Competency Framework for Coordination

Gender-Based Violence
Area of Responsibility

Gender-Based Violence AoR
Global Protection Cluster
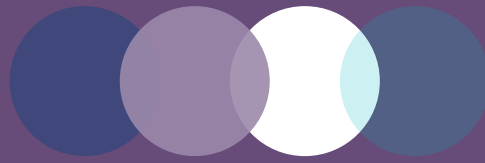
Foreword

In an increasingly complex world where conflict, displacement, and environmental crises continue to threaten the most vulnerable, the need for strong and effective coordination for gender-based violence (GBV) prevention and response interventions has never been greater. Ensuring the safety and dignity of women and girls requires collective action, evidence-based strategies, and a shared commitment to protect those at risk. Coordination is essential to this effort, ensuring that we work together to assess needs, mobilize resources, and implement impactful solutions.

The **Competency Frameworks for Gender-Based Violence Coordination** and **Information Management** have been developed to guide GBV Coordinators and Information Management Officers (IMOs) in honing the skills and knowledge needed for these critical roles. These frameworks not only define the core competencies required but also provide a roadmap for capacity strengthening, fostering quality and consistency in GBV response across diverse contexts.

Incorporating these competencies into recruitment, induction, and performance management ensures that our teams are not only prepared but empowered to lead effectively. By embracing a competency-based approach, we can better identify areas for growth, invest in continuous learning, and ultimately strengthen our collective capacity to prevent and respond to GBV.

I would like to recognize and thank all those taking on coordination and information management roles within the GBV response. Your leadership is vital, and your contributions are making a difference in the lives of those we aim to both nurture a sense of agency and protect.

Sincerely,

Jennifer Chase
Global Coordinator, GBV Area of Responsibility

Introduction

The Competency Framework for Gender-Based Violence Coordination outlines the competencies required for those working as Coordinators in a GBV Area of Responsibility Coordination Mechanism.

The framework has 20 competencies all of which are considered to be essential. These competencies are arranged into four groups: core, behavioural, functional and technical.

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.

Competency areas

Core

Working in addressing gender-based violence requires a demonstrated commitment to a survivor-centred approach, to gender equality and acknowledging the gendered drivers of violence as well as to working in a self-reflective way that critically examines power and privilege in coordination. These qualities captured in the core competencies, and the knowledge and skill behind them are absolutely critical to success as a coordinator in gender-based violence and should be viewed as fundamental.

Behavioural

Behavioural competencies are a set of behaviours that demonstrate the qualities required for an inter-agency coordination position.

Functional

Functional competencies relate to the specific tasks or functions of coordination. In this framework, these competencies define the proficiencies and skills required by those who are Coordinators.

Technical

Technical competencies relate to the specific knowledge and skills needed to facilitate quality outcomes and an effective response to gender-based violence in the role of coordinator.

Competencies

Core Competencies

Understands and applies a survivor centred approach.

Demonstrates commitment to gender-equality.

Demonstrates cultural competency and self-reflection.

Behavioural Competencies

Demonstrates ethical behaviour.

Innovates and embraces change.

Thinks and acts strategically.

Demonstrates commitment to a coordinated response.

Demonstrates accountability.

Adapts and copes with pressure.

Functional Competencies

Demonstrates knowledge of the humanitarian program cycle and humanitarian architecture.

Builds trust, promotes collaboration, recognises and engages with local knowledge and supports effective partnerships.

Promotes inclusion and creates space for diverse voices.

Provides strategic and collaborative leadership.

Supports effective resource mobilisation.

Negotiates and advocates effectively with varied audiences.

Effectively monitors the GBV response, analyses gaps and communicates needs.

Strengthens national and local capacity to respond and lead.

Technical Competencies

Demonstrates knowledge of and the capacity to facilitate quality multi-sectoral response to gender-based violence.

Demonstrates knowledge of GBV prevention practice and its application at different stages of humanitarian response.

Demonstrates knowledge of and capacity to advocate for GBV risk mitigation measures.

Tiered proficiency

Each of the competencies has a definition, behaviours and underlying knowledge and skills. The behaviours are listed at three cumulative levels. The exception is for core competencies, as proficiency in these areas is considered a minimum for working in the role of gender-based violence coordinator.

All colleagues are expected to demonstrate the tier 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 tier 2 and tier 3 in addition to the tier 1 behaviours.

A 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 tier 3 in addition to the behaviours at tier 1 and 2.

Pathway to complete competency

This framework is designed to showcase a pathway to full competency for GBV Coordinators.

It is designed to guide the development of GBV coordinators through early recruitment to the full application of and excellence in all competencies. It provides a platform for self-assessment and evaluation and guides professional development.

This framework is accompanied by a self-assessment tool which guides coordinators understanding of their proficiency in each competency and provides suggested resources and actions for increasing proficiency in each competency.

Core Competencies

Understands and applies a survivor centred approach.

Definition: Steadfastly places the rights, wishes, needs, safety, dignity and well-being of survivors at the centre of everything they do. Upholds and promotes the principles of confidentiality, respect, safety and non-discrimination to all members, partners and stakeholders in the humanitarian response.

- Keeps GBV survivors and those at risk at the centre of the humanitarian response.
- Believes the survivor and in the survivor's ability to find the best solutions to their problems and supports them to make these decisions.
- Believes that each survivor should have control over each step of the process in receiving care and making decisions on follow-up.
- Bases all decisions on a "do-no-harm" approach.
- Can apply the rationale for the survivor-centered approach to GBV multi-sectoral response interventions.
- Ensures that a survivor centred approach is integrated into all functions of coordination including the development of referral pathways and information sharing protocols.
- Can adequately communicate the survivor-centered approach, including GBV Guiding Principles, and help other sectors to apply to their programming.
- Demonstrates understanding of the guiding principles of GBV including ensuring safety of GBV survivor, ensuring confidentiality, respecting the GBV survivor, and practicing non-discrimination.
- Understands underlying causes and consequences of GBV and types of GBV prevalent in context to be able to understand the immediate risks to GBV survivors.

