

**Certification in Humanitarian Supply Chain  
Management (CHSCM)  
*Competence Model***

***Final Version – 2007***

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## **Competence Model Context**

The competence model contained in the following pages has been written to support Level 2 of the Certification in Humanitarian Logistics. The interpretation of the model should only be done with reference to this context statement.

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

Humanitarian logisticians have to provide responses in a variety of situations. These situations can sometimes be planned for, but equally they can happen suddenly. Typically such situations require the ability to construct a supply chain and operate it to provide relief to those in need quickly.

The competence model and level 2 of the Certification in Humanitarian Logistics has been developed for a target audience of humanitarian logisticians who are involved in the management and coordination of activities being carried out by other logisticians. Different humanitarian organisations have different structures and roles but it is expected that the target audience will be managing and coordinating complex logistics and supply chain activities.

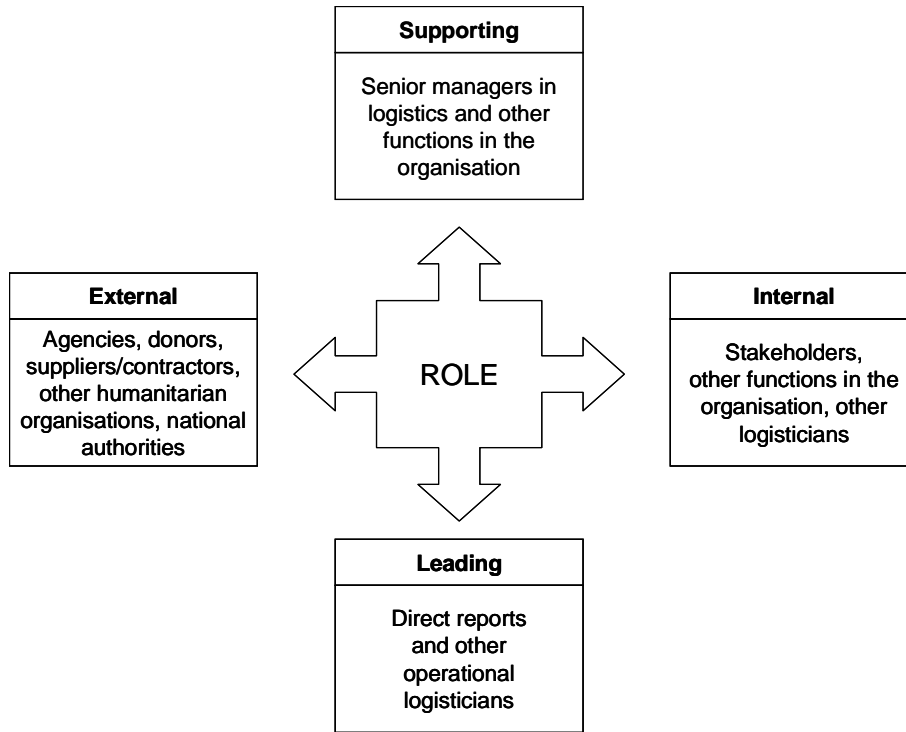
Within the model there is a functional map that positions the types of activities that the target audience would typically be performing. The audience are people who are operating at a tactical level and who are engaged in the planning, resourcing and managing the supply chain and the implementation of supply chain strategy. To carry out these activities these people will be managing and/or leading other logisticians who are performing activities and operating at the operational level.

Within organisations the target audience may have role titles such as Logistics Coordinator, Logistics Manager and Head of Logistics Centre.

The role typically requires people to:

- Plan and resource the supply chain to meet their organisations supply chain strategy and to meet the needs of the aid programmes in their country/region.
- Create and coordinate the operation of the complex supply chain network.
- Monitor the performance of the supply chain and ensure any problems are resolved.
- Support and advise others on all aspects of the supply chain.
- Manage the different relationships needed for the supply chain to operate effectively and efficiently.
- Continuously improve the performance of the supply chain.

The following diagram illustrates how the role involves working with others and developing appropriate working relationships with people at different levels both internally within their own organisation, and externally with other organisations.



This role requires people to be knowledgeable about how the supply chain provides support to humanitarian operations and also have the knowledge and understanding to lead and manage others.

It is expected that people carrying out the role and studying for the Certification will have knowledge in the supply chain activities of:

- Warehousing
- Transport
- Fleet Management
- Procurement
- Importing and exporting

These activities are therefore not included in the model or in the material for this level of the Certification.

