



Core Competency Framework for Surge Personnel

Surge Optimisation

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 International Federation
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Core Competency Framework for Surge Personnel

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Foreword

Dear colleagues,

Natural disasters affect millions of people every year, and National Societies of the International Red Cross and Red Crescent Movement are at the forefront of the response to these, often deploying surge personnel.

Improving our accountability and deploying the right person with the needed competencies in the field is critical for National Societies of the International Red Cross and Red Crescent Movement.

Following a comprehensive review of the IFRC surge personnel and asset system, the 'Surge Optimisation' implemented several transformative changes to the way IFRC is coordinating deployment of international surge personnel and assets to emergencies. The aim is a system facilitating competency-based deployments, as local as possible and as international as required. This helps to facilitate equal access to surge rosters independent of nationality and based on skills and competencies of the responders rather than available resources of the responders' National Society.

It is my great pleasure to introduce this new IFRC Competency Framework for Surge Personnel inclusive of the Introductory Guide.

This framework provides a consistent and competency-based approach to the recruitment, selection, performance management, and learning and development of surge personnel across the Red Cross Red Crescent Movement. It sets out the behaviours, skills and knowledge expected from all our surge personnel responding to all levels of an operation, applied equally to all surge personnel, to ensure the right person is deployed to the right place at the right time.

As part of the Surge Optimisation process, I trust this fundamental tool will be used extensively in a shared approach going forward aiming to reach 'Operational Excellence'.

Jagan Chapagain,
*Under Secretary General
Programme and Operations*



Surge Principles

Surge Optimisation is striving for operational excellence in crisis and disaster response through a joint effort, embedded in the Movement's framework and the broader humanitarian environment. It harmonizes current regional and global tools. It is guided by overarching Surge Principles:

1. The Surge mechanism is part of a wider response system. It **is accountable, fit for purpose**, able to **deploy the right people and services to the right place at the right time, as local as possible, as global as necessary**.
2. Staff and volunteers have **equal access** to joining **Surge networks**. Members of Surge networks have equal access to **deployment based on competences** and availability. There are equitable **opportunities for progression** within the Surge mechanism, **based on merit**.
3. **Roles, responsibilities and procedures are clear, transparent, known**, held in common and **adhered to**.
4. The Surge mechanism contributes to capacity building and **support** existing **disaster preparedness initiatives**.
5. Stakeholders commit to **working together** towards operational excellence where not achieved. The Surge mechanism will **monitor quality, learn and optimise**.



Background

The multilateral nature of the Surge Response System – people from all parts of the Red Cross Red Crescent Movement working together to respond to emergencies – means that there is a need for a consistent framework for recruitment, development and performance management of surge personnel, to guarantee that the right people are deployed to the right place and at the right time.

The absence of a consistent approach has led to a number of challenges:

- **Inconsistency of surge personnel profiles deployed in similar roles**
- **Difficulty for National Societies to populate and maintain their surge rosters**
- **Challenging evaluation of surge personnel performance by surge team leaders**
- **Inconsistent tracking of surge personnel performance**
- **Overlapping and unfocused training/development strategies for surge rosters' members across National Societies**

In order to address these challenges, a Core Competency Framework for Surge Personnel has been developed as the underlying tool to be used for a consistent and competency-based approach to recruitment, selection, performance management, and learning and development of surge personnel across the Red Cross Red Crescent Movement. The practical use of the Core Competency Framework is aimed at ensuring equal access for all surge personnel, based on a framework of implementing, coordinating and leadership competencies.

The Core Competency Framework has been developed and agreed collaboratively with a wide range of stakeholders within the Movement as part of the Surge Optimisation process – and has been derived from looking at the existing competency frameworks of the IFRC (particularly the IFRC Emergency Team Leader Competency Framework), as well as those of other National Societies, DFID humanitarian competencies and the Start Network Core Humanitarian Competencies. It has taken lessons from all these frameworks but has been developed specifically for Red Cross Red Crescent surge personnel.

The Core Competency Framework will be used for everyone being deployed into a surge response and it sets out the behaviours, skills and knowledge required by all surge personnel at all levels of a response operation and applies equally to all surge personnel.



The Core Competency Framework – Definitions and Structure

What is a competency?

A competency defines behavior, knowledge and skills; it describes how work is to be done. It differs from objectives, which indicate what must be done, and activities that need to be completed.

