

RELIEF TECHNICAL COMPETENCY FRAMEWORK

Surge deployments supporting Relief Distributions, including in-kind, emergency shelter and Cash & Voucher Assistance (CVA).

V7.0 - November 5th 2020

Core Competencies and Integration with Relief Technical Competencies.

The IFRC Core Competencies consist of twenty distinct competencies, being grouped into four broad domains. These being Red Cross / Red Crescent, Operational, Cross-Cutting and Behavioural. Each role profile will consist of the combination of Technical and Core competencies required to carry out a specific role in a surge response, whether deployed nationally, regionally or at a global level. The Technical Competencies as set out in this Relief Competency Framework are to be evaluated in conjunction with the IFRC Core Competency Framework. Both Frameworks utilise the same analysis of outlining the technical, managerial and leadership competencies for Rapid Response Capacity, as the basis for recruitment, development, and management.

Role profile = role (a description of the job to be carried out) + profile (the combination of Technical and Core competencies required to carry it out). Every role profile requires a combination of Technical and Core Competencies. Every role profile will set out the competencies required to deliver that role, and at which tier they are required.

Relief Technical Competencies.




The Technical Competencies as set out relate to the Rapid Response Capacity for the deployment of Relief specialists for operations within the Movement, within Relief ERU or as individual, to support host National Society in implementation of the Relief component of the Emergency Plan of Action. Relief programming should rely on enabling affected population to cover their essential household and emergency shelter needs, in a standardized way and with quality. Therefore, this framework aims to support identification and development of key competencies for the implementation of relief cycle needed activities.

Relief function:

*“To support the host National Society for **relief assessments, targeted beneficiary selection, beneficiary registration** and to assist in **planning and the set-up** for food, Cash & Voucher Assistance (CVA) and Households Items, including emergency shelter material, **distributions**, as well as produce relief **distribution statistics and reports**. This ERU provide these services in coordination with other ERUs and sectors and works very closely to Logs ERU”.*

That includes relief assessment, planning, training, implementation, technical assistance, Community Engagement and Accountability (CEA), awareness and post distribution monitoring. Each of the role profiles aim to propose the needed flexibility to adapt the deployed surge support to the programme specificities and relevant modalities; in kind distribution¹ and CVA, or emergency shelter. This includes also the specificities of Information Management (IM) for Relief programming.

The Technical Competencies (TC) are divided in three distinct categories:

-  Technical Competencies: Applicable for all Relief profiles.
-  Technical Competencies: Applicable only for Relief/shelter personnel – for operation with shelter component.
-  Technical Competencies: Applicable only for Relief/CVA personnel – for operation with CVA component.

¹ Household Items is the terminology replacing Non Food Items (NFIs), since the 2018 revision of Sphere standards

Inter-Agency IFRC Role, shelter commitment and interaction with surge Rapid Response Relief personnel roles, responsibilities & Technical Competency Framework (TCF).

The decision made by the General Assembly in 2005, resulted in a shelter commitment by the IFRC to take a leading role in the provision of emergency shelter following natural disasters. This commitment was formalized through a Memorandum of Understanding (MoU) with the United Nations Office of Coordination of Humanitarian Affairs (UNOCHA) in 2006. The MoU pledged that the IFRC ('in cooperation with interested National Societies') would:

1. Scale up its operational capacity in emergency shelter.
2. Coordinate a network of interested stakeholders in order to enhance preparedness for emergency shelter response.
3. Coordinate the provision of emergency shelter assistance at country level after natural disaster.

Relief programming is often including an emergency shelter component, through distribution of relief shelter items as tarpaulins, shelter tool kits, tents or safe shelter awareness for instance. Surge Relief personnel are also been directly or indirectly coordinating with the Shelter Cluster, that might be coordinated by IFRC team after natural disaster. Reflecting these specific roles & responsibilities, and following the defined *Shelter response implementation matrix* (ANNEX 1), the Relief TCF include 3 competency domains defined within Shelter TCF and identify a Relief/Shelter officer role profile.

Relief and CVA specific Competency

Relief programming is often including a CVA component, therefore the CVA competency domains here are taken from CVA competency framework and have been included within Relief TCF, with specificity related to relief programming, and identification of a Relief/CVA officer role profile.

