

Conflict Technical Competency Framework

1. About the FCDO Advisory Cadres

World-leading technical and analytical capability is central to FCDO's mission. FCDO Advisers embody these capabilities, playing a key role in the delivery of the UK's international objectives and development impact in particular.

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

Advisers are accredited to one or more of thirteen Advisory Cadres. These are professional bodies within FCDO and cover: Climate and Environment, Conflict, Economics, Education, Evaluation, Governance, Health, Humanitarian, Infrastructure, Food and Agriculture, 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 is responsible for ensuring that professional standards are maintained both within the Cadre and for those wishing to join. The HoP provides thought leadership, quality assurance, and supports continuous professional development.

Adviser Capabilities

Advisers have certain capabilities in common. These include but are not limited to the following:

- **Expertise and thought leadership** in international policy and investment, applicable across a range of themes and geographies, and with a focus on development impact
- **Use of evidence** to inform policy and programming including the use of political economy analysis
- **Policy and programme delivery**, from design through to implementation and appraisal
- **International influence and diplomacy**, thinking and working politically and cooperatively, and through appropriate challenge, to shape norms and approaches
- **Brokering partnerships** with governments, civil society, the private sector, multilaterals, research organisations and professional bodies in the UK and globally
- **Delivering value for money** by applying key economic and commercial concepts
- **Safeguarding** to ensure the UK does-no-harm by integrating gender equality, child protection, disability inclusion, preventing sexual exploitation and abuse, and sexual harassment
- **Tackling climate change and restoring nature**, ensuring that programmes are aligned with the Paris agreement on climate change and UK commitments on nature
- **Embodying Civil Service behaviours** in applying, communicating, influencing, and leading technical and evidence-informed processes and engagement
- **Knowledge of data** relevant to operating sector and context, and application of professional expertise in interpretation and analysis of this in support of intended outcomes
- **Systems thinking**, recognising inter-linkages, real-world dynamics, and complexity to help design effective policies and interventions
- **Innovation and digital development**, proactive in exploring and validating innovative approaches, technology solutions and creative ways to address the world's challenges.

2. Conflict Advisers

Conflict Advisers work to understand conflict and violence, and promote effective upstream conflict and crisis prevention, support conflict management and enable conflict resolution and peacebuilding, in order to support the conditions for sustainable peace and security (and UK national security interests), human security, poverty reduction, and prosperity. Conflict Advisers have a key role in helping reduce the risks associated with conflict, in particular: instability, state fragility, violence (social, political, or criminal) and insecurity and in delivering HMG's national security objectives.

Conflict Advisers provide and bring together joint analysis of the conflict and political contexts in which we are working with an understanding of power dynamics and why conflict and violence occurs. They translate this analysis into effective policy, strategies and interventions, working in close collaboration with and fostering an integrated approach across FCDO, with other HMG departments and external partners. They ensure our wider interventions and initiatives are conflict sensitive, and support peace and security alongside poverty reduction and the pursuit of UK national interests. FCDO Conflict Advisers help define and deliver HMG's conflict priorities, as set by the 2021 Integrated Review, the Government's National Security Council, the Foreign Secretary and Ministers. Advisers closely align their efforts with strategy and tools developed by the Office for Conflict, Mediation and Stabilisation as FCDO's conflict centre.

In addition, they have a range of specialist skills which can be grouped under processes and institutions (International conflict institutions, Negotiations and peace processes; Legacies of armed conflict; Security, justice and human rights; Women peace and security) and Drivers, incentives and innovation (Climate, Environment and Natural Resource Management; State Threats and Subthreshold Conflict; Conflict, data and technology; Economics, conflict and incentives for peace; Serious and organised crime; Violent extremism). Cross HMG working and a systems approach is essential for all conflict adviser roles.

Conflict Advisers work in a range of roles, including in the FCDO's Office for Conflict, Stabilisation and Mediation (OCSM), across FCDO geographic directorates in country and regional roles and in overseas posts, in the Joint Funds Unit (JFU) and Conflict, Security and Stabilisation Fund (CSSF) teams, and on secondment to key partners such as the UN.

The Conflict Cadre is at the heart of FCDO's work and has grown rapidly in recent years to respond to the growing number of conflicts and recognised added value of specialist skills in this area, supporting FCDO's works across Fragile and Conflict Affected States (FCAS). We now have over 90 Conflict Advisers and cover more than 25 countries.

