



International Red Cross and Red Crescent Movement

Cash and Vouchers Technical
Competency Framework for
Rapid Response Deployments

September 2021



ICRC



IFRC

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



Background

The **IFRC Core Competency Framework for Rapid Response Personnel** was developed as the underlying tool to ensure a consistent and competency-based approach to recruitment, selection, performance management, and learning and development of Rapid Response Personnel across the Red Cross Red Crescent (RCRC) Movement.

The framework consists of 20 distinct generic competencies deemed appropriate for surge personnel grouped into four broad domains: Red Cross / Red Crescent, Operational, Cross-Cutting and Behavioural.

The Cash and Voucher Assistance (CVA) Technical Competency Framework reflects the specific cash and voucher assistance (CVA) areas for technical expertise required for a surge response. CVA technical competencies reflect the specific CVA areas technical expertise required for a surge response and do not replicate competencies already included in the Rapid Response core competencies. For example, the core competency framework includes a number of operational delivery competencies that are also technical in nature such as assessment, information management, safety and security, transition and recovery, and community engagement and accountability.

The CVA competency framework therefore does not duplicate these. CVA technical competencies should be used alongside IFRC core competencies.

What is a competency?

A competency defines a set of behaviours, skills and knowledge; it describes how work is to be done. It differs from objectives, which indicate what must be done, and activities that need to be completed.

Both the core and technical competencies are structured in tiers, indicating roles that take on increasing responsibility from Officer, to Manager, to Coordinator.



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Structure of the CVA Technical Competency Framework

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

Foundational Tier

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 RC team.

Tier 2

Providing 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, Plan and Delivery Design	Design, integrate and implement CVA interventions appropriately in response/ programs across contexts, phases, and sectors to meet varying needs of beneficiaries 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 or Ensuring programme quality) and documenting learning (or best practices 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.

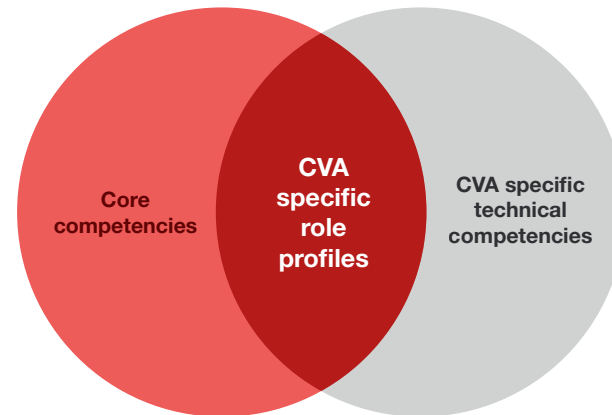
The Self-Assessment form for CVA Technical Competencies is a tool for individual practitioners to gauge CVA capacity and readiness to deploy in surge.

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

DOMAIN	Sub-Domain	Foundational Tier Remembering and Understanding <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 <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 <i>Providing advice and guidance to others within a defined scope. Translates strategic decision into sectoral direction.</i>	Tier 3 Evaluating and Creating <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>
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	Provides examples of how CVA may affect beneficiary needs and vulnerabilities in specific sectors during a response. Recognizes CVA - relevant information to be collected during needs and vulnerability assessments.	Describes possible protection concerns if CVA is used, based on beneficiary needs and vulnerabilities. Captures CVA - relevant information during needs and vulnerability assessments for analysis.	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. Analyses CVA relevant information collected during needs and vulnerability assessments.	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.
	1b. Market Assessment and Analysis	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.	Examines market data information to determine if the conditions support CVA. Describes common market analysis tools and the appropriate contexts for the use of each. Describes factors that affect market performance.	Analyses market data to derive/ deduce market conditions and explain response options. Examines market performance to determine CVA viability and appropriateness.	Models quality programme assurance by conducting market assessments analysis and recommending data-based /data-driven response options. Designs CVA and market-based interventions when context allows, validating CVA contributions to broader market-based programming.
	1c. FSP Assessment	Recognises key considerations for selecting delivery mechanisms and describes some of the advantages and disadvantages of each delivery mechanism.	Identifies CVA delivery mechanisms based on secondary and primary data.	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.

