



**WASH Cluster**  
Water Sanitation Hygiene

# Competency Framework for Cluster Coordination

# Global WASH Cluster Competency Framework for Cluster Coordination

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# Global WASH Cluster Competency Framework for Cluster Coordination

The Competency Framework for Cluster Coordination outlines the competencies required for those working as Cluster Coordinators in the WASH Clusters at global, regional, national and sub-national levels<sup>1</sup>.

The framework has twenty-one competencies all of which are considered to be essential. These competencies are arranged into four groups:

## A. Sectoral competencies

These are competencies that relate to the sector which in this framework is WASH. These competencies may be shared with others working in WASH roles and include competencies that require the application of humanitarian principles and concepts, the application of WASH concepts and the application of safety and security concepts;

## B. Common competencies

These competencies define the proficiencies required for working effectively in a cluster and are common to all of those who work in a WASH Cluster at national and sub-national level;

## C. Functional competencies

These competencies relate to the tasks or functions of a specific role or group of related roles. In this framework, these competencies define the proficiencies required by those who are Cluster Coordinators;

## D. Core behavioural competencies

Core behavioural competencies: these competencies are behavioural competencies that support the organisational values and mission and are taken directly from the UNICEF behavioural competency framework. They apply to everyone in UNICEF and form a foundation for the common, functional and sectoral competencies.

Each of the competencies has a definition, behaviours and underlying knowledge and skills. The behaviours are listed at three cumulative levels.

<sup>1</sup> This may also apply to other roles such as co-chair, co-lead or co-coordinator.

All colleagues are expected to demonstrate the level 1 behaviours. With experience and career progression, as colleagues take on posts with increasing responsibility, they will be expected to begin to demonstrate behaviours at level 2 and level 3 in addition to the level 1 behaviours. In practice, these levels might apply as follows:

- A colleague working as a Cluster Coordinator in a national or sub-national cluster in a non-complex environment would be expected to demonstrate the level 1 competencies fully, and be working towards level 2 behaviours over time;
- A colleague working as a Cluster Coordinator working in a more complex environment in a national cluster or larger sub-national cluster would be expected to demonstrate the level 1 and 2 behaviours fully, and be working towards level 3 behaviours over time;
- A Cluster Coordinator working in a highly complex environment, such as in a system-wide scale up emergency or at global level, would be expected to demonstrate the behaviours at level 3 in addition to the behaviours at levels 1 and 2.

The knowledge areas and skills that are listed with each competency are intended to support understanding of the scope of the competencies and behaviours. The list is indicative only and is not intended to be exhaustive. In cases where the knowledge area relates to a specific document a link to the most recent version of a resource has been included. As documents are updated over time, some links may become inactive or out of date and users are urged to ensure they are making reference to the most up-to-date version of a resource. In most cases, the knowledge and skills section does not include references to specific learning programmes as this is beyond the scope of a competency framework. An exception has been made for six on-line courses that are mandatory for UNICEF personnel. These are included in the knowledge and skills sections of relevant competencies.

The Global WASH Cluster Competency Framework for Cluster Coordination is accompanied by a Competency Framework for Information Management which can be found in a separate document. The two frameworks share the same sectoral competencies, common behavioural competencies and core behavioural competencies although the behaviours, knowledge and skills for these competencies that are listed in each framework differ to reflect the specific requirements of the role. The functional competencies in each framework are different to reflect the different roles.

The competency frameworks were initially designed for the Global Nutrition Cluster (GNC) and then, in order to ensure continuity and consistency between the UNICEF-led clusters, they were adapted to meet the needs of the Global WASH Cluster (GWC), the Child Protection Area of Responsibility (CP AoR) and the UNICEF staff in the Global Education Cluster.

Introduction

# Competency Framework for Cluster Coordination Overview

## A. Sectoral competencies

1. Applies humanitarian principles, standards and guidelines
2. Applies key WASH concepts and tools
3. Operates safely and securely

## B. Common behavioural competencies

1. Demonstrates commitment to a coordinated response
2. Promotes cooperation and collaboration
3. Demonstrates accountability
4. Promotes inclusion

## C. Functional competencies

1. Provides influential and strategic leadership
2. Analyses and communicates information
3. Supports resource mobilisation
4. Advocates for improved WASH outcomes
5. Monitors the response
6. Strengthens national capacity to respond and lead

## D. Core behavioural competencies

1. Builds and maintains partnerships
2. Demonstrates self-awareness and ethical awareness
3. Drive to achieve results for impact
4. Innovates and embraces change
5. Manages ambiguity and complexity
6. Thinks and acts strategically
7. Works collaboratively with others
8. Nurtures, leads and manages people

## A. Sectoral competencies

### 1. Applies humanitarian principles, standards and guidelines

**Definition:** Demonstrates commitment to key humanitarian principles, standards and guidelines in their own work, and that of others, and ensures the response adheres to these; challenges inappropriate or harmful activities and behaviours and follows appropriate reporting and disciplinary procedures.

#### Level 1

- Ensure own behaviour demonstrates a personal commitment to humanitarian principles
- Encourage others to demonstrate a personal commitment to humanitarian principles
- Challenge harmful or inappropriate activities, behaviours and attitudes in others
- Follow appropriate reporting and disciplinary processes in response to inappropriate or harmful behaviour
- Demonstrate knowledge of relevant humanitarian agreements, standards, initiatives and guidelines in one's work
- Apply appropriate humanitarian tools, mechanisms and processes at all stages of the Humanitarian Programme Cycle

#### Level 2

- Demonstrate ability to apply and adhere to humanitarian principles when faced with challenging and complex contexts
- Establish mechanisms and processes which facilitate application of humanitarian principles
- Support and prioritise capacity building of staff, partners and volunteers on humanitarian principles and standards
- Take actions to ensure the coordination and response are in line with humanitarian agreements, standards, initiatives and guidelines
- Recommend corrective actions when the response does not adhere to humanitarian agreements, standards and guidelines
- Make any necessary adaptations to relevant humanitarian tools, mechanisms and processes to meet the needs of the cluster and partners

#### Level 3

- Demonstrate high-level of integrity when facing challenges to the application of or adherence to humanitarian principles in highly complex contexts
- Create a culture of respect for the humanitarian principles in which others feel confident to challenge inappropriate or harmful behaviours and activities
- Provide systemic advice and support to ensure the coordination and response adheres to humanitarian agreements, standards, initiatives and guidelines
- Provide strategic and innovative guidance and support for the application of relevant humanitarian tools, mechanisms and process
- Encourage resilience and sustainability by strengthening the strategic links between humanitarian and development responses

## A. Sectoral competencies

Level 1	Level 2	Level 3
<ul style="list-style-type: none"> <li>• Work appropriately within coordination structure, and functions</li> <li>• Demonstrate understanding of the links between cluster structure and functions, and other planning, coordination and implementation modalities</li> <li>• Follow child safeguarding and PSEA procedures including procedures for challenging and reporting incidents</li> </ul>	<ul style="list-style-type: none"> <li>• Support others to apply appropriate humanitarian tools, mechanisms and processes at all stages of the Humanitarian Programme Cycle</li> <li>• Strengthen links between the cluster and other humanitarian and development actors providing support to Nexus initiatives</li> </ul>	

## Underlying knowledge and skills

### MANDATORY TRAINING:

- UN Human Rights and Responsibilities training (mandatory for UNICEF staff only)
- UNICEF Prevention of Sexual Exploitation and Abuse (PSEA) training
- UNICEF Prevention of Sexual Harassment and Abuse of Authority training

### KNOWLEDGE AREAS:

- Centrality of Protection in Humanitarian Action Statement by the IASC
- Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGOs) in Disaster Relief
- Coordination actors' roles and responsibilities including members/ partners, coordinators, national authorities, Technical Working Groups and Strategic Advisory Groups
- Core Humanitarian Standard on Quality and Accountability
- Grand Bargain commitments
- Humanitarian architecture, cluster approach, accountabilities, structure, governance and core functions
- IASC GBV Guidelines
- IASC Guidance Note on Using the Cluster Approach to Strengthen Humanitarian Response
- Principles of Partnership
- Special Measures for Protection from Sexual Exploitation and Sexual Abuse (ST/SGB/2003/13)
- Sudden onset emergency framework
- The history and reasons behind the humanitarian reform process and the transformative agenda
- The Humanitarian Principles and 'Do No Harm'

## A. Sectoral competencies

## Underlying knowledge and skills

- The Humanitarian Programme Cycle, Humanitarian Response Plans and cluster/ sector response plans including roles and responsibilities, relevant tools and methods and timelines for sudden vs slow onset emergencies
- The humanitarian reform process and the transformative agenda
- The Sphere Handbook

### SKILLS:

- Analytical skills including the ability to select, adapt and apply suitable and relevant resources and to analyse contextual and statistical data
- Communication skills including the ability to persuade and inspire support for universal principles despite differences in cultures and beliefs
- Interpersonal skills including the ability to have difficult conversations and challenge established ways of thinking when contrary to principle or best practice, to motivate and influence others and to set and manage expectation
- The ability to translate ideals and principles into action

## A. Sectoral competencies

### 2. Applies key WASH concepts and tools

**Definition:** Contributes to improvements in the humanitarian WASH technical response through their knowledge and appropriate application of key WASH concepts, tools and issues enabling them to undertake the functions of their role effectively, to provide timely and effective operational and technical support to cluster partners, and to effectively represent the needs and concerns of the cluster to other actors involved in the response.

Level 1	Level 2	Level 3
<ul style="list-style-type: none"> <li>• Demonstrate good understanding of key WASH concepts, tools and issues</li> <li>• Apply relevant WASH concepts, tools and issues to coordinate and support implementing partners' work</li> <li>• Use technical WASH knowledge to support improved coordination of the clusters' work</li> <li>• Offer technical support to cluster partners to ensure plans are aligned with relevant standards and guidelines</li> <li>• Work with partners to resolve technical challenges they have identified by facilitating their access to appropriate resources and sources of expertise</li> <li>• Use knowledge of linkages between WASH and other sectors to identify potential points of engagement, collaboration or overlap between the WASH cluster and other clusters or sectors</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate strong understanding of WASH concepts, tools and issues relevant to the specific context</li> <li>• Apply relevant WASH concepts and tools to advise and advocate with implementing partners' work</li> <li>• Use technical WASH knowledge to support improvements in the WASH response</li> <li>• Contribute technical input and advice to cluster partners' plans to ensure activities are relevant, appropriate and in line with communities' needs</li> <li>• Work with partners to identify solutions to technical challenges they face by providing technical input and advice</li> <li>• Work to resolve any potential duplications or points of conflict with other clusters or relevant actors</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate high-level understanding of WASH concepts, tools and issues relevant to complex contexts</li> <li>• Apply relevant WASH concepts, issues and tools and innovations to drive strategic-level discussions</li> <li>• Use technical WASH knowledge to identify and drive improvements in the WASH response</li> <li>• Contribute expertise to support all aspects of the WASH Cluster's work across all technical WASH areas</li> <li>• Pro-actively identify common and complex technical challenges faced by partners and find strategic-level or systemic solutions</li> <li>• Contribute expertise to planning, identification and analysis of needs and monitoring of the WASH response</li> <li>• Engage at a strategic level with stakeholders outside the Cluster</li> </ul>

## A. Sectoral competencies

Level 1	Level 2	Level 3
<ul style="list-style-type: none"> <li>• Communicate technical WASH issues effectively with specialists and non-specialists</li> </ul>	<ul style="list-style-type: none"> <li>• Advocate with stakeholders from all backgrounds on important WASH issues and challenges</li> </ul>	

