Competence

Tier 1 - Operational

Displays a practical understanding of effective day-to-day behaviours and able to function effectively within a RC team Typically 'Officer' role title

Tier 2 - Tactical

Evidences competency by advising and guiding within a RC team. Able to implement the strategic direction

Typically 'Manager' role title

Tier 3 - Strategic

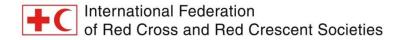
Functions at, and defines, strategic level responses across all Logistics sectors, and coordinates with related sectors

Typically 'Coordinator' role title

- 1. Supply Chain
 Ability to analyse
 needs, evaluate
 options, select and
 design the optimal
 Supply Chain strategy
 for the operation.
 Ability to implement
 the strategy optimising the endto-end delivery of
 goods and services
- Operates within the established Supply Chain strategy with clear understanding of the requirements and procedures across Logistics sectors
- Ensures the end-to-end delivery of goods and services
- Manages the implementation of the Supply Chain strategy in accordance with the requirements, priorities and procedures, coordinated across different Logistics sectors (HR, systems, fleet & transport, air/port ops procurement, warehousing, cash support and logistics development)
- Monitors and reports (through KPIs) the performance of the supply chain, identifying issues and changing requirements and implementing corrective actions
- Identifies and recommends area for performance improvements and/or modifications to elements of the Supply Chain strategy

- Validates the proposed programme response plans from the Supply Chain perspective
- Identifies and quantifies the total needs for Supply Chain support, identifying options and developing the optimal Supply Chain strategy, KPIs and implementation Plan of Action (PoA) within available resources and in accordance with IFRC policies and procedures
- Communicates the Supply Chain strategy to stakeholders, external to and within Logistics
- Identifies risks and scenarios, planning mitigation actions and contingency preparedness

- **2.** Warehousing Ability to conduct material handling,
- Implements in the general warehouse activities, including ensuring the warehouse is properly maintained,
- Identify and select storage options in line with the Warehousing strategy and future requirements
- Develops the Warehousing strategy in accordance with the Supply Chain



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monitoring and reporting within warehouse location(s) in accordance with IFRC systems, optimising storage capacity utilisation to minimize costs whilst meeting all storage demands to support programmes

- clean and organised per IFRC standards
- Receives goods into a warehouse, checking against the required quantity, quality and type per delivery note / waybill and issues Goods Received Note (GRN)
- Organises goods in the warehouse ensuring they are properly stacked / stored according to the type of commodity and documentation (bin card, stock card) updated
- Dispatches goods ensuring that they are properly arranged on the transport with correct documentation (Waybill) generated / updated
- Identifies and immediately reports any problems and/or discrepancies identified

- Ensures storage conditions in terms of environmental, temperature control, hygiene, pest and contamination control, safety and security are established and maintained
- Ensures stocks are arranged and separated according to special storage requirements of each commodity (i.e. medical supplies, fuel, building supplies, FIFO, FEFO)
- Ensures maintenance of equipment such as cold chain equipment and airconditioning/heating, security lighting, fork lifts, pump trucks etc.
- Ensures that correct documentation is in place, up to date and filed including: stock cards, bin-cards, GRNs, Waybills and the relevant Stock / Warehouse Management System

- strategy, forecasting and risk management
- Coordinates with other actors (such as NS, ICRC, Logs Cluster) for consolidating storage and / or arranging common storage facilities
- Monitors the warehouse requirement against distribution and programme plans and speed of implementation, providing guidance to the RLU¹ to modify the speed of the pipeline accordingly
- Facilitates and leads on the end of operation handover through disposal / donation of storage facilities as well as goods
- Works with, and trains local counterparts on strategic warehousing procedures

¹ Re-titled OLPSCM – Operational Logistics, Procurement & Supply Chain Management

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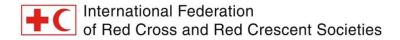
- Considers security and safety of staff as well as quality of goods during receipt, stacking, storage, picking and dispatch
- Trains local counterparts on operational warehousing procedures
- Hires and manages daily labourers and warehouse staff as required

