

BUILDING INDIVIDUAL EXPERTISE PROGRAMME (BIEP) - 2019

West Africa – Call for Applications

1. Programme overview

The Building Individual Expertise Programme (BIEP) is one of the two pillars of the CaLP's individual capacity building strategy for the 2016-2020 period which aims to build deeper and more targeted expertise beyond the standard cash expertise provided through CaLP's trainings to the community of practice. CaLP successfully conducted the pilot phase in 2017-2018 in West Africa with significant impact on participants' knowledge and experience on Cash Transfer Programming (CTP), resulting in¹ :

- active contribution of those individuals to key technical discussions at country level (leading the MEB task teams)
- more dynamic coordination in several countries (with an increased participation in the Cash Working Groups)
- strengthened position of their organization at country level
- increased available expertise on CTP within the organization and for the wider community of practice at country level

Building on the pilot phase, the BIEP will target a restricted cohort of 10 individuals (maximum) identified as "CTP experts" within their own organization. The programme will run from February 2019 to February 2020 and is tailored around the following approach:



It is an opportunity for the participants to benefit from a range of capacity building activities, including specific trainings, individual mentoring and resulting in placement, either temporary within their current positions or by evolving to a new position (opportunities identified by each participant's organization). The BIEP approach builds on both expertise and experience, linking technical support provided by CaLP to CTP practice at country level. Each participant will co-develop with his/her manager and CaLP's Capacity Building Lead his/her own action plan, defining individual objectives matching organizational strategies and objectives, and tailoring the learning pathway accordingly. Each individual action plan is a critical tool to monitor progress throughout the programme, and it requires strict follow-up and appropriate recording from the participants and his/her direct line manager.

¹ According to the capitalization report developed by CaLP based on participants and managers' evaluations of the programme and internal learning.



2. Participants' profiles

The programme is open to humanitarian organizations operating in West Africa dedicated to:

- scale-up CTP and improve quality of its programming;
- influence CTP practice and contribute to the global cash agenda (summarized in CaLP's [Global Framework for Action²](#)), particularly by contributing actively to CTP coordination at national level;
- contribute actively to increasing CTP expertise at national and regional levels, including improving capacity and expertise of its staff members on CTP.

Staff on CaLP's member organizations will be prioritized.

Individual profiles that are targeted should fill the following criteria:

- Having direct responsibility in the design and implementation of CTP within their organization;
- Actively involved in CTP coordination at country level (individuals with a direct responsibility in leading CTP coordination mechanisms will be prioritized);
- Having a good knowledge of CTP, certified either by a training or a minimum of 3 years of experience in designing and implementing CTP.

Candidates with excellent command of both French and English will be prioritized.

To ensure a balance of profiles and enrich the sharing of expertise among the cohort, but also to maximise the impact of the programme by diversifying CTP expertise available in the region, selection of individuals will take into account the general following criteria for the final selection of candidates:

- Diversity of backgrounds, sectors and expertise
- Diversity of organizations
- Coming from countries where CaLP is providing active support to ensure appropriate follow-up and facilitate the connection with the national community of practice.

Upon completing the BIEP, participants are expected to become resource persons within the regional CTP community of practice, and should be provided with opportunities and greater skills to increase their contributions to the discussions on CTP policy and practice in the region and beyond.

Programme outcomes

- *Individual Level* — An expanded and diversified pool of practitioners are confident in using CTP and determining appropriate, context specific responses to humanitarian needs.
- *Institutional Level* — Improved and more sustainable inclusion of CTP in humanitarian response analysis and project implementation.

3. Programme duration

The programme activities will cover the period from February 2019 to January 2020.

² Consolidating the major commitments and recommendations made at global level to improve CTP.



4. Application and Selection process

Organizations interested in enrolling staff members in the programme should **submit by 27th of January 2019** to CaLP's West Africa regional Capacity Building Lead (CBL), Abdoulaye Hamidou (ahamidou@cashlearning.org) the following information:

- Motivation to participate in the programme and organizational objectives that the programme should contribute to achieving;
- Confirm involvement and agreement of candidate's direct line manager, including commitment to identify placement opportunities for the candidate;
- Declare to have appropriate resources to ensure active participation of the participant to the programme;
- Identity, contact and updated resume of identified candidate, describing how the candidate fulfils the criteria mentioned above;
- Identity and contact of the candidate's direct line manager.

Upon submission of applications, CaLP CBL will convene an internal panel for CaLP to review and ensure objective and transparent selection process based on the above mentioned criteria.

CaLP's CBL will contact successful organizations by the **8th February 2019** for the signature of a Memorandum of Understanding formalizing the participation of selected candidates to the BIEP. MoUs will be signed by the Head of Office of the organization at country level (where the candidate is based), the candidate's line manager (if different), and the candidate by **15th February 2019**. If an organization has different participants enrolled in different countries, a signature from the regional office or HQ can be requested, to ensure coherence and maximizing organizations dynamic.

4. Proposed activities

Upon validation of each participant's action plan, CaLP CBL will design a learning pathway for each participant and design an activity plan to best fit the needs of each participant. Through the duration of the programme, participants are expected to take part in the following activities:

4.1. Training opportunities

Requested availability: 10 - 17 days

1. **Kick off training in Dakar**, to align knowledge and general expertise on CTP and create the cohort dynamic / team building, common understanding of the programme, tools and process (2 days);
2. **2 training opportunities** to be identified among CaLP's current training offer: new Core Modules or CaLP specialized modules (monitoring CTP, Response Analysis, Market Assessments, linking Humanitarian CTP to social protection, coordination), Training of Trainer; (5 to 10 days)
3. **Access to Online Workshops and Resources**, including restricted webinars organized by CaLP CBL specifically for the BIEP cohort on relevant topics; (1 day)
4. **Contribution to CaLP learning events**, showcasing organizational experience and initiatives and sharing learning to the broader community of practice (2-4 days).

4.2. Mentoring/coaching

Requested availability: Approximately 5 working days



BIEP participants will benefit from a direct and regular mentoring support. The mentoring will begin from the launching workshop and extend throughout the placement opportunity. This mentoring support will build on both training opportunities and experience acquired at country level. Mentoring aims at maximizing learning and ensuring individual support. It will be done either face-to-face, building on CaLP CBL's visit in the country, or remotely (through Skype). The process must remain flexible in terms of frequency and length of each contact (a quick catch up on specific questions to more in-depth discussions to monitor the progress against the action plan and catching up on newly gained experience), but CaLP's CBL will ensure to have a monthly catch-up with each participant. Each contact and outcomes of each discussion will be captured and monitored through the individual action plan.

A semi-annual catch-up with the line manager should be organized to ensure progress is made in line with organizational objectives, and a final catch-up to define placement opportunities.

4.3 Placements and Secondments

Requested availability: depending on needs of requesting country / organization

Placement is a key step of the programme to ensure circulation of CTP expertise and consolidation of theoretical learning through experience. This depends on progress made thanks to CaLP's support, and opportunities provided by management within the organization. It is thus critical that since the early stage of the program, potential placement opportunities are identified by the organization. Key success factors of the placement component are the following:

- A focus on learning by doing without the full responsibility of performing in position/filling a vacancy;
- Terms of reference for placements are shaped to match the participant experience, competency gap, learning objectives with the activities and needs of the hosting institution / host country team;
- Carry out work that combines their existing area of expertise with their newly acquired CTP capacity.

Availability of an adviser/mentor from the host agency / host country team is a bonus.

For more information on the programme, please contact Abdoulaye Hamidou
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