Cash and Vouchers Technical Competency Framework for Rapid Response

Guidance for Candidate Tier Assessment Classification

This document develops the Cash and Vouchers Technical Competency Framework into a user-friendly tool to help with the processes of recruitment, deployment, performance management. These are intended to be a guide, and not prescriptive.

The document follows the CVA Technical Competency Framework with each of the sub-themes structured as follows:

SAMPLE questions (Q.)

SAMPLE questions (Q.) are provided that may help assess the competency level for each competency and each tier.

EXAMPLES

EXAMPLES of expected specific cash and voucher assistance (CVA) knowledge and experience are listed for each competency and each tier.

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ICRC   IFRC

Foundational Tier	Tier 1	Tier 2	Tier 3
For all personnel – expected level of CVA awareness	For all CVA profiles supporting delivery of CVA programmes	For specific CVA technical profiles supporting management and delivery of CVA programmes	For specific CVA technical profiles supporting coordination, management and delivery of CVA programmes
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.	*Displays a practical understanding of effective day to day behaviours for this competency and able to function effectively as part of a RC team.*	*Displays impact for this competency by providing advice and guidance to others within a defined scope. Translates strategic decision into sectoral direction.*	*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.*

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

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**
Q. *Why can needs be met through different modalities in a surge response and what may be the advantages of some of these?*	**Q.** *Can you describe how you would determine what modality best meets assessed needs and how this links to response analysis/ project design?*	**Q.** *Can you give examples of how you have collected and factored in needs into modality selection in designing or implementing a response?* **Q.** *How have you ensured modality selection is linked to assessed needs and ensured this information is used by others?*	**Q.** *Can you give examples of how modality selection has been linked to assessed needs and has influenced a RCRC response?* **Q.** *What are the main challenges you have encountered influencing others factor in modalities that meet assessed needs into response design and how have you addressed them?*
- Describes some of the advantages and disadvantages of CVA	- Knowledge of using needs prioritisation tools and response options analysis and processes and examples of criteria used	- Experience with data collection planning processes that include needs prioritisation tools - Examples of how household level or community level needs assessment data differ and how these contribute to decision making - Describes how to present modality response option data to decision-makers and how needs are factored in	- Experience designing and using consolidated household, sector and community needs assessment data to feed into decision making around modality selection to meet identified needs - Experience of NS and RCRC operational components including financing and human resources to prioritise needs and modality selection - Experience of how to promote harmonised approaches to modality selection

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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

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
Q. Why is cash feasibility assessment important in CVA?	**Q.** Can you describe what is involved in CVA feasibility and how you would go about it?	**Q.** Can you give examples of cash feasibility information you have collected and how you have used it? **Q.** How have you ensured cash feasibility information is understood by team members and factored in throughout the response?	**Q.** Can you give examples of cash feasibility information has influenced a RCRC response? **Q.** What are the main challenges you have encountered influencing others to factor in cash feasibility in a response and how have you addressed them?
- Describes why CVA may or may not always be feasible	- Knowledge of key feasibility criteria (including market capacity and function; affected population preference; humanitarian and physical access; financial service provider capacity; NS capacity; government policies and social protection schemes; donors' resources policies) and ways to collect the information - Knowledge of the process of comparing components of feasibility criteria for decision making and tools for this	- Experience collecting and using key feasibility criteria tools (including market capacity and function; affected population preference; humanitarian and physical access; financial service provider capacity; NS capacity; government policies and social protection schemes; donors' resources policies) and ways to use the information for timely decision making - Experience of designing and using market function analysis - Experience of capacity building and reporting cash feasibility information	- Experience analysis how cash feasibility changes over time and what factors need to be monitored for decision-making over the response timeline - Experience of different sector and RCRC actors' views on cash feasibility can be harnessed and what resources and needed to continue considering cash feasibility - Experience designing and using cash feasibility tools used to advocate in decision-making and planning

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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