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	1d. CVA Appropriateness	Appropriateness Summarises how needs can be met through a combination of modalities (cash, in-kind and services) and describes the disadvantages of each by giving examples.	Appropriateness Executes appropriate consideration of all response modalities (cash, in-kind and services) in response analysis/project design.	Appropriateness 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).	Appropriateness 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
	1e. CVA Feasibility	Feasibility Describes the role of CVA feasibility in response analysis/ design.	Feasibility Explains the value of CVA feasibility particularly in analysis and response/program design.	Feasibility Collects and analyses information to document the CVA feasibility decision	Feasibility Counsels stakeholders on the use of CVA based on the data analysis; and/or Specifies to stakeholders the improvements necessary for a feasible CVA program.
	1f. Organizational Capacity Assessment and Analysis	Articulates cash preparedness concepts and describes how the NS can be supported in a response operation or program.	Derives the host NS cash preparedness level -distinguishing the capacity gaps and opportunities -to achieve an effective CVA intervention	Outlines host NS CVA capacity gaps and prioritises resources to enable effective CVA implementation.	Directs RCRC Movement partner CVA expertise appropriately to support the NS capacity gaps during CVA implementation.
	1g. Risk Assessment and Analysis	Recognises 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 categorises 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/programs across contexts, phases, and sectors to meet varying needs of beneficiaries and communities.	2a. Program Design	Provides an example on versatility of CVA to meet multiple needs and objectives across sectors, phases, and contexts. Describes how vulnerability and needs assessments, market assessment, and risk assessment contribute to quality program design.	Apply CVA modality to meet immediate relief and recovery needs in sector specific plans and across contexts.	Identifies target groups and determines transfer values with sector colleagues, informed by assessment and analysis data.	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).
	2b. Delivery Design	Differentiates CVA specific tools available for various phases of the project cycle and is able to gather them. Explains how and why a transfer value is established.	Demonstrates the use of CVA specific tools at the appropriate phases of the project cycle, in the appropriate context, or in the sector. Presents to host NS CVA counterparts about the tools and provides access to the tools. Judges whether transfer value is sufficient based on monitoring data.	Applies and adapts CVA specific tools at the appropriate phases of the project cycle or in a specific sector, and provides findings to key stakeholders. Demonstrates alternative ways to calculate minimum expenditure basket and figures out transfer value.	Creates and/or modifies CVA specific tools for all phases, contexts and sectors. Recommends CVA tool usage with internal and external stakeholders. 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.
	2c. Plan Design	Describe common operational and technical obstacles (i.e. scale, timeliness) in CVA interventions.	Articulate operational and technical obstacles that arise in CVA interventions.	Investigate operational and technical obstacles in CVA interventions and determine the solutions.	Diagnose operational and technical obstacles in CVA interventions and prescribe solutions.

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")	3a. Community Engagement 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; trains 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 increase community participation in CVA.
	3b. Recipient Registration and Data Protection	Explains identification, authentication, and registration of affected populations for CVA interventions. Summarises CVA - specific targeting considerations. Lists principles and considerations relating to data protection and 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 sharing in CVA.	Adapts identification, authentication, and registration tools (systems, forms, databases) for CVA interventions; trains staff to use the tools. Prioritizes and selects best practices for data protection and sharing.	Directs and/or designs identification, authentication and registration tools (systems, forms, databases) for CVA interventions . Models best practices for data protection and sharing for CVA interventions within response operations.

CVA Technical Competency Framework [continued]

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	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 aid. Implements the steps required for secure aid delivery and reconciliation processes.	Adapts distribution, encashment and reconciliation tools ; Trains staff to use these tools. Manages program accountability, Prioritises and selects 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 program accountability, Plans staff and beneficiary 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 (or Ensuring programme quality) and documenting learning (or best practices) 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 analyze monitoring data during the response or program. Chooses commonly used process and output indicators for monitoring of markets and CVA interventions.	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. Accountability CEA/Beneficiary Financial Accountability Fiduciary accountability program integrity/ appropriateness Risk management IFRC/NS accountability	Defines Community engagement and recipient feedback; explains the importance of CEA in CVA interventions; and lists commonly used tools for CEA.	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 or adapts the community engagement and recipient feedback tools in CVA interventions; ensures engagement and feedback is conducted according to processes and procedures; trains staff on CEA and its processes.	Creates and/or modifies CEA tools for all phases, contexts and sectors. Recommends CEA tool usage with internal and external stakeholders. Designs or revises community engagement and recipient feedback tools and Recommends their uptake by the RCRC Movement actors.
	4c. Learning	Explains the use of CVA in various contexts, phases, and sectors using examples from previous responses/programs.	Derives and implements CVA best practice(s) in current CVA interventions in response/ programs based on reviews of past programs.	Distinguishes best practice(s) in CVA interventions and presents this knowledge to others. Attains feedback from the CVA intervention(s), analyzes the data, and prepares a lessons learned document.	Compiles and summarizes CVA best practice(s) from the CVA intervention response/program. 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/ programs; Facilitates RCRC Movement CVA actors to work with the host NS - portraying the RCRC as a credible CVA player throughout the response/program.
	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.	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.	Ascertains whether government, private sector and non RCRC Movement actor partnerships can be optimized for improving NS CVA implementation capacity/ capability.	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.

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	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 prioritizes existing Movement coordination to ensure effective CVA interventions during a response/program.	Collaborates with Movement partners to sustain and build on host NS capacity; designs a coordinated approach to CVA interventions throughout the response/program.
	5d. External CVA Coordination	Identifies and describes non-RCRC Movement coordination systems and the common tools used in these systems.	Compares external CVA programs; harmonizes Red Cross CVA interventions where/when possible.	Ensures NS participation in coordination mechanisms set up by non-RCRC Movement CVA actors; 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/program.

Acknowledgment

The Technical CVA Competency Framework was made possible thanks to the support of:

