



International Red Cross and Red Crescent Movement

Cash and Vouchers Technical Competency Framework for Rapid Response Deployments

December 2023



ICRC



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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.

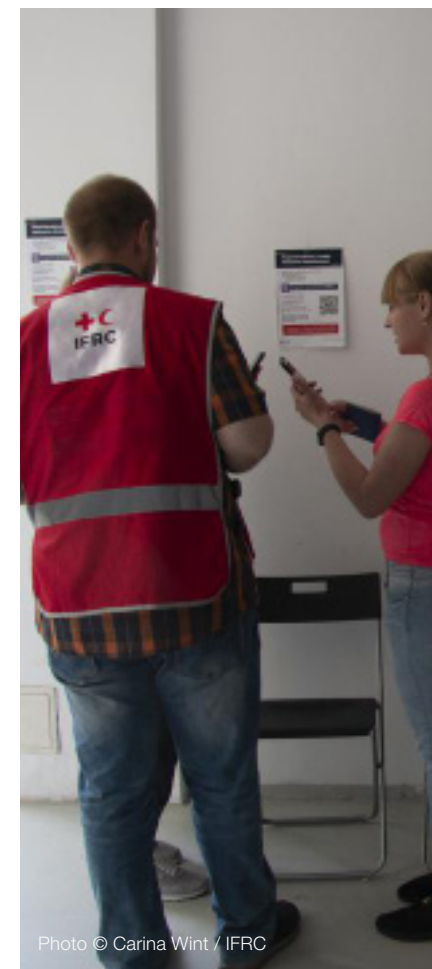


Photo © Carina Wint / IFRC

Structure of the CVA Technical Competency Framework

The **CVA Competency Framework** is structured as follows:

Foundational Tier

Articulates basic concepts and describes ways of working; explains using these concepts in specific sectors or support service in a response.

Tier 1

Displays effective day to day behaviours for this competency and contributes effectively as part of a RCRC team.

Tier 2

Provides advice and guidance to others within a defined scope. Translates strategic decision into sectoral direction.

Tier 3

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

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 **5 domains** (or themes):

Domains	Definition
Assessment and Analysis	Conduct CVA specific assessment and analysis in a timely manner, across phases, contexts, and sectors; informing the selection of the appropriate modality and mechanism in the design, implementation, monitoring and close out/transition of response/programs.
Program Delivery and Design	Design, integrate and implement CVA interventions appropriately in response/ programs across contexts, phases, and sectors to meet varying needs of recipients and communities.
Implementation	Use CVA specific guidance, tools, related procedures (procurement, finance, other) and resources to undertake assessment, analysis, CVA programme design, CVA implementation, monitoring, reconciliation, close-out/transition and learning for an effective CVA intervention (or “response/program”)
Monitoring, Accountability and Learning	Ensuring accountability and programme quality while striving to document learning for dissemination and future use.
Partnerships and Coordination	Collaborate and build partnerships with key CVA stakeholders including RCRC Movement actors, national actors, government, the private sector, external humanitarian actors, coordination structures and working groups

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 and manage	Lead and coordinate
Foundational Competencies: applicable for all profiles as a entry point into CVA learning.	✓			
Tier 1 Competencies (Operational): applicable for volunteers, entry level staff or officers that are executing CVA. They are supervised and need a basic level CVA knowledge.	✓	✓		
Tier 2 Competencies (Tactical): applicable for the supervisors of the volunteers/entry level staff/officers that are executing CVA.	✓	✓	✓	
Tier 3 Competencies (Strategic): applicable for the overall CVA program manager/coordinator. S/he needs to create the strategy, design the program and develop the planning documents.	✓	✓	✓	✓

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.

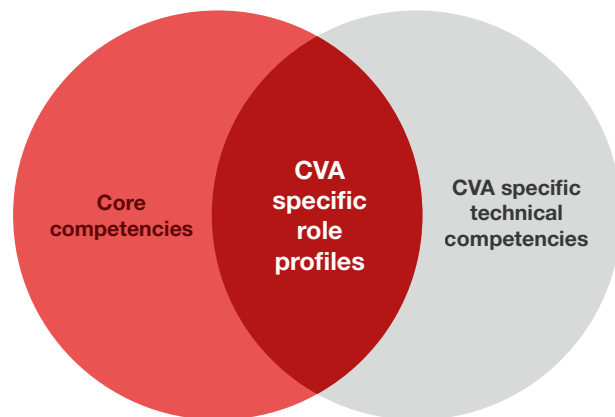
The Self-Assessment form for CVA Technical Competencies is a tool for individual practitioners to gauge CVA capacity and readiness to deploy in surge.

