Core Humanitarian Competencies Framework

Keeping disaster and conflict affected people at the centre of what we do

Competencies	Understanding of humanitarian contexts and application of humanitarian principles *Key issues and practices impacting current and future humanitarian interventions*	Achieving results effectively *Behaviours to use resources efficiently and effectively to achieve results, considering the need for speed, scale and quality*	Developing and maintaining collaborative relationships *Behaviours to develop and maintain collaborative, coordinated relationships at times of heightened complexity and risk*	Operating safely and securely in a humanitarian response *Behaviours required to take responsibility to operate safely in a pressured environment*	Managing yourself in a pressured and changing environment *Essential personal behaviours required to operate effectively within a humanitarian context*	Leadership in humanitarian response *Seeing the overall goal within the changing context and taking responsibility to motivate others to work towards it, independent of one's role, function or seniority.*
Core Behaviours for all staff in humanitarian response, informed by skills and knowledge	**The humanitarian context** Demonstrate understanding of phases of humanitarian response including preparedness and contingency, DRR, response and recovery Apply understanding of the political and cultural context and underlying causes of the humanitarian crisis Demonstrate understanding of the gender and diversity dimensions of humanitarian situations Keep vulnerable people at the centre of the humanitarian response **Applying humanitarian standards / principles** Ensure that programme goals and activities uphold the principles of the key national and international humanitarian frameworks, codes and commitments under which humanitarian organisations operate Demonstrate understanding of your role and that of your organisation and others within the humanitarian system	**Programme quality** Demonstrate understanding of agency project cycle management Participate in the design and implementation of effective projects and programmes **Accountability** Collect, analyse and disseminate information to and from communities and other stakeholders Demonstrate accountability to partners and disaster and conflict affected people and communities **Decision making** Demonstrate flexibility to adapt plans and make decisions in rapidly changing environments Demonstrate understanding of when a decision can be taken and when to involve others Consider the wider impact of the decisions you make in your work to achieve positive results **Impact** Maintain focus on delivery of timely and appropriate results using available resources	**Listening & dialogue** Actively listen to different perspectives and experiences of stakeholders Establish and maintain clear communication and dialogue with disaster and conflict affected people and other stakeholders **Working with others** Contribute positively in the team to achieve programme objectives Share appropriate information and knowledge with colleagues and partners as and when appropriate Actively participate in networks to access and contribute to good practice Challenge decisions and behaviour which breach the ICRC/NGO and individual agency Codes of Conduct	**Security context and analysis** Identify and communicate risk and threats and minimise these for you and your agency **Personal safety & security** Build and maintain a reputation in line with humanitarian standards and acceptance for your work Take appropriate, coordinated and consistent action to handle situations of personal risk and situations of risk for others Reduce vulnerability by complying with safety and security protocols set by your organisation and contextualise appropriately to local scenarios Champion the importance of safety and keep the safety of colleagues and team members in mind at all times **Minimising risk to communities and partners** Take measures to do no harm and to minimise risks for your partners and the communities you work with	**Resilience** Recognise stress and take steps to reduce it Remain constructive and positive under stress to be able to tolerate difficult and sometimes threatening environments Remain focused on your objectives and goal in a rapidly changing environment Able to adapt to changing situations Keep yourself emotionally stable when helping others **Maintaining professionalism** Take responsibility for your own work and for the impact of your actions Plan, prioritise and perform tasks well under pressure Maintain ethical and professional behaviour in accordance with relevant codes of conduct Demonstrate personal integrity by using one's position responsibly and fairly	**Self-awareness** Show awareness of your own strengths and limitations and their impact on others Demonstrate understanding of your skills and how they complement those of others to support team effectiveness Seek and reflect on feedback to improve your performance **Motivating and influencing others** Communicate humanitarian values and motivate others towards 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 new situations in the absence of specific guidance. Demonstrate initiative and ingenuity

