

Cash practitioner development programme

Strengthening Cash Based Assistance
programming expertise



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**FORMS FOR
DEPLOYMENT
SUPERVISORS**
2018/19

Deployment learning goals

The learning goals for this deployment have been developed by the learner/delegate in partnership with her/his mentor. Discussing progress towards these goals will be an agenda item at your regular meetings.

Delegate / Learner name	Date
	Deployment host office
Learning level	
Learning goals	
Specific areas for development / aspects of CBA to experience	



Post-deployment evaluation

The post-deployment evaluation is a structured way of identifying learning from the deployment and helps the delegate to plan their next learning activities. Please complete the evaluation questions and your review of the Cash Competency Evaluation Framework in preparation for your final meeting with the delegate. It is very important that you read the evaluation questions and framework prior to the deployment so that you are aware of the areas in which feedback will be required. Equally, towards the end of the deployment please review these questions and the framework to re-acquaint yourself with the level at which the delegate is targeting their learning.

Completing the Cash Competency Evaluation Framework is a relatively straight-forward exercise, as you are identifying technical competencies that you have observed during the deployment. In order to provide more depth and qualitative information for the delegate, please provide as much relevant detail as possible in the evaluation questionnaire. Do discuss your observations with the delegate in 1-2-1 meetings – none of the post-deployment evaluation should come as a surprise to them!

Included are some questions intended to benefit your own cash learning and that of your organisation – it is not necessary to discuss these with the delegate but they are included as an opportunity for you to maximise the benefits of participating in the deployment, for yourself and for your National Society. (These questions are in grey shaded boxes.)

TECHNICAL

Referring to the delegate's stated learning goals for the deployment, and the Cash Competency Framework (see the end of this document) please describe how the delegate's technical skills have developed during the deployment.

Which technical areas would you recommend the delegate focuses on next?

As a result of observing the delegate in this deployment, what changes / improvements do you plan to make to your cash technical work in your National Society?

For expert level learners only: Were there any areas of technical capability in cash that were of concern to you? *Note: Any areas of concern noted here should already have been raised in 1-2-1 meetings with the delegate.*

PROFESSIONAL

Referring to the delegate's stated learning goals for the deployment, and the Core Humanitarian Competencies Framework, please describe how the delegate's professional skills have developed during the deployment. *For instance, how well did they work with other staff? How did they give and receive feedback? Did you see leadership behaviours, negotiation skills or time management appropriately used?*

Which professional areas would you recommend the delegate focuses on next?

For expert level learners only: Were there any areas of professional competence that were of concern to you? *Note: Any areas of concern noted here should already have been raised in 1-2-1 meetings with the delegate.*

What did you personally learn from your role as a deployment supervisor?

ORGANISATIONAL

Describe how you saw the delegate demonstrate their understanding of the organisation (Red Cross Movement and National Society).

If you would recommend the delegate to further develop their knowledge and understanding of the organisation, which specific areas should they focus on?

HUMANITARIAN

Please describe instances where it was evident to you that the delegate was applying humanitarian principles in their work and making use of humanitarian codes and standards in their decision-making.

If you would recommend the delegate to further develop their knowledge and understanding of humanitarian principles, codes and standards, which specific areas should they focus on?

Identify any instances where the delegate's behaviour was not aligned with humanitarian principles or the Red Cross Code of Conduct? *Note: Any areas of concern noted here should already have been raised in 1-2-1 meetings with the delegate, and escalated to the Programme Director.*

If you have any other feedback for the delegate, please give it here.

Deployment Supervisor name:	Date of meeting:
Deployment Supervisor signature:	
Learner / Delegate name:	Learner / Delegate signature:



IFRC Cash Competency Evaluation Framework

The delegate has used this table to identify the technical sections that they are targeting for learning in this deployment, and the level of competence they aim for by the end of the deployment. It is not intended that every section will be covered in every deployment! You should use the right hand column to identify your observations of the delegate's cash competencies at the end of the deployment.