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

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1. Assessment and Analysis Conduct CVA specific assessment and analysis in a timely manner, across phases, contexts, and sectors; informing the selection of the appropriate modality and mechanism in the design, implementation, monitoring and close out/transition of response/program	1a. Needs and Vulnerability Assessment and Analysis	<p>Provides examples of how CVA may affect recipient needs and vulnerabilities in specific sectors during a response</p> <p>Recognizes CVA-relevant information to be collected during needs and vulnerability assessments</p> <p>Summarises how community-centred approaches that look at behaviours and practices inform relevant community engagement strategies.</p>	<p>Describes possible protection concerns if CVA is used, based on recipient needs and vulnerabilities</p> <p>Captures CVA - relevant information during needs and vulnerability assessments for analysis</p> <p>Captures community-centred information on behaviours and practices that inform relevant community engagement strategies.</p>	<p>Differentiates between affected population general and/or specific needs and vulnerabilities which may arise when CVA is used; Diagnose when needs and/or vulnerabilities are being exacerbated by CVA interventions.</p> <p>Analyzes CVA relevant information collected during needs and vulnerability assessments</p> <p>Analyzes community-centred information on behaviours and practices and selects relevant community engagement strategies.</p>	<p>Constructs and/or Revises CVA interventions to be appropriate for the assessed needs and vulnerabilities found in the affected population based on needs and vulnerability assessments and analysis.</p> <p>Creates community-centred tools to capture information on behaviours and practices, designs relevant community engagement strategies and advocates for their use across the RCRC Movement.</p>
	1b. Market Assessment and Analysis	<p>Articulates the necessity of market data information by listing types of data needed to assess market performance and describing key actions involved in market analysis.</p>	<p>Examines market data information to determine if the conditions support CVA.</p> <p>Describes common market analysis tools and the appropriate contexts for the use of each.</p> <p>Describes factors that affect market performance.</p>	<p>Analyzes market data to derive/ deduce market conditions and explain response options.</p> <p>Examines market performance to determine CVA viability and appropriateness.</p>	<p>Models quality programme assurance by conducting market assessments analysis and recommending data-based/data-driven response options.</p> <p>Designs CVA and Market-Based interventions when context allows, validating CVA contributions to broader Market-Based Programming.</p>

CVA Technical Competency Framework [continued]

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1. Assessment and Analysis Conduct CVA specific assessment and analysis in a timely manner, across phases, contexts, and sectors; informing the selection of the appropriate modality and mechanism in the design, implementation, monitoring and close out/transition of response/program	1c. FSP Assessment	Recognizes key considerations for selecting delivery mechanisms and describes some of the advantages and disadvantages of each delivery mechanism.	Identifies CVA delivery mechanisms, taking into consideration both the advantages and disadvantages of each delivery mechanism and the secondary and primary data available.	Selects a CVA delivery mechanisms to feed into response analysis/design. Trains NS to use a robust delivery mechanism(s).	Counsels others to develop and invest in CVA delivery mechanisms. Writes guidance on resourcing and planning for delivery mechanisms in line with contextual factors and best practice.
	1d. CVA Appropriateness	Summarizes how needs can be met through a combination of modalities (cash, in-kind and services) and describes the dis/advantages of each by giving examples.	Executes appropriate consideration of all response modalities (Cash, in-kind and services) in response analysis/project design.	Illustrates to host NS, Movement partners and team members how response objectives can be met through a combination of modalities (cash, in-kind and services)	Leverages NS and Movement knowledge/partnerships to collectively identify the combination of modalities (cash, in-kind and services) that best meet needs and response objectives; and Presents data to leadership and technical specialists