Structure of the Core Competency Framework

The Core Competency Framework is structured as follows (explained in detail below):

	Foundational Tier	Tier 1	Tier 2	Tier 3
Name of competency	Behavioural indicators	Behavioural indicators	Behavioural indicators	Behavioural indicators
Definition of each competency (The ability to...)	(What behaviours is the person expected to demonstrate?)	(What behaviours is the person expected to demonstrate?)	(What behaviours is the person expected to demonstrate?)	(What behaviours is the person expected to demonstrate?)

The Core Competencies

There are twenty competencies in the framework, and these can be grouped into four broad categories:

1. **Red Cross Red Crescent competencies**
2. **Operational competencies**
3. **Cross-Cutting competencies**
4. **Behavioural competencies**

All twenty core competencies are applicable to every surge role, regardless of their position in the operation. However, each competency is divided into four different tiers and the tier required for each competency will be different depending on the position. The Core Competency Framework covers a number of operational delivery competencies that are also technical, such as assessment, safety and security, and community engagement and accountability. This is because to operate effectively in a surge role, one requires an understanding of every aspect of operational delivery, regardless of one's specialisation.

Tier Definitions

There are four tiers of competency, each with a set of indicators, and each tier builds upon the indicators set out in the previous tier. In other words, the Tier 2 competencies assume that all the Tier 1 competencies have been met and Tier 3 assumes all of Tier 1 and Tier 2 have been met. The tier definitions are as follows:

- **Foundational tier:** Foundational knowledge needed to build a deployable level of competency in this area.
- **Tier 1:** 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.

- **Tier 2:** Displays impact for this competency by providing advice and guidance to others within a defined scope. Translates strategic decision into sectoral direction.
- **Tier 3:** Models the behaviours and creates an environment which enables these behaviours to be displayed. Operates at a strategic, multi-sectoral level in a response of any magnitude.

Shelter Cluster Coordination

The Shelter Cluster leadership roles entail partnerships and relationships outside the Red Cross Red Crescent Movement. As such, when related to the Shelter Cluster roles, references to the National Society and/or the Movement can alternatively or additionally be interpreted as referring to the Government and/or other humanitarian agencies in the context of the Shelter Cluster role. Equally, the Shelter Cluster function is primarily a coordination function, not an operational one. Therefore, references to operations, operational capacity or strategies, Plan of Action and the like could at times be interpreted as referring to coordination and Shelter Sector Strategy instead, in the conduct of IFRC Shelter Cluster responsibilities. Finally, references to integrated and multi-sectoral operations or Plan of Action must be understood as a Humanitarian System-Wide Shelter Sector Strategy that considers the relationships and interoperability with other sectors and areas of humanitarian response.

Indicative roles for each tier:

The tier levels required for each competency will be defined in the Role Profiles. The tier level required will depend on the requirements of the specific role for example, a Hygiene Promoter is an implementing role with a specific technical focus, therefore most of the core competencies will be required at a Tier 1 level, however due to the specificities of the role they may require Cultural Awareness and Community Engagement and Accountability at a Tier 2 level. There are no indicative roles at the foundational tier as this tier refers to foundational knowledge necessary to develop competencies in the specific domains.

	Tier 1	Tier 2	Tier 3
INDICATIVE ROLE	Implementation (Officer level) Sanitation Officer, Procurement Officer, Medical Doctor	Coordination (Coordinator level) WaSH Coordinator, Logistics Coordinator, Medical Coordinator	Leadership (Leadership level) Head of Emergency Operations, Operations Manager
INDICATIVE FUNCTION	Purely technical function within a team. Technical expert, someone involved directly in implementation.	Manages a team within a single geographical or sectoral scope. Coordination and strategic responsibilities.	Leadership surge role in a large or complex operation; works at the strategic level with National Societies, external partners and affected communities.
INDICATIVE SKILLS AND EXPERIENCE	Field experience; technical expertise, implementing level of skills and knowledge.	Field experience; managerial experience; coordination skills.	Field experience; extensive managerial experience, experience of capacity building and coaching.
CORE AND TECHNICAL COMPETENCIES ACROSS THE TIERS	For role profiles at this level, the majority of Core Competencies will be at tier 1, while the technical competencies can vary, depending on the role profile.	For role profiles at this level, the majority of Core Competencies will be at tier 2, while the technical competencies can vary, depending on the role profile.	For role profiles at this level, the majority of Core Competencies will be at tier 3.

	Tier 1	Tier 2	Tier 3
CORE AND TECHNICAL COMPETENCIES ACROSS THE TIERS (CONTINUED)	For example, a Procurement officer may require most Core Competencies at tier 1, while some of the technical competencies may be at a higher tier than for a Logistics Coordinator.	For example, a Medical coordinator will require most Core Competencies at tier 2, while some of the technical competencies may be at a lower level than for a Medical Doctor.	There are currently no technical competency frameworks for the leadership roles, provided the focus of role profiles at this level is to lead others, not being a technical expert.

