

CVAP Toolkit Webinar Series N.2

Cash and Voucher Assistance Preparedness

Plan of Action Stage

Tuesday 14th October 2025

10:30 CEST | 9.30 BST



CashHub

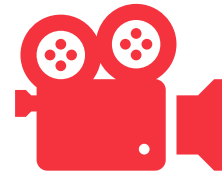
Thank you for joining



Please kindly
mute your
microphones
when not
speaking



Following the
call, we will
share the
presentation
slides and the
relevant
materials with
all of you



Please be
advised that
today's
session will
be recorded



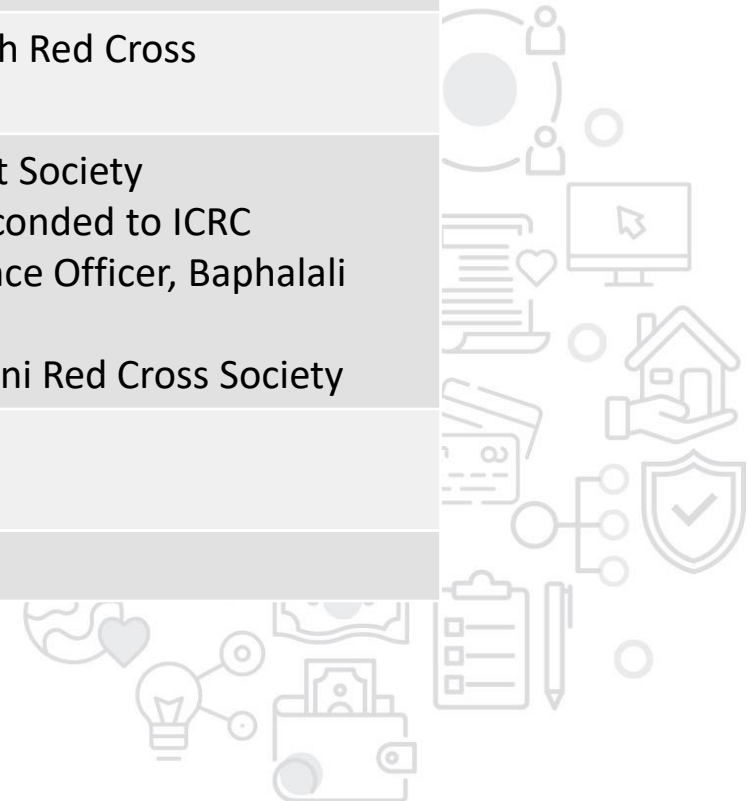
There will be
a Q&A
session at
the end of
the webinar



