

## **IFRC Surge Optimisation process**

**Towards a cohesive approach to community engagement and accountability in emergencies**

# **Community Engagement and Accountability (CEA) COMPETENCIES**

## **I. INTRODUCTION**

The Core Competency Framework (CF)<sup>1</sup> 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 to all surge personnel in an emergency operation. The CF will provide a shared and systematic way of recruiting, training and assessing/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 CEA Surge Delegates.

## **II. STRUCTURE OF THE CEA COMPETENCY FRAMEWORK**

There are 7 different competencies and two tiers of mastery for each competency. Every competency has a set of behavioural indicators, and each tier builds upon the indicators set out in the previous tier to reflect the progression of expertise and/or managerial responsibility.

These competencies can be developed in a progressive manner as the surge member develops skills and acquire experience in the area of CEA in emergency response operations.

Each tier of indicators builds upon the indicators specified in the previous tier, meaning the behavioural indicators at Tier 1 also apply to Tier 2 (i.e. The indicators are cumulative. Tier 2 indicators assume that Tier 1 indicators have been met). Each role requires a job profile of core and technical competencies and specific tasks.

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.

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<sup>1</sup> The Core Competency Framework and Surge optimisation documentation is available on the IFRC Fednet.

### III. TIER DEFINITIONS

The tier definitions for the CEA technical framework are as follows:

**Tier 1: (Practical/ Technical application):** Displays a practical understanding of effective day to day behaviours for this competency and able to function effectively as part of a Red Cross Red Crescent team.

**Description:**

- You are able to successfully complete tasks in this competency as requested. Help from an expert may be required from time to time, but you can usually perform the skill independently.
- Your focus is on applying and enhancing knowledge or skill. You have applied this competency to situations occasionally while needing minimal guidance to perform successfully.
- You understand and can discuss the application and implications of changes to processes, policies, and procedures in this area.

**Tier 2 (Analytical/ Applied knowledge and skills):** Displays impact for this competency by providing advice and guidance to others. Translates strategic decision into sectoral direction. 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.

**Description:**

- Focus is strategic. You've demonstrated consistent excellence in applying this competency in a number of operations and across different types of operations.
- You are considered the expert in this area within the operation/ in country.
- You provide direction and leadership in this area and lead the development of reference and resource materials for this competency.
- You are able to explain relevant issues and elements in relation to trends, reputational risk and related operational matters in sufficient detail during discussions and presentations, to foster a greater understanding among internal and external colleagues.

The tiers do not reflect an increase in technical mastery of CEA as that is to be expected of both tiers. The main distinction is rather Tier 2 is more focused on strategic coordination and positioning within the response and the wider humanitarian eco system. This includes 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.

Both tiers build on the core CEA competencies in the CF. See below:

Foundational Tier	Tier 1	Tier 2	Tier 3
<b>10. Community engagement and accountability</b> <i>Ability to shape the response based on the voice of the community and to provide information to empower communities</i>			
Describes Community Engagement and Accountability (CEA) minimum commitments, actions and good practices to ensure a community-centred response.	Integrates approaches and activities in line with minimum commitments, actions and good practices that meet the specific CEA needs in emergencies.	Guides teams in the application of minimum commitments, actions and good practices in all aspects of the operation to meet the specific engagement and accountability needs of the population and in coordination with stakeholders.	Establishes systems and procedures that ensure minimum commitments, actions and good practices are followed to enable strategic direction to be driven by community engagement and accountability.
Explains how to solicit community feedback on relevant aspects of the response, including Red Cross Red Crescent and its activities.	Collects communities' views, perceptions and feedback regularly on own area of work.		Guides implementing teams to collect community feedback to inform operational decisions.
Defines ways of using community feedback to inform internal as well as external operational decision-making.	Analyses and acts upon community feedback to make improvements to interventions in their sector or area.		Adapts operational strategy to respond to community feedback and advocates for the needs of communities with decision and policy makers.
Defines ways of providing communities with the information they need, in the way they want to receive the information.	Shares timely, actionable information with communities through the most effective channels.		

These competencies can be developed in a progressive manner as the CEA expert develops skills and acquire experience in CEA in emergency response operations.

