

Certification in Humanitarian Logistics (CHL)
Competence Model

Final Version – 2005

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Competence Model Context

The competence model contained in the following pages has been written to support the Certificate in Humanitarian Logistics. The interpretation of the various parts of the model should only be made by referring to the content of this context statement.

Logistics and supply chain management is a “customer” oriented service. It is managed within a frame of administrative and financial rules, national and international laws and regulations, and technical requirements. To deliver the right thing, at the right cost, at the right time, to the right place in conflict and stressful contexts is the day-to-day challenge for the humanitarian logistician.

Within the model on page 3 there is a functional map that positions the types of activities that the target audience would be typically expected to be performing. The primary audience is people who are engaged in the process of planning, implementing and controlling the efficient, cost effective flow and storage of goods and materials, as well as the related information from point of origin to point of consumption, for the purpose of meeting end beneficiary’s requirements.

Humanitarian logistics and supply chain management covers a wide range of activities including:

- Procurement
- Warehousing
- Transport
- Fleet Management
- Import and export.

The model is also relevant for those based in offices providing a range of support services to those operating in the field.

Humanitarian logisticians have to provide response in a variety of situations. These include emergency response to natural and man-made disasters. Sometimes such events can be planned for, but equally they can happen suddenly. Typically such situations require an ability to construct a supply chain and operate it to provide relief to those in need quickly.

Additionally, response is also made in situations requiring development and/or reconstruction. In some circumstances this might be for a short or long period of time. Here there is frequently the opportunity to be able to build more permanent supply chains.

In recent years we have seen that such requirements for a humanitarian response can occur anywhere in the world. Usually the circumstances will create an environment where communications and “normal” relationships are at best strained and frequently completely broken. Often the protection of the security of people and the goods being moved will be at risk. In some situations the infrastructure can be damaged or destroyed rendering existing or planned supply chains redundant.

As well as ensuring that the response provides the relief to the target population efficiently and effectively, the logistician must also ensure that adequate records are kept to enable transparency and accountability to be demonstrated to donors.

Whilst the logistician must clearly be skilled in the technical disciplines listed above a lot of their success will depend on their ability to work with others. Other people may be colleagues from their own organisation, but also they will include other humanitarian organisations, military, governments and the commercial sector.

All of these organisations and people are united in a common aim of wanting to reduce the suffering of the affected people. They will be attempting to do this in many different ways that makes the job of the logistician a complex one. The ability to form relationships and work together with other people is therefore a critical success factor.

All of these things create a requirement for individuals to display a range of personal competences, such as:

- Initiative
- Problem solving
- Decision making
- Communication
- Leadership
- Creative thinking
- Influencing others

The model that follows has been designed to support this challenging operating environment and it is important that its interpretation is made within this context.

Functional Map

STRATEGIC	IDENTIFY HUMANITARIAN AID REQUIREMENTS		IDENTIFY PRODUCT REQUIREMENTS		PREPARE RESPONSE TO REQUIREMENTS	EMERGENCY RESPONSE STRATEGY	ONGOING AID SUPPLY STRATEGY	
			IDENTIFY OPERATONAL CONSTRAINTS					
TACTICAL	SPECIFY SUPPLY CHAIN CONFIGURATION		PLAN SUPPLY CHAIN	RESOURCE SUPPLY CHAIN	MANAGE SUPPLY CHAIN	EMERGENCY RESPONSE PLAN	ONGOING AID SUPPLY PLAN	
OPERATIONAL	SOURCE PRODUCTS	MANAGE INVENTORY	STORE	TRANSPORT	INTERNATIONAL LOGISTICS	SPECIALISED FUNCTIONS	EMERGENCY RESPONSE OPERATION	ONGOING AID SUPPLY OPERATIONS

UNIT 1 – Humanitarian Aid Supply Chains

Synopsis

The purpose of this unit is to provide an overview of the world of humanitarian interventions and the importance and role of supply chain management and logistics in this context.

Outline Unit Content

1. The situations and places in the world where humanitarian aid is required.
2. The objectives and activities of Humanitarian organisations and other participants
3. The role of Logistics and Supply Chain Management in humanitarian aid.
4. Preparing humanitarian aid supply chains
5. Improving humanitarian aid supply chains
6. Supporting Beneficiary Service Programmes

Outcomes of effective performance

- 1. The situations and places in the world where humanitarian aid is required.**
 - a. Obtain information on the need for humanitarian aid and potential aid situations
 - b. Identify the operational constraints connected to humanitarian aid situations.

- 2. The objectives and activities of Humanitarian organisations and other participants/stakeholders involved in aid situations.**
 - a. Obtain information on the range of organisations involved in humanitarian aid.
 - b. Identify the operational requirements for working with humanitarian organisations.
 - c. Obtain information on the sources of funds and other resources used by humanitarian organisations.
 - d. Identify opportunities for collaboration in the supply chains of relevant humanitarian agencies
 - e. Evaluate the operational constraints connected to the sources of funds and resources.

3. The role of Logistics & Supply Chain Management in humanitarian aid

- a. Specify the contribution of logistics and supply chain management to the objectives of humanitarian organisations
- b. Identify the need for operational relationships with other activities within the supply chain.
- c. Identify the need for operational relationships with other functions within humanitarian organisations.
- d. Identify the obstacles and challenges to logistics and supply chain management in humanitarian organisations.