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**
Q. Why is risk analysis important in CVA?	**Q.** Can you describe what is involved in CVA risk analysis and how you would go about it?	**Q.** Can you give examples of specific CVA risk analysis components you have identified and what you have done to address the risks in the response? **Q.** How have you ensured CVA risk analysis information is understood by team members and factored in throughout the response?	**Q.** Can you give examples of CVA risk information that has influenced a RCRC response? **Q.** What are the main challenges you have encountered influencing others to factor in risk analysis in a response and how have you addressed them?
- Describes key risks associated with CVA for the NS, the affected population and the RCRC	- Knowledge of 3 main types of risks (context, programmatic and institutional, or gives examples) - Knowledge of risk assessment tools and risk mitigation examples	- Experience designing and using risk analysis associated with security, access, volunteers, affected population, third parties, inflation, corruption, community tensions, financial and legal systems, and feeds these into risk analysis tools for decision making - Experience using risk mitigation measures for the above - Experience of risk mitigation awareness raising approaches used with NS, RCRC Movement	- Experience using risk analysis linked to security, access, volunteers, affected population, third parties, inflation, corruption, community tensions, financial and legal systems and how these have been included in implementation and resourcing - Evidence using risk register templates (or equivalent tools) for harmonising approaches and influencing key stakeholders with examples

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2. Modality and Delivery Mechanism Selection

Ability to implement appropriate modality selection processes that feed into response analysis /design

Understands the role of affected population modality preferences in response analysis/ design	**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** **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**
Q. *Why is it important to know affected population preferences when it comes to modality selection (in-kind, cash, voucher, services)?*	**Q.** *Can you describe how you would collect information on affected population preferences for modality selection?*	**Q.** *Can you give examples of how you have collected and factored in affected population preferences for modality selection in designing or implementing a response?* **Q.** *How have you ensured modality preference information is used by others and factored in throughout the response?*	**Q.** *Can you give examples of how affected population modality preferences has influenced a RCRC responses?* **Q.** *What are the main challenges you have encountered influencing others factor in affected population modality preferences into response design and how have you addressed them?*
- Describes the key principles of a affected population centred approach (safety, choice, dignity)	- Knowledge of CEA approaches and needs assessments	- Experience using CEA approaches and needs assessment data collection approaches and analysis - Experience of implementing consultation processes with different RCRC non RCRC stakeholders and use of secondary data	- Experience of how safety, speed, mobility and access to markets of different target groups are factored into the response design - Experience of how NS preferences and SOPs influence the response - Experience of how RCRC partners previous expertise and preferences influence the response - Experience of using RCRC coordination mechanisms to harmonise approaches

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2. Modality and Delivery Mechanism Selection

Ability to implement appropriate modality selection processes that feed into response analysis /design

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**
Q. Why is choosing the appropriate CVA delivery mechanism important?	**Q.** Can you describe what is involved selecting CVA delivery mechanisms during a response and how you would go about it?	**Q.** Can you give examples of specific CVA delivery mechanisms you have used and how the selection of the delivery mechanism was arrived at? **Q.** How have you ensured the selected CVA delivery mechanism is understood by team members and factored in throughout the response?	**Q.** Can you give examples of CVA delivery mechanism influence a RCRC response? **Q.** What are the main challenges you have encountered influencing others to use the delivery mechanisms selected for the response and how have you addressed them?
- Describes some of the advantages and disadvantages of using paper or electronic vouchers, cash in hand and digital payments for the affected population and the RCRC	- Knowledge of using NS CVA SOPs and cash preparedness - Describes financial service provider mapping - Knowledge of contracting for FSP services - Knowledge of linking delivery mechanism to target groups (geography, vulnerability, preferences)	- Experience implementing paper or electronic vouchers, cash in hand, or digital payments - Experience using factors for modality selection (security, speed, cost, coverage, preference, SOP) - Experience training and communications materials produced for the CVA component	- Experience analysis how cash feasibility changes over time and what factors need to be monitored for decision-making over the response timeline - Experience of different sector and RCRC actors' views on cash feasibility can be harnessed and what resources and needed to continue considering cash feasibility - Experience designing and using cash feasibility tools used to advocate in decision-making and planning

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2. Modality and Delivery Mechanism Selection

Ability to implement appropriate modality selection processes that feed into response analysis/design

