+C IFRC

Cash and Vouchers Technical Competency Framework for Surge Deployments

The IFRC Core Competencies consist of twenty distinct generic competencies deemed appropriate for surge personnel. The 20 Core Competencies are grouped into four broad domains: Red Cross / Red Crescent, Operational, Cross-Cutting and Behavioural. **CVA Technical Competencies** reflect the specific CVA areas for technical expertise required for a surge response. A competency defines behaviour, knowledge and skills. It describes how work is to be done. Both the Core and Technical competencies are structured in tiers, indicating roles that take on increasing responsibility from Officer, to Manager, to Coordinator.

CVA specific technical competencies are divided into four distinct categories:
1. Foundational Competencies: applicable for all personnel supporting the delivery of CVA programmes
2. Tier 1 Competencies: applicable for all CVA profiles implementing CVA programmes
3. Tier 2 Competencies: applicable for specific CVA technical profiles responsible for the delivery and management and delivery of CVA programmes
4. Tier 3 Competencies: applicable for specific CVA technical profiles responsible for leading coordination, operationalisation and implementation of CVA programmes

Expected level of expertise for a surge response including CVA

	Support Delivery	Implement	Design and Manage	Lead & Coordinate
FOUNDATTIONAL	✓			
TIER 1	✓	✓		
TIER 2	✓	✓	✓	
TIER 3	✓	✓	✓	✓

The CVA technical competencies are applicable for all surge responses, including national, regional and global including National Societies providing surge support to their branches.

Given the increased uptake of CVA in the RCRC Movement, it is expected that all personnel 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 surge team. By having a basic understanding of CVA concepts and ways of working they will be regarded as supporting the delivery of CVA from their specific role and function, and not be seen as a blocker to CVA implementation.

CVA specific Role Profiles consist of the combination of the CVA specific Technical Competencies, and Core Competencies required to carry out a specific role in a surge response, whether deployed nationally, regionally or at a global level. Every role profile will set out the competencies required to deliver that role and at which tier they are required. This allows the Competency Framework to be used as a consistent basis for recruitment, development and performance management of personnel.

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 the full range of competencies is covered.

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.

The CVA Technical Competency Framework includes 7 key domains:

1. **Context analysis and CVA appropriateness and feasibility:** *Ability to carry out CVA specific context analysis and feasibility analysis in a timely manner to feed into response analysis/design and implementation*

2. **Operations Guidance for modality selection and advocacy** *Ability to implement appropriate modality selection processes that feed into response analysis / design*

3. **CVA Programming as part of an integrated response** *Ability to plan and include CVA responses to meet needs and maximise impact on communities as an integrated part of the response in consideration of all sectors and phases*

4. **Use of appropriate CVA specific tools during phases of the project cycle** *Ability to identify and use CVA specific guidance, tools and resources to undertake needs assessments, CVA feasibility, market analysis, response analysis, CVA programme design, CVA implementation, monitoring, capacity building and learning and documenting for an effective response*

5. **Partnerships** *Ability to effectively collaborate and build partnerships with key CVA stakeholders including RCRC Movement actors, national actors, government, private sector and external humanitarian actors, coordination structures and working groups*

6. **Transition Management** *Ability to plan and manage the transition of CVA related responses from pre-disaster long terms programming through multilateral surge, coordinated bilateral operations and back to long terms programming prioritising host NS ownership and capacity*

7. **Learning & Documentation** *Ability to apply learning and best practice of CVA design and response to new contexts and document new learning for dissemination and future use.*

An additional document 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 and performance.

CVA Technical Competency Framework – There are some support functions and technical sector functions that are likely to have CVA specific competencies in their own Competency Framework eg logistics, finance, recovery, shelter, FSL. It is recommended that these are lifted from this CVA CF.

DOMAIN	Foundational Tier *Displays understanding of basic concepts and ways of working and is able to integrate these into specific sector or support service expertise in a response.*	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 into sectoral direction.*	Tier 3 *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.*
	For all personnel – expected level of CVA awareness	for all CVA profiles supporting delivery of CVA programmes	for specific CVA technical profiles supporting management and delivery of CVA programmes	For all personnel – expected level of CVA awareness
1. Context analysis and CVA appropriateness and feasibility *Ability to carry out CVA specific context analysis and feasibility analysis in a timely manner to feed into response analysis/design and implementation*	Understands that needs can be met through a combination of modalities (cash, in-kind services) and is able to describe advantages of each	Understands that needs can be met through a combination of modalities (cash, in-kind 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 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
	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
	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	Leads/builds on the collection and analysis of CVA on CVA risk analysis to inform response analysis/design and makes this	Influences others to generate data to fill knowledge gaps on CVA risk analysis to inform response analysis/design and

	to surge stakeholders the value of this information	information readily available to subsequent team members	makes this data widely available to leadership and technical specialists
2. Operations Guidance for modality and delivery mechanism selection and advocacy *Ability to implement appropriate modality selection processes that feed into response analysis / design*	Understands the role of beneficiary modality preferences in response analysis/ design	Uses secondary and primary data on beneficiary 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 beneficiary 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 beneficiary modality preferences to inform response analysis/design and makes this data widely available to leadership and technical specialists.
	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
	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
3. CVA programming as part of an Integrated response *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*	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
	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.