4. Preparing Humanitarian Aid Supply Chains

- a. Contribute to the specification and mapping of the supply chain to respond to potential aid situations.
- b. Contribute to the planning of humanitarian aid supply chains
- c. Contribute to the planning and acquisition of human resources
- d. Contribute to developing supply chain relationships
- e. Contribute to devising an implementation plan to achieve supply chain requirements

5. Improving Humanitarian Aid Supply Chains

- a. Contribute to the continual review and improvement of logistics and supply chain plans.
- b. Apply improvements to the supply chain according to an implementation plan
- c. Provide feedback on the application of improvements to the supply chain
- d. Participate in reviews of completed emergency relief programmes.

6. Supporting Beneficiary Service Programmes

- a. Obtain information on beneficiary service programmes
- b. Evaluate logistics requirements in beneficiary service programmes
- c. Prepare an action plan to coordinate logistics and supply chain activities with other activities

Key Learning Points

1 The situation and places in the world where humanitarian aid is required

KEY LEARNING POINTS	COVERAGE
Definition of humanitarian aid	Assistance to relieve suffering Foreign aid Humanitarian action Humanitarian assistance Principles/ethics Humanitarian legislation
Different situations and reasons for humanitarian aid	Natural disasters Man made emergencies Relief aid Development aid Complex emergencies Slow onset, rapid onset and endemic situations
Constraints in providing humanitarian aid	Range of stakeholders Political Instability Neutrality Actions of military Government actions Actions of donors Actions of other aid organisations Environmental Language and culture Infrastructure

2 Humanitarian organisations, their objectives and activities

KEY LEARNING POINTS

COVERAGE

Types and mandates of organisations involved in humanitarian aid

NGO's, Private Voluntary Organisations
UN Agencies
Local NGO's
Government Organisations
Red Cross and Red Crescent Movement
Military
Donors
Governments

Operational activities of humanitarian aid organisations

Principles – Sphere,
Food
Shelter
Medicines
Water
Education
Environmental Rehabilitation
Protection

Phases of humanitarian response

Emergency response
Reconstruction
Development

Sources of funds and resources

General fund raising.
Donations/Gifts in kind
Appeals
Commercial sourcing
Institutional donors e.g governments
Other agencies
Stocks of Emergency items

3 The role of logistics and supply chain management in humanitarian aid

KEY LEARNING POINTS

COVERAGE

What is meant by logistics, supply chain and its main components

Scope of supply chain process
Scope in overall aid programmes
What is supply chain management
Supply chain and Logistics
Order Management
Purchasing
Transport
Storage
Physical and information flows
Who is the customer
Meeting customer needs

The role of supply chain and how it links with other aid activities, and other functions in the organisation

Initial assessment of disaster
Initial response team
Infrastructure assessment
Advising customers/programme team
Finance
Relationship with head office
Managing push and pull
Order management process
Logistics and supply chain plans

Importance of the performance of the supply chain in aid situations

Speed of response
Right materials in right place at right time
Meeting customer requests
Providing information to customers and donors.
Order Management process

4 Preparing humanitarian aid supply chains

KEY LEARNING POINTS	COVERAGE
Supply Chain Preparedness	Potential aid situations Historical information on aid location scale and beneficiary needs Location and number of 'permanent' storage facilities :- Primary/ secondary hubs, distribution points Location and types of 'permanent' vehicles Type and amount of materials to be stored e.g. emergency kits
Communication infrastructure and information systems	What needs to be communicated Different communication methods Advantages and disadvantages of different methods Information required to manage the supply chain
Human resources needed	Skills and knowledge needed Location of resource needs Number of resources needed Process for acquiring people
Important relationships	Relationships with others managing other parts of the supply chain Other functions e.g finance , HR Other aid organisations Suppliers National and local government

5 Improving humanitarian aid supply chains

KEY LEARNING POINTS

COVERAGE

How to measure and analyse supply chain performance.

Use of KPI's eg customer service
Supplier performance
Donor performance
Recording actual performance

Why supply chains may not always function effectively and efficiently in humanitarian aid organisations

Uncertainty of demand and supply
Poor infrastructure
Lack of visibility of stock
Availability of resources
Lack of knowledge/experience
Weak planning skills

Improvement opportunities in humanitarian supply chains

Early involvement in emergency assessment process
Use of technology
Co-ordination and co-operation between NGO's
Preparedness
Use and enforcement of existing procedures and tools
Use of Management Information Systems

Analysing the way supply chain has contributed to the overall relief programme

Support, and advice to programme
Right materials in right place at right time
Managing costs
Managing orders
Responding to changes in demand
Reporting

6 Supporting beneficiary service programmes

KEY LEARNING POINTS

COVERAGE

Beneficiary service programmes

Definition
Characteristics
Scope of programmes
Range of activities included in programmes
Relationship between the different activities

Specific logistics requirements of beneficiary service programmes

Unique requirements:- combination of materials, services, people need moving and storing
Need to co-ordinate logistics activities
Managing different lead times
Importance of information and communication

Co-ordination with other activities

Need to co-ordinate with:-
Purchasing activity
People resources needed and their availability
Equipment availability
Building activity
Other aid organisation activities
Visibility of information
Importance of information and sharing information

UNIT 2 – Managing a Humanitarian Supply Chain Response

Synopsis

The purpose of this unit is to put in place the foundation skills and knowledge for the effective management of a humanitarian supply chain response to a humanitarian aid requirement.

