CORE HUMANITARIAN COMPETENCY FRAMEWORK

SUPPORTING HUMANITARIANS TO WORK EFFECTIVELY

COMPETENCY DOMAINS	UNDERSTANDING HUMANITARIAN CONTEXTS, AND APPLYING HUMANITARIAN PRINCIPLES AND STANDARDS	ACHIEVING RESULTS	DEVELOPING AND MAINTAINING COLLABORATIVE RELATIONSHIPS	OPERATING SAFELY AND SECURELY AT ALL TIMES	MANAGING IN PRESSURED AND CHANGING ENVIRONMENT	DEMONSTRATING LEADERSHIP
OUTCOMES	Understands operating contexts, key stakeholders and practices affecting current and future humanitarian interventions	Is accountable for own work and uses resources effectively to achieve lasting results	Develops and maintains collaborative and coordinated relationships with stakeholders and staff	Operates safely and securely in pressured environment	Adapts to pressure and change to operate effectively within humanitarian contexts	Demonstrates humanitarian values and principles, and motivates others to achieve results in complex situations, independent of role, function or seniority

ALL STAFF

COMPETENCIES AND CORE BEHAVIOURS FOR ALL STAFF IN HUMANITARIAN RESPONSE, INFORMED BY SKILLS AND KNOWLEDGE

UNDERSTANDING THE HUMANITARIAN CONTEXT

> Demonstrates understanding of phases of humanitarian response, including preparedness and contingency, disaster risk reduction, response and recovery

> Applies understanding of political and cultural context and underlying causes of humanitarian crisis

> Demonstrates understanding of gender, diversity and inclusion dimensions of humanitarian situations

> Takes into account needs, skills, capacities and experience of crisis-affected people and applies these in the response

ENSURING PROGRAMME QUALITY AND IMPACT

> Demonstrates understanding of project cycle management

> Actively participates in design and implementation of effective projects and programmes

> Maintains focus on delivery of timely and appropriate results using available resources

WORKING ACCOUNTABLY

> Answers to crisis-affected people for actions and decisions

> Collects, analyses and disseminates relevant and useful information and feedback from crisis-affected people and other stakeholders without raising expectations

LISTENING AND CREATING DIALOGUE

> Actively listens to new and different perspectives and experiences of crisis-affected people, stakeholders and team members

> Establishes and maintains clear dialogue with crisis-affected people and other stakeholders

WORKING WITH OTHERS

> Contributes positively in team to achieve programme objectives

> Displays empathy, respect and compassion towards crisis-affected population

> Communicates regularly and responsibly, using suitable channels and technologies with consistent messaging

MINIMISING RISK TO CRISIS-AFFECTED PEOPLE, PARTNERS AND STAKEHOLDERS

> Pays attention to safety of crisis-affected people and other key stakeholders

> Identifies and communicates risks and threats, and mitigates these for self and organisation

> Takes measures to do no harm and to minimise risks for partners and crisis-affected people

MANAGING PERSONAL SAFETY AND SECURITY

> Builds and sustains acceptance for work in line with humanitarian principles and standards

> Recognises different vulnerabilities: reduces vulnerability by complying with safety and security protocols set by organisation, and adapts them to local context

ADAPTING AND COPING

> Remains focused on objectives and goals in a rapidly changing environment

> Adapts calmly to changing situations and constraints

> Recognises personal stress and takes steps to reduce it

> Remains constructive and positive under stress to be able to tolerate difficult and challenging environments

MAINTAINING PROFESSIONALISM

> Takes responsibility for own work and its impact on others

> Plans, prioritises and performs tasks well under pressure

> Maintains ethical and professional behaviour in accordance with relevant Codes of Conduct

SELF-AWARENESS

> Shows awareness of strengths and limitations and impact on others

> Demonstrates understanding of skills and how they complement those of others to build team effectiveness

> Seeks and reflects on feedback to improve performance

MOTIVATING AND INFLUENCING OTHERS

> Communicates humanitarian values and encourages others to share them

> Inspires confidence in others

> Speaks out clearly for organisational beliefs and values

> Demonstrates active listening to encourage team collaboration

> Influences others positively to achieve programme goals

COMPETENCIES AND CORE BEHAVIOURS

APPLYING HUMANITARIAN STANDARDS AND PRINCIPLES

> Ensures that programme goals, activities and staff behaviour uphold key national and international humanitarian frameworks, standards, principles and codes to which organisation has committed

