

## 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.
- 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:

- 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.

HEADS OF PROFESSIONS

Governance Technical Competency Framework

|  |  | Your level is... |              |        | You get this by... |      |     | Evidence might look like... |              |               |                        |                |                            |                         |
|--|--|------------------|--------------|--------|--------------------|------|-----|-----------------------------|--------------|---------------|------------------------|----------------|----------------------------|-------------------------|
|  |  | Working          | Practitioner | Expert | PGE                | WBTE | SDS | Interview                   | Written Test | Qualification | Published Paper/Thesis | Project Report | Evidence of successful use | Professional Level. Log |
| <b>Governance Core Competency-GCC: Applied Governance and Political Economy Analysis:</b>                    |  |                  |              |        |                    |      |     |                             |              |               |                        |                |                            |                         |
|  | <i>Understand governance evidence, policy and practice in a range of settings; demonstrates knowledge of political systems, core governance concepts and global, regional and transnational drivers of governance change. Apply political and institutional analysis to influence planning, dialogue, policy and programming decisions.</i>                |                  |              |        |                    |      |     |                             |              |               |                        |                |                            |                         |
| <b>Governance Specialist Competency-GSC 1: Accountable and Inclusive Politics</b>                            |  |                  |              |        |                    |      |     |                             |              |               |                        |                |                            |                         |
|  | <i>Demonstrate knowledge on how to foster inclusive political systems—including on elections, parliaments, political parties, civil society and media—while managing the risks. Influence and provide advice, set policy direction and programme leadership on political governance and accountability, working with HMG, and partners.</i>                |                  |              |        |                    |      |     |                             |              |               |                        |                |                            |                         |
| <b>Governance Specialist Competency-GSC 2: Public Sector Governance and Service Delivery</b>                 |  |                  |              |        |                    |      |     |                             |              |               |                        |                |                            |                         |
|  | <i>Demonstrate knowledge of public sector governance at national and local levels and application in particular sectors. Influence and provide analytical, advisory and programme support to civil service and sector reform processes that contribute to the sustainable improvements in service delivery.</i>  |                  |              |        |                    |      |     |                             |              |               |                        |                |                            |                         |
| <b>Governance Specialist Competency-GSC 3: Inclusive Growth and Economic Development</b>                     |  |                  |              |        |                    |      |     |                             |              |               |                        |                |                            |                         |
|  | <i>Demonstrate knowledge of institutional and political barriers and drivers for inclusive growth and economic development. Influence and provide support to economic development work in a range of settings.</i>   |                  |              |        |                    |      |     |                             |              |               |                        |                |                            |                         |
| <b>Governance Specialist Competency-GSC 4: Public Financial Management and Domestic Revenue Mobilisation</b> |  |                  |              |        |                    |      |     |                             |              |               |                        |                |                            |                         |
|  | <i>Understand the role of public financial management and domestic revenue mobilisation in development, accountability and state-building processes. Advise, influence policy direction and programme leadership on PFM and revenue mobilisation, working with HMG, country and international partners.</i>  |                  |              |        |                    |      |     |                             |              |               |                        |                |                            |                         |
| <b>Governance Specialist Competency-GSC 5: Anti-Corruption</b>   |  |                  |              |        |                    |      |     |                             |              |               |                        |                |                            |                         |
|  | <i>Understand the causes and effects of corruption in countries as well as corruption’s transnational and multi-sectoral nature. Provide strategic advice, influencing, works across other UK government departments and internationally, and designs and delivers programmes and strategies on corruption.</i>  |                  |              |        |                    |      |     |                             |              |               |                        |                |                            |                         |
| <b>Governance Specialist Competency-GSC 6: Security, Justice and Human Rights</b>                            |  |                  |              |        |                    |      |     |                             |              |               |                        |                |                            |                         |
|  | <i>Understand how security, justice and human rights contribute to development and stability, and their impact on different groups, particularly women. Knowledge of legal systems, including non-state justice systems, in a range of contexts, including fragile states. Work with HMG, other actors to influence, design and deliver interventions.</i> |                  |              |        |                    |      |     |                             |              |               |                        |                |                            |                         |

