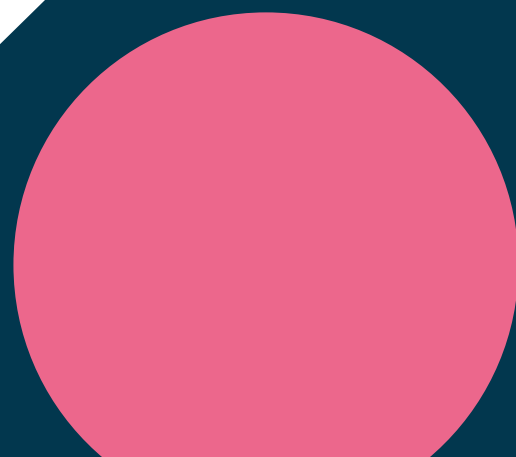
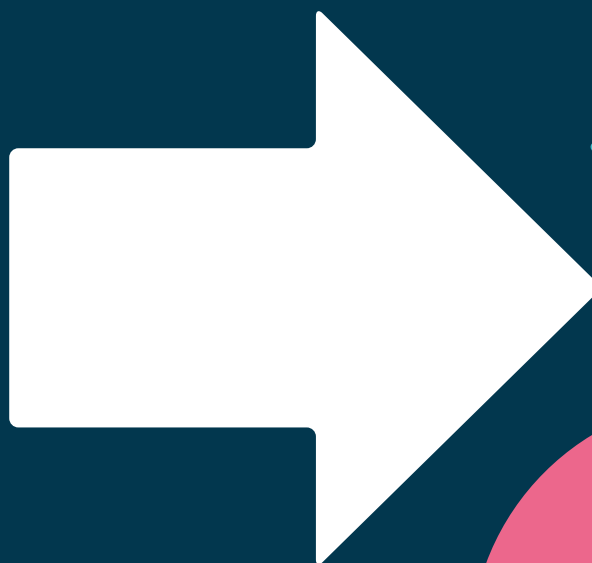


UK-MED

Competencies Framework Core Humanitarian Competencies

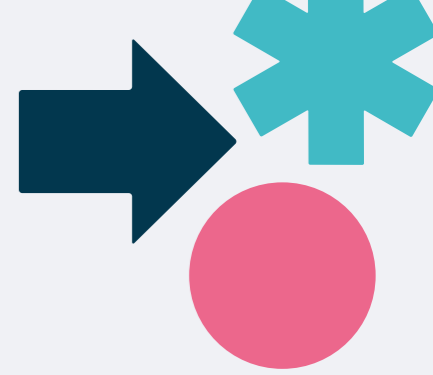
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The UK-Med Core Humanitarian Competency Domains



1: Understanding humanitarian contexts, and applying humanitarian principles and standards

Outcome: Understands operating contexts, key stakeholders and practices affecting current and future humanitarian interventions

2: Achieving Results

Outcome: Is accountable for own work and uses resources effectively to achieve lasting results

3: Developing and Maintaining Collaborative Relationships

Outcome: Develops and maintains collaborative and coordinated relationships with colleagues, stakeholders and staff

4: Operating Safely and Securely at All Times

Outcome: Operates safely and securely in pressured environments

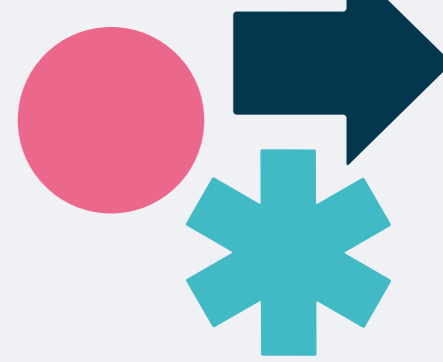
5: Managing in Pressured and Changing Environments

Outcome: Adapts to pressure and change to operate effectively within humanitarian context

6: Demonstrating Leadership

Outcome: Demonstrates humanitarian values and principles, and motivates others to achieve results in complex situations, independent of role, function or seniority

1: Understanding humanitarian contexts, and applying humanitarian principles and standards



Outcome: Understands operating contexts, key stakeholders and practices affecting current and future humanitarian interventions

Core Competencies and Behaviours

Understanding the humanitarian context

Demonstrates understanding of phases of humanitarian response, including preparedness and contingency, disaster risk reduction, response and recovery. This includes understanding understanding the context of health responses.

Applies understanding of political and cultural context and underlying causes of humanitarian crises.

Demonstrates understanding of gender, diversity and inclusion dimensions of humanitarian situations.

Takes into account needs, skills, capacities and experience of people affected by crisis and applies these in the response.

Applying humanitarian standards and principles

Ensures that response goals, activities and staff behaviour uphold all national and international humanitarian frameworks, standards, principles and codes to which UK-Med has committed.

Uses power responsibly, in line with accountability principles and standards.

Demonstrates understanding of UK-Med's and others' roles within the humanitarian system.

Demonstrates understanding of coordination mechanisms.

Minimum Standards

Understanding the humanitarian context

Applies understanding of political and cultural context, and underlying causes of humanitarian crises.

Demonstrates understanding of gender, diversity and inclusion dimensions of humanitarian situations.

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Ensures that response goals, activities and staff behaviour uphold all national and international humanitarian frameworks, standards, principles and codes to which UK-Med has committed.

Uses power responsibly, in line with accountability principles and standards.

Demonstrates understanding of UK-Med's and others' roles within the humanitarian system.

Demonstrates understanding of coordination mechanisms.

Limiting Behaviours

Repeatedly does not acknowledge cultural or political context in discussions.

Demonstrates lack of beneficiary focus and does not consider beneficiaries whilst addressing solutions.

Appears to be unclear about own and UK-Med's responsibilities.

Fails to adopt a flexible approach to implementation of donor requirement to serve the needs of beneficiaries and responsibilities of UK-Med.

Refuses/fails to participate in coordinated mechanisms without clear rationale.

Insensitive to gender, diversity and inclusion dimensions.

Compromises humanitarian principles and standards easily.

Applies silo thinking to humanitarian health response.

Additional Behaviours for Managers & Leaders

Understanding the humanitarian context

Assesses and analyses key issues and formulates actions to respond to them

Commits UK-Med to gender, diversity and inclusion dimensions.

Applying humanitarian standards and principles

Participates in the development of organisational response based on an understanding of operating context.

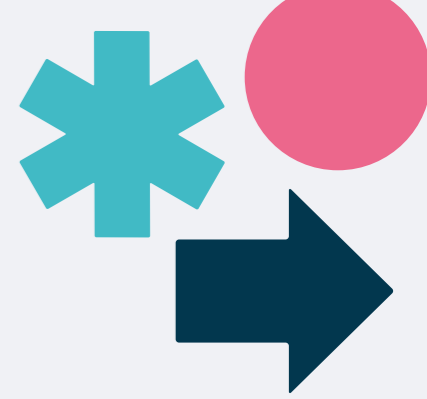
Respects and adheres to international humanitarian law and relevant treaties.

Actively participates in humanitarian health coordination and inter-agency cooperation based on a clear understanding of UK-Med's perspective and approach.

Promotes and ensures compliance with humanitarian standards (e.g. WHO EMT Minimum Standards and Core Humanitarian Standards) and principles that govern behaviour of staff.

2: Achieving Results

Outcome: Is accountable for own work and uses resources effectively to achieve lasting results



Core Competencies and Behaviours

Ensuring Programme Quality and Impact

Follows agreed operating procedures.

Demonstrates understanding of project cycle management.

Actively participates in design and implementation of effective projects and programmes (clinical and operational).

Maintains focus on delivery of timely and appropriate results, using available resources.

Working Accountably

Answers to people affected by crisis for actions and decisions.

Collects, analyses and disseminates relevant and useful health data and feedback from people affected by crisis and other stakeholders (always in line with patient confidentiality, local Ministries of Health, data restrictions and GDPR).

Making Decisions

Demonstrates flexibility in situations of rapid change and varying cultural contexts, always informed by a focus on people affected by crisis.

Demonstrates understanding of when a decision can be taken and when to involve others.

Considers the wider impact of decisions in order to achieve results.

Integrates planning and delegation when making decisions.

Minimum Standards

Ensuring Programme Quality and Impact

Actively participates in design and implementation of effective projects and programmes (clinical and operational).

Maintains focus on delivery of timely and appropriate results, using available resources.

Working Accountably

Answers to people affected by crisis for actions and decisions.

Making Decisions

Demonstrates flexibility in situations of rapid change and varying cultural contexts, always informed by a focus on people affected by crisis.

Demonstrates understanding of when a decision can be taken and when to involve others.

Limiting Behaviours

Displays an inflexible attitude in the face of changing plans or decisions which can have a negative effect on outcome of response.

Consistently fails to deliver results through lack of focus on outcomes.

Gives up easily when presented with challenges.

Unable to meet deadlines, regardless of situation and resource.

Misuses resources or behaves in a way that may be considered fraudulent.