Cash and Voucher Assistance Preparedness: The Plan of Action Stage

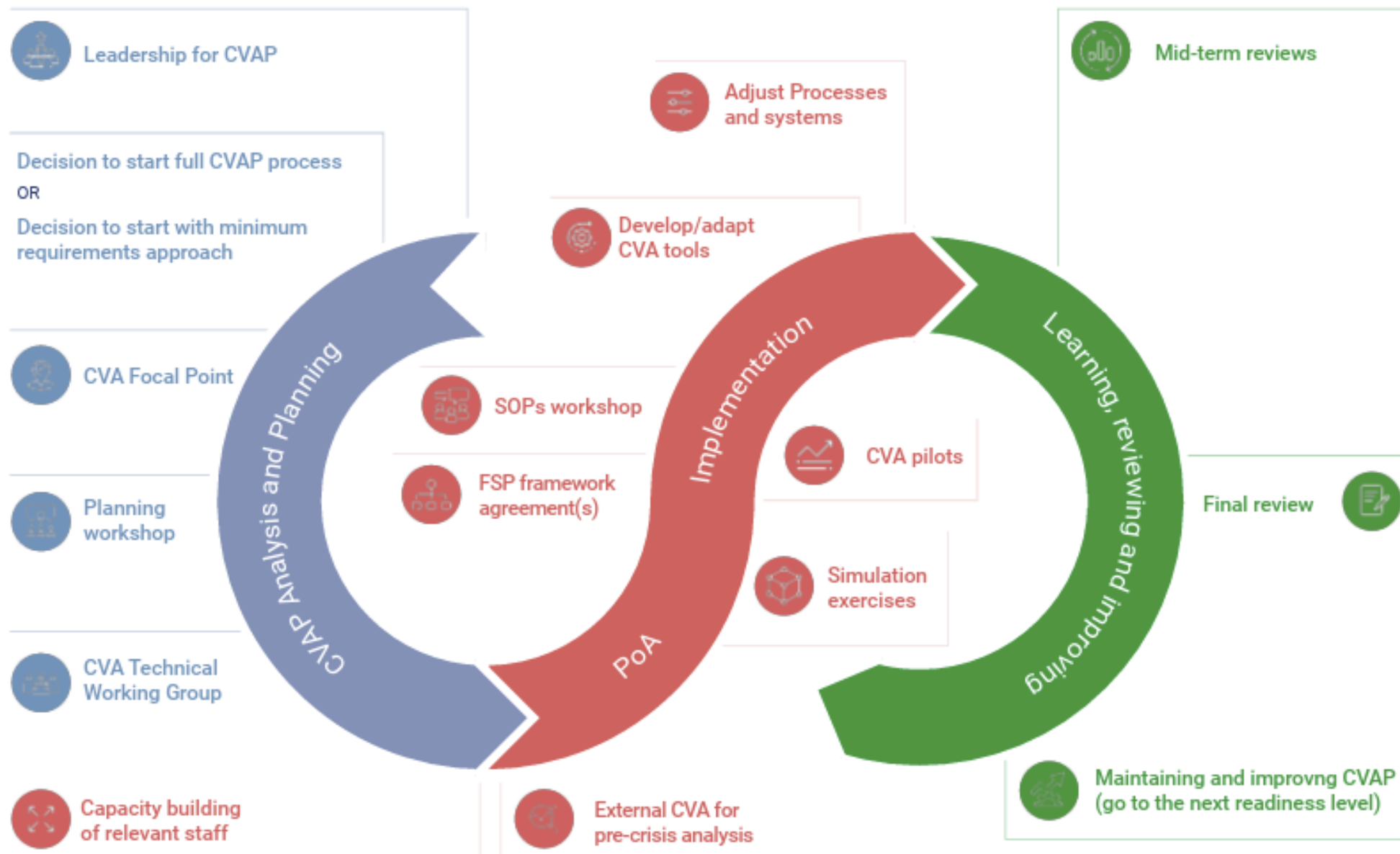
14th October 2025

	Agenda	Speaker
5 mins	Housekeeping & Opening	Cara Wilson , Cash Hub Helpdesk Manager, British Red Cross
10 mins	Overview of the Analysis and Planning Stage	Lisbet Maegaard Elvekjær , Senior Cash Lead, Danish Red Cross
20 mins	National Society Experiences	Hend Wosabi , CVA Focal Point, Yemen Red Crescent Society Chisomo Duncan Teputepu , BRC CVAP Delegate seconded to ICRC Simanga Ngcamphalala , Cash and Voucher Assistance Officer, Baphalali Eswatini Red Cross Society Tsakasile Dlamini , HR Coordinator, Baphalali Eswatini Red Cross Society
20 mins	Q&A with Panel Discussion	
5 mins	Wrap Up	





KEY STEPS IN THE CVAP JOURNEY





International Red Cross and Red Crescent Movement

Cash and Vouchers Technical Competency Framework for Rapid Response Deployments

December 2023



agencies

Launch

Material

Cash: an introduction

Completed

Request

Curriculum

Cash and Voucher Assistance - The

Started

Open curriculum

Curriculum

Cash Assistance through Financial

Completed

Register

Curriculum

Cash and Voucher Assistance - The

2 hours, 30 minutes

Curriculum

Cash and Voucher Assistance - The

2 hours, 30 minutes



Curriculum

Cash and Voucher Assistance - The

2 hours, 30 minutes



Curriculum

Cash Assistance through Financial

1 hour, 30 minutes



Competency and Gap Analysis Tool

Instructions

This guidance should be used in conjunction with the relevant function as outlined in the CVA SOPs and the ToRs for the CVA Focal Point and the CVA Technical Working Group. The document contains 6 sheets:

1. Instructions (the present sheet)
2. CVA Technical Competency Framework
3. Key CVA trainings and learning opportunities
4. Overview of Tier levels per function
5. Minimum competency level and trainings by function
6. Competency mapping and gap analysis tool

The **purpose** of the document is to provide guidance for the minimum competency level per function, as well as suggest key online and face-to-face trainings and learning opportunities to build the required level of competency. The result of the competency mapping and gap analysis will feed into the development of a capacity building plan for the National Society

The competency mapping and gap analysis should **be reviewed and updated regularly** (e.g. annually in connection to the general NS planning process) to keep track of progress and potential new needs due to staff turnover, new functions / roles or changes in level of ambitions with regards to CVA

CVA Technical Competency Framework:

Contains the revised CVA Technical Competency Framework, where details on technical competencies can be found, including areas covered and competencies needed at each tier level

Overview of Tier level per function

	Foundational <i>Remember and understand</i>	Tier 1 <i>Understand and apply</i>	Tier 2 <i>Apply and analyse</i>	Tier 3 <i>Evaluate and create</i>
Senior Management	x			
CVA Focal Point	x	x	x	(x)
Programmes / DM	x	x		
CEA	x	x		
PGI	x	x		
Logistics / Procurement	x			
Finance	x			
IT / IM	x			
PMER	x			
Security	x			
Legal	x			
Branch Focal Point	x	x		
Branch volunteers	x			
Equivalent training level	Level I	Level II	Level III	Level III + experience

CVA Technical Competency Framework (Revised Sept 2023)

