

# HUMANITARIAN CAPACITY FRAMEWORK

## Understanding response roles and requirements

JUNE 2021

### Background information

Mercy Corps' vision for humanitarian response is to empower people to survive crises, build better lives, and transform their community for good. Identifying the right team members for a response, and developing and maintaining their competencies<sup>1</sup> are central elements to achieve this vision. In 2016, the Humanitarian Leadership and Response (HLR) team at Mercy Corps worked with Deloitte to identify the main humanitarian response roles, assess key competencies needed for those roles, and explore training available. The Humanitarian Capacity Framework is based on that work. It is a living document that will be continually revised and updated to reflect our learning, and changes in the sector. This document contains updates as of 30th November 2019; the next iteration will be evaluated one year after that. Thirty-one team members were consulted over a period of two months, including team members deployed in (or closely associated with) the response roles identified; they provided information on the required competencies for the roles, and learning resources available (at Mercy Corps and in the sector). Consultations also included team members working on the following cross cutting issues: protection; gender, diversity, and inclusion; program management at Mercy Corps (PM@MC); do no harm; safeguarding and ethics.

### Overview

#### What is the humanitarian capacity framework?

The framework describes [core humanitarian competencies](#) for all team members involved in Mercy Corps' responses, and related learning resources. It also contains twelve humanitarian response roles (see list below). For each response role, you will find: the goal, the minimum experience requirements, the specific competencies needed to perform well, learning resources to develop and maintain the identified competencies, and a position description template.

#### Functional roles:

1. [Emergency Program Manager](#)
2. [Field Security Manager](#)
3. [Finance Team Emergency Responder](#)
4. [Human Resources Manager](#)
5. [Monitoring Evaluation and Learning \(MEL\) in Humanitarian Response](#)
6. [Procurement and Logistics Responder](#)
7. [Program Development, Reporting and Communications Officer](#)
8. [Emergency Team Leader](#)

#### Technical Roles:

9. [Adolescent in Emergencies \(AiE\) Focal point](#)
10. [Cash Transfer Program \(CTP\) Advisor](#)
11. [Food Security and Livelihood Program Manager](#)
12. [WASH Program Manager](#)

<sup>1</sup> Knowledge, skills and attitudes of individuals.

The way roles and competencies are described and organized reflects Mercy Corps' distinctive approaches in humanitarian response, including: Peace Building, Markets and Livelihood Recovery, and Adolescents in Emergencies (AIE). It also reflects Mercy Corps' focus on three technical areas of excellence: WASH (Water, Sanitation and Hygiene), Emergency Cash Transfers, and Food Security and Nutrition.

## Who should use it and how?

This document is a foundational resource for all Mercy Corps team members directly or indirectly involved in humanitarian response. It can be used for:

- assessing team members, or prospective team members, for response-readiness (e.g. when HLR Team Leaders/Desk officers/Talent team are developing rosters, they can use the competencies identified for each role as criteria for selecting candidates);
- developing team structure, recruiting and interviewing candidates (e.g. HLR/Country teams/Talent team can use the information in the response roles to develop Position Descriptions or to develop interview questions);
- career and talent development (e.g. Talent team or supervisors can use the information in the framework to guide team members in humanitarian learning pathways);
- designing learning initiatives (e.g. Technical Support Unit can use the technical competencies identified in the response roles to design internal training);
- Emergency Preparedness Planning (EPP) process: country teams can use the framework to address the individual capacity gaps they have identified during EPP and plan learning initiatives accordingly.

## Why is it important?

- Using the framework as our reference for preparing and mobilizing response team members will facilitate a common understanding of roles and competencies, and shape the use of a common language across the agency.
- The list of competencies (in each response role) can be used to evaluate team members' performance, and it can ultimately contribute to better humanitarian response.
- By ensuring responders have all the required core humanitarian competencies, the framework promotes mainstreaming of approaches and requirements that are important for the agency (protection; gender, diversity, and inclusion; PM@MC; do no harm; safeguarding and ethics).

### How we understand capacity

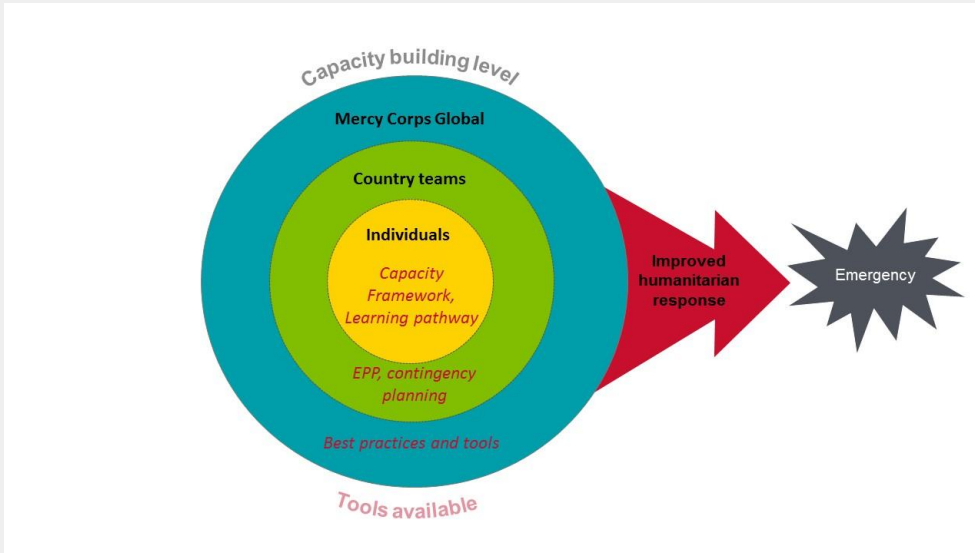
*The sector defines 'capacity' as the ability to perform at different levels:*

- *Institutional and policy environment level (the enabling environment): national policies, legislation, power relations, and social norms;*
- *Organizational level: internal policies, procedures, arrangements and frameworks allowing an organization to operate, and coordinate efforts and individual capacities;*
- *Individual level: Knowledge, skills and attitudes of people (also called competencies)<sup>2</sup>.*

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<sup>2</sup> The three-level approach is adapted from the "[UNDP Capacity Development Primer](#)"

Mercy Corps' humanitarian capacity building strategy specifically focuses on improving (internal) organisational and individual capacities by working at global level (i.e. promoting best practices and tools), at country level (i.e. supporting Emergency Preparedness and Contingency Planning processes), and at the individual level (i.e. through the humanitarian capacity framework).

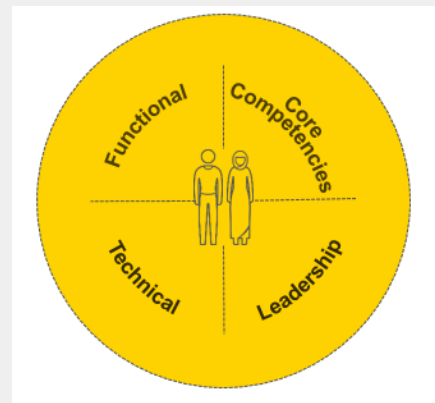


## How we understand competencies

The humanitarian capacity framework supports capacity building at the individual level by guiding team members on competencies needed and learning available. **Competencies** are skills, knowledge and attitudes that team members use in order to perform in their response role. They are also identified with the behaviors that team members display as a result of applying skills, knowledge and attitudes.

Response roles require:

- **Core humanitarian competencies:** essential and critical competencies for all team members involved in Mercy Corps' response (i.e. knowledge about humanitarian principles and key humanitarian standards);
- **Technical competencies:** thematic/specialized competencies related to an area of expertise (i.e. cash, WASH, adolescents, etc.);
- **Functional Competencies:** competencies that contribute to operational performance (i.e. financial management, project management, etc.);
- **Leadership Competencies:** competencies that contribute to performance at leadership level<sup>3</sup>.



Depending on the role, some of these competencies may be emphasized more than others. For example, a technical advisor normally has a strong focus on technical competencies, while a director of programs has a focus on functional and leadership competencies. All roles should include core humanitarian competencies.

<sup>3</sup> This competency model is presented in the [Guide to the Core Humanitarian Competency Framework](#) by CHS Alliance

# Mercy Corps' core humanitarian competencies

Mercy Corps' core humanitarian competencies have been adapted from the Core Humanitarian Competency Framework (CHCF), a globally accepted framework within the humanitarian sector, in consultation with key internal stakeholders. The competencies are described below, through statements about the knowledge, skills, attitudes and behaviors we look for in all responders, regardless of their response role.

All Mercy Corps' responders should aim to have **as many core humanitarian competencies as possible by progressively building them up over time**. You can use the Core Humanitarian Competencies Self-Assessment (available soon) to identify where to start building or refreshing your competencies. It is not expected that responders possess all competencies before being deployed.

## 1. Understanding Mercy Corps Culture and Systems

Understands Mercy Corps mission, organizational values, humanitarian response vision, role of Mercy Corps in humanitarian action, Mercy Corps code of conduct, Mercy Corps commitments to safeguarding, and commitments to gender, diversity, and inclusion.

*[Note: Mercy Corps code of conduct includes Anti-Bribery Policy; Anti-Corruption Policy; Conflict of Interest Policy; Child Safeguarding Policy; Prevention of Sexual Exploitation & Abuse of Community Members and Beneficiaries Policy; Anti-Trafficking Policy; Sexual Misconduct Policy; Discrimination, Harassment and Bullying Policy; Ethics Complaint and Whistleblower Policy]*

Is familiar with internal knowledge management platforms, and internal resources related to the individual role.