### Underlying knowledge and skills

<p><b>KNOWLEDGE AREAS:</b></p> <ul style="list-style-type: none"> <li>• GWC Coordination Toolkit</li> <li>• GWC Minimum Requirements</li> <li>• Inter-sectoral linkages with key sectors including Health (including public health, disease control and epidemiology); Nutrition; Education; Shelter and, in particular, Urban Shelter</li> <li>• Key concepts, minimum standards, key actions and indicators for water supply, sanitation and hygiene promotion as identified in the Sphere Handbook as well as linkages with the Humanitarian Charter, Protection Principles and Core Humanitarian Standard</li> <li>• Key programming interventions and relevant data sets in WASH technical areas of water, sanitation, hygiene, how these areas link together and how they vary according to context, emergency typology and phases of the HPC</li> <li>• Key sector initiatives including the WHO/ UNICEF Joint Monitoring Programme, the Sustainable Development Goals (SDGs), Global Analysis and Assessment of Sanitation and Drinking Water (GLAAS) and Sanitation and Water for All (SWA)</li> <li>• Market Based Programming (MBP) and Cash Transfer Programming (CTP) in the context of WASH programming</li> <li>• Relevant local and contextual knowledge of risk and vulnerability factors including those linked to gender and gender identity, disability and age</li> <li>• Stakeholders and their responsibilities including WASH Cluster partners, Field Support Teams (FST), Standby Partners and other relevant stakeholders in the WASH market including actors that are humanitarian and development, public and private, state and non-state and those operating globally, nationally and locally</li> <li>• Strategies and policies relevant to WASH programming in the specific context</li> <li>• UNICEF Core Commitments to Children (CCC)</li> <li>• WASH coordination platforms and networks including national WASH humanitarian coordination platforms</li> <li>• WASH sector response plans</li> </ul> <p><b>SKILLS:</b></p> <ul style="list-style-type: none"> <li>• Assessing WASH needs in Emergencies</li> <li>• Using basic WASH tools</li> </ul>
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## A. Sectoral competencies

### 3. Operates safely and securely<sup>2</sup>

**Definition:** Plays an active role in maintaining the safety, health and well-being of oneself and one's colleagues; exercises due care and avoids taking unnecessary risks that could jeopardise their own security and that of other UNICEF, UN and / or partner organisation personnel<sup>3</sup>, premises or assets; takes steps to minimise risk to stakeholders and affected populations and follows appropriate safeguarding procedures.

Level 1	Level 2	Level 3
<ul style="list-style-type: none"> <li>Maintain professional behaviour and play an active role in maintaining their own security, safety, health and well-being</li> <li>Inform eligible family members of the security requirements and advisories affecting their safety and security</li> <li>Comply with all UNSMS, UNICEF and location-specific security policies, directives, guidelines, plans and procedures whether on or off duty</li> <li>Obtain security clearance and travel notifications prior to travel</li> <li>Complete required security trainings and briefings commensurate with their level and role prior to any field deployment</li> </ul>	<ul style="list-style-type: none"> <li>Provide a positive role model by complying with safety and security guidelines as established by the UN Security Management System and UNICEF</li> <li>Identify resource requirements for enhancing security coordination and advocate for funding</li> <li>Allocate sufficient human, material and financial resources in a timely manner to support the assessment of security risk and implementation of security management measures</li> <li>Integrate security management into operational, programmatic and strategic decision making</li> </ul>	<ul style="list-style-type: none"> <li>Ensure appropriate security personnel are consulted during planning and resourcing of activities</li> <li>Support the resolution of security coordination problems that may arise in the field through UNDSS and UNICEF personnel with specific security responsibilities</li> <li>Ensure cluster response strengthens local capacity, resilience, protection and preparation without increasing risk</li> <li>Enhance the ability of partner organizations to make informed decisions and implement effective security arrangements to improve safety and security of personnel and operations as detailed in the Saving Live Together Framework</li> </ul>

<sup>2</sup> This competency incorporates occupational safety, health and well-being (under the oversight of UNICEF DHR), security management (under the oversight of EMOPS) and programmatic issues such as child safeguarding (under the oversight of Programmes Division).

<sup>3</sup> UNICEF personnel regardless of rank or level, have the responsibility to abide by security policies, guidelines, directives, plans and procedures of the UN Security Management System and UNICEF. Individual INGOs and IOs remain fully responsible for their own personnel, and the implementation of their individual security risk management measures. See Chapter III of the UN-SMS Security Policy Manual for details on applicability.

## A. Sectoral competencies

Level 1	Level 2	Level 3
<ul style="list-style-type: none"> <li>Familiarize themselves with all UN Security Management System and UNICEF personnel with a specific security role at their location</li> <li>Report security incidents to UNICEF and UNDSS as appropriate and in a timely manner</li> <li>Maintain an appropriate level of confidentiality regarding UNICEF security matters</li> <li>Appropriately deal with breaches of child safeguarding policies</li> <li>Demonstrate understanding of how and when to engage Child Protection and GBV actors for response to imminent harm through appropriate referral mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate with and provide technical support and/or resources to support partners in strengthening their security risk management framework</li> <li>Facilitate partners' access to information about key threats in the local context, appropriate briefings and equipment as feasible</li> <li>Incorporate measures to manage risk to an acceptable level into the design, planning and implementation of work plans and activities</li> <li>Make decisions based on ensuring the safety of partners and other stakeholders including affected populations</li> <li>Ensure policies, expectations and referral mechanism around child safeguarding are widely known and understood</li> </ul>	<ul style="list-style-type: none"> <li>Check that partner organizations have demonstrated capacities to manage security risks for their employees</li> <li>Create a culture in which child safeguarding is respected and prioritised and in which others feel confident to address inappropriate or harmful behaviours and activities</li> </ul>

### Underlying knowledge and skills

**MANDATORY TRAINING:**

- BSAFE UN safety and security training
- UNICEF Prevention of Sexual Exploitation and Abuse (PSEA) training
- UNICEF Prevention of Sexual Harassment and Abuse of Authority training
- UNICEF Information Awareness and Security training (mandatory for UNICEF personnel only)
- SSAFE Safe and Secure Approaches in Field Environments training (if required in duty station)
- Mandatory attendance of a New Arrivals Briefing or a Security Induction Programme upon arrival in a specific location

## A. Sectoral competencies

### Underlying knowledge and skills

#### KNOWLEDGE AREAS:

- Distinct threats in a specific area, personal vulnerabilities to identified threats, and appropriate prevention and risk management measures
- Guidance on prevention and mitigation measures for location specific security risks as detailed by security professionals in learning events and briefings
- Main features and prevention methods for dealing with common diseases and health concerns
- Personnel and contact details for duty station's Security Management Team and personnel with a specific security role within the UN SMS or UNICEF including: UNDSS Chief Security Advisor (CSA), Security Advisor (SA) or Field Security Coordination Officer (FSCO), UNICEF Regional Security Advisor (RSA), Country Field Security Advisor (CFSA), National Field Security Advisor (NFSA), or Local Security Assistant (LSA) or Regional Security Focal Point (RSFP)
- Residential Security Measures (RSM) applicable for the location
- Sources and types of bad stress including cumulative stress, traumatic stress, Post-Traumatic Stress Disorder and how to contact the Critical Incident Stress Management Unit (CISMU)
- Saving Lives Together framework
- Sources of up-to-date, accurate location-specific information
- Standard of Conduct for the International Civil Service
- Travel Request Information Process (TRIP) for requesting security clearances and how to use the TA mobile application, as required in the location
- UN-SMS, UNICEF and location-specific security policies, directives, guidelines, plans and procedures including UN SMS Framework of Accountability and the UNICEF Framework of Accountability

#### SKILLS:

- Basic CPR and the basics of trauma first aid may be required in some roles or locations
- Using safety and security equipment such as fire extinguishers
- Using communications equipment such as radios

## B. Common competencies

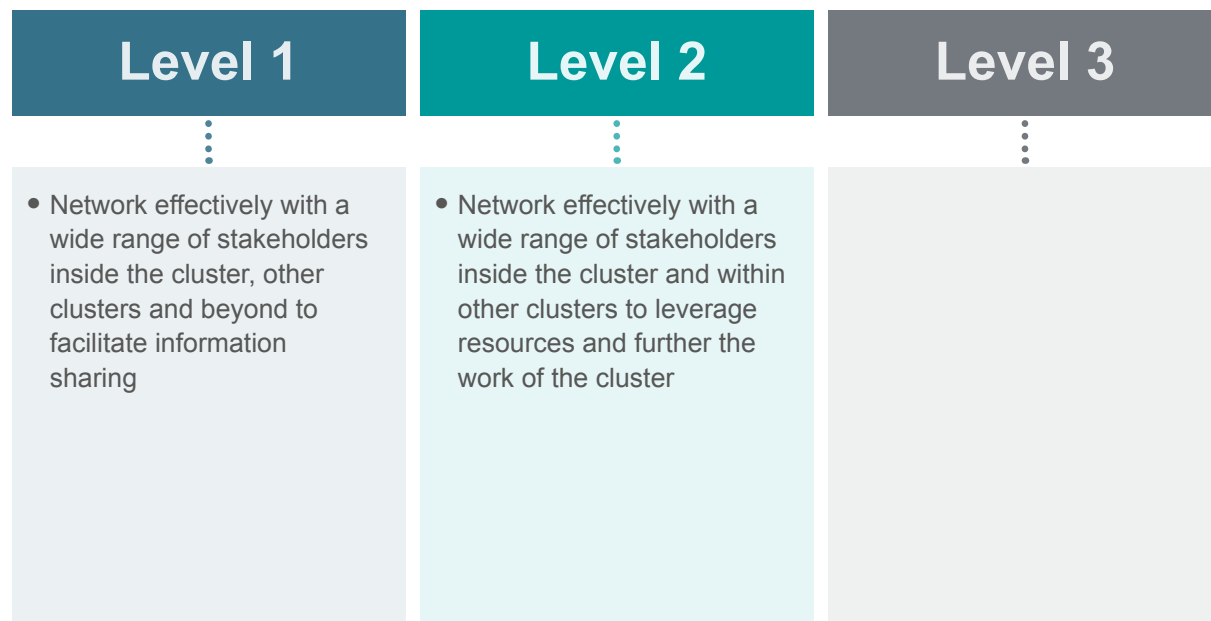
### 1. Demonstrates commitment to a coordinated response

**Definition:** Models and promotes the value of coordination by ensuring their own behaviour and actions contribute to a well-coordinated response; demonstrates a personal and positive commitment to the aims of the cluster and fair and impartial treatment of cluster partners; coordinates effectively with all relevant stakeholders and engages with the wider humanitarian response.

Level 1	Level 2	Level 3
<ul style="list-style-type: none"> <li>• Work impartially to promote the collective interests of the cluster over individual interests of any single organisation</li> <li>• Maintain a realistic but constructive, results-oriented approach to coordination</li> <li>• Demonstrate commitment to addressing humanitarian need through the cluster's strategic plan and priorities</li> <li>• Coordinate own work and priorities with co-lead and other members of the coordination team at national and sub-national level</li> <li>• Coordinate and communicate effectively with cluster lead agency and co-lead agency</li> <li>• Lead cluster meetings and actively participate in inter-cluster meetings</li> <li>• Pro-actively communicate and promptly respond to requests for information</li> </ul>	<ul style="list-style-type: none"> <li>• Establish clear communication lines, reporting and support mechanisms with sub-national clusters</li> <li>• Provide relevant inputs to inform the national WASH Cluster and, as relevant, HCT's strategic decision making and review of the response</li> <li>• Engage with the wider humanitarian response by pro-actively sharing relevant information and coordinating activities with other clusters and relevant stakeholders</li> <li>• Take into account the concerns and interests of other clusters and stakeholders</li> <li>• Consistently seek the participation and input of other clusters across the HPC to avoid duplication and harmonise response</li> <li>• Network effectively with other Clusters to facilitate coordinated action and decision-making</li> </ul>	<ul style="list-style-type: none"> <li>• Establish processes that enable and encourage the involvement of partners in cluster strategic planning and priority setting</li> <li>• Address any communication or coordination challenges within the coordination team</li> <li>• Conduct outreach to encourage new cluster members to participate in coordination meetings</li> <li>• Represent the WASH Cluster's interests, concerns and contributions to other clusters, the inter-cluster coordination group and the Humanitarian Country Team to contribute to an improved overall response</li> <li>• Build strategic alliances through effective networking with a wide range of stakeholders inside the sector and within other sectors to leverage resources, build connections, further the work of the cluster and improve educational outcomes</li> </ul>



## B. Common competencies



## Underlying knowledge and skills

### KNOWLEDGE AREAS:

- Cluster accountabilities, processes and functions
- Contextual knowledge including key priorities and interests of other clusters and key stakeholders
- IASC guidelines on Cluster Coordination at Country level (2015), GBV Thematic Area Guide for WASH (2015) and the GBV Pocket Guide (2015)
- Principles of Partnership
- Role of partnerships in coordination including knowledge of minimum expectations, ways of working, Memorandum of Understandings
- Strategic planning including Humanitarian Response Planning

### SKILLS:

- Capacity building skills and skills transfer
- Communication skills including public speaking, persuasion and influencing
- Consensus building and conflict management
- Interpersonal skills including negotiation skills and persuasion and the ability to work collaboratively with colleagues and partners
- Meeting management including planning and facilitating meetings
- Organisational skills including time management
- Stakeholder management including networking skills, establishing sub-national clusters, developing partnerships, working with and managing partners, Strategic Advisory Groups and Technical Working Groups and identifying minimum partner commitments

## B. Common competencies

### 2. Promotes cooperation and collaboration

**Definition:** Promotes cooperation and collaboration between others by facilitating solution-focused consensus building and transparent negotiation, supports others to collaborate effectively to ensure the response has minimal duplications, gaps and obstacles that builds on the complementarity of cluster members.