### Governance Core Competency-GCC: Applied Governance and Political Economy Analysis

#### GCC

**An Adviser understands governance evidence, policy and practice in a range of settings; demonstrates knowledge of political systems, core governance concepts and global, regional and transnational drivers of governance change. An Adviser can apply political and institutional analysis and use this to influence and mainstream across strategic planning, dialogue, policy and programming decisions. This will include knowledge and understanding of:**

- Core governance concepts (capability, accountability, responsiveness, legitimacy, empowerment, rights) and relevance to different country contexts and theories around relationships between these concepts and development outcomes including stability, growth, human development and gender.
- The operation and functioning of different political systems, including authoritarian, transition and democratic types with the ability to develop knowledge and understanding of how to engage in each one.
- DFID country typologies and be able to develop knowledge and understanding of how to engage effectively in each one as required, including relevant governance research and evidence
- The relationship between governance and development outcomes including stability, growth, human development and gender
- Political-economy analysis and similar tools for understanding country and regional contexts and their strengths and weaknesses, (including being able to learn and apply UK government internal analysis tools such as Country Poverty Reduction Diagnostics, Inclusive Growth Diagnostics, Country Governance Analysis, Joint Analysis of Conflict and Stability).
- Institutional analysis and some understanding of public management reform concepts
- Political influencing and engagement and behaviour change approaches (e.g. social norms).
- Regional and global governance context, including roles of multilateral and regional organisations and some understanding of key transnational drivers such as organised crime, illicit finance and violent extremism.
- International development; using evidence to inform policy and programming; designing and managing programmes and projects; developing and implementing policy and apply economic and commercial concepts.
- Role of digital technologies in supporting and constraining governance change and advice on applications for governance reforms.

#### Enabling Advisors to:

- Build big-picture understanding amongst DFID, HMG and development partners of the governance and political context
- Contribute to shaping DFID/HMG strategic direction by identifying emerging governance, political and institutional trends and the implications for policy and practice, working closely with other cross-cutting advisers and FCO
- Lead governance, political-economy and / or institutional analysis that informs policies and programming
- Help make effective decisions and achieve value for money by assessing country performance against DFID partnership principles and analyse risk (including political, reputational and fiduciary risks).
- Assess the impacts of governance problems on specific social groups/constituencies, including poor/marginalised groups and women and girls and on the private sector
- Assess the regional and international factors that can support and/or undermine governance and stability

- Design governance approaches and interventions which are fit the relevant country typology (e.g. conflict sensitive and contribute to peace and stability goals in fragile settings).
- Deploy a range of different programming instruments and approaches to support governance change
- Collaborate and partner with key stakeholders (country, HMG, international) and drive change using knowledge and evidence from diverse sources.
- Assess, advise on and integrate in programming implications of digital technologies both as an enabler and risk to political systems and governance reforms.
- Understand processes, institutions and organisations that shape the changing international development context in which DFID operates; b) develop and implement policy, including open and collaborative policy making and scaling-up policy solutions; c) use evidence to inform policy and programming by analysing and critically appraising a wide range of data and evidence while engaging with and implementing high quality evaluation processes and project design; d) undertake the Senior Responsible Owner role, including working with partners/suppliers, understanding and practising risk management, financial management, commercial awareness and value for money at all stages of the programme cycle and e) apply key economic and commercial concepts (i.e. incentives; choice; markets; public policy and government failure); being able to robustly compare costs and benefits.