Having this knowledge of the supply chain and the different supply chain activities is clearly important to the role, but just as important is the requirement for people to understand and display a range of personal competences including:

- Initiative
- Leadership
- Communication
- Problem solving
- Planning
- Project Management
- Managing change
- Coaching and mentoring

The competence model that follows has been designed to reflect this role and recognises the challenging operating environment within which humanitarian organisations operate and it is important that its interpretation is made within this context.

## Functional Map

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

## **UNIT 1 – Supply Chain Planning**

### **Synopsis**

The purpose of this unit is to provide a framework for planning and setting up a supply chain. The unit provides an interface with others to ensure that supply chain activity supports the aims of the humanitarian organisation. This unit provides the mechanisms that enable the logistician to develop appropriate relationships and to provide direction to those whose actions can affect the performance of the supply chain.

### **Outcomes of Effective Performance**

Contribute to the development and implementation of global supply chain strategy and plans  
Contribute to the development and implementation of programme strategy and plans  
Configure supply chain  
Plan resources  
Identify supply chain controls  
Develop and manage internal and external relationships

### **Contribute to the development and implementation of global supply chain strategy and plans**

- a. Provide input into the development of global supply chain strategy and plans.
- b. Contribute to the implementation of the global supply chain strategy and plans.
- c. Communicate information on the global supply chain strategy to others and seek commitment from them to implement the strategy.

### **KEY LEARNING POINTS**

Supply Chain Concepts and Processes

### **COVERAGE**

Scope of supply chain process  
What is supply chain management  
SCOR  
Physical and information flows  
Supply chain and Logistics  
Lead times  
Balancing supply and demand with inventory.  
Drivers of supply chain performance  
Supply channels  
Decoupling point configurations  
Reverse flows  
Responding to different demand characteristics

The role of supply chain in humanitarian organisations

Importance of supply chain  
Relationship with other parts of the organisation  
Supply chain aims  
Supporting aid programmes  
Phases of humanitarian responses  
Performance requirements (cost, service, flexibility, responsiveness)

The alignment of supply chain strategy to Organisation strategy and objectives

Why they must be aligned  
How they are aligned  
Compatibility of objectives with other organisations and partners  
Strategic fit  
Different 'generic' strategies  
Lean and agile

What is included in the supply chain strategy and plans

Process for developing strategy  
Factors that influence strategy  
Objectives  
Organisation structures  
Regional structures

The needs and characteristics of the operating area

Risk  
Vulnerability  
Current programmes  
Type of programmes  
Activities of other organisations  
Phases of response  
Physical characteristics  
Political characteristics  
Infrastructure

Interpreting and implementing global strategy and plans

Impact on current regional strategy  
Implications of strategy and plans  
Impact on current network  
Impact on current activities



How to communicate to gain commitment

Communication methods  
Communication skills – verbal and written.  
Influencing skills and styles  
Listening skills  
Responding to objections

**Contribute to the development and implementation of programme strategy and plans**

- a. Provide input into the development of programme strategy and plans.
- b. Contribute to the implementation of the programme strategy and plans.
- c. Communicate information on the programme strategy to others and seek commitment from them to implement the strategy.

**KEY LEARNING POINTS**

**COVERAGE**

How programme strategies and plans are developed

Situational analysis  
Initial response team  
Programme manager  
Content and structure of strategies and plans  
Programme phase  
Portfolio of programmes  
Organisation mandate

What supply chain information is important for the development of programme strategy and plans

Lead times  
Current stocks  
Current resources  
Current supply chain network  
Availability of resources  
Capacity constraints

What programme information is required to develop supply chain strategy

Objectives of programme  
Needs of beneficiaries  
Short term/long term requirements  
Nature/characteristics of products  
Location of beneficiaries (customers)  
Timelines  
Forecast of quantities of products  
Programme/beneficiary priorities  
Impact of time on decisions e.g getting info as early as possible.

Interpreting and implementing programme strategy and plans

Fit with global strategy  
Impact on current network  
Beneficiary focus

Communicating to gain commitment

Communication methods  
Communication skills  
Influencing skills and styles  
Responding to questions  
Identify who needs info on strategy and plans

### **Configure supply chain**

- a. Identify the constraints of the operational context.
- b. Identify the network requirements.
- c. Obtain information on the nature of demand on the supply chain.
- d. Plan the location and level of inventory
- e. Investigate and select the transport methods.
- f. Identify and select the location for facilities.
- g. Map the supply chain network.

### **KEY LEARNING POINTS**

Potential constraints on the supply chain configuration

Understand importance of supply chain network planning

Information needed to identify network requirements

### **COVERAGE**

Security  
Terrain  
Climate  
Budget  
Donor requirements  
Capacity  
Resource availability ( people, equipment etc)  
Economic situation

Role of network planning  
Components of network plan  
Network planning process

Product characteristics  
Location of beneficiaries

	<ul style="list-style-type: none"><li>Number of beneficiaries</li><li>Daily/weekly requirements</li><li>Distances to travel</li><li>Location of suppliers</li><li>Port of entry for goods</li><li>Quantities needing storage</li><li>Programme strategy and plans</li><li>Global supply chain strategy and plans.</li><li>Forecast demand</li><li>Security factors – threat, vulnerability and risk assessments.</li><li>Predictable/unpredictable factors</li><li>Certainty or uncertainty of demand and supply</li><li>Seasonality</li></ul>
Configuration alternatives	<ul style="list-style-type: none"><li>Push and Pull</li><li>Decoupling points</li><li>Flexibility</li></ul>
The positioning of inventory	<ul style="list-style-type: none"><li>Role of inventory</li><li>Reasons for holding inventory</li><li>Inventory policy and its influence on the supply chain network.</li><li>Where to position inventory</li></ul>
Demand profiling and classification	<ul style="list-style-type: none"><li>Predictive, random demand</li><li>Patterns of demand</li><li>Seasonality of demand</li><li>Frequency of demand</li><li>Level of demand</li><li>Aggregation of demand</li><li>Independent and dependent demand</li><li>–Kits</li></ul>
Forecast demand	<ul style="list-style-type: none"><li>Short term forecasting techniques</li><li>Seasonal forecasting techniques</li><li>Identify key drivers of forecast</li><li>Identify and assess risks of forecast</li></ul>
Setting safety stock levels	<ul style="list-style-type: none"><li>Measuring forecast error</li><li>Setting availability targets</li><li>Determine supply lead times</li></ul>
Application of different inventory systems	<ul style="list-style-type: none"><li>Fixed order quantity systems</li></ul>

	Fixed order cycle system Requirements planning system
Calculating order quantities	Determine fixed order quantities Determine variable order quantities One –off orders and replenishment orders
Techniques for locating facilities	Types of facilities required Key factors that determine/influence location Models for locating facilities
Selecting locations for facilities	Factors that will determine selection Evaluate potential sites against selection criteria. Limitations to site selection
How to map the supply chain network	Current network Pre-positioned resources and facilities Geographical Supplier locations Warehouse locations Port facilities Beneficiaries Lead times Other facilities needed to support the supply chain process

### **Plan resources**

- a. Identify and specify the resource requirements for the operation of the supply chain.
- b. Select sources of supply for resources needed to operate the supply chain.
- c. Produce a plan that identifies the human resources – number, roles and skills needed.
- d. Assist in the recruitment and selection of people.
- e. Specify and seek commitment to performance objectives for supply chain activities.

**KEY LEARNING POINTS**

**COVERAGE**

Potential resource requirements

Warehouses facilities  
Warehouse equipment  
Vehicles  
Other equipment  
People  
Fuel  
Communication equipment  
Security equipment  
Support facilities e.g. offices, desks

Factors to consider when specifying resource requirements

Budget  
Current resources  
Priorities  
Resource capabilities  
Availability  
Suitability for now and future  
Format/process for requesting resources.  
Sustainability of funding

Factors to consider in organisation policies when selecting sources of resources

Scalability and sustainability  
Current sources  
Politics  
Ethics  
Donor criteria/requirements  
Local v International  
Third party

Identifying people resources needed

Number  
Skills needed  
Knowledge needed  
Roles needed  
Organisation structure (reporting)  
Job descriptions- preparation and use  
People profiles – preparation and use

Setting performance objectives

Setting ‘good’ objectives -  
measurable  
specific  
realistic  
agreed  
Alignment of objectives  
Involving others in setting the objectives.

**Identify supply chain controls**

- a. Identify and specify the requirements for information and reporting.
- b. Specify the measurements needed to monitor the performance of the supply chain.
- c. Identify the appropriate systems and tools for operating and managing the supply chain.
- d. Develop policies and procedures for managing the supply chain.