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1. Assessment and Analysis Conduct CVA specific assessment and analysis in a timely manner, across phases, contexts, and sectors; informing the selection of the appropriate modality and mechanism in the design, implementation, monitoring and close out/transition of response/program	1e. CVA Feasibility	Describes the role of CVA feasibility in response analysis/ design.	Explains the value of CVA feasibility particularly in analysis and response/program design.	Collects and analyses information to document the CVA feasibility and support decision making process.	Counsels stakeholders on the use of CVA based on the data analysis; and/or specifies to stakeholders the improvements necessary for a feasible programme.
	1f. Organizational Capacity Assessment and Analysis	Articulates cash preparedness concepts and describes how the NS can be supported in a response operation or program	Describes the host NS cash preparedness level, distinguishing the capacity gaps, support needed and opportunities, to achieve an effective CVA intervention.	Outlines host NS CVA capacity gaps, prioritising resources to address these gaps and enable effective CVA implementation.	Directs any RCRC Movement partners who are providing CVA expertise, in order to appropriately coordinate support for the NS capacity gaps during CVA implementation.
	1g. Risk Assessment and Analysis	Recognizes different types of risk related to CVA	Chooses common mitigation steps/actions for different types of CVA risks based on primary and secondary data in the CVA Risk analysis	Classifies and categorizes CVA related risks according to risk assessment and analysis; ensures mitigation strategies are used during implementation.	Evaluates and Ranks CVA related risks in a risk management framework sharing the framework with the leadership and technical specialists and divide roles and responsibilities for implementing mitigation measures.

CVA Technical Competency Framework [continued]

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2. Program, Plan and Delivery Design Design, integrate and implement CVA interventions appropriately in response/programmes across contexts, phases, and sectors to meet varying needs of people and communities	2a. Programme Design and Social Protection	<p>Provides examples on the versatility of CVA to meet multiple needs and objectives across sectors, phases, and contexts.</p> <p>Describes how vulnerability and needs assessments, market assessments, and risk assessments contribute to quality programme design.</p> <p>Provides an example of how national social protection programmes can address socio-economic vulnerability.</p>	<p>Applies CVA modality to meet immediate relief and recovery needs in sector specific plans and across contexts.</p> <p>Provides examples of different types of targeting approaches used in social protection programmes to address socio-economic vulnerability.</p>	<p>Identifies target groups and determines transfer values with sector colleagues, informed by assessment and analysis data.</p> <p>Identifies similarities and differences between existing social protection and CVA interventions in the operational context.</p>	<p>Informed by assessment and analysis data, recommends CVA as part of an integrated response approach (CVA is connected to the correct phase of the response that it was designed for, it is connected with the correct sector it was designed for, it is part of a larger response effort to assist community it was designed for).</p> <p>Adapts the CVA operational strategy based on existing and evolving national social protection programmes and advocates for links with the relevant stakeholders.</p>
	2b. Delivery Design	<p>Differentiates between different CVA specific tools available for various phases of the project cycle and is able to use them.</p> <p>Explains how and why a transfer value is established.</p>	<p>Demonstrates the use of CVA specific tools at the appropriate phases of the project cycle, in the appropriate context, or in the sector. Presents and provides access to the relevant CVA tools to host NS CVA counterparts. Judges whether transfer value is sufficient based on monitoring data.</p>	<p>Applies and adapts CVA specific tools at the appropriate phases of the project cycle or in a specific sector, and shares findings with key stakeholders.</p>	<p>Creates and/or modifies CVA specific tools for all phases, contexts and sectors. Recommends CVA tool usage with internal and external stakeholders.</p>