## B. Common competencies

Level 1	Level 2	Level 3
<ul style="list-style-type: none"> <li>• Work with others to collaboratively identify and agree solutions for gaps, obstacles and duplications</li> <li>• Encourage collaboration between international, national and local actors</li> <li>• Support and encourage stakeholders with diverse interests and needs to effectively engage with each other respectfully</li> <li>• Actively encourage and support the involvement of national and local actors in coordination meetings and decision-making processes</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage new and local partners to join the cluster as members</li> <li>• Engage local partners in needs assessments, analysis, strategic planning, coordination and decision making</li> <li>• Encourage non-traditional WASH partners to join the cluster as members</li> </ul>	<ul style="list-style-type: none"> <li>• Challenge behaviours which prioritises competition over collaboration and act against the interests of the affected population</li> <li>• Provide advice and support to ensure collaboration initiatives incorporate local and national actors at strategic level</li> </ul>

## Underlying knowledge and skills

### KNOWLEDGE AREAS:

- Accountability to Affected Populations principles and approaches
- Effective meeting management techniques
- The Humanitarian Programme Cycle
- Humanitarian Development Nexus
- Local context and situation
- Key stakeholders' capacity, interests and priorities

### SKILLS:

- Communication skills including active listening and public speaking
- Consensus building and conflict management
- Decision-making
- Interpersonal skills including negotiation and persuasion
- Meeting management including facilitation
- Technical and operational capacity mapping

## B. Common competencies

### 3. Demonstrates accountability

**Definition:** Demonstrates accountability to affected populations, partners, the Humanitarian Coordinator (HC), Humanitarian Country Team (HCT) and other relevant stakeholders by operating transparently and with integrity and by taking responsibility for the impacts of their own and their teams' actions. Engages and empowers affected populations to be agents of positive changes, by actively creating meaningful opportunities for their involvement in the response and by establishing mechanisms by which individuals and communities can hold the cluster to account.

Level 1	Level 2	Level 3
<ul style="list-style-type: none"> <li>• Demonstrate integrity in actions and interactions with others</li> <li>• Uphold the rights and dignity of affected populations</li> <li>• Ensure that engagement with affected populations actively involves a diverse range of stakeholders including girls and boys, women and men of different ages and sexual orientation, those with and without disabilities, and people from minority ethnic and religious groups</li> <li>• Follow organisational procedures accurately and appropriately without seeking personal gain</li> <li>• Actively gather and take into account the perspectives and knowledge of affected populations when planning and coordinating the work of the cluster</li> <li>• Inform affected population of how data that is collected will be used</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake cluster coordination performance monitoring and ensure weak results are addressed</li> <li>• Establish child-friendly, effective and accessible feedback and complaints mechanisms</li> <li>• Encourage and support partners to consider the needs and perspectives of the affected population</li> <li>• Take affected populations' perspectives into account when developing advocacy plans, ensuring that people's dignity is respected</li> <li>• Support colleagues and partners to follow appropriate, agreed procedures in line with relevant codes of conduct and humanitarian principles</li> <li>• Establish and implement mechanisms to facilitate accurate and timely reporting to HC and HCT</li> </ul>	<ul style="list-style-type: none"> <li>• Take responsibility for the impact of their own and their teams' actions</li> <li>• Challenge plans which do not adequately take into account the perspectives, knowledge and needs of affected populations</li> <li>• Appropriately handle and respond to complaints</li> <li>• Encourage colleagues and partners to demonstrate integrity and transparency and challenge actions that are inappropriate</li> <li>• Actively seek and support partnerships and coordination mechanisms in support of accountability to affected population</li> </ul>

## B. Common competencies

Level 1	Level 2	Level 3
<ul style="list-style-type: none"> <li>• Share monitoring information with children, affected populations, partners and other appropriate stakeholders</li> <li>• Take appropriate action to address feedback received from affected populations, partners and other stakeholders</li> <li>• Ensure results of inquiries are documented and shared as relevant with interested parties and complainants following appropriate guidelines</li> <li>• Ensure children and young people are consulted and actively involved in all stages of the HPC</li> </ul>		

## Underlying knowledge and skills

### KNOWLEDGE AREAS:

- Accountability to Affected Populations
- Child-friendly feedback and complaints mechanisms best practice
- Cluster Coordination Performance Monitoring Guidance
- Core Humanitarian Standard on Quality and Accountability
- Evidence generation for accountability
- IASC Community-Based Complaint Mechanisms on PSEA
- Practice Standards in Children's Participation
- Rights-based approach
- WASH and Community Engagement
- WASH Advocacy Guidance
- WASH Minimum Commitments for the Safety and Dignity of Affected People

## B. Common competencies

## Underlying knowledge and skills

### SKILLS:

- Advocacy skills including advocacy planning
- Communication including active listening and the ability to share information in accessible and appropriate formats
- Evidence generation skills including in needs assessments and creating and using surveys
- Interpersonal skills including the ability to have sensitive, challenging and difficult conversations
- Organisational skills including prioritisation and time management
- Reporting on achievements



## B. Common competencies

### 4. Promotes inclusion

**Definition:** Promotes a positive and inclusive environment in the cluster, in relation to partners, and in their work and interactions with the affected population. Embraces, encourages and supports diversity and addresses the diverse needs and vulnerabilities of the affected population by ensuring cross-cutting considerations of gender, gender identity, gender-based violence (GBV) mitigation and response, age, child protection, disability and HIV & AIDS are incorporated into needs assessments, planning, resource mobilisation, implementation, monitoring and reporting.

Level 1	Level 2	Level 3
<ul style="list-style-type: none"> <li>Promote a positive and inclusive environment within the cluster and in relation to partners and stakeholders</li> <li>Promote the use of local languages to increase accessibility</li> <li>Take into account the diverse needs and vulnerabilities of affected populations when planning and coordinating the work of the cluster</li> <li>Take into account cross-cutting issues throughout the Humanitarian Programme Cycle</li> <li>Monitor cluster's response taking into account cross-cutting issues</li> <li>Challenge activities which do not adequately take into account cross-cutting issues</li> <li>Support the meaningful participation of under-represented or excluded groups</li> </ul>	<ul style="list-style-type: none"> <li>Encourage colleagues in the cluster and partners demonstrate a positive and systematic approach to inclusion and diversity</li> <li>Ensure partners have a commonly agreed understanding and definition of age, child protection, disability, gender, gender identity, GBV and HIV &amp; AIDS and what it entails to integrate them in the response</li> <li>Lead development of the WASH -specific guidance on integrating cross-cutting issues</li> <li>Encourage and support partners to take into account diverse needs and vulnerabilities of affected populations during all stages of the Humanitarian Programme Cycle</li> <li>Work with partners to identify, prevent and address any unintended harmful impacts of activities</li> </ul>	<ul style="list-style-type: none"> <li>Establish and implement systematic measures for supporting inclusive work practices and programming</li> <li>Identify and take strategic action to address gaps in the response relating to diverse needs and vulnerabilities of affected populations</li> <li>Provide advice and support to address relevant trends related to diverse needs and vulnerabilities of specific groups</li> <li>Maintain oversight of the response to ensure it does not exacerbate the vulnerabilities of specific people or groups</li> <li>Address structural, systemic and political factors that contribute to the exclusion of individuals or communities or exacerbate vulnerabilities</li> </ul>

## B. Common competencies

Level 1	Level 2	Level 3
<ul style="list-style-type: none"> <li>Challenge activities and behaviours with potentially harmful impacts or which may exacerbate the vulnerabilities of specific people or groups</li> </ul>		

### Underlying knowledge and skills

<p><b>KNOWLEDGE AREAS:</b></p> <ul style="list-style-type: none"> <li>Definitions, key issues and contextual information related to cross-cutting issues including gender, GBV, age, child protection, disability and HIV &amp; AIDS</li> <li>Gender with age marker</li> <li>Guidance on Strengthening Disability Inclusion in Humanitarian Response Plans</li> <li>Key issues related to vulnerability and inclusion including issues relevant to the local context</li> <li>IASC Gender Handbook for Humanitarian Action</li> <li>Minimum Standards for Age and Disability Inclusion in Humanitarian Action</li> <li>Practice Standards in Children's Participation</li> <li>Standard 26: Child Protection and WASH, Minimum Standards for Child Protection in Humanitarian Action</li> <li>Violence, Gender and WASH Toolkit</li> <li>WASH Advocacy Guidance</li> <li>WASH and Community Engagement</li> <li>WASH Minimum Commitments for the Safety and Dignity of Affected People</li> </ul> <p><b>SKILLS:</b></p> <ul style="list-style-type: none"> <li>Advocacy skills</li> <li>Analytical skills including systematic disaggregation of data by sex, age and disability</li> <li>Communication skills including influencing and persuasion</li> <li>Conducting barrier and risk analysis related to GBV using the Availability, Accessibility, Acceptability, Quality (AAAQ) framework</li> <li>Interpersonal skills including the ability to have challenging and difficult conversations</li> </ul>
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## C. Functional competencies

### 1. Provides influential and strategic leadership

**Definition:** Effectively leads the cluster to work collectively towards a common, strategic goal by developing a shared vision based on evidence and providing the leadership to realise it. Harnesses the skills and experience of cluster members, encourages active participation and inspires trust and respect amongst cluster partners. Provides leadership to a wide range of stakeholders beyond their immediate team or direct reports.

Level 1	Level 2	Level 3
<ul style="list-style-type: none"> <li>• Provide predictable, timely and useful leadership to further the work of the coordination mechanism</li> <li>• Demonstrate knowledge of key humanitarian, contextual and technical (WASH) issues to establish personal credibility</li> <li>• Demonstrate a willingness to listen to the perspectives of others</li> <li>• Maintain a realistic but positive, results-oriented approach</li> <li>• Encourage cluster partners to work collectively towards a common strategic goal</li> <li>• Facilitate the involvement of cluster partners in cluster activities, processes and decision-making</li> <li>• Pro-actively seek and constructively respond to feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Build positive working relationships with others to establish trust and respect</li> <li>• Lead cluster partners to identify and agree priorities and develop a strategy for the cluster based on the needs of the affected population</li> <li>• Identify and draw on capacity and experience within the cluster to establish technical working groups and a strategic advisory group and ensure active participation of national and local partners</li> <li>• Take actions to ensure appropriate and predictable quality across the response by developing a commonly-agreed strategy for quality assurance</li> <li>• Anticipate and prepare for changing circumstances by collaboratively monitoring the context and developing responsive plans</li> </ul>	<ul style="list-style-type: none"> <li>• Adapt decision-making and leadership style to suit the situation</li> <li>• Negotiate with partners to ensure service delivery is driven by the humanitarian response plan and strategic priorities</li> <li>• Encourage and participate in operational peer reviews and evaluations</li> <li>• Support and encourage partners to adapt to changing circumstances in the operating environment</li> </ul>

## C. Functional competencies

### Underlying knowledge and skills

#### KNOWLEDGE AREAS:

- Cluster structures, processes and functions
- Cluster strategy development and principles of evidence, harmonisation, alignment and continuity and consultation
- Contingency planning
- GWC Coordination Toolkit
- GWC Minimum Requirements
- Humanitarian Programme Cycle Guidance
- Humanitarian Response Framework process and templates
- Key technical knowledge relevant to the local context
- Operational Peer Review and Evaluation
- Processes, templates and funding mechanisms of the Humanitarian Response Plan (HRP) and how to monitor, evaluate and adapt them
- Strategic Annual Review process
- WASH Cluster Coordination Handbook

#### SKILLS:

- Communication skills including active listening, persuasion and influencing
- Consensus building and conflict management
- Interpersonal skills including negotiation and the ability to give and receive constructive feedback
- Leadership skills including adaptive and influential leadership
- Stakeholder management including networking and partnership building

## C. Functional competencies

### 2. Analyses and communicates information

**Definition:** Aggregates and analyses needs assessment and monitoring data, maintains accurate records, paying attention to the needs and views of vulnerable and hard to reach populations, and shares information in appropriate and accessible formats with the cluster and other stakeholders as relevant, encourages a transparent flow of information between partners.