**KEY LEARNING POINTS**

**COVERAGE**

Different uses of information

Organisation reports  
Organisation statistics  
Donor reports  
Benchmarking  
Measuring performance  
Monitoring performance  
Managing the supply chain process

Identifying requirements for information

Donor requirements  
Supplier requirements  
Finance  
Head Office  
Statistics  
Programme requirements  
Organisation policies  
Order management process

Sharing information with supply chain 'partners'

Visibility of information  
Use for VMI  
Use for Collaboration  
Other humanitarian organisations  
To establish common services e.g. pooled inventory

How to measure supply chain performance

Reliability  
Responsiveness  
Flexibility  
Cost  
Quality

Supply chain measures

Customer service  
Cost to serve

	OTIF Resource utilisation Order to delivery time Measurement trees Asset utilisation
Tools for operating and managing the supply chain	Organisation systems IT systems Format of information Source of information Paper based tools Costs Robust Ease of setting up Ease of use Technology
Policies and procedures used to manage the supply chain	Difference between policy and procedure Use of policies and procedures Order mgt Sourcing Use of SLA's 'Local' policies and procedures

**Develop and manage internal and external relationships**

- a. Identify the internal and external relationships that impact on the performance of the supply chain.
- b. Identify the specific supplier and contractor relationships that impact on the performance of the supply chain.
- c. Evaluate the nature and types of current relationships.
- d. Develop the appropriate relationships with external organisations including suppliers and contractors.
- e. Develop appropriate relationships with other areas and people within the organisation.
- f. Identify the appropriate tools and mechanisms for managing the relationships.
- g. Identify and overcome barriers to people working together and developing relationships.

**KEY LEARNING POINTS**

**COVERAGE**

External organisations that may impact the performance of the supply chain

Other humanitarian organisations  
National and local government  
Police  
Military  
Customs  
Freight Forwarders  
Suppliers  
Port authorities  
Contractors  
Donors

Internal functions/people that may impact on the performance of the supply chain

Finance  
Programme managers  
Head Office  
Country Office  
HR  
Safety  
Security

Different types of relationships

Partnerships  
Collaboration  
Organisation requirements and policies.  
Close v Loose

Reasons for different types of supplier relationships

Importance  
Spend  
Risk  
Number of potential suppliers  
Influence  
Mutual benefits

How to develop relationship

Trust  
Expectations of both parties  
Mutual understanding and commitment.  
Dealing with conflict and failures.  
Ethics

Barriers to developing relationships and working together

Culture and values  
Different objectives  
Different drivers  
Different mandates



Behaviour of individuals  
Self Interest  
Technology  
Communication  
Organisation structure  
Policies and procedures  
Perceptions

Tools to manage relationships.

Service level agreements  
Contracts  
Memorandum of Understanding  
Managing performance  
Monitoring service  
Sharing information  
Developing trust  
Communication  
Reviewing relationships

## **UNIT 2 – Supply Chain Operation and Coordination**

### **Synopsis**

The purpose of this unit is to provide a framework for coordinating and operating the supply chain. The unit focuses on performance monitoring and management and the techniques to ensure supply chain activity happens in accordance with plans. This unit recognises that coordinating and managing the supply chain involves managing and leading others. The unit therefore also provides the mechanisms that enable the logistician to provide advice, support and direction to others who are carrying out supply chain activities (or who are operating the supply chain).

### **Outcomes of Effective Performance**

Performance monitoring and measurement  
Resolving problems and adapting the supply chain  
Providing advice and support

### **Performance monitoring and measurement**

- a. Observe supply chain activities to spot signals of potential supply chain performance problems.
- b. Identify what data and information needs to be collected to measure and evaluate the performance of the supply chain.
- c. Determine what methods to use to collect data and information on the performance of the supply chain.
- d. Identify what records of performance need to be maintained..
- e. Benchmark supply chain performance against historic data and other operations.
- f. Analyse and evaluate data and information on supply chain performance.
- g. Provide reports and results on supply chain performance to others.