response in consideration of all sectors and phases	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
4. Use of appropriate CVA specific tools during phases of the project cycle

Ability to identify and use CVA specific guidance, tools and resources to undertake needs assessments, CVA feasibility, market analysis, response analysis, CVA programme design, CVA implementation, monitoring, capacity building and learning and documenting for an effective response | Understands that there are CVA specific tools available for various phases of the project cycle and knows where to find them | Uses CVA specific tools at the appropriate phases of the project cycle and supports host NS CVA counterparts to access and understand the tools | Applies and adapts CVA specific tools at the appropriate phases of the project cycle and disseminates findings for decision-making to key stakeholders | Creates and adapts CVA specific tools for all phases of the project cycle and increases their uptake within RCRC movement partners and external CVA actors |
	Understands the role of beneficiary identification, authentication and registration for CVA	Uses the appropriate beneficiary identification, authentication and registration systems (forms, data bases) for the response and trains teams to use these	Adapts beneficiary identification, authentication and registration tools and systems (forms, data bases) for the response	Leads on the design of new beneficiary identification, authentication and registration tools and systems (forms, data bases) for the response
	Understands the steps involved in distribution, encashment and reconciliation for CVA	Uses the appropriate distribution, encashment and reconciliation tools and trains teams to use these	Adapts distribution, encashment and reconciliation tools and builds these into NS CVA SOPs	Leads on the design of new distribution, encashment and reconciliation tools and influences their uptake by RCRC movement actors
	Understands the role of community engagement and recipient feedback in CVA responses	Uses the appropriate community engagement and recipient feedback tools in CVA responses and trains teams to use these	Adapts community engagement and recipient feedback tools for the response and builds these into the NS CVA SOPS	Leads on the design of new community engagement and recipient feedback tools and influences their uptake by RCRC movement actors
5. Partnerships

Ability to effectively collaborate and build partnerships with key CVA stakeholders including | Understands there are multiple stakeholders involved in CVA responses including the government and the private sector | Identifies key government, private sector, and non RCRC Movement actors relevant to CVA design and delivery | 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 | 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 |

RCRC Movement actors, national actors, government, private sector and external humanitarian actors, coordination structures and working groups				investments that foster successful partnerships
	Understands the existence of non-RC Movement CVA coordination systems	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	Actively participates in for a and coordination mechanisms set up by non-RCRC Movement CVA actors and ensures host NS is systematically represented and shares experience	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
6. Transition management (Scale up/Scale down) and Capacity Building *Ability to plan and manage the transition of CVA related responses from pre-disaster long terms programming through multilateral surge, coordinated bilateral operations and back to long terms programming prioritising host NS ownership and capacity*	Understands cash preparedness concepts and can describe how NS can be supported	Understands the importance of identifying cash preparedness levels of the host NS and builds on these for surge response.	Identifies host NS cash preparedness operational capacity and builds on it for effective CVA implementation.	Prioritises host NS cash preparedness capacities for CVA implementation whilst ensuring Movement partner CVA expertise is channelled appropriately during CVA implementation.
	Understands host NS competing capacity gaps and the opportunities CVA offer for growth.	Understands the capacity gaps and opportunities for host NS and adequately prioritises these for an effective CVA response	Identifies host NS CVA capacity gaps and adequately resources these to enable effective CVA implementation.	Ensures host NS CVA capacity gaps are prioritised and met during surge response and ensures longer-term strategic direction for future CVA implementation
	Understands the importance of internal Movement Coordination processes for CVA scale up and transition during the response	Understands the importance of internal Movement Coordination processes for CVA scale up and transition during the response	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	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
7. Learning and documenting *Ability to apply learning and best practice of CVA design and response to new contexts and document new learning for*	Has awareness of previous CVA responses	Demonstrates an understanding of use of CVA in other contexts and identified best practice	Identifies and applies CVA response best practice and makes this knowledge accessible to others	Documents and shares CVA best practice during the response

dissemination and future use			

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