Is aware of the possibilities offered by using technology to increase scale, efficiency and impact of program and operational goals.

*[Note: this refers to Digital Citizen project]*

## 2. Understanding humanitarian context and applying humanitarian principles

Demonstrates understanding of phases of humanitarian response, including preparedness and contingency, disaster risk reduction, response and recovery.

Applies understanding of political and cultural context (and conflict contexts, where relevant), and underlying causes of humanitarian crisis.

*[Note: Team members should be able to analyze power dynamics within a given context, and reflect on how to make systems more equitable and accessible]*

Demonstrates understanding of gender, diversity and inclusion dimensions in humanitarian response, and related policies, approaches and tools available at Mercy Corps or adopted by Mercy Corps from within the sector.

Takes into account needs and capacities of crisis-affected people and applies these in the response.

*[Note: this includes the ability to recognize barriers many groups face to participation - i.e. children, adolescents and youth, people with disabilities - and to advocate for safe spaces for these groups]*

*[Note: this relates to the last two competencies above. In terms of "required understanding" but also "ability to apply", the issues we are focusing on are: understanding and applying gender analysis in all phases of the humanitarian response; collecting and analyzing sex and age disaggregated data; engaging and supporting adolescents as humanitarian actors; understanding child protection and child safeguarding, and referral systems; understanding and identifying GBV cases and referrals; how to engage with LGBTQI groups; using the Washington group questions; understanding the basic principles]*

*of inclusion of people with disabilities and older people; applying ethical safety and concern in research/assessments to avoid doing harm]*

Ensures that programs, activities, and staff behavior uphold key national and international humanitarian frameworks (including International Humanitarian Law and International Human Rights Law), Sphere and CHS standards, IFRC code of conduct, the humanitarian principles, and our safeguarding commitments.

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

Demonstrates understanding of coordination mechanisms (i.e. clusters).

### **3. Ensuring program quality and impact**

Understands and adheres to the Program Management Minimum Standards (PM@MC), which include the Gender Standards.

Understands basic concepts of Monitoring, Evaluation and Learning (MEL), and contributes to the adherence of Mercy Corps' MEL Policy.

Understands and adheres to the Program Record Retention Policy, ensuring complete and accessible program file.

Understands and adheres to all other relevant program management standards where applicable, including Complex Program standards, Cash Transfer Programming and Goods Distribution minimum standards.

Focuses on outcomes, and use data and evidence to make decisions and adapt programming when needed.

Focuses on timely delivery of results with efficient and effective use of available resources.

### **4. Making timely and appropriate decisions**

Knows when to make decisions and who to involve.

Considers wider impact of decisions in order to achieve results.

Integrates planning and delegation when making decisions.

### **5. Listening and creating dialogue (focus on communication skills)**

Establishes and maintains clear dialogue with relevant stakeholders at headquarters and in the field.

Actively listens to new and different perspectives of stakeholders to have a better understanding of the context.

Receives feedback and complaints from crisis-affected populations with appropriate sensitivity.

Receives and gives feedback within teams.

Identifies and leverages opportunities to bring diverse community stakeholders and/or local formal and informal authorities together to identify needs and deliver aid.

*[Note: This will help to build communication channels and relationships between divided community groups and between the community local authorities. This is fundamental to building social cohesion and bonding/bridging/linking social capital, which is a precondition for peace.]*

### **6. Working with others and building relationships (focus on working relationships)**

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

Establishes himself/herself as a team player.

Motivates and influences others to collaborate and achieve program goals.

Displays enthusiasm and passion about the job position, and empathy/respect towards crisis-affected populations.

Identifies and leverages opportunities to build relationships with and between diverse community stakeholders.

### **7. Operating safely and securely at all times**

Manages personal and operational safety and security that adheres to Mercy Corps' Global Safety and Security Policy and country-level standard operating procedures (SoPs).

Is contextually aware and able to understand the dynamics of a rapidly changing environment.

Identifies and communicates risks and threats, and mitigates these for self and Mercy Corps.

Takes measures to do no harm and to minimize risks for partners and crisis-affected population (including safeguarding commitments).

Identify potential negative impacts of aid on the local population and conflict context, and design and implement measures to mitigate these.

*[Note: This includes understanding of tools available for conflict sensitivity]*

### **8. Managing in a pressured and changing environment**

Is able to adapt to the changes required by emergencies in their operational region (readiness to deploy in the regional context).

Draws from community knowledge to understand context.

Recognizes and manages personal stress, and helps others to do so.

Prioritizes, plans and performs under pressure.

Maintains a proactive and positive attitude.

Is able to deal with ambiguity by thinking outside the box and seeing opportunities in bad situations.

### **9. Analyzing and exercising judgement in challenging situations**

Ability to analyze information and forecast potential safety and security issues.

Identifies different sources of information and understands interests, biases, and other implications for each of them.

Uses critical thinking to analyze information from various sources, and exercises judgement in absence of guidance.

Considers safety and security of self and others when analyzing information and the wider context.

The table below lists learning resources available to build or refresh core humanitarian competencies. The Talent team automatically assigns the following courses to all Mercy Corps' team members when they join the agency: Mercy Corps Essentials; Code of Conduct (which includes a number of courses); and Security Orientation. These courses are required (mandatory) as they provide core knowledge about Mercy Corps, its values, and ways of working.

Humanitarian 101 is a 25-hour e-learning curriculum for humanitarians at Mercy Corps that helps building the majority of the core humanitarian competencies. Course materials were identified by our most experienced emergency response team members. Humanitarian 101 is highly recommended for Mercy Corps responders, especially if they are at the beginning of their humanitarian career. Experienced responders might still find it useful as a refresher and can review parts of the curriculum.



The list of learning resources is not exhaustive and is mainly online self-directed resources; for this reason, responders will also need to strengthen their competencies through field experience (practical exercises, short-term assignments, etc.).

<p><b>Mercy Corps' Core humanitarian competencies - Summary:</b></p> <ol style="list-style-type: none"> <li>1. Understanding Mercy Corps Culture and Systems</li> <li>2. Understanding humanitarian context and applying humanitarian principles</li> <li>3. Ensuring program quality and impact</li> <li>4. Making timely and appropriate decisions</li> <li>5. Listening and creating dialogue</li> <li>6. Working with others and building relationships</li> <li>7. Operating safely and securely at all times</li> <li>8. Managing in a pressured and changing environment</li> <li>9. Analyzing and exercising judgement in challenging situations</li> </ol>	<p><b>Learning:</b></p> <p><b>Mercy Corps Essentials<sup>4</sup>:</b> Required - Internal Learning Platform - Online</p> <p><b>Mercy Corps Code of Conduct:</b> Required - Internal Learning Platform - Online  <i>(Note: if e-learning cannot be accessed, teams are invited to implement sessions together by using the <a href="#">2-page policy guidance</a>)</i></p> <p><b>Security Orientation:</b> Required - Internal Learning Platform - Online</p> <p><b>Humanitarian 101:</b> Recommended - Internal Learning Platform - Online - it includes the video on IFRC's code of conduct, the Building a Better Response course, and other Mercy Corps and external courses and readings</p> <p><b>Hostile Environment Awareness Training (HEAT):</b> Recommended within 6 months from starting job or every two years - in-person 3-5 days training.</p> <p><b>Mercy Corps Digital Citizen:</b> Recommended - Internal Learning Platform - Online - available soon</p> <p>Other resources relevant to response work can be found on the <a href="#">HLR page</a> and the <a href="#">Emergency Handbook</a>.</p>
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If your career goals include US-based response, it is in your best interest to complete the following FEMA online courses. Completion of these courses is a prerequisite to attending some key in-person training.

- 1) [IS-700B - Intro to National Incident Management System \(NIMS\)](#)
- 2) [IS-800C - Intro to National Response Framework](#)
- 3) [IS-100C - Intro to the Incident Command System \(ICS\)](#)
- 4) [IS-200C - Basic Incident Command System for Initial Response](#)

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<sup>4</sup> This will also include Gender, Diversity and Inclusion (GDI) learning resources, currently under development.

## Before you consult the response roles

- All the competencies listed for each role represent the ideal situation so responders are not expected to possess them all. Some of those competencies may be more or less important depending on the context.
- Learning initiatives and resources aim at building and refreshing the identified competencies. They are suggestions only, unless it is clearly stated that they are required.
- All learning resources mentioned are free, unless stated otherwise.
- Team members should combine the on-line resources (suggested in this document) with practical exercises and short-term assignments in order to build experience, apply knowledge and tools, and improve adaptability to different countries/contexts.
- Some response roles contain specific recommendations for practical experience. If you do not see any recommendations, reach out to your supervisor or any other relevant team. You can also consult [Mercy Corps Careers - Short-term assignments page](#) to see opportunities.
- Knowing the language of the country of deployment is important and should be considered among the recommended competencies. It is not listed in the response roles as it is assumed.
- If you need more details on how emergencies are managed at Mercy Corps and teams involved, you can find a brief summary in [Annex 1](#).



## EMERGENCY PROGRAM MANAGER

**Goal:** An emergency program manager ensures the smooth, efficient and effective implementation of response programs. They might join a program at the beginning (assessment phase) or at subsequent phases, so the goal of their role may slightly change depending on when they join.

**Required experience:** 3 to 5 years of experience in managing programs in emergency contexts, with proven track record. For complex/conflict crises, at least 1-year previous experience in those contexts is required.