### **KEY LEARNING POINTS**

Methods for collecting data

### **COVERAGE**

Automatic computer system  
Reports  
Spread sheets  
Format  
Responsibility for supplying data  
Impact on quality of data

Methods for collecting information	Visits to operations Meetings with operational logisticians Inspections of supply chain operations Feedback from customers and supply chain partners Observation of supply chain operations Observation of the supply chain operating environment
Different uses of data and information	Monitor performance Measure performance Manage performance Reports Immediate actions Future actions
What records need to be maintained	Organisation requirements/policy – Head Office Regional Country Donor requirements Programme requirements Timetable – e.g. weekly, monthly Organisation policy on how long records need to be kept.
Data required to measure supply chain performance.	Cost Time Reliability Service Utilisation Loss To measure performance against objectives and goals. Issues of reliability of data and sensitivity.
How to benchmark performance data.	What is benchmarking Benchmarking techniques Sources of data – organisation, sector Context of the data Understanding the appropriateness of benchmarking data e.g. circumstances

	where data was captured. Comparing 'like for like'
Factors to consider when analysing performance data and information	Data reliability Unexpected performance Issues when averaging and aggregating. Circumstances when data or information was gathered. Figures do not tell the full story Cause and effect. Who provided the feedback Data supported by observation and information Information/views/opinions supported by data.
How to present information	Written Verbal Use of charts/diagrams Who will read the reports Length of report What do you want people to do with the information in the report. Ease of understanding.

### **Resolving problems and adapting the supply chain**

- a. Identify problems with the performance of the supply chain that need immediate actions.
- b. Develop action plans to overcome supply chain performance problems.
- c. Seek commitment to action plans.
- d. Identify the support others will need to implement the action plans.

### **KEY LEARNING POINTS**

Identifying performance problems

### **COVERAGE**

Trends in performance  
Unacceptable 'one off' performance  
Cause and effect  
Asking questions to understand the problem.  
Impact of problem  
Impact on outputs to programme beneficiaries

How to respond to problems

Structured approach to problem solving.  
Type of problem – people operational, technical, relationships.  
Prioritise  
Requiring immediate response  
Not requiring or not able to respond immediately.  
Whose problem is it.  
Provide advise and/or support

Indicators of performance problems

Feedback from ‘customers’  
Product not available to programme  
Excessive costs  
Losses – e.g theft  
Poor use of resources inc people  
Labour turnover

Factors to consider when developing action plans

Budget constraints  
Who will carry out the action plans  
Define outcomes of action plans – purpose, goals, benefits  
Timing of implementing the plans  
What resources will be needed  
Are people capable of implementing the plans  
Will solving this problem cause other problems in the supply chain.  
Stakeholder interests, expectations

How to communicate to gain commitment

Communication methods  
Communication skills  
Explain what individuals will gain from the actions.  
Identify who will need to be committed to the action plan.

### **Providing advice and support**

- a. Identify people who need advice and support.
- b. Provide others with advice and support.
- c. Identify training needs and ensure appropriate training is provided.
- d. Identify ways to motivate and develop yourself and others
- e. Ensure compliance to policies and procedures.
- f. Share and target information on supply chain activities that may impact others.
- g. Ensure best practice in managing the supply chain is shared within the organisation.

### **KEY LEARNING POINTS**

Identifying training needs and providing training for teams and individuals

How to support other people

Communicating when providing advice and support

### **COVERAGE**

Factors that affect peoples behaviour and performance  
Difference between knowledge and skills  
Learning styles  
Different types of training activities  
Coaching and mentoring  
How good teams work  
Team building and team development

Difference between advice and support  
Support and encouragement  
Direction and guidance  
Motivation theories and techniques  
Different management styles  
Skills of delegating  
Dealing with personal difficulties  
Difference between leadership and management  
Leadership styles and skills  
Leading teams – multifunctional and multicultural

Giving information including checking understanding.  
Listening skills  
Questioning skills  
Influencing styles

	<ul style="list-style-type: none"><li>Giving and receiving feedback</li><li>Selling the benefits</li><li>Dealing with conflict</li></ul>
How to share information and who to share information with	<ul style="list-style-type: none"><li>Different communication methods</li><li>Advantages and disadvantages</li><li>Identify must know, nice to know, don't need to know.</li><li>Importance of checking understanding.</li><li>Asking for advice and support</li></ul>
Sources of best practice	<ul style="list-style-type: none"><li>Previous experience</li><li>Other regions/countries</li><li>Other humanitarian organisations</li><li>Peers</li><li>Informal networking</li><li>Supply chain literature</li><li>SCOR</li><li>Professional Institutes.</li><li>Other organisations – commercial, military</li></ul>

## **UNIT 3 – Supply Chain Improvement and Adaptation**

### **Synopsis**

The purpose of this unit is to provide a framework to extend the performance of the supply chain by considering opportunities to refine, redesign or restructure activity. This becomes particularly important as the humanitarian response progresses through different phases. It focuses upon assessment tools to identify opportunities and then on change techniques to help embed the improvement.