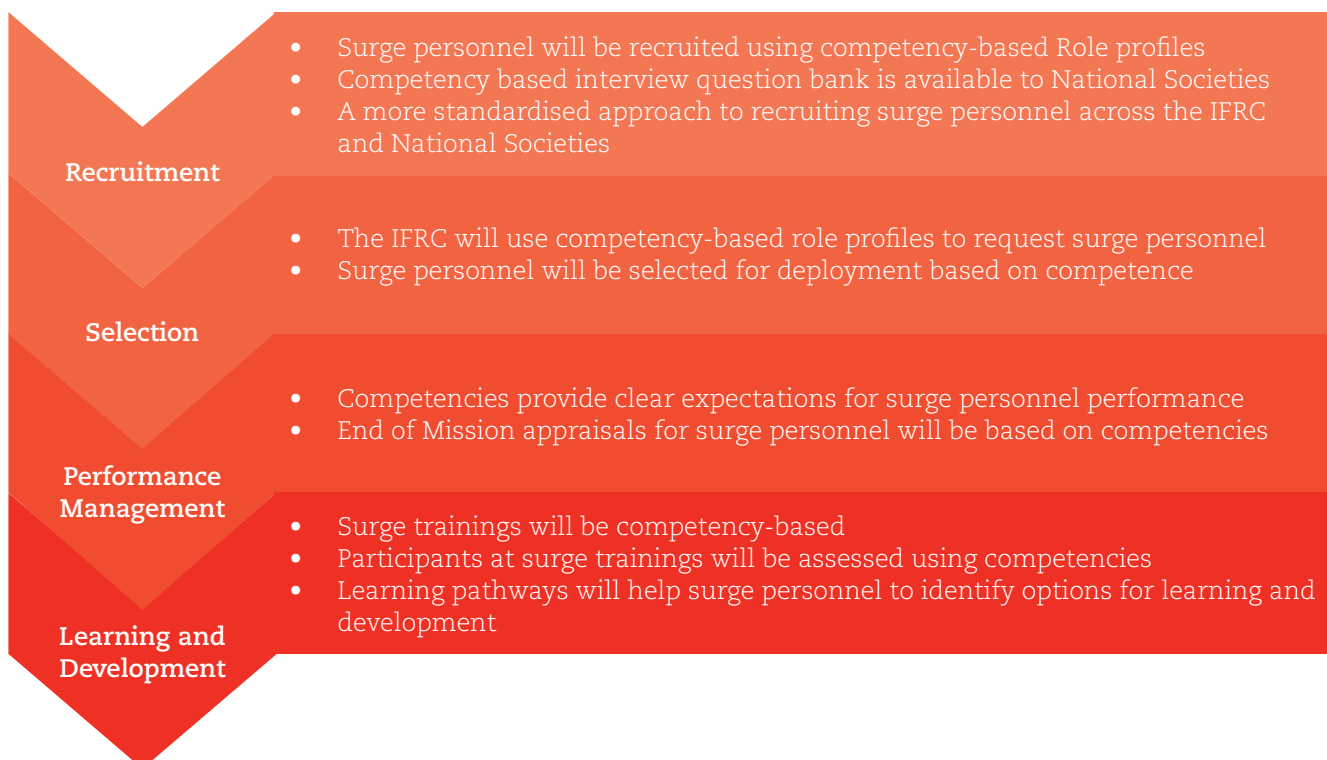
The Core Competency Framework for Surge Personnel and the Competency-based Approach

The Core Competency Framework should not be used as a stand-alone document. As part of the Surge Optimisation process, tools; templates, guidelines and tools have been developed to facilitate and harmonise the practical use of the Core Competency Framework for Surge Personnel and a competency-based approach in general, when recruiting, selecting, appraising and developing surge personnel. These tools were developed in consultation with relevant Movement stakeholders. Examples of tools that were developed are:

- **Standardised Role Profiles (see section below)**
- **Competency-based question bank to be used for recruitment**
- **Online self-assessment tool allowing individuals to assess themselves against the Core Competencies**
- **Updated End of Mission appraisals that include a section for assessing Core Competencies**
- **Updated Selection Matrix to be used when deciding who to deploy**

The responsibility of using the Core Competency Framework is not limited to only IFRC or National Society Human Resources staff, but it is also to be used by surge managers, learning and development staff, and other individuals involved in the recruitment, development and performance management of surge personnel.

