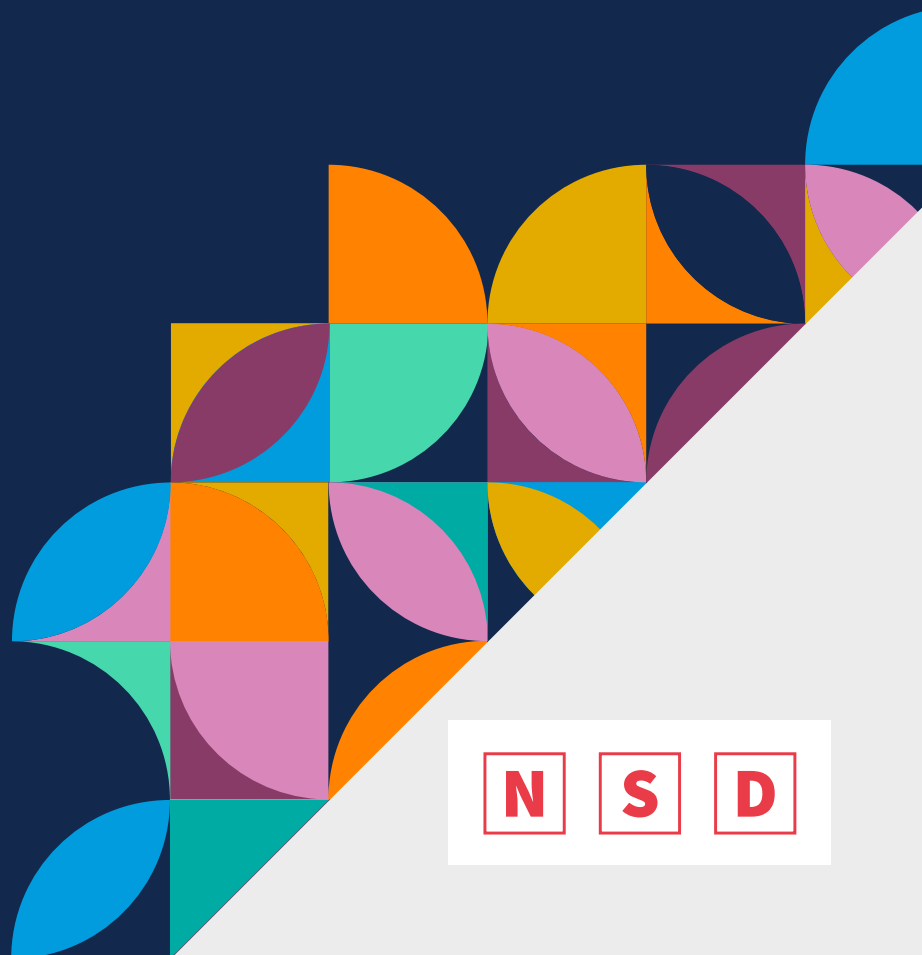




IFRC National Society Development (NSD)

# COMPETENCY FRAMEWORK

A new generation of NSD practice



**N S D**

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## BACKGROUND

Adaptive, independent, self-sustained and trusted local organisations are key to supporting community resilience, and providing life-saving humanitarian action. Locally led solutions are more likely to anticipate and respond to the emerging and fast-changing needs effectively, both locally and globally.

The collective capacity of the IFRC global network of 16.5 million volunteers in 188,000 local branches of 191 Red Cross or Red Crescent National Societies are the condition to ensure the relevance and quality of such local action. The [IFRC Strategy 2030](#) defines seven transformations to ensure the IFRC network can address the growing global development and humanitarian challenges, setting the collective priorities of the IFRC transformational agenda. This continuous development and transformation is the essence of National Society Development (NSD)'s work.

While the ownership and primary responsibility for NSD rests with each National Society itself, the IFRC Secretariat is mandated to support NSs in their endeavor and has the responsibility to coordinate, on behalf of the International Red Cross and Red Crescent Movement, all efforts in NSD. The 2019 NSD Compact defines four collective commitments to make sure that any support to a National Society on NSD is based on expressed needs, is of the right quality, is aligned and properly coordinated.

As part of this coordination and based on expressed requests of National Societies receiving support, the IFRC has identified the need to align and improve the skills, behaviors, knowledge, and experience of all human resources engaging with National Societies', including capacity strengthening on thematic issues. These updated skills, behaviors, knowledge and experience are summarized in the present NSD Competency Framework.

This framework is the result of the engagement of a number of National Societies at leadership level, supported by human resources experts. It identifies the critical quality that all staff – be it IFRC, from other National Societies when acting as partners; be it NSD support staff, heads of delegation / managers or technical staff for programme support – should possess in different degrees according to their roles, to make sure that all support contributes to the work of that recipient National Society to embrace transformation and change.

This framework takes into due account the dimensions of complexity: avoiding considering National Societies and their development efforts as linear systems and recognizing them as complex systems, as well as acknowledging that development efforts take place in complex and sometimes even chaotic environments.

With this NSD Competency Framework, the IFRC intends to align the understanding and maximise the practice of NSD support, making it more relevant and appropriate to the needs of National Societies, shaping the overarching coherence of the IFRC-wide NSD approach to improve the long-term impact of the IFRC network under S2030.



# INTRODUCTION

## About NSD

The [2022 NSD policy](#) defines National Society Development (NSD) as:

the continuous effort of each National Society to achieve and maintain an accountable and sustainable organisation that delivers – through volunteers and staff – relevant services to address needs, reduce vulnerabilities and build resilience in a changing environment.

NSD encompasses all aspects of the life of a National Society, including both what is referred to as Organisational Development and Capacity Strengthening / Enhancement.

## Competency

A competency defines a particular behavior, knowledge or skill; it describes how work is to be done at different competency levels. It differs from objectives, which indicate what must be done, and activities that need to be completed.

## Aim of the NSD Competency Framework

Providing effective support to complex organisations is a shared journey of exploration of how such a complex organisation can grow, transform and develop. The NSD Competency Framework aims at:

- Shaping the next generation of NSD practice and practitioners, to boost individual and collective practice in supporting National Societies to meet the challenges set in [IFRC Strategy 2030](#);
- Driving and aligning NSD support across the IFRC according to IFRC quality standards;
- Contributing to identify, recruit, develop, and evaluate the individuals who carry out work that impacts the quality of NSD support.

“

*No one individual could possibly support every aspect of NSD – NSD covers too many disciplines for an individual to be expert in them all. NSD should be seen as a team effort across and between disciplines. The better these work together, the more effective NSD will be.”*

— NS representative



## Who is this for?

Any engagement with a National Society may support or undermine their efforts to grow, transform and develop. While different roles indeed require different competencies, this NSD Competency Framework is for **everyone deployed and/or working with a National Society on a regular basis, across the IFRC.**

This includes:

- **NSD support role** (e.g., NSD delegate and local staff with NSD support function, Regional Office NSD related roles):

The position of NSD support roles is key in addressing the development requests from National Societies. Such roles relate to the 'core NSD support portfolio' that covers a wide range of inter-related disciplines: such as the structural and legal aspects of National Societies, organizational design and business models, leadership and governance, internal management processes, the processes for mobilizing human and financial resources, and internal and external relationships. While individuals in these positions might be required to have deep understanding and expertise in one or more areas, their main function is to be a **facilitator for the National Society to better connect to internal and external expertise, resources and learning.** In addition, one main function of such roles is **concerned with how all of these areas work together effectively and are sustained over time to create local impact.**

- **Head of Delegation / Country Representative**

The role of the Head of Delegation (HoD) or Representative is crucial for the success of NSD support. Such position often has the possibility of ongoing interaction with the senior leadership of a National Society, which often serves as a critical adviser. At the same time, the HoD/ Representative has the responsibility to assign resources and prioritize support to a National Society. They can play a role in translating international strategies, policies and decisions for the benefit of the development of the National Society. HoD/Representative can shape behaviors and attitudes of its own team members as well as IFRC partner National Societies present in the country, and oversee and coordinate NSD support.



- **Programme Support role** (e.g. Health delegate, Disaster Management delegate etc):

As acknowledged by National Societies, programmatic support contributes to the long-term sustainability and impact of a National Society – both positively and negatively. Anybody providing programmatic support to a National Society requires foundational NSD competencies in order for that support to contribute to National Society's effort to develop, along and within the priority defined by the National Society itself. This shall not be in contradiction with specific responsibilities for programme delivery: NSD is to be seen as the vehicle to ensure relevance, effectiveness and efficiency of programmatic efforts, and an enabler for impact.

- **Capacity Building/ Enhancement role** (e.g. Resource Mobilization capacity building delegate, Logistics development delegate, etc):

While many consider such roles as 'specific technical assistance', to ensure such assistance to be well aligned with the overall development journey of a National Society; it is important for any Capacity Development/Enhancement roles to understand that its role is not to simply transfer knowledge and skills, but to contribute to an environment where peer learning can continue taking place in a sustainable manner, and this required additional NSD competencies to that of Programme support role.

- **Consultant when mobilized in a similar form as a delegate:**

In some cases, consultants may play a similar role to that of a staff member (of the IFRC; of a Participating National Society (PNS)). In these cases, it is important that Terms of References for consultants duly reflect the required NSD competencies for its role.

The NSD Competency Framework applies to all IFRC Secretariat roles that engage with National Societies on a regular basis, and informs/helps National Societies when acting as partners/ peer support<sup>1</sup> in aligning their support to other National Societies.

**The NSD Competency Framework can also be used by National Societies to better inform and inspire their own development efforts and / or adapt internal roles and responsibilities on their transformational journey: the IFRC Organisational Transformation unit remains available to support any tailoring efforts in such sense.**

<sup>1</sup> As such, the NSD Competency Framework and its future developments are open for all PNSs to adopt.



# THE NSD COMPETENCY FRAMEWORK

## The seven areas of the NSD Competency Framework

Through a thorough participatory process of National Societies, their needs and expectation for effective support, have been translated into this Competency Framework. It resulted in defining 7 Core areas, and takes into account what National Societies expect from all support staff, be it from the IFRC Secretariat or from other National Societies when acting as partner. These 7 areas consist of:

1. Trust, Relationship building	Creates an environment of trust and mutual support which enables National Society decision making and ownership. Respecting National Societies' and own organisation's values and upholding personal integrity.
2. Respecting NSs as volunteer and membership-based local actors	Respects core dynamics, strengths and capacity of National Societies as volunteer and member-based local actors. Designs inputs to support National Societies in becoming more accountable, financially sustainable, relevant and effective local actors.
3. Awareness of organisational culture	Ability to demonstrate acute awareness of the cultural surroundings and context. Identifies cultural norms and practices within the National Society and gives examples of how this can impact operational and personal actions.
4. Systems Thinking	Understands National Societies as complex systems and uses systems perspectives to highlight and engage with complexity and able to communicate them to multiple audience.
5. Fostering sustainable change	Fostering an environment for National Societies to implement sustainable change through supporting individuals and groups within National Societies to scope and lead change processes.
6. Nurturing innovation and creating culture of learning	Serve as a critical advisor for reshaping existing way of working, and support National Society counterparts to identify, design, test, reflect, analyse, and replicate different ways of working appropriate to the context.
7. Connecting and Coordinating	Support National Societies to connect and engage with other domestic and international actors, other National Societies, the ICRC as well as external non-Movement actors; and enable National Societies to lead NSD coordination in line with its defined development priorities.

## The three Tiers of the NSD Competency Framework

While the 7 areas are common to all staff supporting a National Society, there will be differences according to the various roles supporting staff will play. As an example, the expected level of 'understanding of the complexity of a National Society' shall be different for a 'Programme support role' and an 'NSD support role'.

For this reason, there are 3 tiers for each of the 7 areas, from Tier 1: Foundational to Tier 2: Skilled to Tier 3: Proficient.

