URBAN COMPETENCY FRAMEWORK FOR HUMANITARIAN ACTION

Competency Domain	Description	Competencies	Behaviours appropriate for all	Additional behaviours for managers and leaders
1. Working with diverse stakeholders	Operate within a highly complex system of diverse and disparate stakeholders, comprised of a vast number of public, private and civil society actors, leaders, decision makers and influencers	1.1 Mapping diverse stakeholders	1.1.1 Systematically maps characteristics of diverse urban stakeholders in order to understand their functions and responsibilities, capacities and vulnerabilities, power and influence, interests, relationships and potential areas of conflict 1.1.2 Identifies key decision makers, focal points and influencers across public and private sectors and in civil society	1.1.3.L Anticipates changes in stakeholder characteristics and interests over time 1.1.4.L Implements mechanisms for ensuring staff work appropriately and sensitively when working with communities and diverse stakeholders
		1.2 Promoting coordination and collaboration between stakeholders	1.2.1 Actively communicates and coordinates with a diverse range of urban actors 1.2.2 Establishes productive and collaborative relationships with a diverse range of stakeholders 1.2.3 Recognises and respects diversity and adjusts actions if appropriate while adhering to humanitarian principles and own ethical codes 1.2.4 Engages with and promotes existing and new, real and virtual networks and coordination mechanisms	1.2.5.L Builds collaborative relationships between diverse stakeholders 1.2.6.L Negotiates with diverse stakeholders, including representatives of marginalised or at-risk subpopulations and communities, in the interest of the urban population and subpopulation needs
		1.3 Defusing conflict between stakeholders with competing interests	1.3.1 Minimises tensions between stakeholders and encourage positive interactions 1.3.2 Ensures one's own behaviour reduces rather than encourages tensions	1.3.3.L Ensures the actions of one's team members fosters collaboration and defuses tension 1.3.4.L Defuses conflicts between stakeholders to prevent escalation 1.3.5.L Mediates between stakeholders and addresses underlying causes

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Competency Domain	Description	Competencies	Behaviours appropriate for all	Additional behaviours for managers and leaders
2. Operating within complex governance structures	Operate effectively within a complex urban governance structure that consists of multiple, complex and potentially overlapping, formal and informal administrative structures, regulations, decision makers and influencers in order to improve humanitarian outcomes for urban populations and subpopulations	2.1 Working with decision makers and influencers in the urban area	2.1.1 Forms relationships with multiple decision makers and influencers with formal and informal authority at various locations and administrative levels 2.1.2 Negotiates and coordinates with decision makers and influencers to lead to positive humanitarian outcomes for populations and subpopulations in urban areas 2.1.3 Demonstrates awareness of the scope and limitations of formal and informal authority, responsibility and influence of various stakeholders and the power dynamics between them 2.1.4 Demonstrates awareness of the impact of own actions on local power structures	2.1.5.L Advocates for increased accountability to all urban populations amongst those with authority over urban populations, subpopulations, districts and neighbourhoods 2.1.6.L Builds the capacity of authorities at various levels to undertake their responsibilities effectively 2.1.7.L Challenges ineffective or discriminatory behaviours or beliefs held by decision makers and influencers that negatively impact the humanitarian outcomes of populations or subpopulations in the urban area, that perpetuate exploitation or abuse or that breach humanitarian principles
		2.2 Engaging with existing decision-making structures in various locations, levels and institutions	2.2.1 Actively engages with existing decision-making structures and mechanisms at national, municipal, institutional or neighbourhood level, including formal and informal structures 2.2.2 Strengthens existing and local decision-making processes that impact urban populations and subpopulations	2.2.3.L Demonstrates strategic leadership to improve governance structures, decision-making and planning 2.2.4.L Takes actions to minimise any erosion of local power structures that exist at various levels including national, provincial, municipal and neighbourhood
		2.3 Operating in accordance with relevant regulations and codes that impact humanitarian outcomes in the urban area	2.3.1 Operates in accordance with the requirements of formal regulations, codes and governance structures 2.3.2 Demonstrates an awareness of the application of formal regulations in practice 2.3.3 Acknowledges and appropriately works with informal regulations and structures that may impact the whole city, specific communities or specific neighbourhoods	2.3.4.L Supports revision and improvement of regulatory codes that negatively impact humanitarian and protection outcomes for urban populations and subpopulations 2.3.5.L Advocates for consistent, non-discriminatory adherence to and enforcement of regulations and codes that impact on humanitarian outcomes for populations and subpopulations