The competency-based approach can be summarised in the following way:



Role profiles

As part of the Surge Optimisation process, standardised Role Profiles are being developed for all surge personnel positions. Each Role Profile will consist of the combination of technical and core competencies required to carry out a specific role in a surge response, whether deployed nationally, regionally or at a global level.

The Role Profile consists of four components:

1. **Role (a description of the job to be carried out)**
2. **Profile (formal requirements of education, experience, language etc.)**
3. **Core Competencies (indicating the required tier for each of the Core Competencies)**
4. **Technical Competencies (see section below)**

Technical Competencies

As part of the Surge Optimisation process sectors have been supported in developing technical competency frameworks for their technical area. Current technical frameworks vary, but many also use tiers or levels of competency. Sectors where there are relatively few roles, e.g. Human Resources, Migration or Security, may choose not to develop a technical competency framework and simply describe within the Role Profile the technical competencies that are required for that particular role.

Recruitment and Selection of Surge Personnel

All parts of the Movement offering surge personnel will be expected to recruit and manage their surge personnel based on the agreed Role Profiles, i.e. to select personnel against the core and technical competencies listed for that role. The same applies for the IFRC when selecting the final candidates to be deployed. This will allow us to:

- **Provide a complete picture of the job requirements**
- **Increase the likelihood of selecting individuals who are likely to succeed in the job**
- **Enable a more systematic and valid selection process**

Typically, it is not possible during one single recruitment activity (interview) to properly assess all the required competencies – so only a selection of the most important competencies is used during each specific part of the assessment. This does not mean that the individual does not need all the competencies to perform effectively in the role; it simply means that only a few are being assessed during the interview. A series of selection activities, up to and including some training activities, can be used to assess the competencies. Selection activities, therefore, will need to be designed in a holistic manner to ensure that all competencies are assessed at some point, and that key competencies are assessed by more than one means. This will increase the robustness of the selection process.

It is also possible to validate any competencies which either were not assessed initially or were not at the required level later, through completion of certain training courses and through performance appraisal during deployment.

How to Request and Select Surge Personnel for Deployment

Once surge personnel have been recruited, they will be available on registers held by National Societies, IFRC Geneva, or IFRC Regional Offices. In the event of an emergency response, the Role Profiles that are required for a response will be requested from the National Societies and/or IFRC offices that hold personnel on their registers that meet this Role Profile, i.e. have the necessary competencies. This will allow for more clarity in what is requested, provided, the request sent out will have one or more Role Profiles attached.

As stated in the previous sections; tools, templates and guidelines on how to do this in practice are under development and will be shared with National Societies and IFRC offices currently holding surge personnel registers, for consultation.

Performance Management and Appraisal

The Core Competency Framework and the standardised Role Profiles clearly set out what knowledge, skills and behaviours are required to perform effectively in a surge response operation. End of Mission appraisals for surge personnel are based on competencies: both core and technical. This clarifies expectations for both personnel and managers and gives a clear framework for managing personnel with more objective definitions of what good performance looks like. It improves performance management because it:

- **Provides a shared understanding of what will be monitored, measured, and rewarded**
- **Focuses and facilitates the performance appraisal discussion appropriately on performance and development**
- **Provides focus for gaining information about a person's behaviour and skills displayed on the job**
- **Provides evidence for validation of a competency**

Learning & Development

Learning pathways are being developed to enable surge personnel to obtain necessary competencies for the Role Profiles they wish to fulfil. The objective is to enable those involved in recruitment, selection and performance appraisal of surge personnel to better assess whether an individual has a particular competency and enables individuals to develop themselves in order to be accepted on to the registers of deployable surge personnel.

The learning pathways are likely to be a combination of remote (online) learning, face-to-face training, on-the-job-learning and other in formal learning methods. Each competency will, in most cases, have more than one means of obtaining or demonstrating the competency. For example, either through a specific training (e.g. IMPACT) or through deployment experience or formal education.

In addition to supporting the acquiring and assessment of competencies, the learning pathways will also support the following:

- **Learning plans based on the measurable “gaps” between people's current competencies and the competencies for the Role Profile they want to fulfill**
- **Ensure that training and development opportunities are aligned with organisational needs**
- **Enable people to focus on the skills, knowledge and behaviours that have the most impact on job effectiveness**