This refreshed Technical Competency Framework (TCF) aligns with the 2021 Integrated Review (Global Britain in a Competitive Age, the Integrated Review of Security, Defence, Development and Foreign Policy), and its refresh which reflect the increased salience of geo-strategic/inter-state conflict and state threats, and the merged FCDO (bringing together the FCO and DFID). This updated Conflict TCF better reflects the range of roles, skill sets, and added value Conflict Adviser specialists bring to the new FCDO in this context. Whilst the advisory role in relation to *programmes* remains crucial, this refresh refers 'interventions' to recognise the value that conflict advisers bring to a range of policy, strategy, diplomatic and development activity.

Conflict Cadre members will fulfil this role by:

1. Supplying high quality technical expertise to support and guide FCDO's conflict objectives including the design of policies, strategies, plans, programmes, rules, and guidance.
2. Being a strong partner to the Office for Conflict, Stabilisation and Mediation in delivering the UK's international conflict prevention, management, and reduction ambitions.

3. Drawing on the best available evidence (and commissioning research where necessary) consulting with other specialisms or sources of knowledge and working with others to quality assure and deliver the best possible advice.
4. Tailoring conflict interventions drawing on the whole of HMG's capability to deliver UK objectives in specific conflict geographies and multilateral institutions in an integrated manner and in ways that are consistent with the UK's international commitments.
5. Integrating conflict sensitivity across FCDO's work at all levels and in all sectors, advising on possible risks, opportunities, solutions within policies and programmes, and providing appropriate levels of challenge when necessary.
6. Promoting and championing conflict prevention and reduction achievements, learning and development and professional excellence.
7. Ensuring our skillset remains relevant through continual learning and professional development.

3. Conflict Technical Competencies

The following conflict technical competencies are broken down into 'Primary' conflict specialist competencies (which all conflict advisers must display), and specialist competencies.

Summary Table:

PRIMARY TECHNICAL COMPETENCIES:
<p>P.1. Applied Conflict and Political Analysis and Strategy Development An adviser can deliver robust conflict and political economy analysis examining drivers of conflict and instability and the sources of resilience at international/regional, national and local level, an adviser can be forward looking and able to monitor changing contexts over time. An adviser can use this analysis to influence policy, strategy, and interventions.</p>
<p>P.2. Conflict Sensitivity An adviser can explain leading practice in conflict sensitivity, analysing relationships between HMG/external interventions and conflict dynamics, and how our interventions can minimise risks of exacerbating conflict whilst maximising peacebuilding effect. An adviser can apply this analysis to design of interventions and support others in developing, implementing, monitoring and adapting conflict sensitive policy, strategy and interventions, including diplomacy, aid programmes and non-ODA activity.</p>
<p>P.3. Conflict Response: Addressing Conflict, Building Peace, Stability and Security. An adviser is expected to assess and develop the appropriate integrated policy, strategy and interventions response depending on conflict, country and regional context. Including: upstream conflict prevention; early warning, crisis prevention and management; conflict resolution, dialogue and support for inclusive peace processes and transitions to sustainable peace. This includes using the full range of FCDO levers as appropriate.</p>
SPECIALIST TECHNICAL COMPETENCIES:
<p>Processes and institutions: S.1. International Conflict Institutions S.2. Negotiations and Peace Process Support S.3. Legacies of Armed Conflict</p>

- S.4. Security, Justice and Human Rights
- S.5. Women, Peace and Security

Drivers, incentives and innovation

- S.6. Climate, Environment and Natural Resource Management
- S.7 State Threats and Subthreshold Conflict
- S.8. Conflict, Data and Technology
- S.9. Economics, Conflict and Incentives for Peace
- S.10 Serious and Organised Crime
- S.11. Violent Extremism

Detailed Table

PRIMARY COMPETENCY 1: Applied Conflict and Political Analysis and Strategy Development

An adviser can deliver robust conflict and political economy analysis examining drivers of conflict and instability and the sources of resilience at international/regional, national and local level, an adviser can be forward looking and able to monitor changing contexts over time. An adviser can use this analysis to influence policy, strategy, and interventions. This will include:

- Undertake, lead, facilitate or coordinate conflict analysis and strategy setting processes.
- Select, quality assure and use qualitative and quantitative data and evidence to inform analyses.
- Compare, select, tailor and use conflict and political economy analytical tools and methodologies, including JACS (Joint Assessment of Conflict and Stability), PEA, lighter touch approaches.
- Use ‘stability trackers’ and other tools to monitor change as well as futures and scenarios tools
- Explain and utilise cross HMG conflict strategies, policies and guidance, including the Integrated Review and draw on multilateral conflict strategies and approaches where relevant.
- Identify and incorporate political considerations into analyses, decisions and actions, including the role(s) of the UK and other international actors in shaping conflict dynamics.
- Describe and explain the gendered nature of conflict and politics and its implication for conflict and political analysis and strategy development.
- Include human rights assessments, including of atrocity risks, and an understanding of the broader human rights and justice context.
- Ensure analyses addresses transnational dimensions including geopolitics, sub-threshold interventions, violent extremism and terrorism, serious and organised crime, migration, and climate change.

