

MANAGING IFRC OPERATIONS TRAINING (MOT)

Concept & Participants Profile



Location: Bogotá, Colombia

Dates for online tasks: January 8th to February 2nd, 2024

Dates for the In-person stage: March 10th – 16th (Arrival on 10th and departure 16th after 4pm)

Note: Participants should successfully complete over 40 hours of compulsory preparatory tasks prior to be accepted to join in the in-person stage in Colombia.

Background

Operational leadership in humanitarian response has been recognized as an industry wide gap for many years. As the response environment becomes increasingly more complex, the success of a disaster and crisis response often hinges on the capacity, knowledge and availability of Operations Manager in the field.

The IFRC Operations Manager is a key position within the system used in a variety of responses including mid to large scale emergency operations. The IFRC Operations Manager works closely with the IFRC Country Delegation or Country Cluster Delegation and is accountable for the management and implementation of the planned activities, budget and team management and strategic and operational coordination with the National Society, the IFRC, other components of the Movement and non-RCRC actors.

The role and profile of an Operations Manager varies depending on the size and complexity of operation but requires a sound comprehension of IFRC primary role in coordination and NS capacities strengthening, the set of planning tools, workforce management, funding and financial procedures, IFRC disaster response tools and systems, among others. Most importantly, recent complex emergency response operations (including the Ukraine and impacted countries crisis, Afghanistan complex emergency, etc.) have showed the importance of investing in strategic coordination skills to ensure proper and efficient Membership and Movement coordination.

The Operations Management training was initially launched in 2015 as a response to this growing need in operational leadership positions. Despite its several adjustments both in content and methods to teach along these years, there is still feedback identifying the need to revise the obsolete methodologies and to align to adult's learning trends.

The recent addition of the "Induction to IFRC Operations" learning program has increased the opportunities to better prepare individuals to navigate IFRC systems and procedures, addressing some of the matters previously considered in the Operations Management Course's agenda whether in Online component or In-person stage.

The Strategy 2030, Seville agreement 2.0, IFRC Policy frameworks, the Agenda for

Renewal, New Way of Working, and the updated IFRC systems and procedures required a revision of the former Operations Management Course's content and methodologies.

One essential aspect considered in the revised MOT, is the fact that the Learning Programme is built around the development of specific IFRC Surge Core Competencies for the MOT, considering the ones already addressed in other pieces of training that IFRC has as part of its Learning pathway for Surge and operational personnel. The primary Core Competencies¹ and its corresponding Tiers covered by the MOT, are:

Core Competency	Tier 2	Tier 3
CC.1. Movement context, Principles and values		
CC.2. NS Capacity Strengthening		
CC.3. Coordination		
CC.5. Direction setting and Quality Programme Management		
CC.7. Resource Management		
CC. 9 Transition to recovery		

The aim of the MOT is to create a step change in the IFRC's operational management performance in support of the work that National Societies carry out in disaster and crisis response and preparedness using IFRC tools. The MOT aims to enable professionals from NS that may receive or contribute to provide this support and the IFRC itself to uphold IFRC policies, strategies and guidelines, as well as to navigate the IFRC systems and tools correctly in order to successfully provide strategic and operational management in emergency response operation, whether in its start-up months or during its long-term implementation.

Course Objectives and Content

This learning process contributes towards increasing the availability of qualified individuals who can effectively function as Operations Managers in an IFRC disaster or crisis response operation. The aim is to equip individuals to support effective humanitarian assistance in a way that meets humanitarian needs while strengthening response and preparedness capacity of the Host National Societies.

By the end of the MOT Learning Programme, participants should be able to identify and apply appropriate IFRC resources, tools, policies, systems and procedures in providing strategic and operational management to operations using IFRC tools. The IFRC policies, strategies, systems, and procedures include

¹ Note that the MOT primary CC were defined after an analysis to complement other CCs addressed in other IFRC Surge-related trainings. For more information about the Core Competency Framework for IFRC Surge Personnel, please click [here](#)

but are not limited to:

- S2030, Seville 2.0, Agenda for Renewal
- IFRC Policy frameworks
- Humanitarian Diplomacy
- National Societies capacities strengthening
- Internal and external Coordination.
 - Membership Coordination
 - SMCC (Strengthening Movement Cooperation and Coordination)
- Project funding and financial management
- Workforce management, security and safety and duty of care
- Procurement and logistics management
- Risk Management

Target Audience

IFRC (Secretariat and NS) personnel with emergency operations experience with the interest of deploying internationally or leading domestic response with support of RCRC components, working with National Societies or IFRC offices who:

- ☐ Are not yet operational leaders but have extensive disaster and crises management experience and their sending entities feel they are suitable for IFRC operational management positions.
- ☐ Are already holding operational management positions but are not yet validated against the requested role profile/s.
- ☐ Are already holding operational management positions but require further knowledge or learning/updating specific to IFRC policies, tools, procedures, and systems for these roles.