Red Cross / Red Crescent			
Foundational Tier	Tier 1	Tier 2	Tier 3
1. Movement context, principles and values			
<i>Ability to apply Movement knowledge and fundamental principles and standards within the humanitarian sector</i>			
Describes the Movement's unique mandates, fundamental principles and values.	Explains the Movement's unique mandates, fundamental principles and values, and relates to own work.	Explains the unique role and mandate of the Movement within the humanitarian sector to Movement partners, other organisations and stakeholders, and applies this to own work.	Confidently advocates the unique features of the Movement and interprets the principles for our work, to support and guide decisions, negotiations, ways of working and motivation.
Describes relevant humanitarian standards, including Sphere, and how they contribute to an accountable humanitarian response.	Applies the relevant humanitarian standards and explains the broader humanitarian context.	Identifies and communicates the relevant humanitarian standards to be implemented, based on analysis of the context.	Evaluates, measures and adapts interventions based on the appropriateness against relevant humanitarian standards and the evolving context
Explains the structure of the IFRC disaster response systems and use of relevant standard operating procedures.	Applies knowledge of the IFRC disaster response systems and standard operating procedures relevant to their role.	Guides and monitors the team to operate within IFRC disaster response systems, including standard operating procedures.	Designs, adjusts and evaluates response operations within IFRC systems and standard operating procedures.
2. National Society Capacity Strengthening			
<i>Ability to understand and promote the host National Society and to effectively collaborate and build short-term operational or sustainable long-term capacity within the National Society</i>			
Describes the role of host National Society within emergency operations.	Understands the host National Society's strategic priorities, management structures, and previous experiences in emergency operations in order to work collaboratively.	Ensures that operational plans align with host National Society strategic priorities and builds on National Society's previous experience in emergency operations.	Empowers the host National Society and reinforces their ownership of the operation.
Explains the risks associated with emergency operations for the host National Society.	Understands specific risks for the host National Society associated with emergency operations within own role.	Minimises negative impact of emergency operations on longer-term development and reputation of the National Society.	
Describes the importance of National Society capacity strengthening and National Society preparedness for response.	Assesses, measures and analyses the strengths and gaps of the National Society emergency response systems and takes actions to address weaknesses.		Works with National Society leadership to understand National Society capacity to manage emergency operations and areas to focus support.
Describes the importance of National Society volunteers and their role in the emergency operation context.	Coaches and mentors volunteers where needed, and looks out for their well-being as part of the overall workforce.	Supports National Society to identify, recruit, manage and motivate volunteers best suited for serving the needs of the community.	Supports the National Society to strategically manage the volunteer workforce during the different phases of the operation.

Operational			
Foundational Tier	Tier 1	Tier 2	Tier 3
3. Coordination <i>Ability to harmonise interactions and activities between and among Movement members and external partners</i>			
Explains how the Principles and Rules for Red Cross and Red Crescent humanitarian assistance informs the basis for effective coordination between Movement partners.	Identifies and develops relationships with National Society counterparts and other Movement stakeholders at a technical level.	Proactively engages with National Society and other relevant Movement stakeholders to share information and plans to address evolving gaps.	Fosters collaboration with regional and national colleagues to develop and implement relevant cooperation agreements with the National Society as well as other Movement partners.
Describes the importance of coordination of information and activities with relevant stakeholders including humanitarian actors, government bodies and communities.	Identifies and develops relationships and shares information with relevant stakeholders including humanitarian actors, government bodies and communities.	Harmonises activities and information flow across agencies including humanitarian actors, government bodies and communities.	Advocates for, designs and evaluates integrated operational strategies in conjunction with government representatives and other humanitarian actors based on their respective capacities.
4. Assessment <i>Ability to identify and analyse the needs of the affected communities and gaps in existing capacity and use this information to make evidence-based decisions</i>			
Describes how to identify and assess the needs of the affected communities and gaps in existing capacity.	Collects information and highlights any issues for further action that may affect the success and/or accuracy of the assessment.	Designs, plans and coordinates appropriate joint multi-sectoral assessments.	Coordinates teams and stakeholders involved in assessments to integrate the assessment process throughout the whole operational cycle.
Describes how the process of needs and capacity assessment informs appropriate evidence-based responses.	Organises, summarises, compares and explains assessment related information.	Concludes and predicts based on the interpretation of information, trends and gaps identified.	
5. Direction Setting and Quality Programme Management <i>Ability to develop plans, implement interventions, monitor progress and report against the plan</i>			
Describes and interprets a Plan of Action according to specific role and timeline.	Sets up and implements individual workplans to address needs and delivers the objectives in the plan within available resources.	Develops sectoral workplans across the team with clear, concrete and measurable deliverables and supports team to deliver this through optimised resources.	Directs the development of an integrated, multi-sectoral Plan of Action, to deliver against the plan and optimise resources.
Defines the importance of having a Monitoring and Evaluation (M&E) Framework supporting continuous monitoring and the links to adjusting and improving activities.	Monitors own actions and reports on achievements, areas for improvement and adjusts revised targets for implementation accordingly, in line with the M&E Framework.	Develops and coordinates sectoral plans and monitors progress of team workplans against objectives, and adjusts as operations evolve and priorities shift, and follows up if team performance does not deliver.	Oversees the coherence of the overall M&E Framework and maintains an overview of operational monitoring, identifying high level trends, issues, and lessons, and to build synergies across sectors to improve operational effectiveness.
Explains the value of quality reporting and can identify relevant information for reporting purposes.	Collates information and data and writes clear, concise, evidence-based reports.	Develops concise, consolidated reports that analyse progress, challenges and plan for follow-up action across the sectors.	Coordinates and is responsible for multi-sectoral and multi-stakeholder strategic planning and objective-setting to ensure accountability and effective decision-making.