- Ensures required and accurate reporting, including against KPIs
- Ensures that warehouse staff and daily labourers are competent (or trained) on their given task, and abide by safety and Code of Conduct guidelines and regulations
- Trains local counterparts on tactical warehousing procedures

 Collects and consolidates feedback from the operation on the existing tools and procedures, and provides recommendations for improvement

- **3. Procurement**Ability to conduct all aspects of procuring goods and services for the operation and NSs, based on IFRC procedures
- Guides the requester how to complete logistics requisitions and provides regular feedback on the status of delivery of requested goods / services
- Consolidates procurement requirements from different programmes / requesters
- Conducts local procurement to the threshold limit of CHFxxx, in compliance with IFRC processes and

- Implements the Procurement plan, in line with the Supply Chain strategy and Logistics PoA and future requirements and in coordination with Programmes
- Implements, and monitors for compliance, IFRC control mechanisms in order to minimise the risk of fraud, conflict of interest and corruption
- Monitors and reports (through KPIs)
 the performance of the Procurement
- Develops the Procurement plan and KPIs, in accordance with the Supply Chain strategy and Logistics PoA, demand evolution, Supplier & Supply Chain market assessments and analyses, risk management (including scenario planning and associated mitigation and contingency plans) and IFRC control mechanisms to minimise the risk of fraud, conflict of interest and corruption, monitoring implementation by programmes to



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Typically 'Coordinator' role title

- procedures, from receiving the requisition to clearing the invoice for repayment
- Implements, and monitors for compliance, IFRC control mechanisms in order to minimise the risk of fraud, conflict of interest and corruption
- Manages supplier / service provider contracts and evaluates and reports supplier performance
- Reports procurement performance against KPIs, identifying issues (actual or predicted) for corrective action
- Conducts and performs continuous local Supplier market² assessments, collecting and reporting data on

- plan, identifying issues and changing requirements and implementing corrective actions
- Identifies and recommends area for performance improvements and/or modifications to elements of the Procurement plan
- carries out country-wide tender process(es) in line with IFRC or the NS procurement processes and procedures, coordinating with the RLU (i) the technical approval of procurement files, and (ii) procurement of items to be sourced internationally and (iii) supporting supplier Due Diligence assessments
- Develops tender documents, conducts opening ceremony, completes

- ensure the Procurement plan remains fit for purpose
- Monitors funding vs. procurement components of the PoA to ensure timely issuing of logistics requisitions by programmes. Takes a pro-active approach to support implementation progress
- Coordinates procurement activities with other Movement partners to maximise opportunities for increased Value-for-Money (VfM)
- Identifies need, and seeks approval for, derogations to IFRC procurement processes and procedures

Retail market — very local, as used by beneficiaries for day-to-day purchases

Supplier market — local to national, provides the supply chain to the Retail market

Supply Chain market — national, regional and/or International, covers the supply chain from OEM to the Supplier market

² Glossary:

Competence

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- quantity, quality, cost and physical access current and predicted
- Works with, and trains local counterparts on operational procurement procedures

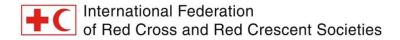
- Competitive Bid Analysis (CBA), conduct local Committee on Contracts (CoC), makes recommendations and issues contracts / Purchase Orders
- Manages the Supplier market assessment process, ensuring collection, analysis and reporting of data on quality, quantity, cost and physical access – current and predicted – ensuring continuous or periodic (as required) assessments as required
- Trains local counterparts on procurement procedures above threshold level of CHFxxx

- Identifies the need for establishing new, or revising existing, framework agreements during the operational timeframe
- Collects and consolidates feedback from the operation on the existing tools and procedures, and provides recommendations for improvement
- Guides Movement partners in procurement components of the IFRC Integration Agreement and cost recovery / logistics services business case and application

4. Transport & Fleet OManagement

Ability to ensure reliable, safe, timely and cost-efficient and cost-effective transportation of

