**Movement Logistics Cash and Markets Competency Framework**

**Introduction**

**Purpose:**

The ICRC[[1]](#footnote-1) and IFRC[[2]](#footnote-2) each have a Logistics Competency framework (CFW). This document doesn’t not replace the two organisational CFWs and it is strongly recommended to familiarise yourself with these documents. This is an informal working document, the purpose of which is to facilitate the standardisation of logistics and procurement support for the implementation and scale up of cash.

This would could be used to build the cash-readiness within logistics and procurement through the development (or revision) of standardised tools, SOPs, guidance and training, in particular:

* Evaluating existing training courses to understand the competencies they deliver
* Revising or developing new training materials to provide key competencies
* Developing a training path
* Identifying the cash-readiness of the existing pool of logisticians
* Developing a prioritised training plan (2019-2020)

It is acknowledged that technical competencies rely on technical knowledge, and are a cumulative product of experience, training and education.

**Approach:**

To achieve a harmonised document the competencies and tiers for the two CFWs were compared. In 80% there was a strong correlation between the two documents. In 20% of there was a difference in either (a) the scope of competency or (b) the tier required to have the competency. In (a) the combined competency includes the wider scope for completeness. For (b) hybrid tiers have been created. There has been a strong effort to keep the wording as similar as possible to the original two documents so that there is familiarity for the reader and also to be able to easily reference back to the source documents.

**Competencies**

The technical cash and markets competencies are the main focus with some transversal competencies with an emphasis on their relevance to cash and markets e.g. planning, analysing and reporting focus.

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| **GLOSSARY** | | | |
| BI & R | Business Intelligence and Reporting | MA&S | Market Analysis and Sourcing |
| CBI | Cash-Based interventions | MBI | Market Based Interventions |
| CTP | Cash Transfer Programming | P | Procurement |
| F | Forecasting | RM | Risk Management |
| LSU&D | Logistics Set Up & Design | SM | Supplier Management |
| MA | Market Assessment |  |  |

**Targeted profiles:**

Work in progress.

**Levels:**

The framework mainly focuses on roles employed to directly deliver cash and market interventions: operational; tactical; and strategic-managerial[[3]](#footnote-3). It currently excludes the “expert” level. There are some hybrid levels (operational-tactical, tactical-strategic managerial, strategic managerial-expert) where there are differences between the organisations. This also reflects the continuum as an individuals’ experience grows and there is a natural overlap between one level and the next. The competencies are cumulative, which means that the person proficient at the tactical level is assumed to already possess the proficiency from the operational and so on.