Displays unhelpful or negative behaviour when facing challenges.

Communicates without clarity or structure in a way that confuses others.

Resists latest innovation and technology.

Shows little interest in finding out about technology and innovation and applying technology and innovation to work.

Culturally inept.

Places own needs above that of others.

Fails to uphold highest standards of humanitarian assistance in commitments.

Additional Behaviours for Managers & Leaders

Ensuring Programme Quality and Impact

Sets standards in work and leads on implementation of agreed operating procedures.

Clarifies roles and responsibilities within team to maximise impact.

Proactively collaborates with stakeholders (Ministry of Health, World Health Organisation, community, local Non-Governmental Organisations etc.) to avoid duplication and maximise resources.

Regularly provides feedback and information to achieve improved results.

Documents lessons learned and applies them to future actions, projects and responses.

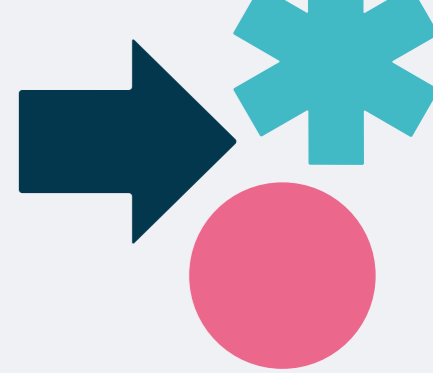
Promotes responsible use of latest innovation and technology to deliver results.

Working Accountably

Establishes meaningful processes through which people affected by crisis can participate in the response and share their expectations and concerns.

Ensures efficient and transparent use of resources in accordance with internal control mechanisms.

3: Developing and Maintaining Collaborative Relationships



Outcome: Develops and maintains collaborative and coordinated relationships with colleagues, stakeholders and staff

Core Competencies and Behaviours

Listening and Creating Dialogue

Actively listens to and encourages new and different perspectives and experiences of people affected by crisis, stakeholders and team members.

Establishes and maintains clear dialogue with people affected by crisis, stakeholders and team members.

Working with Others

Contributes positively in the team to achieve objectives of response.

Shows humility, is able to accept different hierarchies and pull together as a team.

Treats all team members, volunteers and other stakeholders with respect and acts with integrity in professional relationships.

Displays empathy, respect and compassion towards crisis-affected population.

Communicates regularly and responsibly, using suitable channels and technologies with correct messaging.

Actively participates in working groups, meetings and feedback processes to assess and contribute to good practice.

Challenges decisions and behaviour which breach the UK-Med and other relevant codes of conduct.

Minimum Standards

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Working with Others

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Displays empathy, respect and compassion towards crisis-affected population.

Challenges decisions and behaviour which breach the UK-Med and other relevant codes of conduct.

Limiting Behaviours

Does not actively listen to others' contributions or ask for their input (including team members, people affected by crisis, other NGOs, or other key stakeholders).

Lacks ownership.

Is ineffective in communicating ideas/thoughts to the team because of lack of confidence, withholding information or inappropriateness to audience.

Ignores people or ideas that do not fit with own views.

Agrees to poor decisions and inappropriate compromises to please others.

Communicates in language, format or media that are difficult to understand, disrespectful or inappropriate.

Misses opportunities to develop and sustain new relationships or partnerships.

Misuses power in the form of bullying, harassment or extortion either to team members, people affected by crisis or any other stakeholders.

Is unhelpful or unprofessional when interacting with stakeholders.

Responds to stakeholders in a generic way, irrespective of varying stakeholder needs.

Unable to relate to people from other backgrounds.

Insensitive to needs of individuals with different perspectives.

Additional Behaviours for Managers & Leaders

Listening and Creating Dialogue

Ensures feedback from affected community, partners and other stakeholders is incorporated into programme design, implementation and learning.

Actively listens to team members on an ongoing basis and encourages feedback and input.

Working with Others

Actively works to get the best out of teams and individuals by delegating responsibilities, empowering and people developing capacity.

Establishes clear objectives in collaboration with teams and individuals.

Monitors and maintains dialogue with team members about work progress and individual performance.

Establishes agreed long-distance work schemes with partners and staff.

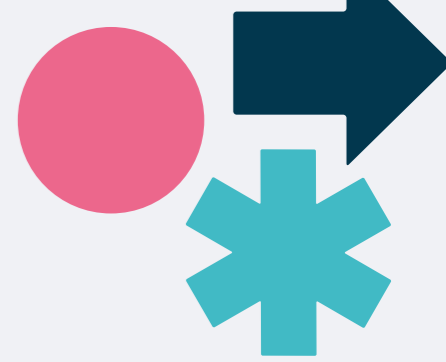
Works with team to build trust with communities and stakeholders.