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Competency Domain	Description	Competencies	Behaviours appropriate for all	Additional behaviours for managers and leaders
3. Working in a built environment	Take into account the inherent opportunities and risks in built environments, with high population density, complex land ownership and usage rights and patterns, and how these impact on humanitarian outcomes for urban populations and subpopulations	3.1 Addressing risk in built environments	3.1.1 Identifies current and future risks in the built environment that may impact urban populations and subpopulations, including risks that will impede the populations' abilities to meet their own needs 3.1.2 Takes measures to mitigate risk factors in planning and programming 3.1.3 Ensures assessments of safety and security are incorporated into programming	3.1.4.L Advocates with diverse stakeholders to mitigate current and future risk factors linked to the built environment 3.1.5.L Supports communities and subpopulations to identify strategies for minimising risk and vulnerability
		3.2 Assessing shifting usage of urban public, semi-public and private spaces	3.2.1 Demonstrates awareness of how populations and subpopulations move through, occupy and use multi-use, multi-level public, semi-public and private urban spaces in relation to pre-crisis usage patterns 3.2.2 Takes measures to mitigate negative effects of current temporary and semi-permanent usage patterns on long-term urban planning 3.2.3 Operates in accordance with legal and regulatory codes on land usage, ownership and occupancy 3.2.4 Shares information on rights associated with the built environment to improve populations' and subpopulations' access to economic opportunities and sustainable solutions	3.2.5.L Negotiates with diverse stakeholders to reduce restrictions on access to and usage of public spaces to enable improved humanitarian outcomes for urban populations and subpopulations 3.2.6.L Ensures existing and adapted future urban planning informs programming, policy development and implementation of short term solutions 3.2.7.L Challenges legal and regulatory codes on land usage, ownership and occupancy that perpetuate risk factors in vulnerable subpopulations and communities and exacerbate social tension
		3.3 Incorporating considerations of place into programming	3.3.1 Incorporates considerations of population density and distribution into analysis, planning and implementation of humanitarian action 3.3.2 Addresses location-based risk and access factors in programming 3.3.3 Creates programmes which maximise opportunities provided by the built environment	3.3.4.L Takes actions to reduce risk factors in specific vulnerable neighbourhoods and locations in collaboration with other stakeholders 3.3.5.L Anticipates and takes action to reduce negative impacts of programming on social cohesion

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Competency Domain	Description	Competencies	Behaviours appropriate for all	Additional behaviours for managers and leaders
4. Promoting social cohesion	Promote social cohesion and minimise tension and conflict in urban areas with large, high density populations comprised of multiple subpopulations and overlapping communities with diverse characteristics, interests and needs	4.1 Analysing co-existing and competing social, cultural and religious structures and influences in the urban area	4.1.1 Analyses the social structures, cultural and religious influences that impact urban populations and subpopulations 4.1.2 Demonstrates awareness of the numerous intersectional identities which individuals use to interact with multiple communities and groups	4.1.3.L Works with key stakeholders to analyse complex intersections of social, cultural and individual influences while acknowledging the limitations of the analysis itself
		4.2 Engaging with multiple, diverse communities and subpopulations	4.2.1 Identifies appropriate entry points to facilitate engagement with urban communities and subpopulations 4.2.2 Impartially engages with diverse local organisations, civil rights groups and affected communities	4.2.3.L Fosters strong relationships with key community members and relevant stakeholders
		4.3 Promoting social cohesion and trust across diverse co-existing communities and subpopulations	4.3.1 Applies contextual knowledge of urban social dynamics and power relations to programming decisions 4.3.2 Takes actions to promote social cohesion and trust building across diverse coexisting communities and subpopulations 4.3.3 Monitors impact of programming on social cohesion	4.3.4.L Sensitively and strategically anticipates and defuses social tension and exclusion to avoid decreased security and further marginalisation