#### Governance Specialist Competency-GSC 1: Accountable and Inclusive Politics

**GSC.1** **An Adviser demonstrates knowledge on how to foster inclusive political systems—including on elections, parliaments, political parties, civil society and media—while managing the risks. An Adviser influences and provides advice, sets policy direction and programme leadership on political governance and accountability, working with HMG, country and international partners. This will include knowledge and understanding of:**

- Approaches to building inclusive and legitimate political systems in fragile and conflict-affected environments, and the risks related to political transitions.
- Elections, political parties, parliaments, civil society and the media in developing countries and lessons from donor support in these areas.
- The roles and functions of accountability institutions (Supreme Audit institutions, Anti-Corruption Commissions, human rights commissions, ombudsman offices etc) and the relationships between them.
- Strategies that citizens/civil society use to demand rights and accountability, including use of new technologies, and the challenges and risks they face in different contexts.
- Approaches to strengthening accountability and transparency in key social sectors
- Strategies and programmes to support coalitions for change and overcome collective action problems
- Strategies and approaches to promote the participation, representation and rights of women and excluded groups in political processes.
- The role of new international initiatives on transparency and accountability (e.g. Open Government Partnership; Extractives Industries transparency Initiatives) – and links to work at the country level.
- International development; using evidence to inform policy and programming; designing and managing programmes and projects; developing and implementing policy and apply economic and commercial concepts.

**Enabling advisors to:**

- Analyse political processes and accountability institutions in partner countries and identify entry points for DFID engagement
- Lead/contribute to policy development in areas of political governance (including elections, parliaments, political parties, civil society and the media) and provide high-level advice to government and other partners.

- Design, review and oversee programmes supporting accountable and inclusive politics in a range of country contexts – including fragile and conflict-affected states.
- Work with a wide-range of stakeholders, including the FCO and other donors, in promoting accountable and inclusive politics.
- Advise on incorporating transparency and accountability measures into sector programmes, including use of new technologies.
- Ensure that approaches that empower women and girls and promote the realisation of human rights are at the heart of DFID’s work on political systems.
- Understand processes, institutions and organisations that shape the changing international development context in which DFID operates; b) develop and implement policy, including open and collaborative policy making and scaling-up policy solutions; c) use evidence to inform policy and programming by analysing and critically appraising a wide range of data and evidence while engaging with and implementing high quality evaluation processes and project design; d) undertake the Senior Responsible Owner role, including working with partners/suppliers, understanding and practising risk management, financial management, commercial awareness and value for money at all stages of the programme cycle and e) apply key economic and commercial concepts (i.e. incentives; choice; markets; public policy and government failure); being able to robustly compare costs and benefits.

#### Governance Specialist Competency-GSC 2: Public Sector Governance and Service Delivery

**GSC.2** **An Adviser demonstrates knowledge of public sector governance at national and local levels and application in particular sectors. An Adviser influences and provides analytical, advisory and programme support to civil service and sector reform processes that contribute to the sustainable improvements in service delivery. This will include knowledge and understanding of:**

- Concepts, frameworks and diagnostic tools for analysing public sector organisations and the wider institutional environment.
- Programmatic approaches and instruments for improving public sector governance in a range of country contexts and sectors, including problem-driven and adaptive approaches.
- Processes of decentralisation, including deconcentration and devolution, and their impact on public sector governance and service delivery
- Political economy of basic service sectors (e.g. health, education, water & sanitation) and the political incentives for delivering services.
- Systems strengthening in service delivery sectors (e.g. policy development, human resources management, public financial management, procurement) and the links between sectoral reform programmes and broader public sector governance programmes.
- International development; using evidence to inform policy and programming; designing and managing programmes and projects; developing and implementing policy and apply economic and commercial concepts.
- Approaches to strengthen accountability, oversight and citizen engagement in service delivery, including using new technologies.
- Interventions to enhance the role of women and other excluded groups in public sector decision-making

**Enabling advisors to:**

- Analyse the public sector governance and service delivery arenas in a range of settings
- Design, deliver and monitor programmes to support public sector governance at national, sub-national and local levels
- Mobilise support from key stakeholders of reform processes at all levels, understanding their different incentives
- Propose innovative approaches to deepen oversight and accountability and to enhance the role of women and other excluded groups in the public sector decision-making.