In addition, the following core competencies from the CF have been identified as essential to the work of a CEA delegate and CEA surge personnel will be supported and assessed against those as well, namely: the Movement in the humanitarian sector, Coordination, Assessment and behavioural competencies such as Collaboration and Team work, Interpersonal communication, Cultural awareness and judgement and decision making.

Contingent on the phase of the response and based on needs identified by the operation team, CEA staff members may be deployed for supporting the surge team with specific tasks defined in the Job Description (temporary google link) (eg. Set up a feedback mechanism, create a behavioural change communication process). Their technical input should be framed by the Red Cross Red Crescent Guide to CEA ([www.ifrc.org/CEA](http://www.ifrc.org/CEA)) and CEA minimum commitments and actions (to be finalized by the end of 2018), and are responsible to put in place structures and resources for the sustainability and continuity of the task beyond their deployment period.

COMPETENCY	TIER 1: CEA officer <b>Displays a practical understanding of effective day to day behaviours for this competency and able to function effectively as part of a Red Cross Red Crescent team.</b>	TIER 2: CEA Coordinator <b>Displays impact for this competency by providing advice and guidance to others. Translates strategic decision into sectoral direction. 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.</b>
<b>1. Mainstreaming</b>  <b>Ability to define and mainstream strategic directions and coordinate approaches and activities among RCRC Movement components as well as with external partners.</b>	<ul style="list-style-type: none"> <li>&gt; Supports other sectors to ensure that CEA issues are effectively integrated into the design and implementation of relief and recovery activities in accordance with the CEA minimum commitments and actions.</li> <li>&gt; Participates in CEA inter-agency fora to ensure CEA issues are mainstreamed into humanitarian action and that community engagement efforts and programs/services are coordinated to meet the specific needs of affected people and act on their feedback.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Engages in dialogue with authorities and coordinates with CEA inter-agency and among Movement components to ensure CEA issues are mainstreamed into humanitarian action and that community participation efforts and programs/services are coordinated to meet the specific needs of affected people based on their community feedback.</li> <li>&gt; Strategizes and oversees the application of CEA approaches into multi-sectoral emergency operations to ensure that CEA issues are effectively integrated, including strategies to promote equal access and participation of persons of all gender identities, ages, disabilities and backgrounds. .</li> </ul>
<b>2. Capacity building</b>  <b>Ability to enable increased knowledge and capacity of local staff and volunteers</b>	<ul style="list-style-type: none"> <li>&gt; Understands how to assess existing CEA capacity gaps of staff and volunteers within the National Society.</li> <li>&gt; Conduct CEA related trainings or awareness sessions for staff and volunteers.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Ensures coordination of capacity building efforts across partners within the Movement and outside.</li> <li>&gt; Advises on the design and facilitation of CEA trainings particularly related to sectorial area of expertise.</li> <li>&gt; Strategizes with the NS senior management to determine long term CEA priorities and identify areas for capacity building.</li> <li>&gt; Supports the National Society to develop policies, SoPs and strategies to institutionalise CEA in the longer term.</li> </ul>

