



International Red Cross & Red Crescent Movement

Cash and Vouchers Technical
Competency Framework for
Rapid Response Deployments

April 2020



ICRC



IFRC

The Training Technical Working Group (TTWG) was established by the Cash Peer Working Group to provide specific technical expertise towards specific outcomes of the Cash Strategic Framework for the International Red Cross and Red Crescent Movement. The TTWG has developed the new Technical Competency Framework to help support the Movement to provide skilled individuals to lead and contribute to high-quality CVA.



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 (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.

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 indicate 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.



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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

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

The CVA technical competencies are applicable for all rapid responses, including national, regional and global including National Societies providing surge support to their branches.

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, coordinator structures, working groups etc.)
Capacity Building and Transition Management^	Ability to plan and manage the transition of CVA related responses from pre disaster long term programming through multilateral surged, coordinated bilateral operations and back to long term programming, prioritising host NS ownership and capacity.
Learning^	Ability to apply CVA learning and best practices to new contexts and document learning for dissemination and future use.

*Domains more directly identifiable as CVA specific,

^ Domains focused on competencies to support CVA integration into overall response including transition planning.

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:

	Support delivery	Implement	Design & manage	Lead & coordinate
Foundational Competencies: applicable for all personnel supporting the delivery of CVA programmes	✓			
Tier 1 Competencies: applicable for all CVA profiles implementing CVA programmes	✓	✓		
Tier 2 Competencies: applicable for specific CVA technical profiles responsible for the delivery and management and delivery of CVA programmes	✓	✓	✓	
Tier 3 Competencies: applicable for specific CVA technical profiles responsible for leading coordination, operationalisation and implementation of CVA programmes	✓	✓	✓	✓

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.

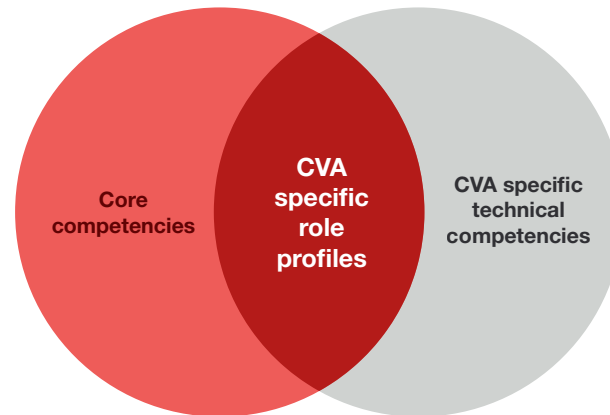
The Self-Assessment form for CVA Technical Competencies is a tool for individual practitioners to gauge CVA capacity and readiness to deploy in surge.

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 surge response, 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 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 profile combination



CVA Technical Competency Framework

DOMAIN	Sub-Domain	Foundational Tier For all personnel – expected level of CVA awareness <i>Displays understanding of basic concepts and ways of working and is able to integrate these into specific sectors or support service expertise in a response.</i>	Tier 1 For all CVA profiles supporting delivery of CVA programmes <i>Displays a practical understanding of effective day to day behaviours for this competency and able to function effectively as part of a RC team.</i>	Tier 2 For specific CVA technical profiles supporting management and delivery of CVA programmes <i>Displays impact for this competency by providing advice and guidance to others within a defined scope. Translates strategic decision into sectoral direction.</i>	Tier 3 For specific CVA technical profiles supporting coordination, management and delivery of CVA programmes <i>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.</i>
1. CVA Context Analysis Ability to carry out CVA specific context analysis and feasibility analysis in a timely manner to feed into response analysis/design and implementation	1a. CVA appropriateness	Understands that needs can be met through a combination of modalities (cash, in-kind and services) and is able to describe advantages of each	Understands that needs can be met through a combination of modalities (cash, in-kind and services) and advocates for appropriate consideration of all of these in response analysis/project design	Provides guidance to host NS and Movement partners on how needs and response objectives can be met through a combination of modalities (cash, in-kind and services) and advocates for appropriate consideration of all of these in response analysis/project design	Ensures host NS and Movement partners collectively identify the combination of modalities (cash, in-kind and services) that best meet needs and response objectives and ensure response analysis/ design builds on the cumulative effect of these modalities
	1b. CVA Feasibility	Understands the role of CVA feasibility in response analysis/ design	Uses secondary and primary data on CVA feasibility to inform response analysis/design and can explain to surge stakeholders the value of this information	Leads/builds on the collection and analysis of CVA feasibility to inform response analysis/design and makes this information readily available to subsequent team members	Influences others to generate data to fill knowledge gaps on CVA feasibility to inform response analysis/design and makes this data widely available to leadership and technical specialists
	1c. Risk Analysis	Understands the role of CVA risk analysis in response analysis/design	Uses secondary and primary data on CVA risk analysis to inform response analysis/design and can explain to surge stakeholders the value of this information	Leads/builds on the collection and analysis of CVA on CVA risk analysis to inform response analysis/design and makes this information readily available to subsequent team members	Influences others to generate data to fill knowledge gaps on CVA risk analysis to inform response analysis/design and makes this data widely available to leadership and technical specialists