Level 1	Level 2	Level 3
<ul style="list-style-type: none"> <li>• Work collaboratively to design WASH assessment and analysis strategy</li> <li>• Respect and apply ethical standards to the collection and sharing of data on children and child protection issues</li> <li>• Prioritise the safety of affected children, their families and communities when sharing information, acknowledging affected populations right to give or deny informed consent to share their data</li> <li>• Analyse data to define core indicators, establish People in Need figures, prioritise WASH needs and develop WASH operational response plan that encompasses all aspects of a WASH response</li> <li>• Analyse the linkages between data from the WASH cluster and other clusters to understand to the of WASH in the context of the broader response</li> <li>• Work with and supports the information manager to identify and define information management needs</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate WASH specific needs assessments</li> <li>• Contribute to inter-sectoral needs analysis</li> <li>• Identify data and information needs and gaps relevant to the evolving situation and response and take actions to address the gaps</li> <li>• Assess the quality and reliability of data and work with experts to identify corrective measures</li> <li>• Assess data results and seek triangulation and explanation based on sources</li> <li>• Promote a transparent flow of information between cluster partners</li> <li>• Establish protocols across the cluster to make sure sensitive data is shared and handled appropriately following data protection best practices</li> </ul>	<ul style="list-style-type: none"> <li>• Aggregate and analyse data from multiple relevant primary and secondary sources</li> <li>• Identify trends and analyse future risks and opportunities to inform a dynamic understanding of the evolving situation</li> <li>• Share relevant information with a wide range of stakeholders outside of the cluster to inform strategic decision-making and inter-cluster coordination</li> <li>• Make decisions based on a limited set of data when necessary and identify critical information gaps</li> </ul>

## C. Functional competencies

Level 1	Level 2	Level 3
<ul style="list-style-type: none"> <li>• Keep accurate records of cluster activities, plans, decisions and priorities</li> <li>• Share relevant information with cluster partners in accessible and appropriate ways</li> <li>• Ensure the needs of vulnerable groups, hard to reach and potentially invisible populations are actively sought and known</li> <li>• Ensure that national and local actors participate in needs identification and analysis process for the sector</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate and document the negative and positive effects of the information systems and information-sharing protocols on children, families and communities</li> <li>• Collaborate with information Management Officer to build the capacity of coordination group members on information management, ethical standards, data protection policies</li> </ul>	

### Underlying knowledge and skills

<p><b>KNOWLEDGE AREAS:</b></p> <ul style="list-style-type: none"> <li>• Data protection best practices and specific applicable laws and regulations</li> <li>• Humanitarian Needs Overview process and templates</li> <li>• WASH assessments including Secondary Data Reviews (SDR), MDC and quantitative and qualitative analysis and setting WASH Core Indicators</li> </ul> <p><b>SKILLS:</b></p> <ul style="list-style-type: none"> <li>• Analytical skills including contextual and situational analysis, data analysis to inform decision-making and the ability to assess the quality and reliability of data and identify critical gaps</li> <li>• Communication skills including creating appropriate and accessible written and verbal communications</li> <li>• Consolidation skills including summarising key findings and evidence from data collection and Needs Overviews</li> <li>• Data collection skills including conducting advance analysis and visualisation using GIS, infographics</li> <li>• Decision-making skills</li> <li>• Needs assessment skills including identifying data sources, assessing reliability of data, conducting secondary data reviews, identifying data gaps</li> <li>• Numeracy skills</li> <li>• Organisational skills including record keeping</li> <li>• Safe and ethical management of data related to GBV and PSEA in coordination with GBV sub-cluster</li> </ul>
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## C. Functional competencies

### 3. Supports resource mobilisation

**Definition:** Supports cluster partners to mobilise resources in terms of supplies, HR and funding; facilitates access to sources of funding; quantifies and accurately represents the funding needs of the cluster to others; and promotes critical thinking around cost efficiency.

Level 1	Level 2	Level 3
<ul style="list-style-type: none"> <li>• Support cluster partners' recruitment and procurement through information sharing, advocacy and the provision of direct support</li> <li>• Agree cluster funding priorities with partners based on humanitarian principles and best practices</li> <li>• Share cluster funding priorities with relevant stakeholders and potential donors</li> <li>• Provide orientation to cluster members on humanitarian response funding processes and pooled funds</li> <li>• Share funding information with partners transparently</li> <li>• Promote analysis on value for money, including cost-effectiveness and efficiency, in considerations about resourcing</li> <li>• Ensure resource mobilisation processes support quality, inclusive and harmonised response planning</li> </ul>	<ul style="list-style-type: none"> <li>• Work with cluster partners to map existing and required resources to identify gaps in supplies or expertise</li> <li>• Advocate for adequate human resources in the WASH Cluster</li> <li>• Establish mechanisms to track resource mobilisation and address constraints and shortfalls</li> <li>• Take actions to ensure the cluster's funding priorities are aligned with the strategy</li> <li>• Ensure a harmonised approach to project proposal development</li> <li>• Transparently negotiate with partners to resolve conflicts or challenges arising from agreeing funding priorities</li> <li>• Establish and adhere to clear and transparent selection criteria for the country-based pooled fund</li> <li>• Provide support for partners, particularly local and national partners, to access pooled funds and participate in funding appeals</li> </ul>	<ul style="list-style-type: none"> <li>• Work on behalf of the cluster and members to resolve external challenges and barriers that impact members' access to resources</li> <li>• Anticipate potential future shortages in essential resources and take appropriate action to mitigate the impact</li> <li>• Assess the cluster's funding priorities to ensure the response will enable a high-quality and value for money response</li> </ul>

## C. Functional competencies

Level 1	Level 2	Level 3
	<ul style="list-style-type: none"> <li>• Present and discuss WASH cluster priorities, gaps and funding needs with HCT and donors</li> <li>• Actively advocate with donors to invest in the institutional capacity development of local actors</li> </ul>	

### Underlying knowledge and skills

**KNOWLEDGE AREAS:**

- Donor interests and priorities
- HR and capacity building processes and issues
- Humanitarian funding processes and resources including flash appeals, CERF, Country Based Pooled Funds and the Funding Tracking System
- Procurement and supply chain management
- Relevant global and national funding sources including humanitarian and development funds
- Role of cluster lead agencies in human and financial resource mobilisation for the cluster

**SKILLS:**

- Advocacy skills
- Consensus building and conflict management
- Financial and budget management
- Financial resource mobilisation including preparation of effective project proposals and using the Cluster strategy, Needs Overview and Response Framework to harmonise project proposals
- Interpersonal skills including negotiation
- Organisational skills including prioritisation
- Preparation of effective project proposals
- Writing skills including report writing and technical writing

## C. Functional competencies

### 4. Advocates for improved WASH outcomes

**Definition:** Advocates for improved WASH outcomes by working with cluster partners to define an advocacy strategy aligned with WASH Cluster priorities based on an analysis of needs assessment and monitoring data. Networks with advocacy allies and targets to achieve the aims of the advocacy strategy. Influences key stakeholders' decision-making through advocacy, representation and showcasing of partners' work and concerns. Advocates with partners to address areas of weakness or gaps in assistance.



## C. Functional competencies



### Underlying knowledge and skills

- KNOWLEDGE AREAS:**
- Contextual and situational information
  - IASC AAP Framework
  - IASC-endorsed menu of AAP questions
  - Humanitarian Response Planning
  - WASH Advocacy Guidance
  - WASH Cluster strategy and response plan
- SKILLS:**
- Advocacy skills and techniques
  - Analytical skills including analysis of needs assessment data and statistical interpretation of data
  - Communication skills including persuasion and influencing
  - Consensus building
  - Interpersonal skills including negotiation, encouraging collaboration and motivating
  - Stakeholder management including analysis and networking

## C. Functional competencies

### 5. Monitors the response

**Definition:** Monitors, evaluates and reports on the coverage, equity and quality of the response and the progress of the response against the cluster’s strategy, priorities and agreed results against the evolving situation and needs of the affected population and suggests corrective action when required.

Level 1	Level 2	Level 3
<ul style="list-style-type: none"> <li>• Work closely with the Information Management Officer to monitor the response effectively</li> <li>• Develop a monitoring and reporting plan with partners</li> <li>• Periodically review and update the monitoring and reporting plan and guidance with partners</li> <li>• Work with partners to agree and periodically update coordination priorities and amend the response plan in response to identified changes</li> <li>• Monitor and evaluate the response against identified priorities, response plan and agreed results</li> <li>• Conduct periodic monitoring visits to implementation sites in coordination with partners</li> <li>• Monitor ongoing and changing needs of affected population and particularly of children and youth</li> <li>• Identify shortfalls or gaps in the response and any corrective action required</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborate with other clusters to align monitoring and reporting plans to improve efficiency and share resources</li> <li>• Conduct extraordinary monitoring of WASH operations when needed</li> <li>• Monitor ongoing and changing needs of affected populations, particularly children and youth, in complex and dynamic situations and identify any potential risks</li> <li>• Support partners to make timely and appropriate adaptations to their responses based on monitoring outcomes and changes in the needs of affected populations</li> <li>• Disseminate information on response progress, critical gaps and resource requirements to wider stakeholders on a regular basis</li> </ul>	<ul style="list-style-type: none"> <li>• Provide guidance and advice on aligning monitoring and reporting plans across clusters to improve coordination across the whole response</li> <li>• Ensure monitoring activities and visits are coordinated with other clusters and relevant partners</li> <li>• Analyse shifting trends to anticipate changing needs of affected</li> <li>• Negotiate sensitively with partners to adjust response activities and plans when gaps in coverage, equity and quality of the response are identified</li> <li>• Provide guidance and clear leadership to partners in response to significant anticipated or emerging changes in needs, the context or the operating environment</li> </ul>

## C. Functional competencies

Level 1	Level 2	Level 3
<ul style="list-style-type: none"> <li>• Report on coordination activities and achievements</li> <li>• Share monitoring information with stakeholders on a regular basis</li> <li>• Disseminate information on response progress and gaps</li> <li>• Recommend any relevant corrective action to cluster partners based on monitoring outcomes</li> <li>• Support children’s safe participation in response monitoring and evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• In situations of armed conflict, demonstrate understanding of the Monitoring and Reporting Mechanism for the six grave violations of children’s rights and contribute to reporting where safe and appropriate</li> </ul>	

## Underlying knowledge and skills

<p><b>KNOWLEDGE AREAS:</b></p> <ul style="list-style-type: none"> <li>• Child participation</li> <li>• Humanitarian Programme Cycle</li> <li>• Monitoring and evaluation tools and best practice</li> <li>• Monitoring and reporting frameworks</li> <li>• Strategic Annual Reviews, lessons learned reviews and Cluster Coordination Performance Monitoring Exercises</li> </ul> <p><b>SKILLS:</b></p> <ul style="list-style-type: none"> <li>• Analytical skills</li> <li>• Communication skills including report writing, persuasion and influencing</li> <li>• Interpersonal skills including negotiation</li> <li>• Monitoring and evaluation skills including the ability to track progress, to undertake Strategic Annual Reviews, Lessons Learned Reviews and Cluster Coordination Performance Monitoring Exercises and to link findings to preparedness and contingency planning</li> <li>• Planning and management skills</li> <li>• Risk management skills including developing a risk analysis/ risk monitoring plan</li> </ul>
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## C. Functional competencies

### 6. Strengthens national capacity to respond and lead

**Definition:** Supports, strengthens and builds national and local WASH preparedness and response capacity by supporting the capacity development of national and local, state and non-state organisations, by working through and engaging with national and sub-national coordination mechanisms when appropriate and by encouraging the active participation of national and local actors in the WASH Cluster.