Enabling advisers to:

- Use analysis to lead, manage and influence FCDO and cross-government strategies, policies and interventions.
- Design and uses analytical and strategy setting processes to surface and manage differences, foster joint ownership, to challenge effectively, surface and manage tensions and trade-offs and to influence others across HMG and beyond.
- Use conflict and political analysis to inform implementation, monitoring, evaluation and adaptation and human rights assessment to understand atrocity risks and trade-offs.
- Write concise, digestible and influential analyses, tailored for a specific purpose and stakeholders, which synthesises complex data and information.
- Present and explain analyses to different audiences, using different communication techniques to influence decision-makers.

- Build conflict analysis capacity by training, mentoring and sharing experience and the evidence base with others.
- Capture, share and apply lessons and experience in order to contribute to the evidence base on what works in conflict.

PRIMARY COMPETENCY 2: Conflict Sensitivity

An adviser can explain leading practice in conflict sensitivity, analysing relationships between HMG/external interventions and conflict dynamics, and how our interventions can minimise risks of exacerbating conflict whilst maximising peacebuilding effect. An adviser can apply this analysis to design of interventions and support others in developing, implementing, monitoring and adapting conflict sensitive policy, strategy and interventions, including diplomacy, aid programmes and non-ODA activity.

This will include the ability to:

- Understand and apply a range of conflict sensitivity tools and approaches appropriately, tailored to context, and understand the overlap with approaches such as Thinking and Working Politically, gender sensitivity and Social and Environmental Impact Analysis
- Be aware of and be able to draw on different models to establish a systematic, institutionalised and mainstreamed approach to conflict sensitivity within diverse forms of intervention.
- Explain the relevance of conflict sensitivity to different forms of HMG engagement, actors and sectors, e.g. diplomacy, mediation, political dialogue and peace process support, sanctions, climate, basic services, economic development, infrastructure, elections, anti-corruption, interventions in the security (including defence) and justice sector, counter-terrorism, serious and organised crime, and humanitarian issues. Actors include engagement through international finance institutions, government to government approaches, and with the private sector.
- Lead and support dialogue and learning on conflict sensitivity, such as through facilitation, training and audits.

Enabling advisers to:

- Promote conflict sensitivity (including when the UK is a direct conflict actor), highlighting the active contribution conflict sensitive approaches can make to conflict prevention and reduction, as well as to doing no harm.
- Design and/or inform conflict sensitive policies and strategies across x-HMG and FCDO, including NSC strategies. This includes effectively surfacing and supporting dialogue on trade-offs and tensions.
- Design, monitor and adapt conflict sensitive interventions including diplomacy, programmes and projects across different thematic areas and help FCDO to manage conflict related risks and build peace.
- Describe, design and incorporate processes and methods to monitor and evaluate conflict sensitivity and conflict sensitivity tools, for FCDO, HMG, partners and other donors.
- Build conflict sensitivity and risk management capacity in FCDO and X-HMG, with national, civil society, bilateral and multilateral partners by training, mentoring and sharing your experience and grasp of the evidence base and tools with others.
- Articulate and gain buy-in for investing in conflict sensitivity which includes and goes beyond 'do no harm'.

PRIMARY COMPETENCY 3: Conflict Response: Addressing Conflict, Building Peace, Stability and Security.

An adviser is expected to assess and develop the appropriate integrated policy, strategy and interventions response depending on conflict, country and regional context. Including: upstream conflict prevention; early warning, crisis prevention and management; conflict resolution, dialogue and support for inclusive

peace processes and transitions to sustainable peace. This includes using the full range of FCDO levers as appropriate. This will include the ability to:

- Describe and explain relevant HMG and international policy frameworks applied in conflict-related contexts, including the Integrated Review, the UK Approach to Stabilisation, those for upstream conflict prevention, dialogue, mediation and peace processes and peacebuilding, and tackling state threats, violent extremism, migration, serious and organised crime, and climate change.
- Describe and explain the roles of different HMG departments in relation to the conflict agenda and each other. Influence and build coherence across HMG and the international system, surfacing and managing tensions across objectives, articulating and fostering an integrated approach in order to maximise the collective positive impact on peace and stability.
- Describe and explain the role of bilateral and multilateral political, economic and security partners, including regional institutions and traditionally non-aligned partners in conflict prevention, mediation, political and peace processes and dialogues, building peace and stability. These include good understanding of the component bodies, systems, processes and structures of the UN as well as the roles of IFIs, NATO, AU, ASEAN etc.
- Describe and explain what an integrated approach to conflict is and how the humanitarian, development, peace nexus can be usefully applied across the range of responses.
- Conflict prevention: Describe and explain the range of political, diplomatic, economic and security tools available for conflict prevention. Understand the roles and responsibilities of different stakeholders (states, non-state actors (including hostile and proscribed groups), civil society and the private sector) and how to work with a range of actors to maximise contributions to peace and stability.
- Early warning: Describe and explain UK, international and civil society early warning and early response systems, and draw upon them to support coherent, timely strategies and responses to prevent conflict escalation including through dialogue and mediation.
- UK and International financing: Describe and explain UK and international mechanisms for financing conflict prevention, stabilisation and peacebuilding, including those of multilateral institutions.
- Stabilisation: Describe and explain the principles underpinning the UK approach to stabilisation, including where stabilisation operations have a civil-military element.
- International Humanitarian Law (IHL), International Human Rights Law (IHRL) and protection of civilians: Explain the principles of IHL and IHRL, and the political framework that operates in relation to human rights, humanitarian issues and armed conflict and the use of force including the role of the UN Security Council and other UN-bodies; Explain different approaches to the protection of civilians in conflict, including the role of international peacekeeping forces.
- Building stability/working through the portfolio: Apply conflict analysis to the whole HMG portfolio in a conflict geography, aligning all HMG policy and programming interventions with the drivers of conflict, instability or violence. Build and use monitoring tools such as stability trackers to inform strategic decision making on risk, new investments or policy positions. Ensure country business plans, KPIs and programme monitoring address evidence gaps and strengthen whole of portfolio theories of change on building stability. Contribute to the establishment of realistic levels of ambition in setting these objectives.

Enabling Advisers to:

- Appraise a variety of responses and approaches to address causes and effects of conflict and select which combination and sequence to implement depending on conflict context and UK influence and interests. This includes comparing and appraising a variety of levers (including political, security, economic, developmental, stabilisation etc) and approaches (e.g. political incentives and disincentives, community social cohesion initiatives, conflict resolution mechanisms, security and justice reform, women, peace and security, people to people, countering dis/misinformation programmes, reconciliation, sanctions, transitional justice and community level programming) at different levels (community, national, international, multilateral).

- Design, develop, lead and advise on peace and stability policies, strategies and interventions for FCDO and HMG (including CSSF) to deliver results and value for money.
- Design and build cross-HMG understanding of political, financial and technical support for, and influence over international and regional efforts, including but not limited to prevention, stabilisation, negotiated solutions, ceasefire mechanisms, dialogue and peace processes, peacebuilding.
- Facilitate integration of all relevant UK's levers (including soft and hard power) towards conflict objectives and make use of HMG and international capabilities to address the drivers of conflict, and to support peace and stability.
- Critique and draw from the evidence upon which FCDO and HMG policies, strategies and interventions are based, adapting and improving where necessary, to build peace and stability.
- Draw upon and contribute to the lessons learned and experience of UK and international practitioners in designing, developing, leading, and managing peace and stability policies and interventions.

COMPETENCY 4: SPECIFIC CONFLICT SPECIALISMS

(Assessed at Expert and Senior Expert only)

Processes and institutions:

S.1. International Conflict Institutions

- **Peacemaking:** Understanding the function and role of the different systems, processes, committees, organs and agencies of the UN system in bringing about negotiated political and peace processes, and the role that the UK can play in influencing these to make them more viable and sustainable, with gender considerations at their core. Understanding of the roles that regional bodies (AU, ECOWAS, ASEAN, OSCE etc) can play in political peace processes.
- **Peace Operations:** Assess the benefits and risks of different UN peacekeeping and other international peace support operations and the mechanisms and constraints to deployment. Evaluate strategies for UK engagement with peacekeeping operations, including with respect to mandate, resources, value for money, and exit and transitions.
- **Peace building, Conflict Prevention:**
 - An institutional understanding of the system of UN agencies, funds and programmes that support peacebuilding on the ground, alongside the headquarters architecture and funding mechanisms (Peacebuilding Commission, Peacebuilding Fund, Peacebuilding Support Office, DPPA), and policy frameworks and agendas for peacebuilding and conflict prevention (Sustaining Peace).
 - Evaluate strategies for the establishment and operation of joint financing mechanisms in support of peace and stability; An understanding of the roles that IFIs can play when considering international responses to conflict;
 - Understanding of the humanitarian-peace-development nexus and challenges and opportunities of transitions from crisis and mission settings to recovery and development support.