Each tier builds upon the indicators' set out in the previous tier: the Tier 2 competencies assume that all the Tier 1 competencies have been met and Tier 3 assumes all of Tier 1 and Tier 2 have been met.





The tier definitions are as follows:

- **Tier 1 Foundational:** Competencies required for all actors engaging with National Societies. This tier is setting the minimum requirements for all staff engaging in supporting a National Society.
- **Tier 2 Skilled:** Competencies required to support National Society counterparts to lead NSD processes. NSD portfolios fit under this tier and some aspects of this tier are relevant to delegates with thematic Capacity Enhancement roles.
- **Tier 3 Proficient:** Competencies required to support National Society leadership in strategic decision-making and/or overseeing NSD support provided to a National Society. NSD roles that support National Society leadership and Head of Office are part of this scope.

Tier coverage for each IFRC secretariat roles is elaborated in the Appendix.

## How to read the IFRC NSD Competency Framework?

In the following section, each of the 7 area is explained in details, in terms of its relevance and how it matches the needs of the National Society.

TITLE
Definition
Why is it needed
Risk if not followed

In addition, each 7 areas are unfolded in details (Attributes) and along the three tiers setting further indicators.

ATTRIBUTE	TIER 1: FOUNDATIONAL	TIER 2: SKILLED	TIER 3: PROFICIENT
Title	Indicators	Indicators	Indicators

## Using the NSD Competency Framework

The NSD Competency Framework provides direction on what is required from and expected by all individuals working with National Societies.

The use of the NSD Competency Framework is further supported by a more detailed *NSD Competency Framework – Implementation Guide* to support the usage of the Framework across the Human Resource cycle, from recruitment to on-boarding, development and evaluation.

In order to support the HR cycle, the guide includes:

- Approaches for job descriptions and engagement model;
- Standardized role profiles (contributions to Job Descriptions);
- Approaches to recruitment and onboarding processes;
- Online self-assessment tool allowing individuals to assess themselves against the NSD Competency Framework;
- Options for individual development programs.



# THE SEVEN AREAS OF THE NSD COMPETENCY FRAMEWORK

## Trust and Relationship building

### DESCRIPTION

Creates an environment of trust and mutual support which enables National Society decision making and ownership. Respecting National Societies' and own organisation's values and upholding personal integrity.

### WHY IS IT NEEDED

Mutual respect and trust is a clear precondition for any effective support to a National Society. A key message from National Societies is that they expect people supporting them to respect their expertise, knowledge of their own context and operations, and work with them to find solutions, rather than 'telling them what to do.' The basis for developing respect and trust is the ability to actively listen – understanding what National Society leaders and counterparts are telling.

At the same time, building trust does not mean agreeing on everything. Trust is built when differences of opinion are explored through constructive and principle-based discussion. For this reason, upholding personal integrity, representing both the NS's and our own organisational values, and providing principle-based-advice, is required to building true trust with NS counterparts.

### RISK IF NOT FOLLOWED

The provider of NSD support is not accepted as legitimate by the National Society. Their technical expertise remains underutilized or is used to build parallel structures to the National Society. Time, effort and resources are wasted.

“

*We divide delegates into two groups: those who tell us what to do, and those who asks good questions. Our NS experience is that the latter contributes more to NSD.”*

— NS representative

ATTRIBUTE	TIER 1: FOUNDATIONAL	TIER 2: SKILLED (1+2)	TIER 3: PROFICIENT (1+2+3)
<b>Respect and openness</b>	Approaches NS with open mindset; invests and takes time to understand where the NS is in its development journey and its priorities.	Builds mutually respectful relationships with NS counterpart, and consistently respects NS autonomy.	Uses own positioning to support effective relationships and dialogues between NS and NSD supporters.
<b>Listening skills</b>	Listens actively to interlocutors.		
<b>Confidentiality</b>	Respects and protects NS and individual confidentiality.		
<b>Patience and realism</b>	Practices patience and remains realistic in expectations of organisational change.		
<b>Flexibility</b>	Explores possibility to revise plans and be flexible in response to changing circumstances.		
<b>Empowerment</b>	Encourages and empowers NS counterparts to take the lead and accompany them in decision-making and implementation.		Encourages and supports NS leadership to lead and accompanies them in decision-making and implementation.
<b>Integrity</b>	Demonstrates high levels of personal and professional integrity.	Understands IFRC procedures for addressing integrity issues.	Advocates for NS leadership to set effective measures to protect NS integrity and supports them to address structural elements of integrity challenges.
<b>Principle based advice</b>	Respectfully listens to the opinions and concerns of NS senior leaders, and relates to it in own area of work.	Ability to analyse issues and risk foreseen and share them in a constructive manner to NS counterpart.  Ability to clearly communicate own organisations' principles and values to NS counterpart.	Ability to "speak truth to power" by elaborating analysed risks/issues, and own standing points, and communicate them, clearly in the right moment.  Uses conflict resolution skills to find mutual agreement points and solutions.



## Respecting National Societies as volunteer and membership-based local actors

### DESCRIPTION

Respects core dynamics, strengths and capacity of National Societies as volunteer and membership-based local actors. Designs inputs to support National Societies in becoming more accountable, financially sustainable, relevant and effective local actors.

### WHY IS IT NEEDED

The long-term effectiveness and sustainability of National Societies is directly linked to how much they are rooted in communities through volunteers and members, and is to a large extent dependent on their capacity to rely on domestic resources. Mobilising human and financial resources as local as possible, and ensuring accountability to local communities requires specific ways of working that are often different to those used by other organisations.

### RISK IF NOT FOLLOWED

Activities are designed and implemented that undermine National Societies' relationships with local networks and communities, considers volunteers as labour and not as agents of change at local level, undermining a National Society's long-term sustainability and effectiveness. National Society dependency on international funding is increased, risking National Societies becoming less financially sustainable.

“

*We came to implement a project in a branch that was already existing and was delivering a lot of activities in the community. It was an extremely rural area and very impoverished, our project was quite large, it provided a lot of funding, and we gave per diems to the volunteers. The project brought a lot of good to the community and was able to achieve a lot but when we went back 6 months after the project had finished, the branch was doing almost NO activities anymore! When we asked 'why' the response was that they didn't have any money or resources to do anything and couldn't get people to volunteer. But when we looked at it, prior to our implementing our project there were a lot of activities going on, with lots of volunteers, they just mobilized resources from within their own community, getting by with what they had.*

*Our project upset that dynamic and seemed to have reduced the National Society and Branch resilience in the long run as a result.”*

— International Delegate

ATTRIBUTE	TIER 1: FOUNDATIONAL	TIER 2: SKILLED (1+2)	TIER 3: PROFICIENT (1+2+3)
<b>Respecting organisational model and Branch system</b>	Understands the NS's organisational model (including Volunteering practice, Membership roles, Governance and Management relations, Branch model, relationship with other local agencies) and respects them as local actors including their local decision-making processes.	Supports NS counterparts in addressing specific issues within the branch system or in individual branches.  Understands and is able to describe the " <a href="#">Guidance for National Society Statutes</a> ".	Supports NS leadership to develop and lead a strategy to strengthen branch systems.  Advises NS on effective governance / Statutes revision processes providing access to professional support as required.
<b>Respecting volunteering practice</b>	Aligns own work to respect, build on and strengthen existing NS practice in volunteering.	Supports NS counterparts to strengthen elements of volunteer systems.	Supports NS leadership to transform scale and scope of NS's volunteering practice.
<b>Contributing to Financial Sustainability</b>	Actively reviews the implications and both positive and negative impact of own action towards NS's sustainability.	Supports NS counterparts in addressing specific areas of NSs' Financial Sustainability <sup>2</sup> .	Serves as a critical advisor for NS leadership to develop and implement sustainable NS business model.
<b>Balancing development needs and humanitarian aid/project</b>	Assesses and manages risk of short-term humanitarian aid/project funding in own technical area, to minimise potential damage to long-term NSD goals.	Advises NS counterparts on managing humanitarian aid/project funding, to maximise NSD impact and minimise potential damage to long-term NSD goals.	Maintains NS leadership attention on long-term NS sustainability and its relevance as domestic humanitarian actor.  Advises strategy to manage humanitarian aid/project funding, to maximise opportunities to address NSD needs and minimise potential damage to long-term NSD goals.
<b>Reflecting ways of working</b>	Describes how " <a href="#">IFRC NSD Policy</a> " and " <a href="#">IFRC Volunteering Policy</a> " relates and affects own area of work.	Promotes better understanding of NSD related key documents <sup>3</sup> among peers/colleagues, and facilitates discussion to explore how it relates to new/different way of working with NSs.	Promotes reflection within own organisation on how collective work is done and its positive and negative implications to NSs long-term development, and guides and provides oversight for improved action.

<sup>2</sup> NS Financial Sustainability definition: a financially sustainable National Society attracts and manages the financial resources it needs to deliver humanitarian services in a transparent and accountable manner. It manages financial risk and opportunities balancing the humanitarian strategy to respond to present and emerging needs with the adaptive organisational structure and processes that enable delivery on that strategy

<sup>3</sup> [IFRC NSD Policy \(2022\)](#), [IFRC NSD Framework \(2013\)](#), [IFRC NSD Compact \(2019\)](#) and others

## Awareness of organisational culture

### DEFINITION

Ability to demonstrate acute awareness of the cultural surroundings and context. Identifies cultural norms and practices within the National Society and gives examples of how this can impact operational and personal actions.

### WHY IS IT NEEDED

The organisational culture can greatly vary from one National Society to another and even within the same National Society, is very often nonexplicit. Each unique organisational culture plays a critical factor that informs the approach to embracing change and transformation. It is therefore important to understand the uniqueness and specificity of a National Society - their beliefs, norms, assumptions and values - and taking them into account finetune meaningful and most appropriate support to transformation.

### RISK IF NOT FOLLOWED

Support provided might create tensions. It will not be owned by the National Society and will not resonate with its ensemble of values, beliefs and norms. Support to change and transformation may be hampered and undermined by the lack of understanding of critical factors in favor and in resistance to change.

“

*Some NSs have very de-centralized approach, some are more centralized. There is no one-same approach to how organizations are designed and functioning.*

*The relationship among departments, branches, staff-volunteers... they are all very different and unique for one NS to another.*

*Accountability expected locally could look different to that of what is internationally required.*

*So, you cannot come into one NS expecting the same approach and success you faced elsewhere. Or just hammer us with standards, without first understanding our organizational culture – how things work, the power dynamics and relationship. Once you see what the organizational culture is, it helps to have a constructive dialogue.”*

— NS representative

ATTRIBUTE	TIER 1: FOUNDATIONAL	TIER 2: SKILLED (1+2)	TIER 3: PROFICIENT (1+2+3)
<b>NS context and challenge</b>	Analyses organisational and contextual situation the NS is facing.	Analyses organisational challenges and key relationships, and finds respectful ways of providing support within such context.	Advises partners and stakeholders working with the NSs on better understanding and respect the NS organisational culture and facilitates ways to provide support.
<b>Own culture and bias</b>	Aware of own culture and biases.  Creates mutual understandings across different cultures.	Able to align own culture to local context and NS's organisational culture.  Supports respectful cultural understanding between NS and supporters.	Facilitates awareness and understanding of different organisational cultures and leverages understanding towards improved long-term partnership and increased impact.
<b>Transparency and accountability</b>	Understands local transparency and accountability practice and define ways to introduce new standards in synergy with existing culture.	Able to challenge and support NS counterparts to strengthen NS transparency and accountability at all levels.	Able to challenge and support NS leadership to lead and create an organisational culture of transparency and accountability.



## Systems Thinking<sup>4</sup>

### DEFINITION

Understands National Societies as complex systems and uses systems perspectives to highlight and engage with complexity and able to communicate them to multiple audience.

### WHY IS IT NEEDED

National Societies are complex organisations engaging multiple stakeholders at multiple levels to address development and humanitarian challenges that have no easy solutions. Systems thinking provides the ability to scope, analyse and manage complexity (and chaos), adjusting and reframing in relation to emergent or novel practice, and map out effective strategies to contribute to sustained change.