Level 1	Level 2	Level 3
<ul style="list-style-type: none"> <li>• Work through existing coordination and decision-making platforms whenever possible</li> <li>• Facilitate meaningful inclusion and participation of national and local state and non-state actors in cluster activities</li> <li>• Actively involve local and national actors in decision-making processes of the sector</li> <li>• Pro-actively reduce barriers to participation in sector activities for national and local actors</li> <li>• Support and encourage local and national actors to coordinate with others</li> <li>• Implement capacity building plan for national and local actors</li> <li>• Encourage and support cluster partners to engage in capacity strengthening initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Support the development and strengthening of national emergency response, preparedness and contingency plans and structures</li> <li>• Develop a capacity building plan for national and local actors</li> <li>• Support access to training on coordination and technical topics</li> <li>• Facilitate coordination and harmonisation of capacity building initiatives amongst partners and other actors</li> <li>• Support national and local actors to access greater funding including through pooled funds and advocacy with donors</li> </ul>	<ul style="list-style-type: none"> <li>• Support national actors to provide leadership in the WASH response and to engage with other actors in the broader response</li> <li>• Provide capacity building support and training to national and local actors</li> <li>• Provide support to national and local actors to overcome technical and operational challenges</li> <li>• Ensure national and local actors are involved in strategic level decision making processes</li> </ul>

## C. Functional competencies

### Underlying knowledge and skills

#### KNOWLEDGE AREAS:

- Guidance Note on Capacity Strengthening for Localisation
- Guidance Note on Humanitarian Financing for Local Actors
- Guidance Note on Participation of Local Actors in Humanitarian Coordination Groups
- Grand Bargain Commitments and NEXUS initiatives relevant to the local context and the localisation agenda
- Local and national coordination structures, national emergency response plans and processes
- Key local and national state and non-state actors
- Tips for Integrating Localisation in the Covid-19 HNO and HRP
- Turning the Tables

#### SKILLS:

- Capacity building skills including mentoring and coaching skills
- Communication skills including influencing and persuasion
- Interpersonal skills including negotiation
- Leadership skills
- Meeting management including facilitation skills
- Stakeholder engagement skills including identification and engagement of local civil society and women's groups

## D. Core behavioural competencies

### 1. Builds and maintains partnerships

**Definition:** Builds a network of external stakeholders and alliances with government partners, civil society, the media and the private sector, in order to promote and advance the work of the organisation<sup>4</sup>.

Level 1	Level 2	Level 3
<ul style="list-style-type: none"> <li>• Develop a network of formal and informal contacts through participation in professional networks or consultations with others</li> <li>• Adopt a consultative approach and solicit the support of key stakeholders at critical stages of one's work</li> <li>• Act as a role model for UNICEF, strengthening the reputation of the organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborate with other UN entities, public and private sector partners, sharing knowledge and contributing to best practice</li> <li>• Advocate, influence and negotiate reflecting the needs of children, women and young people in discussions with key decision makers</li> <li>• Promote and select partners who share UNICEF's values</li> <li>• Ensure that feedback from key stakeholders is incorporated into programme design, implementation and team learning</li> </ul>	<ul style="list-style-type: none"> <li>• Initiate new partnerships, including with the private sector and media as appropriate</li> <li>• Anticipate changing priorities, working with partners to create long-term and sustainable opportunities</li> <li>• Act as a credible and convincing spokesperson and negotiator for UNICEF</li> </ul>

### Underlying knowledge and skills

**KNOWLEDGE AREAS:**

- Cluster core functions in particular, in relation to the role of provider of Last Resort
- Guidance note on Partnership Practices for Localisation
- Key stakeholders including state and non-state actors that are relevant to the global, national and local context including public and private sector actors, academic institutions, international and national organisations, faith-based and civil society

<sup>4</sup> Since those in coordination positions represent the child protection coordination group or AoR, references to 'UNICEF' and 'the organisation' in this section are understood to mean UNICEF in its capacity as Cluster/ AoR lead agency and Provider of Last Resort.

### Underlying knowledge and skills

- Principles of Partnerships
- UNICEF and WASH Cluster value

**SKILLS:**

- Advocacy skills
- Communication skills including persuasion, influencing and presentation skills
- Interpersonal skills including negotiation and the ability to give and receive constructive feedback on personal performance
- Representation skills
- Presentation skills
- Stakeholder management including analysis, networking and partnership building
- Organisational learning including the ability to appropriately record, respond to and act on organisational feedback

## D. Core behavioural competencies

### 2. Demonstrates self-awareness and ethical awareness

**Definition:** Self-aware of own strengths, limitations, working style and deeply held convictions and biases.

**Definition:** Displays ethical awareness through behaviours that are consistent and compliant with the standards of conduct for international civil servants, UNICEF's values and relevant UNICEF policies and procedures.

Level 1	Level 2	Level 3
<p><b>Self-awareness</b></p> <ul style="list-style-type: none"> <li>• Display sensitivity and adjust language and tone, ensuring it is not demeaning or aggressive</li> <li>• Recognise own strengths and limitations, learning from mistakes made</li> <li>• Seek feedback from multiple sources on own behaviours, including unconscious biases and potential blind spots. Act on the feedback received</li> <li>• Be transparent in admitting mistakes and take corrective action</li> <li>• Recognize personal stress and seek help to maintain personal well-being</li> </ul> <p><b>Ethical awareness</b></p> <ul style="list-style-type: none"> <li>• Display appropriate ethical behaviours, refraining from discriminatory (sexist, racist, xenophobic and homophobic etc), language and behaviours</li> </ul>	<p><b>Self-awareness</b></p> <ul style="list-style-type: none"> <li>• Be open and objective to feedback without being defensive or taking retaliatory actions</li> <li>• Communicate and reinforce behaviours within the team that are aligned to UNICEF's values</li> <li>• Be mindful of the authority and influence that comes with the role and prevents the abuse of authority</li> </ul> <p><b>Ethical awareness</b></p> <ul style="list-style-type: none"> <li>• Demonstrate impartial application of organizational policies, procedures and practices</li> <li>• Respond appropriately to ethical issues and complaints of abuse of authority, bullying or harassment</li> <li>• Provide a protective environment in which employees can speak up and act without fear, judgement or reprisal</li> </ul>	<p><b>Self-awareness</b></p> <ul style="list-style-type: none"> <li>• Promote the importance of demonstrating self-awareness in driving change to culture and preventing the abuse of authority</li> </ul> <p><b>Ethical awareness</b></p> <ul style="list-style-type: none"> <li>• Role model appropriate behaviours in alignment with UNICEF's values</li> <li>• Create and promote a culture that establishes zero-tolerance for discriminatory (sexist, racist, xenophobic and homophobic, etc) language and behaviours</li> <li>• Create and promote a culture that establishes procedures to address unethical behaviours</li> <li>• Take decisive action on ethical dilemmas</li> </ul>

## D. Core behavioural competencies

Level 1	Level 2	Level 3
<ul style="list-style-type: none"> <li>• Challenge unprofessional and unethical behaviours by standing up against actions that are not aligned with UNICEF's values</li> <li>• Voice opinion in a truthful and respectful manner</li> <li>• Apply UNICEF's core values in personal and professional life, demonstrating consistency between words and actions</li> </ul>	<ul style="list-style-type: none"> <li>• Challenge difficult or controversial issues and demonstrate courage in alignment with UNICEF's values</li> </ul>	

## Underlying knowledge and skills

<p><b>MANDATORY TRAINING:</b></p> <ul style="list-style-type: none"> <li>• UNICEF Ethics and Integrity training</li> </ul> <p><b>KNOWLEDGE AREAS:</b></p> <ul style="list-style-type: none"> <li>• Core values of the WASH Cluster and UNICEF</li> <li>• WASH Cluster and UNICEF core organisational policies, procedures and practices including complaints procedures, whistleblowing and grievance policies</li> </ul> <p><b>SKILLS:</b></p> <ul style="list-style-type: none"> <li>• Communication skills including the ability to speak honestly and respectfully</li> <li>• Interpersonal skills including the ability to seek, act on and provide constructive feedback on personal performance and the ability to have sensitive, challenging and difficult conversations</li> <li>• Intra-personal skills including self-reflection, self-awareness and stress management</li> </ul>
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## D. Core behavioural competencies

### 3. Drive to achieve results for impact

**Definition:** Commits to action and assumes responsibility and ownership for own performance and the associated outcomes.

Level 1	Level 2	Level 3
<ul style="list-style-type: none"> <li>Plan and take ownership for delivering tasks with minimal supervision</li> <li>Pay attention to detail, producing work of a high standard</li> <li>Monitor activities on a regular basis, reviewing work plan to ensure progress and delivery</li> <li>Ensure the completion of tasks, while addressing obstacles and bottlenecks</li> <li>Take responsibility for consequences of decisions and failures without passing blame to others</li> <li>Involve key stakeholders in activities that impact them, keeping them informed of potential delays and problems</li> </ul>	<ul style="list-style-type: none"> <li>Inspire a sense of purpose, providing vision and direction to guide the team to achieve the desired impact</li> <li>Ensure coherence in the activities of the team, communicating strategic priorities and setting clear deliverables</li> <li>Undertake team progress reviews, discussing and taking corrective measures</li> <li>Predict possible roadblocks in achieving results while providing guidance and support</li> <li>Promote an environment where team members learn from individual and collective successes and mistakes</li> </ul>	<ul style="list-style-type: none"> <li>Act as a role model, creating and promoting a performance culture where employees have a strong sense of accountability and fulfilment</li> <li>Promote a culture of focus on the needs of key stakeholders in the delivery of results</li> <li>Create an environment of performance measurement, seeking feedback from key stakeholders to assess effectiveness</li> <li>Take full ownership and accountability for the teams' shortcomings, providing support in areas of potential growth</li> <li>Promote the prioritization of project/programme deliverables with team managers to ensure clarity and focus as appropriate</li> </ul>

### Underlying knowledge and skills

**KNOWLEDGE AREAS:**

- Performance management processes and tools

**SKILLS:**

- Interpersonal skills
- Organisational skills including time management and prioritisation
- People management skills including performance management
- Stakeholder management

## D. Core behavioural competencies

### 4. Innovates and embraces change

**Definition:** Is open to and proposes new approaches and ideas. Adapts and responds positively to change.

Level 1	Level 2	Level 3
<ul style="list-style-type: none"> <li>Review work practices, analysing evidence-based trends to apply new methods and techniques</li> <li>Respond flexibly to changing circumstances, priorities and deadlines</li> <li>Display creativity, experiments with new approaches and demonstrate openness to changing existing practices</li> </ul>	<ul style="list-style-type: none"> <li>Encourage innovation and promote the importance of team members engaging in change initiatives</li> <li>Communicate and keep employees motivated during times of uncertainty and change</li> <li>Involve their team and a wide range of stakeholders in generating ideas, recommendations and solutions</li> <li>Recognize innovative thinking, creativity and calculated risk taking</li> </ul>	<ul style="list-style-type: none"> <li>Lead and champion change initiatives, mobilizing teams to respond to changing priorities</li> <li>Promote an environment that drives creativity, innovation, flexibility and responsiveness</li> <li>Promote a culture supportive of challenges to the status quo, while maintaining rigor in the evaluation of new ideas</li> <li>Create and promote a culture encouraging the sharing of success and failure to promote individual and collective learning</li> </ul>

### Underlying knowledge and skills

**KNOWLEDGE AREAS:**

- Innovative and effective approaches in key technical areas relevant to the local context

**SKILLS:**

- Analytical skills
- Interpersonal skills
- Change management
- Problem solving including creativity, innovative thinking and the ability to pro-actively identify and take appropriate and positive action

## D. Core behavioural competencies

### 5. Manages ambiguity and complexity

**Definition:** Demonstrates resilience and composure, getting things done despite challenges and maintaining performance levels in pressured, adverse and uncertain environments.

