



International Federation  
of Red Cross and Red Crescent Societies

## **Developing Missions Guidelines**

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# 1 Background

For several years, the way to acquire competencies to deploy on Rapid Response deployments has been through attending formalized Red Cross Red Crescent (RC/RC) Movement trainings. While this is one way to learn and develop, it is recognized that there are a variety of ways for an individual to progress along their learning path. With the surge principles in mind, the IFRC is launching an initiative to support developing missions.

Over the years many National Societies have identified the need for more opportunities to develop Rapid Response personnel outside of trainings. Furthermore, various surveys, operational reviews, real time evaluations, Operations meta-analysis, wider system reviews (Global Tools review, ERU Review), targeting operations and learning and development<sup>1</sup> have highlighted the request for more learning opportunities in addition to formal trainings, specifically requesting mentorship and deployment experience. The formalization of this initiative is in response to an identified need.

## 2 Introduction

The Developing Mission initiative focuses on mobilizing individuals who are interested to acquire the competencies for a particular role profile, and to do this through on the job learning while being supported by an experienced mentor. Developing missions are still considered Rapid Response deployments and it is expected that all individuals who deploy in this capacity are actively supporting the operation while under the mentorship and guidance of an assigned individual. The *Developing Mission – Best Practices Guide* has already been developed by IFRC and shared to inform both parties on how to maximise benefit from the experience.

It is important to acknowledge that this is not the first instance in which the RC/RC has supported such deployments; however, the formalization of the approach makes this a standardized and predictable option within the surge mechanism. It is envisioned that the activation of a developing mission would happen in the same way that a Rapid Response deployment is mobilized. The standard Rapid Response alert would be issued, indicating that it is a developing mission. The mechanisms of deployment, description of the alert and modalities of support are objects of these Guidelines.

## 3 Purpose

The aim of these Developing Mission Guidelines is to facilitate the deployment of developing profiles during humanitarian responses and further increase the pool of surge delegates, the quality of the deployed delegates and ultimately the quality of the IFRC supported operations in responding to humanitarian needs. The mechanisms and procedures around developing deployments are the main object of these guidelines.

## 4 Activation

### 4.1 Decision Flow

Developing candidates can be associated to any level of category disasters, Yellow, Orange and/or Red. The main factors to determine the feasibility of a developing deployment are:

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<sup>1</sup> Operations Manager Survey in August 2021 and Canadian Red Cross Operational Leadership Impact Harvesting

- The Feasibility of the deployment, in terms of security and BCP measures that determine the number of RR personnel that can work in a safe environment in a given operation.
- The Approval of the Regional Office, the Operations Manager of the operation, and the Sectoral technical focal points in the Region and in Geneva.
- The willingness of the selected RR personnel who will be become the mentor.
- The availability and profiles of the mentor and the proposed mentee candidate.

Typically, following a Regional/Global Surge Alert, launched by IFRC Surge Desk in Regional Office or Geneva candidates are selected and deployed to start the operation. At the onset of any operation, the IFRC RO together with IFRC Surge Desk (GVA) can discuss the option of a developing mission for specific profiles, depending on the operational context and the known requests for developing candidates in the region or globally. This discussion can take place at the outset of discussions when the initial Alert is being launched, or immediately after, when profiles are being selected for deployment. Alternatively, the option of deploying a developing delegate could be proposed at any point later in the operation. In any case, the decision is made jointly between IFRC RO and GVA.

The process of approval for a Developing Mission follows 2 main parallel paths, at the Surge Desks at GVA level and at RO level:

At GVA level, the approval includes:

- Selected RR personnel being deployed (Mentor)
- National Society deploying a developing candidate
- Sector Lead in GVA
- Selected RR Operations Manager (it can be the same person as the Mentor, depending on the developing profile)
- Host National Society

At RO level, the approval includes:

- RO Operations Coordinator or Head of DCPRR
- RO Sector Lead
- Selected RR Operations Manager (it can be the same person as the Mentor, depending on the developing profile)
- Host National Society

All the above stakeholders must agree to activate a developing deployment.