Technical section	Sub-section	Level	Descriptor	Target level of competence for this deployment	Observed level of competence for this deployment
Cash advocacy	Cash advocacy	Known and understood	Delegate can list the main arguments often set up against CBA. Delegate can list the main advantages and disadvantages of CBA.		
		Apply knowledge and understanding	Delegate can list the main arguments set up by different groups or stakeholders against CBA. Delegate can prepare a defence of CBA approaches where that is appropriate.		
		Create and lead on	Delegate can analyse the barriers to the use of cash within a NS and hold the required meetings with leadership to explore opportunities and constraints of CBA. Delegate can provide evidence-based arguments to create a pro-cash environment.		
Needs assessment	Feasibility of CBA	Known and understood	Delegate can identify the main assessment issues relevant to CBA.		
		Apply knowledge and understanding	Delegate can identify the preconditions, key criteria and information required to determine whether cash is feasible.		
		Create and lead on	Delegate can lead an assessment process, and has the ability to prepare and plan for an assessment and design questionnaire		
	Assessment	Known and understood	Delegate can identify the main assessment issues relevant to CBA.		
		Apply knowledge and understanding	Delegate can identify the main assessment issues relevant to CBA within a specific context and use these to inform the design of the assessment process.		
		Create and lead on	Delegate can provide an assessment report to inform response option analysis.		
Market assessment	Market assessment	Known and understood	Delegate can use RAM questionnaires (or similar) to collect relevant data from key informants (affected communities and traders)		
		Apply knowledge and understanding	Delegate can identify the critical market systems, elaborate and interpret baseline, emergency and flow maps		
		Create and lead on	Delegate can lead a market assessment process and team to evaluate the market assessment and elaborate the market assessment report		
Modality and mechanism selection	Modality and mechanism selection	Known and understood	Delegate can describe the modality and delivery mechanism options and the method for selecting the cash transfer modalities and mechanisms		
		Apply knowledge and understanding	Delegate can participate in the selection of the modality and delivery mechanism, rating advantages and disadvantages of modalities and mechanisms and compare the different options against an agreed and weighted set of criteria (relevance, value for money, beneficiaries preferences, risks etc) to complete the decision-making tool		
		Create and lead on	Delegate can lead response option analysis engaging all relevant stakeholders. Delegate can document and justify the process and decisions made and communicate/validate with key stakeholders		

Technical section	Sub-section	Level	Descriptor	Target level of competence for this deployment	Observed level of competence for this deployment
Transfer value	Transfer value	Known and understood	General knowledge on how to calculate transfer value		
		Apply knowledge and understanding	Delegate can collect the data required to calculate the transfer value based on quantifying the needs and conducting a gap analysis		
		Create and lead on	Delegate can establish the value of transfer using all appropriate criteria. Delegate can document, justify, review and update the transfer value, in coordination with others		
Vulnerability and targeting	Assessment data	Known and understood	Delegate can identify and outline the different types of vulnerability		
		Apply knowledge and understanding	Delegate can gather assessment data to understand community vulnerabilities and needs and its relevance for CTP and targeting.		
		Create and lead on	Delegate can undertake analysis across the range of potential vulnerabilities and apply findings to programme design. Delegate can design the targeting strategy (targeting methods, criteria etc.).		
	Vulnerability and targeting	Known and understood	Delegate can identify and outline the different types of vulnerability		
Apply knowledge and understanding		Delegate can identify potential issues relating to targeting			
Beneficiary communication and accountability	Communication tools	Known and understood	Delegate can identify appropriate methods of beneficiary communication and channels.		
		Apply knowledge and understanding	Delegate can use appropriate methods of beneficiary communication and channels		
		Create and lead on	Delegate can design beneficiary communication tools, including flyers, FAQs, etc		
	Feedback and response mechanisms	Known and understood	Delegate can demonstrate knowledge about the feedback and response mechanism		
		Apply knowledge and understanding	Delegate can use the feedback and response mechanism to refine and improve the project implementation		
		Create and lead on	Delegate can design feedback and response mechanism, including methods ensuring segregation of duties		
	Accountability	Known and understood			
		Apply knowledge and understanding	Delegate can apply the BRC Accountability to Beneficiaries (AtB) Framework		
		Create and lead on	Delegate can manage and problem-solve with regard to issues arising		
FSPs	FSPs	Known and understood	Delegate can map the service providers, both traditional and those requiring new technologies		
		Apply knowledge and understanding	Delegate can explain the opportunities and constraints presented by each service provider and assess their capacities		
		Create and lead on	Delegate can design and implement a plan for the financial service provider including a contract agreement		