Level 1	Level 2	Level 3
<ul style="list-style-type: none"> <li>• Maintain focus on priorities and deliverables, in the face of pressure, or when things do not go according to plan</li> <li>• Demonstrate flexibility, developing alternate plans in rapidly changing situations, uncertainty and adversity</li> <li>• Analyse and exercise judgment in challenging situations in the absence of specific guidance</li> <li>• Manage personal frustrations to avoid potential conflict</li> <li>• Identify key issues and priorities, maintaining personal effectiveness in complex situations</li> </ul>	<ul style="list-style-type: none"> <li>• Anticipate obstacles, adapt team priorities, develop alternative plans and solutions in consultation with the team</li> <li>• Maintain team effectiveness and morale when dealing with changing priorities or ambiguous situations</li> <li>• Manage the impact of complex and uncertain environments on programming activity and employees' well-being</li> </ul>	<ul style="list-style-type: none"> <li>• Promote and maintain a positive work atmosphere, supporting teams to remain productive and achieve results despite operating in a complex environment</li> <li>• Provide stability in the face of conflicting external pressures, tensions and opposition from stakeholders</li> <li>• Promote organizational resilience by communicating openly and honestly about challenges and the actions required to address them</li> </ul>

### Underlying knowledge and skills

**KNOWLEDGE AREAS:**

- Methods for maintaining well-being including stress management techniques and signs of stress and stress-related conditions, compassion fatigue, burnout and vicarious trauma

**SKILLS:**

- Analytical skills including critical judgement
- Change management including adaptability
- Interpersonal skills including team building and encouraging and motivating others
- Intra-personal skills including self-reflection, self-management and stress management
- Organisational skills including prioritisation
- Problem solving skills

## D. Core behavioural competencies

### 6. Thinks and acts strategically

**Definition:** Understands the big picture and is able to identify potential opportunities for action and challenges that exist. Forms sound evidence-based judgements in the delivery of UNICEF's results.

Level 1	Level 2	Level 3
<ul style="list-style-type: none"> <li>• Understand the organization's objectives and aligns work plan activities</li> <li>• Analyse and evaluate data from a wide range of sources, assessing reliability and presenting conclusions to enable informed decision-making</li> <li>• Adapt work plans in response to emerging situations and new requirements</li> <li>• Consider the long-term impact and risks of decisions and actions</li> </ul>	<ul style="list-style-type: none"> <li>• Clarify and shape the teams' role and purpose in delivering the WASH Cluster's priorities. Keep the team informed and provide guidance</li> <li>• Solicit the views and perspectives of team members when developing recommendations</li> <li>• Facilitate engagement with other teams and stakeholders in addressing priorities and strategies</li> <li>• Take responsibility for team decisions, providing the rationale as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Promote collaboration with key stakeholders, openly sharing knowledge, insights and effective practices</li> <li>• Encourage and create a culture of involving key stakeholders in making critical organization-wide recommendations and decisions</li> <li>• Create an environment of evidence-based analysis, risk management, prioritization and timely decision-making</li> <li>• Scan the external environment to explore new/emerging areas and identify opportunities and initiatives</li> </ul>

### Underlying knowledge and skills

**KNOWLEDGE AREAS:**

- Mandate, priorities and organisational objectives of UNICEF and the WASH Cluster
- Principle of the best interests of the child

**SKILLS:**

- Ability to relate the bigger picture to the best interests of the child
- Analytical skills including data and statistical analysis to inform decision making
- Communication skills including active listening
- Consensus building and conflict management
- Decision-making based on the principle of the best interests of the child
- Interpersonal skills including relationship building and negotiation
- Organisational skills including prioritisation
- Risk management including assessing risk

## D. Core behavioural competencies

### 7. Works collaboratively with others

**Definition:** Establishes and maintains mutually supportive working relationships, demonstrating sensitivity to people of diverse backgrounds, respecting differences and ensuring that all can contribute and succeed.

Level 1	Level 2	Level 3
<ul style="list-style-type: none"> <li>• Challenge colleagues respectfully when views and opinions differ</li> <li>• Encourage others to contribute ideas and listen without interruption</li> <li>• Support colleagues in achieving their goals</li> <li>• Earn the trust and confidence of colleagues through respectful, honest behaviours, displaying openness and tolerance</li> <li>• Seek the input of internal stakeholders, gaining buy-in and commitment while sharing relevant information</li> <li>• Address issues, conflicts and misunderstandings between self and others</li> </ul>	<ul style="list-style-type: none"> <li>• Seek the input of team members, ensuring the voices of diverse groups are heard, and involving them in decisions that affect them</li> <li>• Acknowledge conflict and disagreement in the team and work to facilitate resolution as appropriate</li> <li>• Encourage proactive collaboration with other teams, acknowledging contributions and ideas</li> <li>• Keep the team informed about decisions and, as appropriate, explain the rationale behind these</li> </ul>	<ul style="list-style-type: none"> <li>• Create a culture that values diverse opinions, with input from all employees, regardless of hierarchy</li> <li>• Promote empowering working environments, ensuring dignity and respect for all, holding team managers accountable</li> <li>• Promote a collaborative working culture based on participatory approaches to eliminate silos</li> <li>• Promote a culture where colleagues and teams have opportunities to learn from conflict and disagreement</li> </ul>

### Underlying knowledge and skills

**KNOWLEDGE AREAS:**

- Power dynamics including the impact of gender and race on participation
- Team building techniques and group dynamics

### Underlying knowledge and skills

**SKILLS:**

- Communication skills including active listening and appropriate information sharing
- Consensus building and conflict management
- Decision making
- Interpersonal skills including the ability to have sensitive, challenging and difficult conversations
- Stakeholder management and networking
- People management including team building



## D. Core behavioural competencies

### 8. Nurtures, leads and manages people

**Definition:** Provides exemplary management and leadership of the coordination team by motivating and developing people to perform at their best and building diverse and inclusive teams.

Level 1	Level 2	Level 3
<ul style="list-style-type: none"> <li>• This competency applies at levels 2 and 3 only</li> </ul>	<ul style="list-style-type: none"> <li>• Delegate responsibility and authority, while fairly allocating tasks, clarifying expectations and providing clear directions and guidance</li> <li>• Provide the team with the needed direction to achieve results and also hold them accountable</li> <li>• Support employees in developing realistic work plans based on programmatic needs</li> <li>• Regularly discuss performance, giving timely, constructive feedback, as well as providing support to address issues and taking action when necessary</li> <li>• Identify learning goals for employees, providing guidance on how to achieve them and ensure a supportive environment for their professional development</li> <li>• Support career development opportunities for employees, devoting time to coach, mentor and build morale to achieve personal and career goals</li> </ul>	<ul style="list-style-type: none"> <li>• Promote a culture of psychological safety where employees can voice their concerns without fear of retaliation</li> <li>• Role model effective people management behaviours, emphasising their importance to team managers and holding them accountable</li> <li>• Support direct reports to develop their leadership capabilities, providing direct and honest feedback about their potential and ensuring relevant support</li> <li>• Create and promote a culture of fairness, transparency and inclusion where colleagues from all backgrounds and perspectives feel empowered and valued</li> <li>• Promote a culture of continuous learning and knowledge sharing within and amongst teams</li> <li>• Create an environment where team managers promote and role model employee well-being and self-care</li> </ul>

## D. Core behavioural competencies

Level 1	Level 2	Level 3
	<ul style="list-style-type: none"> <li>• Create inclusive teams, reflective of the diverse nature of the UNICEF workforce</li> <li>• Recognize individual contributions and acknowledge team successes</li> <li>• Dedicate time and energy to the well-being of staff, monitoring emotional reactions and their ability to adjust to challenging circumstances</li> </ul>	

## Underlying knowledge and skills

<p><b>KNOWLEDGE AREAS:</b></p> <ul style="list-style-type: none"> <li>• Leadership and management theory, tools and techniques</li> <li>• Methods for maintaining well-being including stress management techniques and signs of stress and stress-related conditions, compassion fatigue, burnout and vicarious trauma</li> </ul> <p><b>SKILLS:</b></p> <ul style="list-style-type: none"> <li>• Capacity building including mentoring and coaching</li> <li>• Change management skills</li> <li>• Communication skills</li> <li>• Interpersonal skills including the ability to give and receive constructive feedback on personal performance</li> <li>• Intra-personal skills including self-reflection, self-care and stress management</li> <li>• People management skills including delegation, performance management and career development</li> </ul>
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## Annex 1: Bibliography of Resources for Cluster Coordination and Information Management Competency Frameworks

### Mandatory Courses

- BSAFE Safety and security training, UN; available: <https://training.dss.un.org/course/category/6>
- Ethics and Integrity training, UNICEF; available: <https://agora.unicef.org/local/search/index.php?reset=session=1&search=ethics+and+integrity>
- Prevention of Sexual Exploitation and Abuse (PSEA) training, UNICEF; available: <https://agora.unicef.org/course/info.php?id=7380>
- Prevention of Sexual Harassment and Abuse of Authority training, UNICEF; available: <https://agora.unicef.org/course/info.php?id=114>
- Safe and Secure Approaches in Field Environments training (SSAFE); face-to-face training mandatory as per country requirements
- Human Rights and Responsibilities training, UN; available to UNICEF personnel: <https://agora.unicef.org/>
- Information Awareness and Security course, UNICEF; available to UNICEF personnel: <https://agora.unicef.org/>

### Knowledge and Skills Key Texts

- *Accountability to Affected Populations: Operational Framework*, (2013), IASC; available: [https://interagencystandingcommittee.org/system/files/legacy\\_files/AAP%20Operational%20Framework%20March%202013%20Final.pdf](https://interagencystandingcommittee.org/system/files/legacy_files/AAP%20Operational%20Framework%20March%202013%20Final.pdf); accessed on 27/05/2020
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- *Core Humanitarian Standard on Quality and Accountability*, (2014), CHSA; available: <https://corehumanitarianstandard.org/files/files/Core%20Humanitarian%20Standard%20-%20English.pdf>; accessed on 27/05/2020
- *Data Cleaning ACAPS Technical Brief*, (2016), ACAPS; available: [https://www.acaps.org/sites/acaps/files/resources/files/acaps\\_technical\\_brief\\_data\\_cleaning\\_april\\_2016\\_0.pdf](https://www.acaps.org/sites/acaps/files/resources/files/acaps_technical_brief_data_cleaning_april_2016_0.pdf); accessed on 27/05/2020
- *Framework of Accountability*, UNICEF; available: <https://unicef.sharepoint.com/teams/EMOPS-OSC/SiteAssets/SitePages/EMOPS-OSC/UNICEF%20Security%20Framework%20of%20Accountability.pdf>; accessed 08/06/2020
- *Gender and Age Marker (MGA)*; IASC; available: <https://www.iascgenderwithagemarker.com/>; accessed 20/07/2020
- *Guidance Note: Humanitarian Indicator Registry*, (2012), IASC; available: <https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/Guidance%20Humanitarian%20Indicator%20Registry%2008.13.pdf>; accessed on 27/05/2020
- *Guidance Note: Multi-Sector Analytical Framework*, (2016), UNICEF and ACAPS; available: <https://washcluster.net/node/31>; accessed on 27/05/2020
- *Guidance Note on Capacity Strengthening for Localisation*, (2020), Grand Bargain Localisation Workstream; available: <https://resourcecentre.savethechildren.net/library/guidance-note-capacity-strengthening-localisation>; accessed on 20/07/2020
- *Guidance Note on Humanitarian Financing for Local Actors*, (2020), Grand Bargain Localisation Workstream; available: <https://resourcecentre.savethechildren.net/library/guidance-note-humanitarian-financing-local-actors>; accessed on 20/01/2020
- *Guidance Note on the Participation of Local Actors in Humanitarian Coordination Groups*; (2020); available: <https://resourcecentre.savethechildren.net/library/guidance-note-participation-local-actors-humanitarian-coordination-groups>; accessed on 20/07/2020
- *Guidance Note on Partnership Practices for Localisation*; (2020), Grand Bargain Localisation Workstream; available: <https://resourcecentre.savethechildren.net/library/turning-tables-insights-locally-led-humanitarian-partnerships-conflict-affected-situations>; accessed 20/07/2020
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- *Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action: Thematic Area Guides*, (2015), IASC; available: <https://gbvguidelines.org/en/>; accessed on 27/05/2020
- *Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action: Reducing risk, promoting resilience and aiding recovery*, (2015), IASC; available: [https://gbvguidelines.org/wp/wp-content/uploads/2015/09/2015-IASC-Gender-based-Violence-Guidelines\\_lo-res.pdf](https://gbvguidelines.org/wp/wp-content/uploads/2015/09/2015-IASC-Gender-based-Violence-Guidelines_lo-res.pdf); accessed on 27/05/2020
- *Guidelines for Inter-Agency Community-Based Complaint Mechanisms on PSEA*, (2016), IASC; available: [https://interagencystandingcommittee.org/system/files/best\\_practice\\_guide\\_inter\\_agency\\_community\\_based\\_complaint\\_mechanisms\\_1.pdf](https://interagencystandingcommittee.org/system/files/best_practice_guide_inter_agency_community_based_complaint_mechanisms_1.pdf); accessed on 27/05/2020
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- *How Sure Are You: Judging Data Quality and Usability of Data Collected During Rapid Needs Assessments*, (2013) ACAPS; available: <https://www.acaps.org/how-sure-are-you-judging-quality-and-usability-data-collected-during-rapid-needs-assessments>; accessed on 27/05/2020
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### Information on Topic Areas