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Competencies

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

*as defined in report

Understanding of humanitarian contexts and application of humanitarian principles	Achieving results effectively	Developing and maintaining collaborative relationships	Operating safely and securely in a humanitarian response	Managing yourself in a pressured and changing environment	Leadership in humanitarian response
The humanitarian context Able to assess and analyse key issues in the humanitarian situation and formulate actions around them **Applying humanitarian standards / principles** Participate in the development of an organisational response based on an understanding of the contexts Actively engage in disaster coordination mechanisms and interagency cooperation from an understanding of your agency's perspective and approach. Integrate beneficiary accountability principles into your approach Demonstrate an understanding of coordination mechanisms	**Programme Quality** Set standards in your work and follow agreed procedures of work Document lessons learned and apply them to future projects **Accountability** Ensure efficient and transparent use of resources in accordance with internal controls Establish community engagement mechanisms **Impact** Clarify roles and responsibilities within your team to maximise impact Continuously provide feedback and updates to achieve improved results Coordinate with stakeholders to avoid duplication and maximise resources	**Listening & dialogue** Ensure beneficiary and partner feedback is incorporated into programme design, planning and learning **Working with others** Establish clear objectives with teams and individuals and monitor progress and performance Establish agreed ways of working at a distance with partners and staff Work with your team to build trust with partners, communities and stakeholders Foster collaborative, transparent and accountable relationships through partners to formalise and operationalise partnering agreements Use negotiation and conflict resolution skills to support positive outcomes	**Security context and analysis** Demonstrate an understanding of wider UN/NGO security co-ordination and how your organisation can benefit from, and contribute to, those mechanisms Undertake effective risk assessments and develop contingency plans **Personal safety & security** Monitor security risks and ensure organisational protocols are consistently followed by staff Take appropriate action and provide appropriate direction and support to team members in the event of a critical incident **Minimising risk to communities and partners** Undertake effective risk assessments with communities and partners	**Resilience** Help team members to practise stress management through prioritisation of workloads and modelling of appropriate self care **Maintaining professionalism** Set realistic deadlines and goals Facilitate others to carry out their roles and responsibilities Make time to learn from experience and feedback, and apply the lessons to a new situation Be aware of internal and external pressures and how they might impact your effectiveness	**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 to recognise the contribution of others Adapt leadership approach to the situation **Critical judgment** Maintain simultaneously a broad strategic perspective and awareness of the detail of a situation Adapt plans quickly in response to emerging situations and changing environments Take calculated risks to improve performance Able to act decisively and quickly Demonstrate tenacity to achieve solutions Address difficult situations and make tough decisions confidently and calmly Suggest creative improvements and different ways of working

Leadership Behaviour Framework for Humanitarian Response

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	Self-awareness	Motivation and influence	Critical judgement and decision making
Key characteristics of humanitarian response programmes	1. Large programmes, resources, team management and large budgets and cash flow 2. Fast moving & pressured working environments, including 24-hour programme support 3. Complexity (security, political, social, economic, government, media, organisational profile) 4. Large amount of internal/external communication, advocacy and lobbying 5. Significant increase in internal pressure and demand for information		
	Self-awareness Self Awareness, Commitment to personal development *Our people are self aware and their drive for achievement is aligned to codes of conduct and anchored by integrity and humanitarian values*	**Motivation and influence** Relationship building, Communication, Develop individuals and teams *Our people are known for their ability to communicate effectively and to build excellent collaborative relationships*	**Critical judgement and decision making** Problem analysis, judgment, handling ambiguity and decision making *Our people excel in taking decisive action to achieve goals in times of uncertainty and in fluid contexts*
Core leadership behaviours for all staff in humanitarian response	• Show awareness of your own strengths and limitations and their impact on others • Plan, prioritise and perform tasks well under pressure • Demonstrate understanding of your skills and how they complement those of others within the team to build overall effectiveness. • Keep yourself emotionally stable when helping others • Seek and reflect on feedback to improve yourself and your performance. • Take responsibility for your own work and impact of your actions	• Communicate humanitarian values and motivate others towards them • Demonstrate accountability to partners and disaster and conflict affected people and communities • Demonstrate a commitment to humanitarian principles • 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	• Able to adapt to changing situations • Analyse and exercise judgment in new situations in the absence of specific guidance • Demonstrate initiative and ingenuity • Demonstrate tenacity to achieve solutions • Address difficult situations and make tough decisions confidently and calmly • Suggest creative improvements and different ways of working
Additional leadership behaviours for 1st level line managers* in humanitarian response *as defined in report	*Self-awareness is core behaviour for all staff.*	• Inspire others by clearly articulating and demonstrating the values, core purpose and principles that underpin humanitarian work • Work with your team to build trust with partners, communities and stakeholders. • Provide regular and ongoing informal and formal feedback to recognise the contribution of others • Use negotiation and conflict resolution skills to support positive outcomes • Adapt leadership approach to the situation	• Able to assess and analyse key issues in the humanitarian situation and formulate actions around them • Make time to learn from experience and feedback and apply the lessons to a new situation • Maintain simultaneously a broad strategic perspective and awareness of the detail • Adapt plans quickly in response to emerging situations and changing environments • Take calculated risks to improve performance • Able to act decisively and quickly

The Leadership Behaviour Framework has been integrated fully into the Core Humanitarian Competencies Framework. However, it was thought useful to have a separate leadership framework for agencies interested in focusing on leadership development.