Core Humanitarian Competencies Framework

Keeping crisis-affected people at the centre of what we do

**Competency Domains**

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<th>Understanding humanitarian contexts and applying humanitarian principles</th>
<th>Achieving results</th>
<th>Developing and maintaining collaborative relationships</th>
<th>Operating safely and securely at all times</th>
<th>Managing yourself in a pressured and changing environment</th>
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<td><strong>Outcomes</strong></td>
<td><strong>Understanding operating contexts, key stakeholders and practices affecting current and future humanitarian interventions</strong></td>
<td>Be accountable for your work and use resources effectively to achieve lasting results</td>
<td>Develop and maintain collaborative and coordinated relationships with stakeholders and staff</td>
<td>Operate safely and securely in a pressured environment</td>
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**Competencies and Core Behaviours for all staff in humanitarian response, informed by skills and knowledge**

- **Understanding the humanitarian context**
  - Demonstrate understanding of the phases of humanitarian response including preparedness and contingency, Disaster Risk Reduction, reduction, recovery and resilience.
  - Apply understanding of the political and social context and underlying causes of the humanitarian crisis.
  - Demonstrate understanding of the gender and diversity dimensions of humanitarian situations.
  - Take into account the needs, skills, capacities and experience of crisis-affected people and apply these in the response.

- **Applying humanitarian standards and principles**
  - Ensure that programme goals, activities and staff behaviour uphold key national and international humanitarian frameworks, standards, principles and codes which your organisation has endorsed.
  - Use your power responsibly, in line with accountability principles and standards.
  - Demonstrate understanding of your role and that of your organisation and others within the humanitarian system.
  - Demonstrate an understanding of coordination mechanisms.

- **Ensuring programme quality and impact**
  - Demonstrate understanding of agency project cycle management.
  - Actively participate in the design and implementation of effective projects and programmes.
  - Maintain focus on delivery of timely and appropriate results using available resources.

- **Making decisions**
  - Demonstrate flexibility to adapt in situations of rapid change, always informed by a focus on crisis-affected people.
  - Demonstrate understanding of when a decision can be taken and when to involve others.
  - Consider the wider impact of your decisions in order to achieve results.

- **Working accountably**
  - Be answerable to crisis-affected people for your actions and decisions.
  - Collect, analyse and disseminate relevant and useful information and feedback with crisis-affected people and other stakeholders.

- **Listening and creating dialogue**
  - Actively listen to new and different perspectives and experiences of crisis-affected people, stakeholders and team members.
  - Establish and maintain clear dialogue with crisis-affected people or other stakeholders.

- **Working with others**
  - Contribute positively in the team to achieve programme objectives.
  - Share useful information and knowledge with colleagues, partners and crisis-affected people as and when appropriate.
  - Actively participate in networks to access and contribute to good practice.
  - Challenge decisions and behaviour which breach the International Red Cross and Red Crescent and NGOs’ individual agency Codes of Conduct.

- **Minimising risk to communities, partners and stakeholders**
  - Pay attention to the safety of crisis-affected people and other key stakeholders identify and communicate risk and threats and mitigate these for you and your agency.
  - Take measures to ‘do no harm’ and to minimise risks for your partners and the crisis-affected people you work with.

- **Managing personal safety and security**
  - Build and sustain acceptance for your work in line with humanitarian principles and standards.
  - Reduce vulnerability by complying with safety and security protocols set by your organisation and adapt them to the local context.
  - Champion the importance of safety and keep the safety of colleagues and team members in mind at all times.

- **Adapting and coping**
  - Remain focused on your objectives and goals in a rapidly changing environment.
  - Adapt calmly to changing situations and constraints.
  - Recognise personal stress and take steps to reduce it.
  - Remain constructive and positive under stress to be able to tolerate difficult and challenging environments.

- **Self-awareness**
  - Show awareness of your own strengths and limitations and their impact on others.
  - Demonstrate understanding of your skills and how you complement those of others to build team effectiveness.
  - Seek and reflect on feedback to improve your performance.

- **Motivating and influencing others**
  - Communicate humanitarian values and encourage others to share them.
  - Inspire confidence in others.
  - Speak out clearly for organisational beliefs and values.
  - Demonstrate active listening to encourage team collaboration.
  - Influence others positively to achieve programme goals.

- **Critical judgement**
  - Analyse and exercise judgment in challenging situations in the absence of specific guidance.
  - Demonstrate initiative and suggest creative improvements and better ways of working.
  - Demonstrate tenacity to achieve results.

**Additional Behaviours for 1st level line managers in humanitarian response, informed by skills and knowledge**

- **Understanding the humanitarian context**
  - Assess and analyse key issues in the humanitarian situation and for actions to respond to them.

- **Applying humanitarian standards and principles**
  - Participate in the development and operationalisation of an organisational response based on an understanding of the humanitarian context.
  - Respect International humanitarian law and relevant treaties.
  - Actively participate in disaster coordination and interagency cooperation, based on a clear understanding of your organisation’s perspective and approach.

- **Ensuring programme quality and impact**
  - Set standards in your work and follow agreed operating procedures.
  - Clarify roles and responsibilities within your team to maximise impact.
  - Collaborate with stakeholders to avoid duplication and maximise resources.
  - Regularly provide feedback and information to achieve improved results.
  - Document lessons learned and apply them to future projects.

- **Working accountably**
  - Establish processes through which crisis-affected people can participate in the response and share their expectations and concerns.
  - Ensure efficient and transparent use of resources in accordance with internal controls.

- **Listening and creating dialogue**
  - Ensure feedback from crisis-affected people, partners and other stakeholders is incorporated into programme design, implementation and learning.

- **Working with others**
  - Establish clear objectives with teams and individuals.
  - Monitor work progress and individual performance.
  - Establish agreed ways of working at a distance with partners and staff.
  - Work with your team to build trust with communities and stakeholders.
  - Foster collaborative, transparent and accountable relationships through partners to formalise and implement partnering agreements.
  - Use negotiation and conflict resolution skills to support positive outcomes.

- **Minimising risk to communities, partners and stakeholders**
  - Undertake effective risk assessments with crisis-affected people and partners.
  - Demonstrate an understanding of wider UN system coordination and how your organisation participates in these mechanisms.
  - Develop contingency plans.

- **Managing personal safety and security**
  - Monitor security risks and ensure organisational protocols are understood and consistently followed by staff.
  - Take appropriate action and provide direction and support to team members in the event of a crisis.

- **Adapting and coping**
  - Help others to recognise and manage their own stress and prioritise their workload.
  - Promote well-being and a ‘duty of care’ culture.

- **Motivating and influencing others**
  - Inspire others by clearly articulating and demonstrating the values, core purpose and principles that underpin humanitarian work.
  - Provide regular and ongoing informal and formal feedback.
  - Recognise the contribution of others.
  - Adapt leadership style to carry out the team’s role and responsibilities.
  - Maintain commitment and actions transparently.
  - Take time to learn from experience and feedback and apply the learning in new situations.

- **Critical judgement**
  - Maintain consciousness and strategic perspective at the same time as an awareness of the detail of a situation.
  - Act decisively and adapt plans quickly to respond to emerging situations and changing environments.
  - Take informed and calculated risks to improve performance.