

Tool 2C.

Coordination competencies

How to use this tool

- A key bottleneck for synergized WASH and Nutrition programmes is accountability and professionalism in multi-sectoral coordination systems
- Developing capable leadership within UNICEF, the government and other stakeholders requires an understanding of what skills and competencies you are looking for
- This tool provides guidance on coordination competencies. If these competencies can be sought or developed among those in charge of the coordination systems, it will support professionalism and hopefully the functionality of the system
- Use these competencies when considering how the current system is being coordinated. Where is more support required to build competencies?
- In addition, when hiring or electing new coordinators, consider looking for candidates that possess these key traits

Selecting Relevant Coordination Competencies

The following is based on the humanitarian coordination competencies which build on the Profile for Humanitarian Coordinators endorsed by the 65th IASC Working Group meeting in July 2006. Although based on humanitarian needs they have been adapted to consider a wider range of circumstances.

These competencies also incorporate

- The Global Humanitarian Platform's Principles of Partnership (2007)
- The United Nations Secretariat's United Nations Competencies for the Future (2002)
- The humanitarian leadership competencies identified by People in Aid (2007)

Competencies represent the experience, skills and behaviors required to perform effectively in a given job, role or situation. They are what a person has, i.e., a characteristic, motive, trait, skill, aspect of one's self-image or body of knowledge which he or she uses (Emergency Capacity Building Project, 2006). Competencies are personal effectiveness skills which vary from the more basic specialized or functional skills to the generic, person-based, higher-level competencies. In situations of greater change and complexity, higher-level competencies are demanded as normal planning and operating procedures become obsolete.

The most effective individuals cope with a range of contextual factors that go beyond the performance of the task in hand. In the context of an emergency, the internal and external environment often demand an extra something. This 'extra' reflects an ability to work in mixed, often changing teams, with high pressure to perform and in difficult contexts. Competency-based recruitment using specific

questioning can help the interviewer to understand how a person has worked in such contexts before and are useful in predicting job performance.

These competencies are informed by the humanitarian Principles of Partnership
1. Equality
2. Transparency
3. Result-oriented approach
4. Responsibility
5. Complementarity

They are also guided by the United Nations core values
1. Integrity
2. Professionalism
3. Respect for diversity

Coordination competencies

Domain	Competencies
1. Leadership	1.1 Formulating strategies, applying principles and norms
	1.2 Deciding and initiating action
2. Managing Relationships	2.1 Relating and networking
	2.2 Fostering teamwork
3. Influencing and Representation	3.1 Negotiating and advocacy
	3.2 Presenting and communicating information
4. Managing Complexity	4.1 Analyzing complexity
	4.2 Planning and organizing
5. Adapting and Coping	5.1 Coping with pressures and setbacks
	5.2 Adapting and responding to change

References

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