	Domains	Sub-Domains	Foundational Tier Remembering and Understanding	Tier 1 Understanding and Applying	Tier 2 Applying and Analysing	Tier 3 Evaluating and Creating
Analysis Examining the delivery of the appropriate quality and outcomes in the RCPE Movement			Articulate basic concepts and support most of findings, explain why these concepts in specific context or discuss them in a response	Explain effective data to the behaviour for the complexity and contribute effectively as part of a RCPE team	Provide advice and guidance to others within a defined RCPE strategic decision in selected direction	Addict behaviour and create an effective RCPE that enables the behaviour to be displayed. Generate a strategic multi-sectional view of a response as required
	1. Assessment and Analysis	1a. Needs and Vulnerability Assessment and Analysis	Provides examples of how CVA may affect recipient needs and vulnerabilities in specific sectors during a response Recognises which CVA relevant information should be collected during needs and vulnerability assessments Summarises how community approaches that look at behaviour and practices inform relevant community engagement strategies	Describes possible protection concerns if CVA is used, based on recipient needs and vulnerabilities Captures CVA relevant information during needs and vulnerability assessments ready for analysis Captures community-centred information on behaviours and practices that inform relevant community engagement strategies	Differentiates between affected population across urban specific needs and vulnerabilities of certain groups which may arise when CVA is used, diagnoses when and/or vulnerabilities are being exacerbated by CVA interventions Captures and analyses CVA relevant information collected during needs and vulnerability assessments Analyses community-centred information in behaviours and practices and selects relevant community engagement strategies	Constructs and reviews CVA interventions to be appropriate for the variety of needs and vulnerabilities identified in the affected population Creates community-centred tools to capture information on behaviours and practices, design relevant community engagement strategies and advocates for their use across the RCPE Movement
	Assessment and Analysis	1b. Market Assessment and Analysis	Articulates the necessity for market data information by listing the types of data needed to assess market performance and describes key actors involved in market analysis	Examines market data information to determine if the conditions support CVA Describes both the common market analysis tools available and the appropriate contexts for the use of each Describes factors that affect market performance	Analyses market data to derive market conditions and explain response options Examines market performance to determine CVA viability and appropriateness	Models quality programme assurance by conducting market assessment analysis to recommend evidence-based data driven response options Designs CVA and market-based interventions when context allows, validating CVA contributions to broader market-based programming
	Assessment and Analysis	1c. ISP Assessment	Recognises key considerations for selecting delivery mechanisms and describes some of the advantages and disadvantages of each	Identifies CVA delivery mechanisms, taking into consideration both the advantages and disadvantages of each Selects CVA delivery mechanisms to meet response needs	Selects a CVA delivery mechanisms to meet response needs Selects CVA delivery mechanisms to meet response needs	Outlines efforts to develop and invest in CVA delivery mechanisms Validates delivery mechanisms

Minimum CVA competency level and key trainings per function

Function	Roles for CVA	Minimum CVA competency level
Senior Management	- Provides strategic support and oversight to CVA programming and cash preparedness activities - Endorses key documents, such as strategy and policy documents, cash preparedness Plan of Action, CVA SOPs and tools - Advocates internally and externally for the use of CVA	Foundational / Tier 1 (and general strategic management competencies)
CVA Focal Point	- Promote CVA, to build engagement and ownership, and establish effective coordination and communication within the NS. - Lead the NS CVA Technical Working Group (TWG) - Advocate for CVA both internally and externally, participating in CVA meetings and networks such as CAU, inter-agency technical working groups and donor meetings wherever possible, and in regional and international meetings, as relevant. - Support leadership in developing and/or updating the NS CVA vision and the strategy. - Facilitate/co-facilitate the NS CVA self-assessment workshops and conduct pre-workshop discussions with relevant staff in gathering evidence of NS CVA capacity. - Facilitate/co-facilitate the CVA planning workshop and ensure that the PoA is approved by the senior management of the NS and is widely disseminated across the departments within NS. - Lead the implementation of PoA and monitor progress and produce monthly/quarterly reports against the PoA for relevant stakeholders. See full ToR for the CVA Focal Point	Tier 2 or 3 (or 3 if advanced level, e.g. managing a CVA team)
	- Appoints the CVA Focal Point - Participates in the CVA Technical Working Group - Overall business management responsibility for CVA, through the CVA Focal Point and for	

Key CVA trainings and learning opportunities

A large amount of trainings are available online and as face-to-face trainings. Under each heading below you can see several options that might be overlapping, so you can choose one based on duration, preferences for online / face-to-face modality, or language options. Remember that competency development is not only about formal trainings. Competencies can also be built through practical experience coupled with mentoring / coaching and peer-to-peer exchange.

