International Red Cross & Red Crescent Movement

Cash and Vouchers Technical Competency Framework for Rapid Response Deployments

April 2020
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.
The CVA Competency Framework is structured as follows:

**Foundational Tier**
Displays understanding of basic concepts and ways of working and is able to integrate these into specific sectors or support service.

**Tier 1**
Displays a practical understanding of effective day to day behaviours for this competency and able to function effectively as part of a RC team.

**Tier 2**
Displays impact for this competency by providing advice and guidance to others within a defined scope. Translates strategic decision.

**Tier 3**
Displays understanding of basic concepts and ways of working and is able to integrate these into specific sectors or support service.

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 7 domains (or themes):

<table>
<thead>
<tr>
<th>Domains</th>
<th>Definition</th>
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<tbody>
<tr>
<td><strong>CVA Context Analysis</strong></td>
<td>Ability to carry out CVA specific context and feasibility analysis to feed into response analysis, design and implementation.</td>
</tr>
<tr>
<td><strong>Modality and Delivery Mechanism Selection</strong></td>
<td>Ability to implement appropriate modality selection that feed into response analysis and design.</td>
</tr>
<tr>
<td><strong>Integrated CVA Programming</strong></td>
<td>Ability to plan and include CVA responses to meet needs and maximize impact on communities as an integrated part of the response in consideration of all sectors and phases.</td>
</tr>
<tr>
<td><strong>CVA Project Cycle Tools</strong></td>
<td>Use of appropriate CVA specific tools during phases of the project cycle.</td>
</tr>
<tr>
<td><strong>Partnerships</strong></td>
<td>Ability to effectively collaborate and build partnerships with key CVA stakeholders (RCRC Movement partners, humanitarian actors, government, private sector, coordinator structures, working groups etc.)</td>
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<tr>
<td><strong>Capacity Building and Transition Management</strong></td>
<td>Ability to plan and manage the transition of CVA related responses from pre disaster long term programming through multilateral surged, coordinated bilateral operations and back to long term programming, prioritising host NS ownership and capacity.</td>
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<tr>
<td><strong>Learning</strong></td>
<td>Ability to apply CVA learning and best practices to new contexts and document learning for dissemination and future use.</td>
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*Domains more directly identifiable as CVA specific,
^ Domains focused on competencies to support CVA integration into overall response including transition planning.
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:

<table>
<thead>
<tr>
<th>Competency Level</th>
<th>Support delivery</th>
<th>Implement</th>
<th>Design &amp; manage</th>
<th>Lead &amp; coordinate</th>
</tr>
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<tr>
<td>Foundational Competencies: applicable for all personnel supporting the delivery of CVA programmes</td>
<td>✔️</td>
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<td>Tier 1 Competencies: applicable for all CVA profiles implementing CVA programmes</td>
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<td>Tier 2 Competencies: applicable for specific CVA technical profiles responsible for the delivery and management and delivery of CVA programmes</td>
<td>✔️</td>
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<td>Tier 3 Competencies: applicable for specific CVA technical profiles responsible for leading coordination, operationalisation and implementation of CVA programmes</td>
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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.
# CVA Technical Competency Framework

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<td>Displays impact for this competency by providing advice and guidance to others within a defined scope. Translates strategic decision into sectoral direction.</td>
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## 1. CVA Context Analysis

### 1a. CVA appropriateness

- Understands that needs can be met through a combination of modalities (cash, in-kind and services) and is able to describe advantages of each.
- Understands that needs can be met through a combination of modalities (cash, in-kind and services) and advocates for appropriate consideration of all of these in response analysis/project design.
- Provides guidance to host NS and Movement partners on how needs and response objectives can be met through a combination of modalities (cash, in-kind and services) and advocates for appropriate consideration of all of these in response analysis/project design.
- Ensures host NS and Movement partners collectively identify the combination of modalities (cash, in-kind and services) that best meet needs and response objectives and ensure response analysis/design builds on the cumulative effect of these modalities.

### 1b. CVA Feasibility

- Understands the role of CVA feasibility in response analysis/design.
- Uses secondary and primary data on CVA feasibility to inform response analysis/design and can explain to surge stakeholders the value of this information.
- Leads/builds on the collection and analysis of CVA feasibility to inform response analysis/design and makes this information readily available to subsequent team members.
- Influences others to generate data to fill knowledge gaps on CVA feasibility to inform response analysis/design and makes this data widely available to leadership and technical specialists.

### 1c. Risk Analysis

- Understands the role of CVA risk analysis in response analysis/design.
- Uses secondary and primary data on CVA risk analysis to inform response analysis/design and can explain to surge stakeholders the value of this information.
- Leads/builds on the collection and analysis of CVA on CVA risk analysis to inform response analysis/design and makes this information readily available to subsequent team members.
- Influences others to generate data to fill knowledge gaps on CVA risk analysis to inform response analysis/design and makes this data widely available to leadership and technical specialists.
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### 2. Modality and Delivery Mechanism Selection

**2a. CVA Needs analysis**

- Displays understanding of basic concepts and ways of working and is able to integrate these into specific sectors or support service expertise in a response.
- Uses secondary and primary data on affected population modality preferences to inform response analysis/design and can explain to surge stakeholders the value of this information.
- Leads/builds on the collection of analysis of affected population modality preferences to inform response analysis/design and makes this information readily available to subsequent team members.
- Influences others to generate data to fill knowledge gaps on affected population modality preferences to inform response analysis/design and makes this data widely available to leadership and technical specialists.