Relief IM Role

IM function plays a critical role in quality programming of any of the humanitarian assistance. The Relief IM profile will provide technical advice regarding information management and develop information products and processes, and support data lifecycle activities. This IM function will ensure the digitizing of tools for data collection, targeting, distributions and monitoring, while ensuring the global standards on beneficiary data protection and privacy are maintained.

The IM role will be mandatory for any CVA intervention as additional competencies would be required for data collection, management, processing and protection.

Relief Learning Pathway

The Relief Technical Working Group has started to map the different learning objectives & opportunities for each of the competency domains identified in this document. It will help to review the agreed Relief ERU initial training curricula, but also identification of other resources as for online trainings, mentoring or shadow mission for junior personal.

RELIEF TECHNICAL COMPETENCIES		
Surge deployments supporting Relief Distributions, including in-kind, emergency shelter and Cash & Voucher Assistance (CVA).		
Competency Domain – Applying to all relief personnel		
Tier 1	Tier 2	Tier 3
1. Relief cycle & planning		
<ul style="list-style-type: none"> Describe the purpose of Relief cycle, response and Plan of Action Describe relief cycle main activities, including assessment, distribution & post distribution monitoring. Describe in kind or CVA delivery mechanisms, including their advantages and disadvantages, which meet the objectives established for the emergency intervention. Describe the Relief Emergency Response Unit's team members roles & responsibilities. Describe the way CEA, PGI and Green Response should be considered within the relief cycle. Describe Relief and Emergency Shelter programming linkage. Describe the IFRC role and responsibilities regarding the cluster approach and organic linkage with Relief response. 	<ul style="list-style-type: none"> Participate in the selection of the modality and delivery mechanism, including checking whether or not in kind or CVA is feasible, rating advantages and disadvantages of modalities and mechanisms and filling the decision-making tool. Implement Relief Plan of Action List the main arguments set up by different groups or stakeholders for/against modalities to implement defined response options. Advocate for relief modalities selected and implemented, where to whom and when appropriate. Able to interact with internal and external coordination framework for Relief, including Shelter/Household items cluster and CVA working forums. Describe the institutional/operational roles & responsibilities regarding the planning, response and coordination of Relief cycle response. 	<ul style="list-style-type: none"> Lead and design Relief Plan of Action and inputs to Emergency Plan of Action (EPoA) and Emergency Appeal (EA). Contribute to the response option analysis; selection of the modalities and delivery mechanisms, informing on their feasibility, rating their advantages and disadvantages. Document and justify the process and decisions made and communicate/present to key stakeholders. Produce a detailed justification of a relief proposal with various concerns identified and addressed. Design and manage Relief team with clear organigram reflecting each member roles, responsibilities and relationship. Represent Relief ERU within internal and external coordination forums.
2. Relief assessment, <i>This complement what already indicated in the core competency 4. Assessment – Relief assessment refers to basic needs assessments here.</i>		
<ul style="list-style-type: none"> Identify the main relief assessment specific issues, and demonstrate an understanding of the key terms and concepts. Demonstrate knowledge on how to use a questionnaire for relief assessment Assist in collection of data at community level 	<ul style="list-style-type: none"> Design a questionnaire for relief assessment. Identify the needs of the affected populations through Relief assessment, including primary and secondary data analysis. Identify response options to address the identified needs of the affected populations. 	<ul style="list-style-type: none"> Lead the Relief assessment process, with the ability to prepare and plan for an assessment and design questionnaire. Contribute to the multisectoral assessment & planning effort, and inform response options analysis.