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		Describes community participation concepts and lists ways of including them in all phases of the operation.	Articulates community participation concepts and can apply tools and techniques through all phases of the operation.	<p>Demonstrates alternative ways to calculate minimum expenditure basket and transfer value.</p> <p>Guides programme design and delivery by applying community participation approaches that are people-centred; identifies communication channels based on the preferences of the affected population and uses the most relevant and effective of these.</p>	<p>Negotiates transfer value with stakeholders (i.e. sector lead, operations manager, and/or NS counterpart). Arranges payment schedule and recipient encashment with NS and/or service provider for tranches to occur on time.</p> <p>Builds community participation approaches into programme design and delivery that are people-centred and designs effective and relevant communication channels based on the preferences of the affected population.</p>
	2c. Programme support function systems	<p>Describes common operational and technical obstacles (i.e. scale, timeliness) in CVA interventions.</p> <p>Describes key support function systems used in RCRC operations and is able to function effectively as part of a RCRC team.</p>	<p>Articulates operational and technical obstacles that arise in CVA interventions.</p> <p>Displays a practical understanding of support function systems (finance, HR, procurement) and is able to function effectively as part of a RCRC team.</p>	<p>Investigates operational and technical obstacles in CVA interventions and recommends solutions.</p> <p>Ensures support function systems (finance, HR, procurement) are well used by the CVA team effectively and solves any operational issues arising with the relevant RCRC team members.</p>	<p>Diagnoses operational and technical obstacles in CVA interventions and prescribes solutions.</p> <p>Collaborates and problem-solves with all RCRC team members in charge of support function systems (finance, HR, procurement) to ensure effective CVA operations.</p>

CVA Technical Competency Framework [continued]

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2. Program, Plan and Delivery Design Design, integrate and implement CVA interventions appropriately in response/programs across contexts, phases, and sectors to meet varying needs of recipients and communities.	2d. Information Management	<p>Provides examples of Information Management systems required in CVA interventions (including recipient registration, selection criteria, distributions and community feedback).</p> <p>Summarises the main data flows during CVA implementation, and describes the use of data for selecting CVA recipients.</p>	<p>Describes the main data flows during CVA implementation (including assessment, Movement and inter-agency data).</p> <p>Uses different data collection methodologies, techniques and tools to process and compare primary and secondary data.</p> <p>Uses appropriate data for selecting CVA recipients.</p>	<p>Identifies data flows during CVA implementation and works with PMER and IM teams to ensure effective data use during the lifecycle of the CVA implementation.</p> <p>Facilitates the use of CVA IM systems and guidance by NS including data cleaning, development of information products for decision-making and coordination meetings, and the use of SIMS.</p> <p>Articulates the process for CVA related decision making, selecting relevant data/evidence to support it.</p>	<p>Recommends the necessary data and IM systems needed for CVA implementation and works with PMER and IM teams to ensure their use.</p> <p>Evaluates and/or improves methods for strengthening data and IM flows for the entire lifecycle of CVA interventions, including the use of digital solutions, dashboards and visualisation tools that inform decision-making, reporting and coordination; and the use of SIMS.</p> <p>Collaborates with wider stakeholders and recommends best practices in the use of data or decision-making related with the use CVA.</p>

CVA Technical Competency Framework [continued]

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3. Implementation Use CVA specific guidance, tools, related procedures (procurement, finance, other) and resources to undertake assessment, analysis, programme design, CVA implementation, monitoring, reconciliation, close-out/transition and learning for an effective CVA intervention (or 'response/programme')	3a. Participatory feedback mechanisms and accountability	Summarises the role of community engagement and recipient feedback in CVA responses. Recognises key considerations and principles for strengthening accountability to communities and increasing community participation in CVA.	Customises and uses the appropriate community engagement and recipient feedback tools in CVA interventions. Uses common methods for strengthening accountability to communities and increase community participation in CVA.	Adapts the appropriate community engagement and recipient feedback tools and integrates these into the NS CVA SOPs; training response staff to use them. Uses common methods for strengthening accountability to communities and increase community participation in CVA.	Designs new community engagement and recipient feedback tools in CVA interventions; recommending their uptake by RCRC Movement actors. Evaluates and/or improves methods for strengthening accountability to communities and increased community participation in CVA.
	3b. Recipient Registration and Data Protection	Explains identification, authentication, and registration of affected populations for CVA interventions. Lists principles and considerations relating to data protection and data sharing in CVA.	Implements identification, authentication, and registration of affected populations using appropriate tools (systems, forms, databases) for CVA interventions. Uses principles and best practice for data protection and data sharing in CVA.	Adapts identification, authentication, and registration tools (systems, forms, databases) for CVA interventions; trains staff to use the tools. Prioritises and selects best practices for data protection and data sharing.	Directs and/or designs identification, authentication and registration tools (systems, forms, databases) for CVA interventions Models best practices for data protection and data sharing for CVA interventions within response operations.

