

Cash Competency Development Framework

There is no recognized or recorded competency base for cash transfers. Based on research, good practice and experience, Avenir Analytics has ascertained that there are five competency areas an organisation needs to address to effectively and efficiently use cash transfers as a tool.

The foundational source that Avenir has used to frame competency domains is the Good Practice review, which states:

Embedding cash. Cash-based responses have tended to be seen as a separate type of response and managed in separate units. When the use of cash was relatively new within organizations there was a case for treating it separately, but as it becomes more established it needs to be embedded in standard guidelines, policies and operating procedures. ***The option of giving people cash needs to be included in assessment guidelines and training, induction procedures for new staff, financial management protocols, contingency planning and preparedness exercises and sectoral policies and guidelines***¹ (emphasis added).

The emphasis above is on procedures and tools. Avenir has expanded on industry good practice to include a knowledge base, procurement protocols, information management and funding. These are drawn from literature on preparedness, existing SoPs/guidelines of various agencies and own experience and practice of Avenir specialists.

The five competency areas in which one can collect and analyse evidence are the following:

1. *Knowledge.* An awareness of familiarity gained by situational experience or fact.
2. *Procedures and tools.* Procedures are an established or official ways of doing something; tools are the instruments used to carry out functions in the procedures.
3. *Information management.* This is the collection and management of information from one or more sources and the distribution and use of that information to one or more audience. For the purposes of CBI, M&E is encompassed within this definition.
4. *Human resources.* This area is used to denote 'human capital' which is used to describe the knowledge individuals embody and can contribute to an organisation.
5. *Funding.* This area is used to denote the base and amount of support in a quantifiable monetary value.

The score guide below can be expanded within each section to fit organisation priorities (for example, section 5, assessments can be further disaggregated to fit each CBI related assessment). Organisations are encouraged to adapt the guide to fit their context and priorities.

¹ Good Practice Review, Number 11 Cash Transfer Programming in Emergencies. Page 120

Score Guide²

(Agencies encouraged to adapt the scoring guide to fit context)

		Score 0		Score 1		Score 2		Score 3	
		Explanation	Types of Evidence	Explanation	Types of Evidence	Explanation	Types of Evidence	Explanation	Types of Evidence
Knowledge	1 Awareness of CBIs	No knowledge	Unable to name any advantages or disadvantages of using CBIs	Some knowledge of CBIs	Able to name some advantages of using CBIs (dignity, choice, flexible, multiplier effects, logistically easier at times etc.)	Knowledge of CBIs	Able to name advantages or disadvantages and have been part of a CBI before	Knowledge and have done it	Know advantages and disadvantages and have implemented CBIs
	2 Understanding of CBI modalities	No knowledge	Unable to name modalities	Some knowledge of CBI Modalities	Able to name the four modalities (unconditional, conditional, cash for work and vouchers)	Knowledge of CBI modalities	Able to name and explain the four modalities	Knowledge and have done it	Can do all of score 2 and have implemented at least one modality
	3 Understanding of pre-conditions for CBIs	No knowledge	Unable to describe pre-conditions for CBIs	Some knowledge of CBI pre-conditions	Able to name at least two pre-conditions (functioning markets, goods available and accessible, choice of affected population, security situation stable, cultural and political acceptance etc.)	Knowledge of CBI pre-conditions	Able to name all pre-conditions for CBIs	Knowledge and have done it	Know pre-conditions, and have assessed for them
		Score 0		Score 1		Score 2		Score 3	
Procedures and Tools		Explanation	Types of Evidence	Explanation	Types of Evidence	Explanation	Types of Evidence	Explanation	Types of Evidence
4	CBI Policy and Strategy	No policy and strategy	There is no agency positioning for use of CBIs	Some CBI positioning	There is an understanding of why an agency uses CBIs but no written record or documentation	Position on use of CBIs	Concept note/written documentation on agency position on CBIs available	There is an articulated, used and referred to CBI policy and strategy for agency	There is a global agency CBI policy and strategy available describing where it sits in agency programming and how to use and communicate about it
5	Assessments (for specific CBI elements such as needs, delivery mechanisms, markets and risk)	No knowledge	Have not done assessments with CBI specific elements	Some knowledge of assessments	Have used some CBI assessment elements or can use them when presented with guidance	Knowledge of assessments	Have carried out all CBI assessment elements	Have carried out CBI specific assessments and mainstreamed into Country Programme processes	Have carried out CBI specific assessments and the process is mainstreamed in procedures and/or manuals
6	Finance and project implementation SoPs for CBI	No CBI SoPs	There are no CBI SoPs	Some CBI SoPs available	SoPs are written for some internal CBI processes but not for all (process flows related to who does what when and how)	SoPs available but used sporadically	SoPs are available but not applied in a systematic way	SoPs available and used	SoPs are available and used each time there is a CBI project initiated