3. Beneficiary targeting		
<ul style="list-style-type: none"> Identify and outline the different types of vulnerability. Explain issues relating to targeting towards individuals, households, groups, communities and operational stakeholders. 	<ul style="list-style-type: none"> Gather assessment data to understand community vulnerabilities and relevance in targeting. Establish and apply vulnerability criteria for beneficiary selection. Train National Society staff and volunteers on targeting process. 	<ul style="list-style-type: none"> Undertake analysis across the range of potential vulnerabilities and apply findings to programme design. Adapt vulnerability criteria based on errors of inclusion/exclusion. Decide, document, justify and communicate targeting criteria(s) & strategy, in coordination with others.
4. Beneficiary Registration		
<ul style="list-style-type: none"> Describe various methods of beneficiary registration used within the RC/RC Movement Explain the process (steps) of beneficiary selection, verification and registration. 	<ul style="list-style-type: none"> Adapt relief activities to match National Society beneficiary registration system or process Use electronic methods of beneficiary registration if applicable Train National Society staff and volunteers on registration and ticketing process. 	<ul style="list-style-type: none"> Determine which beneficiary registration method is most appropriate for the response. Oversee or contribute to the overall operation beneficiary registration process
5. Beneficiary communication and accountability <i>This complement what already indicated in the core competency 10. Community Engagement and Accountability</i>		
<ul style="list-style-type: none"> Identify appropriate methods of beneficiary communication and channels through Relief cycle activities. Knowledge about feedback and response mechanism applying to Relief cycle activities. 	<ul style="list-style-type: none"> Coordinate the development of appropriate methods, and implement beneficiary communication and accountability measures all along the relief cycle activities. Implement, contribute and/or use the feedback and response mechanism. Liaise with the overall operation CEA processes and contribute to feedback loop processes. Train National Society staff and volunteers on CEA processes related to relief cycle activities. 	<ul style="list-style-type: none"> Design beneficiary communication and accountability tools relevant to relief response, including flyers, Frequent Ask Questions (FAQs), etc. Design feedback and response mechanism, including methods ensuring segregation of duties. Manage and problem-solve with regard to issues arising.

6. Relief distribution & systems interface		
<ul style="list-style-type: none"> Describe the distribution process, including assessment, registration, set-up including safety management of the distribution site Describe the liaison mechanisms between Relief, Logistic, CEA and Finance systems. Describe the Relief assistance items and delivery modalities (in kind and CVA) specificities, standards, procurement, reporting and accountability process. 	<ul style="list-style-type: none"> Contribute to the design, planning and implementation of relief distribution. Identify risk and implement mitigation/contingency measures. Manage issues related to stock and financial reconciliation. Contribute to distribution reporting and accountability mechanisms. Train National Society staff and volunteers on distribution process. 	<ul style="list-style-type: none"> Plan activities, resources, time-frame and length of relief distributions. Manage distribution and delivery phases, design and monitor the distribution plan. Oversee operational coordination of distributions, with all internal and external stakeholders.
7. Relief Monitoring		
<ul style="list-style-type: none"> Able to read and interpret a program logical framework. Describe the key areas to monitor related to relief cycle activities. Describe the objectives and implementation requirements for a post distribution monitoring. 	<ul style="list-style-type: none"> Contribute to the design or adapt on-site monitoring tools and post-distribution monitoring tools. Implement agreed post distribution monitoring system and tools. Train NS staff and volunteers on post distribution monitoring system and tools. 	<ul style="list-style-type: none"> Develop relief programming logical framework, with indicators and means of verification. Design monitoring activities, systems and tools related to the relief cycle activities. Analyse post relief distribution monitoring data and make decisions and recommendations.
8. Relief Data collection, management and analysis <i>The ability to collect, collate, analyse, disseminate and act on key humanitarian information is fundamental to effective response</i>		
<ul style="list-style-type: none"> Design/adjust a simple data collection tool, including the collection and disaggregation of data. Perform simple calculations and data management, as for beneficiary list clearing Describe the various data collection tools, steps and objectives Demonstrate use key software as for Excel, Kobo, or ODK. 	<ul style="list-style-type: none"> Digitize the data collection tools and implement data collection processes. Interpret quantitative and qualitative results and provide basic analysis. Contribute to overall operation data collection and analysis processes. Train NS staff and volunteers on data collection and analysis systems & tools. Demonstrate use of key software as for RC2 or RedRose. 	<ul style="list-style-type: none"> Design information management systems related to Relief cycle activities Integrate data analysis in response analysis, project design, review or evaluation. Adapt reporting templates and systems to local contexts. Advanced management and analysis of quantitative planning and distribution data (Pivot tables etc.), production of operational maps, info-graphics, etc.