### RISK IF NOT FOLLOWED

The lack of understanding of the layers of complexity may lead to adopting approaches and tools that work for simple environments, but fail in relation to complex/chaotic environments. This will not enable proper advice to the National Society, will not contribute to sustained and effective National Societies, and the investment of resources will not be successful nor lead to long-term National Society capacity.

“

*NSs are complex system. It does not work like a machine where you provide input and then can expect clear output. This complex system changes every-time with every interaction, so those supporting and working with NS needs to see the big picture, how different people, group, roles, hierarchies interact and influence one another, how one's engagement links with other areas of work, and continuously follow this changing relationship. Or else you can make effort in supporting changes, but the impact will be limited or worse case none.”*

— NS representative

4 'Systems thinking is a way of making sense of the complexity of the world by looking at it in terms of wholes and relationships rather than by splitting it down into its parts. It has been used as a way of exploring and developing effective action in complex contexts, enabling systems change.'



ATTRIBUTE	TIER 1: FOUNDATIONAL	TIER 2: SKILLED (1+2)	TIER 3: PROFICIENT (1+2+3)
<b>Identification of opportunities and barriers</b>	Analyses opportunities and barriers to sustainable change in own area of work.	Supports NS counterpart to analyse and identify power dynamics, leverage points and potential action within NS.	Supports NS leadership and the NSs' stakeholders to analyse and identify power dynamics, systematic bottleneck, and potential leverage points.
<b>Looking at the bigger picture</b>	Analyses NS strategy, operational challenges, key relationships within NS, and relates these to own area of work.	Supports counterpart to maintain overview of initiatives that contribute to NSD and how these interact.	Supports NS leadership in making sense of wider NS picture, improved oversight and coordination among key initiatives that contribute to NSD and how these interact.
<b>Handling complexity</b>	Reflects organisational complexity in formal and informal communications to NS counterparts and within my own organisation.		Monitors change within a complex system and advise NS counterparts and my own organisation on adjustments / corrections.
<b>Explaining complex systems</b>	Represents complex systems visually and / or verbally.	Uses systems tools (e.g. Viable Systems Model, Soft Systems Methodology, Causal loop diagram etc) in personal practice. Introduces key elements of these tools into NS.	Facilitates use of systems tools within NS and own organisation.



## Fostering sustainable change

### DEFINITION

Fostering an environment for National Societies to implement sustainable change through supporting individuals and groups within National Societies to scope and lead change processes.

### WHY IS IT NEEDED

Recognizing that the agency and ownership of change resides with the National Society itself is crucial to tailor and focus one's support to **facilitate** change, avoiding the risks of substituting the National Society or directly engaging in the change process. External supporters to a National Society can play a crucial role in connecting champions of change within a National Society or across National Societies; creating the conditions for usually unheard voices to contribute to transformation efforts; motivating leaders and actors of change in difficult phases; and advising leaders when risk taking is crucial for success.

### RISK IF NOT FOLLOWED

External supporters ending up directly engaging in the change process which is not theirs, may confuse their role and instead of supporting the sustainable change of the National Society may be interfering. The technical expertise becomes irrelevant for purposeful change and transformation within individuals and National Societies. As a result, the National Society is not able to maintain its capacity to change, adapt, innovate and be more relevant.

“

*The person who supported us for NSD asked the right questions about what had happened. He guided us into the conversation to gather different stories. He engaged with people (volunteers) who we didn't think of as being involved with NSD. But he also provided frameworks that helped us understand our journey. Through the process we changed mindsets about 1) who was involved in NSD-not only staff but also volunteers started to be recognized as key in the change process, 2) how to cost and be accountable for NSD investment.”*

— NS representative



ATTRIBUTE	TIER 1: FOUNDATIONAL	TIER 2: SKILLED (1+2)	TIER 3: PROFICIENT (1+2+3)
<b>Risk Management</b>	Facilitates dialogue to explore NS's integrity, reputation and sustainability risk in own area of work.	Supports NS counterparts to implement risk management approach.	Supports NS leadership to identify, manage and mitigate organisational risk.
<b>Organisational Assessment</b>	Understands <u>RCRC tools</u> (such as OCAC, BOCA) and external approaches to support organisational assessment.	Refrains from imposing assessment tools without careful consideration and discussion with stakeholders on how it links to other processes taking place within the NS  Is able to utilize these tools and approaches and to support NS and colleagues to interpret results.	Supports NS to strategically select and use existing RCRC tools and approaches.  Supports the use of outcomes from organisational assessments to define needs, and accompany NS leadership to critically reflect on organisational weaknesses.
<b>Facilitating change</b>	Facilitates discussions among NS counterpart / stakeholder groups in my technical area of work, to enable their ownership to drive change.	Support NS counterpart to develop strategies for NS change, and design ways to monitor its effectiveness.	Supports NS leadership to set the vision and strategy for change process (including strategies to address blockages to change), appropriate targets, and build internal/ external coalitions for change.  Supports NS leadership to manage conflict within NS, including acting as 'neutral broker' if needed.
<b>Setting inclusive process</b>	Facilitates – in own area of work - opportunities to include perspectives of minority voices / groups within the NS to have their voices heard.	Supports counterpart to ensure inclusive process in NSD initiatives.	Challenges and supports NS leaderships to include perspectives of minority groups within NS and ensure inclusive approach in NS decision-making process.
<b>Strengthening Leadership skills</b>	Accompanies and supports NS counterparts to outline their action and lead it.	Coaches / mentors individual counterparts to strengthen leadership skills where needed.	Coaches / mentors senior leaders where needed.  Supports NS to explore ways to set internal leadership development pathways.
<b>Challenge dependency</b>	Challenges NS Counterpart and own organisation to reduce NS's dependency on Movement resources in own area of work, when appropriate.  Understands Financial Sustainability Framework.	Facilitate discussions within own organisation and with NS counterpart to scope for longer-term reliable resources and overall financial sustainability.	Challenges and supports NS leadership to reduce NS dependency on Movement resources especially for NS core mandated services towards heightened Financial Sustainability.  Support NS leadership to explore potential domestic resources and opportunities.

## Nurturing innovation and creating culture of learning

### DEFINITION

Serve as a critical advisor for reshaping existing way of working, and support National Society counterparts to identify, design, test, reflect, analyse, and replicate different ways of working appropriate to the context.

### WHY IS IT NEEDED

Innovation and learning are key elements to better respond to a fast-changing environment with increasing and emerging needs. They offer a fresh perspective on established ways of working and contribute to adaptive organisations. Familiarity with innovation processes can provide the incentive for National Society leaders to embrace innovation without fear; and understanding how people learn individually and collectively is fundamental to creating conditions for behavioural change, whether for an individual or an organisation.

### RISK IF NOT FOLLOWED

Opportunities to improve impactful local action are missed. When different ideas are introduced, it's done haphazardly, without structures to test and evaluate adapted ways of working. Opportunities to learn and build on the experiences of other National Societies and other organisations are not taken into account, and elements that lead to unsuccessful humanitarian action are not acted upon.

“

*IFRC needs to be a network of learning by practice, and practice by learning....First and foremost, it is about encouraging and supporting key individuals to grow themselves and their organisations through cycles of visioning, experimentation, learning and organisational change.”*

— NS representative



ATTRIBUTE	TIER 1: FOUNDATIONAL	TIER 2: SKILLED (1+2)	TIER 3: PROFICIENT (1+2+3)
<b>Embracing new/ different ways of working</b>	Supports counterpart in exploring and using existing and new resources (including new technologies) in own area of work.	Facilitates tools (e.g. Action Learning) and opportunities to support NS counterparts and own team/organisation to design, test, evaluate and replicate different ways of working appropriate to the context.	Serves as a critical advisor for NS leadership to adapt organisation to future needs and explore different ways of working.  Supports NS leadership to create a culture in which intelligent risk-taking and occasional failure are celebrated.
<b>Utilising data</b>	Supports data collection and analysis in technical area to provide evidence for future planning / change.	Supports NS counterparts to collect, analyse and make visual relevant data on NS performance.	Supports NS leadership to integrate data collection and analysis as base of evidence for strategic decision-making.
<b>Serving as learning- knowledge broker</b>	Refrains from imposing pre-packaged ideas.	Constantly updates own knowledge on examples and case-materials and serves as a learning-knowledge broker to NS Counterpart.	Constantly updates own knowledge on examples and case-materials and serves as a learning-knowledge broker to NS Leadership.
<b>Learning opportunities and strategies</b>	Facilitating peer learning opportunities within the NS (among branches) and across the Federation Network, within own area of work.	Supports NS to assess learning needs and identify appropriate learning approaches, including developing peer learning mechanism within the NS.  Advocates for linkage between learning and organisational change.	Supports NS leadership to develop and implement learning strategies, and supports peer-learning mechanisms within own NS, with external actors and with other National Societies.



## Connecting and Coordinating

### DEFINITION

Support National Societies to connect and engage with other domestic and international actors, other National Societies, the ICRC as well as external non-Movement actors; and enable National Societies to lead NSD coordination in line with its defined development priorities.

### WHY IS IT NEEDED

National Societies will greatly benefit from peer support, sharing with and learning from others and contributing to new approaches. The existence of multiple conflicting agendas remains a challenge for many National Societies. Coordination is a key role for many NSD supporters to enable National Societies to manage strategic and productive relationships with peer National Societies, the ICRC and other domestic and international organisations and maximise meaningful and aligned support towards its development priorities.

### RISK IF NOT FOLLOWED

National Societies do not connect with one another and external organisations, missing opportunities for inspiration and support and to develop shared learning. External support to individual National Society becomes fragmented, inefficient, with duplications and contradictions, dilutes the focus of the National Society from its NSD priorities and challenges the National Society to have an overview of its own organisations and leading to potential blind spots.

“

*We need people who are able to connect us (NSs) to various experience/expertise across the Network; and support us in connecting internal departments in the process – not in an adhoc, but in a well thought strategic manner. This help us fasten our learning curve, finding eye-opening solutions, and also encourages us by being connected to others who are facing similar situations. This cannot be accomplished unless the delegate, has open mind and build network, and with the humbleness of not trying to become the ‘person knowing all’.*

*“When actors engaging with us does not see the value of connecting to one another and invest in coordination, or builds parallel process and contribute the NS to continue build isolated discussions, it challenge us to have an oversight on what is happening across our own organization, puts us away from Strategic thinking and worst case it may give opportunities for corruption.”*

— NS representative

ATTRIBUTE	TIER 1: FOUNDATIONAL	TIER 2: SKILLED (1+2)	TIER 3: PROFICIENT (1+2+3)
<b>Facilitating connections</b>	Facilitates connection among individuals, branches, NSs, and non-Movement actors within own area of work.		Supports NS leadership to identify strategic connections inside and outside Movement and develop tools/approaches to manage relationships.  Support NS leadership to engage effectively with Movement statutory meetings.
<b>Understanding and positioning NS's strategic priorities</b>	Understands the agenda of the NS and its NSD priorities and ensures alignment and supports them through own area of work.	Provides technical support to define NS's Strategic priorities (e.g. NS strategic planning processes) and its multi-year plan for NSD.  Supports NS counterparts to better demonstrate and communicate its development journey and priorities to its stakeholders.	Supports NS leadership to oversee and lead the process to define the NS's strategic priorities (e.g. strategic planning processes).  Supports NS leadership to better demonstrate and communicate its development journey and priorities to movement and non-movement stakeholders.
<b>Alignment to NS strategic priorities</b>	Assesses and manages risks of own technical area in relation to the NS strategic, programmatic and service delivery focus.	Shapes all programme support in full alignment with NS's strategic, programmatic and service delivery focus, minimizing and aligning any additional requests in terms of measurement, reporting and accountability.	Strategically and proactively aligns all programmatic support to clear NS strategic, programmatic and service delivery priorities.
<b>Utilising coordination mechanisms</b>	Understands existing coordination mechanism in its own area of work and actively contributing to strengthening it and avoid setting parallel coordination structures and processes.	Utilise coordination frameworks and tools and supports NS counterpart to maintain overview of NSD initiatives and develop coordination mechanisms for NSD.	Supports NS leadership to develop and lead coordination mechanisms for domestic and international partners.
<b>Developing shared agenda</b>	Facilitates dialogue to strengthen mutual understanding between the NS and own organisation.		Convenes and coordinating multiple actors to define shared agendas especially around NSD.