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Competency Domain	Description	Competencies	Behaviours appropriate for all	Additional behaviours for managers and leaders
5. Prioritising at-risk populations	Identify, prioritise and support the most at-risk individuals, subpopulations and communities living in urban areas affected by crisis irrespective of their legal status or membership of host or affected communities, and address complex, interconnected risk factors to ensure access to impartial assistance	5.1 Assessing risk amongst urban populations	5.1.1 Conducts participatory vulnerability assessments to identify risks and their impact on subpopulations and communities 5.1.2 Identifies communities and subpopulations who are most at risk and in need of protection and assistance 5.1.3 Builds relationships with multiple subpopulations and community representatives and appropriate focal points to establish equitable outreach across coexisting communities	5.1.4.L Engages with governance structures to advocate for increased representation of marginalised communities and subpopulations 5.1.5.L Employs innovative methods and technologies to reach subpopulations effectively 5.1.6.L Ensures staff conducting analysis and outreach have the sensitivity, competency and experience of working with multiple and overlapping at-risk groups
		5.2 Ensuring access to impartial assistance for the most at risk	5.2.1 Works with communities and subpopulations to identify barriers to accessing assistance 5.2.2 Takes action to reduce and remove barriers and promote impartial assistance 5.2.3 Establishes context-appropriate feedback mechanisms that are accessible and inclusive for specific neighbourhoods 5.2.4 Acts on feedback to improve future humanitarian and protection outcomes for at-risk populations and subpopulations in the urban area	5.2.5.L Works with public, private and civil society stakeholders to ensure protection and access for the most at-risk 5.2.6.L Advocates with stakeholders for provision of impartial assistance 5.2.7.L Designs interventions that address multiple, interconnected risk factors prioritising those who are most at risk
		5.3 Protecting the most at-risk from harm, exploitation and abuse	5.3.1 Analyses shifting dynamics of violence, exploitation and abuse 5.3.2 Promotes positive social and structural norms to reduce forms of violence, exploitation and abuse 5.3.3 Mitigates negative impacts of social and structural norms on protection outcomes for at-risk groups 5.3.4 Promotes activities and referral mechanisms that inform those most at risk of their rights and how to access them	5.3.5.L Strategically and sensitively takes steps to alter social and structural norms which use forms of violence, exploitation and abuse 5.3.6.L Anticipates how risk may evolve and acts to mitigate current and future risk

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Competency Domain	Description	Competencies	Behaviours appropriate for all	Additional behaviours for managers and leaders
6. Adopting a holistic people-centred approach	Engage with diverse stakeholders and urban populations and subpopulations to identify and address interrelated current and future needs through holistic programmes which link to ongoing and longer-term municipal plans	6.1 Addressing interrelated needs in urban populations	6.1.1 Analyses short- and long-term needs of urban populations and subpopulations and the interconnections between them 6.1.2 Designs and implements programmes that addresses multiple needs 6.1.3 Ensures meaningful participation of diverse stakeholders at all stages of programming	6.1.4.L Anticipates how intersecting needs will evolve in a dynamic and complex urban environment 6.1.5.L Facilitates sharing of information between sectors and actors to maximise humanitarian outcomes for populations and subpopulations
		6.2 Working across and beyond the humanitarian sector	6.2.1 Demonstrates humility, willingness to learn from and cooperate with other sectors within and beyond the humanitarian sector 6.2.2 Pro-actively seeks out and builds collaborative relationships with stakeholders from other sectors	6.2.3.L Manages a complex, multi-disciplinary team 6.2.4.L Maximises comparative advantage of diverse public, private and civil-society stakeholders to increase the impact of humanitarian action
		6.3 Linking humanitarian responses with ongoing and future municipal plans	6.3.1 Demonstrates awareness of the longer-term municipal development goals and plans 6.3.2 Engages with municipal actors to jointly plan humanitarian interventions that align with municipal plans	6.3.3.L Supports municipal actors to adapt or refine ongoing development plans to account for the current and future impacts of the humanitarian crisis
		6.4 Promoting resilience of urban communities and actors to cope with, adapt to and recover from future shocks	6.4.1 Assesses resilience, capacities and vulnerabilities of diverse and multiple urban communities and actors 6.4.2 Identifies and promotes positive coping strategies amongst urban communities and actors 6.4.3 Identifies and prioritises actions which promote resilience and capacity building for urban communities and particularly those most at risk	6.4.4.L Engages with municipal actors to assess their vulnerabilities and capacities to cope with, adapt to and recover from current and future shocks 6.4.5.L Supports and advises municipal authorities in emergency management planning 6.4.6.L Advocates for policy and planning which supports economic resilience

