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.
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| **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.
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| **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.
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| **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.
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| **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.
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| **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.
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| **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.
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| **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.
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| **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.
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| **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.
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| **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.
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| **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.
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| **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.
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| **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.
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| **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.
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| **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.
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| **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.
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