Fosters collaborative, transparent and accountable relationships with partners to formalise and implement agreements.

Uses negotiation and conflict resolution skills to support positive outcomes.

4: Operating Safely and Securely at All Times

Outcome: Operates safely and securely in pressured environments



Core Competencies and Behaviours

Minimising Risk to People Affected by Crisis, Partners and Stakeholders

Pays attention to the protection and safeguarding of people affected by crisis.

Identifies and communicates risks and threats, and mitigates these for self and organisation.

Takes measures to do no harm and minimise risks for partners and people affected by crisis.

Maintains safe clinical standards.

Managing Personal Safety and Security

Builds and sustains acceptance for work in line with humanitarian principles and standards.

Recognises how individual factors affect vulnerability to different threats and overall risk.

Recognises the importance of reporting incidents (and near misses) in a timely manner through the appropriate channels.

Reduces risk by complying with safety and security protocols set by UK-Med and partners, and adapts them to local context.

Champions the importance of safety of colleagues and team members at all times.

Contributes to a safe workspace, both physically and psychologically.

Minimum Standards

Minimising Risk to People Affected by Crisis, Partners and Stakeholders

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Managing Personal Safety and Security

Recognises how individual factors affect vulnerability to different threats and overall risk.

Reduces risk by complying with safety and security protocols set by UK-Med and partners, and adapts them to local context.

Champions the importance of safety of colleagues and team members at all times.

Contributes to a safe workspace, both physically and psychologically.

Limiting Behaviours

Repeatedly presents ideas or opportunities that may be a risk to self and others.

Actively disregards or lacks clear understanding of security protocols leading to personal or organisational risk.

Demonstrates a casual attitude to risk.

Does not show curiosity to learn about the context and/or allows complacency to creep in.

Displays offensive attitudes and culturally inappropriate behaviour to people affected by crisis and local authorities.

Additional Behaviours for Managers & Leaders

Minimising Risk to People Affected by Crisis, Partners and Stakeholders

Undertakes effective risk assessments with people affected by crisis and partners.

Demonstrates understanding of wider UN/ NGO security coordination and how UK-Med participates in those mechanisms.

Prioritises and commits resources for safety and security.

Develops contingency plans and implements a responsible exit strategy that has been agreed with local stakeholders and partners, including crisis-affected community.

Managing Personal Safety and Security

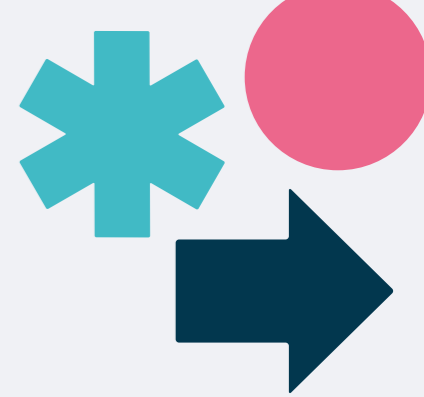
Monitors security risks and ensures UK-Med protocols are understood and consistently followed by staff.

Takes appropriate action and provides direction and support to team members in the event of a crisis.

Demonstrates good security decision making, even if that means cessation of programme for the safety of the team.

5: Managing in Pressured and Changing Environments

Outcome: Adapts to pressure and change to operate effectively within humanitarian context



Core Competencies and Behaviours

Adapting and Coping

Remains focused on objectives and goals in a rapidly changing environment.

Adapts calmly to changing situations and constraints.

Recognises personal stress and takes steps to reduce it.

Practices appropriate self-care and seeks advice and support from managers and colleagues when needed.

Remains constructive and positive under stress to be able to tolerate difficult and challenging environments.

Maintaining Professionalism

Sets realistic deadlines and goals.

Takes responsibility for own work and its impact on others.

Plans, prioritises and performs tasks well under pressure.

Maintains ethical and professional behaviour in accordance with UK-Med and other relevant codes of conduct and professional standards.

Demonstrates personal integrity by using position responsibly and fairly.

Shows awareness of internal and external influences that affect performance.

Minimum Standards

Adapting and Coping

Remains focused on objectives and goals in a rapidly changing environment.

Adapts calmly to changing situations and constraints.

Recognises personal stress and takes steps to reduce it.

Remains constructive and positive under stress to be able to tolerate difficult and challenging environments.

Maintaining Professionalism

Takes responsibility for own work and its impact on others.