Outline Unit Content

1. Managing operations
2. Managing people
3. Managing orders
4. Managing the working environment
5. Managing the financial impact of activities
6. Working with others
7. Managing activities in a dysfunctional situation

Outcomes of effective performance

1. Managing Operations

- a. Obtain and evaluate information on the humanitarian aid requirement.
- b. Assess the operational needs of the requirement.
- c. Prepare an action plan to respond to the requirement.
- d. Present information in a timely and accurate manner.

2. Managing People

- a. Identify requirements for people to support the action plan.
- b. Select and acquire people.
- c. Plan, organise and lead the work of teams and individuals.
- d. Analyse the training needs of staff and know how to meet these needs.

3. Managing orders

- a. Advise customers on specifications, cost, timings etc to enable them to prepare an order
- b. Verify all financial procedures are followed and respected
- c. Process and monitor the requisition/order
- d. Verify deliveries against orders and maintain records of orders
- e. Provide accurate and up to date stock and pipeline data for inventory control and accurate reordering.

4. Managing the working environment

- a. Contribute to the health and safety of the working environment.
- b. Provide information to colleagues regarding the impact of a specific piece of legislation on an operational issue.
- c. Obtain, analyse and present information on the security factors that might impact on supply chain operations.
- d. Contribute to the development of specific plans to manage any security risks.

5. Managing the financial impact of activities

- a. Obtain, evaluate and present financial information for inclusion in a plan and budget.
- b. Recommend a resource purchase based on an appraisal of financial risks and a comparison of different options.
- c. Implement a process for monitoring actual costs against a budget.
- d. Contribute to the assessment of operational and financial performance based on an analysis of financial and other indicators.
- e. Maintain operational financial records.

6. Working With Others

- a. Share information with others on plans, activities and resources.
- b. Adapt operational plans to take account of any others present in the field.
- c. Co-ordinate activities and resources with others in order to achieve common objectives.
- d. Maintain operational relationships.

7. Managing activities in a dysfunctional situation

- a. Identify the indicators of system failure
- b. Conduct an assessment of the changes in the operating environment.
- c. Clarify the objectives of your activities
- d. Determine options to overcome obstacles
- e. Agree and document actions with appropriate people

Key Learning Points

1 Managing Operations

KEY LEARNING POINTS

Information on aid requirements and supply chain requirements

Identify operational needs

COVERAGE

Information needed
Sources of information :-
Assessment reports
Overview of emergency situation
Operational priorities
Requisitions
Head office support

Infrastructure
Types of facilities
Resources
Goods
Services
Timeframes
Information from previous emergency situations.

2 Managing People

KEY LEARNING POINTS

Process for recruiting people.

Supervise teams and individuals

Identifying training needs and providing training for teams and individuals

COVERAGE

Identify staffing requirements
Identify skills and knowledge needed
use of job descriptions
Interviewing, assessment and hiring
Employment contracts

Planning work of teams and individuals
Motivation and supporting others
Working with teams and individuals
Providing feedback to teams and individuals

Assessing current skill and knowledge
Difference between skill and knowledge
Performance management
Briefing and instructing
Coaching

3 Managing orders

KEY LEARNING POINTS	COVERAGE
Information needed to prepare an order	Specifications Cost estimates Customer needs/requirements Donor regulations
Following financial procedures	Approval limits Approval process Authorisation process
How orders are processed	Recording orders Prioritising Determine supply channel Progress chasing Monitoring progress and providing updates for “customers”
Verifying and recording deliveries	Verification process What to check e.g. description, quantity Records to be kept Documentation to be filed Actions for discrepancy/damage/loss

4 Managing the working environment

KEY LEARNING POINTS	COVERAGE
Health and safety requirements in supply chain activities	Health and safety good practice First Aid Driver regulations Aid Organisations own procedures and policies Providing measures to avoid and manage disease/sickness/stress
Security factors and risks that can affect the operation of the supply chain	Sources of knowledge on ‘local’ security issues Security risks Assessing security risks Managing different risks

5 Managing the financial impact of activities

KEY LEARNING POINTS

Financial information used for planning and budgeting.

Financial indicators of performance.