Technical section	Sub-section	Level	Descriptor	Target level of competence for this deployment	Observed level of competence for this deployment	
Distribution, encashment, reconciliation and data management	Distribution process	Known and understood	Delegate can demonstrate knowledge of the distribution process, including beneficiary registration, set-up and management of the distribution site and encashment process			
		Apply knowledge and understanding	Delegate can contribute to the design of distribution and encashment under the supervision of an experienced CBA manager			
		Create and lead on	Delegate can plan activities, resources, time-frame and length of CBA			
	Financial reconciliation	Known and understood				
		Apply knowledge and understanding	Delegate can manage issues related to financial reconciliation.			
		Create and lead on	Delegate can ensure coordination with internal stakeholders e.g. finance, logistics			
	Data management	Known and understood	Delegate can demonstrate awareness about technical platforms to manage beneficiary registration and monitor distributions			
		Apply knowledge and understanding	Delegate is able to use (enter the data and get the reports) technical platforms for beneficiary registration and payment monitoring (LMMS, RedRose, Segovia or similar)			
		Create and lead on	Delegate can customise a technical platform to respond to some context/program specificities			
Cash SoPs	Cash SoPs	Known and understood	Delegate is familiar with IFRC or ICRC cash SoPs			
		Apply knowledge and understanding	Delegate can apply the IFRC or ICRC cash SoPs in a new operation			
		Create and lead on	Delegate can mainstream cash into NS existing SoPs or adapt IFRC/ICRC cash SoPs to local context/NS			
Financial requirements	Financial requirements	Known and understood	Delegate is familiar with BRC financial requirements and processes that apply to CBA			
		Apply knowledge and understanding	Delegate can follow BRC financial requirements and processes that apply for CBA			
		Create and lead on	Delegate can support NS to adapt their financial requirements and/or processes to make the delivery of cash smoother and quicker			
CBA monitoring	Programme logframe	Known and understood	Delegate can read and interpret a programme logframe for CBA			
		Apply knowledge and understanding	Delegate can design or adapt cash distribution, on-site monitoring tools and post-distribution monitoring tools			
		Create and lead on	Delegate can develop a CTP programme logframe, with indicators and means of verification			
	CBA monitoring activities	Known and understood				
		Apply knowledge and understanding	Delegate understands key areas to monitor for CTP (context, process and impact)			
		Create and lead on	Delegate can design monitoring activities and include M&E results in the programme's future			

Technical section	Sub-section	Level	Descriptor	Target level of competence for this deployment	Observed level of competence for this deployment	
Market monitoring	Market price monitoring	Known and understood	Delegate can collect regular market price monitoring, linked to existing initial baseline data, through the project cycle			
		Apply knowledge and understanding	Delegate can set up and analyse market price monitoring and trends/changes against identified market indicators			
		Create and lead on	Delegate can design market monitoring, analyse market assessment data and make decisions and recommendations. Include monitoring of markets into the programme's future			
Evaluation	Evaluation	Known and understood	Delegate can list the importance of different types of evaluation and when they might be undertaken in the project cycle			
		Apply knowledge and understanding	Delegate can support the implementation of an evaluation. Undertake information management and data preparation for an evaluation.			
		Create and lead on	Delegate can design the Terms of Reference for an evaluation, setting out clear questions that need to be answered. Delegate can design and lead an evaluation resulting in an evaluation report with clear recommendations			
Data collection and analysis	Data collection tools	Known and understood	Delegate can design/adjust a simple data collection tool.			
		Apply knowledge and understanding	Delegate can design and conduct assessment questionnaires and focus group discussions.			
		Create and lead on	Delegate can design information management systems and integrate data analysis in response analysis, project design, review or evaluation			
	Information management systems	Known and understood	Delegate can perform simple calculations e.g. using Excel			
		Apply knowledge and understanding	Delegate can identify and compile appropriate secondary data sources			
		Create and lead on	Delegate can adapt reporting/information management systems to local context			
Analysis	Analysis	Known and understood				
		Apply knowledge and understanding	Delegate can describe simple quantitative results			
		Create and lead on	Delegate can interpret quantitative and qualitative results			
Reporting	CBA reporting	Known and understood	Delegate can fill in, accordingly, the reporting tools			
		Apply knowledge and understanding	Delegate can write and review reporting tools			
		Create and lead on	Delegate can report on the CTP programme, formulate recommendations and apply them for future programmes			
	Lessons learned	Known and understood	Delegate can support data collection for documentation of lessons learned using BRC study documenting guidance			
		Apply knowledge and understanding	Delegate can participate in the 'lessons learned' process by developing fact sheets			
		Create and lead on	Delegate can support lessons learned with fact sheets and case studies			

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