- Advise on the reconstruction of core government functions and restoration of the delivery of basic services in conflict and fragile environments, including potential impacts on legitimacy and long-term affordability.
- Undertake political and/or institutional analysis in sectors and at local level
- Support organisational reform and systems strengthening work in key sectors
- Inform prioritisation and sequencing of public sector governance reforms (including decentralisation processes) so they enhance service delivery outcomes.
- Support the design of intervention to strengthen accountability and oversight in key sectors.
- Understand processes, institutions and organisations that shape the changing international development context in which DFID operates; b) develop and implement policy, including open and collaborative policy making and scaling-up policy solutions; c) use evidence to inform policy and programming by analysing and critically appraising a wide range of data and evidence while engaging with and implementing high quality evaluation processes and project design; d) undertake the Senior Responsible Owner role, including working with partners/suppliers, understanding and practising risk management, financial management, commercial awareness and value for money at all stages of the programme cycle and e) apply key economic and commercial concepts (i.e. incentives; choice; markets; public policy and government failure); being able to robustly compare costs and benefits.

#### Governance Specialist Competency-GSC 3: Inclusive Growth and Economic Development

**GSC.3** **An Adviser demonstrates knowledge of the institutional and political barriers and drivers for inclusive growth and economic development. An Adviser influences and provides analytical and programmatic support to economic development work in a range of settings. This will include knowledge and understanding of:**

- Institutional and political aspects of key growth sectors (e.g. roads, power, land, extractives, manufacturing) and/or around investment climate support (e.g. competition policy, commercial justice, and property rights).
- The relationship between governance and growth, including the role that institutional and political factors can play in supporting or inhibiting growth and macro-economic stability.
- The relationship between economic development, fragility and stability, including approaches that support economic inclusion and state-building.
- The politics of the investment climate, private sector institutions, state-business relations and implications for growth/private sector strategies.
- The “resource curse” and the political-economy, corruption and conflict risks associated with natural resources and extractive industries.
- Corporate governance and the promotion of responsible business conduct, including through transparency, accountability and anti-corruption initiatives.
- International development; using evidence to inform policy and programming; designing and managing programmes and projects; developing and implementing policy and apply economic and commercial concepts.

**Enabling advisors to:**

- Support inclusive growth diagnostics, including by analysing the political and institutional barriers to growth and implications for reform strategies
- Provide governance advice on economic growth and private sector policies/strategies/programmes in a range of country circumstances, including fragile states and post-conflict countries.
- Ensure the approaches to economic growth/private sector development are: inclusive and politically and socially feasible; integrate an understanding of informal deal-making as well as formal rules; and contribute to political stability and avoid conflict.

- Deliver institutional and political analysis to support policy and programme design work in relation to key growth sectors, including natural resources and extractive industries (e.g. oil and mining).
- Engage with other key stakeholders (such as government departments, professional associations, chambers of commerce) about economic growth and private sector development.
- Understand processes, institutions and organisations that shape the changing international development context in which DFID operates; b) develop and implement policy, including open and collaborative policy making and scaling-up policy solutions; c) use evidence to inform policy and programming by analysing and critically appraising a wide range of data and evidence while engaging with and implementing high quality evaluation processes and project design; d) undertake the Senior Responsible Owner role, including working with partners/suppliers, understanding and practising risk management, financial management, commercial awareness and value for money at all stages of the programme cycle and e) apply key economic and commercial concepts (i.e. incentives; choice; markets; public policy and government failure); being able to robustly compare costs and benefits.