Level	Course title	Modality	Duration	Provider	Link
CVA Level I training options					
Level I	10 things you should know about cash transfers	Online	4 minutes	ODI	https://www.youtube.com/watch?v=UW3333333333
Level I	Cash and Vouchers in Humanitarian Operations	Online	3 minutes	DG ECHO	https://www.youtube.com/watch?v=UW3333333333
Level I	Cash: An Introduction	Online	16 minutes	IFRC	https://www.youtube.com/watch?v=UW3333333333
Level I	Cash in Emergencies	Online	20 minutes	IFRC	https://www.youtube.com/watch?v=UW3333333333
Level I	CVA - The Fundamentals	Online	2-3 hours	CaLP	https://www.youtube.com/watch?v=UW3333333333
Level I	CVA - The Fundamentals	Face-to-Face	1 day	CaLP	
CVA Level II training options					
Level II	CTP in emergencies	Online (tutored)	40 hours	Livelihood Resource Centre	http://www.livelihoods.org/
Level II	IFRC Level II (to be revised)	Face-to-Face	4-5 days	IFRC	
Level II	Core Skills for Programme Staff (13 modules)	Online		CaLP	https://www.youtube.com/watch?v=UW3333333333
Level II	Core Skills for Programme Staff	Face-to-Face	5 days	CaLP	
CVA Level III training options					
Level III	Practical Emergency Cash Transfer Training	Face-to-face	6,5 days	RCRC Movement	

CVA competency and gap analysis tool

This tool can be used to map the NS staff and their competency level, and define the gaps. The information will inform the development of a competency development plan for the National!

Facilities	Minimum competency level	Suggested job training and training options	Median cost of Personnel for the Different Engineering categories	Median cost of personnel in each of ERM competency	Competency development plan - Year 1	Competency development plan - Year 2	Competency development plan - Year 3
Event Management	Foundation Tier 1 (Self-guided and self-managed competencies)	On Job Self-Directed Learning Training on Job Participation in Jobshadow, job and ERM competency					
CRM Fund Pass	Tier 2 (Self-administered, i.e. involving CRM team)	HRD Development Self-Directed Participation in Jobshadow, Jobshadow Training on Job CRM Self-achieve Participation in Jobshadow, job and ERM competency					
Programme, CRM	Tier 1	On Job Training on Job CRM Self-achieve Participation in Jobshadow, job and ERM competency					
Engineering Personnel	CRM Foundation ERP knowledge and self-managed Tier 2	On Job Self-Directed Learning Training on Job Participation in Jobshadow, job and ERM competency					
Finance	CRM Foundation ERP knowledge, risk assessment, evaluation, coordination, financial management Tier 2	On Job Self-Directed Learning Training on Job Participation in Jobshadow, job and ERM competency					
CEA	Tier 1 CRM Tier 2	On Job Training on Job CRM Self-achieve Participation in Jobshadow, job and ERM competency					
PMO	Tier 1 PMO Tier 1	On Job Training on Job CRM Self-achieve Participation in Jobshadow, job and ERM competency					
PMO	Foundation PMO Tier 2	On Job Training on Job CRM Self-achieve Participation in Jobshadow, job and ERM competency					



CVA Competency Gap Mapping in YRCS

14th October 2025.

Presented by: Hend Wosabi, YRCS CVA Focal Point and Chisomo Duncan Teputepu, BRC CVAP Delegate (Seconded to ICRC)



Introduction: CVA Competency Gap Mapping & Our Agenda

Session Contents

Overview and Competency Gap Mapping in YRCS CVAP.

1

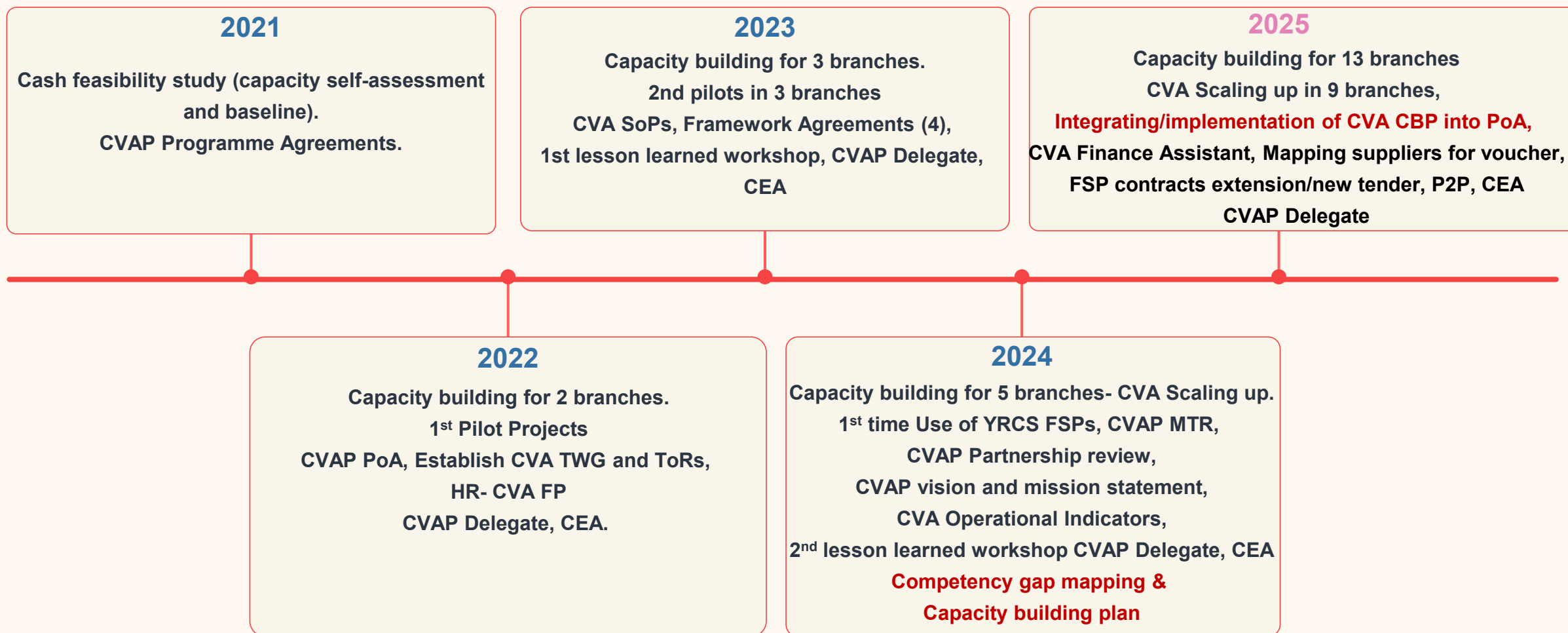
The Impact of Competency Gaps on YRCS Staff & Volunteers implementing CVA Programs.