This training is geared towards those identified individuals who are newly holding or will soon be holding an operational management role within an emergency response operation using IFRC tools. This is tier 2 and 3² training that will support participants in their professional development. Priority for attendance will be given to participants from National Societies of the Global South.

Participants to the MOT

- ☐ Participants who successfully complete the MOT will be eligible to be tagged within the Rapid Response Register in order to receive the alerts for operational leadership positions.
- ☐ Will receive recommendations based on their competency tier evaluation if they are considered ready to take over operational management responsibilities.
- ☐ Will receive support to continue improving core competencies through joining the Community of Practice for IFRC Operational Leadership (in process of being established).

² Source: Surge Core Competency framework, Dec 2019

Learning Approach

The revised MOT is a **blended Learning Programme considering the flipped-classroom³ approach** consisting of a combination of **self-paced online, independent learning and homework, and facilitated Live workshops with Subject Matter experts for 4 weeks, plus a 6-days period in classroom** that aim to bridge the most critical knowledge and performance gaps for Managing IFRC Operations with NS.

Participant Selection Process & Criteria

The number of participants for the online component will be 40 and the number of participants for the in-person component will be of 30.

These 30 will be selected according to the score received among the following factors:

- Points obtained through the application process
- Points obtained in the final test of the online component
- Level of commitment and active participation demonstrated during the online weeks.

Note: a gender balance will be sought, and priority will be given to National Societies participants.

The MOT is not an entry-level learning process but a Tier 2 & 3. Applicants are requested to be validated by their line managers and IFRC offices at Tier 2 indicators at the required MOT Core competencies according to the Core Competency Framework. This occurs through the process of supporting each candidacy.

The participants for the online component must complete several online mandatory and scheduled tasks (over 40 hours in 4 weeks) and demonstrate commitment and the expected level of competencies to take the best out from the In-person component.

As a new feature of this revision, the weeks prior to the classroom component will include live sessions in which Subject Matter Experts (SME) are invited to clarify and reinforce key concepts (including some seen in the online modules), and thus reinforce the assimilation of concepts and proper use of the tools presented to be ready for the In-person, which will basically be practice in a safe learning environment.

Those participants, who could demonstrate the level of core competencies required to attend the residential component with the highest scoring according to the below selection criteria and the results of the final test will travel to the country of the MOT venue. The residential stage of the MOT is of 6 days duration.

Please refer to the standard [Operations Manager's job description for details](#).

³ Students in the flipped classroom view/take online learning materials as pre-class homework, then spend in-class time engaged in active learning experiences such as discussions, peer teaching, presentations, projects, problem solving, and group activities.

Participants for the Online component are required to fulfill the following criteria with a maximum of 125 points:

- ☐ Languages: max. 10 points
- ☐ Availability: max. 15 points
- ☐ Humanitarian missions experience: max. 55 points
- ☐ Competencies level: max. 45 points

Languages:

- ☐ Demonstrated fluent in both written and spoken English.
- ☐ Knowledge of another official IFRC language is an asset.
- ☐ Individuals with knowledge of Arabic are strongly encouraged to apply.

Availability:

- ☐ Ensured availability for taking over an operations management function of at least one month in the next 24-month period.

Humanitarian missions experience:

- ☐ Minimum 5 years of field experience in disaster and crisis response and management,
- ☐ Minimum 5 years managing and supporting workforce.
- ☐ Demonstrated field experience with RCRC Movement with special attention to budget holder or finance responsibilities.
- ☐ Demonstrated experience in project cycle management, including proposal development, budgeting and reporting, monitoring, and evaluation.
- ☐ Demonstrated experience of working in a multi-discipline and multi-national teams.
- ☐ Demonstrated experience of working with National Society counterparts, particularly DREF or Emergency Appeal operations.
- ☐ International humanitarian response experience is an asset.

Entry tier of Core Competencies:

- ☐ Movement context, principles and values – Tier 2
- ☐ NS capacity strengthening – Tier 2
- ☐ Coordination – Tier 2
- ☐ Direction setting and quality program management – Tier 2
- ☐ Resource management – Tier 2
- ☐ Transition to recovery - Tier 2

NOTE: the IFRC MOT Team **gives for granted that every candidate and participant supported by its corresponding sending entity fully abides by the RCRC Code of Conduct and performs the indicators from all the Behavioral Core Competencies¹ at Tier 2, minimum.** These are:

- ☐ Collaboration and Teamwork: Ability to build strong relationships within the team to achieve results: Ability to address conflicts by focusing on the issues at hand, to develop effective solutions when disputes or disagreements occur.
- ☐ Conflict Management: Ability to actively listen and clearly convey ideas

and information in an engaging manner.