Financial records

COVERAGE

Costs of different resources
Costs of different supply chain activities.
Estimates and quotations
Translating requirements into quantities and value

Monitoring actual costs
Comparison of actual costs and budgeted costs

Orders and Invoices
Lease and hire agreements
Asset register
Wages and payments
Taxes e.g. VAT
Estimates, quotations and tenders
Proof of delivery/receipt
Records needed for audits

6 Working with others

KEY LEARNING POINTS

Others who can impact on or contribute to an effective and efficient operation

COVERAGE

Head office
Other humanitarian organisations
Relevant national and international authorities
Institutional donors
Local government
Police/Army
Third parties
Customs/Immigration

Resources and activities that can be co-ordinated	Transport Storage Goods Services
How to maintain relationships	Trust Sharing information Understand needs and actions of others Respect Partnerships, principles of partnering, developing a partnering framework Respect and cultural issues Win / win approach to relationships

7 Managing activities in a dysfunctional situation

KEY LEARNING POINTS	COVERAGE
Recognise signals of a dysfunctional situation	Breakdown of local law Profiteering from resource providers Destruction of infrastructure and facilities
Factors to consider in assessment	Comparison between current and normal situation Specify dysfunctional conditions Identify impact of conditions
Present findings to appropriate people	Detail current situation Explain how objectives are impacted Detail possible options Identify appropriate people Completion of relevant documents

UNIT 3 – Procurement

Synopsis

This unit is designed to provide the foundation skills and knowledge required to achieve competence in the function of procurement performed by people working in logistics/supply chain in humanitarian organisations. The procurement process plays a key part in an order management system by meeting requests for goods/services through the activities of sourcing, purchasing, supplier monitoring and the management of risk.

Outline Unit Content

1. The function of procurement
2. Sourcing
3. Purchasing
4. Progress monitoring and control
5. Risk management

Outcomes of effective performance

1. The function of Procurement

- a. Create and enhance effective working relationships with suppliers.
- b. Provide logistics information for the development of procurement plans and strategies.
- c. Contribute to improvements in procurement operations as the basis of development of procurement plans and strategies.

2. Sourcing

- a. Clarify the requirements for goods and services
- b. Obtain and analyse supply market information and provide supply market reports.
- c. Obtain supplier data and information, analyse it and provide reports on supplier capability.
- d. Contribute to supplier appraisal systems.
- e. Contribute to the implementation of sourcing strategies.

3. Purchasing

- a. Contribute to the implementation of procurement systems and procedures.
- b. Develop procurement plans for supplies and services to be purchased.
- c. Work with users and provide procurement input into development of specifications.
- d. Evaluate supplier capability and pre-qualify potential suppliers.
- e. Produce appropriate documentation.
- f. Place order or contract according to procurement rules and procedures

4. Progress monitoring and control

- a. Operate and maintain an expediting system.
- b. Monitor and analyse records of receipt and inspection of supplies and performance records for services.
- c. Identify performance history from analysis reports and implement remedial actions.
- d. Establish feedback mechanisms for information on supplier performance.
- e. Co-ordinate improvements in supplier performance.

5. Risk Management

- a. Identify and manage critical goods and services
- b. Identify risks and create controls to manage them
- c. Follow a code of ethics to guide procurement activity
- d. Follow a disciplinary/termination procedure in line with organisational rules and regulations

Key Learning Points

1 The function of Procurement

KEY LEARNING POINTS

COVERAGE

Definition of Procurement

Buying in Goods and Services
Procurement aims and objectives
Code of Ethics

The procurement process
organisation

The procurement process and
structure./policies/strategies/standards
Stages in the procurement process

External relationships

Supply market
Supplier relationships
Types of supplier relationships
Donors

Internal relationships

Head office/regional office
Customers/programme teams

Procurement planning

Procurement plans
Procurement for stock
Procurement for emergency

2 Sourcing

KEY LEARNING POINTS

COVERAGE

Supply Market Analysis

Sources of supply market information
Different types of market
Supply Market structures

Supplier Appraisal

Methods of supplier appraisal
Sources of supplier information
Legislation and standards
Systems and procedures for supplier
appraisal

Sourcing Strategies and
Supply Sources

Risk identification and assessment
Single sourcing
Multiple sourcing
Supply/Frame agreements

Supplier agreements/lists
 Local, Centres or International
 Other operations and agencies
 Criteria for selection
 Types of supplier – manufacturer,
 distributor, trader
 Donor requests/requirements
 Cost implications of different types of
 sourcing e.g freight, handling

3 Purchasing

KEY LEARNING POINTS

COVERAGE

Procurement systems & procedures

Procurement operating procedures
 Computerised procurement systems

Procurement methods

Supply from stock
 Existing contracts
 Requests for quotations
 Invitation to tender

Specifications

Types of specifications
 Functional specification
 Performance specification
 Standards
 Service specifications

Supplier selection

Supplier selection criteria
 Pre-qualification
 Competitive purchasing tender list
 Single sourcing
 Donor requests/requirements
 Supplier lists
 Transparency
 Corrupt practices
 Supplier questionnaires/visits/audits
 Local or international
 Value for Money v Lowest Price
 When to Negotiate

Law of contract

Legal principles
 Legislation
 Terms and conditions of contract

	International/National regulations
Contractual arrangements	Orders, contracts and supply agreements Competitive tendering Tender assessment Post tender negotiation Contract award Debriefing unsuccessful suppliers

4 Progress Monitoring and Control

KEY LEARNING POINTS

COVERAGE

Expediting	Scope of expediting Expediting systems and procedures Administration and records e,g for audit trail
Receipt and inspection	Contractual provision for delivery and warranty. Returns Markings/Labelling/Coding
Vendor rating	Purpose of vendor rating Supplier performance criteria Vendor rating systems Vendor performance records
Supplier performance monitoring	Supplier performance systems & procedures Performance feedback Supplier performance meetings
Supplier development	Supplier development strategy Supplier development initiatives
Payment	Terms of payment