Underlying Knowledge and Skills

Knowledge
- **The Inter-Agency Minimum Standards for Gender-Based Violence in Emergencies Programming**
- **Gender-based violence guiding principles.**
- Do No harm approach.
- **Handbook for Coordinating Gender-Based Violence in Emergencies.**

Skills
- Advocacy skills
- Communication, facilitation and negotiation skills including dealing with resistance.

Demonstrates commitment to gender-equality.

Definition: Effectively promotes and advocates for actions that acknowledge and seek to address gender inequality in all of their work.

- Applies gender analysis to specific contexts to understand its relation to GBV.
- Uses gender analysis to inform GBV programming in humanitarian emergencies.
- Identifies gender inequality and abuse of power as root causes of GBV and ensures that the GBV response is informed and underpinned by this.
- Can articulate the gendered drivers of violence to diverse audiences.
- Shows skills and capacity to effectively respond to and manage resistance and backlash to gender-equality and addressing GBV.
- Applies an intersectional feminist approach to work.
- Consistently applies gendered analysis to the response and advocates for risk mitigation and prevention measures.
- Can articulate the systemic intersectional oppression that drives violence against women and girls.
- Able to clearly explain that using women and girls' empowerment approaches as part of GBV programming does not mean exclusion of or lack of services for other groups.

Knowledge and Skills

Knowledge
- The gendered drivers of violence against women and girls
- **Handbook for Coordinating Gender-Based Violence in Emergencies**
- **IASC Gender in Humanitarian Action Handbook**
- **IASC Policy on Gender Equality and the Empowerment of Women and Girls in Humanitarian Action.**
- **The Inter-Agency Minimum Standards for Gender-Based Violence in Emergencies Programming**

Skills
- Gendered Analysis
- Managing and responding to resistance and back-lash
- Effective communication and advocacy skills

Demonstrates cultural competency and self-reflection.

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

- Shows respect and sensitivity towards cultural and religious differences.
- Consistently seeks to understand others' feelings, concerns and motivations.
- Listens to understand others' ideas and perspectives and actively seeks to incorporate these into coordination functions and AoR decision making.
- Regularly recognizes and elevates the contributions of others.
- Ensures the full participation of team members in common endeavours.
- Encourages clear, open and respectful dialogue.
- Expresses opinions, information and key points clearly.
- Adapts interpersonal style to suit different people, situations or cultural contexts.
- Can articulate the systemic intersectional oppression that drives violence against women and girls.
- Acknowledges the colonial and patriarchal underpinnings of the humanitarian sector and actively seeks to challenge this in their work.
- Consistently allows space and fosters opportunities for women-led organisations in coordination.
- Consistently demonstrates awareness of cultural norms in communication and coordination and adapts their behaviour and the coordination space to ensure inclusivity.
- Recognises own strengths and limitations, learning from mistakes made.
- Seek feedback from multiple sources on own behaviours, including unconscious biases and potential blind spots. Acts on the feedback received

Underlying Knowledge and Skills

Knowledge
- Context specific communication norms and expectations.

Skills
- Active listening
- Effective cross cultural communication skills
- Intra-personal skills including self-reflection and self-awareness

Behavioural Competencies

Demonstrates ethical behaviour.

Definition: Displays ethical awareness through behaviours that are consistent and compliant with the standards.

Tier 1	Tier 2	Tier 3
• Display appropriate ethical behaviours, refraining from discriminatory language and behaviours. • Create and promote a culture that establishes zero-tolerance for discriminatory language and behaviours. • Be transparent in admitting mistakes and take corrective action. • Demonstrate impartial application of organizational policies, procedures and practices. • Voice opinion in a truthful and respectful manner. • Apply core values in personal and professional life, demonstrating consistency between words and actions. • Respond appropriately to ethical issues and complaints of abuse of authority, bullying or harassment.	• Be open and objective to feedback without being defensive. • Be mindful of the authority and influence that comes with the role and prevents the abuse of authority. • Actively creates space for discussion on ethical dilemmas within the GBVAoR. • Challenge unprofessional and unethical behaviours.	• Promote the importance of demonstrating self-awareness in driving change to culture and preventing the abuse of authority. • Create and promote a culture that establishes procedures to address unethical behaviours. • Take decisive action on ethical dilemmas. • Provide a protective environment in which members and colleagues can speak up and act without fear, judgement or reprisal. • Challenge difficult or controversial issues and demonstrate courage. • Communicate and reinforce behaviours within the team. • Ensure that all members understand and adopt PSEA policies. Share the IASC Core Principles and discuss ways to promote best practices and the highest standards of PSEA policy and Code of Conduct among its different members.

Underlying Knowledge and Skills

Knowledge

• Core organisational policies, procedures and practices including complaints procedures, whistleblowing and grievance policies.
• **IASC Six Core Principles Relating to Sexual Exploitation and Abuse**

Skills

• Communication skills including the ability to speak honestly and respectfully.
• 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.

Innovates and embraces change.

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

Tier 1	Tier 2	Tier 3
• Review work practices, analysing evidence-based trends to apply new methods and techniques. • Respond flexibly to changing circumstances, priorities and deadlines. • Display creativity, experiments with new approaches and demonstrate openness to changing existing practices. • Create and promote a culture encouraging the sharing of success and failure to promote individual and collective learning. • Communicate and keep AoR members informed and create opportunities for feedback during times of uncertainty and change. • Creates space for women-led and women's rights organisations to propose solutions and shape the response. • Consistently seeks opportunities to ensure the voices of women and girls inform the response.	• Encourage innovation and promote the importance of adapting approaches. • Involve a wide range of stakeholders in generating ideas, recommendations and solutions. • Recognize innovative thinking, creativity and calculated risk taking and provide space for this to be showcased in the AoR and beyond. • Drive collaboration with other sectors to support new approaches to GBV multi-sectoral response. • Lead and champion change initiatives, mobilizing teams to respond to changing priorities, changing humanitarian access or changes in resourcing.	• Promote an environment that drives creativity, innovation, flexibility and responsiveness. • Promote a culture supportive of challenges to the status quo, while maintaining rigor in the evaluation of new ideas. • Develop partnerships and bring learning to the AoR on new approaches and ways of working across the continuum. • Creates space within the AoR for sharing learning on technology, its intersection with gender-based violence and role in prevention and response. • Actively seek information on innovation in other contexts and regularly share information or provide connections for the AoR to learn.