Operational			
Foundational Tier	Tier 1	Tier 2	Tier 3
6. Information Management			
<i>Ability to identify and make use of information for evidence-based decision-making</i>			
Identifies what data and information is required to support operations and how to collect it (including sector and cross-cutting specific data).	Formulates data and information requirements in order to support the decision-making process.	Coordinates and liaises among sectors in order to identify data and information priorities and gaps.	Coordinates Information Management and data requirements with other operational actors and takes into account this information to inform tactical and strategic decisions.
Explains the importance of how data and information analysis inform quality responses based on evidence.	Collates, analyses and interprets data relevant to their role to understand the gaps and how to support the operations.		Uses analytical outputs for decision-making in support to the operation and planning strategy.
Describes the Information Management cycle and its key components.	Identifies and requests relevant and specific data and information products.		Uses advanced Information Management products for operational decision-making.
Identifies the importance of technical and institutional data protection and information security standards.	Treats sensitive or confidential information appropriately.		
7. Resource Management			
<i>Ability to understand and effectively apply financial, logistical and human resource processes</i>			
Describes where to find IFRC financial, logistical and human resources processes and policies.	Adheres to financial, logistical and human resources processes and policies.	Plans and allocates resources efficiently and transparently according to operational needs.	Translates foreseen operational needs into an Emergency Plan of Action, to secure the necessary resources.
Explains the purpose and process of performance appraisals.		Reviews performance of team members and provides constructive feedback in real time.	Assesses and addresses the performance of individuals and teams.
8. Safety and Security			
<i>Ability to maintain safety and security for Movement personnel</i>			
Explains basic principles of personal safety and security; has know-how to access RCRC safety and security regulations and policies.	Adheres to all safety and security regulations in the operational context.	Manages team members' compliance with security regulations and takes appropriate action as needed.	
Identifies information which may be relevant to the safety and security of a response and has know-how to report such information.	Reports all security incidents and relevant security risks/hazards/near misses and violations, through appropriate channels.	Undertakes security risk assessment of local field operations to ensure compliance with the IFRC's Minimum Security Requirements (MSR). This includes office, residential and site security selection.	Assumes ultimate responsibility for staff in the field, understanding duty of care as a moral and legal concept.
Describes why situational awareness is fundamentally important in field work.	Maintains security situational awareness while undertaking day-to-day activities.	Collects security information from team members and local sources, to be aware of the security situation.	Uses security risk assessment and continuously reviews security approach based on changes in the operational context and in response to security incidents, up to and including halting operations.

Operational			
Foundational Tier	Tier 1	Tier 2	Tier 3
Explains how adherence to fundamental principles contributes to community acceptance and the safety of Red Cross Red Crescent teams.	Ensures that all personal actions enable community acceptance.		
9. Transition and Recovery <i>Ability to manage operational transitions in a coordinated way from response to recovery to long-term programming</i>			
Explains how operations move through phases with transitions which require management across the Movement.	Describes how own work during the surge phase of operations impacts recovery and longer-term programming.	Promotes joint planning for transition to recovery and longer-term National Society programming with National Society and Movement partners.	Leads joint planning for transition to recovery and longer-term National Society programming with National Society and Movement partners.
Explains the importance of incorporating early recovery thinking into initial response interventions.	Implements interventions which are guided by early recovery thinking.	Plans initial response interventions to incorporate early recovery thinking and lay the foundation for longer-term recovery.	Advocates for initial response interventions that incorporate early recovery thinking and lay the foundation for longer-term recovery.

