### Supporting Humanitarians to Work Effectively

#### Core Humanitarian Competency Framework

<table>
<thead>
<tr>
<th>Competency Domains</th>
<th>Understanding Humanitarian Contexts, and Applying Humanitarian Principles and Standards</th>
<th>Achieving Results</th>
<th>Developing and Maintaining Collaborative Relationships</th>
<th>Operating Safely and Securely at All Times</th>
<th>Managing in Pressured and Changing Environment</th>
<th>Demonstrating Leadership</th>
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<tbody>
<tr>
<td><strong>Outcomes</strong></td>
<td>Understands operating contexts, key stakeholders and practices affecting current and future humanitarian interventions</td>
<td>Is accountable for own work and uses resources effectively to achieve lasting results</td>
<td>Develops and maintains collaborative and coordinated relationships with stakeholders and staff</td>
<td>Operates safely and securely in pressured environment</td>
<td>Adapts to pressure and change to operate effectively within humanitarian contexts</td>
<td>Demonstrates humanitarian values and principles, and motivates others to achieve results in complex situations, independent of role, function or seniority</td>
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### Core Humanitarian Competencies and Core Behaviours for All Staff in Humanitarian Response, Informed by Skills and Knowledge

#### All Staff

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<td>Demonstrates understanding of phases of humanitarian response, including preparedness and contingency, disaster risk reduction, response and recovery</td>
<td>&gt; Demonstrates understanding of project cycle management and underlying causes of humanitarian crisis</td>
<td>&gt; Actively listens to new and different perspectives and experiences of crisis-affected people, stakeholders and partners</td>
<td>&gt; Collects, analyses and disseminates relevant and useful information and feedback from crisis-affected people and other stakeholders without raising expectations</td>
<td>&gt; Actively participates in design and implementation of effective projects and programmes</td>
<td>&gt; Demonstrates understanding of gender, diversity and inclusion dimensions of humanitarian situations</td>
<td>&gt; Answers to crisis-affected people for actions and decisions</td>
<td>&gt; Displays empathy, respect and compassion towards crisis-affected population</td>
<td>&gt; Identifies and communicates risks and threats, and mitigates these for self and organisation</td>
<td>&gt; Remains focused on objectives and goals in a rapidly changing environment</td>
<td>&gt; Builds and sustains acceptance for work in line with humanitarian principles and standards</td>
<td>&gt; Shows awareness of strengths and limitations and impact on others</td>
<td>&gt; Communicates humanitarian values and encourages others to share them</td>
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<td>Applies understanding of political and cultural context and underlying causes of humanitarian crisis</td>
<td>&gt; Maintains focus on delivery of timely and appropriate results using available resources</td>
<td>&gt; Establishes and maintains clear dialogue with crisis-affected people and other stakeholders</td>
<td>&gt; Collects, analyses and disseminates relevant and useful information and feedback from crisis-affected people and other stakeholders without raising expectations</td>
<td>&gt; Active participants in design and implementation of effective project and programmes</td>
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<td>&gt; Demonstrates understanding of skills and how they complement those of others to build team effectiveness</td>
<td>&gt; Inspires confidence in others</td>
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<td>&gt; Takes into account needs, skills, capacities and experience of crisis-affected people and applies these in the response</td>
<td>&gt; Works with and listens to crisis-affected people in their own language and culture</td>
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### 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 the 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
- Actively participates in networks to access and contribute to good practice.
- Challenges decisions and behaviour which breach International Red Cross and Red Crescent and NGO’s 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.

### 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 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.

#### 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.

#### MANAGING PERSONAL SAFETY AND SECURITY
- Monitors security risks and ensures that 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.

#### 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 PROFessionalISM
- Sets realistic deadlines and goals.
- Enables others to carry out their roles and responsibilities.
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- Develops contingency plans and implements responsible exit strategy.

#### 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.
- 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 detailed situation.
- Acts decisively and adapts plans quickly to respond to emerging situations and changing environments.
- Takes informed and calculated risks to improve performance.