

HEADS OF PROFESSION GROUP TECHNICAL COMPETENCY FRAMEWORKS

About the Advisory Cadres

FCDO is recognised for its world-class technical and analytical capability in International Development. This capability is concentrated in our Advisers who are international development policy and investment delivery experts. Advisers help identify, generate and utilise the best evidence, knowledge, technology and ideas to improve the impact of UK Aid.

Advisers have key roles in programme design, appraisal, management and evaluation; in the development and implementation of policy; and, in development diplomacy and international partnerships. They play a critical role in inter-disciplinary thinking and thought leadership, linking programmes and bringing deep expertise to maximise impact. They have strong links with development networks, research organisations and professional bodies in the UK and globally.

There are approximately 1000 advisers, in grades A1/D7, A2/D6 and A2L/C5, in FCDO, with a diverse mix of UK, non-UK home civil service and locally employed advisory staff. Advisers are employed across FCDO and other ODA spending government departments, primarily by country programmes and lead policy and research teams. Advisers are accredited to one or more of thirteen advisory cadres which are professional bodies within FCDO (Climate and Environment, Conflict, Economics, Education, Evaluation, Governance, Health, Humanitarian, Infrastructure, Livelihoods, Private Sector Development, Social Development and Statistics). The Economics, Statistics and Evaluation cadres are linked to government-wide advisory services.

Each cadre has a Head of Profession (HoP), who provides thought leadership, quality assurance (the right advice from the right adviser in the right place) and continuous professional development.

Advisory capabilities

Advisers have a lot to offer FCDO and other ODA spending government departments.

- A **world class reputation** of technical credibility;
- An **expert depth of technical expertise**, developed through learning in specialist areas and significant country level experience;
- **High standards of quality assured** professional technical knowledge, thought leadership and appraisal, based on evidence from the latest research and data;
- **Experience of applying** technical expertise to operational delivery in varying **contexts** (geographic, political, socio-economic, institutions) ;
- **Vibrant Communities of Practice and Networks of professional contacts** and institutional connections with whom FCDO collaborates.

Advisers have certain capabilities in common. These are embedded into each of the TCFs and include but are not limited to the following:

- **International Development** expertise to maximise the impact of UK investment and policy.

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- Thought leadership from specific professional perspectives as well as the ability to work with others to generate **interdisciplinary** solutions.
- Deep and broad expertise and flexibility.
- Leading or supporting the development, implementation and review of **policy**.
- Designing, appraising, managing, monitoring and evaluating **programmes and research**.
- Using **evidence** to inform policy and programming, translating evidence into action, including monitoring and evaluation.
- Engaging in **development diplomacy, thinking and working politically**
- Networking and brokering **partnerships** with governments, civil society, the private sector, multilaterals, research organisations and professional bodies in the UK and globally.
- Applying key **economic and commercial concepts** and ensuring value for money.
- Harnessing the potential for **data/digital/technology/innovation**.
- Ensuring that we do-no-harm, while proactively benefiting poor and excluded people by integrating gender equality, child protection, disability inclusion and **social safeguards**, including Preventing Sexual Exploitation and Abuse, and Sexual Harassment.
- Considering **climate and environment** elements of programme, policy and portfolio design and management, and ensuring environmental safeguarding.
- **Political Economy Analysis**, building stability, understanding drivers of conflict in **Fragile and Conflict Affected States** and how they cut across to other sectors.
- Demonstration of strong civil service behaviours in applying, communicating, influencing and leading technical and evidence-informed processes and engagement.

How Technical Competency Frameworks (TCFs) should be used

TCFs are structured and presented so that for every cadre:

- competencies are clearly defined in terms of *what* rather than *how*;
- each competency has *working, practitioner or expert* levels;
- this allows breadth and depth of expertise to be mapped;
- competencies are marked as *optional or required*;
- there is clear signalling of different ways each competency can be *acquired*;
- there is clear signalling of how each competency can/will be *evidenced*.