- ❑ Interpersonal Communications: Ability to actively listen and clearly convey ideas and information in an engaging manner.
- ❑ Cultural awareness: Ability to demonstrate acute awareness of cultural surroundings and context.
- ❑ Judgment and decision making: Ability to make objective judgments and decisions.
- ❑ Motivating others: Ability to see the overall objective in a changing context and taking responsibility to motivate others.
- ❑ Personal resilience: Ability to maintain your own and others well-being in a stressful environment and cope with rapid change.
- ❑ Integrity: Ability to act in an honest and ethical fashion to create a safe environment

Each interested applicant should submit the **Authorization Form signed** by its **President/Director General** (NS Applicants) / Line manager (IFRC Staff), a motivation letter and a brief CV (max. 3 pages) through the fill out of the following **Application Form online**. The Application form can be found in the following link: https://bit.ly/IFRC_MOT

The IFRC Americas Regional Office (Health, Disaster, Climate and Crises team) will screen and validate applications received. Names of all candidates who meet the criteria will be submitted to a Selection Committee which will select the final list of participants.

Participants for the In-person stage will be required to fulfill the following criteria:

- ❑ Demonstrate they have gone through the online modules, homework and reading materials requested in a timely manner (so that could join and benefit from the live sessions as it is designed in the learning methodology), so are prepared to join the In-person component to get the best from it.
- ❑ Have participated in 80% of the live sessions with SME (Subject Matter Expert) and ERP webinars. ***Watching a recording does not make up for missed live session attendance since these are designed to be interactive for learning purposes.***
- ❑ Have passed the Final test related to the Online component materials with at least 80% correct answers.

In order for participants in the online component to meet these requirements, the support of their line managers is essential to ensure that they have the necessary time during this phase without conflicting with their daily tasks.

The 25 participants who will travel to the venue for the in-person component will be selected in order, based on the points scored through the Application Form, the result of the final online component test and the participation and commitment demonstrated during the online weeks.

Online component

RCRC staff who think on applying to hold operational leadership positions within

IFRC operations, which is at the highest Tier of the Core Competencies Framework, is expected to prepare her/himself through the [existing list of mandatory trainings](#) shared by the Global Surge unit on a regular basis as part of their personal career ambition within the RCRC system. Therefore, the following list does NOT include any of these mandatory training courses, but others that are particularly relevant to following the specific learning curricula of the MOT. Furthermore, IFRC takes for granted that the candidates and their corresponding sending entities are responsible for the fulfillment of this mandatory set of trainings before accessing this training opportunity.

The MOT Online component includes a variety of readings, online modules, live sessions, homework, and a final test, which in total will take over 40 hours to complete in 4 scheduled weeks. The week right before the travel to the in-person stage, participants will also have a Live session in preparation to joining the In-person component. See Time estimates schedule below.

A modification with respect to previous courses is that these **Online component assignments are scheduled and mandatory by weeks**. Thus, each participant must complete the tasks of the corresponding week at his or her own pace, but always before the live session in order to optimize the pace and methodology of learning. These include:

eLearning Modules, in IFRC Learning platform:

1. **Induction Curriculum: Working as part of the Surge team:** the many ways Surge personnel work with others to support an operation.
2. **Induction Curriculum: Contributing to PMER:** learn about the current set of planning and budget tools
3. **Money Matters: Project Financial Management at IFRC**
4. **Induction Curriculum: Procuring resources:** how to procure goods and services
5. **Induction Curriculum: Managing information:** how IFRC manages information (I/ data protection)
6. **Induction Curriculum: Coordinating Logistics:** how to manage warehousing and fleet in operations
7. **Induction Curriculum: Supervising Workers and volunteers:** what additional human resources we can count on that increase the National Society's capabilities in its response.

Homework: specific tasks related to the corresponding content of the eLearning modules of the week, by using, when possible, the Baruna case Scenario

Readings & videos watching: IFRC Policies, Agreements, frameworks– readings and exercise/live sessions. Framing your expected operational leadership role.