CVA Technical Competency Framework [continued]

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3. Implementation Use CVA specific guidance, tools, related procedures (procurement, finance, other) and resources to undertake assessment, analysis, CVA programme design, CVA implementation, monitoring, reconciliation, close-out/transition and learning for an effective CVA intervention (or “response/program”)	3c. Financial Service Provider (FSP) Management	Names the steps, sequence and timeline involved in FSP procurement; identifies the CVA role and responsibility in the FSP procurement process. Classifies relevant types of financial service providers for CVA. Clarifies why and when it is required to follow RCRC procurement procedures for FSP agreements.	Explains considerations for assessing financial service providers and uses the relevant procurement tools to gather primary /secondary data about FSP services required for CVA interventions.	Uses procurement tools to outline the requirements for the FSP service. Compares and contrasts FSP services during the evaluation, selection, contracting and management phases of the procurement process. Analyses FSP services required by CVA interventions.	Collaborates with key personnel to design relevant CVA related procurement tools; evaluates procurement processes to recommend best practices in FSP selection
	3d. Distribution, Encashment and Reconciliation	Defines Humanitarian aid distribution, CVA encashment and reconciliation of humanitarian aid. Recognizes delivery processes, safety and security concerns.	Uses the appropriate tools for distribution, encashment and reconciliation of humanitarian assistance. Implements the steps required for secure assistance delivery and reconciliation processes.	Adapts distribution, encashment and reconciliation tools for the context and trains staff to use these tools. Manages programme accountability and selects the best practices for staff and recipient safety and security, which need to be addressed throughout the delivery and reconciliation process.	Designs or revises distribution, encashment and reconciliation tools and recommends their uptake by the RCRC Movement actors. Measures programme accountability and plans staff/recipient safety and security measures throughout the life of the CVA intervention.

CVA Technical Competency Framework [continued]

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4. Monitoring, Accountability and Learning Ensuring accountability and programme quality, whilst striving to document learning for dissemination and future use	4a. Monitoring	Identifies the components and indicators of CVA that need to be monitored and reported. Defines market monitoring and describes the associated tools to do monitoring.	Articulates CVA intervention monitoring steps and considerations using established modality tools to implement monitoring. Articulates market monitoring steps and considerations; using established market monitoring tools to implement monitoring.	Uses established tools, methodologies and indicators for appropriate CVA and market monitoring to occur; if necessary, trains staff to collect and analyse monitoring data during the response or programme. Chooses commonly used process and output indicators for monitoring of markets and CVA interventions. Identifies programme information generated by PMER that generates areas for improvement.	Constructs a CVA intervention monitoring framework(including indicators and markets) that is appropriate for the phase, context, and sectors with the key stakeholders; Formulates commonly used outcome indicators for CVA interventions according to phase, context, and sector.
	4b. Community Engagement and Accountability (CEA) and Protection, Gender and Inclusion (PGI)	Defines community engagement and recipient feedback; explains the importance of CEA in CVA interventions; lists commonly used tools for CEA. Describes how minimum standards and good practice for meeting the specific PGI needs of a population apply to CVA.	Uses the established community engagement and recipient feedback tools in CVA interventions; implements engagement and feedback processes classifying and solving issues according to processes and procedures.	Chooses the established Community Engagement and recipient feedback tools in CVA interventions; adapts exiting tools to the operational context; ensures engagement and feedback is conducted according to processes and procedures; trains staff on CEA and its processes;	Customises the established community engagement and recipient feedback tools for all phases, contexts and sectors; recommends CEA tool usage with internal and external stakeholders.