2

key pieces of advice for a Red Cross Red Crescent-National Society using the Competency Gap Mapping Tool for the first time.

3

Yemen Red Crescent Society Cash and Voucher Assistance Journey





Applying the Competency Gap Mapping Tool in YRCS



Competency gap mapping in YRCS CVAP

Action has been there in YRCS CVAP PoA since 2023, tools Under Development by cash hub.

Consultation, analysis and Development of CVA capacity building plan in 2024.

In 2025, CVA capacity building plan was integrated to YRCS CVAP PoA for implementation till 2026. The YRCS utilized a structured approach to integrate the Competency Gap Mapping Tool into its Cash and Voucher Assistance Preparedness (CVAP) programming, ensuring a systematic development of its operational capacities..

1

Assessment of Current Competencies

Based on YRCS CVA Standard Operating Procedures, all relevant staff roles involved in CVA were identified. The tool was then used to evaluate existing competency levels against required standards, providing a clear baseline.

2

Comprehensive Gap Analysis

A thorough comparison was made between assessed competencies and the minimum requirements outlined in the CVA framework. This detailed analysis pinpointed specific areas for development for each role, guiding targeted interventions.

3

Strategic Training Needs Assessment

Identified gaps led to the prioritization of training needs, focusing on urgency and importance for effective CVA delivery. A comprehensive two-year CVA training plan was developed, covering key areas like CFSS, Cash levels 1 & 2, PECT, MAAT, ToT, P2P, and Practical learning from Pilot, CVA scaling up programs for 2025 and 2026.

Findings of the analysis, proposed actions and the 2 years YRCS CVA Capacity Building Plan were presented to YRCS CVA TWG and Management before implementation.

Implementation & Continuous Improvement of CVA Capacity Building

YRCS's systematic approach to developing, implementing, and sustaining CVA competencies across its operations.

Implementing CVA Capacity Building Plans

Based on the competency gap analysis findings, YRCS, in collaboration with ICRC, BRC, IFRC, and NoRC, implemented targeted training plans in 2025. Key trainings included:

- CVA Level 1 (HQ staff)
- Cash for Support Service (CFSS) for 23 branches
- Practical CVA implementation, data tools (Kobo), and YRCS CVA SoPs for 13 branches

YRCS also facilitated participation in emergency response and pilot projects in 9 branches in 2025- Flood, airstrikes, impact of conflicts and will participate CVA Cross-regional CVA peer-to-peer exchange (MENA & Europe). Continuous monitoring and adjustment of plans are ongoing with regional technical teams, with some regional trainings (PECT, MAAT, ToT) moved to 2026.

Regular Reviews, Updates, and Documentation

YRCS is committed to maintaining the relevance and effectiveness of its capacity-building efforts through:

- Annual reviews of competency mapping during Q4 to reflect evolving staff roles and organizational needs.
- Continuous incorporation of feedback from staff and stakeholders to enhance the mapping tool and training effectiveness.
- Detailed record-keeping of competency assessments, training conducted, and progress made to inform future planning.
- Sharing results of competency mapping and training outcomes with relevant stakeholders to demonstrate impact and progress (YRCS Management, YRCS CVA TWG, Regional and Global Webinars)

Positive Impacts of Competency Gap Mapping on YRCS Operations

Competency gap mapping has yielded significant benefits, enhancing various aspects of YRCS's Cash and Voucher Assistance (CVA) programs.

Enhanced Training and Skill Development

The identification of competency gaps has led to focused training initiatives, which will improve staff skills in critical areas of CVA, such as Cash for Food Security Support (CFSS). *Over 100 support service staff across Yemen to be trained in 2025*

Targeted staff members and volunteers receiving training on data collection tools and CVA feel more competent and confident in their roles, leading to better program execution across areas like the *9 governorates in 2025 including funds from DREF*.