Cross-Cutting			
Foundational Tier	Tier 1	Tier 2	Tier 3
10. Community engagement and accountability			
<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.		
11. Protection, Gender and Inclusion			
<i>Ability to identify and analyse the distinct needs, risks to, and capacities of all girls, boys, women and men to inform programming</i>			
Describe the importance of using Sex, Age and Disability Disaggregated Data (SADDD) for needs assessments.	Conducts PGI sensitive needs assessments, including collecting SADDD.	Analyses PGI information including SADDD to design programmes.	Designs operational strategies that include appropriate protection and inclusion measures based on gender-diversity analysis, including SADDD.
Describes minimum standards and good practice for meeting the specific Protection, Gender and Inclusion (PGI) needs of a population.	Implements programmes in line with minimum standards and good practices that meet the specific PGI needs of the population.	Guides team in the application of minimum standards and good practices in all aspects of the operation to meet the specific PGI needs of the population.	Establishes systems and procedures that ensure that minimum standards and good practice are followed to allow for the dignity, access, participation and safety of specific groups or individuals.
Defines potential risks to or actual violations of the safety and dignity of specific groups and individuals.	Identifies potential risks to or actual violations of the safety and dignity of specific groups (including children, women and minority groups) or individuals.	Continuously assesses and plans actions based on changing risks, needs and disclosures, or observations of violations.	Adapts the operational strategy based on evolving protection risks and inclusion needs, and advocates for action with relevant stakeholders.
Explains how to report potential risks to or actual violations of the safety and dignity of specific groups, and how to safely refer survivors.	Reports and takes appropriate action to risks/violations, and safely refers survivors.	Monitors compliance with procedures for reporting and referrals.	

Cross-Cutting

Foundational Tier	Tier 1	Tier 2	Tier 3
12. Environmental Sustainability <i>Ability to identify, analyse, mitigate and report on environmental risks that could negatively impact programming and the affected communities</i>			
Describes potential negative environmental impacts and risks of operations.	Identifies signs of negative environmental impacts and takes appropriate action; reports concerns of negative environmental impacts.	Regularly monitors, analyses and uses data to inform mitigation of adverse environmental impacts within the operation.	Designs operational strategies that minimise negative impacts on the environment.
Identifies possible solutions to minimise or combat common environmental impacts.	Advocates for possible solutions to minimise or combat common environmental impacts of operational design.		Establishes systems and approaches that build the understanding of staff and volunteers to be aware of and be able to identify and mitigate potential environmental risks.
Is aware of IFRC Environmental Policy and knows where to find information/advice on existing national and local environmental regulations and laws.	Adheres to and acts in alignment with IFRC's Environmental Policy, supporting a do no harm approach; complies with existing national and local environmental regulations and laws.		Advocates for environmentally sensitive responses with decision and policy makers.

Behavioural			
Foundational Tier	Tier 1	Tier 2	Tier 3
13. Collaboration and Teamwork <i>Ability to build strong relationships within the team to achieve results</i>			
Supports and promotes team members' and stakeholders' trust, respect and collaboration.			
Identifies the importance of sharing information and feedback in a constructive way.	Shares information and feedback in a constructive way.	Fosters opportunities for collaboration with other teams, sectors and partners to help the team achieve its goals.	Creates a positive collaborative environment where roles are clearly defined, feedback and open communication is encouraged, and the goals of the operation are clear within the team and with wider stakeholders.
Explains how to define the limits of one's expertise and when to seek expert advice; shows respect for colleagues' skills and expertise.	Collaborates with team members and seeks expert advice where needed.		
14. Conflict Management <i>Ability to address conflicts by focussing on the issues at hand, to develop effective solutions when disputes or disagreements occur</i>			
Describes the steps for effective conflict prevention and resolution.	Defuses confrontations and disagreements directly or refers onwards, as appropriate.	Manages conflict in a fair and transparent manner and focusses on finding solutions.	Applies conflict resolution approach considering different points of view and cultural norms.
15. Interpersonal Communication <i>Ability to actively listen and clearly convey ideas and information in an engaging manner</i>			
Identifies relevant methods and channels of communication based on the purpose, message content, urgency and sensitivity/confidentiality of message.	Delivers accurate, clear and concise messages, orally and in writing, to inform a range of audiences.		
Explains the concept and importance of active listening and how it can influence decisions.	Actively listens to and encourages feedback from peers, communities, volunteers and other stakeholders.		
Gives examples of different communication styles for different audiences.	Communicates persuasively to build rapport and gain support.	Conveys complex ideas and plans based on inputs from different audiences in an engaging, appropriate and clear manner.	Influences others through skilful negotiation at the strategic level.
16. Cultural Awareness <i>Ability to demonstrate acute awareness of cultural surroundings and context</i>			
Identifies cultural norms and practices and gives examples of how this can impact operational and personal actions.	Respects cultural norms and practices within the operational context.	Fosters the understanding of and respect for local cultural norms and practices.	Designs solutions and plans operations that consider local cultural factors.
Respects cultural diversity within the team.			