TCFs use modular systems where each individual demonstrates their expertise in each competency, assessed at accreditation using the type of evidence indicated. We have three levels of accreditation, corresponding to the three advisory grades (A2L/C5, A2/D6 and A1/D7). Modules and credit thresholds for each level is defined by HoPs in their respective TCF.

This approach will underpin improvements in many areas, including:

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- cadre diversity and inclusion – by being very clear and transparent about the requirements for cadre entry and progression and how they can be acquired and evidenced;
- advisory career paths – by clearly setting out the skills required at each grade, that can be adopted across government;
- FCDO capability – by improving FCDO’s ability to understand our current capability and build future capabilities;
- government ODA capability – by providing a clear framework we are proud to export and that can be easily understood and adopted.

Your level of expertise

- **Working Level:** You have a working knowledge and practical experience of this competency. You are self-sufficient at applying this within a restricted number of areas, or under supervision in more complex areas.
- **Practitioner:** You have detailed knowledge and significant experience of this competency. You can apply and advise on more complicated or difficult issues in relation to this area. You are able to assess, determine and adopt a flexible approach. You actively share lessons learned.
- **Expert:** You have expert knowledge and experience in this area. You are known as an expert, acknowledged by others across government and partners. You apply this competency to complex issues. You use your knowledge and experience to review/change practice by using a wide range of tools.

CLIMATE AND ENVIRONMENT CADRE

The Climate and Environment professional cadre leads DFID's work on low carbon development, reducing poor people's vulnerability to climate change and reducing environmental degradation of land, water and air. Our work has poverty alleviation and pro-poor development at its heart. The sustainable and responsible use of natural resources and fossil fuel reserves is one of the key challenges for economic development: Our aim is to unlock the potential of green growth and create truly sustainable development for future generations to improve the wellbeing and opportunities of millions trapped by poverty.

The climate and environment cadre delivers DFID's commitment to do no harm and safeguarding the environment and to create opportunities for innovative environmental policies that combine the needs and wishes of developing countries within the challenge of climate change. To mitigate the risk of harmful climate change and adapt to its effects we aim to build the best possible evidence base to enable effective decision-making.

The cadre supports DFID's core work in building resilience to natural disasters and responding to humanitarian emergencies by providing key technical advice on climate change science and impacts, environmental governance, and natural resource management. Our objective is to improve the resilience of communities in vulnerable areas through responsive project design and the translation of scientific capability across DFID.

The purpose of the Climate and Environment Cadre is to provide core C+E inputs to programming across DFID, to visualise activities through a climate and environment lens and understand the benefits and risks of any intervention. The key services that climate and environment advisers offer are to:

1. Offer technical and advisory capacity across the full range of C+E technical competency areas
2. Work collaboratively across departments and teams to provide key evidence, support technical assessments, and research that provide information on the impacts of greenhouse gases and environmental pollution
3. Address and raise awareness of the environmental and climate risks that can undermine delivery and impact of programmes
4. Support other cadre's members and teams in their personal and professional development and learning on climate and environment issues.

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Optional Mandatory Your level: W=Working, P=Practitioner, E=Expert.

How you will be assessed: APP=Application, OP=Oral Presentation, INT=Interview, WT=Written Test, SWW=Sample of Written Work.

Your evidence might look like: WBA=Work-based Application, WBT=Work-based Training inc 10% cadre contribution, SDS=Self-Directed Study, PR=Project Report, Q=Qualification, PP=Published or Peer-Reviewed Paper/dissertation, PDR=Professional Development Record or learning log.

