multi-sectoral level in a response.

Display understanding of basic competencies and work and able to integrate these into specific sectors or support services in a response.

Displays understanding of basic competencies and work and able to integrate these into defined scope. This includes strategic direction and sectoral direction.

Models behaviour and creates the environment that enables the behaviour to be displayed. Operates at a multi-sectoral level in a response.

Display understanding of basic competencies and work and able to integrate these into specific sectors or support services in a response.

Displays understanding of basic competencies and work and able to integrate these into defined scope. This includes strategic direction and sectoral direction.

Models behaviour and creates the environment that enables the behaviour to be displayed. Operates at a multi-sectoral level in a response.
**CVA Technical Competency Framework (continued)**

**DOMAIN Sub-Domain**

**6. Capacity Building and Transition Management**

**6a. CVA Capacity Building**

- Understands cash preparedness concepts and can describe how NS can be supported.
- Understands the importance of identifying cash preparedness levels for surge response.
- Identifies host NS cash preparedness operational capacity and builds on these for effective CVA implementation.

**6b. CVA Capacity Ressourcing**

- Understands how to enable effective CVA implementation.
- Ensures host NS CVA capacity and resource adequacy prioritises these for effective CVA response.
- Identifies host NS CVA capacity and priorities for changes as well as adapting the context and makes proposals for changes as well as adapting to the changing context.

- Documents and shares CVA best practice during the response, providing innovative approaches and improvements to the existing procedures, capacity to analyse and identify best practice and makes this feedback from the operation to new contexts.

**6c. CVA Transition Management**

- Understands the importance of internal movement coordination processes for CVA scale up and transition during the response.
- Provides guidance to existing Movement Coordination processes for effective CVA scale up and transition during the response and prioritises ways of working that ensure an effective response.
- Builds consensus amongst Movement partners to sustain and build on host NS capacity through the transition during the response, ensuring long-term strategic direction for future CVA implementation.

**7. Learning**

- Has awareness of previous CVA responses.
- Demonstrates an understanding of use of CVA in other contexts and identifies best practice.
- Understands and applies CVA responses.
- Documents and shares CVA best practice during the response, proposing innovative approaches and improvements to the existing procedures, capacity to analyse and identify best practice and makes this feedback from the operation to new contexts.

**Tier 1**

- For all CVA profiles supporting delivery of CVA programmes.
- Displays a practical understanding of effective day-to-day behaviours to be displayed.
- Models behaviours and creates an environment which enables the behaviours to be displayed.

**Tier 2**

- For specific CVA technical profiles supporting management and delivery of CVA programmes.
- Identifies host NS CVA capacity and resource adequacy prioritises these for effective CVA implementation.
- Identifies host NS CVA capacity and builds on it for surge response.

**Tier 3**

- For specific CVA technical profiles supporting coordination, management, and delivery of CVA programmes.
- Identifies host NS CVA capacity and builds on it for surge response.
- Identifies host NS CVA capacity and builds on it for surge response.

**Foundational Tier**

- For all personnel – expected level of CVA awareness.
- Displays a practical understanding of effective day-to-day behaviours for this competency and able to integrate these into effective, professional practice.
- Models behaviours and creates an environment which enables the behaviours to be displayed.
- Displays impact for this competency by providing advice and guidance to others within a defined scope.
- Identifies host NS CVA capacity and builds on it for surge response.

**Domain Sub-Domain**

**DOMAIN Sub-Domain**

**Technical Competency Framework for Rapid Response Deployments**

1. Ability to plan and manage the transition of CVA related responses from pre-disaster planning to implementation.

2. Ability to plan and manage the transition of CVA related responses from pre-disaster planning to implementation.

3. Ability to plan and manage the transition of CVA related responses from pre-disaster planning to implementation.

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12. Ability to plan and manage the transition of CVA related responses from pre-disaster planning to implementation.

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**Tier 1**

- For all CVA profiles supporting delivery of CVA programmes.
- Displays a practical understanding of effective day-to-day behaviours.
- Models behaviours and creates an environment which enables the behaviours to be displayed.
- Identifies host NS CVA capacity and builds on it for surge response.

**Tier 2**

- For specific CVA technical profiles supporting management and delivery of CVA programmes.
- Displays impact for this competency by providing advice and guidance to others within a defined scope.
- Identifies host NS CVA capacity and builds on it for surge response.

**Tier 3**

- For specific CVA technical profiles supporting coordination, management, and delivery of CVA programmes.
- Displays impact for this competency by providing advice and guidance to others within a defined scope.
- Identifies host NS CVA capacity and builds on it for surge response.

**Foundational Tier**

- For all personnel – expected level of CVA awareness.
- Displays a practical understanding of effective day-to-day behaviours.
- Models behaviours and creates an environment which enables the behaviours to be displayed.
- Identifies host NS CVA capacity and builds on it for surge response.

**Domain Sub-Domain**

**Technical Competency Framework**
Acknowledgment

The Technical CVA Competency Framework was made possible thanks to the support of Jackie Frize, British Red Cross and American Red Cross.

BritishRedCross

American Red Cross