## CONCLUSION

This NSD Competency Framework sets the base for maximising collective support to the IFRC National Societies' efforts on transformation along the seven transformations of the IFRC Strategy 2030. It is foreseen to ultimately inform, align and shape all NSD support practice, contributing to the next generation of NSD practitioners in support of our National Societies.

The NSD Competency Framework fulfils, and contributes to the implementation of, the NSD Compact. When coupled with upcoming practical initiatives to support all individuals engaging with National Societies – with peer support, mentoring, coaching, training, group problem solving, among others – as well as new initiatives to measure impact of NSD efforts, this Framework has the ambition to contribute to scale up the collective work of our 188,000 local units and branches, where our 16.5 million volunteers, if properly supported and enabled, can play a crucial role for a more sustainable and resilient world.





## Abbreviations/acronyms

<b>HoD</b>	Head of Delegation
<b>ICRC</b>	International Committee of the Red Cross
<b>IFRC</b>	International Federation of the Red Cross and Red Crescent Societies
<b>NS</b>	National Society
<b>NSD</b>	National Society Development
<b>PNS</b>	Participating National Society

## Related documents

File number	Name	Version
169	IFRC Core Competency Framework	2.0



## APPENDIX: TIER COVERAGE PER ROLES

Below list provides example on how different IFRC Secretariat roles (Programme support role, Capacity Enhancement role, NSD support role, Head of Delegation) are expected to use the 3 Tiers outlined in the NSD Competency Framework. Grey coloured boxes are that of the Tiers expected to be covered by each role.

### Tier coverage for Programme Support role

CORE AREAS FOR NSD	ATTRIBUTE	TIER 1: FOUNDATIONAL	TIER 2 SKILLED (1+2)	TIER 3 PROFICIENT (1+2+3)
1. TRUST, RELATIONSHIP BUILDING	Respect and openness	Approaches NS with open mindset; invests and takes time to understand where the NS is in its development journey and its priorities.	Builds mutually respectful relationships with NS counterpart, and consistently respects NS autonomy.	Uses own positioning to support effective relationships and dialogues between NS and NSD supporters.
	Listening skills	Listens actively to interlocutors.		
	Confidentiality	Respects and protects NS and individual confidentiality.		
	Patience and realism	Practices patience and remains realistic in expectations of organisational change.		
	Flexibility	Explores possibility to revise plans and be flexible in response to changing circumstances.		
	Empowerment	Encourages and empowers NS counterparts to take the lead and accompany them in decision-making and implementation.		Encourages and supports NS leadership to lead and accompanies them in decision-making and implementation.
	Integrity	Demonstrates high levels of personal and professional integrity.	Understands IFRC procedures for addressing integrity issues.	Advocates for NS leadership to set effective measures to protect NS integrity and supports them to address structural elements of integrity challenges.
	Principle based advice	Respectfully listens to the opinions and concerns of NS senior leaders, and relates to it in own area of work.	Ability to analyse issues and risk foreseen and share them in a constructive manner to NS counterpart. Ability to clearly communicate own organisations' principles and values to NS counterpart.	Ability to "speak truth to power" by elaborating analysed risks/issues, and own standing points, and communicate them, clearly in the right moment. Uses conflict resolution skills to find mutual agreement points and solutions.
2. RESPECTING NATIONAL SOCIETIES AS VOLUNTEER AND MEMBERSHIP-BASED LOCAL ACTORS	Respecting organisational model and Branch system	Understands the NS's organisational model (including Volunteering practice, Membership roles, Governance and Management relations, Branch model, relationship with other local agencies) and respects them as local actors including their local decision-making processes.	Supports NS counterparts in addressing specific issues within the branch system or in individual branches. Understands and is able to describe the " <a href="#">Guidance for National Society Statutes</a> ".	Supports NS leadership to develop and lead a strategy to strengthen branch systems. Advises NS on effective governance / Statutes revision processes providing access to professional support as required.
	Respecting volunteering practice	Aligns own work to respect, build on and strengthen existing NS practice in volunteering.	Supports NS counterparts to strengthen elements of volunteer systems.	Supports NS leadership to transform scale and scope of NS's volunteering practice.
	Contributing to Financial Sustainability	Actively reviews the implications and both positive and negative impact of own action towards NS's sustainability.	Supports NS counterparts in addressing specific areas of NSs' Financial Sustainability.	Serves as a critical advisor for NS leadership to develop and implement sustainable NS business model.
	Balancing development needs and humanitarian aid/project	Assesses and manages risk of short-term humanitarian aid/project funding in own technical area, to minimise potential damage to long-term NSD goals.	Advises NS counterparts on managing humanitarian aid/project funding, to maximise NSD impact and minimise potential damage to long-term NSD goals.	Maintains NS leadership attention on long-term NS sustainability and its relevance as domestic humanitarian actor. Advises strategy to manage humanitarian aid/project funding, to maximise opportunities to address NSD needs and minimise potential damage to long-term NSD goals.
Reflecting ways of working	Describes how " <a href="#">IFRC NSD Policy</a> " and " <a href="#">IFRC Volunteering Policy</a> " relates and affects own area of work.	Promotes better understanding of NSD related key documents among peers/colleagues, and facilitates discussion to explore how it relates to new/different way of working with NSs.	Promotes reflection within own organisation on how collective work is done and its positive and negative implications to NSs long-term development, and guides and provides oversight for improved action.	
3. AWARENESS OF ORGANISATIONAL CULTURE	NS context and challenge	Analyses organisational and contextual situation the NS is facing.	Analyses organisational challenges and key relationships, and finds respectful ways of providing support within such context.	Advises partners and stakeholders working with the NSs on better understanding and respect the NS organisational culture and facilitates ways to provide support.
	Own culture and bias	Aware of own culture and biases. Creates mutual understandings across different cultures.	Able to align own culture to local context and NS's organisational culture. Supports respectful cultural understanding between NS and supporters.	Facilitates awareness and understanding of different organisational cultures and leverages understanding towards improved long-term partnership and increased impact.
	Transparency and Accountability	Understands local transparency and accountability practice and define ways to introduce new standards in synergy with existing culture.	Able to challenge and support NS counterparts to strengthen NS transparency and accountability at all levels.	Able to challenge and support NS leadership to lead and create an organisational culture of transparency and accountability.
4. SYSTEMS THINKING	Identification of opportunities and barriers	Analyses opportunities and barriers to sustainable change in own area of work.	Supports NS counterpart to analyse and identify power dynamics, leverage points and potential action within NS.	Supports NS leadership and the NSs' stakeholders to analyse and identify power dynamics, systematic bottleneck, and potential leverage points.
	Looking at the bigger picture	Analyses NS strategy, operational challenges, key relationships within NS, and relates these to own area of work.	Supports counterpart to maintain overview of initiatives that contribute to NSD and how these interact.	Supports NS leadership in making sense of wider NS picture, improved oversight and coordination among key initiatives that contribute to NSD and how these interact.
	Handling complexity	Reflects organisational complexity in formal and informal communications to NS counterparts and within my own organisation.		Monitors change within a complex system and advise NS counterparts and my own organisation on adjustments / corrections.
	Explaining complex systems	Represents complex systems visually and / or verbally.	Uses systems tools (e.g. Viable Systems Model, Soft Systems Methodology, Causal loop diagram etc) in personal practice. Introduces key elements of these tools into NS.	Facilitates use of systems tools within NS and own organisation.

CORE AREAS FOR NSD	ATTRIBUTE	TIER 1: FOUNDATIONAL	TIER 2 SKILLED (1+2)	TIER 3 PROFICIENT (1+2+3)
5. FOSTERING SUSTAINABLE CHANGE	Risk Management	Facilitates dialogue to explore NS's integrity, reputation and sustainability risk in own area of work.	Supports NS counterparts to implement risk management approach.	Supports NS leadership to identify, manage and mitigate organisational risk.
	Organisational Assessment	Understands RCRC tools (such as OCAC, BOCA) and external approaches to support organisational assessment.	Refrains from imposing assessment tools without careful consideration and discussion with stakeholders on how it links to other processes taking place within the NS Is able to utilize these tools and approaches and to support NS and colleagues to interpret results.	Supports NS to strategically select and use existing RCRC tools and approaches. Supports the use of outcomes from organisational assessments to define needs, and accompany NS leadership to critically reflect on organisational weaknesses.
	Facilitating change	Facilitates discussions among NS counterpart / stakeholder groups in my technical area of work, to enable their ownership to drive change.	Support NS counterpart to develop strategies for NS change, and design ways to monitor its effectiveness.	Supports NS leadership to set the vision and strategy for change process (including strategies to address blockages to change), appropriate targets, and build internal / external coalitions for change. Supports NS leadership to manage conflict within NS, including acting as 'neutral broker' if needed.
	Setting inclusive process	Facilitates - in own area of work - opportunities to include perspectives of minority voices / groups within the NS to have their voices heard.	Supports counterpart to ensure inclusive process in NSD initiatives.	Challenges and supports NS leaderships to include perspectives of minority groups within NS and ensure inclusive approach in NS decision-making process.
	Strengthening Leadership skills	Accompanies and supports NS counterparts to outline their action and lead it.	Coaches / mentors individual counterparts to strengthen leadership skills where needed.	Coaches / mentors senior leaders where needed. Supports NS to explore ways to set internal leadership development pathways.
	Challenge dependency	Challenges NS Counterpart and own organisation to reduce NS's dependency on Movement resources in own area of work, when appropriate. Understands Financial Sustainability Framework.	Facilitate discussions within own organisation and with NS counterpart to scope for longer-term reliable resources and overall financial sustainability.	Challenges and supports NS leadership to reduce NS dependency on Movement resources especially for NS core mandated services towards heightened Financial Sustainability. Support NS leadership to explore potential domestic resources and opportunities.
6. NURTURING INNOVATION AND CREATING CULTURE OF LEARNING	Embracing new/different ways of working	Supports counterpart in exploring and using existing and new resources (including new technologies) in own area of work.	Facilitates tools (e.g. Action Learning) and opportunities to support NS counterparts and own team/ organisation to design, test, evaluate and replicate different ways of working appropriate to the context.	Serves as a critical advisor for NS leadership to adapt organisation to future needs and explore different ways of working. Supports NS leadership to create a culture in which intelligent risk-taking and occasional failure are celebrated.
	Utilising data	Supports data collection and analysis in technical area to provide evidence for future planning / change.	Supports NS counterparts to collect, analyse and make visual relevant data on NS performance.	Supports NS leadership to integrate data collection and analysis as base of evidence for strategic decision-making.
	Serving as learning-knowledge broker	Refrains from imposing pre-packaged ideas.	Constantly updates own knowledge on examples and case-materials and serves as a learning-knowledge broker to NS Counterpart.	Constantly updates own knowledge on examples and case-materials and serves as a learning-knowledge broker to NS Leadership.
	Learning opportunities and strategies	Facilitating peer learning opportunities within the NS (among branches) and across the Federation Network, within own area of work.	Supports NS to assess learning needs and identify appropriate learning approaches, including developing peer learning mechanism within the NS. Advocates for linkage between learning and organisational change.	Supports NS leadership to develop and implement learning strategies, and supports peer-learning mechanisms within own NS, with external actors and with other National Societies.
7. CONNECTING AND COORDINATING	Facilitating connections	Facilitates connection among individuals, branches, NSs, and non-Movement actors within own area of work.		Supports NS leadership to identify strategic connections inside and outside Movement and develop tools/approaches to manage relationships. Support NS leadership to engage effectively with Movement statutory meetings.
	Understanding and positioning NS's strategic priorities	Understands the agenda of the NS and its NSD priorities and ensures alignment and supports them through own area of work.	Provides technical support to define NS's Strategic priorities (e.g. NS strategic planning processes) and its multi-year plan for NSD. Supports NS counterparts to better demonstrate and communicate its development journey and priorities to its stakeholders.	Supports NS leadership to oversee and lead the process to define the NS's strategic priorities (e.g. strategic planning processes). Support NS leadership to better demonstrate and communicate its development journey and priorities to movement and non-movement stakeholders.
	Alignment to NS strategic priorities	Assesses and manages risks of own technical area in relation to the NS strategic, programmatic and service delivery focus.	Shapes all programme support in full alignment with NS's strategic, programmatic and service delivery focus, minimizing and aligning any additional requests in terms of measurement, reporting and accountability.	Strategically and proactively aligns all programmatic support to clear NS strategic, programmatic and service delivery priorities.
	Utilising coordination mechanisms	Understands existing coordination mechanism in its own area of work and actively contributing to strengthening it and avoid setting parallel coordination structures and processes.	Utilise coordination frameworks and tools and supports NS counterpart to maintain overview of NSD initiatives and develop coordination mechanisms for NSD.	Supports NS leadership to develop and lead coordination mechanisms for domestic and international partners.
	Developing shared agenda	Facilitates dialogue to strengthen mutual understanding between the NS and own organisation.		Convenes and coordinating multiple actors to define shared agendas especially around NSD.

