IFRC

Protection, Gender and Inclusion (PGI) - Core competencies for surge staff

The Core Competency Framework (CF) for Surge Delegates is an underpinning element of Surge Optimisation and Operational Excellence, and is key to ensuring that recruitment and deployments are managed with equal access for all surge personnel, based on a framework of technical, managerial and leadership competencies. The multilateral nature of the surge tools – people from all parts of the Movement working together to deliver in an emergency response – means that there is a need for a consistent framework for recruitment, development and management of performance.

The CF will be used for all surge staff being deployed. It sets out the behaviours, skills and knowledge required by all staff at all levels of a response operation and applies equally to all staff. The CF will provide a shared and systematic way of assessing and recruiting surge staff, training surge staff and managing/appraising surge staff in the field.

There are twenty distinct competencies in the framework. The core competencies are applicable to every surge role, whatever their position in the operation. All surge roles should strive to demonstrate all core competencies at the relevant tier.

It is recommended to read through the CF and understand its structure, definitions and indicative role/behaviour for each tier before reading the Technical Competency Framework for PGI Professionals.

Protection, gender and inclusion core competencies
Ability to identify and analyse the distinct needs, risks to, and capacities of all girls, boys, women and men to inform programming

Foundational Tier	Tier 1	Tier 2	Tier 3
Describe the importance of using Sex, Age and Disability Disaggregated Data (SADDD) for needs assessments.	Conducts PGI sensitive needs assessments, including collecting SADDD.	Analyses PGI information including SADDD to design programmes.	Designs operational strategies that include appropriate protection and inclusion measures based on gender diversity analysis, including SADDD.
Describes minimum standards and good practice for meeting the specific Protection, Gender and Inclusion (PGI) needs of a population.	Implements programmes in line with minimum standards and good practices that meet the specific PGI needs of the population.	Guides team in the application of minimum standards and good practices in all aspects of the operation to meet the specific PGI needs of the population.	Establishes systems and procedures that ensure that minimum standards and good practice are followed to allow for the dignity, access, participation and safety of specific groups or individuals.
Defines potential risks to or actual violations of the safety and dignity of specific groups and individuals.	Identifies potential risks to or actual violations of the safety and dignity of specific groups (including children, women and minority groups) or individuals.	Continuously assesses and plans actions based on changing risks, needs and disclosures, or observations of violations.	Adapts the operational strategy based on evolving protection risks and inclusion needs, and advocates for action with relevant stakeholders.
Explains how to report potential risks to or actual violations of the safety and dignity of specific groups, and how to safely refer survivors.	Reports and takes appropriate action to risks/violations, and safely refers survivors.	Monitors compliance with procedures for reporting and referrals.	

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Protection, Gender and Inclusion (PGI) - Technical competencies for specialized surge staff

The following sets of technical competencies are intended for staff deploying in an IFRC coordinated emergency response operation as Protection, Gender and Inclusion (PGI) surge personnel.

The competencies are divided into two tiers. The tiers do not reflect an increase in technical mastery of PGI as that is to be expected of both tiers. The main distinction is rather Tier 2 is more focused on strategic positioning within the response and the wider humanitarian eco system including the cluster system and other coordination mechanisms, working relationships with local and national authorities and strategic influence within the humanitarian hierarchy of the RCRC movement. In this regard, tier 2 has a higher level strategic role than tier 1.

The competencies are not exclusive to each role. Rather, they are complementary. The deployment of a tier 2 level surge staff member assumes that the responsibilities under tier 1 will be covered by themselves, or by a national counterpart.

Contingent on the phase of the response and based on needs identified by assessments a tier 1 PGI staff member may be deployed to support sectors in PGI mainstreaming or for a specific task (eg. set up a freferral mechanism). Their technical input should be framed by the minimum standards for PGI and are responsible to put in place structures and resources for the sustainability and continuity of the task beyond their deployment period.