- Oversees day-to-day operation of the fleet, ensuring compliance with IFRC procedures (vehicle checks, fuel (including fuel contracts), routine maintenance, log books, insurance, driver files, vehicle files, Fleetwave data input etc.)
- Defines and implements the Fleet PoA and KPIs, monitoring and reporting in line with the current strategy and future requirements, and in coordination with Programmes
- Develops the Fleet strategy, in accordance with the Supply Chain strategy, demand evolution and risk management, monitoring implementation by programmes to ensure the Fleet strategy remains fit for purpose



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Typically 'Manager' role title

Tier 3 - Strategic

Functions at, and defines, strategic level responses across all Logistics sectors, and coordinates with related sectors

Typically 'Coordinator' role title

goods and personnel to the required destinations.
Ensuring optimal utilisation of transport capacity and options to minimize costs whilst meeting all transport demands to support programmes

- Routine monitoring of transport availability through ensuring vehicle request planning and dispatching via dispatch board and tracking devices (if fitted), to ensure up-to-date understanding of, and ability to provide, appropriate transport to current and predicted demands
- In liaison with Warehouse function, ensures fleet assets (trucks, trailers, boats, other) of the required quantity, capacity and type are made available at the required location and time for loading and despatch
- Oversees transport and fleet performance, ensuring visibility of demands, routing and timing, proactive monitoring against ETAs and confirmation of ATAs communicated to relevant stakeholders

- Advises the procurement team on detailed specifications of the locally required resources (rental of trucks, boats, fuel etc.)
- Ensures that (i) fuel service contract (quantity/quality), (ii) vehicle insurance (iii) vehicle maintenance service agreement is in place and that services are procured based on IFRC procedures
- Recruits, trains (including use of Fleetwave and adaptation of standard training to local context) and manages drivers, allocating to vehicles and ensuring rotation to balance work hours, coordinating their local contract with HR and keeping the drivers' files up-to-date
- Oversees day-to-day fleet management, integrating demand with the vehicle resources based on IFRC fleet procedures and implementation of the Fleet PoA.

- Identifies transportation needs of the operation based on requirements of the operation
- Defines the optimal fleet (vehicle types and specifications, numbers and locations) and cost-recovery approach for sustainability for HNS emergency and non-emergency / Logs

 Development context
- Monitors the operational implementation and funding to ensure that the fleet strategy remains relevant
- Collects and consolidates feedback from the operation on the existing tools and procedures, and provides recommendations for improvement

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Tier 2 - Tactical

Evidences competency by advising and guiding within a RC team. Able to implement the strategic direction

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Tier 3 - Strategic

Functions at, and defines, strategic level responses across all Logistics sectors, and coordinates with related sectors

Typically 'Coordinator' role title

 Coordinates utilisation of light vehicle fleet to meet consolidated demands of delegate and HNS staff movements Manages regular information input into Fleetwave for all fleet and subsequent reporting, including agreed KPIs

- Analyses Fleetwave data, identifying trends (utilisation, fuel consumption, vehicle-off-road etc.) and issues – actual or predicted - and develops, implements and monitors corrective action
- Oversees management of fleet and transport fuel, maintenance, repair, hire contract(s) etc., optimising VfM while meeting programme demands
- Monitors direct application of safety and Code of Conduct guidelines and procedures by RC and contracted staff, reporting and addressing issues of non-compliance
- Implements, and monitors for compliance, IFRC control mechanisms

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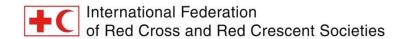
Tier 3 - Strategic

Functions at, and defines, strategic level responses across all Logistics sectors, and coordinates with related sectors