Underlying Knowledge and Skills

Knowledge
• **Preparedness and contingency planning processes.**

Skills
• Analytical skills.
• Change management skills including processes and approaches.
• Problem solving including creativity, innovative thinking and the ability to proactively identify and take appropriate and positive action.
• Self-directed learning skills to engage with new approaches and ideas.

Thinks and acts strategically.

Definition: Understands the big picture and is able to identify potential opportunities for action and challenges that exist.

Tier 1	Tier 2	Tier 3
• Lead effective strategic planning processes for the GBVAoR. • Analyse and evaluate data from a wide range of sources, assessing reliability and presenting conclusions to enable informed decision-making. • Adapt work plans in response to emerging situations and new requirements. • Consider the long-term impact and risks of decisions and actions. • Solicit the views and perspectives of team members when developing work-plans and recommendations. • Promote collaboration with key stakeholders, openly sharing knowledge, insights and effective practices.	• Facilitate engagement with other teams and stakeholders in addressing priorities and strategies. • Take responsibility for team decisions, providing the rationale as appropriate. • Effectively navigate ambiguity and complexity in collaborative decision-making processes. • Builds strategic partnerships and leverages influential people in the humanitarian response to advocate for quality GBV response outcomes. • Strategically engages with the media for amplification of clear and relevant messaging and to garner support for GBV outcomes. • Thinks strategically about AoR deactivation and continuity of services.	• Encourage and create a culture of involving key stakeholders in making critical organization-wide recommendations and decisions. • Create an environment of evidence-based analysis, risk management, prioritization and timely decision-making. • Scan the external environment to explore new/ emerging areas and identify opportunities and initiatives. • Identifies and supports access to strategic resourcing opportunities.

Underlying Knowledge and Skills

Knowledge

- **Global Humanitarian Partnership Principles of Partnership**
- **Strategic planning including Humanitarian Response Planning**

Skills

- Ability to relate the bigger picture to the situation.
- Analytical skills including data and statistical analysis to inform decision making.
- Communication skills including active listening.
- Consensus building and conflict management.
- Interpersonal skills including relationship building and negotiation Organisational skills including prioritisation.
- Risk management including assessing risk.
- 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.

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 AoR and fair and impartial treatment of AoR and partners; coordinates effectively with all relevant stakeholders and engages with the wider humanitarian response.

Tier 1	Tier 2	Tier 3
• Work impartially to promote the collective interests of the AoR over individual interests of any single organisation. • Maintain a realistic but constructive, results-oriented approach to coordination and the work of the AoR at national and sub-national level. • Demonstrate commitment to addressing humanitarian needs through the AoR's strategic plan and priorities. • Coordinate effectively with the AoR co-lead and other members of the coordination team including co-lead and information managers at national and sub-national level. • Coordinate and communicate effectively with AoR lead agency and co-lead agency. • Lead AoR meetings and actively participate in inter-cluster or coordination group meetings. • Pro-actively communicate and promptly respond to requests for information. • Embodies impartiality and equitably represents the AoR in all negotiations. • Establish processes that enable and encourage the involvement of international, national and local partners in the development of the AoR strategic plan and identification of priorities.	• Establish clear communication lines, reporting and supporting mechanisms with subnational AoRs. • Provide relevant inputs to inform the AoR and, as relevant, HCT's strategic decision making and review of the response. • Engage with the wider humanitarian response by pro-actively sharing relevant information and coordinating activities with other coordination groups and relevant stakeholders. • Consider the concerns and interests of other coordination groups and stakeholders. • Consistently seek to coordinate work and priorities with other coordination groups across the HPC to avoid duplication and harmonise response. • Network effectively with other Clusters/ AoRs to facilitate coordinated action and transparent decision making. • Network effectively with a wide range of stakeholders inside the sector and within other sectors to leverage resources and further the work of the cluster. • Conduct outreach to encourage new AoR members to participate in coordination meetings. • Network effectively with a wide range of stakeholders inside the AoR, with protection cluster and other AoRs, other clusters and coordination groups and beyond to facilitate information sharing.	• Address any communication or coordination challenges within the coordination team. • Represent the AoR's interests and concerns to other AoRs, clusters, coordination groups and the Humanitarian Country Team to contribute to an improved overall response. • 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.

Competency Framework for Coordination

Underlying Knowledge and Skills

Knowledge

- **Handbook for Coordinating GBV Interventions in Emergencies**
- **IASC guidelines on Cluster Coordination at Country level**
- Key contacts in key stakeholders including other AoRs, Working Groups, Clusters, Community Based Organisations
- **Global Humanitarian Partnership Principles of Partnership**
- **Strategic planning including Humanitarian Response Planning**
- **Minimum Initial Service Package for Sexual and Reproductive Health in Crises**

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.

Demonstrates accountability.

Definition: Demonstrates accountability to affected populations, members, 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.