### Position description

Competencies	Learning
<p><u>All Mercy Corps Core Humanitarian Competencies</u></p> <p><b>Technical Competencies:</b></p> <ul style="list-style-type: none"> <li>• Understands Sphere Standards and ensures they are met</li> <li>• Can conduct rapid needs assessments, in line with Mercy Corps' approach and industry's best practice</li> </ul> <p>More than 50% of Mercy Corps' responses are cash/voucher-based programming so it is recommended that any Emergency Program Manager possesses the following competencies:</p> <ul style="list-style-type: none"> <li>• Understands theoretical and applied knowledge about CTP</li> <li>• Can develop SOPs in line with Mercy Corps' Minimum Standards (on CTP and Goods Distribution)</li> <li>• Can identify and initiate setup of payment mechanisms</li> </ul> <p><i>Note: For team members managing WASH or Food Security and Livelihood programs, please consult the specific profiles: <a href="#">WASH Program Manager</a>, <a href="#">Food Security and Livelihood Program Manager</a>.</i></p>	<p><u>See learning for Core Humanitarian Competencies</u></p> <p>Mercy Corps training and resources:</p> <ul style="list-style-type: none"> <li>• <a href="#">Cash and Goods Minimum Standards video</a> and e-learning module (available soon)</li> <li>• <a href="#">CTP resources/contacts</a> (hub page)</li> <li>• <a href="#">CTP Minimum Standards</a></li> <li>• <a href="#">Adolescent in Emergencies Tip Sheet</a> (available soon)</li> </ul> <p>External training and resources:</p> <ul style="list-style-type: none"> <li>• <a href="#">The Sphere Handbook</a> (PDF)</li> <li>• <a href="#">Humanitarian Needs Assessments: the Good Enough Guide</a> (PDF)</li> <li>• <a href="#">Cash and Voucher Assistance - The fundamentals</a> (online modules)</li> <li>• <a href="#">Core Cash and Voucher Assistance Skills for program staff</a> (in-person training).</li> </ul>
<p><b>Functional Competencies:</b></p> <ul style="list-style-type: none"> <li>• Possesses project management skills and applies PM@MC minimum standards for all phases of the project cycle</li> <li>• Can oversee and implement participatory assessment processes</li> <li>• Can oversee program budgets, project cash flow and expenditures</li> <li>• Understands donor regulations and compliance (USAID, ECHO, DFID, UN, etc.)</li> </ul>	<p>Mercy Corps training and resources:</p> <ul style="list-style-type: none"> <li>• <a href="#">PM@MC website</a></li> <li>• <a href="#">Program management PM@MC workshops</a></li> <li>• <a href="#">Program management manual</a> (PDF)</li> <li>• <a href="#">Field Finance Manual</a> (PDF)</li> <li>• <a href="#">Field Procurement Policies and Procedures</a> (PDF)</li> <li>• <a href="#">Negotiation Essentials</a> (online modules)</li> <li>• <a href="#">Negotiating for Humanitarian Access</a> (online modules)</li> </ul>

- Effectively manages teams/people and apply relevant Mercy Corps' procedures and approaches
- Supports team members through capacity building
- Possesses basic understanding of procurement and logistics
- Can ensure feedback from crisis-affected people and other stakeholders is incorporated in program design, implementation and learning
- Can ensure team members operate in a secure environment and are aware of policies

External training and resources:

- [Project management PMD Pro](#) (online modules);
- [Intro to coaching and mentoring](#) (online modules)

Certification (required for this position):  
[Program Management Certification - PMD Pro](#)

**Leadership Competencies:**

- Recognizes opportunities for innovative action and create an environment where alternative viewpoints are welcomed
- Drives impact by building high performing teams
- Broadens influence by role modelling and leveraging networks

Mercy Corps training and resources:  
[People with Possibility](#) (participate in all sessions but also run sessions).

## FIELD SECURITY MANAGER

**Goal:** This role is normally deployed in complex crises and high-risk contexts. In these sensitive contexts (i.e. Yemen, Iraq) we might not use the title Field Security Manager but the following: **High Risk Program Advisor or Access and Information Manager**. It can be an advisory or a manager position depending on the Country Director<sup>5</sup>. This position can also be held remotely, if access to the affected area is not possible. The main goal of this role is to create and foster a climate of security awareness that enables programs to be implemented.

**Required experience:** minimum one year of experience in the field as a team leader in similar and/or relevant contexts (certain contexts will require longer experience in a security role or will require commensurate experience with similar contexts, regions or specific actors).

### Position description

Competencies	Learning
<u>All Mercy Corps Core Humanitarian Competencies</u>	<u>See learning for Core Humanitarian Competencies</u>
<p><b>Technical Competencies:</b></p> <ul style="list-style-type: none"> <li>• Certified to deliver first aid training to a basic standard</li> <li>• Certified to deliver advanced driving instruction</li> <li>• Can provide training on conflict awareness and survival</li> <li>• Understands donor regulations and how they can impact humanitarian access, particularly in regards to dealing with proscribed groups and individuals</li> <li>• Possesses advanced knowledge about International Humanitarian Law (IHL) and humanitarian principles in relation to humanitarian access.</li> </ul>	<p><u>Mercy Corps Resources on security (hub page)</u>  <u>Mercy Corps Security team contacts (hub page)</u></p> <p>External training and resources:</p> <ul style="list-style-type: none"> <li>• <a href="#">IFRC First Aid Courses</a></li> <li>• <a href="#">First Aid training and other medical courses</a></li> <li>• <a href="#">Driver Training of Trainers Course</a></li> <li>• <a href="#">European Interagency Security Forum</a> (online library about risk security management)</li> <li>• <a href="#">ICRC training centre</a> (online IHL modules)</li> <li>• <a href="#">Legal foundations for humanitarian access in situations of armed conflict</a> (webinar)</li> <li>• <a href="#">Advanced learning sessions on Humanitarian Principles</a> (webinar)</li> <li>• <a href="#">Humanity</a> (webinar)</li> <li>• <a href="#">Independence</a> (webinar)</li> <li>• <a href="#">Neutrality</a> (webinar)</li> <li>• <a href="#">Impartiality</a> (webinar)</li> </ul>
<p><b>Functional Competencies:</b></p> <ul style="list-style-type: none"> <li>• Understands goals and aims of program management in order to support program implementation</li> <li>• Supports team members through capacity building</li> <li>• Has basic understanding of human resources, procurement processes, and basic functions of operations</li> </ul>	<p>Mercy Corps training and resources:</p> <ul style="list-style-type: none"> <li>• <a href="#">PM@MC website</a>;</li> <li>• <a href="#">Program management PM@MC workshops</a>.</li> </ul>

<sup>5</sup> Liability usually sits with the Country Director/Regional Director, for security-based decisions, plus duty of care. The Country Director can decide to choose to have an advisor or that someone directly manages security, but answers to the Country Director.

**Leadership Competencies:**

- Nurtures innovation across the team
- Drives impact by building high performing teams
- Broadens influence by leveraging networks

Mercy Corps training and resources:

People with Possibility (participate in all sessions but also run sessions)

Recommended practical experience to be ready for deployment in this role: 1. **Short Term Assignment in a non-emergency context:** a potential candidate is sent within their region and supervised by a more experienced team member; 2. **Shadowing exercise:** a potential candidate shadows a security manager or a program manager in a high-risk environment.

## FINANCE TEAM EMERGENCY RESPONDER

**Goal:** When an emergency happens in a country where Mercy Corps operates and the country finance team requires additional support, HQ Finance assigns a finance responder with the goal of maintaining existing operations to manage the increased volume of work (“scenario 1”). When an emergency occurs in a country where Mercy Corps does not operate (and may not be registered in the country), HQ Finance deploys a finance responder or supports the response team remotely (“scenario 2”). The goal in this case is both setting up and managing operations.

**Required experience:** Experience in finance management and grant financial management (budgeting, monitoring, compliance, etc.); and, depending on the scenario, previous experience in emergency response may be essential. The finance team typically deploys a finance manager or director. Depending on the complexity of the response, other finance staff may be required. Experience with programming in multiple emergency response sectors and modalities, and previous deployment to multiple countries is ideal.

### Position description

Competencies	Learning
<u>All Mercy Corps Core Humanitarian Competencies</u>	<u>See learning for Core Humanitarian Competencies</u>
<p><b>Technical Competencies:</b> More than 50% of Mercy Corps responses are cash/voucher-based programming so it is recommended for any responder deploying in a context where CTP is anticipated to possess the following competencies:</p> <ul style="list-style-type: none"> <li>• Understands theoretical and applied knowledge about CTP</li> <li>• Is able to work with Program Managers and operations teams to: <ul style="list-style-type: none"> <li>• budget for CTP (sufficient staffing, payment mechanism fees)</li> <li>• develop CTP SOPs to ensure internal controls</li> <li>• work effectively with Financial Service Providers for cash payments</li> <li>• ensure compliance procedures are in place to track and manage cash payments</li> </ul> </li> <li>• Understands compliance requirements around quality control of goods.</li> </ul>	<p>Mercy Corps training and resources (all required):</p> <ul style="list-style-type: none"> <li>• Cash and Goods Minimum Standards e-learning module for Finance and Operations Staff (available soon)</li> <li>• <a href="#">CTP resources/contacts</a> (hub page)</li> <li>• <a href="#">CTP Minimum Standards</a> (PDF)</li> <li>• <a href="#">Goods Distribution Programming Minimum Standards</a> (PDF)</li> </ul> <p>External training and resources (required):</p> <ul style="list-style-type: none"> <li>• <a href="#">Cash and Voucher Assistance - The fundamentals</a> (online modules)</li> </ul> <p>Strong preference (during selection for deployment) given to responders who have also completed the following CTP learning: <a href="#">Core Cash and Voucher Assistance Skills for Supply Chain, Finance and ICT Staff</a> (in-person training) OR the online version of it.</p>
<p><b>Functional Competencies:</b> For scenario 1 and 2:</p> <ul style="list-style-type: none"> <li>• Possesses knowledge about financial management</li> <li>• Possesses knowledge about budget management</li> <li>• Understands donor regulations and compliance</li> </ul>	<p>Mercy Corps training and resources:</p> <ul style="list-style-type: none"> <li>• <a href="#">Field Finance Manual</a> (PDF)</li> <li>• Finance Manager Orientation: In-person training conducted at HQ</li> <li>• US government compliance training: In-person training conducted once a year</li> <li>• <a href="#">Finance team contacts</a> (hub page)</li> </ul>

(USAID, ECHO, DFID, UN, etc.)