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Competency Domain	Description	Competencies	Behaviours appropriate for all	Additional behaviours for managers and leaders
7. Facilitating provision of and access to services and infrastructure	Support the resumption, re-establishment, expansion or adaptation of resilient services and infrastructure, based on an assessment of urban systems and interconnected services, and facilitate access to services and infrastructure that meet current and future needs of urban populations and subpopulations	7.1 Supporting the resumption and appropriate adaptation of urban services and physical infrastructure	7.1.1 Demonstrates awareness of the interconnectedness, status and coverage of multiple urban systems, services, infrastructure and housing options that serve the urban population or subpopulations 7.1.2 Makes programming decisions based on an analysis of the current status of services and infrastructure in the context of pre-crisis challenges and limitations 7.1.3 Supports the resumption, re-establishment or expansion of urban services that are adaptive and flexible 7.1.4 Avoids creating duplicative services 7.1.5 Incorporates future planning into programming decisions	7.1.6.L Works with appropriate stakeholders to assess the quality of multiple services and infrastructure to inform strategy, programming and policy decisions 7.1.7.L Identifies ways to resume, re-establish and improve existing services 7.1.8.L Supports appropriate stakeholders to address gaps or inadequacies in service provision and infrastructure that meets current and future needs of urban populations and subpopulations
		7.2 Facilitating equitable access to urban services	7.2.1 Identifies barriers to access of urban services and infrastructure faced by subpopulations in urban areas 7.2.2 Facilitates access to urban services and infrastructure that meet the requirements of populations and subpopulations 7.2.3 Works with communities to remove and reduce barriers to access available services that impact the community or vulnerable subpopulations	7.2.4.L Advocates with service providers to remove and reduce barriers to access 7.2.5.L Demonstrates awareness of the current and pre-crisis challenges service providers face

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Competency Domain	Description	Competencies	Behaviours appropriate for all	Additional behaviours for managers and leaders
8. Promoting livelihoods and a sustainable economy	Facilitate access to goods and income generating opportunities that promote social cohesion and long-term resilience by supporting the resumption, expansion or adaptation of markets and economic systems	8.1 Promoting the resumption and adaptation of markets, economic systems and financial services that impact the urban area	8.1.1 Builds productive relationships with formal and informal market actors 8.1.2 Conducts market analysis to understand current and pre-crisis strengths and weaknesses of markets and supply chains 8.1.3 Engages with existing markets, economic systems, financial services and structures in the urban area avoiding the creation of unchecked parallel markets 8.1.4 Makes programming decisions that promote the resumption and strengthening of existing markets, economic and financial systems 8.1.5 Takes steps to avoid distorting existing economic systems	8.1.6.L Analyses interconnections between markets, supply chains and economic infrastructures across and within urban areas 8.1.7.L Ensures strategic planning and policies promote resilient markets that meet the current and future needs or urban populations and subpopulations
		8.2 Supporting sustainable and inclusive livelihoods for urban populations and subpopulations	8.2.1 Identifies programming opportunities to build and promote sustainable livelihoods prioritising those most at risk 8.2.2 Incorporates cash assistance in programming when appropriate to support longer term economic self-reliance 8.2.3 Promotes inclusive livelihood opportunities that foster social cohesion within and between urban subpopulations and communities	8.2.4.L Advocates with key stakeholders to ensure the regulatory environment promotes sustainable livelihoods and economic well-being for all 8.2.5.L Advocates with key stakeholders to remove barriers that prevent equitable access to livelihood opportunities particularly those faced by at risk subpopulations in the urban area