Plans, prioritises and performs tasks well under pressure.

Maintains ethical and professional behaviour in accordance with UK-Med and other relevant codes of conduct.

Limiting Behaviours

Demonstrates considerable stress and does not show signs of taking steps to reduce it.

Displays unprofessional conduct that is not in line with the relevant codes of conduct.

Fails to adapt behaviours and actions to changing situation and environment.

Does not demonstrate a good work/life balance and shows evidence of loss of perspective.

Unaware of the impact of change on self and others.

Additional Behaviours for Managers & Leaders

Adapting and Coping

Helps others to recognise and manage stress by modelling appropriate self-care and prioritising workload.

Promotes wellbeing and duty of care.

Maintaining Professionalism

Practices fair and consistent management of team as well as project.

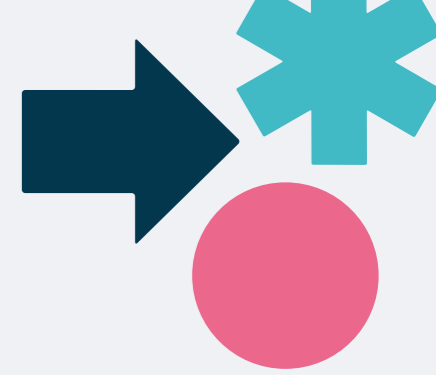
Enables and empowers others to carry out their roles and responsibilities.

Monitors commitments and actions transparently.

Takes time to learn from experience and feedback, and apply lessons learnt in new situations.

6: Demonstrating Leadership

Outcome: Demonstrates humanitarian values and principles, and motivates others to achieve results in complex situations, independent of role, function or seniority



Core Competencies and Behaviours

Self-Awareness

Shows awareness of strengths and limitations, and the impact on others.

Demonstrates understanding of skills and how they complement those of others to build team effectiveness.

Seeks, reflects and acts on feedback to improve performance.

Motivating and Influencing Others

Communicates humanitarian values and encourages others to share them.

Displays confidence in others.

Champions organisational beliefs and values.

Demonstrates active listening to encourage team collaboration.

Influences others positively to achieve programme goals.

Critical Judgement

Analyses and exercises judgement in challenging situations.

Demonstrates initiative, and suggests creative improvements and better ways of working.

Demonstrates tenacity to achieve results.

Minimum Standards

Self-Awareness

Shows awareness of strengths and limitations, and the impact on others.

Demonstrates understanding of skills and how they complement those of others to build team effectiveness.

Motivating and Influencing Others

Communicates humanitarian values and encourages others to share them.

Displays confidence in others.

Champions organisational beliefs and values.

Critical Judgement

Analyses and exercises judgement in challenging situations in absence of specific guidance.

Demonstrates tenacity to achieve results.

Limiting Behaviours

Resists or delays making decisions when it is clearly required.

Fails to delegate and empower others effectively.

Puts forward problems without seeking solutions.

Communicates without clarity or structure.

Communicates in a way that is generally pessimistic.

Sees consultation as time consuming and irrelevant.

Refuses to admit own failings and blames others instead.

Does not acknowledge others' expertise or knowledge and ignores or dismisses information that contradicts own point of view.

Avoids tackling performance issues.

Tolerates behaviour which negatively impacts the development, performance and morale of others.

Communicates strategy and direction of the organisation in a vague or inconsistent manner.

Uses influence in a way that compromises professional integrity.

Discourages others or makes it difficult for them to speak openly.

Additional Behaviours for Managers & Leaders

Motivating and Influencing Others

Inspires others by clearly articulating and demonstrating the values, core purpose and principles that underpin humanitarian work.

Provides regular and ongoing, informal and formal feedback.

Recognises and acknowledges the contribution of others.

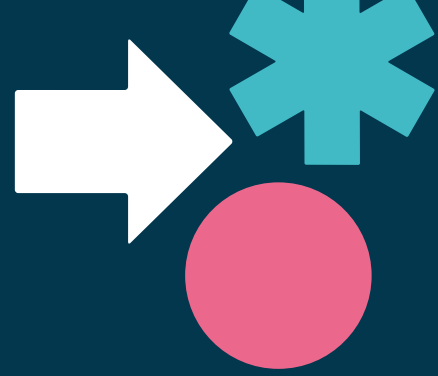
Adapts leadership style to time frame and changing situation.

Critical Judgement

Maintains broad strategic perspective at the same time as awareness of detail of the situation.

Acts decisively and adapts plans quickly to respond to emerging situations and changing environments. Takes informed and calculated risks to achieve results.

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