Typically 'Coordinator' role title

in order to minimize the risk of fraud, conflict of interest and corruption

- Actively monitors outsourced service providers' performance and the local market for all outsourced services, advising and guiding the team on specific actions when there are potential risks (such as fuel shortages)
- Coordinates and reviews requests for vehicles with the Global Fleet Unit (GFU), advising the optimal approach, including but not restricted to VRP, local hire, outright purchase, HNS fleet re-use / refurbishment
- Monitors fleet demands of all integration agreements with the Movement partners and coordinates demand with Fleet team and GFU
- Organizes driver training needs assessment, training design, delivery and effectiveness monitoring in



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5. Airport / Port operations

Ability to manage and conduct goods' reception, clearance and on-forwarding at all Points of Entry (PoE) location(s) in accordance with IFRC systems and in line with the requirements of the Supply Chain strategy and PoA, including constant review of PoE options to SC deliver efficiencies. Monitor and communicate changes to import processes, in coordination with external

- Performs receiving, cargo un-loading / loading of aircraft and sea cargo, as well as managing transportation of passengers
- Coordinates release and onwards transportation of goods in close coordination with the HNS, clearing agents, handling agents, Civil Aviation / Port Authority, and freight forwarders.
- Manages required documentation for the overall process (Supplier Invoices, Packing Lists, Tax Exception Certificates, Gift Certificates, Medical Import documentation etc.)
- Ensure that a customs clearance agency contract is in place and that services have been procured according to IFRC procedures

- coordination with, and on behalf of Movement partners
- Defines and implements the Airport / Port PoA and KPIs, monitoring and reporting in line with the current strategy and future requirements, and in coordination with Programmes
- Coordinates the activities of the aircrafts (including de-confliction), crew, staff, passenger and cargo in coordination with airport / port authorities, order to optimize resource utilisation.
- Drafts and updates relevant SOPs, such as Shipping Instructions and shares with the necessary parties.
 Ensures compliance with all regulatory requirements that govern aircraft operation and import/export for NFI /food/medical items in country of operation

- Develops the Airport / Port strategy and related KPIs, in accordance with the Supply Chain strategy, demand evolution and risk management, monitoring implementation by programmes to ensure the strategy remains fit for purpose
- Identifies Point of Entry (PoE) options, and identifies transition point for switching between or adding additional PoEs as the operation develops, ensuring the transition has no negative effect on support and delivers VfM
- Leads discussion with external parties and movement partners for possible cooperation, including sector-wide application of relevant IDRL approaches

Competence

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Typically 'Coordinator' role title

(humanitarian and commercial) stakeholders

 Ensures application of AirOps procedures in accordance with the SOPs and provides information (updating as required) to the Shipping Instruction document

- Obtains all clearances, flight permits and security green lights for contracted aircraft
- Verifies fulfilment of all AirOps contracts (Aircraft, Crew, Maintenance, and Insurance (ACMI), fuel, handling, navigation etc.)
- Assesses the suitability of the airfield in terms of the aircraft performance and limitations (includes safety and security of the airfield)
- Assesses the suitability of the port in terms of the access, wharf and unloading capacities and limitations
- Monitors customs and entry procedures and, when there are modifications, informs the operation and the RLU on the impact of changes, looking for alternatives for future sourcing and informing the management for advocating on facilitation of procedures.

- Incorporates current and predicted future air / sea / overland access constraints in to Supply Chain Strategy and adjust the plan of action with the operational team
- Collects and consolidates feedback from the operation on the existing tools and procedures, and provides recommendations for improvement

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programmes

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Tier 3 - Strategic

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Typically 'Coordinator' role title

Provides reports (as defined & 6.a Cash-Based required by Cash / Relief) in required Intervention (CBI) Ability to provide format at required frequency Logistics support to the preparedness, Understands Logistics' roles and assessment, responsibilities in CBI and performs programme design, necessary tasks according to the implementation segregation of duties and RACI matrix operation and review Understands and applies CBI SOPs of Cash-Based Intervention (CBI)

- Defines the requirements with which to contract customs clearance, coordination with Procurement to support tender, contracting processes and performance monitoring
- Monitors and actively seeks to find solutions to ease customs clearance complications that effect operation delivery
- Provides the analysis of 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
- Identifies potential Financial Service Providers (FSPs)
- Identifies the main issues during a feasibility assessment relevant to CBI,