Improved Program Quality & Standardization

By systematically identifying and addressing competency gaps, YRCS ensures a consistent level of expertise across all CVA operations. This leads to higher quality program delivery, standardized practices, and ultimately, better outcomes for beneficiaries. *Recent flooding responded within 4 days after trigger- Anticipatory Action.*

Recruitment of relevant new positions or roles putting into consideration CVA- *i.e. the recent recruited YRCS Logistics Coordinator*

Strengthened Partnership Opportunities

A transparent approach to identifying and addressing staff competencies enhances YRCS's credibility. This demonstrated commitment to professional development makes the organization a more attractive and effective partner for collaborations, funding opportunities, and broader humanitarian initiatives. *Direct CVA partners, 2 in 2021, 6 in 2025.*

Overall Organizational Capacity Building

Beyond individual skill enhancement, competency gap mapping fosters a culture of continuous learning and improvement throughout YRCS. This strategic approach strengthens the organization's long-term resilience, adaptability, and overall capacity to respond effectively to evolving humanitarian needs.

Comprehensive Advice for Red Cross Red Crescent-National Societies on Competency Gap Mapping

Implementing a successful competency gap mapping process requires a strategic and inclusive approach. Here are key considerations and actions for National Societies.



1. Foundation & Familiarity

- Begin at the initial stages of your CVA program (CVAP).
- Conduct thorough tools orientation with Cash Hub Advisors and the CVA Technical Working Group (TWG).
- Review CVA Standard Operating Procedures (SOPs) and Terms of Reference (ToRs) for all relevant roles.
- Ensure all team members are intimately familiar with the CVA Technical Com



2. Stakeholder Engagement

- Include relevant stakeholders from HR, finance, logistics, IT, program, and management departments.
- Clearly explain the purpose and benefits of the mapping tool to encourage buy-in and participation.
- Assess all roles involved in CVA, including crucial support functions, not just direct program staff.



3. Assessment & Action Planning

- Utilize multiple assessment methods: self-assessments, peer reviews, and supervisor evaluations for a holistic view.
- Prioritize the most impactful competency gaps on program effectiveness.
- Develop a clear, actionable plan with specific training initiatives and timelines, such as YRCS's two-year plan.



4. Resources & Continuous Learning

- Explore existing training resources and partnerships within the Red Cross Red Crescent Movement (e.g., IFRC learning platform, CaLP).
- Encourage knowledge sharing and peer-to-peer learning among National Societies and branches.
- Maintain flexibility to adjust frameworks and training plans based on feedback and evolving circumstances.
- Disseminate findings and lessons learned to promote transparency and collaboration.



ENHANCING CVA CAPACITY IN ESWATINI:
OUR JOURNEY WITH THE
CVA-COMPETENCY AND GAP ANALYSIS TOOL

DATE: 14 OCTOBER 2025

VENUE: VIRTUAL

PRESENTATION BY: HR COORDINATOR & CVA
OFFICER

How We Used the Competency Mapping Tool



Purpose:

To assess staff familiarity, evaluate experience, identify knowledge gaps, and assess proficiency with CVA tools and communication.

Methodology:

Conducting a face-to-face skills gap analysis allows for richer, more detail (nuanced) data collection through direct interaction, enabling deeper understanding and clarification of responses compared to a questionnaire.

This was targeted at staff and sample volunteers that under Disaster Management

- Used a structured questionnaire with competency-based questions.
- Mapping of competencies against CVA competency framework.
- Identification of gaps and development of a targeted capacity building plan.