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**
Q. Why is market data needed in a response?	**Q.** Can you describe what type of market information is collected during a response and how you would go about it?	**Q.** Can you give examples of how you have collected and used market data analysis to advocate for CVA? **Q.** How have you ensured market data is collected and used throughout a response?	**Q.** Can you give examples of how RCRC responses can affect market conditions? **Q.** What are the main challenges in having relevant and timely market data analysis to ensure quality programming and how have you addressed them?
- Describes how market prices are affected in disasters and conflicts and affect people's ability to get what they need	- Knowledge of different approaches to market data collection - Lists market tools (RAM, EMMA, MBP) - Lists goods and services for which market prices are usually collected (food, transport costs, health care, shelter material, household goods, labour rates) - Knowledge of how market price data can be used to decide if a good or service is scarce and in-kind should be considered	- Experience of selecting critical market systems for assessment - Experience of analysing existing market data and collecting additional market data - Experience using market price and market actor data to decide when the market will recover and be able to function normally again - Experience designing market data collection systems - Experience carrying out market analysis and forecasting	- Experience analysing supply and demand and how RCRC interventions can support or disrupt markets - Experience carrying out value chain analysis and trader surveys - Experience implementing and using multi sector market data at baseline and for forecasting for different sectors - Experience in multi-sector market data collection systems - Experience increasing use of market analysis data by RCRC actors - Experience analysing the impact on market function of non RCRC actor responses

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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

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**
Q. *Why is CVA able to meet several objectives*	**Q.** *Can you describe why CVA is used in both relief and recovery and how you would go about it?*	**Q.** *Can you give examples of how CVA has been used to meet relief and recovery aims?* **Q.** *How have you ensured the CVA provided is understood by team members and factored in throughout the response?*	**Q.** *Can you give examples of how CVA has been used to meet relief and recovery aims as part of the overall RCRC response?* **Q.** *What are the main challenges in setting transfer values to ensure quality programming and how have you addressed them?*
- Describes the links between choice and markets	- Knowledge of process of setting transfer values and number of disbursements to be in line with targeting approaches and specific programming aims	- Experience and ability to describe the steps involved in setting the transfer value and number of disbursements for different target groups and for different programming aims and how these are included in the overall response plan rationale - Experience of raising awareness and understanding of transfer value calculation and targeting approaches to all those involved in the response	- Experience of setting the transfer value and number of disbursements for different target groups and for different programming aims and how these are included in the overall response plan rationale and harmonised with in-kind and service provision approaches - Experience designing and implementing advocacy strategies to ensure transfer value and number of disbursements can be explained by all those involved in the response

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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

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**
Q. *What needs can be typically met through a CVA response/ what can people usually get in the market?*	**Q.** *Can you describe what sector information you would need to gauge the need for CVA and how you would go about it?*	**Q.** *How have you used sector specific response plan data throughout a response?* **Q.** *How have you maximised coverage and efficiency of CVA across sectors?*	**Q.** *Can you give examples of how you have ensured sector response plan data includes CVA options for different target groups?* **Q.** *What are the main challenges in ensuring CVA form part of an integrated response and how have you addressed them?*
- Describes some of the key goods and services that people access through the market	- Knowledge of the use of sector relief and recovery plans to identify the key target groups to be assisted and the overall response and how CVA may or may not contribute	- Experience of using sector relief and response plan data to feed into targeting systems and implementation priorities and timelines. - Experience of making efficient use of NS volunteers and personnel to ensure the CVA component of the response is integrated throughout implementation	- Experience of strengthening and harmonising the use of CVA in the overall response - Experience using human and financial resources to ensure coverage, speed and collaboration in implementation (and that CVA does not run as a separate programme)

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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

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
Q. Why is monitoring CVA important?	**Q.** Can you describe some CVA monitoring indicators and how you apply and use them?	**Q.** Can you give examples of specific CVA indicators and monitoring tools you have used? **Q.** How have you ensured the selected CVA indicators are understood by team members and factored in throughout the response?	**Q.** Can you give examples of how you have ensured sector response plan data includes CVA options for different target groups? **Q.** What are the main challenges in ensuring CVA form part of an integrated response and how have you addressed them?
- Describes the need to monitor programme delivery as well as context in case there are changes that need to be made to the CVA component of the response	- Knowledge of some of the key process and impact indicators in (see CIE toolkit M4_1_1_2) - Knowledge of indicators included in PMER templates	- Experience identifying and using process and impact indicators in a CVA M&E work plan, M&E matrix, M&E capacity building tool (or equivalent) and how to train teams to collect the information - Experience designing and using efficient IM systems that respond to implementation issues around security, financial service provider performance, feedback mechanisms, market data information	- Experience designing and using M&E systems that provide timely information to measure progress and contextual data for decision-making - Experience building M&E capacity in using NS and RCRC monitoring tools and systems - Experience designing and using efficient IM systems to respond to implementation issues around security, financial service provider performance, feedback mechanisms, market data information and how these feed into decision making