- Understands accounting concepts
- Can recognize fraud and corruption, and knows how to report it
- Has ledger and budget knowledge in the field (not required in every project)
- Understands, monitors, and realigns program budgets

Additional for scenario 2:

- Is able to apply Mercy Corps' ways of working in a variety of emergency contexts and in different countries (including where Mercy Corps' normative field structures don't exist)
- Can analyze and implement cash movements and controls in challenging contexts (e.g. where Mercy Corps doesn't have a bank account)
- Is able to review alternative hiring mechanisms where (against norms) operational advances are likely to be required

**Leadership Competencies:**

- Recognizes opportunities for innovative action and creates an environment where alternative viewpoints are welcomed
- Drives impact by building high performing teams
- Broadens influence by role-modelling and leveraging networks
- Ensures necessary compliance standards are maintained amidst the challenges of the emergency context

Mercy Corps training and resources:  
People with Possibility (participate in all sessions but also run sessions)

## HUMAN RESOURCES MANAGER

**Goal:** An HR Manager may be deployed to an emergency in a country where Mercy Corps does not operate or in a country where it operates but there is a need for extra HR support. The goal for this role is to support team members' employment lifecycle. This includes the following key functions: onboarding, policy adjustments, compensation and performance, safeguarding, culture of care, and off-boarding. It is particularly important to understand Culture of Care, Safeguarding, and local context/regulatory requirements.

**Required experience:** 3-5 years of HR experience (this includes conducting salary scale review and benefits package review); minimum one year of experience with senior level responsibilities (e.g. member of in-country senior leadership team); exposure to emergency response.

### Position description

Competencies	Learning
<p><u>All Mercy Corps Core Humanitarian Competencies</u></p>	<p><u>See learning for Core Humanitarian Competencies</u></p>
<p><b>Technical Competencies:</b>  <i>Support Culture of Care and Wellbeing:</i></p> <ul style="list-style-type: none"> <li>● Is familiar with Mercy Corps' team member assistance policy and resources (Konterra)</li> <li>● Is able to recognize post-traumatic stress disorder and trauma on individual and team level</li> </ul>	<p>Mercy Corps' Webinars on Well Being:</p> <ul style="list-style-type: none"> <li>● <a href="#">Setting Boundaries</a></li> <li>● <a href="#">Manager Support</a></li> <li>● <a href="#">Time Management &amp; Prioritizing Staff Care</a></li> <li>● <a href="#">When does being direct become bullying</a></li> <li>● <a href="#">Cross cultural communication and promoting inclusive teams</a></li> <li>● <a href="#">Dangers of Substance Abuse in Self Care</a></li> </ul>
<p><b>Functional Competencies:</b></p> <ul style="list-style-type: none"> <li>● Is familiar with Mercy Corps' Safeguarding requirements and functions as an Ambassador (minimum of 25% or 50% level of effort criteria)</li> <li>● Understands expedited recruitment &amp; onboarding, with emphasis on GDI related to diverse talent and inclusive team environment</li> <li>● Is able to adjust to and support rapid change, with a focus on supporting organizational structure shifts (Change Management Capabilities)</li> <li>● Understands employment law (clarifies employment categories, compensation and benefits in dynamic context, and obtains local legal counsel)</li> <li>● Understands and implements Performance Management</li> <li>● Applies a strong collaborative approach with in-country Security Management Team and Mercy Corps Global People team to apply and adapt processes/operations/procedures as needed (Serves as HR Business Partner)</li> </ul>	<p>Mercy Corps training and resources:</p> <ul style="list-style-type: none"> <li>● <a href="#">Interview process at Mercy Corps</a> (hub page)</li> <li>● <a href="#">Ineligibility and compliance checking</a> (hub page)</li> <li>● <a href="#">Emergency recruitment guidelines</a> (PDF)</li> <li>● <a href="#">Gender, Diversity and Inclusion resources</a> (hub page)</li> <li>● <a href="#">Safeguarding Resources</a> (hub page)</li> <li>● <a href="#">Crisis Management Team (CMT): Roles and Responsibilities</a> (Word document)</li> <li>● <a href="#">People department contacts</a> (hub page)</li> </ul>



**Leadership Competencies:**

- Drives impact by building high performing teams, with emphasis on being a positive role model as an individual and within teams, and mobilizing people and processes to achieve rapid change
- Broadens influence by role-modelling and leveraging networks: promotes a culture of feedback, is able to advocate and influence on key HR issues at country level internally and externally with partners, government and other INGOs
- Nurtures innovation across the team; makes data-driven decision and is able to clearly communicate across the team

**Mercy Corps training and resources:**

People with Possibilities (participate in all sessions but also run sessions)

**Recommended practical experience to be ready for deployment in this role:**

- Do remote support work to gain understanding about humanitarian response
- Participate in After Action Reviews (after humanitarian responses) with a focus on People team issues (contact People Team for more information)

## MONITORING, EVALUATION AND LEARNING (MEL) IN HUMANITARIAN RESPONSE

**Goal:** The main goal for the MEL function is ensuring relevant data is collected, analyzed, and used to improve programming. The successful MEL response lead will think of how the program can and should measure outcome oriented results so the program can speak to larger level results (the "so what" or meaningful change of our intervention). The MEL function can be led by:

- a MEL manager deployed for a response (solely responsible for MEL tasks);
- a MEL manager supporting the response team remotely;
- another team member in the response team (i.e. Program Manager).

The information provided here describes goal, experience required, competencies, and training available for a MEL manager deployed or remotely supporting response teams but it could also be used to understand key requirements for other team members leading MEL function during a response.

**Required Experience:** A small-scale response requires a less experienced M&E manager, able to manage 1-2 projects and with 2 to 3 years of experience as an M&E officer; a large emergency response/complex crisis requires an M&E manager with 5 to 7 years of experience, able to manage multi-project responses. Having experience in crisis contexts is essential to be able to face the challenges that such contexts present.

### Position description

Competencies	Learning
<u>All Mercy Corps Core Humanitarian Competencies</u>	<u>See learning for Core Humanitarian Competencies</u>
<p><b>Technical Competencies:</b></p> <ul style="list-style-type: none"> <li>• Understands theoretical and applied knowledge about CTP</li> <li>• Possesses knowledge of market monitoring</li> </ul>	<p>Mercy Corps training and resources:</p> <ul style="list-style-type: none"> <li>• <a href="#">CTP resources/contacts</a> (hub page)</li> <li>• <a href="#">CTP Minimum Standards</a> (PDF)</li> <li>• <a href="#">Goods Distribution Programming Minimum Standards</a> (PDF)</li> </ul> <p>External training and resources:</p> <p><a href="#">Cash and Voucher Assistance - The fundamentals</a> (online modules)</p>
<p><b>Functional Competencies</b></p> <ul style="list-style-type: none"> <li>• Can set up a MEL system and oversee its implementation</li> <li>• Is able to prioritize data needs</li> <li>• Can use light touch MEL approaches</li> <li>• Can plan and lead all MEL activities, including developing standards for data collection in accordance with Mercy Corps' procedures and tools</li> <li>• Ensures quality of data from all sub-contractors involved in data collection</li> </ul>	<p>Mercy Corps training and resources:</p> <ul style="list-style-type: none"> <li>• <a href="#">MEL in Emergencies Guidance</a> (PDF) - Reference guidance for in depth look at various MEL topics within the context of emergency response</li> <li>• <a href="#">MEL IN EMERGENCIES Electronic Survey Tools (XLS Forms) Table of Contents</a> (PDF) – A list of Ona coded tools with embedded guidance and links, ready for use</li> <li>• <a href="#">MEL IN EMERGENCIES Printable Survey Tools Table of Contents</a> (PDF) - A list of printable tools with embedded guidance and links, that can be copied and pasted into Ona survey builder or printed in hard copy</li> </ul>