- Identifies the preconditions and key criteria to determine whether cash is feasible from the Logistics support perspective, including justification for a market intervention activity
- In consultation with programmes and HNS, identifies logistics support requirements (resources, timing and activities) for proposed CBI options, both immediate and on-going support requirements

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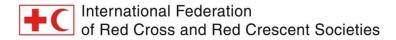
Tier 3 - Strategic

Functions at, and defines, strategic level responses across all Logistics sectors, and coordinates with related sectors

Typically 'Coordinator' role title

- Map and identify the potential financial service providers and key commodities on the market
- Contributes to the decision on the cash feasibility study
- Monitors and reports supplier performance against contracts / framework agreements

- propose the solution(s) for them and demonstrates an understanding of the key terms and concepts
- Analyses and reports supplier performance against contracts / framework agreements
- Collects and consolidates feedback from the operation on the existing tools and provides recommendations for the improvement
- Identifies the need for establishing new, or revising existing, framework agreements during the operational timeframe
- Identifies need for, and ensures implementation of actions resulting from supplier performance analysis
- Provides recommendations relevant to the CBI options, including analysis of potential FSPs, based on the market assessment reports
- Develops comprehensive risk analysis including mitigation and contingency measures for logistics support to CBI options



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6.b Market³ assessment

Ability to provide Logistics support to assess and identify the strengths and weaknesses of the relevant markets in the Programme's scope and operational area

- Collects data on quantity, quality, cost and physical access to Retail and Supplier markets in accordance with pre-determined templates and sequencing of actions
- Performs continuous monitoring of required market and commodity data (quality, quantity, cost, physical access – current and predicted)
- 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
 - 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

tools and procedures, and provides recommendations for improvement

 Collects and consolidates feedback from the operation on the existing

provides relevant recommendations

Analyses the market assessments and

- 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

Retail market — very local, as used by beneficiaries for day-to-day purchases

Supplier market — local to national, provides the supply chain to the Retail market

Supply Chain market — national, regional and/or International, covers the supply chain from OEM to the Supplier market

³ Glossary:

s Technical Competency Framework; v.5

IFRC Logistics
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		 Identification of key / basic risks related to the use of the range of markets to access key commodities or services, as well as related mitigation or contingency measures Ensures the performance of basic quality control for the key commodities and services 	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 improvements Develops comprehensive risk analysis including mitigation and contingency measures Reviews and, where applicable coordinates with other agency Logistics actors to support collaboration on, and sharing of, market assessment activities and data
6.c Market-based Intervention (MBI) Ability to assess the need for, develop the	 Supports the implementation of the Market Intervention PoA (if required), supporting monitoring & reporting outcomes and evaluating impact and 	 Implements the Market Intervention PoA (if required), monitoring & reporting outcomes and evaluating impact and end-of-programme 	 Identifies the need for consideration of a Market Intervention activity where the supply chain / network to

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intervention PoA and monitor impact during implementation where the supply chain / network to the market cannot support the proposed CBI

end-of-programme Market
Intervention approach and lessons
identified

Market Intervention approach and lessons identified

- the market cannot support the proposed (or current) CBI
- Identifies options, if required, in support of Market Intervention activities
- Develops Market Intervention PoA, including monitoring and evaluation processes

7. National Society
Logistics
Development
(NSLD)

Ability to provide support to identifying the required Logistics capacity based on the support needs of the programmes; assessing the current capacity and capacity gap;

- assessment, and assessment of developed capacity in line with the National Society Logistics
 Development (NSLD) Plan of Action (PoA)
- Supports assessment of developed logistics capacity, and support assessment of baseline and developed logistics efficiency and effectiveness measurements

- Manages resources to implement the NSLD PoA
- Monitors progress against the NSLD PoA, identifies variances (actual or trend), designs and implements corrective action and reports to all stakeholders
- Coordinates activities across logistics sectors (procurement, warehousing, fleet etc.) in line with the NSLD PoA