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Competency Domain	Description	Competencies	Behaviours appropriate for all	Additional behaviours for managers and leaders
9. Managing programmes in a dynamic urban environment	Achieve demonstrable results in a highly complex and dynamic environment by working collaboratively with numerous diverse stakeholders and communities to innovatively and flexibly address problems and challenges that impact vast numbers of people	9.1 Acting decisively in complex, fluid urban environments	9.1.1 Acts autonomously and makes appropriate decisions when required within assigned levels of authority 9.1.2 Exercises critical judgment in challenging situations in absence of specific guidance 9.1.3 Balances the competing needs and interests of multiple stakeholders when making decisions	9.1.4.L Takes timely, strategic decisions that may impact large numbers of stakeholders under pressure and without complete information 9.1.5.L Considers and accepts responsibility for the implications of decisions 9.1.6.L Takes informed and calculated risks to improve programming and humanitarian outcomes
		9.2 Managing flexible and adaptive programmes	9.2.1 Anticipates city-wide and neighbourhood specific change and builds flexibility into plans 9.2.2 Makes ongoing adaptations to reflect changes and to account for the unknown 9.2.3 Monitors the real and virtual urban-specific context and situation to become aware of new information and be prepared for change if required 9.2.4 Embraces unexpected opportunities to improve humanitarian outcomes for urban populations and subpopulations	9.2.5.L Embeds flexibility into the design of projects and programmes 9.2.6.L Adopts a flexible and adaptive approach to managing projects, programmes and budgets 9.2.7.L Establishes nimble internal systems that enable flexible programming while ensuring accountability 9.2.8.L Plans for multiple and complex future-state scenarios considering how they may impact city-wide and in specific neighbourhoods
		9.3 Using monitoring, evaluation and learning to improve humanitarian outcomes	9.3.1 Works with urban communities and subpopulations to collect data, analyse outcomes and problems and to identify new solutions to meet changing needs 9.3.2 Recognises unanticipated outcomes and looks beyond a single-sector perspective and the immediate target group to identify wider consequences and adapts and responds 9.3.3 Analyses challenges systematically to generate new ideas in response to unexpected change	9.3.4.L Establishes monitoring, evaluation and learning mechanisms to identify positive and negative, intended and unintended outcomes 9.3.5.L Fosters a culture of learning, curiosity and adaptation in the workplace 9.3.6.L Identifies innovative ways of working and technologies to address challenges and changing needs in order to maximise impact in a dynamic environment 9.3.7.L Embeds learning opportunities in programming to inform iterative improvements

Competency Domain	Description	Competencies	Behaviours appropriate for all	Additional behaviours for managers and leaders
10. Maintaining professionalism amongst complexity and change	Maintain high personal standards of professional and ethical behaviour and personal well-being in highly-pressured, complex and interconnected urban environments characterised by rapid change	10.1 Maintaining integrity in complex and challenging situations	10.1.1 Ensures own behaviour upholds high standards of ethical and professional behaviour in accordance with relevant codes of conduct 10.1.2 Challenges harmful or abusive behaviour by others with a person-centred approach 10.1.3 Follows relevant national, municipal and organisational procedures for reporting illegal and abusive behaviour	10.1.4.L Ensures efficient and transparent use of resources in accordance with internal control mechanisms 10.1.5.L Sets an example of personal integrity in all personal and professional contexts 10.1.6.L Holds employees to account for inappropriate, abusive or discriminatory behaviour
		10.2 Demonstrating accountability to multiple, diverse stakeholders	10.2.1 Acts transparently and answers to crisis-affected urban communities and stakeholders 10.2.2 Collects, analyses and disseminates relevant and useful information and feedback from urban populations, subpopulations and other stakeholders 10.2.3 Uses power responsibly, in line with accountability principles and standards 10.2.4 Appropriately manages and responds to feedback and complaints with two-way communication	10.2.5.L Establishes meaningful processes through which urban populations and subpopulations can participate in humanitarian interventions 10.2.6.L Establishes inclusive, participatory feedback and complaints mechanisms appropriate for the scale of the urban area 10.2.7.L Establishes disciplinary and whistleblowing mechanisms to ensure safeguarding of urban populations and subpopulations
		10.3 Maintaining professionalism in a challenging environment	10.3.1 Demonstrates a realistic understanding of personal strengths and limitations in relation the complexities urban crisis 10.3.2 Demonstrates awareness of the impact on others of personal behaviours and actions across interconnecting neighbourhoods 10.3.3 Adapts to changing situations calmly	10.3.4.L Demonstrates a realistic understanding of organisations' and individuals' professional strengths and limitations to address large scale urban crises 10.3.5.L Takes time to reflect on the context and apply lessons learned in new situations
		10.4 Promoting well-being	10.4.1 Recognises personal stress and takes appropriate steps to reduce it 10.4.2 Remains constructive and positive under stress to be able to tolerate difficult and challenging environments	10.4.3.L Helps others to recognise and manage stress by modelling appropriate self-care 10.4.4.L Establishes a culture of well-being and anti-discrimination