5 Risk Management

KEY LEARNING POINTS

COVERAGE

Critical Goods and Services

Medical goods and services
Vehicles and Transport services
Assets
Food

Identify risks

Specific risks for critical goods
and services
Risks in procurement
Affect on supply and costs

Managing risk

Putting in place and following
procedures
Controls to reduce/eliminate risk
Controls to manage risk
Use of inspections
Insurance

Ethical procurement

Ethical standards of self and suppliers
Procedures to reduce/eliminate fraud,
corrupt practices and conflict of interest
Donor requests/requirements
Standards of integrity

UNIT 4 – Warehousing and Inventory

Synopsis

This unit is designed to put in place the foundation skills and knowledge required to achieve competence in the function of warehouse and inventory management by people working in logistics/supply chain in humanitarian organisations. It recognises the need to set up and manage warehouse operations appropriate to the situation, environment and resources available and for the short or long term needs to store and manage inventory. It covers both the setting up of a warehouse operation and the management of that operation.

Outline Unit Content

1. The function of warehouse and inventory management
2. Contribute to setting up a warehouse
3. Managing warehouse operations
4. Contribute to the provision and care of warehouse resources
5. Manage inventory

Outcomes of Effective Performance

- 1. The function of warehouse and inventory management**
 - a. Comply with warehouse and inventory management systems & procedures.
 - b. Identify and contribute to the implementation of improvements in warehouse and inventory management systems & procedures.
 - c. Provide information for the development of warehouse and inventory management plans and strategies.
 - d. Contribute to the development of warehouse and inventory management plans and strategies.

- 2. Contribute to setting up a warehouse**
 - a. Contribute to the planning of an optimal warehouse layout.
 - b. Contribute to the evaluation and selection of the most appropriate warehouse processes and resources.
 - c. Contribute to the evaluation and selection of the most appropriate handling and storage equipment.
 - d. Contribute to the analysis and application of data related to supply and demand.
 - e. Contribute to the identification of the regulatory and security requirements of a warehouse.

3. Manage Warehouse operations

- a. Draw up a plan for the receipt and storage of in-bound goods, and the order picking and despatch operations
- b. Allocate labour and other resources on a daily basis in relation to this plan.
- c. Modify planned activity at short notice to be able to cope with contingencies that may arise.
- d. Produce a plan or strategy for the optimal positioning of in-bound goods in the warehouse, and for the physical organization of the despatch function.
- e. Use information as an aid to assisting the work of other parts of the operation.
- f. Ensure that adequate controls are in place for the safe and efficient receipt, storage, picking and dispatch of goods
- g. Analyse information on the performance standards of the warehouse operation

4. Contribution to the provision and care of warehouse resources

- a. Ensure that equipment is regularly checked and that any servicing that is needed is carried out.
- b. Analyse information generated from the regular checking and servicing of warehousing equipment.
- c. Take decisions when unsafe equipment needs to be removed from the operation.

5. Manage Inventory

- a. Perform demand capture operations
- b. Forecast demand for goods
- c. Obtain and analyse information on product availability and lead times.
- d. Assess supplier performance and input to Vendor Rating system.
- e. Monitor and maintain stock movement.
- f. Audit stock levels and stock inventories.
- g. Update, analyse, verify and reconcile stock records

Key Learning Points

1 The function of warehouse and inventory management

KEY LEARNING POINTS	COVERAGE
The role of a warehouse in a humanitarian aid supply chain	Reasons for having warehouses Role warehouse plays in supply chain Activities carried out in warehouses Systems and procedures Long term or short term storage needs
The role of inventory in a humanitarian aid supply chain	Reasons for holding inventory Inventory in the total supply chain Policies and strategies Systems and procedures
The role of warehouse management	Management of space, labour and equipment Management of costs Management of systems and procedures e.g. H&S, pest control, security Plan . organise, direct and control Improving systems and procedures
The role of inventory management	Balancing cost and service Management of systems and procedures Implementing inventory policies Improving inventory systems and procedures.

2 Contribute to setting up a warehouse

KEY LEARNING POINTS	COVERAGE
Understand need and use of warehouse in humanitarian aid supply chains	Immediate, mid-term and long term requirements. Storage Maintenance Administration

	Repackaging Permanent or non permanent Access arrangements
Characteristics and requirements of goods	Volume Mix Size/shape/weight Life Solid/liquid/gas Packaging Temperature Special requirements Security
Warehouse layouts	Stages in movement Flow options Positioning stock Storage methods Activities carried out Health and safety
Processes, procedures and resources.	Health and safety Security Cleaning and preparation Quality control and inspections Manpower Administration Work place regulations Pest control Receiving and storage Order and despatch Temporary and permanent processes and procedures Use of IT systems
Handling and storage equipment	Types of handling equipment Uses of different handling equipment Types of storage equipment Uses of different storage equipment Factors to consider in selection Resources available Unitisation of equipment
Other equipment	Cleaning and maintenance Tables, chairs Stationery and office equipment