Tier 1	Tier 2	Tier 3
• Establishes effective mechanisms by which individuals and communities can hold the AoR to account. • Regularly undertake AoR coordination enc monitoring and ensure weak results are addressed. • Demonstrate integrity in actions and interactions with others. • Take responsibility for the impact of their own and their teams' actions. • Follow organisational procedures accurately and appropriately without seeking personal gain. • Uphold the rights and dignity of affected populations. • Ensure that engagement with affected populations actively involves diverse women and girls. • Take appropriate action in a timely manner to address feedback received from different stakeholders. • Ensure results of inquiries are documented and shared as relevant with interested parties and complainants following appropriate guidelines. • Ensure women led organisations and women's rights organisations are engaged and participate in coordination mechanisms and decision-making processes.	• Establish effective and accessible feedback and complaints mechanisms. • Encourage and support partners to consider the needs and perspectives of the affected population. • Take affected populations' perspectives into account when developing advocacy plans, ensuring that people's dignity is respected. • Support colleagues and partners to follow appropriate, agreed procedures in line with relevant codes of conduct and humanitarian principles. • Establish and implement mechanisms to facilitate accurate and timely reporting to HC and HCT. • Meaningfully share monitoring information with affected populations, partners and other appropriate stakeholders. • Appropriately handle and respond to complaints. • Demonstrate transparency in all AoR decision making. • Adapts procedures and approaches related to coordination to best support the needs of the response.	• Challenge plans which do not adequately consider the perspectives, knowledge and needs of affected populations. • Encourage colleagues and partners to demonstrate integrity and transparency and challenge actions that are inappropriate. • Actively seek and support partnerships and coordination mechanisms in support of accountability to affected population. • Provides space for partners to meaningfully challenge decisions and approaches. • Recognises the impact of power imbalances in AoR decision making processes and creatively adapts processes to account for this. • Ensure that all members understand and adopt PSEA policies. Share the IASC Core Principles and discuss ways to promote best practices and the highest standards of PSEA policy and Code of Conduct among its different members.

Underlying Knowledge and Skills

Knowledge

• **Core Humanitarian Standard on Quality and Accountability, Humanitarian principles.**

• **IASC Six Core Principles Relating to Sexual Exploitation and Abuse**

• **IASC Commitments on Accountability to Affected People**

Skills

• Active listening.

• Coaching and mentoring skills.

• Organisation and record keeping skills, including documenting meetings with accurate and timely minutes.

• Stakeholder management including networking skills, establishing sub-national clusters, developing partnerships, working with and managing partners, Strategic Advisory Groups and Technical Working Groups.

Adapts and copes with pressure.

Definition: Actively manages their own well-being and can adapt and approach stressful and pressured situations with consideration.

Tier 1	Tier 2	Tier 3
• Actively seek to manage well-being and prioritise self-care. • Facilitate joint and collective decision making. • Maintains a calm demeanour in difficult and pressured situations. • Demonstrates capacity to manage contradictory and competing demands. • Seeks support where needed from colleagues and AoR members.	• Can motivate teams and groups to meet deadlines and respond to pressured situations without deflecting and causing stress for members and colleagues. • Communicates clearly and advocates for additional resourcing of coordination when required.	• Able to build consensus in difficult and contentious topics. • Supports coordination team members to manage stress and adapt priorities.

Underlying Knowledge and Skills

Knowledge
- Appropriate leave and other support provisions in HR policies
- **Handbook for Coordinating Gender-based Violence Interventions in Emergencies**

Skills
- Communication skills including public speaking, persuasion and influencing.
- Consensus building and conflict management.
- Management and coaching skills

Functional Competencies

Demonstrates knowledge of the humanitarian program cycle and humanitarian architecture.

Definition: Confidently navigates humanitarian coordination spaces, understands and leads on humanitarian needs assessments and planning for the AoR and accurate represents and advocates for the position of the AoR within the broader humanitarian architecture and decision-making.

Tier 1	Tier 2	Tier 3
• Apply appropriate humanitarian tools, mechanisms and processes at all stages of the Humanitarian Programme Cycle. • Lead Humanitarian needs overview (HNO) and humanitarian response plan (HRP) input for gender-based violence in a collaborative manner. • Ensure local partners, especially women and girls' voices are amplified and integrated into HNO and HRP processes. • Communicate processes around HNO and HRP clearly and accessibly to all members of the AoR.	• Support others to apply appropriate humanitarian tools, mechanisms and processes at all stages of the Humanitarian Programme Cycle. • Support capacity strengthening of local AoR members new to HNO and HRP to engage meaningfully with the process.	• Create opportunities for collective action on preparedness, contingency planning and anticipatory action. • Advocate at high levels of the humanitarian architecture for increased action on addressing gender-based violence. • Advocate at high levels of the humanitarian architecture for locally-led solutions. • Work strategically with other clusters and other AoRs to leverage resources, plan effectively and ensure coverage of response for diverse survivors. • Provide strategic and innovative guidance and support for the application of relevant humanitarian tools, mechanisms and process.

Underlying Knowledge and Skills

Knowledge

- **The Humanitarian Principles and 'Do No Harm'**
- **The Humanitarian Programme Cycle, Humanitarian Response Plans and AoR/ cluster/ sector response plans including roles and responsibilities, relevant tools and methods and timelines for sudden vs slow onset emergencies.**
- **The Sphere Handbook**
- AoR accountabilities, processes and functions
- **IASC guidelines on Cluster Coordination at Country level**
- Key contacts in key stakeholders including other AoRs, Working Groups, Clusters, Community Based Organisations

Skills

- Capacity building skills and skills transfer
- Communication skills including public speaking, persuasion and influencing.
- Consensus building and conflict management.
- 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.

Builds trust and promotes collaboration and effective partnerships.

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 AoR members.