	Your level is...			How you will be assessed ...					Your evidence might look like...						
	W	P	E	APP	OP	INT	WT	SWW	WBA	WBT	SDS	PR	Q	PP	PDR
Advisory Capabilities															
All C&E advisers are required to be able to demonstrate the ability to apply the advisory capabilities outlined above into the C&E technical competencies below															
Competency 1: Climate change impacts, adaptation and resilience															
1.1 You can explain, analyse, describe and apply															
1.1.1 the theory behind the principles of adaptation and resilience with some degree of incorporating this analysis into specific measures in developing countries;															
1.1.2 a range of specific climate impacts and opportunities with appropriate adaptation or resilience measures in a range of developing country contexts (e.g. urban vs. rural) and environments (e.g. semi-arid pastures, forests, mountainous ecosystems etc.);															
1.1.3 how climate information services can support better decisions, how to apply climate risk management frameworks in developing countries and range of tools to handle uncertainty, including robust decisions, resilience and hedging;															
1.1.4 Risk management approaches to climate change adaptation and resilience;															
1.2 And are able to:															
1.2.1 design, manage and lead development programmes and policy based on a sound analysis of climate resilience in developing countries;															
1.2.2 apply climate impact information and incorporate it into design, management or support of programmes and policy in developing countries (in any sector) that support climate resilient pathways and help stakeholders think through uncertainty;															

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<p>1.2.3 identify and communicate to policy makers the implications of climate and environment considerations across a wide range public and private sector policy and activity;</p> <p>1.2.3 use adequate safeguards to mitigate negative impacts.</p> <p>1.2.4 Recommend risk-management based solutions to climate change impacts</p>			
<p>Competency 2: Low carbon development and climate change mitigation</p>			
<p>2.1 You can explain, analyse, describe and apply</p> <p>2.1.1 the discourse for reducing global greenhouse gas emissions, including the scientific and physical aspects, as well as the related international policy framework (e.g. Paris agreement);</p> <p>2.1.2 opportunities for developing countries in sustainable energy/low carbon development approaches including addressing policy barriers and structuring finance; private sector business models, technology options, energy & land use sectoral reform issues;</p> <p>2.2 and are able to:</p> <p>2.2.1 design, manage and lead development programmes and policy based on a sound analysis of low carbon opportunities in developing countries and the need for reducing greenhouse gas emissions;</p> <p>2.2.2 Enable design and implementation of low carbon interventions in support of growth and economic development.</p> <p>2.2.3 Recommend most appropriate low carbon technologies depending on the context</p>			
<p>Competency 3: Environmental Stewardship, including Natural Resource Management (NRM), resource scarcity, ecosystem services and pollution</p>			
<p>3.1 You can identify, describe, analyse and apply:</p> <p>3.1.1 the potential implications of resource scarcity and different approaches in NRM for the livelihoods of people and economies in developing countries</p> <p>3.1.2 the role of ecosystems services in developing countries in ensuring sustained poverty reduction and economic development, protecting livelihoods and assets (e.g. watershed management, flood protection etc.).</p> <p>3.1.3 the relevance of addressing pollution of air, land and water, including waste in developing countries</p> <p>3.1.4 the most appropriate cleaner technology options depending on the context</p> <p>3.2 And are able to:</p> <p>3.2.1 design & assess effective natural resource management in development programmes;</p>			