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7	Existing agency resources used for CBIs	Available agency resources not suited to support CBIs	No agency resources can be used for CBIs	Some adaption of agency resources to fit CBIs	Adapting current agency to fit CBI project requirements but big gaps remain	Adapting current agency resources	agency resources are able to incorporate any CBI specific requirements	CBI mainstreamed in all agency resources	agency resources make specific reference to CBI as appropriate and it is mainstreamed in all resources
8	CBI Contingency / Preparedness	No contingency or preparedness plans	No plans	No CBI mentioned in plans	Contingency and or preparedness plans exist but CBI not mentioned by name	Some CBI preparedness	CBI is named as a tool in contingency plans but nothing has been done to get systems ready and in place	CBI is mainstreamed in all contingency plans	CBI is part of preparedness plans with provisions made on (pre) agreements with financial service providers, or stock pile of ATM cards; plans provide clarity on appropriate modalities in which situation and when to use, for whom and for what purpose

		Score 0		Score 1		Score 2		Score 3	
Information systems		Explanation	Types of Evidence	Explanation	Types of Evidence	Explanation	Types of Evidence	Explanation	Types of Evidence
9	Data process & protection	No system	There are no systems used to capture recipient data or to protect the data	Ad hoc processing and protection of data	Data is processed and protected in an ad hoc manner. No systematic or standard approach. No documentation on how data is protected, why it should be protected or how it will be protected	Processing and protection of data is done	Data (CBI or otherwise) is processed in databases with key information articulated. Databases are password protected and defined people within the office have access. A system for keeping paper files, locked and with limited access in place. Recipients are told what happens with their data and how it will be used (and if so, with permission)	Data is processed and protected for CBI	Everything in score 2 enhanced with: Data is processed using standard searchable databases. Data is protected using industry wide good practice (CaLP Data Code of Conduct). Data sent electronically is encrypted. For sensitive cases, only referral numbers are used. Paper files are kept locked with limited defined access and destroyed when the project is over
10	M&E tools and procedures	No M&E system	There are no standard M&E guidelines to follow	M&E is done but not systematically	Standard M&E tools are used but no post distribution monitoring is done on CBIs and no impact monitoring	M&E tools adapted for CBI	Standard M&E tools and guidance are used systematically and are suited for CBI processes.	M&E guidance has specific CBI reference	M&E tools reflect the use of cash with post distribution monitoring, follow minimum standards on data to collect, how to monitor markets, and how to collect information on impact. CBI evaluations are carried out to learn and share lessons

11	Organisational learning	No system	There is no way to learn, share and apply lessons.	Some learning is done but not standardised	Lessons and learning are noted in an ad hoc manner in country plans or in reports to donors but not in a standardised way	Agency organisational learning includes CBI	Organizational learning takes place and includes CBI learning, but not in systematic way. This means the current system is able to capture the information and this is used for new programming, strategies and thinking on CBI but not always	Organisational learning mainstreamed for CBI	Learning on CBI is shared systematically and applied to all new programming. Case studies are compiled for advocacy, resource mobilisation and learning purposes
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		Score 0		Score 1		Score 2		Score 3	
Human Resources		Explanation	Types of Evidence	Explanation	Types of Evidence	Explanation	Types of Evidence	Explanation	Types of Evidence
12	Management support	No support	Management does not support the use of CBI	Some management support of CBI	Managers encourage the use of CBIs in principle but do not understand how to support it with resources or training	Management support of CBI	Management understands and supports CBIs but there is no plan on what resources are needed and how to allocate them	Full management support for CBI	Management understands, supports, and advocates for CBIs. There is buy-in and will to support CBI with appropriate funding for resourcing (funding for tool development, trainings, hiring of new staff)
13	CBI focal point	No focal point	No focal point	No focal point but some people have knowledge	No focal point but individuals find what they need through their own means	No formal CBI focal point but agency person provides expertise	No CBI focal point but offices have access to a known individual with cash expertise in the agency	CBI focal point	There is a CBI focal point who is a technical advisor in country/regional /HQ offices
14	Staff experience	No experience	Staff do not have experience of CBI	Some experienced staff	At least one staff person has experience on implementing CBI	Experienced staff	Key staff in office (programme, finance, logistics) have experience with CBI implementation	Staff are experienced in CBI	Agency staff has experience with CBIs. This includes those who have implemented CBI and are technically sound: programme, finance and logistics staff
15	Staff training	No training	Staff are not trained on CBI	Staff have completed some training of CBI	Have completed an online training or read a manual or have gone through the CaLP level I and II materials	Programme and finance staff are trained	At least programme and finance staff have completed CaLP level I and II training	Staff are trained	Agency resources include trained staff to CaLP I and II level (or equivalent)

		Score 0		Score 1		Score 2		Score 3	
Funding		Explanation	Types of Evidence	Explanation	Types of Evidence	Explanation	Types of Evidence	Explanation	Types of Evidence
16	Member/donor support	No donor support	Donors are not willing to fund CBI	Have some donors	Have at least one donor who is advocating or willing to fund CBI	Have donors	Have relationships with some key donors (DFID, ECHO, USAID, SIDA etc) for CBI	Agency is a preferred CBI partner for donors	Agency has a reputation amongst donors and other agencies as a reliable and knowledgeable partner for CBI work and as such these actors will seek out agency as an implementing partner
17	Dedicated CBI Funding	No dedicated funding/no plan	No funding for CBI now or projected	No budget but planning on writing (and being awarded) proposals for CBIs	Not currently using CBI but want to be able to do so	Have a small budget and planning to continue	Have had funding for CBI and want to continue to do more	Have a significant budget and target a higher significant budget	CBI is a significant part of the budget for emergencies and there is widespread use in other agency work (recovery and development projects)