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4. CVA project cycle tools

Ability to identify and use CVA specific guidance, tools and resources to undertake needs assessments, CVA feasibility, market analysis, response analysis, CVA programme design, CVA implementation, monitoring, capacity building and learning and documenting for an effective response

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
Q. *Where would you find CVA tools?*	**Q.** *Can you describe what CVA tools you would use to design, implement and monitor a response?*	**Q.** *Can you give examples of CVA tools you have used?* **Q.** *How have you ensured cash feasibility information is understood by team members and factored in throughout the response?*	**Q.** *Can you give examples of CVA tools you have adapted?* **Q.** *What are the main challenges in using standardised CVA tools to ensure quality programming and how have you addressed them?*
- Knowledge of the RCRC CIE toolkit	- Knowledge of RCRC CIE Toolkit and how to access it - Examples of tools from other sources such as CaLP glossary, market assessment tools, online training courses	- Experience of using and adapting tools from CIE Toolkit including cash preparedness tools e.g. SOPs, TORs; assessment tools e.g. stakeholder mapping, market assessment, financial service provider mapping; response analysis tools e.g. transfer value, risk analysis; implementation tools e.g. affected population accountability plan, registration, encashment plan; monitoring tools - Experience of training others on the use of tools	- Experience of using and adapting tools from CIE Toolkit - Experience of influencing the uptake of tools across sectors in relief and recovery

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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**
Q. *Why is registration for CVA important?*	**Q.** *Can you describe what is involved in identification, authentication and registration and how you would go about it?*	**Q.** *Can you give examples of specific identification, authentication and registration approaches you have used?* **Q.** *How have you ensured the registration system is understood by team members and factored in throughout the response?*	**Q.** *Can you give examples of how CVA identification, registration andauthentication systems influence a RCRC response?* **Q.** *What are the main challenges you have encountered influencing others to use CVA registration systems and how have you addressed them?*
- Describes the need to know your customer for CVA	- Knowledge of approaches to identifying and registering affected people - Knowledge of communication strategies to support targeting approaches - Knowledge of database management to avoid duplication	- Experience of setting up registration systems for affected population - Experience of targeting plans and community engagement approaches to support targeting - Experience of setting up databases for data management of affected population - Experience of training others to maintain data systems and ensure data protection	- Experience of setting up registration systems for affected population - Experience of targeting plans and community engagement approaches to support targeting - Experience of setting up data management and data protection approaches

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4. CVA project cycle tools

Ability to identify and use CVA specific guidance, tools and resources to undertake needs assessments, CVA feasibility, market analysis, response analysis, CVA programme design, CVA implementation, monitoring, capacity building and learning and documenting for an effective response

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**
Q. *Can you describe the FSP procurement process*	**Q.** *Can you describe what key tools and templates exist for FSP procurement and what is involved in evaluation, selection and contracting of an FSP,authentication and how you would go about it?*	**Q.** *Can you give examples of when you have been involved in the procurement of an FSP and how did you approach the evaluation and selection of an FSP? What if anything would you do differently next time?* **Q.** *Experience in analyzing how the FSP requirement changes might over time in relation to the changing situation and what factors need to be forecast and predicted to ensure an appropriate financial service is selected to allow flexibility and scale up*	**Q.** *How have you contributed to a high quality, timely and compliant FSP procurement process?* **Q.** *What are the main challenges you have encountered influencing others to follow the appropriate procurement process and how have you addressed them?*
- Knowledge of the steps and activities, the logical flow or sequence, the approximate time line and any challenges or things to be aware of.	- Knowledge of evaluation and selection criteria, weightings, mandatory vs preferred - Knowledge of types of requirements (general and/or per modality (Cash or vouchers) and by delivery mechanisms (mobile, OTC, Bank etc.) - Knowledge of supplier management and performance measurement (even though logs will be responsible for this but in collaboration with programme)	- Experience of adapting the tools to be more appropriate for the context - Experience in drafting clear, comprehensive and realistic requirement/specifications for financial services linked to coverage, financial health, dismemberment abilities, reporting and timeliness (to implement complex and/or large scale cash assistance.) - Experience in supporting the evaluation and selection of an FSP(s) [Continued on next page]	- Experience in engaging the key stakeholders (logistics, procurement, finance, legal, IT) from the beginning to discuss, plan and undertake the procurement process to ensure quality, timeliness and compliance. - Experience of influencing the uptake of standard cash procurement tools and the procurement manual across sectors in relief and recovery [Continued on next page]