S.2. Negotiations and Peace Process Support

- Undertake political economy and conflict analysis of contexts and actors to understand how and when negotiation and mediation initiatives to prevent violent conflict, support ceasefires and move peace processes may be best designed and implemented, taking account of vested political, economic and security interests.

- Demonstrate an understanding of how different negotiation/peace tracks (1-3) may be supported, sequenced and linkages between them reinforced. And as part of this an understanding of UN / multilateral peace processes, and how they might best fit with bilateral/regional efforts.
- Analyse, describe and evaluate UK and international practice, research, evidence and learning in mediation, negotiations and peace process support.
- Design, develop and implement policies, strategies and interventions to monitor ceasefires, deliver confidence building measures, and mediate and negotiate political dialogues and peace processes that prioritise women’s meaningful participation, are politically and socially inclusive, and promote sustainable peace. Understand the role of sanctions and other disincentives and incentives that may increase the likelihood of successful dialogue.
- Understand the principles, concepts and importance of factors contributing to successful implementation of agreements, including the careful design of monitoring and accountability mechanisms, and the linkages across to constitutional, governance and security and justice sector reform and transitional justice and reconciliation mechanisms.
- Analyse the role and impact of the wide range of actors who have interest in, and influence on, negotiations and peace processes. This includes adversaries and hostile actors, non state armed actors including proscribed groups and those whose actions and beliefs we may not agree with, as well as a wider range of peaceful actors at local, national and international level. Recognise the extent to which these actors need to be included in political settlements and the role that HMG may have or not have in influencing/supporting these processes. Facilitate engagement that prioritises social and political inclusion, , particularly with regard to gender, whilst recognising and communicating the trade-offs and compromises that HMG may have to make.
- Engage, structure, facilitate and participate in negotiations, consensus building, facilitation and multistakeholder engagement with parties in conflict with competing interests.

S.3. Legacies of Armed Conflict

- Demobilisation, Disarmament and Reintegration (DDR)
 - Describe and evaluate UK and international experience, leading practice and evidence in responding to the legacies of armed conflict including supporting DDR) programmes.
 - Design, develop, implement and support DDR programmes and strategies in post-conflict (or permissible) contexts including approaches to cantonment of armed combatants, political incentives for and approaches to disarmament, gender dimensions of DDR, and the type and nature of reintegration support provided.
- Transitional Justice (TJ) and Reconciliation
 - Understand the fundamental role that TJ and reconciliation play in bringing about sustainable peaceful political settlements. This includes understanding the impact of how conflicts end (negotiated peace agreement vs other ways) on TJ and reconciliation plus how TJ and reconciliation can support or undermine negotiated peace agreements. Recognise the requirement to factor in such provisions into the appropriate design of agreements, processes, and constitution-making.
 - Describe and evaluate UK and international experience and leading practice in supporting transitional justice and reconciliation processes and analysing and advising on contextually relevant transitional justice processes that take account of international norms and standards and that are adapted appropriately for the local context (this can include truth commissions, amnesties, criminal prosecutions, reforms, community processes etc etc).
- Design, develop, implement and support transitional justice and reconciliation programmes and strategies, including truth and justice processes, reparations, acts of forgiveness, reconciliation and commemoration, and trauma and psycho-social support and the guarantee of non-recurrence.

- Understand the risks of backsliding into conflict and ensure policies and programmes mitigate this by remaining focussed on addressing drivers of conflict recurrence and supporting factors for dealing with the past which promote long-term peace.