Protection, Gender and Inclusion		
Domain	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.
Advocacy	> Advocates for actions to promote dignity, access, participation and safety of specific vulnerable groups or individuals.	> Develops internal and external advocacy strategies including actions to promote dignity, access, participation and safety of specific vulnerable groups or individuals.
Awareness-raising	> Raises awareness and understanding of the specific needs, risks and capacities of the targeted population and RCRC on issues related to violence, discrimination and exclusion.	> Designs awareness-raising strategies to increase understanding of the targeted population, RCRC and partners on issues related to violence, discrimination and exclusion.
Information Security	> Understands and manages risks around the collection, storage and reporting of sensitive information and data.	> Develops strategies to manage risks around the collection, storage and reporting of sensitive information.
Referral Pathways	> Maps and disseminates existing referral pathways for multi-sector response to protection issues.	> Ensures coordination and availability of referrals pathways for multi-sector response to protection issues and ensures that RCRC staff and volunteers are aware of, and can make

		referrals to, other organisations/services.
Mainstreaming	> Supports other sectors to ensure that PGI issues are effectively integrated into the design and implementation of relief and recovery activities in accordance with the Minimum Standards. > Participates in protection and gender inter-agency for a (including CP and SGBV sub-clusters) to ensure PGI issues are mainstreamed into humanitarian action and that programs/services are coordinated to meet the specific needs of individuals in the affected populations.	> Technical oversight to multi-sectoral emergency operations to ensure that PGI issues are effectively integrated into the design and implementation of relief and recovery activities > Engages in dialogue with authorities and coordinates with protection and gender inter-agency fora to ensure PGI issues are mainstreamed into humanitarian action and that programs/services are coordinated to meet the specific needs, risk and capacities of individuals in the affected populations.
Legal Frameworks	> Identifies relevant national and international legal frameworks and processes relating to PGI aspects, assess barriers to vulnerable individuals and groups in accessing fair and timely positive outcomes.	> Ensures a consistent interpretation and application of international and national law and related legal standards and protection policies.
Gender and Diversity Analysis	> Supports the collection, analysis and use of age, sex, and disability disaggregated data within RCRC operations and other operational stakeholders where appropriate.	> Guides gender and diversity analysis to identify the differentiated needs, vulnerabilities, risks and capacities of women, men, girls and boys and develops programs/actions to promote equal access and participation in line with RCRC and humanitarian standards.
Disability Inclusion	> Promotes participation of people with disabilities in the design and delivery of humanitarian assistance, including consultations with people with disabilities.	> Develops strategies to reduce barriers (i.e. communication, physical/infrastructure, financial or attitudinal) to persons with disability having equal access to humanitarian assistance and to ensure that assistance is appropriately targeted based on differentiated needs.
Child Protection	> Supports provision of essential child protection services. (including reception facilities, RFL, PSS and child friendly spaces)	> Supports processes to ensure volunteers, staff and contractors sign, are screened for, and are briefed on child protection policy/guidelines. > Works to ensure that child protection measures such as child friendly spaces and child protection community based activities, including educational

		ones, are built into the design of operations.
Sexual and Gender-based Violence Prevention and Response	> Understands and can apply a survivor-centres approach to working with victims/survivors of SGBV in-line with the principles of safety, confidentiality, respect and non-discrimination.	> Raises understanding and capacity to prevent and respond to SGBV in-line with the principles of safety, confidentiality, respect and non-discrimination including through work to leverage the auxiliary role of National Societies.
Prevention and Response to Sexual Exploitation and Abuse	> Demonstrates knowledge of prevention and response to sexual exploitation and abuse (PSEA) responsibilities within humanitarian response and supports implementation of RCRC PSEA policy in the humanitarian operation.	> Advocates on strategies for prevention of sexual exploitation and abuse (PSEA) responsibilities within humanitarian response and oversees implementation of RCRC PSEA policy in the humanitarian operation
Humanitarian Diplomacy		> Persuades decision makers and other opinion leaders to act in the interests of vulnerable groups and individuals, and with full respect for fundamental humanitarian principles, taking into consideration the issue of durable solutions and the position of the RC/RC (e.g. in the case of forced return and the principle of non-refoulement).