Tier 1	Tier 2	Tier 3
- Actively encourage and support others to work collaboratively and actively participate in AoR meetings and decision-making processes. - Take steps to involve and encourage new partners, especially local women-led organisations and women's rights organisations. - Encourage a transparent flow of information. - Facilitate effective meetings that enable consensus building between partners, collaborative and transparent decision-making and information sharing. - Coordinate and encourage collaborative assessments, planning, resource mobilisation, implementation, monitoring and evaluation. - Encourage partners to collaborate with, support and validate the work of other stakeholders. - Work with others to identify and agree solutions for gaps, obstacles and duplications. - Encourage collaboration between international, national and local actors, including women-led organisations and women's rights organisations. - Support and encourage stakeholders with diverse interests and needs to effectively engage with each other respectfully. - Actively support the involvement of national and local actors in the AoR meetings and decision-making process, through assessing barriers and taking steps to promote accessibility.	- Demonstrate knowledge of the principles of partnership. - Establish effective and accessible mechanisms for international, national and local partners to participate in the AoR, in AoR meetings and in decision-making. - Pro-actively ensure the inclusion of partners with diverse perspectives in coordination group activities. - Map technical and operational capacity in the response to understand existing capacity and gaps ensuring that local and national capacity is incorporated in the mapping. - Encourage the sharing and pooling of resources and information to improve the speed and quality of humanitarian outcomes. - Establish mechanisms to ensure coordination groups work in a harmonized manner across the Humanitarian Programme Cycle. - Pro-actively reach out to local and national actors to increase their role in collaborative efforts and the work of the coordination group. - Encourage as appropriate, non-traditional partners to join the AoR as members. - Acknowledge and work to address imbalances power dynamics. - Flatten hierarchies and develop equitable partnerships. - Acknowledge and highlight indigenous and local knowledge and expertise. - Facilitate joint and collective decision making.	- Encourage partners to coordinate their work with other stakeholders by committing to the AoR strategic plan and priorities. - Address collaboration challenges arising from within and beyond the AoR. - Manage power dynamics between stakeholders ensuring an inclusive approach to diversity. - Actively manage and resolve conflict with and between stakeholders. - Negotiate with others to reach consensus and avoid impasse. - Work with partners to establish and share common operational definitions, procedures and standards. - Challenge behaviours which prioritise competition over collaboration and act against the interests of the affected population. - Provide advice and support to ensure collaboration initiatives incorporate local and national actors at strategic level. - Work with the structures, resources and networks already present in the local context from the onset of the emergency, to build a better response and contribute towards a sustainable approach to addressing GBV in the early recovery and preparedness phases. - Applies feminist partnership building principles throughout their convening of the AoR. - Support women-led organisations and women's rights organisations to access humanitarian funding that supports their participation in GBV coordination mechanisms.

Underlying Knowledge and Skills

Knowledge

- **Global Humanitarian Partnership Principles of Partnership**
- The history and reasons behind the humanitarian reform process and the transformative agenda
- **IASC guidelines on Cluster Coordination at Country level**
- **Handbook for Coordinating Gender-based Violence Interventions in Emergencies**
- **Minimum Initial Service Package for Sexual and Reproductive Health in Crises**

Skills

- Organisation and record keeping skills, including documenting meetings with accurate and timely minutes.
- Communication skills including negotiation, persuasion and summarising information.
- Active listening.
- Conflict resolution.
- 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.

Promotes Inclusion and opens space for diverse voices.

Definition: Promotes a positive and inclusive environment in the AoR, in relation to partners, and in their work and interactions with the affected population.

Tier 1	Tier 2	Tier 3
• Promote a positive and inclusive environment within the AoR and in relation to international, national and local partners. • Promote the use of local languages to increase accessibility. • Take into account the diverse needs and vulnerabilities of affected populations with specific focus on age and gender when planning and coordinating the work of the AoR. • Actively considers the impact of the physical space of coordination meetings, language used, technology harnessed, use of branding and other factors and adjusts approaches to ensure inclusion and accessibility. • Values and promotes the contextual expertise and knowledge of local actors. • Consider crosscutting issues throughout the Humanitarian Programme Cycle. • Monitor coordination group's response taking into account cross-cutting issues. • Ensure the inclusion of national and local actors in the AoR decision making organs and processes such as the Strategic Advisory Group (SAG). • Challenge activities and behaviours with potentially harmful impacts or which may exacerbate the vulnerabilities of specific people or groups. • Set coordination meetings on days and at times that consider the specific context, including security risks.	• Encourage colleagues in the AoR and partners demonstrate a positive and systematic approach to inclusion and diversity. • Ensure partners have a commonly agreed understanding and definition of centrality of protection, gender, age, disability and HIV & AIDS and what it entails to integrate them in GBV response. • Encourage and support partners to consider diverse needs and vulnerabilities of affected populations during all stages of the Humanitarian Programme Cycle. • Work with partners to identify, prevent and address any unintended harmful impacts of activities. • Disaggregate relevant coordination group indicators for sex, age, and disability, and include analysis in response plans and proposals. • Review national GBV referral processes/SOPs for disability inclusion, ensuring that consent processes are aligned with principles of supported, not substituted, decision-making in line with the Convention on the Rights of Persons with Disabilities. • Support the meaningful participation of under-represented or excluded groups. • Challenge activities which do not adequately take into account inclusion. • Share GBV guidelines with DPOs, particularly local women's DPOs, and include them in capacity building initiatives so that disability programming has a GBV lens.	• Establish and implement systematic measures for supporting inclusive work practices and programming. • Identify and take strategic action to address gaps in the response relating to diverse needs and vulnerabilities of affected populations. • Provide advice and support to address relevant trends related to diverse needs and vulnerabilities of specific groups. • Maintain oversight of the response to ensure it does not exacerbate the vulnerabilities of specific people or groups. • Address structural, systemic and political factors that contribute to the exclusion of individuals or communities or exacerbate vulnerabilities.

Underlying Knowledge and Skills

Knowledge

- Definitions, key issues and contextual information related to cross-cutting issues including centrality of protection, gender, gender identity, GBV, age, child protection, disability and HIV & AIDs
- **Gender with age marker**
- **Guidance on Strengthening Disability Inclusion in Humanitarian Response Plans**
- **IASC Gender Handbook for Humanitarian Action**
- **Minimum Standards for Age and Disability Inclusion in Humanitarian Action**
- **IASC Commitments on Accountability to Affected People**
- **Handbook for Coordinating Gender-based Violence Interventions in Emergencies**

Skills

- Advocacy skills
- Analytical skills including systematic disaggregation of data by sex, age and disability.
- Communication skills including influencing and persuasion.
- Conducting barrier and risk analysis related to GBV using the Availability, Accessibility, Acceptability, Quality (AAAQ) framework.
- Interpersonal skills including the ability to have challenging and difficult conversations

Provides strategic and collaborative leadership.