S.4. Security, Justice and Human Rights

- An Adviser understands how security, justice and human rights can contribute to, or undermine, stability. An Adviser provides strategic advice, works with HMG, national and international actors, and designs, and delivers strategies and programmes to support more effective, accountable security and justice which protects human rights. This includes knowledge and understanding of Institutions, policies, processes, systems, and concepts. Describe and evaluate the role of security and justice actors and institutions in fuelling and/or reducing violent conflict, and building the legitimacy and foundation for a peaceful and stable state and society.
- Experience in undertaking and engaging others in analysis of the politics of security and justice sectors and implications for HMG and international engagement. Notably how reform and capacity building can support more accountable and legitimate forms of governance, including as part of wider conflict and political analysis. Use analysis to guide strategy and interventions. Including understanding of the relationship between security and justice sectors and reform and its implications for interventions.
- Understanding of HMG and international experience of and cutting-edge approaches to Security Sector Reform (SSR) including policing, defence, internal and external accountability, and related governance reform, factors determining success or failure, and key principles
- Understanding and experience of approaches to enhance justice, including reforms and/or delivery of access to justice, legal aid, criminal justice, community justice and models and other related interventions.
- Ability to build credible relationships with external actors in security and justice institutions and those overseeing them to strategically influence reforms, policies, and the delivery of programmes.
- Understand and promote the links between human rights and conflict, particularly in relation to building lasting peace and stability. Integrate into policy and programming, including on security, justice, transitional justice, reconciliation and peacebuilding. Understand, apply and develop HMG tools and approaches to assess and mitigate human rights risks, including via the OSJA process.
- With a foundational understanding of International Human Rights Law (IHRL) and the international structures and systems that underpin it, support UK efforts to bring accountability and justice to victims and protection of those at risk of violence.
- Design, develop and implement conflict sensitive policies, strategies, programmes and projects and wider interventions in the security and justice field to prevent and reduce conflict and strengthen human security. This may include fostering and supporting dialogue and consensus building on security and justice reform in prevention contexts and as an element in peace processes, access to justice and human rights, enhancing oversight and accountability of S&J actors, SSR, community-based security and violence reduction approaches, SALW, reducing gender-based violence, putting citizens at the centre of S&J systems and strengthening S&J systems as part of responses to violent extremism and serious & organised crime

S.5. Women, Peace and Security

- **Gender and Social Inclusion Analysis:** Understand and analyse the gendered social, political and economic structures, dynamics, norms and power relations in fragile and conflict affected contexts that i) drive conflict and instability, ii) enable or exclude women and men to/from taking advantage of opportunities, and iii) enable and perpetuate sexual and gender-based violence. (Ensure that conflict analysis, strategy and interventions sufficiently considers gender dimensions.

- **Gender Equality and the rights and empowerment of women and girls in peace and security:** Understand and analyse key concepts, frameworks and the evidence base on policies and programmes that work to achieve gender equality, empowering women and girls, advance women’s meaningful political participation and role in conflict prevention, peacebuilding, peacekeeping and the Armed Forces.
 - Explain and utilise the National Action Plan for Women, Peace and Security, including the design, development and implementation of WPS programmes, interventions and strategies (including mainstreaming of gender inclusion objectives across conflict work) in specific contexts.
 - Understand and appraise the FCDO Theory of Change for Conflict Related Sexual Violence and how it supports the WPS NAP Strategic Objective 3 (Gender-based Violence). Design, develop and implement programmes that ensure a holistic approach to gender-based violence in conflict settings.

Drivers, incentives and innovation

S.6. Climate, Environment and Natural Resource Management

- Analyse, describe and evaluate UK and international experience, leading practice and evidence in addressing climate, environmental and natural resource-related conflict
- Design, develop, implement and support policies, strategies and interventions to analyse and directly address climate, environmental and natural resource -related drivers of conflict and instability and relevant institutions, including at geo-strategic, national, local and transboundary levels.
- Recognise the opportunities for promoting peace and conflict sensitivity through policies and interventions primarily focused on achieving climate, environment and resource management outcomes, and influence accordingly.

S.7 State Threats and Subthreshold Conflict.

- Describe and evaluate UK and international experience, leading practice and evidence in preventing, countering and responding to external state threats and intensifying geopolitics - sub-threshold overt or covert intervention by external states, driving or perpetuating a conflict, either directly or as a by-product of states seeking to gain strategic advantage.
- Design, develop, implement and evaluate strategies and programmes to prevent, build resilience, counter and redress the impact of state actors’ exploitation of the ‘grey zone’ using ‘sub-threshold’ or ‘hybrid’ tactics e.g. interventions to address proxies, such as private military companies or armed groups; building resilience against information operations to polarise communities and cyber-attacks against critical national infrastructure; or establishing structures to limit financial inducement and obfuscated social, economic or cultural levers causing harm by undermining key institutions and civil society. In all of these, understand the broader linkages between conflict, instability and state threats, including how longer term developmental approaches and shorter, more targeted interventions, can be mutually supportive.
- Strategic Communications: Undertake analysis, design interventions and influence UK policy to counter disinformation and malign information designed to fuel tensions led by state actors.