- Grand Bargain and Grand Bargain Commitments; information available: <https://interagencystandingcommittee.org/grand-bargain>; accessed on 27/05/2020

### GWC Competency Framework for Cluster Coordination

- Humanitarian architecture; information available: <https://higuide.elrha.org/humanitarian-parameters/humanitarian-architecture/>; accessed on 01/06/2020
- Humanitarian funding including:
  - CERF; information available: <https://cerf.un.org/>; accessed on 01/06/2020
  - Country-Based Pooled Funds; information available: <https://www.unocha.org/our-work/humanitarian-financing/country-based-pooled-funds-cbpf>; accessed on 01/06/2020
  - The Funding Tracking systems; information available: <https://fts.unocha.org/>; accessed on 01/06/2020
- Humanitarian principles and 'Do No Harm' in UNICEF Humanitarian Principles, (undated), UNICEF; available: [https://www.unicef.org/pathtraining/documents/session\\_4\\_humanitarian\\_principles/participant\\_manual/4.2\\_unicef\\_humanitarian\\_principles.doc](https://www.unicef.org/pathtraining/documents/session_4_humanitarian_principles/participant_manual/4.2_unicef_humanitarian_principles.doc); accessed on 27/05/2020
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Annexes

# Annex 2: Development of the UNICEF-led Cluster Competency Frameworks for Cluster Coordination and Information Management

## 1. Background

In December 2019, the Global Nutrition Cluster commissioned the development of two linked competency frameworks, one for cluster coordination and one for information management, to be aligned with the new UNICEF behavioural competency framework. The Global Education Cluster, WASH Cluster and Child Protection Area of Responsibility participated in the consultation process and, in order to ensure consistency and continuity between the UNICEF-led clusters/ AoRs, decided to adopt adapted versions of the competency frameworks for their own use. The work has resulted in eight linked competency frameworks.

### Global Nutrition Cluster

Competency Framework for Cluster Coordination  
Competency Framework for Information Management

### Global Education Cluster (UNICEF led clusters)

Competency Framework for Cluster Coordination  
Competency Framework for Information Management

### Child Protection Area of Responsibility

Competency Framework for Cluster Coordination  
Competency Framework for Information Management

### Global WASH Cluster

Competency Framework for Cluster Coordination  
Competency Framework for Information Management

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The competency frameworks were developed in a consultative process. Work on the GNC frameworks took place through early 2020 with completion in March 2020. Adaptations on the CP AoR, GEC and GWC frameworks took place between May and July 2020.

This annex provides an outline of the audience and purpose of the competency frameworks, a description of the structure of the competency frameworks and an overview of the methodology and resources used to create them.

## 2. The audience and purpose of the competency frameworks

The competency frameworks are designed for use by those who work in UNICEF-led Clusters/ AoRs at global, regional, national or sub-national level or in other humanitarian/ preparedness settings. Each Cluster/ AoR has two linked frameworks: one for cluster coordination and one for information management. The competency frameworks for cluster coordination is relevant to those with roles such as Cluster Coordinator, Cluster Co-Coordinator, Co-chair and the competency framework for information management are relevant to those with roles such as Information Management Officer or Information Management Specialist. They can also be used for double-hatting positions if these exist.

The frameworks are primarily aimed at UNICEF staff. However, they can be adapted for use by other personnel working in UNICEF-led Clusters/ AoRs such as consultants, NGO staff or staff on secondment, for example through Standby Partnerships.

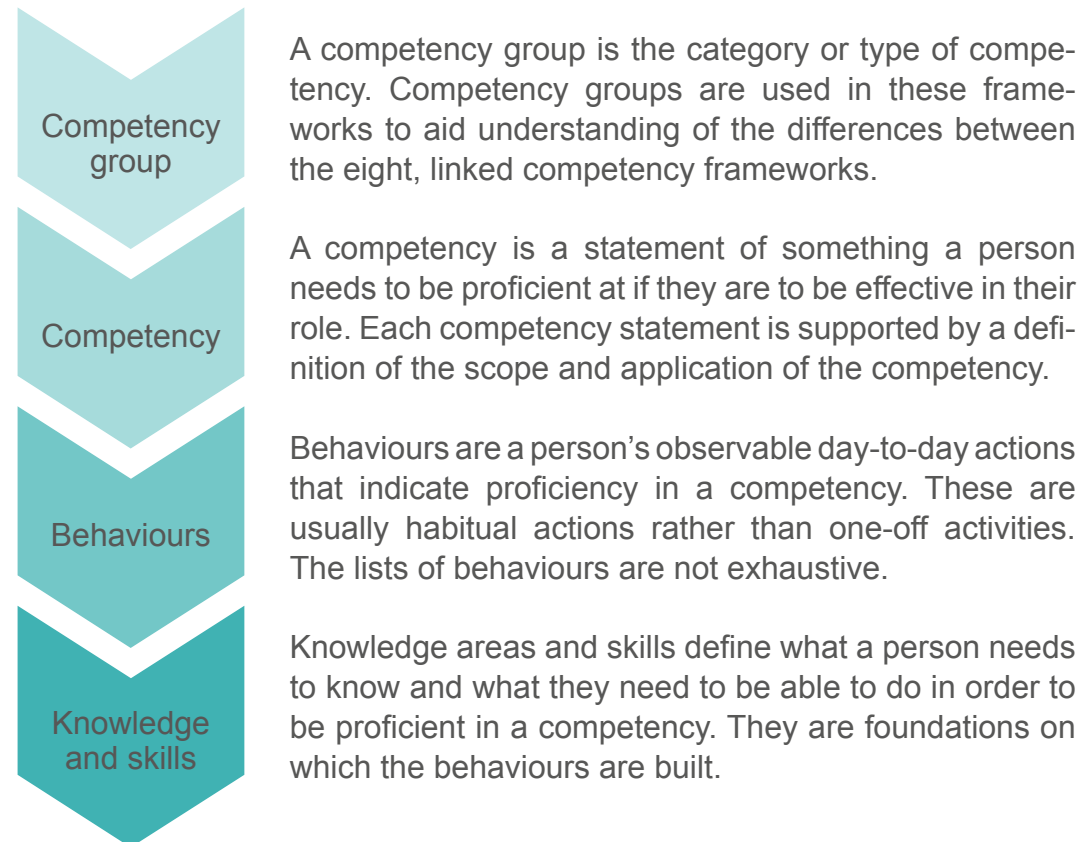
The purpose of the competency frameworks is to describe the competencies, and associated behaviours, knowledge and skills, that colleagues need in order to be effective in their roles. The frameworks can be used to support:

- **Recruitment and onboarding:** by providing clear descriptions of required competencies to inform the development of the standardised job descriptions, selection processes, interview questions and assessment processes, and onboarding/ induction plans;
- **Performance appraisal and management:** by providing objective and measurable criteria for assessment of performance and for the setting of personal objectives;
- **Staff development:** by providing a basis for the development of professional development frameworks and capacity development strategies and by providing guidance for the selection or development of appropriate learning resources;
- **Career development:** by outlining clear routes for further development and career progression.

### 3. Structure of the competency frameworks

The competency frameworks are structured so that they each have four layers: competency group, competencies, behaviours and underlying knowledge areas and skills.

#### The structure of the competency frameworks



#### Competency Groups

In these frameworks, four categories have been used to group the competencies. These are:

- A. Sectoral competencies
- B. Common behavioural competencies
- C. Functional competencies
- D. Core behavioural competencies

**A. Sectoral competencies** relate to the application of a technical specialism in a humanitarian setting. All of the frameworks share competencies relevant to humanitarian action and to operating safely and securely. In addition, each framework has a competency that outlines the relevant technical behaviours, knowledge and skills that are relevant to the Cluster/ AoR. For each Cluster/ AoR these competencies reflect the broader set of competencies that a

practitioner in that field would need and are drawn from existing competency frameworks and documents used in that sector. These technical specialisms are:

- Child Protection in Emergencies (CPiE) for the CP AoR frameworks;
- Education in Emergencies (EiE) for the GEC frameworks;
- Nutrition in Emergencies (NiE) for the GNC frameworks; and
- WASH in Emergencies for the GWC frameworks.

The competencies and behaviours described in these frameworks are defined specifically in relation to working in the Cluster/ AoR and do not describe all of the competencies that NiE/ CPiE/ EiE/ WASH practitioners need.

**B. Common behavioural competencies** apply to all of those who work in UNICEF-led clusters/ AoRs at national and sub-national level and define the proficiencies required for working effectively in a cluster/ AoR. These competencies are shared between all the competency frameworks though there are differences in some of the specific details in the behaviours, knowledge areas and skills.

**C. Functional competencies** relate to the tasks or functions of a role. In the competency frameworks for cluster coordination, these competencies define the proficiencies required by those whose role is in cluster coordination: for example, cluster coordinators, cluster co-coordinators, deputy coordinators and co-chairs. In the competency frameworks for information management, these competencies define the proficiencies required by those whose role is in information management: for example, Information Management Officers or Information Management Specialists.

**D. Core behavioural competencies** support the values and mission of a specific organisation. They apply to everyone in an organisation and form a foundation for the common behavioural, functional and sectoral competencies. In these frameworks, these competencies are taken directly from the UNICEF Competency Framework in their entirety. Specific knowledge and skills have been added to apply these competencies to the role and Cluster/ AoR.

#### Competencies

In each of the competency frameworks there are twenty-one competencies<sup>5</sup> in total which are divided between the four competency groups. Each competency is accompanied by a definition to aid understanding of the scope, scale and context of the competency, behaviours and relevant, key underlying knowledge areas and skills.

<sup>5</sup> In the GEC (UNICEF) Cluster Coordinator competency framework there are twenty-two competencies as an additional competency has been added to Group A: Sectoral Competencies



## Annexes

### Behaviours and Levels

The behaviours that accompany each competency are listed at three cumulative levels. All colleagues are expected to demonstrate the level 1 behaviours. With experience and career progression, colleagues will be expected to begin to demonstrate behaviours at level 2 and level 3 in addition to the level 1 behaviours. Although colleagues in more senior positions will be expected to display the higher-level behaviours, individual progression will not imply an automatic increase in responsibilities or seniority. In practice, these levels might apply as follows:

- A colleague working in a sub-national cluster coordinator role or as a co-chair, co-lead or co-coordinator would be expected to demonstrate the level 1 competencies fully, and be working towards level 2 behaviours over time;
- A national Cluster Coordinator or Information Management Officer, in either dedicated or double-hatting positions, would be expected to demonstrate the level 1 and 2 behaviours fully, and be working towards level 3 behaviours over time;
- A Cluster Coordinator or an Information Management Specialist working in a complex environment, such as in a System-Wide scale up emergency or at global level, would be expected to demonstrate the behaviours at all three levels.

