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NATIONAL SUPPLY CHAIN MANAGEMENT PROFESSIONAL FRAMEWORK

SEPTEMBER, 2021

## *Foreword*

The development of National Supply Chain Management Professional Framework (NSCMPF) is a key milestone in repositioning the supply chain management function for efficient and effective service delivery as envisaged in the Constitution of Kenya 2010. The supply chain management function is one of the cornerstones in the implementation of the national development goals and Vision 2030 which envisage a globally competitive and prosperous nation with a high quality of life.

Article 227 of the Constitution requires that the procurement of goods and services shall be done within the principles of fairness, equity, transparency, competitiveness and cost effectiveness within the framework of an Act of Parliament. The Constitution, in Article 46, further dictates that goods and services shall meet the desired consumer rights protection standards while promoting sustainable development through strategic sourcing and consumption.

Section 47 (1) of the Public Procurement and Asset Disposal Act, 2015 requires a procurement function to be handled by procurement professionals whose qualifications are recognized in Kenya. In addition, the head of the procurement function shall among other functions under this Act, be responsible for rendering procurement professional advice to the Accounting Officer. This is a major contributory factor to the provision of goods, works and services thus supporting economic development.

The National Treasury and Planning is responsible for developing and maintaining sound fiscal and monetary policies that facilitate socio-economic development. This responsibility makes the Ministry strategic and central to the country's economic management, by creating an enabling environment for effective and efficient operations in the economy. To achieve this vision and aspiration, training and development of human resource is critical in inculcating national values, good governance, leadership and integrity.

It is against this background that The National Treasury and Planning has developed the NSCMPF to guide procuring entities in recruitment, training, registration and certification of supply chain management professionals in accordance with the relevant legislation. The Framework will also guide in the accreditation of institutions offering Procurement and Supply Chain Management (PSCM) related courses.

The National Government, County Governments, and Private Sector organizations are therefore requested to adopt, customize and utilize this Framework alongside existing legislations and policies.

UKUR K. YATANI,  
*Cabinet Secretary,  
The National Treasury and Planning.*

## *Acknowledgement*

This National Supply Chain Management Professional Framework was developed through wide consultation and collaboration amongst various stakeholders.

The process of developing the Framework was carried out by officers from the National Treasury, Kenya School of Government, Kenya Institute of Supplies Management, Public Procurement Regulatory Authority, Kenya National Examinational Council, State Department for Vocational and Technical Training, State Department for Public Service, Kenya Institute of Curriculum Development, Public Service Commission of Kenya, and Commission for University Education.

The National Treasury is very grateful to everyone who contributed in one way or another to the successful development of this Framework. We appreciate the immense support from the Cabinet Secretary, National Treasury and Planning, Hon. (Amb) Ukur K. Yatani, EGH, for steering the public procurement reforms process through regular follow-up and guidance in the development of the Framework.

We are also thankful to the members of the Multi- Agency Taskforce and the Directorate of Public Procurement for their tireless, visionary, and focused effort to overseeing the completion of the exercise.

The development of this National Supply Chain Management Professional Framework will be important in driving reforms in the training, certification, recruitment and career progression of Supply Chain Management practitioners in both the public and private sector.

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Finally, the National Treasury would like to express its appreciations to all institutions and individuals who contributed to this worthy course and made it a success.

JULIUS MUIA,  
*Principal Secretary/the National Treasury.*

#### ABBREVIATIONS AND ACRONYMS

CIPS (UK)	Chartered Institute of Purchasing and Supply -United Kingdom
CPA	Certified Public Accountant
CPD	Continuous Professional Development
CSR	Corporate Social Responsibility
CTB	Central Tender Board
CUE	Commission for University Education
E-Procurement	Electronic Procurement
ERP	Enterprise Resource Planning
HR	Human Resource
HRMP	Human Resource Management Professionals
HSS	Head of Supply Services
ICPAK	Institute of Chartered Public Accountants of Kenya
ICT	Information, Communication Technology
IHRM	Institute of Human Resource Management
INCOTERMS	International Commercial Terms
ISCO	International Standards Classification of Occupations
JIT	Just in Time
KASNEB	Kenya Accountants and Secretaries National Examination Board
KIM	Kenya Institute of Management
KISEB	Kenya Institute of Supplies Examination Board
KISM	Kenya Institute of Supplies Management
KPI	Key Performance Indicators
MRP	Material Requirement Planning
NSCMFP	National Supply Chain Management Professional Framework
PPADA	Public Procurement and Asset Disposal Act
PPADR	Public Procurement and Asset Disposal Regulations
PPRA	Public Procurement Regulatory Authority
PSCM	Procurement and Supply Chain Management
SMART	Specific, Measurable, Achievable, Realistic and Timely

SPMA	Supplies Practitioners Management Act
STEEPED	Social, Technological, Economic, Environmental, Political, Ethical and Demographic
UNCITRAL	United Nations Commissions on International Trade Law

### Definition of Terms

**Competency:** Cluster of related knowledge, skills, abilities, and characteristics that are related to the performance of a significant aspect of the practice of a profession.