## Tier coverage for Capacity Enhancement/Development role

CORE AREAS FOR NSD	ATTRIBUTE	TIER 1: FOUNDATIONAL	TIER 2: SKILLED (1+2)	TIER 3: PROFICIENT (1+2+3)
1. TRUST, RELATIONSHIP BUILDING	Respect and openness	Approaches NS with open mindset; invests and takes time to understand where the NS is in its development journey and its priorities.	Builds mutually respectful relationships with NS counterpart, and consistently respects NS autonomy.	Uses own positioning to support effective relationships and dialogues between NS and NSD supporters.
	Listening skills	Listens actively to interlocutors.		
	Confidentiality	Respects and protects NS and individual confidentiality.		
	Patience and realism	Practices patience and remains realistic in expectations of organisational change.		
	Flexibility	Explores possibility to revise plans and be flexible in response to changing circumstances.		
	Empowerment	Encourages and empowers NS counterparts to take the lead and accompany them in decision-making and implementation.		Encourages and supports NS leadership to lead and accompanies them in decision-making and implementation.
	Integrity	Demonstrates high levels of personal and professional integrity.	Understands IFRC procedures for addressing integrity issues.	Advocates for NS leadership to set effective measures to protect NS integrity and supports them to address structural elements of integrity challenges.
Principle based advice	Respectfully listens to the opinions and concerns of NS senior leaders, and relates to it in own area of work.	Ability to analyse issues and risk foreseen and share them in a constructive manner to NS counterpart. Ability to clearly communicate own organisations' principles and values to NS counterpart.	Ability to "speak truth to power" by elaborating analysed risks/issues, and own standing points, and communicate them, clearly in the right moment. Uses conflict resolution skills to find mutual agreement points and solutions.	
2. RESPECTING NATIONAL SOCIETIES AS VOLUNTEER AND MEMBERSHIP-BASED LOCAL ACTORS	Respecting organisational model and Branch system	Understands the NS's organisational model (including Volunteering practice, Membership roles, Governance and Management relations, Branch model, relationship with other local agencies) and respects them as local actors including their local decision-making processes.	Supports NS counterparts in addressing specific issues within the branch system or in individual branches. Understands and is able to describe the "Guidance for National Society Statutes".	Supports NS leadership to develop and lead a strategy to strengthen branch systems. Advises NS on effective governance / Statutes revision processes providing access to professional support as required.
	Respecting volunteering practice	Aligns own work to respect, build on and strengthen existing NS practice in volunteering.	Supports NS counterparts to strengthen elements of volunteer systems.	Supports NS leadership to transform scale and scope of NS's volunteering practice.
	Contributing to Financial Sustainability	Actively reviews the implications and both positive and negative impact of own action towards NS's sustainability.	Supports NS counterparts in addressing specific areas of NSs' Financial Sustainability.	Serves as a critical advisor for NS leadership to develop and implement sustainable NS business model.
	Balancing development needs and humanitarian aid/project	Assesses and manages risk of short-term humanitarian aid/project funding in own technical area, to minimise potential damage to long-term NSD goals.	Advises NS counterparts on managing humanitarian aid/project funding, to maximise NSD impact and minimise potential damage to long-term NSD goals.	Maintains NS leadership attention on long-term NS sustainability and its relevance as domestic humanitarian actor. Advises strategy to manage humanitarian aid/project funding, to maximise opportunities to address NSD needs and minimise potential damage to long-term NSD goals.
	Reflecting ways of working	Describes how "IFRC NSD Policy" and "IFRC Volunteering Policy" relates and affects own area of work.	Promotes better understanding of NSD related key documents among peers/colleagues, and facilitates discussion to explore how it relates to new/different way of working with NSs.	Promotes reflection within own organisation on how collective work is done and its positive and negative implications to NSs long-term development, and guides and provides oversight for improved action.
3. AWARENESS OF ORGANISATIONAL CULTURE	NS context and challenge	Analyses organisational and contextual situation the NS is facing.	Analyses organisational challenges and key relationships, and finds respectful ways of providing support within such context.	Advises partners and stakeholders working with the NSs on better understanding and respect the NS organisational culture and facilitates ways to provide support.
	Own culture and bias	Aware of own culture and biases. Creates mutual understandings across different cultures.	Able to align own culture to local context and NS's organisational culture. Supports respectful cultural understanding between NS and supporters.	Facilitates awareness and understanding of different organisational cultures and leverages understanding towards improved long-term partnership and increased impact.
	Transparency and Accountability	Understands local transparency and accountability practice and define ways to introduce new standards in synergy with existing culture.	Able to challenge and support NS counterparts to strengthen NS transparency and accountability at all levels.	Able to challenge and support NS leadership to lead and create an organisational culture of transparency and accountability.
4. SYSTEMS THINKING	Identification of opportunities and barriers	Analyses opportunities and barriers to sustainable change in own area of work.	Supports NS counterpart to analyse and identify power dynamics, leverage points and potential action within NS.	Supports NS leadership and the NSs' stakeholders to analyse and identify power dynamics, systematic bottleneck, and potential leverage points.
	Looking at the bigger picture	Analyses NS strategy, operational challenges, key relationships within NS, and relates these to own area of work.	Supports counterpart to maintain overview of initiatives that contribute to NSD and how these interact.	Supports NS leadership in making sense of wider NS picture, improved oversight and coordination among key initiatives that contribute to NSD and how these interact.
	Handling complexity	Reflects organisational complexity in formal and informal communications to NS counterparts and within my own organisation.		Monitors change within a complex system and advise NS counterparts and my own organisation on adjustments / corrections.
	Explaining complex systems	Represents complex systems visually and / or verbally.	Uses systems tools (e.g. Viable Systems Model, Soft Systems Methodology, Causal loop diagram etc) in personal practice. Introduces key elements of these tools into NS.	Facilitates use of systems tools within NS and own organisation.
5. FOSTERING SUSTAINABLE CHANGE	Risk Management	Facilitates dialogue to explore NS's integrity, reputation and sustainability risk in own area of work.	Supports NS counterparts to implement risk management approach.	Supports NS leadership to identify, manage and mitigate organisational risk.
	Organisational Assessment	Understands RCRC tools (such as OCAC, BOCA) and external approaches to support organisational assessment.	Refrains from imposing assessment tools without careful consideration and discussion with stakeholders on how it links to other processes taking place within the NS. Is able to utilize these tools and approaches and to support NS and colleagues to interpret results.	Supports NS to strategically select and use existing RCRC tools and approaches. Supports the use of outcomes from organisational assessments to define needs, and accompany NS leadership to critically reflect on organisational weaknesses.
	Facilitating change	Facilitates discussions among NS counterpart / stakeholder groups in my technical area of work, to enable their ownership to drive change.	Support NS counterpart to develop strategies for NS change, and design ways to monitor its effectiveness.	Supports NS leadership to set the vision and strategy for change process (including strategies to address blockages to change), appropriate targets, and build internal / external coalitions for change. Supports NS leadership to manage conflict within NS, including acting as 'neutral broker' if needed.
	Setting inclusive process	Facilitates - in own area of work - opportunities to include perspectives of minority voices / groups within the NS to have their voices heard.	Supports counterpart to ensure inclusive process in NSD initiatives.	Challenges and supports NS leaderships to include perspectives of minority groups within NS and ensure inclusive approach in NS decision-making process.
	Strengthening Leadership skills	Accompanies and supports NS counterparts to outline their action and lead it.	Coaches / mentors individual counterparts to strengthen leadership skills where needed.	Coaches / mentors senior leaders where needed. Supports NS to explore ways to set internal leadership development pathways.
	Challenge dependency	Challenges NS Counterpart and own organisation to reduce NS's dependency on Movement resources in own area of work, when appropriate. Understands Financial Sustainability Framework.	Facilitate discussions within own organisation and with NS counterpart to scope for longer-term reliable resources and overall financial sustainability.	Challenges and supports NS leadership to reduce NS dependency on Movement resources especially for NS core mandated services towards heightened Financial Sustainability. Support NS leadership to explore potential domestic resources and opportunities.

CORE AREAS FOR NSD	ATTRIBUTE	TIER 1: FOUNDATIONAL	TIER 2: SKILLED (1+2)	TIER 3: PROFICIENT (1+2+3)
6. NURTURING INNOVATION AND CREATING CULTURE OF LEARNING	Embracing new/different ways of working	Supports counterpart in exploring and using existing and new resources (including new technologies) in own area of work.	Facilitates tools (e.g. Action Learning) and opportunities to support NS counterparts and own team/organisation to design, test, evaluate and replicate different ways of working appropriate to the context.	Serves as a critical advisor for NS leadership to adapt organisation to future needs and explore different ways of working. Supports NS leadership to create a culture in which intelligent risk-taking and occasional failure are celebrated.
	Utilising data	Supports data collection and analysis in technical area to provide evidence for future planning / change.	Supports NS counterparts to collect, analyse and make visual relevant data on NS performance.	Supports NS leadership to integrate data collection and analysis as base of evidence for strategic decision-making.
	Serving as learning-knowledge broker	Refrains from imposing pre-packaged ideas.	Constantly updates own knowledge on examples and case-materials and serves as a learning-knowledge broker to NS Counterpart.	Constantly updates own knowledge on examples and case-materials and serves as a learning-knowledge broker to NS Leadership.
	Learning opportunities and strategies	Facilitating peer learning opportunities within the NS (among branches) and across the Federation Network, within own area of work.	Supports NS to assess learning needs and identify appropriate learning approaches, including developing peer learning mechanism within the NS. Advocates for linkage between learning and organisational change.	Supports NS leadership to develop and implement learning strategies, and supports peer-learning mechanisms within own NS, with external actors and with other National Societies.
7. CONNECTING AND COORDINATING	Facilitating connections	Facilitates connection among individuals, branches, NSs, and non-Movement actors within own area of work.		Supports NS leadership to identify strategic connections inside and outside Movement and develop tools/approaches to manage relationships. Support NS leadership to engage effectively with Movement statutory meetings.
	Understanding and positioning NS's strategic priorities	Understands the agenda of the NS and its NSD priorities and ensures alignment and supports them through own area of work.	Provides technical support to define NS's Strategic priorities (e.g. NS strategic planning processes) and its multi-year plan for NSD. Supports NS counterparts to better demonstrate and communicate its development journey and priorities to its stakeholders.	Supports NS leadership to oversee and lead the process to define the NS's strategic priorities (e.g. strategic planning processes). Support NS leadership to better demonstrate and communicate its development journey and priorities to movement and non-movement stakeholders.
	Alignment to NS strategic priorities	Assesses and manages risks of own technical area in relation to the NS strategic, programmatic and service delivery focus.	Shapes all programme support in full alignment with NS's strategic, programmatic and service delivery focus, minimizing and aligning any additional requests in terms of measurement, reporting and accountability.	Strategically and proactively aligns all programmatic support to clear NS strategic, programmatic and service delivery priorities.
	Utilising coordination mechanisms	Understands existing coordination mechanism in its own area of work and actively contributing to strengthening it and avoid setting parallel coordination structures and processes.	Utilise coordination frameworks and tools and supports NS counterpart to maintain overview of NSD initiatives and develop coordination mechanisms for NSD.	Supports NS leadership to develop and lead coordination mechanisms for domestic and international partners.
	Developing shared agenda	Facilitates dialogue to strengthen mutual understanding between the NS and own organisation.		Convenes and coordinating multiple actors to define shared agendas especially around NSD.