CVA Technical Competency Framework [continued]

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			Uses PGI for CVA guidance and tools and implements CVA interventions in line with minimum standards and good practices that meet the specific PGI needs of the population.	Continuously identifies and reports potential operational risks to or actual violations of the safety and dignity of specific groups (including children, women and minority groups) or individuals during CVA interventions.	Designs or revises community engagement and recipient feedback tools and recommends their uptake by the RCRC Movement actors. Adapts the CVA operational strategy based on evolving protection risks and inclusion needs, and advocates for action with relevant stakeholders.
	4c. Learning	Explains the use of CVA in various contexts, phases, and sectors using examples from previous responses/programmes.	Derives and implements CVA best practice(s) in current CVA interventions in response/programmes based on reviews of past programmes.	Distinguishes best practice(s) in CVA interventions and presents this knowledge to others. Attains feedback from the CVA intervention(s), analyses the data, and prepares a lessons learned document.	Compiles and summarises CVA best practice(s) from the CVA intervention response/programme. Assesses CVA intervention approach to prescribe changes or adaptations to improve the CVA intervention or existing procedures.

CVA Technical Competency Framework [continued]

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5. Partnerships and Coordination Collaborate and build partnerships with key CVA stakeholders including RCRC Movement actors, national actors, government, the private sector, external humanitarian actors, coordination structures and working groups	5a. Internal Partnerships	Identifies and describes RCRC Movement coordination systems and the common tools used in these systems; Details the host NS role in response/programs	Displays effective communication skills and integrates into host NS structure when assisting with CVA interventions or solving problems	Prioritizes host NS needs and optimizes RCRC Movement resources for effective CVA implementation	Collaborates with host NS on plans and decisions for CVA response/ programmes, facilitating RCRC Movement CVA actors to work with the host NS – portraying the RCRC as a credible CVA player throughout the response/programme.
	5b. External Partnerships	Lists the common stakeholders (e.g. government, private sector) involved in CVA interventions and describes how stakeholders might work together in a particular context, phase, or sector. Describes the role of advocacy to improve uptake of CVA among national authorities/governments.	Determines how stakeholders (e.g. government, private sector, non-RCRC actors) may be relevant to CVA intervention(s) implementation in a particular context, phase, or sector. Displays advocacy skills to improve the uptake of CVA among national authorities/governments.	Ascertains whether government, private sector and non RCRC Movement actor partnerships can be optimised for improving NS CVA implementation capacity/capability. Identifies bottlenecks and opportunities for improving the uptake of CVA among national authorities/governments.	Negotiates partnership arrangements with government, private sector and/or non RCRC Movement actors that enhance CVA implementation capacity now and in the longer-term and collaborates for successful partnerships. Creates and uses advocacy strategies to improve the uptake of CVA among relevant regional and national government actors/ authorities.

CVA Technical Competency Framework [continued]

DOMAIN	Sub-Domain	Foundational Tier Remembering and Understanding <hr/> <i>Articulates basic concepts and describes ways of working; explains using these concepts in specific sectors or support service in a response</i>	Tier 1 Understanding and Applying <hr/> <i>Displays effective day to day behaviours for this competency and contributes effectively as part of a RC team.</i>	Tier 2 Applying and Analyzing <hr/> <i>Providing advice and guidance to others within a defined scope. Translates strategic decision into sectoral direction.</i>	Tier 3 Evaluating and Creating <hr/> <i>Models behaviours and creates an environment which enables the behaviours to be displayed. Operates at a strategic, multi-sectoral level in a response of any magnitude.</i>
5. Partnerships and Coordination Collaborate and build partnerships with key CVA stakeholders including RCRC Movement actors, national actors, government, the private sector, external humanitarian actors, coordination structures and working groups	5c. Internal CVA Coordination	Describes internal Movement coordination processes for CVA scale up and transition during the response.	Uses internal RCRC Movement Coordination processes and tools for CVA interventions in start up, implementation, and closing/transition.	Manages and prioritises existing Movement coordination to ensure effective CVA interventions during a response/programme.	Collaborates with Movement partners to sustain and build on host NS capacity; designing a coordinated approach to CVA interventions throughout the response/programme.
	5d. External CVA Coordination	Identifies and describes non-RCRC Movement coordination systems and the common tools used in these systems.	Compares external CVA interventions; harmonising with existing RCRC CVA interventions where/when possible.	Manages NS participation in coordination mechanisms set up by non-RCRC Movement CVA actors and ensures NS is systematically represented and shares experience.	Negotiates collaboratively on decisions and outputs among non RCRC Movement CVA actors and depicts the NS as a credible CVA player throughout the response/programme.

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