CVA Technical Competency Framework [continued]

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2. Modality and Delivery Mechanism Selection Ability to implement appropriate modality selection processes that feed into response analysis /design	2a. CVA Needs analysis	Displays understanding of basic concepts and ways of working and is able to integrate these into specific sectors or support service expertise in a response.	Uses secondary and primary data on affected population modality preferences to inform response analysis/design and can explain to surge stakeholders the value of this information	Leads/builds on the collection of analysis of affected population modality preferences to inform response analysis/design and makes this information readily available to subsequent team members	Influences others to generate data to fill knowledge gaps on affected population modality preferences to inform response analysis/design and makes this data widely available to leadership and technical specialists
	2b. FSP Identification	Understands there are a number of delivery mechanisms for CVA and can describe some of the advantages and disadvantages of each	Uses secondary and primary data to identify CVA delivery mechanisms to feed into response analysis/design	Leads/builds on the primary and secondary data to identify CVA delivery mechanisms to feed into response analysis/design and builds NS capacity to build robust delivery mechanisms	Influences others to develop and invest in CVA delivery mechanisms to feed into response analysis / design and provides guidance on resourcing and planning in line with contextual factors and best practice
	2c. Market Data and Analysis	Understands why market data information is needed	Uses market data information to understand the conditions for CVA	Leads/builds on market data analysis to recommend response options and understand market conditions	Influences others to use market data analysis to influence response options and ensure quality programming

CVA Technical Competency Framework [continued]

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3. Integrated CVA Programming Ability to plan and include CVA responses to meet needs of different target groups and maximise impact on communities as an integrated part of the response in consideration of all sectors and phases	3a. CVA Modality	Understands CVA is a modality that can be used to meet a number of needs and objectives across sectors	Systematically considers and uses CVA as a modality to meet immediate relief and recovery needs across sectors providing guidance on target groups and transfer values	Advocates for using CVA as a modality to meet immediate relief and recovery needs across sectors providing guidance on target groups and transfer values	Influences others to use CVA as a modality to meet immediate relief and recovery needs across sectors providing guidance on target groups, transfer values, number of tranches
	3b. CVA Integration	Understands CVA can meet multiple needs	Uses sector specific response plans to inform use of CVA to meet identified needs and identifies target groups appropriately	Builds on sector specific response plans with sector colleagues to inform use of CVA for different target groups ensuring synergies and efficiencies	Influences others to create integrated approaches involving CVA for different target groups, ensuring synergies and efficiencies and appropriate timelines
	3c. CVA M&E & Reporting	Understands which components of CVA need to be included in PMER	Selects appropriate CVA indicators for PMER	Leads on the identification of appropriate CVA indicators for PMER and supports capacity to collect and analyse these during the response	Ensures CVA indicators are identified and improved on in line with phases of the response and uses these to inform and improve the response

CVA Technical Competency Framework [continued]