**Competency Framework:**

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| **OPERATIONAL** | | | | |
| **Group** | **#** | **Area** | **Ref .** | **Competency** |
| Procedures and Tools | O1.1 | 6.a CBI  1.9 CTP | 6a.1.2 6a.1.3 1.9.1.2 | **Understands the roles and responsibilities** for Logistics and other departments. Applies & conducts cash related procedures in **accordance with the SOPs** |
| Feasibility | O1.2 | 6.a CBI  1.9 CTP | 6a.1.5 1.9.1.1 | Understanding and application of different **CTP modalities and delivery mechanisms**; processes and relevant procedures; capacity to define main **advantages and disadvantages** of different CTP modalities, in regard to different scenarios and **contributes to the decision on the cash feasibility study** |
| Market Analysis | 01.3 | 3. P 1.9 CTP 4.2 MA&S | 3.1.1 1.9.1.3 4.2.1.2 | **Conducts LOCAL market and procurement** activities (market assessment; market mapping; supplier evaluation; quality/quality control; cost and physical access; tender & contracting) **in accordance with procedures** |
| O1.4 | 6.a CBI 1.6 BI & R | 6a.1.1 1.6.1.1 | Ability to **monitor data** for the purpose of **fact-based decision making** and **provide reports** (for program) in the required format at required frequency |
| O1.5 | 6.a CBI 1.9 CTP | 6a.1.4 1.9.1.4 | **Mapping**, **screening** and **identifying potential financial service providers** and key commodities on the market using existing CTP templates |
| O1.6 | 6.b MA 4.2 MA&S | 6b.1.1 4.2.1.2 4.2.2.2 4.2.2.3 | **LOCAL & REGIONAL** scope of sourcing. **Collects data** on **quantity, quality, cost and physical access** to Retail and Supplier markets in accordance with pre-determined templates and sequencing of actions and analyze suppliers' capacity (for cash and vouchers). **Market mapping**: capacity to map and analyze the main market patterns and trends |
| O1.7 | 6.b MA 4.2 MA&S | 6b.1.2 4.2.1.2 4.2.2.2 4.2.2.3 | **LOCAL & REGIONAL** scope of sourcing. **Performs continuous monitoring** of required market and commodity data (quality, quantity, cost, physical access - current and predicted) and analyses suppliers' capacity (for cash and vouchers). **Market mapping:** capacity to map and analyze the main market patterns and trends. |
| Lessons & Recommendations | O1.8 | 6.c MBI | 6c.1.1 | Supports the **implementation of MBI PoA** (if required), supporting **monitoring** and **reporting** outcomes and **evaluating** impact and end-of-programme MBI approach and **lessons** identified |
| **OPERATIONAL – TACTICAL** | | | | |
| **Group** | **#** | **Area** | **Ref .** | **Competency** |
| Supplier Management | OT12.1 | 6.a CBI 4.3 SM | 6a.1.6 4.3.2.2 | Monitors and reports **supplier performance** against contracts / framework agreements to ensure they are meeting requirements such as factory assessment, contractual terms, etc. |
| OT12.2 | 6.a CBI 4.2 MA&S | 6a.2.2 4.2.1.1 | Capacity to **identify** and **evaluate** potential Financial Service Providers **(FSPs)** in the field and to propose alternative suppliers/items. |
| **TACTICAL** | | | | |
| **Group** | **#** | **Area** | **Ref .** | **Competency** |
| Market Analysis | T2.1 | 3. P 4.2 MA&S | 3.2.1 4.2.2.2 4.2.2.3 | Manages the **REGIONAL Supplier market assessment process** ensuring: collection, analysis and reporting of data on quality, quantity, cost and physical access - current and predicted - ensuring continuous or periodic (as required) assessments as required. **Market mapping**: capacity to map and analyze the main market patterns and trends |
| T2.2 | 6.a CBI 4.2 MA&S | 6a.2.1 4.2.2.3b | **Market mapping**: capacity to map and provides the **analysis** of the market price, access, quantity and quality data, as well as changes in price, availability or quality of key commodities, **reporting** accordingly during the lifespan of any CBI programme and identifying main **market patterns and trends.** |
| Feasibility | T2.3 | 6.a CBI 1.9 CTP 1.9.2.5 | 6a.2.3 1.9.2.3 | Identifies the **main issues** and shortcomings during a feasibility and/or service provider assessment relevant to cash **propose the adjustments and solution(s)** for them and demonstrates an understanding of the **key terms and concepts** |
| Planning | T2.4 | 6.b MA 1.2 LSU&D 4.2 MA&S 1.8 RM | 6b.2.1 1.2.2.1 4.2.2.2 4.2.2.3 1.8.3.1 1.8.3.2 | Ensures (for preparedness) and manages (for response) **data collection** including: -Staff and volunteers familiar with and **trained in the use of tools, approaches and relevant procedures** (LOG set up or modification) - The **main actors** in the Supplier and Supply Chain markets for key commodities or services - **Collation** of data to support analysis and production of relevant information from questionnaires and participatory tools - Identification of key / basic **risks** related to the use of markets to access key commodities or services, as well as related **mitigation or contingency** measures |