Use of supply and demand data	Sizing warehouse Sizing receiving and storage Sizing order and despatch Calculating resource requirements- equipment and people.
Legislation (applicable to a warehouse) and security	Local and International legislation Food hygiene Health and Safety Medical goods and drugs Duties and responsibilities Record keeping Security arrangements for potential security situations

3 Managing warehouse operations

KEY LEARNING POINTS

Plan warehouse receiving, storing, order assembly and despatch operations

Organise warehouse receiving, storing, order assembly and despatch operations

Direct warehouse receiving, storing, order assembly and despatch operations

Control warehouse receiving, storing, order assembly and despatch operations

COVERAGE

Scheduling
Resource requirements
Standards
Contingency plans

Availability of resources
Work methods
Allocation of resources
Creation, issue and maintenance of records

Communication
Creation, issue and maintenance of records
Coordination of work activity with other operations

Operating procedures
Evaluation of work levels
Monitoring goods handling procedures
Monitoring and review of performance standards

4 Contribute to the care of warehouse resources

KEY LEARNING POINTS

COVERAGE

Plan and organise the care of warehouse equipment

Adhere to the manufacturers instructions and organisational requirements of equipment use
Planning and scheduling of resource requirements.
Repair and servicing of equipment
Work methods, activity and responsibility
Creation, issue and maintenance of records
Contingency plans

Direct and control the care of warehouse equipment

Communication
Creation, issue and maintenance of records
Coordination of work activity with other operations
Inspection of equipment
Maintain equipment condition
Monitor performance
Identify, rectify or report problems and performance shortfalls
Review, monitor and modify or report work methods
Monitor condition and replacement of equipment

6 Manage inventory

KEY LEARNING POINTS

COVERAGE

Capture and forecast demand for goods and services

Capturing 'customer' demand through a order management process
Initial assessment reports
Push and pull
Use of forecasts based on previous aid programmes.

Stock control and movements	Lead times Track and trace Disposal Returns Visibility Stock rotation Categories of stock Stock management of specialized items
Stock levels	Safety stock Working stock Emergency stock Re-order policies
Stock records	Stock identification and classification Coding systems Process for recording stock movements Stock checks Reporting on stock levels

UNIT 5 – Transport

Synopsis

This unit is designed to provide the foundation skills and knowledge required to achieve competence in the function of transport performed by people working in logistics/supply chain in humanitarian organizations. It recognises the importance of transport in the humanitarian aid supply chain process in moving goods from supply source to the final beneficiary delivery point. It covers planning and movement using a range of different modes of transport that may be available for different humanitarian aid situations.

Outline Unit Content

1. The Goods to be moved.
2. Origins, destinations and routes.
3. Modes of transport.
4. Movements.
5. Managing Transport providers

Outcomes of Effective Performance

1. The Goods to be Moved

- a. Relate the loads to type constraints and legislative controls.
- b. Select suitable handling methods for different types of consignments.
- c. Plan loads to match variable demand and supply.

2. Origins, Destinations and Routes

- a. Plan and schedule freight transits for single and part-loads
- b. Use appropriate systems to audit current fleet performance, perform live order routing and prepare invoices and audit contractors.
- c. Outline multi-modal routing relative to resources and time.

3. Modes of Transport

- a. Contribute to the selection of an appropriate mode (or combination of modes) for any specific goods movement, and the appropriate vehicle within the mode.
- b. Expedite movements through ports recognising operational characteristics
- c. Expedite movements by rail recognising operational characteristics
- d. Expedite movements by air recognising operational characteristics
- e. Expedite movements by road recognising operational characteristics
- f. Expedite movements by sea recognising operational characteristics
- g. Set up the security precautions necessary for freight interchanges, depots and terminals.

4. Movements

- a. Plan national and international movements.
- b. Prepare resource plans for the movements of goods.
- c. Prepare a security plan for a journey.

5. Manage transport providers

- a. Select transport providers and establish contracts
- b. Manage the service provided by transport providers
- c. Monitor and analyse performance data

Key Learning Points

1 The Goods to be Moved

KEY LEARNING POINTS	COVERAGE
How characteristics of goods impact their handling	Type- Hazardous, Sterile, Perishable etc Need for special equipment, staff training Weight Dimensions Transit regulations Constraints Legislative controls Handling methods Selection of methods
Safety and security of goods to be moved.	Normal safety Safety of hazardous goods Need for secure movement –theft, loss
Unitisation methods	Types – Palletisation, stillages, ISO Advantages Disadvantages
Flows of goods requiring movement	Factors influencing demand – type/extent of disaster, other aid organisations involved, phase of relief programme Factors influencing supply – capacity and capability of suppliers, donor support.