Q. Can you describe the FSP procurement process	*Q. Can you describe what key tools and templates exist for FSP procurement and what is involved in evaluation, selection and contracting of an FSP,authentication and how you would go about it?*	*Q. Can you give examples of when you have been involved in the procurement of an FSP and how did you approach the evaluation and selection of an FSP? What if anything would you do differently next time?* *Q. Experience in analyzing how the FSP requirement changes might over time in relation to the changing situation and what factors need to be forecast and predicted to ensure an appropriate financial service is selected to allow flexibility and scale up*	*Q. How have you contributed to a high quality, timely and compliant FSP procurement process?* *Q. What are the main challenges you have encountered influencing others to follow the appropriate procurement process and how have you addressed them?*
		[Continued from previous page] - Experience of different types of contract; service and framework and the benefits and limitations of each - Experience in phasing within the requirements linked to geographical coverage, number of HHs, transfer value and project duration based on successful implementation, growing needs, additional funding etc.	[Continued on next page] - Experience of how NS preferences and SOPs influence the procurement process and how to manage these differences whilst ensuring compliance. - Experience in reviewing bids, analyzing and evaluating suppliers against the requested specifications or requirements and the importance weightings, making informed decisions on the trade offs related to appropriateness, timeliness and cost and being able to explain and justify the final recommendation. - Experience of how RCRC partners previous expertise and preferences influence the procurement process and how to manage these differences whilst ensuring compliance.(in these two points I'm trying to capture either misalignment with IFRC processes compared with NS SOPs (and for EAs, NS must follow processes that are IFRCs or exactly mirror them, and/or a misinterpretation of the procurement processes and so not following these correctly.) - Experience analysis how the FSP requirement changes over time in relation to the changing situation and what factors need to be forecast and predicted to ensure an appropriate financial service is selected to allow flexibility and scale up

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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.	*Displays a practical understanding of effective day to day behaviours for this competency and able to function effectively as part of a RC team.*	*Displays impact for this competency by providing advice and guidance to others within a defined scope. Translates strategic decision into sectoral direction.*	*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.*

4. CVA project cycle tools

Ability to identify and use CVA specific guidance, tools and resources to undertake needs assessments, CVA feasibility, market analysis, response analysis, CVA programme design, CVA implementation, monitoring, capacity building and learning and documenting for an effective response

Understands the steps involved in distribution, encashment and reconciliation for CVA	**Uses the appropriate distribution, encashment and reconciliation tools and trains teams to use these**	**Adapts distribution, encashment and reconciliation tools and builds these into NS CVA SOPs**	**Leads on the design of new distribution, encashment and reconciliation tools and influences their uptake by RCRC movement actors**
Q. *Why are encashment plans important?*	**Q.** *Can you describe what is involved in a CVA distribution plan and how you would go about it?*	**Q.** *Can you give examples of CVA distribution approaches you have used?* **Q.** *How have you ensured the CVA distribution, encashment and reconciliation system is understood by team members and factored in throughout the response?*	**Q.** *Can you give examples of how CVA identification, registration and authentication systems influence a RCRC response?* **Q.** *What are the main challenges you have encountered influencing others to use CVA encashment systems and how have you addressed them?*
- Describes the need to have a distribution and encashment plan to ensure cash flows for payments	- Knowledge of distribution planning lead times for cash flows and reconciliation processes - Knowledge of contracting agreements with FSPs - Knowledge of sensitisation methods for FSPs	- Experience of setting up distribution and encashment plans - Experience of managing reconciliation of CVA - Experience dealing with issues around FSP delivery agreements - Experience in allocating enough human resources for phased encashment - Experience of training others to incorporate distribution, encashment and reconciliation into SOPs	- Experience of planning, setting up and resourcing, distribution, encashment and reconciliation plans - Experience identifying and mitigating encashment related risks - Experience aligning CVA encashment processes to in-kind distributions to maximise use of human resources - Experience of addressing issues around FSP delivery agreements and building these into NS SOPs