9. Relief Reporting		
<ul style="list-style-type: none"> • Describe the reporting tools and requirements for internal and external processes. • Fill in, accordingly, the reporting tools. • Support data collection for documentation of lessons learned. 	<ul style="list-style-type: none"> • Implement reporting tools and processes within Relief team and contribute to required external ones, including Lessons Learned gathering. • Fetch data from the tools and generate statistical reports and simple infographs • Train NS staff and volunteers on reporting tools and processes related to Relief cycle activities. 	<ul style="list-style-type: none"> • Report on the Relief activities to the EPoA and EA • Formulate recommendations and apply them. • Support lessons learned with fact sheets and case studies.

Competency Domain – Applying to Relief/Shelter personnel (# from Shelter & Settlements Technical Competency Framework)		
Tier 1	Tier 2	Tier 3
10. Shelter & Settlements within a Humanitarian context. (1) <i>Ability to identify and apply a full range of Shelter & Settlements principles and to ensure they are addressed and incorporated in the proposed intervention</i>		
<ul style="list-style-type: none"> Articulates and applies the main principles, standards and approaches within shelter and settlements. Including the complexity of programming aspects from emergency/relief to recovery. Able to describe shelter & settlement intervention through a variety of assistance options to cover short/mid/long-term needs through different implementing modalities Incorporates participatory approaches for the implementation of shelter & settlement interventions, with a focus on community resilience. 	<ul style="list-style-type: none"> Promotes and adapts to a specific context the main principles, standards and approaches in shelter and settlements. Including the complexity of programming aspects from emergency/relief to recovery. Puts into practice a designed context specific shelter & settlement intervention through a variety of assistance options to cover short/mid/long-term needs through different implementing modalities Involves communities in all stages of the shelter and settlements programme, where their preferences are integrated within the programme's implementation through well-defined participatory processes where possible. 	<ul style="list-style-type: none"> Advocates for the adaptation to a specific context the main principles, standards and approaches in shelter and settlements. Including the complexity of programming aspects from relief to recovery. Designs a context specific shelter & settlement intervention through a variety of assistance options to cover short/mid/long-term needs through different implementing modalities Designs the shelter & settlements programme through the involvement of communities where their preferences are integrated in all stages of the implementation through well-defined participatory processes where possible.
11. Safer Building Promotion and Technical assistance. (5) <i>Ability to define the software components of the shelter intervention to secure its quality in relation to safe location, build back safer construction techniques, use of emergency shelter items.</i>		
<ul style="list-style-type: none"> Describes adequate construction techniques and technical assistance for its implementation to build back safer. Describes the importance of accompanying the delivery of shelter assistance through a combination of implementation modalities (combination of hardware and software). 	<ul style="list-style-type: none"> Adapts and implements recommendations on technical guidelines and IEC material on safe building/ construction techniques for different shelter & settlement assistance options provided from emergency to recovery. Facilitates the effective delivery to the affected families and communities of shelter assistance through a combination of implementation modalities (combination of hardware and software). 	<ul style="list-style-type: none"> Designs and advocates for the application of technical guidelines and IEC material on safe building/ construction techniques for different shelter & settlement assistance options developed from emergency to recovery. Integrates technical assistance, quality assurance and capacity building on the use of materials and/or construction techniques to build back safer (software components) with other implementing modalities for the different shelter assistance options from emergency to recovery.

12. Operational Coordination, Cooperation, Networking and Partnership. (10) <i>Ability to harmonise interactions with external partners working in shelter with a special focus on the interaction/participation in the Inter-agency Shelter coordination structure (Cluster or cluster like Working Groups). This complement what already indicated in the core competency 3. Coordination</i>		
<ul style="list-style-type: none"> Engages with existing inter-agency Shelter Coordination structure at local/sub hub level to ensure appropriate coordination with all involved stakeholders working in the same area, focusing on consistency for any assistance provided. Promotes information sharing on shelter assistance delivered by ONS/IFRC at local/sub hub level to inter-agency shelter coordination mechanisms (4W) 	<ul style="list-style-type: none"> Engages with existing Inter-agency Shelter Coordination structures at regional/hub level to ensure appropriate coordination with all involved stakeholders working in the same area, focusing on consistency for any assistance provided. Promotes information sharing on shelter assistance delivered by ONS/IFRC at regional/hub level to existing inter-agency shelter coordination mechanisms (4W) Coordinates with shelter partners through the Shelter Technical Working Groups to define technical specifications, Information, Education and Communication (IEC) material, awareness campaigns adapted to the context as required. 	<ul style="list-style-type: none"> Engages with existing Inter-agency Shelter Coordination structures at national level to ensure appropriate coordination with all involved stakeholders working in the same area, focusing on consistency for any assistance provided. Oversees the reporting to existing inter-agency shelter coordination mechanisms (4W) at all levels. Represents IFRC on the Shelter Strategy Advisory Group (SAG) or equivalent body to jointly define with other actors the strategic direction of the Shelter sector response and priorities during an operation.