Definition: Effectively leads the AoR 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 AoR members, encourages active participation and inspires trust and respect amongst AoR partners. Provides leadership to a wide range of stakeholders beyond their immediate team or direct reports.

Tier 1	Tier 2	Tier 3
• Provide predictable, timely and useful leadership to further the work of the coordination mechanism. • Demonstrate knowledge of key humanitarian, contextual and technical issues to establish personal credibility. • Demonstrate a willingness to listen to the perspectives of others. • Maintain a realistic but positive, results-oriented approach. • Encourage partners and other stakeholders to work collectively towards a common strategic goal. • Facilitate the involvement of coordination group partners in joint activities, processes and decision-making. • Pro-actively seek and constructively respond to feedback.	• Build positive working relationships with others to establish trust and respect. • Lead AoR partners to identify and agree priorities and develop a strategy for the AoR based on the needs of the affected population. • Identify and draw on capacity and experience within the AoR to establish technical working groups and a strategic advisory group and ensure active participation of national and local partners, including women-led organisations. • Anticipate and prepare for changing circumstances by collaboratively monitoring the context and developing responsive plans.	• Adapt decision-making and leadership style to suit the situation. • Negotiate with partners to ensure service delivery is driven by the humanitarian response plan and strategic priorities. • Encourage and participate in operational peer reviews and evaluations. • Support and encourage partners to adapt to changing circumstances in the operating environment. • Provide space, collaborate effectively and facilitate women-led organisations in their leadership roles as co-chair of the AoR.

Underlying Knowledge and Skills

Knowledge

- AoR structures, processes and functions
- **Contingency planning processes and tools**
- **Humanitarian Programme Cycle Guidance**
- **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
- **Handbook for Coordinating Gender-based Violence Interventions in Emergencies**

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.

Supports resource mobilisation.

Definition: Supports AoR partners to mobilise resources; facilitates access to sources of funding; quantifies and accurately represents the funding needs of the AoR to others; and promotes critical thinking around cost efficiency.

Tier 1	Tier 2	Tier 3
• Identifies funding opportunities and communicates these regularly and clearly to the sub-cluster. • Drives financial resource mobilisation including preparation of effective project proposals and using the AoR strategy, Humanitarian Needs Overview and Response Plan to harmonise project proposals. • Consistently and accurately represents the funding needs of the AoR to others.	• Consistently integrates discussions around cost efficiency into the coordination of the response. • Advocates for appropriate human resources for the GBV response. • Promotes space for effective conversations on resourcing and funding amongst and between members. • Promotes access for women-led and local organisations to humanitarian funding mechanisms. • Organises or convenes capacity strengthening opportunities to women-led orgs and local organisation cluster members as appropriate in their submissions to the HRP.	• Identifies and supports strategic advocacy products that support resource mobilisation. • Represents the AoR in strategic forums and advocates clearly for increased action on addressing gender-based violence. • Drives evidence building that supports effective mobilisation of resources for under-served populations or innovative and new approaches. • Harnesses global and regional advocacy efforts and movement building for effective resource mobilisation at the country level. • Clearly explain women-centred and girl-centred interventions and the prioritisation of feminist approaches to donors and other stakeholders. • Advocate with key stakeholders such as CBPF and CERF to ensure women led organisations and women's rights organisation are able to access humanitarian funding.

Underlying Knowledge and Skills

Knowledge

• Humanitarian funding processes and resources including appeals, **CERF, Country Based Pooled Funds** and the Funding Tracking System

• Relevant global and national funding sources including humanitarian and development funds.

• **Call to Action on Protection from Gender Based Violence in Emergencies**

• **The Inter-Agency Minimum Standards for Gender-Based Violence in Emergencies Programming**

Skills

• Advocacy skills

• Consensus building and conflict management.

• Interpersonal skills including negotiation.

• Organisational skills including prioritisation.

• Preparation of effective project proposals.

• Writing skills including report writing and technical writing.

Negotiates and advocates effectively with varied audiences for improved GBV response outcomes.

Definition: Confidently Advocates for GBV response outcomes based on an analysis of needs assessment and monitoring data. Networks with and influences key stakeholders' decision-making through advocacy, representation and showcasing of partners' work and concerns.

Tier 1	Tier 2	Tier 3
• Able to articulate arguments for GBV interventions based on available information and ethical data. • Consistently advocates for improved response and GBV. • Effectively represents the GBV AoR in Humanitarian Country Team meetings. • Works with AoR partners, other coordination groups and other relevant stakeholders to define key advocacy messages for the AoR based on analysis of data. • Tailors' advocacy messages for different target audiences. • Ensures advocacy activities of the AoR and partners are captured in funding proposals, planning monitoring and reporting activities. • Supports advocacy activities of partners, amplifying their messages. • Confidently presents advocacy messages in potentially difficult situations. • Encourages partners to maintain the dignity of the affected population in all advocacy messaging. • Advocates with HCT and donors for adequate resources and funding.	• Able to articulate women and girl centred interventions and the need and rationale for prioritisation of feminist approaches in GBV work. • Supports advocacy messaging for GBV resource mobilisation. • Drives evidence building for the sector based on need. • Identifies and targets key advocacy allies and builds networks as appropriate. • Develops an advocacy strategy and work plan and supporting tools with partners and ensures its implementation. • Advocates with key stakeholders on issues relevant to the achievement of the GBVAoR strategy and response plan. • Mobilises advocacy allies and partners to share advocacy messages and implement the AoR advocacy plan. • Confidently presents information on GBV needs. • Supports and connects women led organisations and women's rights organisation with opportunities to amplify their advocacy messages, including connecting them with media opportunities.	• Acts as a key spokesperson for the GBV AoR. • Confidently and persuasively presents difficult and sensitive messages to senior leadership and influential stakeholders. • Confidently works with media and other avenues to amplify key advocacy messages at national, regional or global level. • Works with other coordination groups and advocacy allies to ensure there is consistency and alignment across advocacy strategies contributing to improvements across the whole response at strategic and systemic level.