2 Origins, Destinations and Routes

KEY LEARNING POINTS

COVERAGE

Sources and destinations of goods for movement

International movement
Local movement
Movement from docks/airport
Movement to extended delivery point

Collection and delivery site

Impact
Characteristics
Constraints of – delivery window, weight, size, delivery vehicle, cargo vessel, facilities, infrastructure, safety,

Third Parties

Types – Police, customs and excise, port authorities, immigration, freight forwarders, agents, transport companies, brokers.
Roles
Responsibilities
Movement
Control

Route Planning and Scheduling

Basic concepts
Techniques – Arc, Radial, Stem
IT based solutions
Planning and scheduling – e.g. multidrop, backload, part loads, manual, using software
Multi-modal routing – resource.time

3 Modes of Transport

KEY LEARNING POINTS

COVERAGE

Suitability of various modes of freight transport for carriage of goods

Length of haul
Weight of consignment
Volume of consignment
Nature of goods to be handled
Local circumstances

	<ul style="list-style-type: none">Local regulations e.g localized axle load regulations)ModesMode selection – combinationSpeed of movement
Vehicles and modes of transport	<ul style="list-style-type: none">Vehicles – lorries, trains, vessels, aircraft, in different countries, on different routesComparative features – advantages and disadvantages.Terms of capacityDesignInfrastructure requirements
Modal nodes	<ul style="list-style-type: none">PortsAirportsContainer BasesFreight terminalsRoad transport hubsNatureManagementResource requirements
Characteristics of movement by rail	<ul style="list-style-type: none">Different services fast/slow goodsTimetablesAvailability and condition of locos and wagons.ReliabilityLocation of and facilities at terminals, depots.
Characteristics of movement by air	<ul style="list-style-type: none">Commercial or charterSelecting freight forwarderDocumentation, packing and labelling requirementsIATA and TACTCarriage of dangerous goods regulationsReceiving cargo aircraftsAirport charges
Characteristics of movement by road	<ul style="list-style-type: none">Commercial or own vehiclesVehicle typesVehicle documentation

	<ul style="list-style-type: none"> Vehicle condition IRU Documentation
<ul style="list-style-type: none"> Characteristics of movement by sea 	<ul style="list-style-type: none"> Commercial or charter Function of Bill of Lading Documentation Charges/cost Role of – customs brokers, stevedores, ship owners, carrier, agents
<ul style="list-style-type: none"> Security precautions 	<ul style="list-style-type: none"> Insurance Responsibilities Documentation
4 Movements	
KEY LEARNING POINTS	COVERAGE
<ul style="list-style-type: none"> Movement 	<ul style="list-style-type: none"> Types – scheduled, regular dictated Courier, Spot traffic, Special traffic, Shipping lines, charter, Resource requirements
<ul style="list-style-type: none"> Issues involved in undertaking movements 	<ul style="list-style-type: none"> Safety- accidents Security Goods Handlers – staff, third party Reliability
<ul style="list-style-type: none"> Planning Movements 	<ul style="list-style-type: none"> Port control Container handling Traffic office control Control by public authorities Use of documentation GPS Process Controls Constraints National/International context
<ul style="list-style-type: none"> Information exchange 	<ul style="list-style-type: none"> Importance Real time load location Prediction of delivery times Methods Communications between transport and base/security department

5 Managing Transport Providers

KEY LEARNING POINTS

COVERAGE

Selecting transport providers

Selection criteria – reputation, reliability
cost, capacity, availability
Purchasing rules
Risk and insurance
Recognised industry bodies
Constraints of securing transport
providers in ‘crisis’ situations

Managing transport providers

Contracts - types
Verifying documentation
Gathering performance data
Providing feedback

UNIT 6 – Fleet Management

Synopsis

This unit is designed to provide the foundation skills and knowledge required to achieve competence in the function of fleet management by people working in logistics/supply chain in humanitarian aid organisations. It covers the selection of vehicles and equipment and the setting up of systems and procedures necessary to monitor and manage a fleet of vehicles.

Outline Unit Content

1. The function of fleet management
2. Setting up a fleet
3. Managing a fleet

Outcomes of Effective Performance

1. The function of fleet management

- a. Comply with organisational fleet management systems & procedures.
- b. Identify and contribute to the implementation of improvements in organisational fleet management systems & procedures.
- c. Provide information for the development of organisational fleet management plans
- d. Contribute to the development of organisational fleet management plans

2. Setting up a fleet

- a. Contribute to the specification of the requirements of the fleet
- b. Identify relevant legislative and security requirements
- c. Evaluate and select suitable vehicles and equipment
- d. Evaluate and select suitable human resources
- e. Establish operational systems and procedures
- f. Establish a vehicle and driver performance measurement system
- g. Establish maintenance systems and procedures
- h. Establish supplies and control of fuel

3. Managing a fleet

- a. Analyse orders for movement of goods and people
- b. Prepare routing plans and schedules to meet orders for movement of goods and people
- c. Ensure that drivers are assessed, evaluated and have suitable qualifications and are properly trained for the job
- d. Ensure that appropriate documentation is completed correctly
- e. Ensure that drivers follow correct procedures in the event of a traffic accident
- f. Ensure that the operation complies with the relevant local regulations governing transport
- g. Monitor costs and performance and prepare management reports

Key Learning Points

1 The function of fleet management

KEY LEARNING POINTS

COVERAGE

What is fleet management

Activities involved in fleet management
Reasons for owning own fleet
Composition of fleets

Fleet management systems and procedures.