After all approvals are granted and if the context is deemed suitable for a developing mission, a Developing Mission Alert will be sent for the specific profile(s) that are considered for developing experience. As per Rapid Response personnel Alerts, the initial message is sent by the Surge Desk (GVA) in coordination with Regional Surge Desk for Global alerts and by the Regional Surge for regional alerts. The message sent by the Surge Desk GVA will be forwarded immediately after by the Regional Surge Desk for Regional candidates.

The RR Developing Mission Alert (A) will be sent through the RRMS, and it takes the following format:

## IFRC Rapid Response Developing Mission Alert

Rapid Response Developing Mission (A): Sector Officer/Coordinator/Manager, Operation, Country

The following RR Developing Mission profile is requested:

- **1 X Dev- Sector Officer/Coordinator/Manager:** immediate deployment for X months, based in Country/Remote. Language required. Standard role profile

Please confirm availability in the next X hours. Should appropriate candidates be identified, selection may occur before the mentioned deadline. Please follow the link to our Rapid Response Management System (RRMS) to apply. If you have any questions or issues, please contact [surge@ifrc.org](mailto:surge@ifrc.org)

For further information about the operation please visit IFRC [GO](#)

Regards

IFRC Surge Team

<https://rrms.ifrc.org/r/d58364a2e0b562d864927f5289c4bd74>

You are receiving this message because your profile matched the criteria used for this Alert. If you think that received this message by mistake, please contact us.

### 4.2 Selection Process

After an Alert for Developing Mission is sent, any NS can put forward candidates in reply to the Alert, with the same mechanism as per a regular RR personnel. The profiles are reviewed by Technical Desks at GVA and Regional levels. If more than 1 application is received for the same position, the candidates are scored and ranked, according to the same modalities used for RR candidates for deployments.

### 4.3 Deployment Process

Following the selection of the candidate, a Deployment Message will follow, as per RR procedures, indicating the name and the role of the person. The role will be Dev-[Title of the position], for example: “De-Operations Manager”. The deployment follows the same modalities as per RR personnel. The ToR is developed by the Sector Lead (GVA and RO), the RO (DCPRR), and the Mentor. Special attention is given to the ToR of the developing candidate, to be finalized in-country during the first meeting between the Mentor and the Developing Person.

The Rapid Response Developing Mission Deployment Message (D) will be sent through RRMS and it takes the following format:

## IFRC Rapid Response Developing Mission Deployment Message

Rapid Response Developing Mission (D): Sector Officer/Coordinator/Manager, Operation, Country

The following Rapid Response member to deploy:

- **1 x Dev- Sector Officer/Coordinator/Manager:** Name, National Society, based in Country/Remote, for X months.

Note that briefings are expected with technical counterparts before the deployment.

Many thanks to all National Societies supporting this response.

For further information about the operation please visit IFRC [GO](#)

Regards

IFRC Surge Team

<https://rrms.ifrc.org/r/47c6a6e8fc01371122d885326c559e4f>

You are receiving this message because your profile matched the criteria used for this Alert. If you think that received this message by mistake, please contact us.

## 5 Deployment Responsibilities of the Developing RR Personnel and the Mentor

The responsibilities of the developing profile are following the role profile of the position. The Mentor holds the position Title; the developing candidate's title is "Dev-[Title of the position]". The level of responsibility is different between the Mentor and the developing person:

### 5.1 Developing candidate

- Before deploying, carefully study the context and the role profile, revise documentation and relevant material from completed trainings or other sources.
- In-country, the Dev-[Title of the position] will assume responsibilities as defined with the [Title of the position] (the Mentor); this can take many different forms, depending on the competencies level of the candidate, the type of operation, the general context, etc. The decision will be made by the Mentor, in meeting with the candidate, after consultation with the Surge Desk and informed by the deploying NS feedback on the candidate and the developing objectives<sup>2,3</sup>.
- The candidate is expected to perform the assigned tasks, fulfil learning exercises (if any), be available and prepared for mentoring sessions, and in general actively participate in the creation of a positive and constructive learning experience.