<ul style="list-style-type: none"> <li>● Is able to update MEL and project management systems to reflect program progress and needs</li> <li>● Can collect, analyze and validate qualitative and quantitative data using a variety of methodologies</li> <li>● Can present, facilitate discussion around, and report on data analysis and lessons learned</li> <li>● Effectively manages teams/people and applies relevant Mercy Corps' procedures and approaches</li> <li>● Supports team members through capacity building</li> <li>● Can ensure team members operate in a secure environment and are aware of policies</li> <li>● Can ensure feedback from crisis-affected people and other stakeholders is incorporated in program design, implementation and learning</li> <li>● Can use tablets/smartphones for mobile data collection</li> <li>● Is comfortable with systems such as Ona, CommCare, KoBo toolbox</li> </ul>	<ul style="list-style-type: none"> <li>● <a href="#">MEL Wiki Emergency Section</a> - Tools, examples, and guidance</li> <li>● <a href="#">Training on TolaData</a> (online modules)</li> <li>● <a href="#">MEL Wiki</a> - Curated Mercy Corps MEL resources</li> <li>● <a href="#">MEL team contacts</a> (hub page)</li> </ul> <p>External training and resources:</p> <ul style="list-style-type: none"> <li>● <a href="#">Effective and Creative Evaluation Report Writing</a> (online modules)</li> <li>● <a href="#">Project Design Monitoring and Evaluation</a> (online modules)</li> <li>● <a href="#">Monitoring, Evaluation, Accountability and Learning (MEAL) DPro Flex</a> (online modules)</li> <li>● <a href="#">DCED Global Seminar on Results Measurement</a> (online selection of resources)</li> <li>● <a href="#">MEASURE Evaluation</a> (online modules)</li> <li>● <a href="#">Introduction to Monitoring and Evaluation</a> (online modules)</li> </ul> <p>Certification (recommended, not required):</p> <p><a href="#">Program Management Certification - PMD Pro</a></p>
<p><b>Leadership Competencies:</b></p> <ul style="list-style-type: none"> <li>● Nurtures innovation across the team</li> <li>● Drives impact by building high performing teams</li> <li>● Broadens influence by role-modelling and leveraging networks</li> </ul>	<p>Mercy Corps' training and resources:</p> <p><a href="#">People with Possibility</a> (participate in all sessions but also run sessions)</p>
<p>Recommended practical experience to be ready for deployment in this role: shadowing a real-time evaluation to gain skill set.</p>	

## PROCUREMENT AND LOGISTICS RESPONDER

**Goal:** The Procurement and Logistics responder is responsible for right-sizing and setting up (or adapting) the Operations functions to address the needs of the disaster response. Operations functions include: procurement, fleet, shipping, warehousing, assets, buildings and facilities. To do so, the responder first seeks to understand the programmatic response plan (modalities, volume, locations, constraints) and estimate the operational resources it requires. In situations where Mercy Corps already operates in the country, the Procurement and Logistics responder then assesses the current capacity of the program, identifies gaps and evaluates the country team’s capacity to absorb growth. Finally, the responder will draw up a disaster response Operations plan, either for the scale up of existing operations or the set-up of new operations.

To be successful, the Procurement and Logistics responder will need to pay particular attention to internal and external coordination. Internally, s/he will work closely with the Emergency Program Manager and the Finance team at the country level. Regionally and at HQ s/he will be supported by the Global Procurement and Logistics team. Externally, s/he will engage with the country-level Logistics Cluster.

**Required experience:** Minimum 1 year of experience with the agency; minimum 6 months of experience in the field; 2 years of technical experience in procurement and/or logistics.

### Position description

Competencies	Learning
<u>All Mercy Corps Core Humanitarian Competencies</u>	<u>See learning for Core Humanitarian Competencies</u>
<p><b>Technical Competencies:</b></p> <ul style="list-style-type: none"> <li>● Understands theoretical and applied knowledge about CTP</li> <li>● Understands and uses Goods Distribution Programming Guidelines and Cash Programming Guidelines</li> </ul>	<p>Mercy Corps’ resources:</p> <ul style="list-style-type: none"> <li>● <a href="#">Cash and Goods Minimum Standards video</a> and e-learning module (available soon)</li> <li>● <a href="#">CTP resources/contacts</a> (hub page)</li> </ul> <p>External training and resources:  <a href="#">Core Cash and Voucher Assistance Skills for Supply Chain, Finance and ICT Staff</a> (in-person training) OR the online version of it</p>
<p><b>Functional Competencies:</b></p> <ul style="list-style-type: none"> <li>● Possesses knowledge of Mercy Corps’: <ul style="list-style-type: none"> <li>○ Field Procurement Policies and Procedures</li> <li>○ Field Warehouse Management Policy</li> <li>○ Field Fleet Management Policy</li> <li>○ Field Asset Management Policy</li> <li>○ Field Facilities and Office Management Policy</li> <li>○ Field Finance Manual</li> </ul> </li> <li>● Can manage procurement processes</li> </ul>	<p>Mercy Corps’ training and resources:</p> <ul style="list-style-type: none"> <li>● US government compliance training: In person training conducted once a year</li> <li>● <a href="#">Orientation to Field Procurement Policies and Procedures</a> (online modules, mandatory for all field based team members)</li> <li>● <a href="#">Global Procurement &amp; Logistics</a> – resources and contacts (hub page)</li> <li>● <a href="#">Field Finance Manual</a> (PDF)</li> <li>● <a href="#">Global Procurement and Logistics Policies</a></li> <li>● <a href="#">Mercy Corps Guidebooks</a> (online selection of resources)</li> </ul>

<ul style="list-style-type: none"> <li>• Can manage logistics processes (i.e. including for fleet, warehouse, etc.)</li> <li>• Is familiar with the Logistics Cluster and how it coordinates with its partners</li> <li>• Possesses project management skills and applies PM@MC minimum standards for all the phases of the project cycle</li> <li>• Understands donor regulations and compliance (USAID, ECHO, DFID, UN, etc.)</li> <li>• Effectively manages teams/people and apply relevant MC procedures and approaches</li> <li>• Supports team members through capacity building</li> <li>• Can ensure team members operate in a secure environment and are aware of policies</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">PM@MC website</a>;</li> <li>• <a href="#">Program management PM@MC workshops</a></li> <li>• <a href="#">Program management manual</a> (PDF)</li> </ul> <p>External Training Courses:</p> <ul style="list-style-type: none"> <li>• <a href="#">Procurement and Logistics Programme and Certificate</a> (online modules and certificate)</li> <li>• <a href="#">Logistics Cluster</a> (online selection of resources)</li> <li>• <a href="#">Introduction to Fleet Management</a> (online modules - English and French)</li> <li>• <a href="#">Partner Capacity Enhancement in Logistics (PARCEL)</a> (online - English and French)</li> <li>• <a href="#">Implementing a Successful Voucher Program</a> (online modules)</li> <li>• <a href="#">Project management PMD Pro</a> (online modules);</li> <li>• <a href="#">Intro to coaching and mentoring</a> (online modules).</li> </ul> <p>Certifications:</p> <ul style="list-style-type: none"> <li>• <a href="#">Certification in Humanitarian Logistics (CHL)</a> Recommended (scholarships available)</li> <li>• <a href="#">Program Management Certification - PMD Pro</a> (Required)</li> </ul>
<p><b>Leadership Competencies:</b></p> <ul style="list-style-type: none"> <li>• Nurtures Innovation across the team</li> <li>• Drives impact by building high performing teams</li> <li>• Broadens influence by role-modelling and leveraging networks</li> </ul>	<p>Mercy Corps' training and resources:</p> <p><a href="#">People with Possibility</a> (participate in team sessions but also run sessions)</p>

## PROGRAM DEVELOPMENT, REPORTING AND COMMUNICATION OFFICER

**Goal:** Whether this is a stand-alone role or a function covered by a team member already on the ground depends on the scale of the emergency and the resources available. The information below should be used in both cases as it identifies key requirements to be able to fulfill a proposal development, reporting, and communication function during a response. This role can be supported remotely by desk officers for supplementary knowledge on donor regulations and reporting issues. Also, a global media lead is normally assigned to a response and works with the Country Director or HLR Team Leader on media relations during a response. The main goal for this role is to increase humanitarian funding and meet donor requirements for grant management/implementation, report on what is happening on the ground, and collect information that will be used by the Communications team and shared with Resource Development for various fundraising and communications purposes.

**Required experience:** 3 to 5 years of field experience in relevant programs. At least 1 year with the agency, which will ensure that there are established relationships with colleagues at HQ; familiarity with the context and previous similar experience with another agency can substitute for experience with Mercy Corps.

### Position description

Competencies	Learning
<p><u>All Mercy Corps Core Humanitarian Competencies</u></p>	<p><u>See learning for Core Humanitarian Competencies</u></p>
<p><b>Technical Competencies:</b></p> <ul style="list-style-type: none"> <li>● Is familiar with media ethics</li> <li>● Possesses basic interview and photography skills, and knowledge about Mercy Corps' consent policy</li> </ul>	<p>Mercy Corps' training and resources:</p> <ul style="list-style-type: none"> <li>● <a href="#">Toolkit for Field Storytelling</a> (Word Document)</li> <li>● <a href="#">Identity central</a> (repository of branding documents, report formats and photos)</li> <li>● <a href="#">Consent Policies and Procedures</a> (PDF)</li> <li>● <a href="#">Communication resources and team contacts</a> (hub page)</li> </ul>
<p><b>Functional Competencies:</b></p> <ul style="list-style-type: none"> <li>● Can lead coordination of proposal process, including review and development</li> <li>● Has knowledge about major donors and their regulations</li> <li>● Can ensure PM@MC standards are in place for all grants</li> <li>● Can compile Emergency Situation Reports (SitReps)</li> <li>● Can draft, review and finalize donor reports</li> <li>● Is able to communicate to donors and media (when authorized) and provide relevant updates</li> <li>● Has basic data management skills (data collection, data validation etc.)</li> <li>● Ensures accuracy in data and data collection</li> <li>● Understands Community Accountability and Reporting Mechanisms</li> </ul>	<p>Mercy Corps' training and resources:</p> <ul style="list-style-type: none"> <li>● <a href="#">PM@MC website</a></li> <li>● <a href="#">PM Minimum standards checklist</a> (PDF)</li> <li>● <a href="#">Emergency Situation Report Template (SitRep)</a> (Word document)</li> <li>● <a href="#">Monitoring and Evaluation Wiki page</a></li> </ul>

<ul style="list-style-type: none"> <li>● Possesses basic M&amp;E skills to monitor field implementation</li> <li>● Demonstrates English proficiency (speaking and writing) (other languages might be needed depending on context)</li> </ul>	
<p><b>Leadership Competencies:</b></p> <ul style="list-style-type: none"> <li>● Identifies and contributes to innovative solutions</li> <li>● Delivers impact by challenging themselves to the highest standards</li> <li>● Adapts their style to suit the needs of diverse situations and people</li> </ul>	<p>Mercy Corps' training and resources: <u>People with Possibility</u> (participate in all sessions but also run sessions)</p>
<p>Recommended practical experience to be ready for deployment in this role: Tailored training organized by Media team and focusing on specific skill set and contexts (e.g. mock interviews and video recording).  Contact: <a href="mailto:allmediarelations@mercy Corps.org">allmediarelations@mercy Corps.org</a></p>	



## EMERGENCY TEAM LEADER

**Goal:** The Team Leader supports or manages a team of field professionals to ensure that Mercy Corps is implementing high quality, impactful programming with the necessary management and support structures to sustain those programs.