#### Governance Specialist Competency-GSC 4: Public Financial Management and Domestic Revenue Mobilisation

**GSC.4 An Adviser understands the role of public financial management and domestic revenue mobilisation in development, accountability and state-building processes. An Adviser provides advice, influence policy direction and programme leadership on PFM and revenue mobilisation, working with HMG, country and international partners. This will include knowledge and understanding of:**

- Public sector budget cycle from formulation to execution, including the political economy of the budget.
- Public procurement, internal control, reporting and accounting systems across sectors and at sub-national level.
- Evidence of what works and approaches to PFM in different contexts including fragile settings.
- Financial accountability mechanisms including internal control, supreme audit institutions, and parliament.
- Role of citizens, NGOs and the media, including the use of new technologies, in overseeing the budget and promoting accountability.
- Public budgets as a tool to implement broader reforms including gender responsive budgeting and climate finance.
- Role of International Financial Institutions (World Bank, IMF) and international PFM initiatives and frameworks, e.g. PEFA, the Open Budget Partnership, and INTOSAI.
- Domestic revenue mobilisation as a political process and its role in fiscal sustainability; strengthening state-society relations, promoting economic development.
- Tax policy and impacts on the poor, women, the environment, business.
- Different ways of raising revenues including customs, direct and indirect taxes, royalties, user fees etc.
- International tax evasion and initiatives to address these e.g. base erosion and profit shifting (BEPS) and automatic exchange of information.
- Diagnostic tools and frameworks on revenues e.g. Tax Administration Diagnostic Assessment Tool (TADAT).
- International development; using evidence to inform policy and programming; designing and managing programmes and projects; developing and implementing policy and apply economic and commercial concepts.

**Enabling advisors to:**

- Analyse PFM and revenue systems and identify entry-points for reform, at national, sub-national and sectoral levels (including health, education, procurement etc.).

- Assess technical gaps/needs and entry points within partner ministries and oversight institutions.
- Lead and influence the PFM/revenue agenda with partners and government, sensitive to outcomes for different social groups, including women, ensuring strong accountability mechanisms.
- Lead the design, implementation, monitoring and evaluation of PFM/revenue programmes in varied circumstances (fragile states, conflict) and at national, sub-national, sectoral levels.
- Oversee assessments of national and sectoral fiduciary risks and advise on appropriate DFID aid instruments (e.g. financial aid).
- Engage in and influence PFM/revenue policy debates and standard setting at international level.
- Develop approaches which take advantage of international initiatives to tackle tax evasion and avoidance.
- Work across HMG to influence policy debates and implement programmes.
- Understand processes, institutions and organisations that shape the changing international development context in which DFID operates; b) develop and implement policy, including open and collaborative policy making and scaling-up policy solutions; c) use evidence to inform policy and programming by analysing and critically appraising a wide range of data and evidence while engaging with and implementing high quality evaluation processes and project design; d) undertake the Senior Responsible Owner role, including working with partners/suppliers, understanding and practising risk management, financial management, commercial awareness and value for money at all stages of the programme cycle and e) apply key economic and commercial concepts (i.e. incentives; choice; markets; public policy and government failure); being able to robustly compare costs and benefits.

### Governance Specialist Competency-GSC 5: Anti-Corruption

**GSC.5 An Adviser understands the causes and effects of corruption in countries as well as corruption’s transnational and multi-sectoral nature. An Adviser provides strategic advice, influencing, works across other UK government departments and internationally, and designs and delivers programmes and strategies on corruption. This will include knowledge and understanding of:**

- Different types of corruption (grand, petty, bribery, fraud, money laundering etc.) and its impact on different social and economic groups (e.g. poor people, women, the private sector)
- Political-economy drivers and role of social norms in fostering corruption.
- Effectiveness and limitations of different policies, instruments and institutions (including anti-corruption commissions) for tackling corruption.
- Role of accountability institutions e.g. parliaments, auditors, civil society, the media, and new technologies in countering corruption.
- Opportunities and risks around anti-corruption initiatives in fragile situations, including for stability and state-building.
- Specific features of corruption in different sectors (e.g. health, education, infrastructure, extractives etc.).
- Different approaches to measuring corruption and their limitations (e.g. Transparency International’s Perception Index etc.).
- Centrality of a coherent all-of government approach to tackle corruption sustainably in UK, partner-countries and internationally.
- International dimensions and drivers of corruption, especially illicit financial flows, money laundering and linkages to country-level corruption.
- Key international legislation and initiatives e.g. UNCAC, Stolen Asset Recovery Initiative (StAR), Extractives Industries Transparency Initiative (EITI), work on beneficial ownership, mutual legal assistance and automatic exchange of information.
- International development; using evidence to inform policy and programming; designing and managing programmes and projects; developing and implementing policy and apply economic and commercial concepts.