Underlying Knowledge and Skills

Knowledge

- **Inter-agency Minimum Standards for Gender-Based Violence in Emergencies Programming**
- **GBV AoR Advocacy Handbook**
- **Handbook for Coordinating Gender-based Violence Interventions in Emergencies**

Skills

- Capacity building skills and skills transfer.
- Communication skills including public speaking, persuasion and influencing.
- Consensus building and conflict management.
- Meeting management including planning and facilitating meetings.

Gender-Based Violence Area of Responsibility

Effectively monitors the response, analyses gaps and communicates needs.

Definition: Monitors, evaluates and reports on the coverage, equity, quality and progress of the response against the AoR's strategy, priorities and agreed results and against the evolving situation and needs of the affected population.

Tier 1	Tier 2	Tier 3
• Represents and communicates needs effectively. • Confidently responds to questions and requests for 'evidence' and specific data sources, citing interagency Minimum standards and the coordination handbook. • Shows knowledge of global data on GBV in emergencies in order to: 1) understand and anticipate the risks and effects of GBV in the populations with whom they are working, and 2) educate the humanitarian community about their responsibility. • Works closely with the Information Management Officer to monitor the response effectively. • Develops a monitoring and reporting plan with partners. • Periodically reviews and updates the monitoring and reporting plan and guidance with all partners. • Works with partners to agree and update coordination priorities and amend the response plan in response to identified changes. • Monitors and evaluates the response against the AoR's priorities, response plan and agreed results. • Identifies shortfalls or gaps in the response and any corrective action required. • Monitors ongoing and changing needs of affected populations.	• Regularly consults with partners in the Child Protection AoR, Health Cluster and Education Cluster to determine the best data (global and local) to use in advocacy and analysis regarding the needs of girls. • Demonstrates strong qualitative analysis skills and capacity to select appropriate methodological approaches for qualitative data. • Able to identify knowledge gaps and advocate for resources and access to support further knowledge. • Where appropriate, collaborates with other coordination groups to align monitoring and reporting plans to improve efficiency and share resources. • Conducts extraordinary monitoring of operations when needed. • Supports partners to make timely and appropriate adaptations to their responses based on monitoring outcomes and changes in the needs of affected populations. • Disseminates information on response progress, critical gaps and resource requirements to wider stakeholders on a regular basis. • Demonstrates knowledge of the GBVIMS+ and collaborate effectively with the working group.	• Provides guidance and advice on aligning monitoring and reporting plans across coordination groups to improve coordination across the whole response. • Ensures monitoring activities and visits are coordinated with other coordination groups and relevant partners. • Analyses shifting trends to anticipate changing needs and any restrictions or impacts to service availability and accessibility. • Negotiates sensitively with partners to adjust response activities and plans when gaps in coverage, equity and quality of the response are identified. • Provides guidance and clear leadership to partners in response to significant anticipated or emerging changes in needs, the context or the operating environment.

Competency Framework for Coordination

Underlying Knowledge and Skills

Knowledge

- **Technical Guidance Note on The Gender-Based Violence in Emergencies Analytical Framework**
- **Mainstream GBV in the collection, analysis and sharing of DTM data guidance 2018.**
- **Global Indicator Registry**
- **GBV AoR Secondary Data Review Template**
- **Multi-sector Initial Rapid Assessment Guidance - IASC 2015**
- **Operational Guidance on Coordinated Assessment - IASC 2012**
- **GBVIMS+**
- **Inter-agency Minimum Standards for Gender-Based Violence in Emergencies Programming**
- **Handbook for Coordinating Gender-based Violence Interventions in Emergencies**

Skills

- Analytical skills including contextual and situational analysis to inform strategic decision-making.
- Communication skills including creating appropriate and accessible written and verbal communications.
- Decision-making skills
- Safe and ethical management of data

Strengthens national and local capacity to respond and lead.

Definition: Supports and strengthens national preparedness and response capacity by supporting the development of technical and operational capacity 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.

Tier 1	Tier 2	Tier 3
• Works with and through existing coordination and decision-making platforms whenever possible. • Facilitates meaningful inclusion and participation of national and local state and non-state actors in AoR activities, particularly women-led organisations and women's rights organisations. • Actively involve local and national actors in decision making processes of the AoR such as the SAG • Proactively reduces barriers to participation in sector activities for national and local actors. • Supports and encourages national actors to coordinate with others. • Encourages coordination group partners to engage in capacity strengthening initiatives. • Regularly and consistently connect local actors with global resources.	• Facilitates co-design and implements a technical and institutional capacity strengthening and leadership plan with national and local actors. • Supports the strengthening of GBV response in the national emergency response, preparedness and contingency plans and structures. • Supports access to training to build coordination, technical and institutional capacities. • Facilitates coordination and harmonisation of capacity building initiatives amongst partners and other actors. • Supports national and local actors to access greater funding including through pooled funds and advocacy with donors.	• Supports national actors to provide leadership in the response and to engage with other actors in the broader response. • Mobilises members of coordination groups to provide support to national and local actors to overcome technical and operational challenges. • Mobilises members of coordination groups to provide technical and institutional capacity development support and training to national and local actors. • Ensure national and local actors are involved in strategic level decision making processes.

Underlying Knowledge and Skills

Knowledge

• **Guidance Note on Humanitarian Financing for Local Actors**

• Local and national coordination structures, national emergency response plans and processes

• **IASC Guidance on Strengthening Participation, Representation and Leadership of Local and National Actors in IASC Humanitarian Coordination Mechanisms**

• **Handbook for Coordinating Gender-based Violence Interventions in Emergencies**

Skills

• Stakeholder engagement skills including identification and engagement of local civil society and women's groups.

• Active listening and reflective practice

• Capacity building skills including mentoring and coaching skills.