**Experience required:** At least 1 year with Mercy Corps; 5-7 years of field experience in international relief and development programs, including demonstrable success in managing programs in transitional environments; prior experience working in emergency situations; 5 years of senior-level leadership, capacity building and field management experience. This emergency role is covered by HLR Team Leaders and other team members with required and relevant experience at country/regional level. Team Leaders with experience at country level should be encouraged to gain experience in the wider region in order to be able to deploy beyond their country of origin.

### Position Description

Competencies	Learning
<u>All Mercy Corps Core Humanitarian Competencies</u>	<u>See learning for Core Humanitarian Competencies</u>
<p><b>Technical Competencies:</b></p> <ul style="list-style-type: none"> <li>Understands Sphere standards and ensures they are met</li> <li>Can conduct rapid needs assessments, in line with Mercy Corps' approach and industry's best practice</li> </ul> <p>More than 50% of Mercy Corps' responses are Cash/Voucher-based programming so it is recommended for Team Leaders to possess the following competencies:</p> <ul style="list-style-type: none"> <li>Understands theoretical and applied knowledge about CTP</li> <li>Can develop SOPs in line with Mercy Corps' Minimum Standards (CTP and Goods Distribution Minimum Standards)</li> <li>Can identify and initiate setup of payment mechanisms</li> </ul>	<p>Mercy Corps' training and resources:</p> <ul style="list-style-type: none"> <li><a href="#">Cash and Goods Minimum Standards video</a> and e-learning module (available soon)</li> <li><a href="#">CTP resources/contacts</a> (hub page)</li> <li><a href="#">CTP Minimum Standards</a> (PDF)</li> <li><a href="#">Goods Distribution Programming Minimum Standards</a> (PDF)</li> </ul> <p>External training and resources:</p> <ul style="list-style-type: none"> <li><a href="#">The Sphere Handbook</a> (PDF)</li> <li><a href="#">Humanitarian Needs Assessments: the Good Enough Guide</a> (PDF)</li> <li><a href="#">Cash and Voucher Assistance - The fundamentals</a> (online modules)</li> <li><a href="#">Core Cash and Voucher Assistance Skills for Managers</a> (in-person training).</li> </ul>
<p><b>Functional Competencies:</b></p> <ul style="list-style-type: none"> <li>Understands program strategy development</li> <li>Possesses basic fundraising and proposal development skills</li> <li>Understands donor regulations and compliance (USAID, ECHO, DFID, UN, etc.)</li> <li>Possesses project management skills and applies PM@MC minimum standards for all the phases of the project cycle</li> <li>Can develop and manage budgets</li> </ul>	<p>Mercy Corps training and resources:</p> <ul style="list-style-type: none"> <li><a href="#">PM@MC website</a></li> <li><a href="#">Program management PM@MC workshops</a></li> <li><a href="#">Program management manual</a> (PDF)</li> <li><a href="#">Field Finance Manual</a> (PDF)</li> <li><a href="#">Field Procurement Policies and Procedures</a> (PDF)</li> <li><a href="#">Negotiation Essentials</a> (online modules)</li> <li><a href="#">Negotiating for Humanitarian Access</a> (online modules)</li> </ul> <p>External training and resources:</p> <ul style="list-style-type: none"> <li><a href="#">Project management PMD Pro</a> (online modules);</li> </ul>

<ul style="list-style-type: none"> <li>• Can communicate with donors and convey information on program's impact</li> <li>• Can identify and mobilize HQ technical and functional support</li> <li>• Can oversee and implement participatory processes in all response phases</li> <li>• Effectively manages teams/people and applies relevant Mercy Corps' procedures and approaches</li> <li>• Supports team members through capacity building</li> <li>• Can ensure team members operate in a secure environment and are aware of policies</li> <li>• Is comfortable using social media platforms and speaking publicly</li> <li>• Has knowledge of humanitarian negotiation</li> </ul> <p>Good to have, depending on the nature/scale/type of program:</p> <ul style="list-style-type: none"> <li>• Ability to train others in negotiation skills</li> <li>• Advocacy skills to raise attention on overlooked crises and to influence donors and other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Intro to coaching and mentoring</a> (online modules)</li> <li>• <a href="#">Introduction to IHL</a> (online modules)</li> </ul> <p>Certification (required for this position):</p> <ul style="list-style-type: none"> <li>• <a href="#">Program Management Certification - PMD Pro</a></li> <li>• <a href="#">PRINCE 2/PGMDPro certification</a> (or equivalent) is required if managing a program that is over 1M USD.</li> </ul>
<p><b>Leadership Competencies:</b></p> <ul style="list-style-type: none"> <li>• Nurtures innovation across the team</li> <li>• Drives impact by building high performing teams</li> <li>• Broadens influence by role-modelling and leveraging humanitarian networks</li> <li>• Sets a clear vision for the response</li> </ul>	<p>Mercy Corps training and resources: <a href="#">People with Possibility</a> (participate in all sessions but also run sessions)</p> <p>External training and resources: <a href="#">Emergency Team Leadership Program ETLP</a> (in-person training)</p>
<p>Recommended practical experience to be ready for deployment in this role:</p> <ul style="list-style-type: none"> <li>• To grow into fully fledged Team Leader for country-based deployment: shadowing a more experienced team member in the country;</li> <li>• To grow into fully fledged Team Leader for regional deployment: Short-term assignment or shadowing a team leader in different countries in the region.</li> </ul>	

## ADOLESCENTS IN EMERGENCIES (AiE) FOCAL POINT

**Goal:** This role will serve three purposes: 1) ensure child safeguarding and child protection systems are in place to support ongoing consultations with adolescents; 2) support other technical sectors to integrate adolescents into their work; and 3) build a foundation for adolescent programming in the acute phase that will bridge to longer-term investment in adolescents and youth. In many contexts, this will require significant coordination and engagement with other actors in the response and within the team. This role can be considered short-term if additional adolescent development personnel are hired to manage programs, or longer term in the absence of those personnel.

**Required experience:** 5 to 7 years of experience in youth, child protection and/or gender programming (i.e. adolescent engagement techniques, risk and opportunity analysis through child protection and gender lens), program development and design (writing and analysis for proposal development; adolescent humanitarian assessments; adolescent program implementation; partner and youth capacity building); and experience conducting monitoring and evaluation. At least one previous humanitarian response assignment.

### Position description

Competencies	Learning
<u>All Mercy Corps Core Humanitarian Competencies</u>	<u>See learning for Core Humanitarian Competencies</u>
<p><b>Technical Competencies:</b></p> <ul style="list-style-type: none"> <li>● Deeply understands theoretical and applied knowledge on child protection, gender, and youth</li> <li>● Knows and applies AiE field manual including minimum standards of adolescent engagement in emergencies</li> <li>● Articulates and understands the importance of engaging adolescents in an emergency</li> <li>● Can identify vulnerable adolescents</li> <li>● Can lead adolescent-friendly consultations and analyze consultation findings</li> <li>● Analyzes SADD to inform program design</li> <li>● Identifies and initiates adolescent-inclusive programming, and leads program design</li> </ul>	<p>Mercy Corps training and resources:</p> <ul style="list-style-type: none"> <li>● <a href="#">Adolescents in Emergencies Field Manual</a> (PDF)</li> <li>● <a href="#">Working with and for Young People In Humanitarian and Protracted Crisis</a></li> <li>● <a href="#">Team contacts</a> (hub page)</li> </ul> <p>External training and resources:</p> <ul style="list-style-type: none"> <li>● <a href="#">IASC: The Gender Handbook for Humanitarian Action</a> (PDF)</li> <li>● <a href="#">Gender with Age Marker</a> (PDF)</li> <li>● <a href="#">Minimum Standards for Child Protection in Humanitarian Action</a> (PDF)</li> </ul>
<p><b>Functional Competencies:</b></p> <ul style="list-style-type: none"> <li>● Writes proposals/concept notes that reflect adolescent-inclusive programs</li> <li>● Builds capacity of team members and partners to meaningfully engage adolescents</li> <li>● Has basic M&amp;E competencies to ensure program accountability and evidence of impact</li> <li>● Identifies and nurtures strategic partnerships</li> <li>● Identifies and leverages opportunities for collaboration/coordination</li> </ul>	<p>Mercy Corps training and resources:</p> <ul style="list-style-type: none"> <li>● <a href="#">PM@MC website</a></li> <li>● <a href="#">Program management PM@MC workshops</a></li> <li>● <a href="#">Program management manual</a> (PDF)</li> <li>● <a href="#">“WHO KNOWS?” TO “KNOWING WHO!”: Collecting and Using Age- and Sex-Specific Data</a> (PDF)</li> <li>● <a href="#">Hiring New Team Members</a> (hub page)</li> </ul> <p>External training and resources:</p>