**Enabling advisors to:**

- Analyse drivers of corruption and identify possible entry-points for sustainable anti-corruption approaches at national and sub-national levels and in specific sectors.
- Engage in and influence anti-corruption policy debates with other key stakeholders such as governments, civil society, the private sector and other donors, at national and international level.
- Develop approaches that recognise and utilise both technical and political dimensions of a response; including behavioural change and conflict sensitive approaches.
- Develop approaches that use all available levers (aid and non-aid) across UK Government and link to international initiatives in the corruption space
- Lead the design, implementation, monitoring and evaluation of anti-corruption strategies and programmes in a range of settings (fragile, conflict, middle-income) and sectors.
- Understand processes, institutions and organisations that shape the changing international development context in which DFID operates; b) develop and implement policy, including open and collaborative policy making and scaling-up policy solutions; c) use evidence to inform policy and programming by analysing and critically appraising a wide range of data and evidence while engaging with and implementing high quality evaluation processes and project design; d) undertake the Senior Responsible Owner role, including working with partners/suppliers, understanding and practising risk management, financial management, commercial awareness and value for money at all stages of the programme cycle and e) apply key economic and commercial concepts (i.e. incentives; choice; markets; public policy and government failure); being able to robustly compare costs and benefits.

### Governance Specialist Competency-GSC 6: Security, Justice and Human Rights

**GSC.6 An Adviser understands how security, justice and human rights contribute to development and stability, and their impact on different groups, particularly women. An Adviser has knowledge of different legal systems, including non-state justice systems, in a range of contexts, including fragile states. An Adviser works with HMG, national and international actors to influence, design and deliver security, justice and human rights programmes and policies. Knowledge and understanding of:**

- How security, justice and rule of law contribute to development, stability and state-building, particularly in conflict and fragile settings
- The quality, accessibility and relationships between people and different security and justice institutions including the judiciary, prosecution, police, military, intelligence, prisons, oversight institutions, legal profession, civil society and non-state actors
- Non-state justice and security systems (including traditional justice and alternative dispute resolution) and link to the formal system.
- The political-economy drivers and relationships which shape the prospects for security and justice reforms.
- Approaches to legal empowerment and justice sector reform
- Approaches to community security, preventing gender-based violence and security sector reform, particularly in conflict-affected environments.
- Approaches to promoting, realising and protecting human rights, including the obligations derived from the international human rights framework
- Rule of law for growth and investment, including civil and commercial law, the enforcement of contracts and protection of property rights.
- International development; using evidence to inform policy and programming; designing and managing programmes and projects; developing and implementing policy and apply economic and commercial concepts.

**Enabling advisors to:**

- Analyse the extent to which the rule of law and human rights are respected, and whether people have access to security and justice.
- Lead the design, delivery and oversight of programmes that seek to strengthen the rule of law, human rights and/or the delivery of security and justice for poor people and excluded groups, including women.
- Apply a political lens to programming and management, assessing the power dynamics and identifying potential entry points – and risks – for DFID/HMG interventions; and manage relations with political awareness.
- Support programming which provides rule of law and property rights for the development of the private sector.
- Advice on the implementation of DFID’s partnership principles and the Overseas Security and Justice Assessment (OSJA) guidance in partner countries.
- Lead policy development in areas of rule of law, human rights, security and justice across DFID and advise government and other partners.
- Work effectively across the full range of HMG partners, national and international actors and lead strategic thinking about joined-up approaches
- Understand processes, institutions and organisations that shape the changing international development context in which DFID operates; b) develop and implement policy, including open and collaborative policy making and scaling-up policy solutions; c) use evidence to inform policy and programming by analysing and critically appraising a wide range of data and evidence while engaging with and implementing high quality evaluation processes and project design; d) undertake the Senior Responsible Owner role, including working with partners/suppliers, understanding and practising risk management, financial management, commercial awareness and value for money at all stages of the programme cycle and e) apply key economic and commercial concepts (i.e. incentives; choice; markets; public policy and government failure); being able to robustly compare costs and benefits.

