

Technical Competency Framework for Recovery

Domain	Tier 1	Tier 2	Tier 3
	<i>Displays a practical understanding of effective day to day behaviours for this competency and able to function effectively as part of a RC team.</i>	<i>Displays impact for this competency by providing advice and guidance to others within a defined scope. Translates strategic decision into sectoral direction</i>	<i>Models the behaviours and creates an environment which enables the behaviours to be displayed. Operates at a strategic, multi-sectoral level in a response of any magnitude</i>
Transition management <i>Ability to plan and manage the transition from pre-disaster long term programming, through multilateral surge, then through coordinated bilateral operations, and eventually back to long term programming, prioritising host National Society ownership and a coordinated process for Movement supported recovery.</i>	<p>Understands the concept of transitions into and out of surge in terms of the disruption to normal structures, relationships and operating norms, during emergency operations</p> <p>Understands the risks associated with capacity gaps, and the potential of surge deployments to temporarily mask such gaps.</p> <p>Understands the importance of identifying and mitigating gaps in the capacity of the host NS, compared to the increased demands placed on the NS throughout the period of the response.</p> <p>Understands the importance of internal Movement coordination and plays a constructive and appropriate role according to technical function and role.</p>	<p>Applies the T1 understanding to sensitive decision-making, prioritising NS ownership and minimising disruption and gaps through the three transitions.</p> <p>Highlights and documents specific risks associated with capacity gaps in operations, support services, decision making, governance & management, coordination, branch / HQ relations, etc</p> <p>Identifies and agrees specific gaps resulting from the additional workload associated with the disaster response, multilateral surge, and expanding bilateral partnerships.</p> <p>Provides support to the existing internal Movement coordination processes, helping to adapt them to the additional demands. Demonstrates and promotes the concept of joint responsibility for outcomes.</p>	<p>Guides others, including host NS leadership and colleagues, to consider power structures, relationships, expectations, and communications when taking key decisions relating to operations.</p> <p>Works sensitively with NS leadership and technical specialists, to understand, quantify and document National Society capacity.</p> <p>Prioritises these shortfalls and develops strategies to mitigate or address them; works with National Society and Movement partners to implement these strategies; seeks to build such capacities in the medium term.</p> <p>Builds a consensus amongst Movement partners to sustain and build NS assets, staffing, reputation, and ownership of the programme, meeting gaps in the short term and building capacity in the medium term. Drives preparation of a Movement Recovery Framework which is endorsed by NS and all partners.</p>

<p>Context analysis, including socio-political and economic analysis</p> <p><i>Ability to undertake socio-political and economic analysis from both household to national level, for deep understanding of the impact of the disaster, and to inform response decisions</i></p>	<p>Understands the importance of a contextual analysis including socio-political and economic factors. Contributes to the collection and analysis of secondary and primary data.</p> <p>Uses primary and secondary data to identify and categorise coping strategies within the affected population, and to understand how self-recovery is occurring</p> <p>Identifies stakeholders specific to technical sectors or roles. Understands the importance of stakeholder mapping and influence.</p> <p>Describes the host NS's strategic priorities and key programmatic areas.</p>	<p>Combines secondary data sources to develop an integrated, multi-level analysis, bridging urban and rural if necessary, recognising diverse groups, aligned with the overall analytical framework. Identifies critical gaps in the analysis.</p> <p>Makes linkages between potential programme inputs and outputs and associated coping strategies, and how self-recovery will be supported.</p> <p>Identifies and maps stakeholders, and describes their relationships in terms of connectors and dividers, and their potential impact on programme activities and outputs.</p> <p>Develops a mapping of RCM priorities and government priorities, distinguishing pre-and post-disaster if appropriate. Identifies potential areas which are not aligned, in the context of the NS's role as auxiliary to Government, and possible risks arising from this.</p>	<p>Takes action to directly gather primary data to fill knowledge gaps, or influence others to generate said data. Advocates to make RC data and analysis more widely available within the sector.</p> <p>Ensures that an understanding of both positive and negative coping strategies, and the process of self-recovery, informs decisions relating to programme inputs, theory of change, risk analysis, monitoring, accountability initiatives, protection and safeguarding.</p> <p>Develops strategy to maximise mutual benefit from external relationships where possible, and to mitigate potential negative effects. Uses analysis to inform the risk matrix for the programme.</p> <p>In close partnership with the NS leadership, leads action, advocacy, or other approaches to reduce the risks associated with these unaligned priorities.</p>
<p>Early Recovery / Recovery programming</p> <p><i>Ability to design interventions which support self-recovery of affected communities in a participatory way</i></p>	<p>Understands the importance of a deliberate process of response option analysis between needs assessment and programme design, which builds on detailed analysis of coping strategies and context.</p> <p>Highlights where alternatives are available to avoid 'substitution' (or direct provision) interventions, which can better support early recovery.</p>	<p>Uses a wide range of factors to inform the selection of relief and recovery response options alongside identified needs.</p> <p>Promotes immediate relief responses which support local production, encourage local ownership, support positive coping strategies. Sees direct provision of goods and services (substitution options) as a last resort.</p>	<p>Informs and guides immediate relief interventions to incorporate early recovery thinking such that initial actions recognise people's expectations and plans, build on their self-recovery, laying the foundation for longer term recovery.</p> <p>Strikes balance between relief and recovery – achieving an appropriate mix of funding for immediate and medium-term activities, considering NS priorities and mandate, public expectations, capacity for self-recovery, and the impact on long term programming.</p>

Integrated programming <i>Ability to plan integrated multi-sectoral interventions to maximise impact on affected communities</i>	<p>Understands potential linkages between technical sectors and of cross-cutting areas with sectors. Analyses linkages and plans (or guides others to plan) interventions that link sectors.</p> <p>Advocate for community participation in assessment, design, implementation and monitoring.</p>	<p>Advocates for area-based or neighbourhood-based approaches where relevant, which integrate multiple sectoral interventions and pay attention to cross-cutting issues, and are driven by community participation.</p> <p>Ensures interventions link to long-term programming where possible.</p>	<p>Focuses on a holistic response with common objectives where possible, to accompany communities to recover. Strives to achieve balance between sector budgets and targets, considering NS priorities and benefits accruing to NS, value for money, and scope for sectoral integration. Where sectoral ‘projects’ are inevitable, ensures coherence between them.</p> <p>Seeks to link programmes to external mechanisms (e.g. social protection) to strengthen outcomes and exit.</p>
Partnerships <i>Ability to effectively collaborate and build partnerships with external actors, coordination structures and working groups across multiple thematic areas</i>	<p>Identifies key external stakeholders relevant to technical areas or roles.</p> <p>Identifies ways in which technical/sectoral functions or roles interact with other functions.</p>	<p>Seeks out external networking opportunities, and describes their potential value to RC operational goals.</p> <p>Identifies areas of synergy across thematic areas or groups internal and external to RC, seeking opportunities to add value and build sustainable outcomes.</p>	<p>Develops external opportunities into sustainable outcomes. Supports the NS as appropriate to build and lead such partnerships.</p> <p>In coordination with the NS and in alignment with Movement Principles, builds partnerships that strengthen quality outcomes for the affected population.</p>