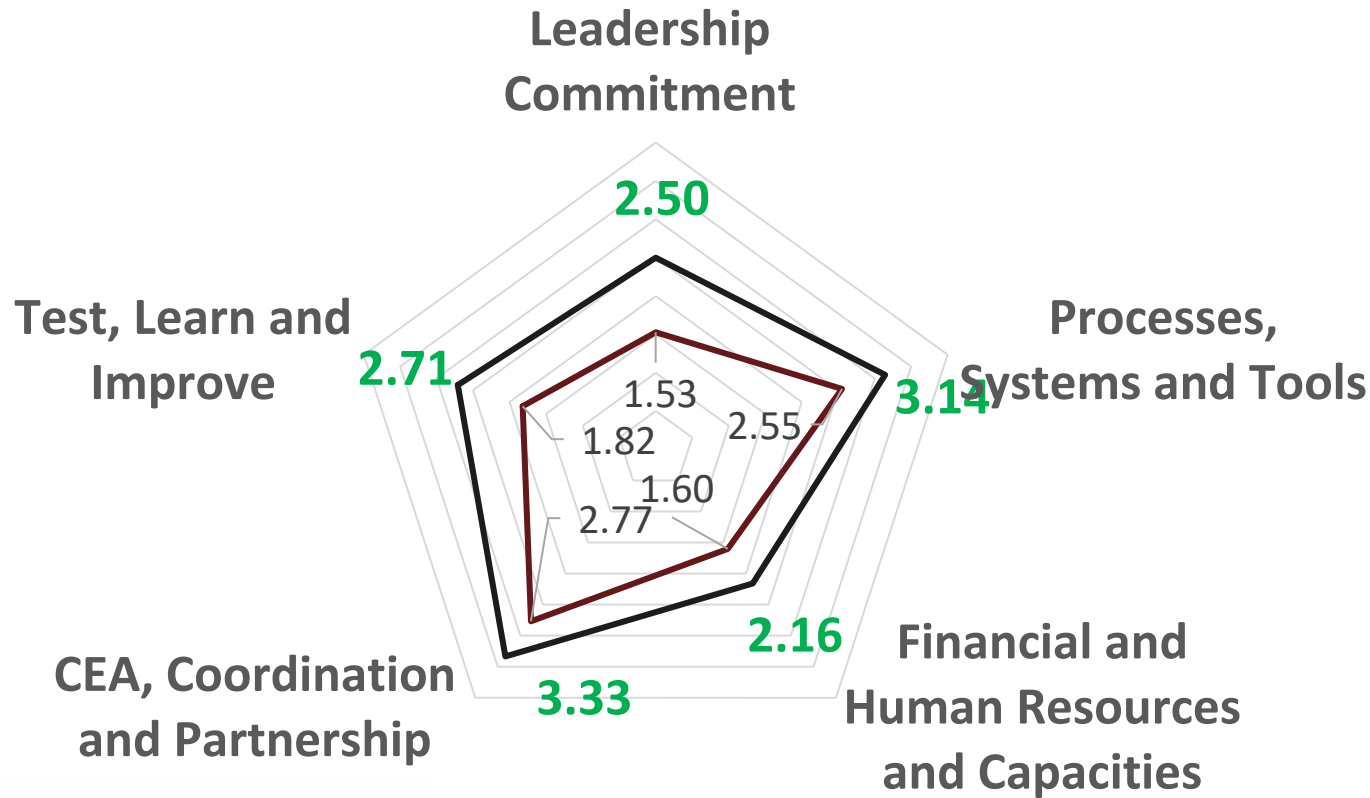
Included various roles: Field coordinators, Accounts Clerks, and Volunteers, Departmental Heads, Project Staff.

- The BERCS CVA Officer and HR Coordinator visited all 5 branches, 3 Clinics and the Head Quarters.

NB: This data was then mapped against the CVA competency framework, which allowed us to clearly see where our strengths lie and where we need to focus our capacity-building efforts.

CVA Organizational Capacity Level BERCS

— Self Assessment — Mid-Term Review



1.68

**Baseline
score**
(out of 3+)
May 2021



2.29

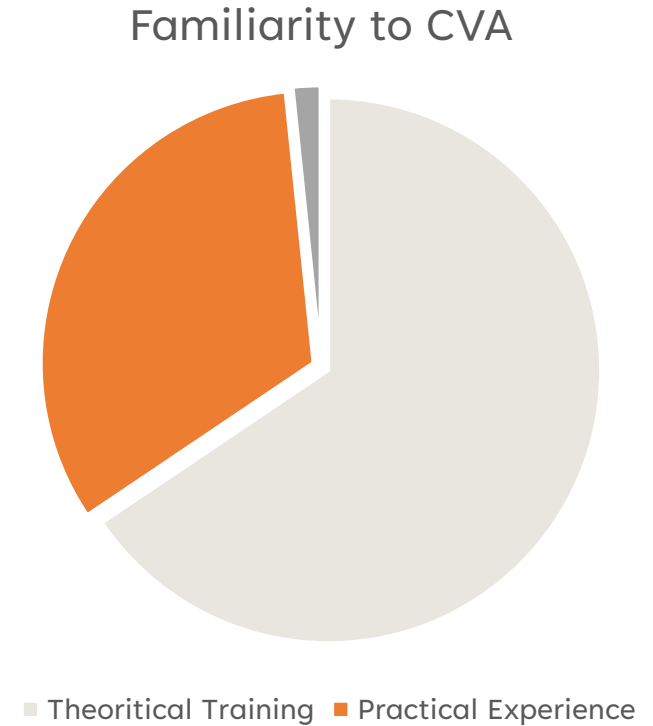
**Midterm
score**
(out of 3+)
Nov 2023

**Endline
planned for
Q1 2026**

KEY FINDINGS-

1. FAMILIARITY TO CASH VOUCHER ASSISTANT PROGRAM

- Most staff showed familiarity CVA training Level 1 & 2
- 3 NS Staff have done PACT Training
- Gap: Theoretical Knowledge vs. Practical Application.