• Self-directed research and learning skills, to ensure thorough knowledge of context.

• Communication skills including influencing and persuasion.

• Interpersonal skills including negotiation.

• Leadership skills.

• Meeting management including facilitation skills.

Technical Competencies

Demonstrates knowledge of and capacity to facilitate effective multi-sectoral response to gender-based violence.

Definition: Consistently applies, advocates for and supports members to reach Interagency GBV Minimum Standards; Liaises with and advocates to other sectors with roles in multi-sectoral response to meet minimum standards and avoid critical gaps in service provision.

Tier 1	Tier 2	Tier 3
• Understands the basic concept and minimum standards of GBV multi-sectoral response. • Consistently applies, advocates for and supports members to reach GBV Minimum Standards. • Within the different sectors, assesses the presence of application of the GBV guiding principles and basic capacity to respond to the needs of GBV survivors. • Develops comprehensive referral pathway (s) that incorporates multiple sectors in the context. • Builds the capacity of the actors in other sectors to respond to the needs of GBV survivors. • Maps capacity building efforts across the response to highlight gaps. • Effectively analyses and evaluates how GBV occurs in the context and can synthesize and apply information from different sources to understand the overall context including the needs of the survivors and the capacity to respond.	• Able to locate, adapt and apply key GBV tools in individual contexts. • Consistently advocates for and communicates response needs in an accessible way. • Revise conclusions consistent with new observations, interpretations, or reasons. • Anticipate the implications and consequences of situations and take appropriate action to be prepared for possible contingencies. • Anticipates possible problems and develops contingency plans in advance.	• Analyses data, ideas, patterns, principles, and perspectives from multiple actors. • Generates and evaluates alternative solutions. • Ensures GBV programming is informed by the recommendations of international human rights bodies and law. • Negotiates and advocates for access and prioritisation of life-saving gender-based violence services in situations with limited humanitarian access. • Represents joint advocacy to state-based justice sector actors to support survivors' access to justice and promote accountability for crimes committed.

Underlying Knowledge and Skills

Knowledge
- **Inter-agency Minimum Standards for Gender-Based Violence in Emergencies Programming**
- **Interagency Gender-Based Violence case management guidelines**
- **Handbook for Coordinating Gender-based Violence Interventions in Emergencies**
- **Minimum Initial Service Package for Sexual and Reproductive Health in Crises**

Skills
- Stakeholder engagement skills including identification and engagement of local civil society and women's groups.
- Active listening and reflective practice
- Capacity building skills including mentoring and coaching skills.
- Self-directed research and learning skills, to ensure thorough knowledge of context.
- Communication skills including influencing and persuasion.
- Interpersonal skills including negotiation.
- Leadership skills.
- Meeting management including facilitation skills.

Demonstrates knowledge of GBV prevention practice and supports coordinated approaches at different stages of the humanitarian response.

Definition: Communicates information and analysis on the context specific gendered-drivers of violence and factors that exacerbate GBV within the context of the crisis, providing opportunities for sharing approaches and collaboration amongst members and partners and promoting connectedness with development and recovery initiatives.

Tier 1	Tier 2	Tier 3
• Demonstrates knowledge of current best practices on GBV prevention work within communities. • Differentiates between awareness raising and strategic prevention activities. • Identifies and communicates core strategies for influencing behaviour change including but not limited to community empowerment, working with men as allies, engaging with the government, engaging with local civil society, and faith-based organizations.	• Identifies and promotes collaboration on appropriate strategies to different stages of emergencies. • Effectively articulates the ecological model and gendered drivers of violence to various audiences. • Ensure that prevention activities underscore the need to address discrimination of women and girls as an underlying cause of violence against women and girls. • Link prevention activities with response programming to meet the diverse needs of the affected population--especially those who are most at risk of violence.	• Seek information on pre-crisis prevention activities and promote AoR members' effective collaboration and partnership with active women's organisations or other relevant bodies. • Consistently seeks evidence and information that informs tailoring of prevention programming to the specific socio-cultural context. • Provides opportunities for collaboration amongst AoR members for place-based prevention programming. • Advocates effectively for prevention inclusion in resilience, preparedness and anticipatory action packages and plans as appropriate. • Supports collaboration and planning strategies to sustain prevention interventions when humanitarian actors withdraw. • Negotiates or facilitates joint negotiation effectively with duty bearers for the prevention of conflict-related sexual violence.

Underlying Knowledge and Skills

Knowledge

• **Inter-agency Minimum Standards for Gender-Based Violence in Emergencies Programming.**

• **Handbook for Coordinating Gender-based Violence Interventions in Emergencies**

Skills

• Analytical skills, including analysing qualitative information.

• Communication skills, including negotiation, ability to summarise effectively and broker partnerships.

Demonstrates knowledge and capacity to advocate for GBV risk mitigation measures.

Definition: Demonstrated a nuanced understanding of the risk and protective factors related to GBV in the context and clearly communicates these and advocates for application of risk mitigation measures in other sectors.

Tier 1	Tier 2	Tier 3
• Identifies entry points for GBV risk mitigation and learn strategies to effectively mitigate GBV risks within sector programmed to improve outcomes. • Identifies and advocates for basic strategies for reducing risks to women and girls in acute emergencies and tools to support that (i.e., community mapping and safety audits, community and/or firewood patrols). • Develops and is able to deliver key messages on GBV risk mitigation to specific audiences.	• Determines the best strategies for reducing risks for the context. • Identifies particular risk and protective factors for adolescent girls, unaccompanied children, elderly women, LGBTI populations, women and girls with disabilities, among others. • Demonstrates understanding of securing resources and crafting budgets for GBV risk mitigation. • Collaborate with priority humanitarian sectors to support effective integration of GBV risk mitigation.	• Advocates to high level actors for increased action on GBV risk mitigation.

Underlying Knowledge and Skills

Knowledge

• **IASC Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action**

Skills

• Communications skills including negotiation and persuasion.
• Strong written communication skills.