**Additional Competencies**

*Some roles require governance competencies in fields outside core specialist areas, and additional competencies may be specified for recruitment for specific posts.*

- **Climate Change:** *understanding the governance and political aspects of climate change and advice on politically savvy approaches to support mitigation/adaption, manage climate finance and build institutional capacity*
- **Urbanisation:** *understanding the governance/political context for urbanisation and advice on urban policy and planning, municipal capacity building, security/justice & citizen accountability in complex urban settings.*
- **Migration and Organised Crime:** *understanding the political-economy of organised crime and migration and advice on implications for work on governance, security and justice in partner countries and internationally.*
- **New technologies:** *understanding the role of digital technologies in supporting and constraining governance change and advice on applications for improved public sector governance, citizen empowerment and accountability.*

## HEADS OF PROFESSIONS

## Governance Technical Competency Framework

| Minimum entry requirements |   | Level               | You are able to...  |
|----------------------------|---|---------------------|---|
| A2L                        | <b>GCC (Core Competency) at Working Level; AND any two of GSC1-GSC6 at Working Level</b>  | <b>Working</b>      | You can assess and synthesise a range of evidence from different sources and have a strong knowledge of the underlying theory in this area. You can provide a limited number of examples when you have applied the theory in practice. You are familiar with the relevant tools and are self-sufficient at applying them within a restricted number of areas, or under supervision in more complex areas. You are able to design, manage and lead clearly defined projects, policy issues and technical processes such as dialogue and stakeholder engagement with lower levels of risk and complexity.   |
| A2                         | <b>GCC (Core Competency) at Practitioner Level; AND any three of GSC1-GSC6 at Practitioner Level</b>                                    | <b>Practitioner</b> | You have an in-depth knowledge of the theory and can share several examples of when you have applied your skills in practice. You can apply and advise on more complicated or difficult issues in relation to this area. You are able to assess and determine what is the best approach and are comfortable applying most tools in this area. You actively share lessons learned and can advise generalists in this area. You are able to lead project and programme design, management and oversight and be able to operate at country and or departmental level independently. You are aware of relevant evidence in your technical area and be able to provide sound technical advice and support and lead technical discussions. This will include some level of setting direction and technical strategic leadership not just narrow technical guidance. |
| A1                         | <b>GCC (Core Competency) at Expert Level; AND any three of GSC1-GSC6 at Expert Level OR any four of GSC1-GSC6 at Practitioner Level</b> | <b>Expert</b>       | You have expert knowledge and significant experience in this area, meaning you can explain the theory behind the concepts and share multiple examples of when you have applied your skills to complex issues. You can lead, manage and advice others in this field to develop their skills and apply relevant tools in complex areas. You share knowledge and expertise to review and change practice by using a wide range of tools. You are able to represent DFID in technical discussions at the highest levels. You can design, manage and oversee the most complex, high risk and high value projects and advise on complex and tricky technical issues. You are able to apply generalist leadership capabilities such as setting direction in your technical work and building capability of others.   |

| Optional | Mandatory | PGE = postgraduate education; WBTE = work-based training or experience; SDS = self-directed study. |  |    |  |    |  |
|----------|-----------|--|--|----|--|----|--|
|          |           | A2L  | GCC at Working Level                   | A2 | GCC at Practitioner Level                      | A1 | GCC at Expert Level  |
|          |           |  | Any two of GSC1-GSC 6 at Working Level |    | Any three of GSC1 -GSC 6 at Practitioner Level |    | Any three of GSC1-GSC 6 at Expert, or four at Practitioner Level |