Competency Domain – Applying to Relief/CVA personnel personnel (# from Cash & Vouchers Assistance Technical Competency Framework)		
Tier 1	Tier 2	Tier 3
13. CVA Context Analysis (1) Ability to carry out CVA specific context analysis and feasibility analysis in a timely manner to feed into response analysis/design and implementation. <i>This complement what already indicated in Relief cycle planning competency and CVA competency framework</i>		
1a. CVA appropriateness <ul style="list-style-type: none"> Articulate 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 Influences others to generate data to fill knowledge gaps on
1b. CVA Feasibility <ul style="list-style-type: none"> Uses secondary and primary data on CVA feasibility to inform response analysis/design and can explain to surge stakeholders the value of this information 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> CVA feasibility to inform response analysis/design and makes this data widely available to leadership and technical specialists
14. Modality and Delivery Mechanism Selection (2) Ability to implement appropriate modality selection processes that feed into response analysis /design		
2a. CVA Needs analysis <ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
2c. Market Data and Analysis <ul style="list-style-type: none"> Uses market data information to understand the conditions for CVA 	<ul style="list-style-type: none"> Leads/builds on market data analysis to recommend response options and identify market conditions 	<ul style="list-style-type: none"> Influences others to use market data analysis to influence response options and ensure quality programming

15. CVA Project Cycle Tools (4) 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		
4a. CVA Implementation <ul style="list-style-type: none"> Uses CVA specific tools at the appropriate phases of the project cycle and supports host NS CVA counterparts to access and understand the tools 	<ul style="list-style-type: none"> Applies and adapts CVA specific tools at the appropriate phases of the project cycle and disseminates findings for decision-making to key stakeholders 	<ul style="list-style-type: none"> 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
4b. Identification and Registrations <ul style="list-style-type: none"> Uses the appropriate identification of affected population authentication and registration systems (forms, databases) for the response and trains teams to use these 	<ul style="list-style-type: none"> Adapts identification of affected population, authentication and registration tools and systems (forms, databases) for the response 	<ul style="list-style-type: none"> Leads on the design of new identification of affected population, authentication and registration tools and systems (forms, databases) for the response
4d. Distribution, Encashment and Reconciliation <ul style="list-style-type: none"> Uses the appropriate distribution, encashment and reconciliation tools and trains teams to use these 	<ul style="list-style-type: none"> Adapts distribution, encashment and reconciliation tools and builds these into NS CVA SOPs 	<ul style="list-style-type: none"> 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) <ul style="list-style-type: none"> Uses the appropriate community engagement and recipient feedback tools in CVA responses and trains teams to use these 	<ul style="list-style-type: none"> Adapts community engagement and recipient feedback tools for the response and builds these into the NS CVA SOPS 	<ul style="list-style-type: none"> Leads on the design of new community engagement and recipient feedback tools and influences their uptake by RCRC movement actors

16. Capacity Building and Transition Management (6) Ability to plan and manage the transition of CVA related responses from pre-disaster long terms programming		
6b. CVA Capacity Resourcing <ul style="list-style-type: none"> Describe the capacity gaps and opportunities for host NS and adequately prioritises these for an effective CVA response 	<ul style="list-style-type: none"> Identifies host NS CVA capacity gaps and adequately resources these to enable effective CVA implementation 	<ul style="list-style-type: none"> Ensures host NS CVA capacity gaps are prioritised and met during surge response and ensures longer-term strategic direction for future CVA implementation
6c. CVA Transition Management <ul style="list-style-type: none"> Describe the importance of internal Movement Coordination processes for CVA scale up and transition during the response 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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