**2b. FSP Identification**

- Understands there are a number of delivery mechanisms for CVA and can describe some of the advantages and disadvantages of each.
- Uses secondary and primary data to identify CVA delivery mechanisms to feed into response analysis/design.
- Leads/builds on the primary and secondary data to identify CVA delivery mechanisms to feed into response analysis/design and builds NS capacity to build robust delivery mechanisms.
- Influences others to develop and invest in CVA delivery mechanisms to feed into response analysis/design and provides guidance on resourcing and planning in line with contextual factors and best practice.

**2c. Market Data and Analysis**

- Understands why market data information is needed.
- Uses market data information to understand the conditions for CVA.
- Leads/builds on market data analysis to recommend response options and understand market conditions.
- Influences others to use market data analysis to influence response options and ensure quality programming.
## Technical Competency Framework for Rapid Response Deployments

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### 3. Integrated CVA Programming

#### 3a. CVA Modality

- Ability to plan and include CVA responses to meet needs of different target groups and maximise impact on communities as an integrated part of the response in consideration of all sectors and phases
- Understands CVA is a modality that can be used to meet a number of needs and objectives across sectors
- Systematically considers and uses CVA as a modality to meet immediate relief and recovery needs across sectors providing guidance on target groups and transfer values
- Advocates for using CVA as a modality to meet immediate relief and recovery needs across sectors providing guidance on target groups and transfer values
- Influences others to use CVA as a modality to meet immediate relief and recovery needs across sectors providing guidance on target groups, transfer values, number of tranches

#### 3b. CVA Integration

- Understands CVA can meet multiple needs
- Uses sector specific response plans to inform use of CVA to meet identified needs and identifies target groups appropriately
- Builds on sector specific response plans with sector colleagues to inform use of CVA for different target groups ensuring synergies and efficiencies
- Influences others to create integrated approaches involving CVA for different target groups, ensuring synergies and efficiencies and appropriate timelines

#### 3c. CVA M&E & Reporting

- Understands which components of CVA need to be included in PMER
- Selects appropriate CVA indicators for PMER
- Leads on the identification of appropriate CVA indicators for PMER and supports capacity to collect and analyse these during the response
- Ensures CVA indicators are identified and improved on in line with phases of the response and uses these to inform and improve the response

CVA Technical Competency Framework [continued]
## 4. CVA Project Cycle Tools

### 4a. CVA Implementation

- **Foundational Tier**
  - For all personnel – expected level of CVA awareness
  - Displays understanding of basic concepts and ways of working and is able to integrate these into specific sectors or support service expertise in a response.

- **Tier 1**
  - For all CVA profiles supporting delivery of CVA programmes
  - Displays a practical understanding of effective day to day behaviours for this competency and able to function effectively as part of a RC team.

- **Tier 2**
  - For specific CVA technical profiles supporting management and delivery of CVA programmes
  - Displays impact for this competency by providing advice and guidance to others within a defined scope. Translates strategic decision into sectoral direction.

- **Tier 3**
  - For specific CVA technical profiles supporting coordination, management and delivery of CVA programmes
  - Models behaviours and created an environment which enables the behaviours to be displayed. Operates at a strategic, multi-sectoral level in a response of any magnitude.

- **4. CVA Project Cycle Tools**
  - Ability to identify and use CVA specific guidance, tools, related procedures (procurement, finance, other) and resources to undertake needs assessments, CVA feasibility, market analysis, FSP mapping, response analysis, CVA programme design, CVA implementation, monitoring, capacity building and learning and documenting for an effective response

- **4b. Identification and Registrations**
  - Understands the role of identification of affected population, authentication and registration for CVA
  - Uses the appropriate identification of affected population, authentication and registration systems (forms, databases) for the response and trains teams to use these
  - Adapts identification of affected population, authentication and registration tools and systems (forms, databases) for the response
  - Leads on the design of new identification of affected population, authentication and registration tools and systems (forms, databases) for the response

- **4c. FSP Selection**
  - Understands the steps, sequence and timeline involved in procuring FSP services and their specific role and responsibilities
  - Uses the relevant procurement tools to define the services required from an FSP and engage in the evaluation, selection, contracting and, if applicable, management of FSPs
  - Adapts the content of the relevant procurement tools to develop the requirements for the FSP service. Engage in the evaluation, selection, contracting and management of FSPs
  - Serves as a CVA subject matter expert to support the design of relevant CVA related procurement tools, and identifies best practice for evaluation and selection of FSPs
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### 4. CVA Project Cycle Tools

#### 4d. Distribution, Encashment and Reconciliation

- **Understanding:**
  - Understands the steps involved in distribution, encashment and reconciliation for CVA
  - Understands the steps involved in distribution, encashment and reconciliation for CVA