S.8. Conflict, Data and Technology

- Understanding of and ability to analyse how new and emerging technologies are affecting conflict and instability dynamics.
- Experience of designing and implementing central and regional/country-based conflict early warning/early action systems and mechanisms, and stability trackers, including international data sets, and application of lessons around achieving effective early responses.

- Experience on the gathering, application and communication of quantitative data to support improved decision-making, monitoring and early warning of conflict.
- Experience of the application of new and emerging technologies in the field of conflict prevention and reduction.

S.9. Economics, Conflict and Incentives for Peace

- Understand and explain the interaction of conflict and economics and the role and fundamentals of economic interventions in conflict prevention. Understand and be able to use the research and evidence on how economies work and how to relate this to conflict dynamics and peacebuilding. This includes the relationship between different types of economic growth and conflict.
- Provide analytical and programmatic support to FCDO's growth, economic and private sector development work in FCAS. Describe and evaluate private sector and economic development interventions which reduce incentives for conflict and curb illicit economies and analyse their interaction with economic development.
- Inform interventions to use economic incentives that raise the opportunity cost of conflict, to shift the conflict dynamics including the elite bargain towards ending conflict and towards a developmental peace through a negotiated settlement.
- Shape the key policies that are needed in conflict and war economies: including prevention rather than crisis response, building resilience to economic shocks, targeted and inclusive employment creation, increased trade between countries, curbing international illicit finance and women's economic empowerment
- Understand the financial incentives and disincentives of the real primary stakeholders for reaching a negotiated settlement to a conflict. Use this understanding to ensure that the political and dialogue and peace processes that are designed are viable, given these economic factors and political economy realities.

S.10 Serious and Organised Crime

- Understand the connections between serious and organised crime and the elites and other conflict actors in any given context and the potential impact of this on political dialogue and peace processes.
- Undertake, lead, coordinate and facilitate analysis around conflict-SOC linkages, including the political-economy of serious and organised crime, and advise on implications for work on conflict, governance, security and justice in partner countries and internationally.
- Design, develop, implement and support programmes and strategies to address the drivers and enablers of SOC, including the crime-state nexus; while also recognising the transnational and regional nature of this problem, including through development activities, education, enhancing economic opportunities, improving security and access to justice and strengthening democratic processes. Work with partners across government to ensure complementarity between national security and conflict objectives.

S.11. Violent Extremism

- Describe and evaluate UK and international experience, leading practice and evidence in preventing violent extremism, engaging violent extremist groups in dialogue, defections, and disengaging, 'de-radicalising' and reintegrating radicalised individuals, to include the drivers of violent extremism and terrorism, risk, conflict sensitivity and gender dynamics.
- Demonstrate an understanding of the key terrorist groups, their objectives, ideologies and methodology for recruitment, radicalisation, and mobilisation.
- Design, develop, implement and support integrated policies, strategies and interventions to address drivers and vulnerabilities including political, social and economic marginalisation, governance,

security and rule of law failures, providing opportunities and non-violent agency to vulnerable groups whilst improving resilience to recruitment including identity and gender drivers.

- Recognise links with other forms of conflict, fragility and violence and enable integrated approaches to prevent escalation, build resilience and build sustainable peace.

As part of an inclusive approach to building pathways into the cadre and progression up the levels, the conflict cadre will ensure information and skills sessions are run throughout the year to build understanding and capability in the core competency areas. Affiliates will be offered Technical Quality Assurers to support their technical development. Individuals seeking to progress their specialist competencies will be supported to link with expert advisers in this space.

4. Assessing Adviser Expertise

To be an FCDO Adviser and join an Advisory Cadre, individuals are assessed for their knowledge and expertise against a set of technical competencies. Each Cadre maintains a Technical Competency Framework (TCF) setting out the competencies of relevance to FCDO's work in these sectors.

Assessments will be based around a review of evidence that describes the extent of knowledge and expertise applicants hold in the relevant competencies, and also against capability levels from the FCDO Capability Framework: *Awareness, Foundation, Practitioner, and Expert* (within *Expert* the HoPs Group differentiate between *Expert* and *Senior Expert*). Note that particularly for *Senior Expert* level, consideration will be given to candidates' ability to give high quality demonstration of technical leadership and an ability to communicate and influence in their evidence.