## Tier coverage for NSD support role

This is for NSD support roles who have limited engagement with NS Senior Leadership, especially when such engagement is led by HoDs

CORE AREAS FOR NSD	ATTRIBUTE	TIER 1: FOUNDATIONAL	TIER 2: SKILLED (1+2)	TIER 3: PROFICIENT (1+2+3)
1. TRUST, RELATIONSHIP BUILDING	Respect and openness	Approaches NS with open mindset; invests and takes time to understand where the NS is in its development journey and its priorities.	Builds mutually respectful relationships with NS counterpart, and consistently respects NS autonomy.	Uses own positioning to support effective relationships and dialogues between NS and NSD supporters.
	Listening skills	Listens actively to interlocutors.		
	Confidentiality	Respects and protects NS and individual confidentiality.		
	Patience and realism	Practices patience and remains realistic in expectations of organisational change.		
	Flexibility	Explores possibility to revise plans and be flexible in response to changing circumstances.		
	Empowerment	Encourages and empowers NS counterparts to take the lead and accompany them in decision-making and implementation.		Encourages and supports NS leadership to lead and accompanies them in decision-making and implementation.
	Integrity	Demonstrates high levels of personal and professional integrity.	Understands IFRC procedures for addressing integrity issues.	Advocates for NS leadership to set effective measures to protect NS integrity and supports them to address structural elements of integrity challenges.
2. RESPECTING NATIONAL SOCIETIES AS VOLUNTEER AND MEMBERSHIP-BASED LOCAL ACTORS	Principle based advice	Respectfully listens to the opinions and concerns of NS senior leaders, and relates to it in own area of work.	Ability to analyse issues and risk foreseen and share them in a constructive manner to NS counterpart. Ability to clearly communicate own organisations' principles and values to NS counterpart.	Ability to "speak truth to power" by elaborating analysed risks/issues, and own standing points, and communicate them, clearly in the right moment. Uses conflict resolution skills to find mutual agreement points and solutions.
	Respecting organisational model and Branch system	Understands the NS's organisational model (including Volunteering practice, Membership roles, Governance and Management relations, Branch model, relationship with other local agencies) and respects them as local actors including their local decision-making processes.	Supports NS counterparts in addressing specific issues within the branch system or in individual branches. Understands and is able to describe the "Guidance for National Society Statutes".	Supports NS leadership to develop and lead a strategy to strengthen branch systems. Advises NS on effective governance / Statutes revision processes providing access to professional support as required.
	Respecting volunteering practice	Aligns own work to respect, build on and strengthen existing NS practice in volunteering.	Supports NS counterparts to strengthen elements of volunteer systems.	Supports NS leadership to transform scale and scope of NS's volunteering practice.
	Contributing to Financial Sustainability	Actively reviews the implications and both positive and negative impact of own action towards NS's sustainability.	Supports NS counterparts in addressing specific areas of NS's Financial Sustainability.	Serves as a critical advisor for NS leadership to develop and implement sustainable NS business model.
	Balancing development needs and humanitarian aid/project	Assesses and manages risk of short-term humanitarian aid/project funding in own technical area, to minimise potential damage to long-term NSD goals.	Advises NS counterparts on managing humanitarian aid/project funding, to maximise NSD impact and minimise potential damage to long-term NSD goals.	Maintains NS leadership attention on long-term NS sustainability and its relevance as domestic humanitarian actor. Advises strategy to manage humanitarian aid/project funding, to maximise opportunities to address NSD needs and minimise potential damage to long-term NSD goals.
Reflecting ways of working	Describes how "IFRC NSD Policy" and "IFRC Volunteering Policy" relates and affects own area of work.	Promotes better understanding of NSD related key documents among peers/colleagues, and facilitates discussion to explore how it relates to new/different way of working with NSs.	Promotes reflection within own organisation on how collective work is done and its positive and negative implications to NSs long-term development, and guides and provides oversight for improved action.	
3. AWARENESS OF ORGANISATIONAL CULTURE	NS context and challenge	Analyses organisational and contextual situation the NS is facing.	Analyses organisational challenges and key relationships, and finds respectful ways of providing support within such context.	Advises partners and stakeholders working with the NSs on better understanding and respect the NS organisational culture and facilitates ways to provide support.
	Own culture and bias	Aware of own culture and biases. Creates mutual understandings across different cultures.	Able to align own culture to local context and NS's organisational culture. Supports respectful cultural understanding between NS and supporters.	Facilitates awareness and understanding of different organisational cultures and leverages understanding towards improved long-term partnership and increased impact.
	Transparency and Accountability	Understands local transparency and accountability practice and define ways to introduce new standards in synergy with existing culture.	Able to challenge and support NS counterparts to strengthen NS transparency and accountability at all levels.	Able to challenge and support NS leadership to lead and create an organisational culture of transparency and accountability.
4. SYSTEMS THINKING	Identification of opportunities and barriers	Analyses opportunities and barriers to sustainable change in own area of work.	Supports NS counterpart to analyse and identify power dynamics, leverage points and potential action within NS.	Supports NS leadership and the NSs' stakeholders to analyse and identify power dynamics, systematic bottleneck, and potential leverage points.
	Looking at the bigger picture	Analyses NS strategy, operational challenges, key relationships within NS, and relates these to own area of work.	Supports counterpart to maintain overview of initiatives that contribute to NSD and how these interact.	Supports NS leadership in making sense of wider NS picture, improved oversight and coordination among key initiatives that contribute to NSD and how these interact.
	Handling complexity	Reflects organisational complexity in formal and informal communications to NS counterparts and within my own organisation.		Monitors change within a complex system and advise NS counterparts and my own organisation on adjustments / corrections.
	Explaining complex systems	Represents complex systems visually and / or verbally.	Uses systems tools (e.g. Viable Systems Model, Soft Systems Methodology, Causal loop diagram etc) in personal practice. Introduces key elements of these tools into NS.	Facilitates use of systems tools within NS and own organisation.
5. FOSTERING SUSTAINABLE CHANGE	Risk Management	Facilitates dialogue to explore NS's integrity, reputation and sustainability risk in own area of work.	Supports NS counterparts to implement risk management approach.	Supports NS leadership to identify, manage and mitigate organisational risk.
	Organisational Assessment	Understands RCRC tools (such as OCAC, BOCA) and external approaches to support organisational assessment.	Refrains from imposing assessment tools without careful consideration and discussion with stakeholders on how it links to other processes taking place within the NS. Is able to utilize these tools and approaches and to support NS and colleagues to interpret results.	Supports NS to strategically select and use existing RCRC tools and approaches. Supports the use of outcomes from organisational assessments to define needs, and accompany NS leadership to critically reflect on organisational weaknesses.
	Facilitating change	Facilitates discussions among NS counterpart / stakeholder groups in my technical area of work, to enable their ownership to drive change.	Support NS counterpart to develop strategies for NS change, and design ways to monitor its effectiveness.	Supports NS leadership to set the vision and strategy for change process (including strategies to address blockages to change), appropriate targets, and build internal / external coalitions for change. Supports NS leadership to manage conflict within NS, including acting as 'neutral broker' if needed.
	Setting inclusive process	Facilitates - in own area of work - opportunities to include perspectives of minority voices / groups within the NS to have their voices heard.	Supports counterpart to ensure inclusive process in NSD initiatives.	Challenges and supports NS leaderships to include perspectives of minority groups within NS and ensure inclusive approach in NS decision-making process.
	Strengthening Leadership skills	Accompanies and supports NS counterparts to outline their action and lead it.	Coaches / mentors individual counterparts to strengthen leadership skills where needed.	Coaches / mentors senior leaders where needed. Supports NS to explore ways to set internal leadership development pathways.
	Challenge dependency	Challenges NS Counterpart and own organisation to reduce NS's dependency on Movement resources in own area of work, when appropriate. Understands Financial Sustainability Framework.	Facilitate discussions within own organisation and with NS counterpart to scope for longer-term reliable resources and overall financial sustainability.	Challenges and supports NS leadership to reduce NS dependency on Movement resources especially for NS core mandated services towards heightened Financial Sustainability. Support NS leadership to explore potential domestic resources and opportunities.

CORE AREAS FOR NSD	ATTRIBUTE	TIER 1: FOUNDATIONAL	TIER 2: SKILLED (1+2)	TIER 3: PROFICIENT (1+2+3)
6. NURTURING INNOVATION AND CREATING CULTURE OF LEARNING	Embracing new/different ways of working	Supports counterpart in exploring and using existing and new resources (including new technologies) in own area of work.	Facilitates tools (e.g. Action Learning) and opportunities to support NS counterparts and own team/organisation to design, test, evaluate and replicate different ways of working appropriate to the context.	Serves as a critical advisor for NS leadership to adapt organisation to future needs and explore different ways of working. Supports NS leadership to create a culture in which intelligent risk-taking and occasional failure are celebrated.
	Utilising data	Supports data collection and analysis in technical area to provide evidence for future planning / change.	Supports NS counterparts to collect, analyse and make visual relevant data on NS performance.	Supports NS leadership to integrate data collection and analysis as base of evidence for strategic decision-making.
	Serving as learning-knowledge broker	Refrains from imposing pre-packaged ideas.	Constantly updates own knowledge on examples and case-materials and serves as a learning-knowledge broker to NS Counter part.	Constantly updates own knowledge on examples and case-materials and serves as a learning-knowledge broker to NS Leadership.
	Learning opportunities and strategies	Facilitating peer learning opportunities within the NS (among branches) and across the Federation Network, within own area of work.	Supports NS to assess learning needs and identify appropriate learning approaches, including developing peer learning mechanism within the NS. Advocates for linkage between learning and organisational change.	Supports NS leadership to develop and implement learning strategies, and supports peer-learning mechanisms within own NS, with external actors and with other National Societies.
7. CONNECTING AND COORDINATING	Facilitating connections	Facilitates connection among individuals, branches, NSs, and non-Movement actors within own area of work.		Supports NS leadership to identify strategic connections inside and outside Movement and develop tools/approaches to manage relationships. Support NS leadership to engage effectively with Movement statutory meetings.
	Understanding and positioning NS's strategic priorities	Understands the agenda of the NS and its NSD priorities and ensures alignment and supports them through own area of work.	Provides technical support to define NS's Strategic priorities (e.g. NS strategic planning processes) and its multi-year plan for NSD. Supports NS counterparts to better demonstrate and communicate its development journey and priorities to its stakeholders.	Supports NS leadership to oversee and lead the process to define the NS's strategic priorities (e.g. strategic planning processes). Support NS leadership to better demonstrate and communicate its development journey and priorities to movement and non-movement stakeholders.
	Alignment to NS strategic priorities	Assesses and manages risks of own technical area in relation to the NS strategic, programmatic and service delivery focus.	Shapes all programme support in full alignment with NS's strategic, programmatic and service delivery focus, minimizing and aligning any additional requests in terms of measurement, reporting and accountability.	Strategically and proactively aligns all programmatic support to clear NS strategic, programmatic and service delivery priorities.
	Utilising coordination mechanisms	Understands existing coordination mechanism in its own area of work and actively contributing to strengthening it and avoid setting parallel coordination structures and processes.	Utilise coordination frameworks and tools and supports NS counterpart to maintain overview of NSD initiatives and develop coordination mechanisms for NSD.	Supports NS leadership to develop and lead coordination mechanisms for domestic and international partners.
	Developing shared agenda	Facilitates dialogue to strengthen mutual understanding between the NS and own organisation.		Convenes and coordinating multiple actors to define shared agendas especially around NSD.