- ensure common understanding of 'National Society Logistics Development' (NSLD) scope and remit
- Ensures coordinated activity with current and prospective actors engaging with NSLD
- Identifies, collates and reports sum of logistics support demands (current and planned) in line with HNS programmes and strategy

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developing, implementing, monitoring and reviewing the NS Logistics Development Plan of Action (PoA)

- Supports delivery of training courses, including support to monitoring posttraining impact
- Updates and reports progress against the NSLD PoA
- Coordinates activities from associated functions (HR, Finance..) where integral to delivery of the NSLD PoA
- Designs (where required) and develops appropriate training activities as required, monitoring and reporting evidence of impact of training against pre-determined metrics
- o Identifies the required Supply Chain strategy (and required logistics capacity) in line with the logistics support demands; identifies the current logistics capacity and conducts the gap analysis; develops the NSLD PoA to address the gap analysis
- Identifies required activities from associated functions (typically HR and Finance) where required to support the NS Supply Chain strategy and NSLD PoA
- Defines and identifies assessment, monitoring, reporting and methodology with which to measure baseline (current) and required (future) HNS Logistics efficiency and effectiveness metrics to evidence progress of NSLD programme

- 8. Medical Logistics (MedLogs)
- Receives, checks, stores, reports and issues medical supplies and
- Implements, manages and monitors implementation and continuous
- In accordance with the Supply Chain strategy, develops country-level

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Tier 3 - Strategic

Functions at, and defines, strategic level responses across all Logistics sectors, and coordinates with related sectors

Typically 'Coordinator' role title

Ability to support the delivery of country-level medical operations

equipment, maintaining and reporting against appropriate stock control documentation (GRN, bin / stock cards / data entry / requisitions and waybills)

- Ensures compliance with good practice determined by First Expire First Out (FEFO) and First In First Out (FIFO) principles
- Ensures maintenance of storage within cold chain requirements, reporting any actual, or suspected variances from temperature ranges
- Ensures the maintenance of mandatory documentation for all medical supplies under specific control requirements of national and international drug legislation and IFRC regulations
- Ensures appropriate disposal of medicines and other medical supplies, as instructed and in compliance with

- delivery of the medical logistics service plan
- Monitors and reports against KPIs, and implements corrective actions (if any) as indicated by KPI and trend analysis
- Manages the reception, checking and monitoring of medical supplies, including equipment, ensuring the quality is maintained through appropriate handling, storage, dispatch and compliance with IFRC and country regulations
- Ensures and manages the establishment and maintenance of end-to-end cold chain storage requirements
- Ensures the required importation documentation and clearance procedures are established and ensures compliance with same, identifying variances and corrective

- medical logistics services plan, including medical warehouse / stock management with adherence to IFRC and country policies, regulations and standards
- Establishes KPIs aligned to the plan, ensuring continual monitoring and reporting, and ensuring corrective action is implemented as indicated by KPI and trend analysis
- In conjunction with the IFRC programme, host NS and other stakeholders; liaises, cooperates and coordinates to ensure and develop efficient and effective MedLog services
- Collects and consolidates feedback from the operation on the existing tools and procedures, and provides recommendations for improvement

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Typically 'Manager' role title

Tier 3 - Strategic

Functions at, and defines, strategic level responses across all Logistics sectors, and coordinates with related sectors

Typically 'Coordinator' role title

- IFRC and local regulations and reporting requirements
- Identifies opportunities for improvements to established MedLog support
- action, as required under national and international drug legislation and IFRC regulations
- Establishes and manages appropriate disposal of medicines and other medical supplies, as instructed and in compliance with IFRC and local regulations and reporting requirements
- Manages the recruitment and training of local counterparts ensuring continuity of logistics service provision and adherence to best practice principles and compliance with necessary local and IFRC regulations
- Identifies and implements opportunities for improvements to established MedLog support, advising any required changes to established procedures