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4. CVA Project Cycle Tools Ability to identify and use CVA specific guidance, tools, related procedures (procurement, finance, other) and resources to undertake needs assessments, CVA feasibility, market analysis, FSP mapping, response analysis, CVA programme design, CVA implementation, monitoring, capacity building and learning and documenting for an effective response	4a. CVA Implementation	Understands that there are CVA specific tools available for various phases of the project cycle and knows where to find them	Uses CVA specific tools at the appropriate phases of the project cycle and supports host NS CVA counterparts to access and understand the tools	Applies and adapts CVA specific tools at the appropriate phases of the project cycle and disseminates findings for decision-making to key stakeholders	Creates and adapts CVA specific tools for all phases of the project cycle and increases their uptake within RCRC movement partners and external CVA actors
	4b. Identification and Registrations	Understands the role of identification of affected population, authentication and registration for CVA	Uses the appropriate identification of affected population, authentication and registration systems (forms, databases) for the response and trains teams to use these	Adapts identification of affected population, authentication and registration tools and systems (forms, databases) for the response	Leads on the design of new identification of affected population, authentication and registration tools and systems (forms, databases) for the response
	4c. FSP Selection	Understands the steps, sequence and timeline involved in procuring FSP services and their specific role and responsibilities	Uses the relevant procurement tools to define the services required from an FSP and engage in the evaluation, selection, contracting and, if applicable, management of FSPs	Adapts the content of the relevant procurement tools to develop the requirements for the FSP service. Engage in the evaluation, selection, contracting and management of FSPs.	Serves as a CVA subject matter expert to support the design of relevant CVA related procurement tools, and identifies best practice for evaluation and selection of FSPs

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	4e. Community Engagement and Accountability (CEA)	Understands the role of community engagement and recipient feedback in CVA responses	Uses the appropriate community engagement and recipient feedback tools in CVA responses and trains teams to use these	Adapts community engagement and recipient feedback tools for the response and builds these into the NS CVA SOPS	Leads on the design of new community engagement and recipient feedback tools and influences their uptake by RCRC movement actors

CVA Technical Competency Framework [continued]

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5. Partnerships Ability to effectively collaborate and build partnerships with key CVA stakeholders including RCRC Movement actors, national actors, government, the private sector and external humanitarian actors, coordination structures and working groups	2a. CVA Stakeholder Analysis	Understands there are multiple stakeholders involved in CVA responses including the government and the private sector	Identifies key government, private sector, and non RCRC Movement actors relevant to CVA design and delivery	Builds on existing partnerships to enhance CVA delivery and identifies key government, private sector and non RCRC Movement actors that can enhance CVA implementation capacity	Influences partnership arrangements with government, private sector and non RCRC Movement actors that enhance CVA implementation capacity now and in the longer-term and adequately prioritises investments that foster successful partnerships
	2b. CVA Coordination	Understands the existence of non-RCRC Movement CVA coordination systems	Identifies ways in which non- RCRC movement CVA actors coordinate and harmonise ways of working and ensures host NS identifies a counterpart to participate in external CVA fora	Actively participates in for a and coordination mechanisms set up by non-RCRC Movement CVA actors and ensures host NS is systematically represented and shares experience	Influences decisions and outputs in non RCRC Movement CVA actors and ensures the host NS is seen as a credible CVA player throughout the response

CVA Technical Competency Framework [continued]

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6. Capacity Building and Transition Management Ability to plan and manage the transition of CVA related responses from pre-disaster long terms programming	6a. CVA Capacity Building	Understands cash preparedness concepts and can describe how NS can be supported	Understands the importance of identifying cash preparedness levels of the host NS and builds on these for surge response	Identifies host NS cash preparedness operational capacity and builds on it for effective CVA implementation	Prioritises host NS cash preparedness capacities for CVA implementation whilst ensuring Movement partner CVA expertise is channelled appropriately during CVA implementation
	6b. CVA Capacity Resourcing	Understands host NS competing capacity gaps and the opportunities CVA offers for growth	Understands the capacity gaps and opportunities for host NS and adequately prioritises these for an effective CVA response	Identifies host NS CVA capacity gaps and adequately resources these to enable effective CVA implementation	Ensures host NS CVA capacity gaps are prioritised and met during surge response and ensures longer-term strategic direction for future CVA implementation
	6c. CVA Transition Management	Understands the importance of internal Movement Coordination processes for CVA scale up and transition during the response	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 feasible 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 a coordinated approach to CVA design and implementation during scale up and transition

CVA Technical Competency Framework [continued]

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7. Learning Ability to apply learning and best practice of CVA design and response to new contexts and document new learning for dissemination and future use	7a. Learning	Has awareness of previous CVA responses	Demonstrates an understanding of use of CVA in other contexts and identified best practice	Identifies and applies CVA response best practice and makes this knowledge accessible to others, participates in the lessons learnt process, collects and consolidates feedback from the operation on existing tools and provides recommendations for improvement	Documents and shares CVA best practice during the response, proposing innovative approaches and improvements to the existing procedures, capacity to analyse the context and make proposals for changes as well as adapt to the changing contexts

Acknowledgment

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