## Tier coverage for Sr. NSD support role

This is for NSD support roles who engage with NS Senior Leadership as part of its role

CORE AREAS FOR NSD	ATTRIBUTE	TIER 1: FOUNDATIONAL	TIER 2: SKILLED (1+2)	TIER 3: PROFICIENT (1+2+3)
1. TRUST, RELATIONSHIP BUILDING	Respect and openness	Approaches NS with open mindset; invests and takes time to understand where the NS is in its development journey and its priorities.	Builds mutually respectful relationships with NS counterpart, and consistently respects NS autonomy.	Uses own positioning to support effective relationships and dialogues between NS and NSD supporters.
	Listening skills	Listens actively to interlocutors.		
	Confidentiality	Respects and protects NS and individual confidentiality.		
	Patience and realism	Practices patience and remains realistic in expectations of organisational change.		
	Flexibility	Explores possibility to revise plans and be flexible in response to changing circumstances.		
	Empowerment	Encourages and empowers NS counterparts to take the lead and accompany them in decision-making and implementation.		Encourages and supports NS leadership to lead and accompanies them in decision-making and implementation.
	Integrity	Demonstrates high levels of personal and professional integrity.	Understands IFRC procedures for addressing integrity issues.	Advocates for NS leadership to set effective measures to protect NS integrity and supports them to address structural elements of integrity challenges.
2. RESPECTING NATIONAL SOCIETIES AS VOLUNTEER AND MEMBERSHIP-BASED LOCAL ACTORS	Principle based advice	Respectfully listens to the opinions and concerns of NS senior leaders, and relates to it in own area of work.	Ability to analyse issues and risk foreseen and share them in a constructive manner to NS counterpart. Ability to clearly communicate own organisations' principles and values to NS counterpart.	Ability to "speak truth to power" by elaborating analysed risks/issues, and own standing points, and communicate them, clearly in the right moment. Uses conflict resolution skills to find mutual agreement points and solutions.
	Respecting organisational model and Branch system	Understands the NS's organisational model (including Volunteering practice, Membership roles, Governance and Management relations, Branch model, relationship with other local agencies) and respects them as local actors including their local decision-making processes.	Supports NS counterparts in addressing specific issues within the branch system or in individual branches. Understands and is able to describe the "Guidance for National Society Statutes".	Supports NS leadership to develop and lead a strategy to strengthen branch systems. Advises NS on effective governance / Statutes revision processes providing access to professional support as required.
	Respecting volunteering practice	Aligns own work to respect, build on and strengthen existing NS practice in volunteering.	Supports NS counterparts to strengthen elements of volunteer systems.	Supports NS leadership to transform scale and scope of NS's volunteering practice.
	Contributing to Financial Sustainability	Actively reviews the implications and both positive and negative impact of own action towards NS's sustainability.	Supports NS counterparts in addressing specific areas of NSs' Financial Sustainability.	Serves as a critical advisor for NS leadership to develop and implement sustainable NS business model.
	Balancing development needs and humanitarian aid/project	Assesses and manages risk of short-term humanitarian aid/project funding in own technical area, to minimise potential damage to long-term NSD goals.	Advises NS counterparts on managing humanitarian aid/project funding, to maximise NSD impact and minimise potential damage to long-term NSD goals.	Maintains NS leadership attention on long-term NS sustainability and its relevance as domestic humanitarian actor. Advises strategy to manage humanitarian aid/project funding, to maximise opportunities to address NSD needs and minimise potential damage to long-term NSD goals.
Reflecting ways of working	Describes how "IFRC NSD Policy" and "IFRC Volunteering Policy" relates and affects own area of work.	Promotes better understanding of NSD related key documents among peers/colleagues, and facilitates discussion to explore how it relates to new/different way of working with NSs.	Promotes reflection within own organisation on how collective work is done and its positive and negative implications to NSs long-term development, and guides and provides oversight for improved action.	
3. AWARENESS OF ORGANISATIONAL CULTURE	NS context and challenge	Analyses organisational and contextual situation the NS is facing.	Analyses organisational challenges and key relationships, and finds respectful ways of providing support within such context.	Advises partners and stakeholders working with the NSs on better understanding and respect the NS organisational culture and facilitates ways to provide support.
	Own culture and bias	Aware of own culture and biases. Creates mutual understandings across different cultures.	Able to align own culture to local context and NS's organisational culture. Supports respectful cultural understanding between NS and supporters.	Facilitates awareness and understanding of different organisational cultures and leverages understanding towards improved long-term partnership and increased impact.
	Transparency and Accountability	Understands local transparency and accountability practice and define ways to introduce new standards in synergy with existing culture.	Able to challenge and support NS counterparts to strengthen NS transparency and accountability at all levels.	Able to challenge and support NS leadership to lead and create an organisational culture of transparency and accountability.
4. SYSTEMS THINKING	Identification of opportunities and barriers	Analyses opportunities and barriers to sustainable change in own area of work.	Supports NS counterpart to analyse and identify power dynamics, leverage points and potential action within NS.	Supports NS leadership and the NSs' stakeholders to analyse and identify power dynamics, systematic bottleneck, and potential leverage points.
	Looking at the bigger picture	Analyses NS strategy, operational challenges, key relationships within NS, and relates these to own area of work.	Supports counterpart to maintain overview of initiatives that contribute to NSD and how these interact.	Supports NS leadership in making sense of wider NS picture, improved oversight and coordination among key initiatives that contribute to NSD and how these interact.
	Handling complexity	Reflects organisational complexity in formal and informal communications to NS counterparts and within my own organisation.		Monitors change within a complex system and advise NS counterparts and my own organisation on adjustments / corrections.
	Explaining complex systems	Represents complex systems visually and / or verbally.	Uses systems tools (e.g. Viable Systems Model, Soft Systems Methodology, Causal loop diagram etc) in personal practice. Introduces key elements of these tools into NS.	Facilitates use of systems tools within NS and own organisation.
5. FOSTERING SUSTAINABLE CHANGE	Risk Management	Facilitates dialogue to explore NS's integrity, reputation and sustainability risk in own area of work.	Supports NS counterparts to implement risk management approach.	Supports NS leadership to identify, manage and mitigate organisational risk.
	Organisational Assessment	Understands RCRC tools (such as OCAC, BOCA) and external approaches to support organisational assessment.	Refrains from imposing assessment tools without careful consideration and discussion with stakeholders on how it links to other processes taking place within the NS. Is able to utilize these tools and approaches and to support NS and colleagues to interpret results.	Supports NS to strategically select and use existing RCRC tools and approaches. Supports the use of outcomes from organisational assessments to define needs, and accompany NS leadership to critically reflect on organisational weaknesses.
	Facilitating change	Facilitates discussions among NS counterpart / stakeholder groups in my technical area of work, to enable their ownership to drive change.	Support NS counterpart to develop strategies for NS change, and design ways to monitor its effectiveness.	Supports NS leadership to set the vision and strategy for change process (including strategies to address blockages to change), appropriate targets, and build internal / external coalitions for change. Supports NS leadership to manage conflict within NS, including acting as 'neutral broker' if needed.
	Setting inclusive process	Facilitates - in own area of work - opportunities to include perspectives of minority voices / groups within the NS to have their voices heard.	Supports counterpart to ensure inclusive process in NSD initiatives.	Challenges and supports NS leaderships to include perspectives of minority groups within NS and ensure inclusive approach in NS decision-making process.
	Strengthening Leadership skills	Accompanies and supports NS counterparts to outline their action and lead it.	Coaches / mentors individual counterparts to strengthen leadership skills where needed.	Coaches / mentors senior leaders where needed. Supports NS to explore ways to set internal leadership development pathways.
	Challenge dependency	Challenges NS Counterpart and own organisation to reduce NS's dependency on Movement resources in own area of work, when appropriate. Understands Financial Sustainability Framework.	Facilitate discussions within own organisation and with NS counterpart to scope for longer-term reliable resources and overall financial sustainability.	Challenges and supports NS leadership to reduce NS dependency on Movement resources especially for NS core mandated services towards heightened Financial Sustainability. Support NS leadership to explore potential domestic resources and opportunities.



CORE AREAS FOR NSD	ATTRIBUTE	TIER 1: FOUNDATIONAL	TIER 2: SKILLED (1+2)	TIER 3: PROFICIENT (1+2+3)
6. NURTURING INNOVATION AND CREATING CULTURE OF LEARNING	Embracing new/different ways of working	Supports counterpart in exploring and using existing and new resources (including new technologies) in own area of work.	Facilitates tools (e.g. Action Learning) and opportunities to support NS counterparts and own team/organisation to design, test, evaluate and replicate different ways of working appropriate to the context.	Serves as a critical advisor for NS leadership to adapt organisation to future needs and explore different ways of working. Supports NS leadership to create a culture in which intelligent risk-taking and occasional failure are celebrated.
	Utilising data	Supports data collection and analysis in technical area to provide evidence for future planning / change.	Supports NS counterparts to collect, analyse and make visual relevant data on NS performance.	Supports NS leadership to integrate data collection and analysis as base of evidence for strategic decision-making.
	Serving as learning-knowledge broker	Refrains from imposing pre-packaged ideas.	Constantly updates own knowledge on examples and case-materials and serves as a learning-knowledge broker to NS Counter part.	Constantly updates own knowledge on examples and case-materials and serves as a learning-knowledge broker to NS Leadership.
	Learning opportunities and strategies	Facilitating peer learning opportunities within the NS (among branches) and across the Federation Network, within own area of work.	Supports NS to assess learning needs and identify appropriate learning approaches, including developing peer learning mechanism within the NS. Advocates for linkage between learning and organisational change.	Supports NS leadership to develop and implement learning strategies, and supports peer-learning mechanisms within own NS, with external actors and with other National Societies.
7. CONNECTING AND COORDINATING	Facilitating connections	Facilitates connection among individuals, branches, NSs, and non-Movement actors within own area of work.		Supports NS leadership to identify strategic connections inside and outside Movement and develop tools/approaches to manage relationships. Support NS leadership to engage effectively with Movement statutory meetings.
	Understanding and positioning NS's strategic priorities	Understands the agenda of the NS and its NSD priorities and ensures alignment and supports them through own area of work.	Provides technical support to define NS's Strategic priorities (e.g. NS strategic planning processes) and its multi-year plan for NSD. Supports NS counterparts to better demonstrate and communicate its development journey and priorities to its stakeholders.	Supports NS leadership to oversee and lead the process to define the NS's strategic priorities (e.g. strategic planning processes). Support NS leadership to better demonstrate and communicate its development journey and priorities to movement and non-movement stakeholders.
	Alignment to NS strategic priorities	Assesses and manages risks of own technical area in relation to the NS strategic, programmatic and service delivery focus.	Shapes all programme support in full alignment with NS's strategic, programmatic and service delivery focus, minimizing and aligning any additional requests in terms of measurement, reporting and accountability.	Strategically and proactively aligns all programmatic support to clear NS strategic, programmatic and service delivery priorities.
	Utilising coordination mechanisms	Understands existing coordination mechanism in its own area of work and actively contributing to strengthening it and avoid setting parallel coordination structures and processes.	Utilise coordination frameworks and tools and supports NS counterpart to maintain overview of NSD initiatives and develop coordination mechanisms for NSD.	Supports NS leadership to develop and lead coordination mechanisms for domestic and international partners.
	Developing shared agenda	Facilitates dialogue to strengthen mutual understanding between the NS and own organisation.		Convenes and coordinating multiple actors to define shared agendas especially around NSD.