> Uses power responsibly, in line with accountability principles and standards

> Demonstrates understanding of own, organisation's and others' role within humanitarian system

> Demonstrates understanding of coordination mechanisms

MAKING DECISIONS

> Demonstrates flexibility in situations of rapid change and varying cultural contexts, always informed by focus on crisis-affected people

> Demonstrates understanding of when a decision can be taken and when to involve others

> Considers wider impact of decisions in order to achieve results

> Integrates planning and delegation when making decision

> Actively participates in networks to access and contribute to good practice

> Challenges decisions and behaviour which breach International Red Cross and Red Crescent and NGOs'/individual agencies' Codes of Conduct

> Champions importance of safety and keeps safety of colleagues and team members in mind at all times

> Demonstrates personal integrity by using one's position responsibly and fairly

> Shows awareness of internal and external influences that affect performance

CRITICAL JUDGEMENT

> Analyses and exercises judgment in challenging situations in absence of specific guidance

> Demonstrates initiative and suggests creative improvements and better ways of working

> Demonstrates tenacity to achieve results

MANAGERS

ADDITIONAL BEHAVIOURS FOR MANAGERS IN HUMANITARIAN RESPONSE, INFORMED BY SKILLS AND KNOWLEDGE

UNDERSTANDING THE HUMANITARIAN CONTEXT

> Assesses and analyses key issues and formulates actions to respond to them

> Commits organisation to gender, diversity and inclusion dimensions

APPLYING HUMANITARIAN STANDARDS AND PRINCIPLES

> Participates in development of organisational response based on understanding of operating context

> Respects International Humanitarian Law and relevant treaties

> Actively participates in disaster coordination and interagency cooperation based on clear understanding of organisation's perspective and approach

> Promotes and ensures compliance of humanitarian standards and principles that govern behaviour of staff

ENSURING PROGRAMME QUALITY AND IMPACT

> Sets standards in work and follows agreed operating procedures

> Clarifies roles and responsibilities within team to maximise impact

> Proactively collaborates with stakeholders to avoid duplication and maximise resources

> Regularly provides feedback and information to achieve improved results

> Documents lessons learned and applies them to future projects

> Promotes responsible use of latest innovation and technology to deliver results

WORKING ACCOUNTABLY

> Establishes meaningful processes through which crisis-affected people can participate in response and share expectations and concerns

> Ensures efficient and transparent use of resources in accordance with internal control mechanisms

LISTENING AND CREATING DIALOGUES

> Ensures feedback from crisis-affected people, partners and other stakeholders is incorporated in programme design, implementation and learning

WORKING WITH OTHERS

> Establishes clear objectives with teams and individuals

> Monitors work progress and individual performance

> Establishes agreed long-distance work schemes with partners and staff

> Works with team to build trust with communities and stakeholders

> Fosters collaborative, transparent and accountable relationships with partners to formalise and implement agreements

> Uses negotiation and conflict resolution skills to support positive outcomes

MINIMISING RISK TO CRISIS-AFFECTED PEOPLE, PARTNERS AND STAKEHOLDERS

> Undertakes effective risk assessments with crisis-affected people and partners

> Demonstrates understanding of wider UN/NGO security coordination and how organisation participates in those mechanisms

> Prioritises and commits resources for safety and security

> Develops contingency plans and implements responsible exit strategy

MANAGING PERSONAL SAFETY AND SECURITY

> Monitors security risks and ensures organisational protocols are understood and consistently followed by staff

> Takes appropriate action and provides direction and support to team members in the event of a crisis

ADAPTING AND COPING

> Helps others to recognise and manage stress by modelling appropriate self-care and prioritising workload

> Promotes well-being and 'duty of care' culture

MAINTAINING PROFESSIONALISM

> Sets realistic deadlines and goals

> Enables others to carry out their roles and responsibilities

> Monitors commitments and actions transparently

> Takes time to learn from experience and feedback and apply lessons learned in new situations

MOTIVATING AND INFLUENCING OTHERS

> Inspires others by clearly articulating and demonstrating values, core purpose and principles that underpin humanitarian work

> Provides regular and ongoing informal and formal feedback

> Recognises contribution of others

> Adapts leadership style to time frame and changing situation

CRITICAL JUDGEMENT

> Maintains broad strategic perspective and awareness of detail of situation

> Acts decisively and adapts plans quickly to respond to emerging situations and changing environments

> Takes informed and calculated risks to improve performance