### Knowledge areas and skills

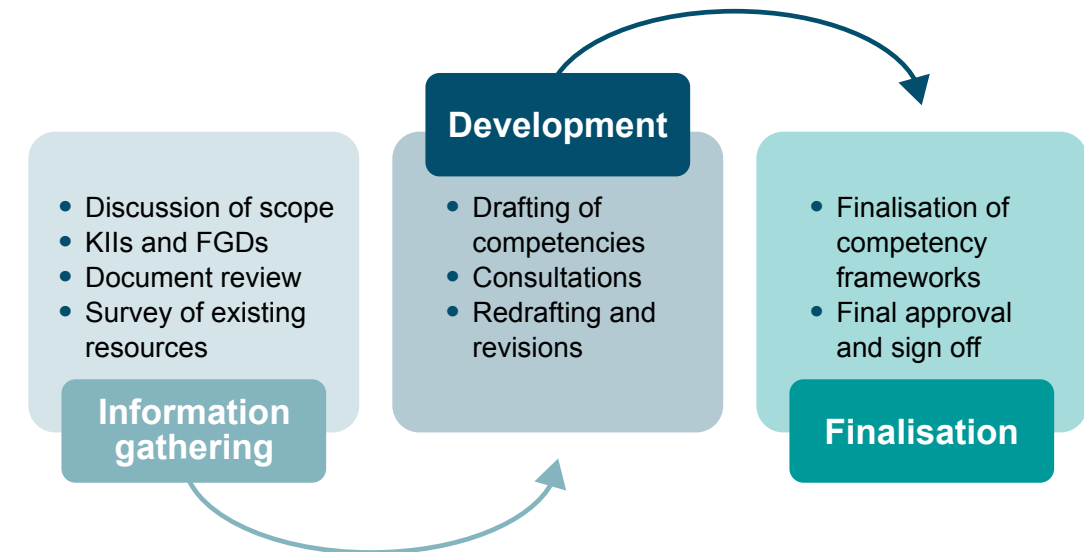
To further aid understanding of the competencies, a section has been included with each competency which outlines the key relevant knowledge areas and skills that underpin the competency. The purpose of this section is not to provide a full curriculum for learning but to highlight the main areas of knowledge and skills that are required in order to demonstrate the competency.

## 4. Methodology and resources

The development of the eight competency frameworks was undertaken in two stages. During the first stage which took place between December 2019 and March 2020, the competency frameworks were developed for use by the GNC. During the second stage, which took place in May to July 2020, the competency frameworks were adapted for use by the CP AoR, GWC and GEC.

The development of the frameworks including the following stages:

## Annexes



### Information gathering

Information to support the development of the GNC frameworks and the adapted versions for the CP AoR, GEC and GWC was gathered from a number of places. This information gathering included: discussion of scope with relevant Cluster/ AoR representatives; consultations with key individuals in the form of key informant interviews and focus group discussions; a document review of relevant resources; and a survey of existing resources amongst GNC partners.

Consultations with key individuals included discussions with:

- Cluster/ AoR representatives from each of the four UNICEF-led Clusters/ AoRs to define the scope of the work;
- Global and national cluster and AoR staff including current and experienced Cluster Coordinators and Information Management Officers to identify key responsibilities, behaviours, knowledge, skills and documents relevant to the roles;
- UNICEF DHR to ensure that the frameworks were fully aligned to the new UNICEF competency framework;
- UNICEF EMOPs Security Specialist to draft and review competency A3 'Operates Safely and Securely'.

In addition to the consultations, a review of relevant documentation took place. The purpose of the document review was to clarify the key roles, responsibilities and tasks of Cluster Coordinators and Information Managers; to identify any competencies, knowledge and skills that had previously been identified for these roles; and to identify any relevant content for the frameworks that could be drawn from other existing competency frameworks. When possible, the competency frameworks are aligned with existing documentation to avoid duplication or contradiction. A full list of documents reviewed during the process can be found in Annex 3.



## Annexes

### Development and finalisation of the competency frameworks

Drawing on information from the consultations and document review, the competency frameworks were drafted. The following considerations informed the structure, format and content of the frameworks:

- The UNICEF behavioural competencies, completed in early 2020, apply to all UNICEF staff. These competencies are incorporated into the cluster coordination and information management competency frameworks verbatim and form section D: Core Behavioural Competencies;
- The format and structure of the UNICEF competencies was adopted for all competencies to ensure consistency across the documents;
- The three levels of behaviours which accompany each framework were developed to align with the UNICEF competencies in terms of their level of complexity and responsibility and a how these apply specifically to Cluster/ AoR roles was defined;
- Although not usually included in competency frameworks, a knowledge and skills section was added to all of the competencies to aid understanding and provide additional support to users. These sections include links to any specific documents which are included, and a bibliography is included to aid off-line use of the document;
- To support understanding of the application of each set of competencies, and to allow for easy comparison between the eight linked frameworks, competencies were grouped into four categories:
  - Group A sectoral competencies define the requirements for each technical specialism and therefore show the greatest variation between the frameworks for each cluster/ AoR (CPiE, EiE, NiE and WASH) specifically with competency A2 being different for each cluster/ AoR;
  - Group B common behavioural competencies define the competencies for those working in clusters. This group appears with minimal changes across the eight frameworks;
  - Group C functional competencies define the requirements based on the role (either Cluster Coordination or Information Management) and the competencies in this group are therefore is different in the cluster coordination frameworks and the information management frameworks;
  - Group D core behavioural competencies are drawn verbatim from the UNICEF framework and therefore show no variation across the frameworks.

## Annexes

The initial GNC competency frameworks were drafted and reviewed in three rounds of consultation before finalisation and sign off. Reviews were undertaken by those involved in the initial consultations as well as by learning and development specialists.

The adaptations for the CP AoR, GEC (UNICEF) and GWC competency frameworks were drafted and reviewed in two additional rounds of consultation before finalisation and sign off. Adaptations were primarily of four kinds:

- Adapting competency A2 to suit the specific Cluster/ AoR (CP AoR, GEC (UNICEF) and GWC);
- Making minor adaptations to the definitions, behaviours, knowledge and skills throughout the document to make it relevant to the specific Cluster/ AoR;
- Adding in links and references to documents specific to the Cluster/ AoR;
- Updating the introduction and annex for each competency framework.

## Annex 3: Documents reviewed for the development of the UNICEF-led Cluster Competency Frameworks for Cluster Coordination and Information Management

The following documents were used to inform the creation of all eight of the linked competency frameworks. Resources are listed in alphabetical order.

### Role-specific documentation

- Generic Job Profiles for Cluster/ Area of Responsibility Coordinator and Information Management Officer, (2015), UNICEF
- Terms of Reference for Cluster Coordinators, Information Management Officers and Assessment Specialists for CP AoR, GEC, GNC and GWC including both generic national and sub-national templates and field-specific versions
- Responsibility checklists:
  - GWC Coordination Task List, (2019), GWC
  - Nutrition Cluster Coordination Guidance Checklist, (2019), GNC
  - Nutrition Cluster Information Management Performance Monitoring Checklist, (2015), GNC

### Competency frameworks

- *Child Protection in Humanitarian Action Competency Framework*, (2019), Alliance for Child Protection in Humanitarian Action; available: [https://alliancecpha.org/en/system/tdf/library/attachments/2019\\_cpha\\_competency\\_framework\\_testing\\_version\\_lowres\\_4.pdf?file=1&-type=node&id=33387](https://alliancecpha.org/en/system/tdf/library/attachments/2019_cpha_competency_framework_testing_version_lowres_4.pdf?file=1&-type=node&id=33387); accessed on 20/02/2020
- Cilliers, J, (2017), *WASH in Emergencies Competency Framework*, RedR UK and WEDC
- *Competency Framework for Cluster Coordination*, (2014), Avenir Analytics
- *Competency Framework for NGO Child Protection Coordination in Humanitarian Action*, (2019), Child Protection Area of Responsibility
- *Core Humanitarian Competency Framework*, (2017), CHSA; available: <https://www.chsalliance.org/get-support/resource/core-humanitarian-competency-framework/>; accessed on 20/03/2020
- *GEC Training Package Competency Framework*, (2018), Global Education Cluster

- *Humanitarian Action Qualifications Framework (HAQF)*, (2014), European Humanitarian Action Partnership (EUHAP)
- *Humanitarian Coordination Competencies*, (2010), IASC; available: <https://interagencystandingcommittee.org/iasc-sub-working-group-leadership-and-humanitarian-coordination/humanitarian-coordination>; accessed on 20/03/2020
- *INEE EiE Competency Framework*, (2020), Inter-Agency Network on Education in Emergencies
- Meeker et al, (2013), *Development of a Competency Framework for the Nutrition in Emergencies Sector*; available: <https://www.enonline.net/fex/47/development>; accessed on 20/03/2020
- *UNICEF Competency Framework: Behaviours to Guide the Way We Work*, (2019), UNICEF
- *Urban Competency Framework*, (2018), GAUC; available: <https://www.alnap.org/help-library/urban-competency-framework-user-guide>; accessed on 20/03/2020

### Other relevant resources

- *BSAFE Safety and security training*, UN; available: <https://training.dss.un.org/course/category/6>; accessed on 22/05/2020
- *Core Commitments for Children in Humanitarian Action*, (2010), UNICEF; available: [https://www.unicef.org/cholera/Chapter\\_1\\_intro/05\\_UNICEF\\_Core%20Commitments\\_for\\_Children\\_in\\_Humanitarian\\_Action.pdf](https://www.unicef.org/cholera/Chapter_1_intro/05_UNICEF_Core%20Commitments_for_Children_in_Humanitarian_Action.pdf); accessed on 22/05/2020
- *Core Humanitarian Standard on Quality and Accountability*, (2014), CHSA; available: <https://corehumanitarianstandard.org/files/files/Core%20Humanitarian%20Standard%20-%20English.pdf>; accessed on 24/02/2020
- *GNC Training Materials (National and Sub-National coordination, Information Management, Nutrition Cluster Coordination Performance Monitoring and Mentoring)*, (2019), GNC and RedR UK
- *Inception Report – GWC Coordinated Assessment Process Training*, (2020), GWC and REACH
- *INEE Minimum Standards Handbook*, (2010), Inter-Agency Network for Education in Emergencies; available: <https://inee.org/resources/inee-minimum-standards>; accessed on 22/05/2020
- *Learning and Training Strategy 2017 - 2020*, (2017), Global WASH Cluster
- *Minimum Standards for Child Protection in Humanitarian Action*, (2019), The Alliance for Child Protection in Humanitarian action; available: <https://spherestandards.org/resources/minimum-standards-for-child-protection-in-humanitarian-action-cpms/>; accessed on 26/02/2020

## Annexes

- *NGO Safety and Security Training Project*, (2014), EISF; available: <https://www.eisf.eu/library/ngo-safety-and-security-training-project-how-to-create-effective-security-training-for-ngos/>; accessed on 20/03/2020
- *Security Policy Manual*, Chapter 2, Section A: Framework of Accountability, Annex: Roles and Responsibilities, (2019), United Nations Security Management System; available: [https://www.un.org/undss/sites/www.un.org.undss/files/general/unsms\\_policy\\_ebook\\_updated\\_as\\_of\\_7\\_mar\\_2019\\_0.pdf](https://www.un.org/undss/sites/www.un.org.undss/files/general/unsms_policy_ebook_updated_as_of_7_mar_2019_0.pdf); accessed on 20/03/2020
- *Surge Competencies Analysis*, (2014), Standby Partner Training Secretariat
- *The Sphere Handbook*, (2018), Sphere; available: <https://spherestandards.org/handbook-2018/>; accessed on 21/02/2020
- *UNICEF Security Framework of Accountability*, (2018), EMOPS UNICEF



Developed by:

