

CaLP CTP COMPETENCE FRAMEWORK

INTRODUCTION AND BACKGROUND TO THE CaLP CTP COMPETENCE FRAMEWORK

The CaLP Competence Framework identifies core competences relating to CTP throughout the project cycle. This framework builds on the Red Cross/Red Crescent Movement (RC/RCM) CTP Competency Framework, and uses a similar project-cycle approach to that of RC/RCM framework. This framework also includes significant inputs from The Fritz Institute, specifically on the Operational Delivery of CTP section. CaLP would also like to acknowledge the contributions of the CaLP Technical Advisory Group and other members of our Community of Practice for reviewing and inputting into this framework.

CaLP has identified 3 main classifications of staff engaged in CTP, as follows:

- **Operational delivery of CTP:** usually includes operations and support staff and can be understood to mean turning the programme design into an operational and implementation reality. This group might include Finance, Logistics, Administration, Security or IT staff.
- **Technical programme design and quality:** technical or operational staff responsible for leading and overseeing the design and monitoring of cash transfer programme. This group might include technical specialists such as food security, livelihoods, WASH or Shelter programme staff.
- **Strategic planning and decision-making:** includes (often more senior level) staff primarily involved in strategic planning and decision-making at the organisational level. This group might include Programme Managers, Country Directors, Head of Base, or Programme Advisors at HQ level.

The structure of CaLP's competence framework includes, for each section of the project cycle/competence area, a set of "essential competences" (included in the second column of the framework) which are considered essential for anyone working on cash transfer programming at any level, regardless of their role or function. Then there are some more specific competences which will only be relevant to specific job roles or functions (in columns 3–5) – these should be considered in addition to the essential competences, in order to avoid repetition. Therefore, there may not be additional competences for every group in every section – in some cases the essential competence may be considered enough for a particular group.

This combination of essential and specific competences, lists, as minimum requirements, the skills that emergency staff members across multiple programme roles are expected to have to deliver a quality CTP programme. In order to simplify this framework, we have only included competences relevant to CTP, and therefore other competences related to delivering quality humanitarian assistance, (regardless of the modality), are assumed but not represented here – such as beneficiary communications and participation, gender and accountability, for example.

The competencies have been phrased using action verbs or tasks, meaning that a person in that job or role is expected to "be able to do/know/understand xxxx". This allows for the development of learning outcomes and training materials that will build competence in a range of knowledge, skills, and specific tasks. This framework could also be used to set performance objectives or to design a CTP job description.

1. CORE HUMANITARIAN PRINCIPLES

Competence areas	Essential Competence	Operational Delivery of CTP (Operational)	Programme Design and Quality (Technical)	Planning and Decision Making (Strategic)
1.1 Humanitarian Context	<ul style="list-style-type: none"> Describe how cash transfer programming can support the different phases of humanitarian response, including preparedness and contingency, response and recovery Describe new developments in the application of CTP in different technical sectors 	<ul style="list-style-type: none"> Describe common operational obstacles and possible solutions to scale and timeliness of CTP 	<ul style="list-style-type: none"> Summarise the evidence for CTP, relating to: cost-efficiency / effectiveness; multipurpose grants; digital payments Describe common technical obstacles and possible solutions to scale and timeliness of CTP 	<ul style="list-style-type: none"> Summarise the evidence for CTP, relating to: cost-efficiency / effectiveness; multipurpose grants; digital payments Describe common obstacles and possible solutions to scale and timeliness of CTP
1.2 Humanitarian Principles and Standards	<ul style="list-style-type: none"> Explain how CTP links to key international humanitarian frameworks, standards and principles (such as SPHERE and Core Humanitarian Standards) 			
1.3 Beneficiary Accountability and Community Participation	<ul style="list-style-type: none"> Describe how to promote and ensure community participation and accountability in CTP 	<ul style="list-style-type: none"> Describe basic principles of accountability and community participation in operational delivery of CTP 	<ul style="list-style-type: none"> Describe basic principles of accountability and community participation in program design of CTP 	<ul style="list-style-type: none"> Describe general requirements for institutional systems that ensure that basic accountability and community participation are followed in CTP programmes

2. CASH CONCEPTS AND DEFINITIONS

Competence areas	Essential Competence	Operational Delivery of CTP (Operational)	Programme Design and Quality (Technical)	Planning and Decision Making (Strategic)
2.1 CTP Definitions and Principles	<ul style="list-style-type: none"> Describe what cash transfers are, and the guiding principles for CTP Describe and understand core CTP modalities and definitions List and define key types of CTP transfer mechanisms Define key terms relating to CTP and market-based programming 		<ul style="list-style-type: none"> Describe the linkages between market-based programming and CTP across various technical sectors 	<ul style="list-style-type: none"> Describe the linkages between market-based programming and CTP across various technical sectors
2.2 CTP Roles and Responsibilities	<ul style="list-style-type: none"> Describe the different types of staff (roles and functions) that need to be involved in CTP at different levels – and why Understand the value other functions bring to the table Explain the need for segregation of duties for compliance 	<ul style="list-style-type: none"> Describe the types of activities carried out by Operations/Support staff in CTP List the types of activities carried out by technical programme staff in CTP 	<ul style="list-style-type: none"> Describe the types of activities carried out by Technical programme staff in CTP, in all relevant sectors of humanitarian response List the types of activities carried out by operations/ support staff in CTP 	<ul style="list-style-type: none"> List the types of activities carried out by both programme/technical staff and operations/ support staff in CTP Apply understanding of complementary roles of programme/technical and operations/support staff to the development of SOPs/segregation of duty

3. ASSESSMENT

Competence areas	Essential Competence	Operational Delivery of CTP (Operational)	Programme Design and Quality (Technical)	Planning and Decision Making (Strategic)
3.1 Beneficiary Needs Assessment	<ul style="list-style-type: none"> Identify the main needs assessment issues relevant to CTP, and demonstrate an understanding of the key terms and concepts 	<ul style="list-style-type: none"> Identify which assessment(s) need to be conducted by operations, what outputs are required, and what information is required to achieve those outputs 	<ul style="list-style-type: none"> Lead a needs assessment process, with the ability to prepare and plan for an assessment and design questionnaire Provide an assessment report to inform response option analysis. Describe the appropriateness of CTP to meet multi-sector needs Select appropriate tools for conducting a needs assessment Identify the needs of the affected populations through assessment and analysis 	<ul style="list-style-type: none"> List the opportunities and risks related to meeting multiple sector objectives/needs with CTP Explain value of conducting needs assessment within inter-cluster processes (e.g. MIRA) List the key principles of multi-purpose cash programming
3.2 Market Assessment	<ul style="list-style-type: none"> Explain why market analysis is a critical step in making recommendations for response options List key types of data that need to be collected to assess market performance (price of commodities or service, numbers of actors, volumes being traded) Describe key factors that can affect market performance and how these may influence the choice of response option (e.g. environmental factors, infrastructure issues, market integration, competition etc.) List a range of market assessment tools and describe in which context they may be more appropriate Design a simple questionnaire for collection of data on prices and other market-related information Collect information related to markets, access and preferences of affected groups from primary and secondary sources in order to make recommendations for response options Describe how analysis can be used to justify programmatic decisions 	<ul style="list-style-type: none"> Outline different approaches to market analysis and different types of market systems Describe key factors that can influence the performance of a market system Collect baseline and post shock information Use a range of market assessment tools as requested Identify market conditions that would support the choice of CTP as a response option 	<ul style="list-style-type: none"> Select critical market systems (considering both commodity and service markets) and set key analytical questions to guide the market assessment Identify and assess key indicators that can affect market performance Analyse, map and interpret baseline and emergency affected market assessment data Select and use a single market assessment tool, or a combination of tools, as appropriate to the context Design data collection methods to collect key market data (primary and secondary) Collect and analyse key market information and complementary information as required Describe how analysis can be used to justify programmatic decisions Produce a report, with clear and justified conclusions and relevant recommendations based on an analysis of market conditions post shock, and including a forecast 	<ul style="list-style-type: none"> Describe how market analysis contributes to quality programming Outline recommended approach for multi-sector market analysis Identify key stakeholders engaged in market assessment within a response Describe how market conditions can influence the recommendations for response options

Competence areas	Essential Competence	Operational Delivery of CTP (Operational)	Programme Design and Quality (Technical)	Planning and Decision Making (Strategic)
3.3 CTP Delivery Mechanisms	<ul style="list-style-type: none"> Describe various delivery mechanisms available in CTPs Explain the benefits and disadvantages of different delivery mechanisms 	<ul style="list-style-type: none"> Describe the various delivery mechanisms available in CTPs, benefits and disadvantages of each and the steps for selecting a delivery mechanism Describe new developments in the use of digital payments for CTP Outline payment delivery options within humanitarian response efforts Explain the opportunities and constraints presented by each service provider and assess their capacities. Identify the information and analysis(es) required from operations to support the modality decision 	<ul style="list-style-type: none"> Describe steps for selecting a delivery mechanism Identify context-specific criteria to support delivery mechanism selection Define programmatic requirements for delivery mechanism (including characteristics of payment platforms) Outline advantages and disadvantage of various payment delivery options within humanitarian response efforts Describe new developments in the use of digital payments for CTP Identify the information and analysis(es) required from operations to support the modality decision 	<ul style="list-style-type: none"> Interpret comparative information on delivery mechanisms and support decision-making for mechanism choice Describe new developments in the use of digital payments for CTP
3.4 Financial Service Provider Assessment	<ul style="list-style-type: none"> List the service providers available by delivery mechanism, technologies required and tools available to assess FSPs Identify key considerations in assessing FSPs 	<ul style="list-style-type: none"> Specify the requirements for conducting an ICT Market Assessment Identify information needed to define specifications for services to be provided by suppliers or implementing partners Identify the opportunities to engage with local finance structures Specify the requirements for conducting a Financial Market Assessment List the tools available to assess FSPs 	<ul style="list-style-type: none"> Identify key considerations in assessing FSPs Ensure that beneficiary preferences and familiarity with FSPs are considered in assessment and decision-making 	
3.5 Risk Assessment	<ul style="list-style-type: none"> List key risks relating to CTP, and suggested mitigations Describe the steps in a risk analysis process Analyse and rank CTP risks in various contexts 	<ul style="list-style-type: none"> Identify security controls for physical cash movement and distribution Specify operational risks associated with CTP and contingency options Specify the requirements for conducting a security assessment Identify distribution and encashment risks and mitigation/contingency measures Identify financial risks related to the CTP compliance requirements 	<ul style="list-style-type: none"> Identify and list risks (including protection risks) to beneficiaries relating to CTP, and mitigation methods Describe how to analyse and monitor protection risks and benefits for CTP Apply guidelines and resources on protection and CTP to programme design and implementation 	<ul style="list-style-type: none"> Support design of institutional, programmatic and operational risk analysis framework Identify key protection risks related to CTP and apply protection lens to decision-making for programme design and implementation Articulate value-for-money considerations within risk assessment

4. RESPONSE ANALYSIS

Competence areas	Essential Competence	Operational Delivery of CTP (Operational)	Programme Design and Quality (Technical)	Planning and Decision Making (Strategic)
4.1 CTP Feasibility Analysis	<ul style="list-style-type: none"> Understand the multiple elements defining CTP feasibility and how to use findings from needs assessment, market assessment, the risk analysis and the FSP assessment to decide on feasibility for CTP Identify the preconditions and key criteria to determine whether cash is feasible 	<ul style="list-style-type: none"> Conduct operational feasibility analysis of planned CTP Describe key categories of CTP capacity assessment 	<ul style="list-style-type: none"> Identify key information that needs to be collected to determine CTP feasibility Participate in a feasibility analysis, with the ability to prepare and plan the review Collate and interpret all relevant assessment data to define feasibility of CTP 	<ul style="list-style-type: none"> Describe the key steps for CTP feasibility analysis Interpret assessment information and apply to decision-making on modality choice
4.2 Modality and Mechanism Selection	<ul style="list-style-type: none"> Describe the benefits and disadvantages of each modality Describe the decision making process for modality selection Provide a rationale for decisions made by understanding the core elements to be considered Identify response options to address the needs of the affected populations 	<ul style="list-style-type: none"> Describe the advantages and disadvantages of different modalities and mechanisms <i>from an operational perspective</i> Lead the feasibility and risk assessment for modality and mechanism selection Document and justify the process and decisions made Compare and rank modality and delivery mechanism options based on operations implications Specify the requirements for procuring services to deliver CTP Identify the most appropriate service provider 	<ul style="list-style-type: none"> Participate in assessment of appropriateness of modality and mechanism selection Describe the advantages and disadvantages of different modalities and mechanisms <i>from a beneficiary perspective</i> Analyse response options using a systematic set of criteria including value for money (VFM) Document and justify the process and decisions made and communicate/ present to key stakeholders 	<ul style="list-style-type: none"> Interpret feasibility assessment information and apply to decision-making on modality choice Establish Value for Money (VFM) criteria to support response analysis
4.3 Transfer Value	<ul style="list-style-type: none"> Describe the meaning of transfer value Identify key considerations by which a transfer value is determined and justified Understand the relationship between transfer value and expected outcome 	<ul style="list-style-type: none"> Describe how changes over time may be accounted for in planning 	<ul style="list-style-type: none"> Establish the value of transfer using all appropriate criteria Document, justify, review and update the transfer value, in coordination with others Use data on food sources, income sources and expenditure patterns to quantify needs Describe how/why the transfer value may change over time Define a Minimum Expenditure Basket 	<ul style="list-style-type: none"> Identify where discussions on cash transfers are being coordinated Represent and justify transfer value externally Explain why standardization of transfer values is important
4.4 Needs and Vulnerability Targeting	<ul style="list-style-type: none"> Explain issues relating to targeting CTP towards individuals, households, groups and communities 		<ul style="list-style-type: none"> Describe how to set targeting criteria for a CTP programme (including consideration of specific protection concerns) Document, justify and communicate targeting strategy in coordination with others 	<ul style="list-style-type: none"> Explain how CTP programmes are contributing to the overall response objectives

5. SET-UP AND IMPLEMENTATION

Competence areas	Essential Competence	Operational Delivery of CTP (Operational)	Programme Design and Quality (Technical)	Planning and Decision Making (Strategic)
5.1 Programme Set-up	<ul style="list-style-type: none"> Describe the key stages of the CTP process within the project cycle Establish and build consensus around standard operating procedures, with Logistics, Finance, Programme, Monitoring and Evaluation teams 	<ul style="list-style-type: none"> Specify content for inclusion in SOPs Identify the information and activities required to be incorporated into SOPs for project implementation Identify operational support requirements for the programme Identify the operational implications of compliance Specify the requirements for compliance 	<ul style="list-style-type: none"> Outline key human, financial and materials resources that need to be mobilized to initiative CTP implementation 	<ul style="list-style-type: none"> List key elements to be included in planning and SOPs for CTP, including resource requirements and allocation, contingency planning, staffing capacity needs
5.2 Beneficiary Communication	<ul style="list-style-type: none"> Identify appropriate methods of beneficiary communication and channels relating to CTP, factoring in risks associated with CTP communications. 	<ul style="list-style-type: none"> Understand 'people-centred' CTP, with a commitment to ensuring effective two-way communication with beneficiaries 	<ul style="list-style-type: none"> Design beneficiary communication tools for CTP, including flyers, FAQs, etc. Design feedback and response mechanism, including methods ensuring segregation of duties. 	<ul style="list-style-type: none"> List key considerations for beneficiary communication and accountability as they relate to CTP
5.3 Service provider Contracting	<ul style="list-style-type: none"> List service provider types, both traditional and those requiring new technologies. Describe different approaches to preparing service provider contracts in advance of an emergency 	<ul style="list-style-type: none"> Design and implement a plan for the financial service provider including a contract agreement. Negotiate with Suppliers during Contracting Identify the compliance implications of Procurement and Contracting Establish roles and responsibilities related to Procurement and Contracting Understand various options of the procurement process within the compliance framework. (such as framework agreements, inter-agency approaches, Tripartite contracts etc) Identify the operational implications of CTP monitoring and evaluation Implement service provider performance management system 	<ul style="list-style-type: none"> Develop a detailed justification and implementation plan for the use of the selected CTP service provider. Describe key components to be included in service provider contracts. 	<ul style="list-style-type: none"> Describe key components to be included in service provider contracts Authorise service provider contracts Understand common obstacles in procurement procedures/policies relating to service provider contracting, and their effects on implementation of CTP in terms of timeliness, scale, and quality. Assess appropriateness and implications of inter-agency contracts/approaches within the wider programme and context
5.4 Beneficiary Registration	<ul style="list-style-type: none"> Describe registration requirements and options 	<ul style="list-style-type: none"> Outline specific steps associated with key targeting mechanisms Outline specific steps for beneficiary registration 	<ul style="list-style-type: none"> Develop a detailed targeting plan, and provide a rationale statement for the approach Articulate registration plans Operationalise the agreed targeting methodology/criteria 	