Live sessions: weekly live sessions with Subject Matter experts

ALL online modules can be accessed on:
<https://ifrc.csod.com/client/ifrc/default.aspx>

Time Investment estimates for participants during the Online component

ONLINE COMPONENT – 4 + 1 WEEKS					
Component	WEEK 1: IFRC Policies, strategies, frameworks	WEEK 2: IFRC Management Procedures	Week 3: Procuring resources and info management	WEEK 4: Logistics and Workforce management	WEEK 5: Getting ready for the face-to-face
eLearning Total: 19,25 hours	Reading/others: S2030, Agenda for Renewal, Seville agreement 2.0 Humanitarian diplomacy in emergencies Online module: 1. IND: Working as part of the surge Team Time estimate: 4 hours	Online modules: 1. IND: Contributing to Planning, Monitoring, evaluation and reporting 2. Your Guide to Financial Project Management at IFRC Time estimate: 5 hours	Reading/others: Data Protection overview & best practices Online modules: 1. IND: Managing Information 2. IND: Procuring Resources Time estimate: 4,25 hours	Reading/others: Risk Management Policy Online modules: 1. IND: Coordinating Logistics 2. IND: Supervising workers and volunteers Time estimate: 3 hours	Reading/others: Baruna Floods Documentation Time estimate: 3 hours
Live sessions with SME Total: 9 hours	Live session - HD & Movement & Membership Coordination 120 minutes	Live session - PMER & Quality programming 120 minutes	Live session - Resource Mobilisation & financial management at IFRC 120 minutes	Live session - Workforce & Risk management 120 minutes	Live session - Getting ready for the F2F 60 minutes
ERP Webinars Total: 2,25 hours	Videos introducing ERP 10 mins	ERP Webinar 1 45 mins -Activity planning -Cost estimates -Using templates -Indicators	ERP Webinar 2 45 mins -Grant Agreement -Funds Transfer -HR Cockpit	ERP Webinar 3 45 mins -Operational Cockpit -Purchase Requisition -Tracking	
Homework Total: 6 hours	Homework 90 minutes	Homework 90 minutes	Homework 90 minutes	Homework 90 minutes	
MOT Assessments Total: 1 hour	Course's assessment 10 minutes	Course's assessment 10 minutes	Course's assessment 10 minutes	Course's assessment 10 minutes	Course's assessment 20 minutes
				Preparation for the test Optional	
Final Test Total: 1 hour				Final Test 60 minutes	
TOTAL: 39 hours	Week 1: 7,75 hours	Week 2: 9,5 hours	Week 3: 9 hours	Week 4: 8,5 hours	Week 5: 4,5 hours

Note: For those applicants who have never been deployed under an IFRC contract before, **it is mandatory** to take the rest of the online modules for the Induction to IFRC Ops. Training whenever possible **before any application to deployment. The additional Induction Modules** are:

1. Joining the Surge system:

- Welcome to Surge:** how IFRC emergency response operations support the efforts of requesting National Societies
- Responding to Surge alerts:** the process of joining the IFRC Rapid Response Register
- Deploying to the Operating Area:** how to get well prepared prior to deployment

2. IFRC Values:

- Incorporating Principles of Protection, Gender, and Inclusion (PGI):** how to integrate PGI principles
- Community Engagement and Accountability (CEA):** how to be accountable to affected communities
- Developing Cultural Awareness:** how we can develop sensitivity to different cultures we work with
- Practicing Environmental Sustainability:** how to consider and integrate aspects of environmental sustainability
- Maintaining Personal Well-being:** how to take care of yourself and others for a healthy and lasting work environment
- Abiding by the IFRC social media Policy:** how to make use of social media while maintaining data protection

3. Transitioning Out:

steps and procedures to transition out of your Surge position and how to make the most of your experience once you make it back home.

Costs

For this course the IFRC will offer full scholarships for each of the participants selected for the face-to-face phase thanks to the support of the Canadian Red Cross, American Red Cross, and the Spanish Agency for International Development Cooperation (AECID).

Commitment

It is a requirement that each participant has permission from the respective sending entity to engage into the MOT (5 weeks as per schedule) and be available for supporting the work that National Societies carry out in disaster and crisis response and preparedness using IFRC tools for at least one month within the next 24 months. As such, in the application form, an **Authorization Form signed** by the Line Manager is required to attach. It is desirable that an agreement – valid for at least three years is formally registered by the participants, their line manager and National Society/RCRC Office leadership.

For more details Contact: MO.Training@ifrc.org / surge.americas@ifrc.org



The International Federation of Red Cross and Red Crescent Societies (IFRC) is the world's largest humanitarian network, with 192 National Red Cross and Red Crescent Societies and some 14 million volunteers. We work in the most hard-to-reach and complex contexts in the world, saving lives and promoting human dignity.

We support communities to become stronger and more resilient places where people can live safe and healthy lives and have opportunities to thrive