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4. CVA project cycle tools

Ability to identify and use CVA specific guidance, tools and resources to undertake needs assessments, CVA feasibility, market analysis, response analysis, CVA programme design, CVA implementation, monitoring, capacity building and learning and documenting for an effective response

Understands the role of community engagement and recipient feedback in CVA responses	**Uses the appropriate identification of affected population, authentication and registration systems (forms, databases) for the response 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**
Q. *Why are feedback mechanisms important in CVA?*	**Q.** *Can you describe what is involved in a CVA recipient feedback mechanism and how you would go about using it?*	**Q.** *Can you give examples of community engagement and CVA feedback mechanisms you have used?* **Q.** *How have you ensured community engagement and CVA feedback mechanism tools are understood by team members and factored in throughout the response?*	**Q.** *Can you give examples of how community engagements and CVA feedback mechanisms influence a RCRC response?* **Q.** *What are the main challenges you have encountered influencing others to use community engagements and CVA feedback mechanisms and how have you addressed them?*
- Describes what a CVA feedback mechanism may provide	- Knowledge of designing and implementing CVA feedback mechanisms and designing appropriate CVA messaging	- Experience of using CVA CEA and feedback mechanisms to improve the CVA implementation - Designing appropriate and timely CVA messaging and institutionalising its use - Experience of training others to use CEA and CVA feedback mechanisms	- Experience of institutionalising CEA and CVA feedback mechanisms and CVA messaging for use by multiple stakeholders - Influencing other RCRC actors to act on feedback to improve the quality of the response

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5. Partnerships

Ability to effectively collaborate and build partnerships with key CVA stakeholders including RCRC Movement actors, national actors, government, private sector and external humanitarian actors, coordination structures and working groups

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**
Q. *Who are the key CVA stakeholders you should consult with?*	**Q.** *Can you describe who the main CVA stakeholders are and how you would go about consulting them?*	**Q.** *Can you give examples of CVA stakeholders you have consulted and how you have used the results of the consultation?*	**Q.** *Can you give examples of how CVA stakeholder consultation has influenced a RCRC response?* **Q.** *What are the main challenges you have encountered influencing others to factor CVA stakeholder consultation in a response and how have you addressed them?*
- Lists private sector, government and humanitarian CVA actors	- Knowledge of some of the key private sector, government and humanitarian CVA actors	- Experience of CVA stakeholder mapping and consultation and feeding this into programme design - Experience of documenting stakeholder mapping throughout the response	- Experience of stakeholder mapping and consultation and feeding this into programme design in a timely manner and - Experience of documenting stakeholder mapping throughout the response

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5. Partnerships

Ability to effectively collaborate and build partnerships with key CVA stakeholders including RCRC Movement actors, national actors, government, private sector and external humanitarian actors, coordination structures and working groups

Understands the existence of non-RC 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 meetings**	**Actively participates in meeting 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**
Q. *Why is external cash coordination important?*	**Q.** *Can you describe external cash coordination systems in place?*	**Q.** *Can you give examples of how participating in external cash coordination systems has added value to your inputs into a CVA response?* **Q.** *How have you ensured the NS participates in external cash coordination systems throughout the response?*	**Q.** *Can you give examples of how external cash coordination systems influence a RCRC response?* **Q.** *What are the main challenges you have encountered influencing the NS to participate in external cash coordination systems during a response and how have you addressed them?*
- Describes the 2 main coordination mechanisms for CVA (RCRC Coordination and external coordination)	- Knowledge of the key cash working groups (CWG) and Task Force mechanism in place and where to access information on global, regional and national CWG	- Experience of participating in and contributing to CWG - Experience influencing host NS participation in CWG	- Experience of setting up, participating in and contributing to CWG and task forces - Experience influencing host NS participation in CWG - Experience of contributing to tools used by the CWG, such as assessment forms, transfer value calculations, risk analyses

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6. Capacity building and transition management

Ability to effectively collaborate and build partnerships with key CVA stakeholders including RCRC Movement actors, national actors, government, private sector and external humanitarian actors, coordination structures and working groups