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5.5 Distribution and Encashment	<ul style="list-style-type: none"> Outline the key elements of the distribution process, including beneficiary registration (and training if necessary), set-up and management of the distribution site and encashment process 	<ul style="list-style-type: none"> Plan activities, resources, time-frame and length of CTP Manage distribution and delivery phases, including an adapted mechanism for targeting and registration; design and monitor the encashment plan Ensure coordination with stakeholders Manage issues related to financial reconciliation Outline key elements of the distribution process, including contracting and agreements with the FSPs on distribution documentation processes and payment procedures 	<ul style="list-style-type: none"> Contribute to the design of distribution and encashment process Identify and implement risk and mitigation/contingency measures (particularly protection-related) 	<ul style="list-style-type: none"> Identify institutional risk and accountability requirements relating to distribution and encashment Understand the systems and resource necessary requirements to ensure effective encashment processes. Describe the minimum set-up requirements of a CTP distribution

6. MONITORING AND EVALUATION

Competence areas	Essential Competence	Operational Delivery of CTP (Operational)	Programme Design and Quality (Technical)	Planning and Decision Making (Strategic)
6.1 CTP Monitoring	<ul style="list-style-type: none"> Identify information needs for CTP monitoring and evaluation 	<ul style="list-style-type: none"> Contribute to design or adapt cash distribution, on-site monitoring tools and post-distribution monitoring Ability to amend or adapt programme approaches Understand core partnerships and ways of working Record Keeping for reconciliations and Compliance 	<ul style="list-style-type: none"> Provide an overview of monitoring and evaluation in CTP, including progress and performance monitoring, market monitoring, output tracking, post-distribution monitoring (PDM), and process monitoring Ability to read and interpret a programme logframe/ theory of change for CTP Identify key requirements, tools and technologies to monitor for CTP (against outcomes, outputs and objectives) 	<ul style="list-style-type: none"> Interpret monitoring data (household, market, and price data) and use to support decision-making on adjustments/ changes to modality
6.2 Market Monitoring	<ul style="list-style-type: none"> Describe key issues when monitoring prices, and social impacts of CTP Identify why market monitoring is important in CTPs Knowledge of market monitoring tools that are available Ability to collect regular market price monitoring, linked to existing initial baseline data, through the project cycle 	<ul style="list-style-type: none"> Ability to set up and analyse market price monitoring and trends/changes against identified market indicators Design initial rapid market monitoring tools, analyse data and communicate with CTP team 	<ul style="list-style-type: none"> Analyse market assessment data and make decisions and recommendations Explain the importance of collecting regular market and price monitoring information across the project cycle 	<ul style="list-style-type: none"> Interpret market monitoring data Understand the implications of market monitoring data/analysis on the wider programme and context Communicate market monitoring data externally

Competence areas	Essential Competence	Operational Delivery of CTP (Operational)	Programme Design and Quality (Technical)	Planning and Decision Making (Strategic)
6.3 Evaluation	<ul style="list-style-type: none"> List the information requirements for a CTP evaluation 	<ul style="list-style-type: none"> Undertake information management and data preparation for a CTP evaluation 	<ul style="list-style-type: none"> List the key requirements and tools to evaluate CTPs 	<ul style="list-style-type: none"> Explain the importance of evaluations to build the global profile of CTPs Understand contribution of CTP intervention to overall programme outcomes and organizational aims Communicate CTP findings to an external and senior audience Evaluate appropriateness of response analysis process, (including modality selection, delivery mechanism, assessments etc)