Competency Domain	Description	Competencies	Behaviours appropriate for all	Additional behaviours for managers and leaders
11. Applying humanitarian principles in urban contexts	Apply understanding of operating contexts, key stakeholders and practices affecting humanitarian interventions in urban centres and demonstrate humanitarian values and principles in personal and professional contexts	11.1 Demonstrating awareness of the humanitarian context	11.1.1 Demonstrates understanding of the various causes and impacts of emergencies in urban settings 11.1.2 Builds own contextual knowledge of the causes and impacts of the specific urban crises and of the national and municipal humanitarian context 11.1.3 Demonstrates understanding of international humanitarian sector, structures, mechanisms and key actors in relation to the specific urban crisis 11.1.4 Recognises own role, strengths and limitations within the context of the urban crisis	11.1.5.L Makes strategic and programming decisions based on an understanding of the specific urban crisis and the national and international humanitarian context 11.1.6.L Commits the organisation to incorporate diversity dimensions, such as gender, disability, age and ethnicity, meaningfully into organisational policies and programming
		11.2 Applying humanitarian standards and principles in the urban context	11.2.1 Operates in accordance with relevant key international and national humanitarian principles, values, standards and codes of conduct	11.2.2.L Respects relevant national and international laws and treaties applicable to the urban crisis including International Humanitarian Law
		11.3 Demonstrating humanitarian values	11.3.1 Demonstrates humanitarian values and principles in personal and professional conduct 11.3.2 Communicates and promotes humanitarian values with other public, private and civil society stakeholders 11.3.3 Takes a participatory approach working with and building on the skills, capacities and experience of urban populations and subpopulations to address need	11.3.4.L Inspires others by clearly articulating and demonstrating values, core purpose and principles that underpin humanitarian work 11.3.5.L Ensures staff uphold humanitarian principles, values and ethical behaviours
		11.4 Adapting existing humanitarian tools, guidelines and best practice to the specific urban context	11.4.1 Makes adaptations to existing humanitarian tools, guidelines and indicators to increase relevance to the urban context 11.4.2 Adapts programme design to meet the needs and utilise the capacities of diverse urban communities and subpopulations with attention to different genders, sexualities, disabilities, ages and ethnicities	11.4.3.L Engages with international and national actors to improve and adapt existing bodies of knowledge on humanitarian programming in urban crises as practices evolve

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12. Operating safely and securely	Operate safely and securely in a pressured, potentially volatile, environment, demonstrating awareness of the current and potential threats and different vulnerabilities in the specific urban context and mitigates them for oneself and others	12.1 Ensuring personal safety and security	12.1.1 Identifies and communicates risks and threats, and mitigates these for self and organisation 12.1.2 Keeps safety of colleagues in mind at all times	12.1.3.L Ensure all staff receive appropriate security training and briefings on the security risks in the urban area and in specific neighbourhoods
		12.2 Applying appropriate security strategies when working with stakeholders and urban populations	12.2.1 Implements a range of security strategies tailored to specific neighbourhood contexts 12.2.2 Develops linkages with the urban communities and subpopulations to build wide-spread acceptance 12.2.3 Undertakes outreach activities to ensure communities feel involved in the organisations' activities	12.2.4.L Takes into account security considerations when developing partnerships especially if they may compromise real or perceived levels of neutrality and impartiality 12.2.5.L Cautiously engages and appropriately communicates with armed actors to build dialogue and acceptance
		12.3 Minimising risk to urban populations, subpopulations and other stakeholders	12.3.1 Analyses potential city-wide and neighbourhood-specific security risks, including those resulting from the intervention 12.3.2 Takes measures to minimise risks for urban populations and subpopulations and do no harm	12.3.3.L Undertakes effective risk assessments with representatives of multiple stakeholders, urban populations and subpopulations 12.3.4.L Coordinates and shares information on risks and incidents through security coordination mechanism
		12.4 Integrating security management into strategic and programmatic decision making	12.4.1 Takes a localised approached when planning and implementing actions based on an analysis of the security context city-wide and in specific neighbourhoods 12.4.2 Understands the scope, responsibilities and limitations of one's own role in terms of safety and security	12.4.3.L Incorporates detailed analysis security context, localised by neighbourhoods, when planning involvement in an urban crisis 12.4.4.L Ensures the organisation has the capacity and commitment to carry out planned interventions 12.4.5.L Plans an exit strategy from the beginning 12.4.6.L Commits resources to implement security strategies
		12.5 Implementing effective security and crisis management procedures	12.5.1 Follows security protocols and procedures and encourages others to do so also 12.5.2 Recognises different vulnerabilities which exist for different profiles in the varied urban specific areas and reduces these by complying with safety and security protocols set by organisation	12.5.3.L Makes decisions at neighbourhood levels to ensures local considerations are taken into account 12.5.4.L Develops and frequently reviews a security strategy, procedures and protocols and crisis management plan that include consideration of neighbourhood context 12.5.5.L Ensures organisational protocols are understood and consistently followed by staff 12.5.6.L Takes appropriate action and provides direction and support to team members in the event of a crisis

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