- **Using:**
  - Uses the appropriate distribution, encashment and reconciliation tools and trains teams to use these

- **Adapting:**
  - Adapts distribution, encashment and reconciliation tools and builds these into NS CVA SOPs
  - Adapts distribution, encashment and reconciliation tools and builds these into NS CVA SOPs

- **Leading:**
  - Leads on the design of new distribution, encashment and reconciliation tools and influences their uptake by RCRC movement actors

#### 4e. Community Engagement and Accountability (CEA)

- **Understanding:**
  - Understands the role of community engagement and recipient feedback in CVA responses

- **Using:**
  - Uses the appropriate community engagement and recipient feedback tools in CVA responses and trains teams to use these

- **Adapting:**
  - Adapts community engagement and recipient feedback tools for the response and builds these into the NS CVA SOPS

- **Leading:**
  - Leads on the design of new community engagement and recipient feedback tools and influences their uptake by RCRC movement actors

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**CVA and Vouchers Technical Competency Framework for Rapid Response Deployments**

**DOMAIN**

- Sub-Domain

**Foundational Tier**

- For all personnel – expected level of CVA awareness

**Tier 1**

- For all CVA profiles supporting delivery of CVA programmes

**Tier 2**

- For specific CVA technical profiles supporting management and delivery of CVA programmes

**Tier 3**

- For specific CVA technical profiles supporting coordination, management and delivery of CVA programmes
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<td>5. Partnerships</td>
<td>Ability to effectively collaborate and build partnerships with key CVA stakeholders including RCRC Movement actors, national actors, government, the private sector, and external humanitarian actors, coordination structures and working groups</td>
<td>Understands there are multiple stakeholders involved in CVA responses including the government and the private sector</td>
<td>Identifies key government, private sector, and non-RCRC Movement actors relevant to CVA design and delivery</td>
<td>Builds on existing partnerships to enhance CVA delivery and identifies key government, private sector and non-RCRC Movement actors that can enhance CVA implementation capacity</td>
<td>Influences partnership arrangements with government, private sector and non-RCRC Movement actors that enhance CVA implementation capacity now and in the longer-term and adequately prioritises investments that foster successful partnerships</td>
</tr>
<tr>
<td>2a. CVA Stakeholder Analysis</td>
<td>Identifies ways in which non-RCRC movement CVA actors coordinate and harmonise ways of working and ensures host NS identifies a counterpart to participate in external CVA fora</td>
<td>Actively participates in fora and coordination mechanisms set up by non-RCRC Movement CVA actors and ensures host NS is systematically represented and shares experience</td>
<td>Influences decisions and outputs in non-RCRC Movement CVA actors and ensures the host NS is seen as a credible CVA player throughout the response</td>
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</tr>
<tr>
<td>2b. CVA Coordination</td>
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<td>6. Capacity Building and Transition Management</td>
<td>Ability to plan and manage the transition of CVA related responses from pre-disaster long terms programming</td>
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<td>6a. CVA Capacity Building</td>
<td>Understands cash preparedness concepts and can describe how NS can be supported</td>
<td>Understands the importance of identifying cash preparedness levels of the host NS and builds on these for surge response</td>
<td>Identifies host NS cash preparedness operational capacity and builds on it for effective CVA implementation</td>
<td>Prioritises host NS cash preparedness capacities for CVA implementation whilst ensuring Movement partner CVA expertise is channelled appropriately during CVA implementation</td>
<td></td>
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<td>6b. CVA Capacity Resourcing</td>
<td>Understands host NS competing capacity gaps and the opportunities CVA offers for growth</td>
<td>Understands the capacity gaps and opportunities for host NS and adequately prioritises these for an effective CVA response</td>
<td>Identifies host NS CVA capacity gaps and adequately resources these to enable effective CVA implementation</td>
<td>Ensures host NS CVA capacity gaps are prioritised and met during surge response and ensures longer-term strategic direction for future CVA implementation</td>
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<tr>
<td>6c. CVA Transition Management</td>
<td>Understands the importance of internal Movement Coordination processes for CVA scale up and transition during the response</td>
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<td>Provides guidance to existing Movement Coordination processes for feasible CVA scale up and transition during the response and prioritises ways of working that ensure an effective response</td>
<td>Builds consensus amongst Movement partners to sustain and build on host NS capacity through a coordinated approach to CVA design and implementation during scale up and transition</td>
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### 7. Learning

Ability to apply learning and best practice of CVA design and response to new contexts and document new learning for dissemination and future use

#### 7a. Learning

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<td>Has awareness of previous CVA responses</td>
<td>Demonstrates an understanding of use of CVA in other contexts and identified best practice</td>
<td>Identifies and applies CVA response best practice and makes this knowledge accessible to others, participates in the lessons learnt process, collects and consolidates feedback from the operation on existing tools and provides recommendations for improvement</td>
<td>Documents and shares CVA best practice during the response, proposing innovative approaches and improvements to the existing procedures, capacity to analyse the context and make proposals for changes as well as adapt to the changing contexts</td>
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Acknowledgment

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

BritishRedCross
IFRC
American Red Cross
ICRC