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<sup>2</sup> See *Developing Missions – Best Practices Guide* to inform the general process of coaching/learning

<sup>3</sup> See *Developing mission goal setting template* to guide the setup of the objectives

- At all times in a developing deployment, it must be reminded that the quality of the operation remains the priority, throughout the learning experience.

## **5.2 Mentor**

- Before deploying, consult the Surge Desk for mentoring documentation, evaluation, and appraisal expectation. The deploying NS of the developing candidate should share the candidate's profile, their expectations, and clear developing objectives.
- In-country, the [Title of the position] will assume all responsibilities as per the role profile. After meeting with the Dev-[Title of the position], some responsibilities can be transferred to the developing candidate, depending on the operational objective first, and the learning objective second.
- The Mentor is expected to support learning exercises (if any), lead mentoring sessions and in general create a positive and constructive learning experience.
- At all times in the deployment, it must be reminded that the quality of the operation remains the priority, over the learning experience. The deployed Mentor's primary responsibility is always operational.

## **6 The role of Surge Desk Regional Office and GVA, Regional Office DCPRR, Host NS and Deploying NS**

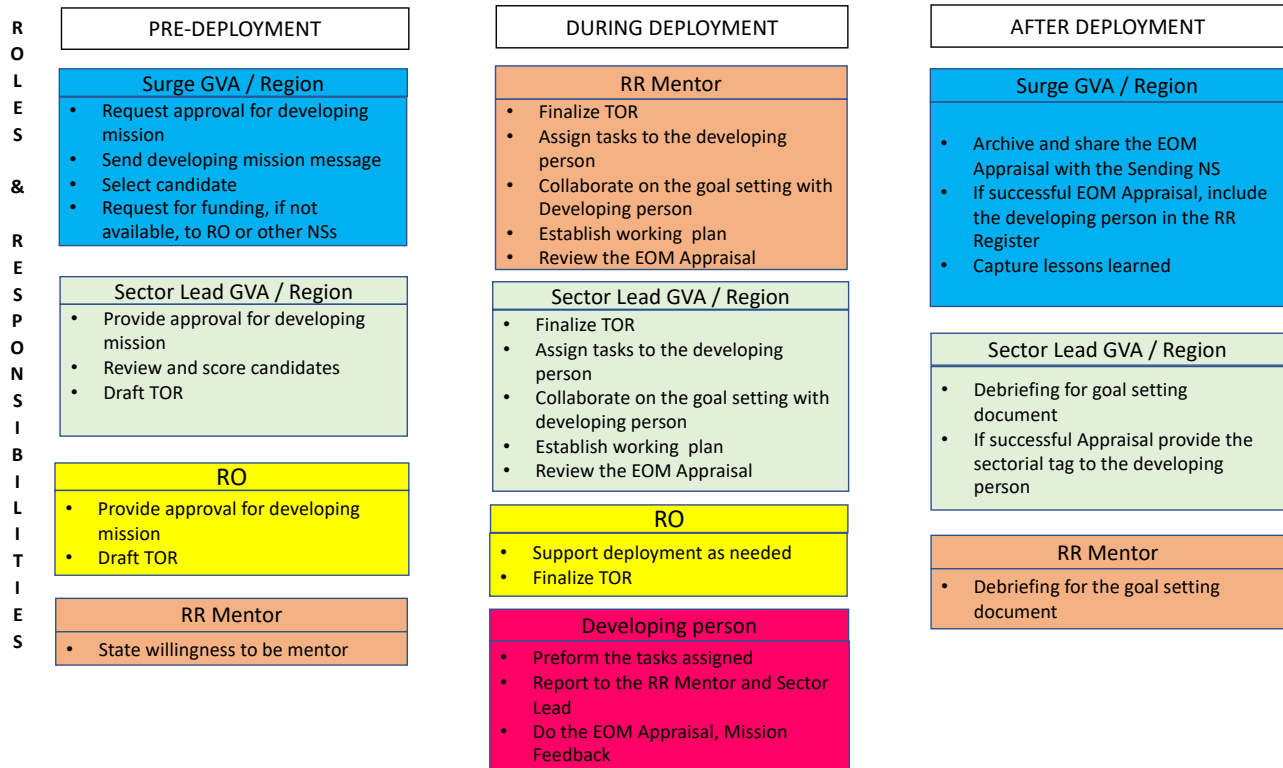
The role of the Surge Desk is to facilitate developing deployments by communicating opportunities, seeking support from NS and coordinating information from interested parties.