<ul style="list-style-type: none"> <li>Hires and manages project implementation staff on adolescent targeted programming</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Project management PMD Pro</a> (online modules);</li> <li><a href="#">Intro to coaching and mentoring</a> (online modules)</li> </ul> <p>Certification (required for this position):  <a href="#">Program Management Certification - PMD Pro</a></p>
<p><b>Leadership Competencies:</b></p> <ul style="list-style-type: none"> <li>Nurtures innovation across the team</li> <li>Mobilizes people and processes to achieve systemic change</li> <li>Role models visible, urgent and sustainable leadership</li> <li>Adapts their approach effectively and rapidly to suit changing contexts</li> <li>Creates an optimistic, purposeful outlook in their teams and beyond</li> <li>Makes timely, data-driven decisions that challenge established norms and practices</li> </ul>	<p>Mercy Corps training and resources:  <a href="#">People with Possibility</a> (participate in all sessions but also run sessions).</p>
<p>Recommended practical experience to be ready for deployment in this role:</p> <ul style="list-style-type: none"> <li>Supporting assessments (suitable for STAs/shadowing)</li> <li>Participating to program design exercises (STA/shadowing)</li> <li>Implement AiE interventions in longer-term humanitarian programs (STA/shadowing).</li> </ul>	

## CASH TRANSFER PROGRAM (CTP) ADVISOR

**Goal:** The engagement should be short-term with the goal of designing and possibly starting up a program, then handing over to a Program Manager. Tasks typically include leading market and financial service provider assessments, supporting needs assessments, leading program design processes, and identifying payment mechanisms. In many contexts, this will require significant coordination and engagement with other actors in the response.

**Required experience:** 3 to 5 years of experience in cash transfer programming (i.e. writing and analysis on proposal development; humanitarian assessments; CTP implementation; CTP capacity building); at least one response assignment that demonstrates the ability to successfully adapt support and assistance methodologies to real-world complexities (slow onset, rapid onset, protracted/complex crises).

### Position description

Competencies	Learning
<p><u>All Mercy Corps Core Humanitarian Competencies</u></p> <p><b>Technical Competencies<sup>6</sup>:</b></p> <ul style="list-style-type: none"> <li>● Possesses strong understanding of theoretical and applied knowledge about CTP</li> <li>● Knows and applies Mercy Corps' CTP minimum standards</li> <li>● Can lead rapid market assessments</li> <li>● Can identify and initiate setup of payment mechanisms</li> <li>● Can conduct response analysis and program design (CTP related)</li> <li>● Is able to develop CTP SOPs in line with Mercy Corps' Minimum Standards</li> </ul>	<p><u>See learning for Core Humanitarian Competencies</u></p> <p>Mercy Corps training and resources:</p> <ul style="list-style-type: none"> <li>● CTP 2-day workshop (Conducted by the cash program team on request from the field or program director)</li> <li>● <u>Cash and Goods Minimum Standards video</u> and e-learning (available soon)</li> <li>● <u>CTP resources/contacts</u> (hub page)</li> <li>● <u>CTP Minimum Standards</u> (PDF)</li> <li>● <u>Goods Distribution Programming Minimum Standards</u> (PDF)</li> <li>● Adolescent in Emergencies Tip Sheet (available soon)</li> </ul> <p>External training and resources:</p> <ul style="list-style-type: none"> <li>● <u>Cash and Voucher Assistance - The fundamentals</u> (online modules)</li> <li>● <u>Core Cash and Voucher Assistance Skills for program Staff</u> (in-person training)</li> <li>● <u>Red Cross Movement Cash in Emergencies Toolkit</u> (Online toolkit with mobile options)</li> <li>● <u>CASH for protection outcomes</u> (online selection of resources)</li> </ul>
<p><b>Functional Competencies:</b></p> <ul style="list-style-type: none"> <li>● Can write proposals and concept notes for funding</li> </ul>	<p>External training and resources:</p> <p><u>Intro to coaching and mentoring</u> (online modules)</p>

<sup>6</sup> The Cash Learning Partnership has developed an official competency framework for different response roles: <http://www.cashlearning.org/downloads/calp-ctp-competency-web.pdf> (check it if you are looking for more technical competencies).

<ul style="list-style-type: none"> <li>• Understands donor regulations and compliance (USAID, ECHO, DFID, UN, etc.)</li> <li>• Supports the development of program strategies</li> <li>• Supports team members through capacity building</li> <li>• Possesses basic M&amp;E competencies to ensure program accountability and evidence of impact</li> <li>• Can identify and nurture strategic partnerships</li> <li>• Is familiar with using integrated approaches and applying systems thinking</li> <li>• Can identify and leverage opportunities for collaboration/coordination</li> </ul>	
<p><b>Leadership Competencies:</b></p> <ul style="list-style-type: none"> <li>• Nurtures innovation across the team</li> <li>• Drives impact by building high performing teams</li> <li>• Broadens influence by role-modelling and leveraging networks</li> </ul>	<p>Mercy Corps training and resources:  <u>People with Possibility</u> (participate in all sessions but also run sessions)</p>
<p>Recommended practical experience to be ready for deployment in this role:</p> <ul style="list-style-type: none"> <li>• Supporting CTP assessments (suitable for STAs/shadowing)</li> <li>• Participating in CTP design exercises (STA/shadowing)</li> <li>• Implementing CTP in longer term humanitarian programs (STA/shadowing).</li> </ul>	

## FOOD SECURITY AND LIVELIHOOD PROGRAM MANAGER

**Goal:** This is about a team member deployed/assigned from HQ/country team to an area of emergency. The main goal for this role is to ensure the efficient and effective implementation of food security and livelihood programs. Tasks include identifying food security programming options that work to end needs for humanitarian aid; designing a food security and livelihood program; monitoring and adapting the program; and participating in clusters to ensure the intervention addresses humanitarian needs and to advocate for a transition away from humanitarian assistance as soon as possible.

**Required experience:** 2-5 years of overseas program management experience; demonstrated experience in programming related to food security, nutrition, agriculture, and markets (as relevant to the program they are deployed for); experience in program start-up and management (including projects with time sensitive deliverables in complex settings); emergency and transitional program experience.

### Position Description

Competencies	Learning
<u>All Mercy Corps Core Humanitarian Competencies</u>	<u>See learning for Core Humanitarian Competencies</u>
<p><b>Technical Competencies:</b></p> <ul style="list-style-type: none"> <li>● Is fluent in the fundamentals of food security:               <ul style="list-style-type: none"> <li>- Drivers of food insecurity in emergency contexts</li> <li>- Context-specific livelihoods (e.g. agriculture and seed systems; livestock; fisheries; etc.)</li> <li>- Nutritional makeup of food baskets and how to develop them</li> <li>- Market assessment and analysis, including price monitoring</li> <li>- Basics of nutrition through the lifecycle</li> </ul> </li> <li>● Understands the Sphere Standards on Food Security and Nutrition and ensures they are met</li> <li>● Can monitor and evaluate best practices for food security interventions and programs</li> <li>● Understands food quality control (for in-kind food aid)</li> <li>● Understands the cluster system, particularly the food security cluster</li> <li>● Understands and applies Mercy Corps' CTP and Goods Distribution Minimum Standards</li> </ul>	<p>Mercy Corps training and resources:</p> <ul style="list-style-type: none"> <li>● <a href="#">Food security and nutrition team contacts</a> (hub page)</li> </ul> <p><i>Food/Nutrition (PDF resources)</i></p> <ul style="list-style-type: none"> <li>● <a href="#">Emergency Food Security Decision Tree</a></li> <li>● <a href="#">Food Baskets: Emergency Food Security Tip Sheet</a></li> <li>● <a href="#">Seeds and Tools: Emergency Food Security Tip Sheet</a></li> <li>● <a href="#">Trader Grants: Emergency Food Security Tip Sheet</a></li> <li>● <a href="#">Nutrition-Sensitive Agriculture Guidance</a></li> <li>● <a href="#">Nutrition-Sensitive Food Basket Guidance</a></li> </ul> <p><i>Goods Distribution</i></p> <ul style="list-style-type: none"> <li>● <a href="#">Goods Distribution Programming Minimum Standards (PDF)</a></li> <li>● <a href="#">Goods Distribution Implementation Guide (PDF)</a></li> <li>● <a href="#">Quality Control: Food Inspection Form</a> (download from webpage)</li> </ul> <p><i>Cash Transfer / Vouchers (PDF resources)</i></p> <ul style="list-style-type: none"> <li>● <a href="#">CTP Minimum Standards</a></li> <li>● <a href="#">Tool Kit I: Cash Transfer Methodology Guide</a></li> <li>● <a href="#">Toolkit II: Cash Transfer Implementation Guide</a></li> <li>● <a href="#">Toolkit II: Voucher and Fairs Implementation Guide</a></li> <li>● Adolescent in Emergencies Tip Sheet (available soon)</li> </ul> <p>External training:</p> <ul style="list-style-type: none"> <li>● <a href="#">Cash and Voucher Assistance - The fundamentals</a> (online)</li> <li>● Online modules via <a href="#">FAO E-Learning Center: Nutrition, Food Security and Livelihoods: basic concepts</a> (40 min); <a href="#">Food Security Concepts and Frameworks</a> (1.5 hours); <a href="#">Market Assessment and Analysis</a> (2 hours); <a href="#">Nutritional</a></li> </ul>