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<p>3.2.2 demonstrate effective natural resource related strategic planning, design and delivery of programme interventions to influence policy and practice</p> <p>3.2.3 Assess and design effective pollution abatement and control measures in policies and programmes</p> <p>3.2.4 the most appropriate cleaner technology options depending on the context</p>			
<p>Competency 4: Climate and Environment Science</p>			
<p>4.1 You can, in relation to specific contexts, identify, explain, analyse and apply:</p> <p>4.1.1 climate and environmental science principles, including (natural and anthropogenic) drivers of climate change and different climate systems (e.g. tropical vs temperate) and how they relate to development interventions;</p> <p>4.1.2 The broad principles of environmental sciences such as ecosystem services, biodiversity, environmental health and how these relate to development;</p> <p>4.1.3 Relevant academic and specialised publications and their relevance for development interventions.</p> <p>4.2 and are able to</p> <p>4.2.1 apply C&E science principles including anthropogenic and natural drivers of climate change, the differences and connections between different climate systems and phenomena to design, manage or support programmes and policy in developing countries (in any sector) that support low carbon development, good environmental stewardship and climate resilient pathways;</p> <p>4.2.2 identify and communicate to policy makers the implications of climate and environment considerations across a wide range public and private sector policy and activity;</p> <p>4.2.3 use adequate safeguards to mitigate negative impacts;</p>			
<p>Competency 5: Environmental Management Systems (EMS)</p>			
<p>5.1 you can identify, describe, explain and apply:</p> <p>5.1.1 the concept of Environmental Management Systems, ideally, with practical experience with an environmental management system (for example EIA, SEA, GIS);</p> <p>5.1.2 the role of cleaner technologies for environmental management systems;</p> <p>5.2 And are able to:</p> <p>5.2.1 design, implement and lead development programmes with appropriate environmental management systems to support growth and economic development and use EMS to provide adequate safeguards to mitigate negative impacts;</p>			

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5.2.2 Incorporate cleaner technology solutions in programme and policy design, development and implementation;				
Competency 6: Climate and environmental governance, nationally and internationally				
2.1 you can explain and analyse and appraise: 2.1.1 the principles of climate and environmental governance at the international level and the global climate and environmental governance frameworks and all the main treaties that have informed current and recent policies; 2.1.2 climate and environmental governance at national or international level, working with political economy and building champions for change. 2.2 Enabling advisers to: 2.2.1 lead programmes and policy processes on climate and environmental governance to create sustainable and pro-poor economic development and growth; 2.2.2 influence both policy frameworks and how climate and environment governance is applied in practice in development programmes				
Competency 7: Environment and climate finance				
6.1 You can describe, explain, analyse and apply: 6.1.1 Key aspects of environmental economics and analysis of climate finance mechanisms and systems 6.2 And are able to: 6.2.1 integrate climate finance elements into DFID policies and programmes; 6.2.2 develop, manage and lead integrated programmes that use climate finance effectively in support of poverty reduction, economic development and growth; 6.2.3 use a range of examples of valuation of ecosystem services and analyse the potential implications for DFID programmes; 6.2.4 influence patterns of economic development to increase resilience, and reducing lock in; 6.2.5 understand the connection of programming to International Climate Finance (ICF) priorities;				
Specialism Competency:				
1.1 You can explain, describe, analyse and apply in depth: 1.1.1 The application of climate and environment expertise to a selected field of your own choice, of detailed expertise recognised by other experts 1.2 Enabling advisers to: 1.2.1 design, implement and lead development programmes within their area of deep expertise to support growth and economic development and				WBA PP

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1.2.2 provide adequate safeguards to mitigate negative impacts within their area of detailed expertise; 1.2.3 Provide detailed technical advice to others in DFID within this area; 1.2.4 Act as a thought leader internationally within this area of deep technical expertise.			
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Accreditation Criteria

Grades	DESA/A2L	A2	A1
Competencies (at least one must be a climate resilience, low carbon development or environmental stewardship competency)	4 at working level	4 at practitioner level	3 at expert level; 2 at practitioner level (5 in total)
Specialism (One competency may be substituted by a technical specialism)	1 at expert level	1 at expert level	1 at expert level

When applying for at A2L and A2 level accreditation advisers must demonstrate a minimum of 4 technical competencies in total, at least one of which must be one of the following competences: Climate Resilience, Low Carbon Development or Environmental Stewardship. At A1 level advisers must demonstrate a minimum of 5 technical competencies in total, at least one of which must be one of the following competences: Climate Resilience, Low Carbon Development or Environmental Stewardship.

The specialist analytical competency may substitute for any one of the competencies.

The assessment methodologies marked in this TCF, represent the full range of ways competencies may be assessed during accreditation. Clear guidance will be provided about which competency is being assessed and through which methodology, at each stage of the accreditation process.