Behavioural			
Foundational Tier	Tier 1	Tier 2	Tier 3
Defines the importance of including all community members, especially underrepresented and vulnerable people.	Recognises and takes into consideration the cultural factors within the local context that impact vulnerability, participation, decision-making and access to services.	Designs assessment and monitoring mechanisms to identify and provide support to underrepresented and vulnerable groups.	Tailors programmes and operations in line with socio-political and cultural context, with specific focus on addressing the needs of vulnerable groups
17. Judgement and Decision Making <i>Ability to make objective judgements and decisions</i>			
Considers the positive and negative impacts of decisions before making them.	Makes informed, timely, balanced decisions at an individual and team level through consultation, research and consideration.		Guides team members in problem-solving and decision-making.
Explains the different factors than can and should influence problem-solving.	Finds solutions to problems in a resourceful and creative manner.		
Explains what makes a decision transparent, objective and responsible.	Makes decisions transparently, objectively and responsibly.	Explains own decisions to those who implement or are affected by them.	Empowers others to make decisions when appropriate.
18. Motivating Others <i>Ability to see the overall objective in a changing context and taking responsibility to motivate others to achieve it</i>			
Describes the connection between feedback and productivity.	Provides regular formal and informal feedback and recognises contributions of others to maintain team productivity.		Motivates others by explaining the rationale for strategic decisions and actively encourages feedback from team regarding such decisions.
Explains the relationship between purpose and motivation.	Supports others to maintain motivation and positivity by clearly articulating purpose.		Maintains stability and forward momentum that positively influences operations and teams.
19. Personal Resilience <i>Ability to maintain your own and others well-being in a stressful environment and cope with rapid change</i>			
Defines the different levels and types of stress.	Appropriately copes with stressful situations by remaining constructive and positive under stress and stays focussed on objectives as the operation evolves.		
Describes possible signs and symptoms of stress in self and others.	Recognises signs of own and team members' stress and seeks or offers support to strengthen physical and mental well-being and resilience.		
20. Integrity <i>Ability to act in an honest and ethical fashion to create a safe environment</i>			
Explains the purpose of the principles of the Movement.	Acts in accordance with Movement principles and values.		Monitors that all staff and volunteers are informed of and comply with Movement principles and values.
Describes own responsibilities as defined in the IFRC Code of Conduct and related policies.	Models ethical behaviour and uses the power of their position with integrity and accountability.		Monitors that all staff and volunteers are informed of and comply with IFRC Code of Conduct and related policies.
Defines when and where to report possible breaches of conduct.	Reports violations of IFRC Code of Conduct and related policies.	Refers reports of violations onwards using appropriate channels.	

Appendix 1: document provenance

Date endorsed	Category	Summarise changes made	Reason for changes	Consulted	Changes endorsed by
December 2019	Published Framework revision	Inclusion of foundational tier; inclusion of National Society Capacity Strengthening and Transition and Recovery competencies.	Framework revised after the first 6 months of being published	Technical leads, Regional surge focal points, HRGIDD members, RG 6 and 7 leads	RG2
July 2018	Working draft revision	Introductory pages revised	Feedback from RG leads meeting	RG leads	RG2 leads
April 2018	Working draft revision	Competencies grouped to increase user-friendliness and modifications made to wording as per RG1's recommendations and other feedback	Comments received from relevance study and other sources	RG2 members during face-to-face meeting in Budapest	RG2 Project team 1
January 2018	Working draft revision	New core competency added: Environmental Sustainability (green response)	Case made by RG5	All members of RG2 present at meeting	RG2 Project team 1
June 2017	Working draft revision	Changes made in working group meeting	Full review of Framework		RG2 Project team 1
August 2017	Working draft revision	Follow-up virtual meetings – changes to Programme Management and Reporting, and Protection, Gender and Inclusion	Revisions to two unfinished sections – final version for use in pilot		RG2 Project team 1
December 2017	Working draft revision	Re-inclusion of Environmental Sustainability (green response) competency	Request from RG5	RG2 Project team RG5	RG2 Project team 1

The Fundamental Principles of the International Red Cross and Red Crescent Movement

Humanity The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

Impartiality It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality In order to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

Independence The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

Voluntary service It is a voluntary relief movement not prompted in any manner by desire for gain.

Unity There can be only one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality The International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