### **Outcomes of Effective Performance**

- Conduct supply chain review
- Identify improvement initiatives
- Introduce supply chain improvements

### **Conduct supply chain review**

- a. Conduct and evaluate an external supply chain review.
- b. Conduct and evaluate an internal supply chain review.
- c. Identify problems with supply chain relationships that are affecting supply chain performance.

### **KEY LEARNING POINTS**

Opportunities/reasons for conducting a review

Sources of information for external review

### **COVERAGE**

Change in strategy  
Breakdown in supply chain process  
End of programme  
Change in supply chain mode  
Change in response phase  
'Customer' feedback

Customers – Programme mgrs  
Suppliers  
Service providers/partners  
Other humanitarian organisations  
Donors  
Beneficiaries  
National authorities



Sources of information for internal review	Warehouse Mgr Transport Mgr Order Mgt and Procurement Finance Performance data
Information to be obtained	Qualitative Quantitative Views Opinions Costs Service Utilisation Relationships and impact on supply chain performance.
Methods of obtaining information	Questionnaires Interviews Observations Management information systems Records
Auditing data flows	Data paths and flows Order mgt process Delivery advice Forecast information Programme information
Evaluating review information	Importance/Performance matrix Importance/Relative Performance matrix – for suppliers Sector best practice Organisation best practice Warehouse, transport etc best practice. Commercial best practice. Cause/effect particularly problems caused by relationships.

**Identify improvement initiatives**

- a. Analyse the different supply chain trade-offs.
- b. Identify process improvements.
- c. Identify improvements in the supply chain.
- d. Map the ‘to be’ supply chain and its processes.
- e. Assess the cost benefits and risks of introducing the improvements.
- f. Prepare financial evaluations to justify proposed changes.
- g. Present and gain agreement to improvement proposals.

**KEY LEARNING POINTS**

**COVERAGE**

Improvement opportunities in supply chains	Communication Use of technology Use of management information systems. Moving decoupling points Transition from push to pull Product design/specifications Demand patterns Preparedness
Improving efficiency and effectiveness	Eliminating non-value add activity Adding value in the supply chain Eliminating procedures Simplifying procedures
Activity process mapping	Outline process charts Flow process charts Travel charts Flow diagrams Process chart symbols Method study Time study
Mapping the supply chain	Geography Product SCOR Thread diagrams
Trade-offs in supply chain	Information needed to identify trade offs. Key supply chain trade offs Avoid moving cost and complexity around.

Benefits and risks	Weight, rank risks and benefits Prioritise benefits Balancing risks and benefits Different stakeholders will have different views on risk and benefits. Impact on programmes Acceptability, suitability and feasibility. How will improvements affect others – donors, suppliers etc
Costing methodologies	Investment appraisal analysis Allocating costs to supply chain activities. Components of costs –people, equipment, materials. Cash flow benefits Cost to serve
How to present and gain agreement	Who are the stakeholders Presenting financial information Selling the benefits

### **Introduce supply chain improvements**

- a. Devise an implementation plan to achieve supply chain improvements.
- b. Seek the commitment of others for implementing the improvements.
- c. Identify how to improve relationships that will improve supply chain performance.

### **KEY LEARNING POINTS**

What is a project

Project planning

### **COVERAGE**

Definition  
Steps in managing a project  
Characteristics of successful projects.

Project requirements  
Defining outcomes/outputs  
Phases, activities and tasks  
Logical framework

Project planning tools	Pert charts Network diagrams Gantt charts/project schedule Milestones Critical path analysis
Who will carry out the project	Authority Responsibility Accountability Project teams – roles in the team Project manager
Agree performance indicators to monitor improvements	Methods Appropriate indicators Current and future required levels of performance
Introducing change	What do we mean by change Barriers to change Communicating change Gain commitment to change Implementation choices
Improving relationships to improve performance	Relationship mapping Value of relationships Impact on supply chain performance Trust Changing type of relationship Agreeing on future actions of both parties. Agreeing on the outcome of the improved relationship and how it will be measured
Managing effective withdrawal	Handover to ‘partners’ Informing others of withdrawal Informing others of handover Social/people plan Providing skills for future Capacity building