| Supplier Management | T2.5 | 6.a CBI 1.9 CTP | 6a.2.4 1.9.2.7a | Analyses and reports **supplier performance** against contracts / framework agreements, follows up on technical issues reported by Program and assures the request quality of delivered services. |
| T2.6 | 6.b MA 1.9 CTP | 6b.2.2 1.9.2.7b | Ensures the performance of basic **quality control** for the key commodities and services. Follow up with the service provider on the **technical issues**, reported by programme departments. **Regular service provider assessment.** |
| Lessons & Recommendations | T2.7 | 6.c MBI | 6c.2.1 | **Implements the MBI PoA** (if required) monitoring and **reporting** outcomes and **evaluating** impact and end-of-programme MBI approach and **lessons** identified |
| **TACTICAL – STRATEGIC MANAGERIAL** | | | | |
| **Group** | **#** | **Area** | **Ref .** | **Competency** |
| Feasibility | TSM23.1 | 6.a CBI 1.9 CTP | 6a.3.1 1.9.2.1 1.9.2.2 | Capacity to rationalize **the cash** response  Understand the main arguments why to apply the CTP (compared to other assistance) to review and **challenge** the CTP as the **response option.** |
| TSM23.2 | 6.a CBI 4.2 MA&S | 6a.3.6 4.2.2.2 | **REGIONAL** scope of sourcing. Provides **recommendations relevant to the cash options** including analysis of potential FSPs and their capacity based on market assessment reports |
| Market Analysis | TSM23.3 | 6.b MA 4.2 MA&S | 6b.3.1 4.2.2.3a | **Maps and analyses the market** assessments, provides main market patterns and trends and provides relevant **recommendations.** |
| **STRATEGIC MANAGERIAL** | | | | |
| **Group** | **#** | **Area** | **Ref .** | **Competency** |
| Planning | SM3.1 | 6.a CBI 1.2 LSU&D | 6a.3.2 1.2 .3.1 | In consultation with program (and where applicable HNS) identifies the immediate and on-going **logistics support requirements** (resources, timing and activities) for cash and designs or modifies the Logistics set up accordingly |
| Risk Management | SM3.2 | 6.a CBI 6.B MA 1.8 RM | 6a.3.3 6a.3.7 1.8.3.1 1.8.3.2 | Ability to effectively analyze the probability, control and impact of identified risk, develops comprehensive **risk analysis including mitigation and contingency** measures for logistics support to cash and market intervention options |
| Supplier Management | SM3.3 | 6.a CBI 1.9 CTP | 6a.3.5 1.9.3.4 | Assure the required and improved **quality of delivered service** and ensures implementation of actions resulting from **supplier performance analysis** |
| Operational Excellence | SM3.4 | 6.a CBI 2.1 F | 6a.3.4 2.1.3.1 | Capacity to analyze the context, make **proposals for changes**, as well as adapt to the changing contexts. Identifies the need for **establishing new, or revising existing, framework agreements** during the operational timeframe |
| SM3.5 | 6.a CBI 1.9 CTP | 6a.3.8 1.9.3.2 | Proposing **innovative approaches and improvements** to the existing procedures on cash (not only for Logistics). Collects and consolidates **feedback** from the operation on the proceduresand provides **recommendations** for the improvement |
| Lessons & recommendations | SM3.6 | 6.a CBI 6.b MA 1.9 CTP | 6b.3.2 6a.3.3 1.9.3.4 | Participate in the **'lessons learned'** process, for cash and market interventions from Logistics, Finance and Programme aspect. Collects and consolidates **feedback** from the operation on the **existing tools**, including: - tools for collection of data and analysis (e.g. commodity availability, prices, quality, access, reliability, supply chain risks /constraints, actors in the Supplier and Supply Chain markets - tools to identify the main actors along the market chain for key commodities or services - tools to collect data on physical access to markets, including reliability and constraints, current and predicted and provides recommendations for improvement (HOW - tools) |
| Feasibility | SM3.7 | 6.c MBI | 6c.3.1 | Identifies the **need for consideration of a Market Intervention activity** where the supply chain/network to the market cannot support the proposed (or current) CBI |
| SM3.8 | 6.c MBI | 6c.3.2 | Identifies **options**, if required, in support of **Market Intervention activities** |
| Planning | SM3.9 | 6.c MBI | 6c.3.3 | Develops **MBI PoA** including monitoring and evaluation processes |
| **STRATEGIC MANAGERIAL- EXPERT** | | | | |
| **Group** | **#** | **Area** | **Ref .** | **Competency** |
| Collaboration | SME34.1 | 6.b MA 1.9 CTP | 6b.3.4 1.9.4.7 | Reviews and, where applicable **coordinates with external Logistics stakeholders** to support **collaboration on, and sharing of, market assessment activities and data** |

1. ICRC LOG Competency Framework-DRAFT v5(1) CTP Fin.docx [↑](#footnote-ref-1)
2. IFRC Logistics Technical Competency Framework v5.docx [↑](#footnote-ref-2)
3. For tier/level 3, ICRC uses Managerial and IFRC uses Strategic, so this has been combined to make it familiar to members of both organizations. [↑](#footnote-ref-3)