CTP competency framework

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| **Competency areas** | **Level 1 – Entry** | **Level 2 – Generalist** | **Level 3 – Expert** |
| **1. General International Red Cross and Red Crescent Movement** | | | |
| * 1. **International Red Cross and Red Crescent Movement context** | * Describe the mission and the different components of the International Red Cross and Red Crescent Movement. * Respect the seven Fundamental Principles and the Code of Conduct. * Demonstrate knowledge of Red Cross Red Crescent security rules (same for all levels). | * Demonstrate knowledge of Red Cross Red Crescent’s responsibility within emergency response activities. * Show ability to work with the different components of the Movement (National Society/IFRC/ICRC). | * Represent the Red Cross Red Crescent Movement among key stakeholders and partners. * Establish and maintain productive partnerships with the different components of the Movement (National Society/IFRC/ICRC) based on trust and respect. |
| **1.2 Contextual sensitivity** | * Interact sensitively and respectfully with regard to local language, religion and customs (same for all levels). |  | * Apply culturally relevant approaches to the programmes, including gender and other social dynamics. |
| **1.3 Community participation** | * Describe basic principles of community participation. | * Identify relevant and appropriate community participation approaches (i.e., community-based targeting). | * Gather inputs from the community to inform the development of programmes and ensure community feedback/accountability. |
| **2. Cash concept** | | | |
| **2.1 Cash advocacy** | * List the main arguments often set up against CTP. * List the main advantages and disadvantages of CTP. | * List the main arguments set up by different groups or stakeholders against CTP. * Prepare a defence of CTP approaches where that is appropriate. | * Produce a detailed justification of a CTP proposal with various concerns identified and addressed. |
| **3. Assessment** | | | |
| **3.1 Needs assessment** | * Identify the preconditions and key criteria to determine whether cash is feasible. * Identify the main assessment issues relevant to CTP, and demonstrate an understanding of the key terms and concepts. | * Identify the needs of the affected populations through assessment and analysis. * Identify response options to address the needs of the affected populations. * Identify the main assessment issues relevant to CTP within a specific context and use these to inform the design of an assessment process. | * Lead an assessment process, with the ability to prepare and plan for an assessment and design questionnaire. * Provide an assessment report to inform response option analysis. |
| **3.2 Market assessment** | * Identify pertinent commodities and local markets to use for collecting data on availability and prices. * Design a simple questionnaire for collection of data on prices. | * Identify the main market systems, physical access to markets and information to collect on households’ use of markets. * Design a questionnaire for collection of data on prices and other market-related information. * Collate information from questionnaires. * Input to report on market assessment, with clear conclusions and relevant recommendations. | * Lead a market assessment process and team. * Analyse market assessment data to make and communicate findings and recommendations. * Report on market assessment, with clear conclusions and relevant recommendations. |
| **4. Response option analysis** | | | |
| **4.1 Modality and mechanism selection** | * Describe the modality and delivery mechanism options, steps for selecting the cash transfer modalities and mechanisms that meet the objectives established for the emergency intervention in the best way. | * Participate in the selection of the modality and delivery mechanism, including checking whether or not cash is feasible, rating advantages and disadvantages of modalities and mechanisms and filling the decision-making tool. | * Lead response option analysis, selection of the modality and delivery mechanism, including checking whether or not cash is feasible, rating advantages and disadvantages of modalities and mechanisms. * Document and justify the process and decisions made and communicate/present to key stakeholders. |
| **4.2 Transfer value** | * General knowledge on how to calculate transfer value. | * Participate in the calculation process of transfer value. | * Establish the value of transfer using all appropriate criteria. * Document, justify, review and update the transfer value, in coordination with others. |
| **4.3 Vulnerability and targeting** | * Identify and outline the different types of vulnerability and how they relate to CTP. * Explain issues relating to targeting CTP towards individuals, households, groups and communities. | * Gather assessment data to understand community vulnerabilities and relevance for CTP and targeting. * Establish vulnerability criteria for beneficiary selection, applying a community participative approach. | * Undertake analysis across the range of potential vulnerabilities and apply findings to programme design. * Use data on food sources, income sources and expenditure patterns to quantify needs. * Adapt vulnerability criteria based on errors of inclusion/exclusion. * Decide, document, justify and communicate targeting strategy, in coordination with others. |
| **5. Set-up and implementation** | | | |
| **5.1 Beneficiary communication and accountability** | * Identify appropriate methods of beneficiary communication and channels. * Knowledge about the feedback and response mechanism. | * Coordinate the development of appropriate methods of beneficiary communication and channels. * Use the feedback and response mechanism. | * Design beneficiary communication tools, including flyers, FAQs, etc. * Design feedback and response mechanism, including methods ensuring segregation of duties. * Manage and problem-solve with regard to issues arising. |
| **5.2 Financial service provider** | * List the service providers, both traditional and those requiring new technologies. | * Explain the opportunities and constraints presented by each service provider and assess their capacities. * Describe the advantages and disadvantages and identify the most appropriate service provider. | * Develop a detailed justification and implementation plan for the use of the selected CTP service provider. * Design and implement a plan for the financial service provider including a contract agreement. |
| **5.3 Distribution and encashment** | * Knowledge of the distribution process, including beneficiary registration, set-up and management of the distribution site and encashment process. | * Contribute to the design of distribution and encashment under the supervision of an experienced CTP manager. * Identify risk and mitigation/contingency measures. * Manage issues related to financial reconciliation. | * Plan activities, resources, time-frame and length of CTP. * Manage distribution and delivery phases, including an adapted mechanism for targeting and registration; design and monitor the encashment plan. * Ensure coordination with stakeholders. |
| **6. Monitoring and evaluation** | | | |
| **6.1 CTP monitoring** | * Ability to read and interpret a programme logframe for CTP. * Understand key areas to monitor for CTP (process and impact). | * Ability to design or adapt cash distribution, on-site monitoring tools and post-distribution monitoring tools. | * Ability to develop a CTP programme logframe, with indicators and means of verification. * Design monitoring activities and include M&E results in the programme’s future. |
| **6.2 Market monitoring** | * Ability to collect regular market price monitoring, linked to existing initial baseline data, through the project cycle. | * Ability to set up and analyse market price monitoring and trends/changes against identified market indicators. | * Design market monitoring. * Analyse market assessment data and make decisions and recommendations. * Include monitoring of markets into the programme’s future. |
| **6.3 Evaluation** | * List the importance of different types of evaluation and when they might be undertaken in the project cycle. | * Support the implementation of an evaluation. * Undertake information management and data preparation for an evaluation. | * Design the Terms of Reference for an evaluation, setting out clear questions that need to be answered. * Design and lead an evaluation resulting in an evaluation report with clear recommendations. |
| **7. Information management** | | | |
| **7.1 Data collection and analysis** | * Design/adjust a simple data collection tool. * Perform simple calculations (e.g., using Excel). * Describe simple quantitative results. | * Design and conduct assessment questionnaires and focus group discussions. * Identify and compile appropriate secondary data sources. * Interpret quantitative and qualitative results. | * Design information management systems and integrate data analysis in response analysis, project design, review or evaluation. * Adapt reporting templates to local contexts. |
| **7.2 Reporting** | * Fill in, accordingly, the reporting tools. * Support data collection for documentation of lessons learned. | * Write and review reporting tools. * Participate in the ‘lessons learned’ process by developing fact sheets. | * Report on the CTP programme, formulate recommendations and apply them for future programmes. * Support lessons learned with fact sheets and case studies. |