RELIEF ROLE PROFILES (CORE & TECHNICAL COMPETENCIES)																			
PROGRAMME role profiles		RELIEF COORDINATOR			RELIEF TEAM LEADER (within Relief ERU)			RELIEF OFFICER (within Relief ERU)			RELIEF/IM OFFICER (within Relief ERU)			RELIEF/SHELTER OFFICER (within Relief ERU)			RELIEF/CVA OFFICER (within Relief ERU)		
Core Competencies Domains		TIER			TIER			TIER			TIER			TIER			TIER		
		1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3
1	Movement Context. Principles and Values																		
2	National Society Capacity Strengthening																		
3	Coordination																		
4	Assessment																		
5	Direction Setting and Quality Programme Management																		
6	Information Management																		
7	Resource Management																		
8	Safety and Security																		
9	Transition and Recovery																		
10	Community Engagement and Accountability																		
11	Protection Gender and Inclusion																		
12	Environmental Sustainability																		
13	Collaboration and Teamwork																		
14	Conflict Management																		
15	Interpersonal Communication																		
16	Cultural Awareness																		
17	Judgement and Decision Making																		
18	Motivating Others																		
19	Personal Resilience																		
20	Integrity																		

		RELIEF COORDINATOR			RELIEF TEAM LEADER			RELIEF OFFICER (within Relief ERU)			RELIEF/IM OFFICER (within Relief ERU)			RELIEF/SHELTER OFFICER			RELIEF/CVA OFFICER (within Relief ERU)		
Technical Competencies Domains		TIER			TIER			TIER			TIER			TIER			TIER		
		1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3
1	Relief cycle & planning																		
2	Relief assessment																		
3	Beneficiary targeting																		
4	Beneficiary Registration																		
5	Beneficiary communication and accountability																		
6	Relief distribution & systems interface																		
7	Relief Monitoring																		
8	Relief Data collection and analysis																		
9	Relief reporting																		
10	Shelter & Settlements within a Humanitarian																		
11	Safer Building Promotion and Technical assistance.	n/a			n/a			n/a			n/a						n/a		
12	Operational Coordination, Cooperation, Networking and Partnership.							n/a			n/a						n/a		
13	CVA Context Analysis							n/a			n/a			n/a					
14	Modality and Delivery Mechanism Selection							n/a			n/a			n/a					
15	CVA Project Cycle Tools							n/a			n/a			n/a					
16	Capacity Building and Transition Management							n/a			n/a			n/a					

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- Technical Competencies: Applicable only for Relief/shelter personnel – for operation with shelter component.
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Annex 1 - Shelter response implementation matrix with role and responsibilities of Relief personnel

ACTIVITY	WHO DOES	WHO SUPPORTS	COORDINATES WITH	WHO APPROVES
Define EMERGENCY Shelter Response <ul style="list-style-type: none"> - Initial assessments - identifying technical solution - target beneficiaries caseload - working plan & budget 	Shelter Programme Coordinator/ Host National Society (HNS) Counterpart	Shelter Team IFRC Regional Office (RO)/Geneva (HQ) (technical line) Relief ERU	Relief Coordinator Logistic Coordinator Sectoral Coordinators RC/RC Movement Shelter Cluster Coordinator	Operation Manager /HNS
PROCUREMENT <ul style="list-style-type: none"> - national/international 	Logistic Coordinator/ Regional Logistic Unit (RLU)/ HNS Counterpart	IFRC RO/IFRC HQ (logistic departments)	Shelter Programme Coordinator/ Shelter Team	Operation Manager/ HNS <50.000 Log Coordinator >50.000<400.000 RLU >400.000 IFRC HQ
DELIVERY <ul style="list-style-type: none"> - HH assessment for distribution - registration & ticketing - volunteers training - distribution and M&E 	Relief ERU / HNS Counterpart	Relief Coordinator Shelter Programme Coordinator/Shelter Team Logistic ERU	Relief Coordinator Shelter Cluster Coordinator RC/RC Movement	Operation Manager/HNS
AWARENESS <ul style="list-style-type: none"> - develop material - volunteers training - awareness campaign and M&E 	Shelter Team/ HNS Counterpart	Relief ERU / HNS distribution teams	Shelter Cluster Coordinator RC/RC Movement	Shelter Programme Coordinator/ HNS Counterpart