	<p><a href="#">Assessment and Analysis</a> (2 hours); <a href="#">M&amp;E for Food Security and Agriculture Programs</a> (3.5 hours)</p> <p>External guiding resources:</p> <ul style="list-style-type: none"> <li>● <a href="#">Sphere Standards on Food Security and Nutrition</a> (PDF, pp. 157-238)</li> <li>● <a href="#">Minimum Economic Recovery Standards</a> (PDF)</li> <li>● <a href="#">Livestock in Emergencies Guidelines</a> (PDF)</li> <li>● <a href="#">Permagarden Toolkit</a> (online toolkit)</li> <li>● <a href="#">Infant and Young Child Feeding Toolkit</a> (online toolkit)</li> </ul>
<p><b>Functional Competencies</b></p> <ul style="list-style-type: none"> <li>● Possess project management skills and applies PM@MC minimum standards for all phases of the project cycle</li> <li>● Can oversee and implement participatory assessment processes</li> <li>● Can oversee program budgets, project cash flow and expenditures</li> <li>● Understands donor regulations and compliance (USAID, ECHO, DFID, UN, etc.)</li> <li>● Effectively manages teams/people and applies relevant Mercy Corps' procedures and approaches</li> <li>● Supports team members through capacity building</li> <li>● Possesses basic understanding of logistics and/or technology platforms for delivering food or cash-based transfers</li> <li>● Can ensure feedback from crisis-affected people and other stakeholders is incorporated in program design, implementation and learning</li> <li>● Can ensure team members operate in a secure environment and are aware of policies</li> </ul>	<p>Mercy Corps training and resources:</p> <ul style="list-style-type: none"> <li>● <a href="#">PM@MC website</a></li> <li>● <a href="#">Program management PM@MC workshops</a></li> <li>● <a href="#">Program management manual</a> (PDF)</li> <li>● <a href="#">Field Finance Manual</a> (PDF)</li> <li>● <a href="#">Field Procurement Policies and Procedures</a> (PDF)</li> <li>● <a href="#">Negotiation Essentials</a> (online modules)</li> <li>● <a href="#">Negotiating for Humanitarian Access</a> (online modules)</li> </ul> <p>External training and resources:</p> <ul style="list-style-type: none"> <li>● <a href="#">Project management PMD Pro</a> (online modules)</li> <li>● <a href="#">Intro to coaching and mentoring</a> (online modules)</li> </ul> <p>Certification (required for this position):  <a href="#">Program Management Certification - PMD Pro</a></p>
<p><b>Leadership Competencies:</b></p> <ul style="list-style-type: none"> <li>● Nurtures learning/adaptation and innovation across the team</li> <li>● Drives impact by building high performing teams</li> <li>● Broadens influence by role-modelling and leveraging networks</li> <li>● Engages food security donors pro-actively</li> </ul>	<p>Mercy Corps training and resources:  <a href="#">People with Possibility</a> (participate in all sessions but also run sessions)</p>

## WASH PROGRAM MANAGER

**Goal:** the WASH program manager ensures efficient and effective implementation of the WASH intervention s/he is assigned to. Tasks include supervising, training and mentoring the technical team; working on program design/concepts and proposals; managing budgets; and working with government and international fora.

**Required experience:** Minimum 5 years in WASH program management in humanitarian settings (rapid onset emergencies and transitional contexts), including program start-up, assessment, design, implementation and monitoring. Experience in complex settings with time sensitive deliverables. Strong experience in mentoring a team, identifying talent and building their capacity. Experience with tendering processes.

### Position description

Competencies	Learning
<u>All Mercy Corps Core Humanitarian Competencies</u>	<u>See learning for Core Humanitarian Competencies</u>
<p><b>Technical Competencies:</b></p> <ul style="list-style-type: none"> <li>• Possesses solid understanding of public health concepts</li> <li>• Is able to find and apply technical/engineering solutions to address public health challenges</li> <li>• Can implement and manage water supply systems and processes, and related technical solutions.</li> <li>• Is able to design, implement and manage sanitation projects and related technical solutions (sewage, solid waste, excreta disposal, site drainage, health care waste management)</li> <li>• Possesses knowledge and skills in water and sanitation systems management for rural, peri-urban and urban contexts, including Community Led Total Sanitation (CLTS)</li> <li>• Can oversee and implement Hygiene Promotion processes (e.g. Participatory Hygiene and Sanitation Transformation, Children’s Hygiene and Sanitation Training, etc.)</li> <li>• Has strong skills for community mobilization</li> <li>• Understands international standards (e.g. Sphere, WHO, etc.) for WASH and ensures they are met; this includes protection standards</li> </ul> <p>Nice to have: Possesses basic knowledge of Cash for Work</p>	<p>Mercy Corps’ training and resources:</p> <ul style="list-style-type: none"> <li>• <a href="#">WASH Guidelines</a> (PDF)</li> <li>• Adolescent in Emergencies Tip Sheet (available soon)</li> <li>• <a href="#">Guide to Cash-for-Work programming</a> (PDF)</li> </ul> <p>Most of the in-house WASH training materials are regionally or in-country developed. TSU WASH team is currently working on developing standard tip-sheets and basic training materials for the WASH programs. For guidance on WASH learning, you can directly contact Mugur Dumitrache &lt;mdumitrache@mercy Corps.org&gt; or Manzoor Hussain &lt;mhussain@mercy Corps.org&gt;</p> <p>External training and resources:</p> <ul style="list-style-type: none"> <li>• WASH section of the <a href="#">IASC GBV Guidelines</a> (PDF, pp. 281-302)</li> <li>• <a href="#">SMART indicators</a> for WASH interventions (online toolkit)</li> <li>• <a href="#">Sustainable Sanitation Alliance</a> (online library about sanitation)</li> <li>• <a href="#">Violence, gender and WASH</a> (online toolkit)</li> </ul> <p>External training institutions:</p> <ul style="list-style-type: none"> <li>• <a href="#">BushProof</a> (Madagascar)</li> <li>• <a href="#">WEDC</a> (Loughborough University, UK)</li> </ul>
<p><b>Functional Competencies:</b></p> <ul style="list-style-type: none"> <li>• Possesses project management skills and applies PM@MC minimum standards for all phases of the project cycle</li> </ul>	<p>Mercy Corps training and resources:</p> <ul style="list-style-type: none"> <li>• <a href="#">PM@MC website</a></li> <li>• <a href="#">Program management PM@MC workshops</a></li> <li>• <a href="#">Program management manual</a> (PDF)</li> </ul>

- Can oversee and implement participatory assessment processes
- Can oversee program budgets, project cash flow and expenditures
- Understands donor regulations and compliance (USAID, ECHO, DFID, UN, etc.)
- Effectively manages teams/people and applies relevant Mercy Corps' procedures and approaches
- Supports team members through capacity building
- Possesses basic understanding of procurement and logistics
- Can ensure feedback from crisis-affected people and other stakeholders is incorporated in program design, implementation and learning
- Can ensure team members operate in a secure environment and are aware of policies

- [Field Finance Manual](#) (PDF)
- [Field Procurement Policies and Procedures](#) (PDF)
- [Negotiation Essentials](#) (online modules)
- [Negotiating for Humanitarian Access](#) (online modules)

External training and resources:

- [Project management PMD Pro](#) (online modules);
- [Intro to coaching and mentoring](#) (online modules)

Certification (required for this position):

[Program Management Certification - PMD Pro](#)

#### **Leadership Competencies:**

- Recognizes opportunities for innovative action and creates an environment where alternative viewpoints are welcomed
- Drives impact by building high performing teams
- Broadens influence by role-modelling and leveraging networks

Mercy Corps training and resources:

[People with Possibility](#) (participate in all sessions but also run sessions)

Recommended practical experience to be ready for deployment in this role:

- Cross-learning opportunities: aspiring WASH managers can visit WASH programs in different countries/provinces
- TSU WASH team can organize tailored on-site training

# Annex 1

## Context for the response roles

Once Mercy Corps decides to respond to an emergency, either the country team or HLR leads the response. This will depend on whether Mercy Corps is already present in the country of the emergency and whether the country team is able and willing to lead the emergency.

When the emergency is in a country where Mercy Corps is not present, the Regional Director leads decision making in consultation with HLR. When the emergency is in a Mercy Corps country (or a new geography within that country), the Country Director leads decision making in consultation with the HLR team.

The response team initially deployed/assigned to a response can vary from 2 to 8 team members. The size of the team required will depend on the above scenarios but also on the scale and type of crisis (rapid onset, slow onset, complex crisis). Roles, responsibilities, and reporting lines may change during the initial days of a response; the responsibility matrix in the [Emergency Situation Report Template \(SitRep\)](#) should be used to clarify roles. An additional tool to outline roles and responsibilities is the [Approval Authority Matrix](#), which is a critical internal control documenting the individuals authorized to approve activities or transactions at various levels.

Humanitarian responses vary enormously, depending on the context. While developing this document, team members tried to consider any potential type of emergency (slow onset, rapid onset, and complex crises) and cover all the response phases. We are aware the response roles identified in this document might not fit perfectly in every context you encounter, so we invite you to be open and adapt information (both in terms of the competencies needed and learning available).

## CONTACT

Humanitarian Capacity team:

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### **About Mercy Corps**

Mercy Corps is a leading global organization powered by the belief that a better world is possible. In disaster, in hardship, in more than 40 countries around the world, we partner to put bold solutions into action — helping people triumph over adversity and build stronger communities from within.

Now, and for the future.



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