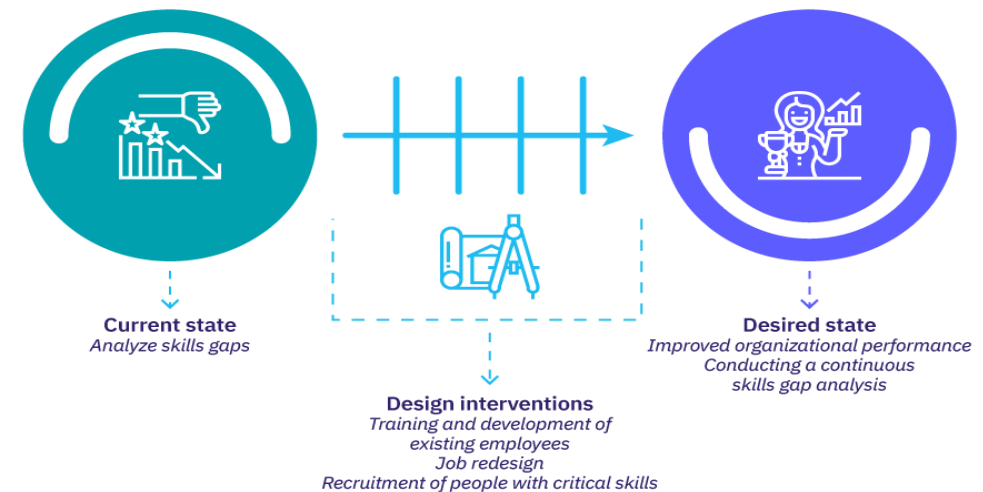


EXPERIENCE IN DISTRIBUTION & TRACKING

- Project staff are more experienced than Program Staff
- Some had direct involvement during implementation of programs and at DM regional level
- Had no experience at all



Skills Gap Analysis





CONT...OF FINDINGS

3. Knowledge of CVA Terms & Requirement

- **Good understanding:** beneficiary selection.
- **Inconsistencies:** market assessments, technological integration.

4. Proficiency in Relevant Financial Software

- Most staff were **Finance staff proficient:** financial platforms (Unayo, Mobile Money).
- **Uncertainty:** managing tools specifically for CVA purposes.

5. Communication Skills

- **Strength:** Effective communication regarding CVA benefits was a strength for some staff members
- **Opportunity:** Opportunity to enhance communication training for better community outreach

Outcome from the Findings

- *Our analysis revealed some valuable insights. We found that our staff have a good grasp of the 'why' of CVA, particularly in beneficiary selection. However, we identified a need to strengthen the 'how' – the practical skills of CVA implementation, from market assessments to using the latest technology.*



How We Used The Competency Mapping Tool For NS Capacity Building Activities?

Mandatory Training: Rolling out training on CVA fundamentals (Level 1), market analysis, and data management.

Targeted Training: BERCS has since structured CVA training to align with Tier level per function Tier level per function

Mentorship Program: Pairing experienced staff with those who are new to CVA.

Resource Development: Creating a library of CVA resources, including manuals and online courses.

Regular Assessments: Using the tool to track our progress and adapt our strategies over time.

Why Engaging HR is Crucial



- **Strategic Alignment:** HR ensures that CVA competencies are **integrated** into job descriptions, recruitment, and **performance management**.
- **Talent Management:** HR leads the development and implementation of the competency development plan, ensuring that we have the right people with the right skills.
- **Sustainability:** By embedding CVA competencies into our HR systems, we ensure the long-term sustainability of our CVA capacity, even with staff turnover.
- **Feeds into NS Training Plan for Staff:** Through this assessment we have been able to see and plan trainings with key personnel on CVA. Incorporate mandatory CVA Training such as CVA Fundamental as part of onboarding for all staff.
- **Resource Allocation:** HR ensures that the training plan is budgeted and prioritized annually.
- **An informed Personnel of National Society:** We aim to ensure every personnel within the NS, in all branches and clinics is aware of the vision and apply in all the strategic pillars (Disaster Management, Health Services, First Aid, and National Society Development).

“HR's involvement ensures that CVA is not just a project, but a core competency that is embedded in our organizational DNA, from how we hire to how we develop our staff.”

"A key factor in our success has been the close collaboration between our CVA and HR departments. Engaging HR is not just important; it's essential."

ADVICE FOR NATIONAL SOCIETIES USING THE TOOL FOR THE FIRST TIME



Get Leadership Buy-In: Secure the support of your senior management from the very beginning.

Adapt the Tool: Customize the questionnaires and competency framework to your specific context and needs.

Plan for Action: Don't just collect data. Have a clear plan for how you will use the results to inform your capacity-building activities. **Having a Funded Capacity-Building Plan.**

Communicate Clearly: Keep your staff informed about the purpose of the assessment and how the results will be used.

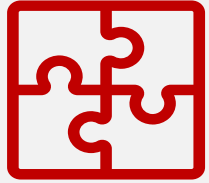
*"Firstly, **Embed It Systemically:** Get HR and Senior Management involved early. Without them, your training plan will be a one-off project instead of an institutionalized, sustainable practice.*

Secondly, don't be afraid to adapt the tool to your local context.

*And finally, **Don't Fear the Gaps:** The gaps are a good thing—they are your roadmap! Ensure the final output is a concrete, budgeted action plan with mandatory training (like CVA Level 1 & 2) and mentorship programs."*

Remember that the analysis is just the beginning. The real work starts when you use the results to build a stronger, more capable team."

CashHelpdesk



Learning and resources

cash-hub.org

Webinars

cash-hub.org/resources/webinar-series/



Cash Helpdesk

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CVAP Toolkit Webinar Series N.3

Cash and Voucher Assistance Preparedness

Learning, Reviewing and Improving Stage



CashHub