<h3>3. Community Participation</h3> <p><b>Ability to share honest, timely and accessible information with communities about who we are and what we are doing, find ways to engage them in guiding programme design and delivery, and to set up systems for responding and acting on feedback, questions and complaints.</b></p>	<ul style="list-style-type: none"> <li>&gt; Assesses and implements the most relevant and effective communication channels based on the preferences of the affected population.</li> <li>&gt; Supports the inclusion of community participation in all phases of the operation through mainstreaming different techniques and activities across sectors.</li> <li>&gt; Understands and can apply community-centered approaches and identify sensitivities and sources of vulnerabilities, including supporting the participation of people with disabilities.</li> <li>&gt; Understands existing community engagement approaches<sup>2</sup> and rolls out activities to support and enhance quality, effectiveness and expand outreach of volunteers-based activities.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Ensures continuous review of appropriate communication channels and approaches, based on feedback from affected population and regular contextual analysis of information ecosystem.</li> <li>&gt; Guides the process of ensuring vulnerabilities and special needs emerging from needs assessments are fed into emergency plans of action and sector/programme plans.</li> <li>&gt; Guides the harmonization and coordination of participation and accountability mechanisms within the Movement.</li> <li>&gt; Support processes to ensure programme staff and volunteers apply a Protection Gender and Inclusion lens to community participation activities.</li> </ul>
<h3>4. Community understanding</h3> <p><b>Ability to collect, identify and analyse the social, cultural, economic and feedback data that can inform community engagement strategies.</b></p>	<ul style="list-style-type: none"> <li>&gt; Understands and supports social science assessments and research looking at the local cultures, community dynamics, power relations and key influencers, community concerns, preferred communication channels, and risky behaviours and practices to inform activities at all stages of the response.</li> <li>&gt; Supports the setting up of community feedback systems, ensuring feedback is collected, analysed and acted upon and used to make improvements to the humanitarian response.</li> <li>&gt; Ensures community feedback systems can manage serious or sensitive complaints or feedback (i.e breach of the code of conduct, fraud and corruption and/or gender-based violence,</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Designs, plans and coordinates the rolling out of social science assessments, surveys and community consultations at all stages of the response to collect insights on many cultural and contextual factors that could help or hinder an effective response (i.e rapid Knowledge, Attitudes and Practices surveys, FGDs, doers and non-doers analysis and other surveys).</li> <li>&gt; Apply a CEA lens when analysing data and identifying gaps and trends related to community concerns, believes and feedback.</li> <li>&gt; Supports the sharing of community insights (from community feedback systems) with the appropriate agencies and authorities and coordinate integrated community engagement</li> </ul>

<sup>2</sup> Such as VCA, CBHFA, CBDRR, PASSA among others

	<p>sexual exploitation and abuse).</p> <ul style="list-style-type: none"> <li>&gt; Understands and can identify and prevent risks around the collection, storage and reporting of sensitive information and data.</li> </ul>	<p>strategies.</p>
<p><b>5. Behaviour and social change communication</b></p> <p><b>Ability to share timely, actionable and potentially life-saving information with communities quickly, efficiently and at large-scale, using systems such as SMS, social media or radio broadcasts as a precursor to working with communities to address unhealthy and unsafe practices.</b></p>	<ul style="list-style-type: none"> <li>&gt; Supports and guides the implementation of the most appropriate communication approaches to provide communities, with focus on the most vulnerable, with relevant and actionable life-saving and life-enhancing information as aid.</li> <li>&gt; Supports relevant programme/sectors to analyse existing behavioral data as well as gender/cultural barriers and develops risk communication and community engagement materials and approaches to promote behaviour change.</li> <li>&gt; Supports sectors to roll out behavioral and social change processes.</li> <li>&gt; Supports the application of innovative and participatory communication approaches that enable communities to adopt behaviors that create safer and healthier practices.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Coordinates and guides multisector behaviour and social change communication interventions within the Movement and with partners</li> </ul>

<p><b>6. Evidence-based advocacy</b></p> <p><b>Ability to understand that communities are experts on the challenges that affect them and their solutions and enable communities to speak out and make their voices heard to influence decision-makers to take action.</b></p>	<ul style="list-style-type: none"> <li>&gt; Ensures community insights and regular feedback inform advocacy actions.</li> <li>&gt; Guides teams to create spaces for communities to speak out at localized and national level</li> <li>&gt; Advocates for actions to promote dignity, access, participation and safety of specific vulnerable groups or individuals</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Defines ways in which Red Cross leadership can persuade decision makers and other opinion leaders to act in the interests of vulnerable groups and individuals based on community insights and feedback collected.</li> <li>&gt; Support internal and external advocacy strategies including actions to promote dignity, access, participation and safety of specific vulnerable groups or individuals</li> </ul>
<p><b>7. Sexual and Gender-based Violence Prevention and Response</b></p>	<ul style="list-style-type: none"> <li>&gt; Demonstrates knowledge of prevention and response to sexual and gender-based violence responsibilities within the humanitarian response and supports community engagement approaches, including protecting the confidentiality and safety of the complainant and having a clear referral pathway (in coordination with PGI and HR).</li> <li>&gt; Supports to define the most appropriate community engagement approach around prevention of sexual exploitation and abuse (PSEA) and survivor-centred approaches.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Increases understanding and ensures community engagement approaches minimize the risk of gender-based violence, sexual exploitation and abuse.</li> <li>&gt; Contributes to response wide strategy on PSEA-related complaints and feedback.</li> </ul>