7. INFORMATION MANAGEMENT

Competence areas	Essential Competence	Operational Delivery of CTP (Operational)	Programme Design and Quality (Technical)	Planning and Decision Making (Strategic)
7.1 Data Collection and Analysis		<ul style="list-style-type: none"> Adapt data collection questionnaires and focus group discussion procedures for project objectives Interpret quantitative and qualitative CTP results 	<ul style="list-style-type: none"> Review and adjust a simple data collection tool to reflect CTP indicators Describe simple quantitative CTP results 	<ul style="list-style-type: none"> Support data collection and analysis with adequate resources Monitor frequency with which M&E results in changes to design and implementation
7.2 Information Management and Data Protection	<ul style="list-style-type: none"> Identify key issues related to protection of CTP data 	<ul style="list-style-type: none"> Identify key concerns around data protection (beneficiary privacy) Identify key operational requirements for beneficiary data protection, including any FSP data protection issues 	<ul style="list-style-type: none"> Outline examples of CTP information management systems and identify key concerns around data protection (beneficiary privacy) Acknowledge how data protection issues may affect beneficiaries and propose ways to mitigate the negative impact 	<ul style="list-style-type: none"> Outline examples of information management systems and identify key concerns around data protection (beneficiary privacy)

8. CASH PREPAREDNESS

Competence areas	Essential Competence	Operational Delivery of CTP (Operational)	Programme Design and Quality (Technical)	Planning and Decision Making (Strategic)
8.1 Prepare and Analyse	<ul style="list-style-type: none"> Describe how to conduct a preparedness gap analysis and self-assessment Knowledge of how to apply CaLP OCAT tool to preparedness planning 	<ul style="list-style-type: none"> Collect and analyse baseline data relating to <i>operational cash delivery</i> 	<ul style="list-style-type: none"> Collect and analyse baseline data relating to <i>programme design and quality</i> 	<ul style="list-style-type: none"> Include cash preparedness in scenario building exercises Identify strategies for providing resources for preparedness
8.2 Develop and Implement	<ul style="list-style-type: none"> List key components of CTP Preparedness 	<ul style="list-style-type: none"> Lead the development of cash SOPs Incorporate CTP into financial systems Conduct a CTP simulation or pilot 	<ul style="list-style-type: none"> Participate in the development of cash SOPs Develop standard beneficiary communications on CTP Participate in a CTP simulation or pilot 	<ul style="list-style-type: none"> Mainstream CTP into strategic contingency and response plans Participate in the development of cash SOPs Develop a preparedness plan of action Oversee/Design a CTP simulation or pilot
8.3 Review, learn and improve	<ul style="list-style-type: none"> Document and disseminate learning 	<ul style="list-style-type: none"> Conduct an internal review of CTP operations 	<ul style="list-style-type: none"> Conduct an internal review of CTP programming 	<ul style="list-style-type: none"> Conduct an external review of CTP programmes

9. CASH ADVOCACY AND COORDINATION

Competence areas	Essential Competence	Operational Delivery of CTP (Operational)	Programme Design and Quality (Technical)	Planning and Decision Making (Strategic)
9.1 Cash Advocacy	<ul style="list-style-type: none"> List the main arguments often presented against CTP, and present the associated evidence base for each List the main advantages and disadvantages of different CTP modalities 		<ul style="list-style-type: none"> Understand basic advocacy concepts and tools Identify advocacy opportunities (positive and negative) Implement a basic advocacy plan 	<ul style="list-style-type: none"> Draft a basic advocacy plan Identify blockers and enablers, draft and disseminate key messages to influence change Identify perceived barriers to the institutionalization of cash
9.2 Cash Coordination	<ul style="list-style-type: none"> Understand why it is important to coordinate CTP Describe the challenges and opportunities of CTP coordination 	<ul style="list-style-type: none"> Describe key elements of CTP that need to be coordinated operationally 	<ul style="list-style-type: none"> Describe key terms and dimensions of coordination Define the key types of cash coordination structures/models Explain the need for both <i>technical</i> and <i>strategic</i> coordination 	<ul style="list-style-type: none"> Describe key terms and dimensions of coordination Define the key types of cash coordination structures/models Explain the need for both <i>technical</i> and <i>strategic</i> coordination Describe the roles and responsibilities of different stakeholders in CTP coordination