The need for a fleet management system
Criteria for selection
Automated or pen and paper system
Procedures to include – Repairs and maintenance, spare parts, vehicle scheduling, fuel etc.
Information provided by system
Reports and financial data

Fleet management plans

General operational or specific programme needs.
Owned or third party rental
Leasing –advantages and disadvantages

2 Setting up a fleet

KEY LEARNING POINTS

COVERAGE

Understand needs and use of fleet

General operational or specific programme needs.
Terrain, distance and infrastructure
Volume of workload
Materials/People to be transported
Regulations or legislation requirements

Process for selecting suitable vehicles equipment and facilities

Criteria for selection
Vehicle and equipment specifications/uses
Selecting drivers/mechanics
Selecting site for storage/workshop etc
Security requirements
Vehicle dealership networks, supply support in country

Establish operating procedures

Repair and Maintenance
Vehicle Scheduling
Spare parts

Establish system for measuring and monitoring performance of fleet

Types of measures - e.g. utilisation
running costs, availability, security
Information needed to be collected
Use of performance information

Establish maintenance procedures and systems

Preventative maintenance
Maintenance schedules
Driver checks
Documentation

3 Managing a fleet

KEY LEARNING POINTS

COVERAGE

Managing documentation

Registration
Insurance
Driving Licenses
Rent/Lease agreements

Administration requirements

Use of fleet management system
to monitor –costs, performance, usage
Fuel management
Maintenance requirements
Identification and markings
Recruitment and training of drivers
Producing reports

Managing Drivers

Recruitment and selection
Assessment
Training –driving, safety, procedures
e.g. accident reporting, security.
Reviewing performance of drivers

Complying with relevant legislation and security requirements

Local and International legislation
e.g. Speed limits, seat belts, parking
drivers hours
Regulations specific to heavy vehicles
Security measures - anti theft devices
convoys, tracking systems, first aid.

Planning movements route planning and scheduling

Basic concepts
Techniques
Planning and scheduling – manual
using software.
Movement of people
Convoy management

Managing other assets

Specific requirements for :-
Generators
Boats
Fuel

Forklift Trucks
Water pumps and equipment
Solar/wind power assets

UNIT 7 – Import/Export

Synopsis

This unit is designed to provide the foundation skills and knowledge required to achieve competence in the function of importing and exporting by people working in humanitarian aid organisations. It covers customs and excise procedures that need to be followed and the documentation needed to import and export.

Outline Unit Content

1. Contract and order administration
2. Import and export documentation
3. Customs & Excise procedures and controls
4. International commerce and methods of payment

Outcomes of Effective Performance

1. Contract & Order Administration

- a. Provide advice & information to other departments on the commercial requirements of International Trade.
- b. Contribute to placing orders with international suppliers.
- c. Process Export Orders and Enquiries.
- d. Contribute to the administration of an Import/Export function.

2. Import/Export Documentation

- a. Work effectively with the agents involved in import and export.
- b. Provide the accurate and appropriate documentation for international trade and freight.
- c. Determine the need for and obtain basic cargo insurance.
- d. Monitor the progress of orders and goods through the delivery system utilising track and trace systems

3. Customs & Excise Procedures and Controls

- a. Provide advice & information to other Departments on the Customs & Excise procedures and controls applicable to International Trade.
- b. Establish the need for import/export Licenses.
- c. Determine the correct Commodity Code of goods for customs purposes.
- d. Ensure compliance with Import and Export Customs Procedures.
- e. Apply the correct regulations to imports and exports.

4. International Commerce and Methods of Payment

- a. Provide advice & information to other Departments on the relevant procedures involved with standard methods of payment.
- b. Handle transactions priced and invoiced in a foreign currency.
- c. Handle transactions that involve waivers and exceptions
- d. Align import/export procedures to the method of payment.
- e. Make available the Commercial, Transit and other Documentation required for payment.
- f. Work effectively with the Intermediaries involved in the payment cycle.

Key Learning Points

1 Contract and Order Administration

KEY LEARNING POINTS	COVERAGE
The use and application of INCOTERMS	The 4 groups The 13 individual terms The 10 essential points of coverage
Sources of information for International Trade	Facilitation organisations Finance including credit, insurance and credit information. Logistics press Inspection companies
Contract and Purchase/Sales Order administration	Procurement operating procedures and administration Orders contracts and supply agreements The export function organisation and structure The export sales contract Receipt of export order Processing the export consignment

2 Import/Export documentation

KEY LEARNING POINTS	COVERAGE
Working with agents	Role of clearing agents Criteria for selection of agents
Required documentation	Common IMPEX documentation Purpose of documentation Insurance documentation
Monitoring movement of goods	Importance of monitoring IMPEX movement Recording movements and maintaining records. Importance of transparency

3 Customs and Excise procedures and controls.

KEY LEARNING POINTS	COVERAGE
The role of customs and excise	Import controls Export controls
International classification of goods	HS customs coding system
Customs procedures and documentation	Single administrative document Basic import and export customs entry processing. Community transit and bonds Preferential trade agreements Diplomatic or preferential status Exemption from duties and taxes International trade governing bodies and trade agreements. WTO and WCO Carnets
VAT regulations as they affect International trade	Basic VAT rules VAT records Documentation

4 International commerce and methods of payment

KEY LEARNING POINTS	COVERAGE
Managing country and buyer risk	Types of risk Credit insurance ECGD
Bonds, guarantees and indemnities in International trade	Advance payment Performance Retention money
Main methods of International Payment	Cash in advance Open account Bills of exchange and documentary collections Letters of credit Exceptions and waivers