The role of the Surge Desk RO is to gather information and opportunities from regional NSs and disseminate knowledge about these opportunities between the NS and the Surge Desk GVA. The Surge Desk RO is also the primary stakeholder in flagging operations/positions suitable for a developing mission.

The Host NS manages the implementation of the operation and facilitates and promotes the deployment of surge personnel, including learning opportunities for IFRC members. By hosting a developing mission, the Host NS contributes towards the development of the pool of responders and the increasing quality of humanitarian responses.

N.B. It is worth noting here that developing missions share interesting parallels with the concept of NS counterparts in International Operations: IFRC international delegates can be mirrored in their Surge roles by NS staff for management continuity of the operation, especially in the longer-term. Although this relationship is not about mentoring, there are strong learning opportunities for NS staff to become more familiar with IFRC operational systems and procedures (and of course reciprocally for international delegates to learn from the NS).

The deploying NS facilitates and promotes the deployment of its member and provides the adequate material/equipment to facilitate the learning opportunity. The deploying NS will also follow up with Surge Desk GVA on the success/challenges of the developing deployment post mission.



## 7 Costs

The cost of a Developing Mission deployment is supported by the deploying NS. All costs shall be covered, including travel, accommodations, MSA/per diem, communication, and all related costs. To maximize representation and further improve operational quality, funding options need to be made available for skilled candidates coming from Regional NS in middle- to low-income countries with no means to support them. In these cases, the funding could come from IFRC, or from another supporting NS in agreement with the deploying NS and will be discussed and secured at time of deployment.

Candidates will be applying through the RRMS after consultation with their NS. The NS will be notified, and they will be able to indicate if they are willing to fund this Developing Missions.

To maximize the opportunities of regional candidates who do not have funding from their NS, the following procedures will be implemented:

**Option 1:** Well-Funded NS who do not have any candidate but who are willing to fund a Developing Mission for a Regional candidate, will communicate their willingness to the Surge Desk in GVA via email, so that regional candidates who have applied and do not have funding can deploy using those funds.

**Option 2:** A funding pool will be created where interested NS can contribute. This mechanism will be used to cover deployment costs of candidates coming from NS with non available funding.

## 8 Handover and Debriefing

A Developing Mission cannot be complete without a formal debriefing and appraisal at the end of the deployment. As the main purpose is the professional development of the candidate, special attention should be given to the learning objectives, to consolidate the learning and outline the next steps.



The EOM Appraisal should be completed in writing and shared with IFRC Surge Desk and the deploying NS for follow up.

The general reflection should focus on if and to what extent the technical and core competency learning goals were met, in reference to the competency frameworks. The following questions should be answered:

- Which technical or core competencies were not covered in this deployment?
- What went particularly well for the candidate on this deployment?
- What were the challenges for the candidate on this deployment? How were they addressed? What was learnt from them?
- How did this deployment improve the candidate's understanding of the organization (Red Cross Movement and National Society)?
- What could be done to further develop the candidate's knowledge and understanding of the organization? Which specific areas should be prioritized?
- What could be done differently next time, if anything? What was most helpful for the learning process?

An End of Mission Feedback form must be completed by the candidate, and shared with IFRC Surge Desk and the deploying NS relevant desk for career development. It is also important to include the feedback from the candidate on the Mentor, for the development of the Mentor.