## Tier coverage for HoD

Areas outlined in this example may reduce especially if it is covered by a Sr. NSD support role

CORE AREAS FOR NSD	ATTRIBUTE	TIER 1: FOUNDATIONAL	TIER 2: SKILLED (1+2)	TIER 3: PROFICIENT (1+2+3)
1. TRUST, RELATIONSHIP BUILDING	Respect and openness	Approaches NS with open mindset; invests and takes time to understand where the NS is in its development journey and its priorities.	Builds mutually respectful relationships with NS counterpart, and consistently respects NS autonomy.	Uses own positioning to support effective relationships and dialogues between NS and NSD supporters.
	Listening skills	Listens actively to interlocutors.		
	Confidentiality	Respects and protects NS and individual confidentiality.		
	Patience and realism	Practices patience and remains realistic in expectations of organisational change.		
	Flexibility	Explores possibility to revise plans and be flexible in response to changing circumstances.		
	Empowerment	Encourages and empowers NS counterparts to take the lead and accompany them in decision-making and implementation.		Encourages and supports NS leadership to lead and accompanies them in decision-making and implementation.
	Integrity	Demonstrates high levels of personal and professional integrity.	Understands IFRC procedures for addressing integrity issues.	Advocates for NS leadership to set effective measures to protect NS integrity and supports them to address structural elements of integrity challenges.
2. RESPECTING NATIONAL SOCIETIES AS VOLUNTEER AND MEMBERSHIP-BASED LOCAL ACTORS	Principle based advice	Respectfully listens to the opinions and concerns of NS senior leaders, and relates to it in own area of work.	Ability to analyse issues and risk foreseen and share them in a constructive manner to NS counterpart.  Ability to clearly communicate own organisations' principles and values to NS counterpart.	Ability to "speak truth to power" by elaborating analysed risks/issues, and own standing points, and communicate them, clearly in the right moment.  Uses conflict resolution skills to find mutual agreement points and solutions.
	Respecting organisational model and Branch system	Understands the NS's organisational model (including Volunteering practice, Membership roles, Governance and Management relations, Branch model, relationship with other local agencies) and respects them as local actors including their local decision-making processes.	Supports NS counterparts in addressing specific issues within the branch system or in individual branches. Understands and is able to describe the "Guidance for National Society Statutes".	Supports NS leadership to develop and lead a strategy to strengthen branch systems.  Advises NS on effective governance / Statutes revision processes providing access to professional support as required.
	Respecting volunteering practice	Aligns own work to respect, build on and strengthen existing NS practice in volunteering.	Supports NS counterparts to strengthen elements of volunteer systems.	Supports NS leadership to transform scale and scope of NS's volunteering practice.
	Contributing to Financial Sustainability	Actively reviews the implications and both positive and negative impact of own action towards NS's sustainability.	Supports NS counterparts in addressing specific areas of NS's Financial Sustainability.	Serves as a critical advisor for NS leadership to develop and implement sustainable NS business model.
3. AWARENESS OF ORGANISATIONAL CULTURE	Balancing development needs and humanitarian aid/project	Assesses and manages risk of short-term humanitarian aid/project funding in own technical area, to minimise potential damage to long-term NSD goals.	Advises NS counterparts on managing humanitarian aid/project funding, to maximise NSD impact and minimise potential damage to long-term NSD goals.	Maintains NS leadership attention on long-term NS sustainability and its relevance as domestic humanitarian actor.  Advises strategy to manage humanitarian aid/project funding, to maximise opportunities to address NSD needs and minimise potential damage to long-term NSD goals.
	Reflecting ways of working	Describes how "IFRC NSD Policy" and "IFRC Volunteering Policy" relates and affects own area of work.	Promotes better understanding of NSD related key documents among peers/colleagues, and facilitates discussion to explore how it relates to new/different way of working with NSs.	Promotes reflection within own organisation on how collective work is done and its positive and negative implications to NSs long-term development, and guides and provides oversight for improved action.
	NS context and challenge	Analyses organisational and contextual situation the NS is facing.	Analyses organisational challenges and key relationships, and finds respectful ways of providing support within such context.	Advises partners and stakeholders working with the NSs on better understanding and respect the NS organisational culture and facilitates ways to provide support.
4. SYSTEMS THINKING	Own culture and bias	Aware of own culture and biases. Creates mutual understandings across different cultures.	Able to align own culture to local context and NS's organisational culture. Supports respectful cultural understanding between NS and supporters.	Facilitates awareness and understanding of different organisational cultures and leverages understanding towards improved long-term partnership and increased impact.
	Transparency and Accountability	Understands local transparency and accountability practice and define ways to introduce new standards in synergy with existing culture.	Able to challenge and support NS counterparts to strengthen NS transparency and accountability at all levels.	Able to challenge and support NS leadership to lead and create an organisational culture of transparency and accountability.
	Identification of opportunities and barriers	Analyses opportunities and barriers to sustainable change in own area of work.	Supports NS counterpart to analyse and identify power dynamics, leverage points and potential action within NS.	Supports NS leadership and the NSs' stakeholders to analyse and identify power dynamics, systematic bottleneck, and potential leverage points.
	Looking at the bigger picture	Analyses NS strategy, operational challenges, key relationships within NS, and relates these to own area of work.	Supports counterpart to maintain overview of initiatives that contribute to NSD and how these interact.	Supports NS leadership in making sense of wider NS picture, improved oversight and coordination among key initiatives that contribute to NSD and how these interact.
5. FOSTERING SUSTAINABLE CHANGE	Handling complexity	Reflects organisational complexity in formal and informal communications to NS counterparts and within my own organisation.		Monitors change within a complex system and advise NS counterparts and my own organisation on adjustments / corrections.
	Explaining complex systems	Represents complex systems visually and / or verbally.	Uses systems tools (e.g. Viable Systems Model, Soft Systems Methodology, Causal loop diagram etc) in personal practice. Introduces key elements of these tools into NS.	Facilitates use of systems tools within NS and own organisation.
	Risk Management	Facilitates dialogue to explore NS's integrity, reputation and sustainability risk in own area of work.	Supports NS counterparts to implement risk management approach.	Supports NS leadership to identify, manage and mitigate organisational risk.
	Organisational Assessment	Understands RCRC tools (such as OCAC, BOCA) and external approaches to support organisational assessment.	Refrains from imposing assessment tools without careful consideration and discussion with stakeholders on how it links to other processes taking place within the NS Is able to utilize these tools and approaches and to support NS and colleagues to interpret results.	Supports NS to strategically select and use existing RCRC tools and approaches. Supports the use of outcomes from organisational assessments to define needs, and accompany NS leadership to critically reflect on organisational weaknesses.
	Facilitating change	Facilitates discussions among NS counterpart / stakeholder groups in my technical area of work, to enable their ownership to drive change.	Support NS counterpart to develop strategies for NS change, and design ways to monitor its effectiveness.	Supports NS leadership to set the vision and strategy for change process (including strategies to address blockages to change), appropriate targets, and build internal / external coalitions for change. Supports NS leadership to manage conflict within NS, including acting as 'neutral broker' if needed.
	Setting inclusive process	Facilitates - in own area of work - opportunities to include perspectives of minority voices / groups within the NS to have their voices heard.	Supports counterpart to ensure inclusive process in NSD initiatives.	Challenges and supports NS leaderships to include perspectives of minority groups within NS and ensure inclusive approach in NS decision-making process.
Strengthening Leadership skills	Accompanies and supports NS counterparts to outline their action and lead it.	Coaches / mentors individual counterparts to strengthen leadership skills where needed.	Coaches / mentors senior leaders where needed. Supports NS to explore ways to set internal leadership development pathways.	
Challenge dependency	Challenges NS Counterpart and own organisation to reduce NS's dependency on Movement resources in own area of work, when appropriate. Understands Financial Sustainability Framework.	Facilitate discussions within own organisation and with NS counterpart to scope for longer-term reliable resources and overall financial sustainability.	Challenges and supports NS leadership to reduce NS dependency on Movement resources especially for NS core mandated services towards heightened Financial Sustainability. Support NS leadership to explore potential domestic resources and opportunities.	

CORE AREAS FOR NSD	ATTRIBUTE	TIER 1: FOUNDATIONAL	TIER 2: SKILLED (1+2)	TIER 3: PROFICIENT (1+2+3)
6. NURTURING INNOVATION AND CREATING CULTURE OF LEARNING	Embracing new/different ways of working	Supports counterpart in exploring and using existing and new resources (including new technologies) in own area of work.	Facilitates tools (e.g. Action Learning) and opportunities to support NS counterparts and own team/organisation to design, test, evaluate and replicate different ways of working appropriate to the context.	Serves as a critical advisor for NS leadership to adapt organisation to future needs and explore different ways of working.  Supports NS leadership to create a culture in which intelligent risk-taking and occasional failure are celebrated.
	Utilising data	Supports data collection and analysis in technical area to provide evidence for future planning / change.	Supports NS counterparts to collect, analyse and make visual relevant data on NS performance.	Supports NS leadership to integrate data collection and analysis as base of evidence for strategic decision-making.
	Serving as learning-knowledge broker	Refrains from imposing pre-packaged ideas.	Constantly updates own knowledge on examples and case-materials and serves as a learning-knowledge broker to NS Counter part.	Constantly updates own knowledge on examples and case-materials and serves as a learning-knowledge broker to NS Leadership.
	Learning opportunities and strategies	Facilitating peer learning opportunities within the NS (among branches) and across the Federation Network, within own area of work.	Supports NS to assess learning needs and identify appropriate learning approaches, including developing peer learning mechanism within the NS. Advocates for linkage between learning and organisational change.	Supports NS leadership to develop and implement learning strategies, and supports peer-learning mechanisms within own NS, with external actors and with other National Societies.
7. CONNECTING AND COORDINATING	Facilitating connections	Facilitates connection among individuals, branches, NSs, and non-Movement actors within own area of work.		Supports NS leadership to identify strategic connections inside and outside Movement and develop tools/approaches to manage relationships.  Support NS leadership to engage effectively with Movement statutory meetings.
	Understanding and positioning NS's strategic priorities	Understands the agenda of the NS and its NSD priorities and ensures alignment and supports them through own area of work.	Provides technical support to define NS's Strategic priorities (e.g. NS strategic planning processes) and its multi-year plan for NSD. Supports NS counterparts to better demonstrate and communicate its development journey and priorities to its stakeholders.	Supports NS leadership to oversee and lead the process to define the NS's strategic priorities (e.g. strategic planning processes). Support NS leadership to better demonstrate and communicate its development journey and priorities to movement and non-movement stakeholders.
	Alignment to NS strategic priorities	Assesses and manages risks of own technical area in relation to the NS strategic, programmatic and service delivery focus.	Shapes all programme support in full alignment with NS's strategic, programmatic and service delivery focus, minimizing and aligning any additional requests in terms of measurement, reporting and accountability.	Strategically and proactively aligns all programmatic support to clear NS strategic, programmatic and service delivery priorities.
	Utilising coordination mechanisms	Understands existing coordination mechanism in its own area of work and actively contributing to strengthening it and avoid setting parallel coordination structures and processes.	Utilise coordination frameworks and tools and supports NS counterpart to maintain overview of NSD initiatives and develop coordination mechanisms for NSD.	Supports NS leadership to develop and lead coordination mechanisms for domestic and international partners.
	Developing shared agenda	Facilitates dialogue to strengthen mutual understanding between the NS and own organisation.		Convenes and coordinating multiple actors to define shared agendas especially around NSD.