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
Q. *Why is cash preparedness important?*	**Q.** *Can you describe what is involved in cash preparedness and how you would go about it?*	**Q.** *Can you give examples of cash preparedness outputs you have used and how?* **Q.** *How have you ensured cash preparedness is designed to meet NS capacity gaps throughout the response?*	**Q.** *Can you give examples how cash preparedness has influenced a RCRC response?* **Q.** *What are the main challenges you have encountered when influencing others to factor in cash preparedness in a response and how have you addressed them?*
- Describes how cash preparedness measures can help a NS scale up for a speedier CVA response	- Knowledge of NS key cash preparedness activities such as stakeholder mapping, FSP mapping, CVA focal point training, CVA SOP development, CVA advocacy messaging and how a NS can use these to scale up a surge response quickly	- Experience of using and building on NS key cash preparedness outputs such as stakeholder mapping, FSP mapping, CVA focal point training, CVA SOP development, CVA advocacy messaging and how a NS can use these to scale up a surge response quickly - Experience of training others to build on existing NS cash preparedness	- Experience of using and building on NS key cash preparedness outputs such as stakeholder mapping, FSP mapping, CVA focal point training, CVA SOP development, CVA advocacy messaging and how a NS can use these to scale up a surge response quickly - Experience of coordinating RCRC actors to build on existing NS cash preparedness capacity - Experience of strengthening cash preparedness capacity for future responses

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6. Capacity building and transition management

Ability to effectively collaborate and build partnerships with key CVA stakeholders including RCRC Movement actors, national actors, government, private sector and external humanitarian actors, coordination structures and working groups

Understands host NS competing capacity gaps and the opportunities CVA offer 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**
Q. *Why may NS have CVA capacity gap?*	**Q.** *Can you describe what is involved in NS CVA capacity building and how you would go about it?*	**Q.** *Can you give examples of NS CVA capacity building approaches you have used and how?* **Q.** *How have you ensured NS CVA capacity building is designed to meet NS capacity gaps throughout the response?*	**Q.** *Can you give examples how NS CVA capacity building has influenced a RCRC response?* **Q.** *What are the main challenges you have encountered influencing others to factor in NS CVA capacity building in a response and how have you addressed them?*
- Describes some of the advances in CVA delivery and multiple actors involved	- Knowledge of human resource, financial systems, logistics systems, programming systems that need adapting to allow for CVA responses	- Experience of adapting and strengthening CVA related human resource, financial systems, logistics systems, programming systems - Experience training others to consider CVA responses	- Experience of strengthening CVA related of human resource, financial systems, logistics systems, programming systems - Experience influencing RCRC partners for the allocation of resources to capacity building around CVA

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6. Capacity building and transition management

Ability to effectively collaborate and build partnerships with key CVA stakeholders including RCRC Movement actors, national actors, government, private sector and external humanitarian actors, coordination structures and working groups

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**
Q. *Why is RCRC Movement coordination around CVA important?*	**Q.** *Can you describe what is involved in RCRC Movement CVA coordination and how you would go about it?*	**Q.** *Can you give examples of your involvement in CVA Movement coordination?* **Q.** *How has CVA Movement coordination information been used by the NS and been factored in throughout the response?*	**Q.** *Can you give examples of how CVA Movement coordination has influenced a RCRC response?* **Q.** *What are the main challenges you have encountered influencing others to coordinate their CVA responses in a response and how have you addressed them?*
- Describes some aspects of CVA coordination, like setting the transfer value and targeting	- Knowledge of CVA coordination mechanisms	- Experience of setting up/participating in CVA Movement coordination mechanisms - Experience of supporting the NS use CVA Movement coordination information	- Experience of using CVA coordination decisions in the response - Experience of addressing issues around CVA design, implementation and monitoring with multiple RCRC partners

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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

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, has the capacity to analyse the context and make proposals for changes as well as adapt to changing contexts**
Q. *Why is learning from previous CVA responses important?*	**Q.** *Can you describe some learning specific to CVA from previous responses and how you might use them?*	**Q.** *Can you give examples of any CVA specific documented learning or first-hand learning you have applied in a CVA response?*	**Q.** *Can you give examples of any CVA specific learning you have shared/ documented with peers?* **Q.** *Can you give examples of any systems or mechanisms you've put in place to actively document and learn from CVA responses?*
- Describes strengths and weaknesses of a one size fits all approach to CVA	- Knowledge of the strengths and weaknesses of a one size fits all approach and ability to describe some practical ways of applying knowledge to avoid making same mistakes	- Experience of reading or experiencing CVA specific learning and putting it into practice	- Experience of documenting CVA specific learning for use by other RCRC actors or CVA community of practice - Experience developing mechanisms to ensure learning happens early on in the design and implementation of CVA

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.

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