Practitioner:

- Strong and confident day to day application of capability in common or standard situations but may need to seek expert support on more complex issues
- Holds relevant experience* and may be augmented by a formal qualification of direct relevance
- Minimum level required in order to be a member of the Cadre – successful Technical Assessment dependent on fulfilling all stated criteria in the TCF

Expert:

- Recognised for specialist or technical knowledge and/or skill, underpinned by extensive experience applying it in practice on complex issues; connected with other experts
- Holds significant relevant experience* and likely to be augmented by a formal qualification of direct relevance
- Successful Technical Assessment dependent on fulfilling all stated criteria in the TCF

Senior Expert:

- Recognised for deep specialist or technical knowledge and/or skill, underpinned by extensive experience applying it in practice on complex issues; connected with other experts
- Holds very significant relevant experience* and likely to be augmented by one or more formal qualifications of direct relevance
- Evidence of applying specialist knowledge and skill as well as displaying leadership qualities in a range of contexts.
- Accreditation dependent on fulfilling all stated criteria in the TCF and assessment against 2 Civil Service Behaviours: Leadership and Communicating and Influencing

* *Relevant experience* is defined as international work experience of direct relevance to the competency

A range of sources of evidence can be used by applicants to support their applications for accreditation and to demonstrate their technical skills.

Examples of sources of evidence include:

- A CV
- Examples of technical skills being used in Situation, Task, Action, Result format
- Work-based training including 10% cadre contribution
- Qualification
- Self-directed study
- Professional development record or learning log
- Project report
- Published or peer-Reviewed papers/dissertation
- Membership of a relevant professional body

Accreditation assessments will take into account the entire academic and professional history of a candidate and not rely solely on their most recent post.

Assessment Framework

The table below sets out the framework for how capability will be assessed at the competency level. The framework is based around the standard 1-7 scoring system used for Civil Service recruitments.

Sift: During an accreditation round, the sift panel will agree a pass mark for all competencies. This could be, for example, 4. A sift will score all competencies at or above the pass mark for an applicant to pass from sift to interview. If a candidate applies for a level and does not pass, the sift panel can at their discretion agree whether they might still pass at a lower level. For example, an applicant might apply at Expert level. During the sift the panel might not pass them on all competencies, but after discussion agree to progress them to interview at Practitioner level.

Interview: Prior to interviews, the interview panel will again set a pass mark for all elements of the assessment. An interviewee must score higher than the pass mark in all areas to be considered for accreditation. If a candidate applies for a level and does not pass, the interview panel can at their discretion accredit the candidate at a lower level. Candidates who pass at a particular level cannot be considered for accreditation at a higher level, regardless of their scores. They must re-apply for accreditation at a higher level in a future accreditation round. The full set of accreditation requirements are specified in Section 5.

Standard scoring for assessment		
Score	Classification	Definition
7	Outstanding Demonstration	The evidence provided wholly exceeds expectation at this level
6	Strong Demonstration	Substantial positive evidence; includes some evidence of exceeding expectations at this level
5	Good Demonstration	Substantial positive evidence of the competency or behaviour
4	Acceptable Demonstration	Adequate positive evidence and any negative evidence would not cause concern
3	Moderate Demonstration	Moderate positive evidence but some negative evidence demonstrated
2	Minimal Demonstration	Limited positive evidence and/or mainly negative evidence demonstrated
1	Not Demonstrated	No positive evidence and/or substantial negative evidence demonstrated

5. Routes to Conflict Technical Assessment

Accreditation to the conflict cadre requires candidates to meet the requirement for senior expert, expert or practitioner in all three primary competencies. In addition: At Expert level, candidates are expected to demonstrate one of the specialist competencies (at expert level). At Senior Expert level candidates are expected to demonstrate two of the specialist competencies (at expert level or above).

Those accredited at *Senior Expert*, *Expert* or *Practitioner* are considered to be accredited to the Conflict cadre.

The table below outlines the two routes to accreditation at three levels.

Accreditation pathway →		Standard		
Capability levels →		Practitioner	Expert	Senior Expert**
Competencies	1. Applied Conflict and Political Analysis and Strategy Development	Practitioner	Expert	Senior Expert
	2. Conflict Sensitivity	Practitioner	Expert	Senior Expert
	3. Conflict Response: Addressing Conflict, Building Peace, stability and Security	Practitioner	Expert	Senior Expert
	4. Specialism	0	1 (at expert level)	2 (at expert level))

**Note that for *Senior Expert* level consideration will be given to candidates' ability to give high quality demonstration of technical leadership and an ability to communicate and influence in their evidence.