**Conflict of interest:** A position in which personal interests conflict with official duties which may include use of office for personal gain. This may arise where an employee has private interest that could improperly influence the performance of the officer in discharging duties and responsibilities. It may also arise where employee uses office for personal gain.

**Professional competency framework:** A collection of competencies thought to be central to effective performance of a particular work.

**Professional body:** Is a body representing members of a profession, which is regulated by statute, code of conduct or rules as may be amended from time to time (PPADA, 2015).

**Procurement:** The acquisition by purchase, rental, lease, hire purchase, license, tenancy, franchise, or by any other contractual means of any type of works, assets, services or goods including livestock or any combination and includes advisory, planning and processing in the supply chain system (PPADA, 2015).

**Procurement Function:** A division within a procuring entity staffed with procurement professionals who are officially concerned with managing the procurement and asset disposal process and reports directly to the head of procuring entity functionally and administratively (PPADA, 2015).

**Professional:** A person who has professional qualifications in a specialized field and who is engaged in the practice of a skill or trade, having undertaken the relevant formal academic and professional training including undertaking practical learning in the form of apprenticeship or tutelage under the guidance of a suitably qualified and experienced person in the field of training or tutelage (PPADA, 2015).

**Procurement Professional:** Is a person registered as a procurement professional pursuant to section 16(1) of the Supplies Practitioners Act, 2007 with expertise achieved through formal education and practical experience and shall be held to a high professional standard.

**Supply Chain:** Is a system of organizations, people, activities, technology, information, and resources involved in supply a product or a service to an end user.

**Supply Chain Management:** Is the process of strategically managing flows of goods, services, finance and knowledge, along with relationships within and among entities, to realize greater economic value.

### Executive Summary

The National Supply Chain Management Professional Framework provides for a structured approach for standardization of the practitioners requisite knowledge, skills, attitudes, values and competencies to enable them effectively contribute towards the realization of the national development goals, organizational as well as individual objectives.

The situation analysis revealed that there are various institutions providing training on PSCM at post graduate, graduate, tertiary and post training and skills development levels. However, there is lack of structured and harmonized approach to the provision of this training. Specifically, the training gaps identified include lack of standardized professional competencies, certification and accreditation. In order to address this gap, The National Treasury appointed a Multi-Agency Task Force to undertake both international and regional benchmarking, and to develop a national framework for the SCM professional standards and competencies which would apply to the public and private sectors.

This Framework identifies five key standards required for practicing SCM professionals namely; ethical behavior, sustainable procurement, stakeholder's management, technical skills and continuous learning and development. These standards promote, guide and direct professional practices highlighting performance expectations to all the stakeholders. While these standards form the foundation of the SCM profession, practitioners at different levels of management require specific competencies to execute their roles and perform their duties efficiently and effectively.

Further, the Framework classifies qualification and certification for SCM professionals into five broad levels alongside requisite competencies for each level. These levels include Skilled /Advanced Operational Staff (Level 1), Junior Management and High Level Skilled Officers (Level 2), Middle Management and Middle Level Specialists competencies (Level 3), Senior Management and High Level Specialists (Level 4) and Top Management (Level 5). At each level, practitioners shall be expected to have incremental knowledge and competencies in areas including strategy development and implementation, international and national legal aspects in SCM, SCM tools and systems, ethics and integrity, spend analysis, market and supply analysis, negotiation skills, contract management, supplier management, SCM operations, inventory and asset management, fleet and logistics management, performance management, leadership, sourcing, risk management, financial management, project management, stakeholders relationships, sustainable procurement and communication.

The envisaged gains from a harmonized professional framework will include forming a basis for review of the legal provisions on enforcement of membership into the profession, licensing and accountability of both the academic institutions and practitioners. This Framework also addresses the concerns of various stakeholders in regard to SCM professional ethics and effectiveness in resource mobilization and utilization.

### 1.0 INTRODUCTION

Procurement and supply chain management profession is increasingly being recognized as a strategic profession rather than a simple administrative function that plays a central role in the socio- economic development of a country. The profession has evolved from clerical/order taking role to more strategic role.

In the light of this strategic role, SCM professionals are expected at the very minimum to have formal education, training, and experience gained through practical work. They are also expected to maintain high professional standards and be guided in their practice by ethical code of conduct. The professionals are expected to be examined, registered, licensed and regulated by a competent and recognized professional body in Kenya.

For the better performance of the practitioners, there is need to have staff with requisite knowledge, skills, behaviours and competences to enable them fulfill organizational goals and objectives. It is a requirement that for one to be considered a professional in PSCM, one has to possess minimum qualification of a professional from a relevant professional body.

In Kenya, it has been difficult to equate the certification of different qualifications awarded by both private and public institutions. This is partly because most of the training institutions are not regulated by the professional body that is mandated by law to provide certification and accreditation for the procurement professional qualification, neither do they use standardized curriculum approved by the professional body.

The success of SCM function primarily depends on the human resources tasked with undertaking all activities and steps of the PSCM process. These steps being critical and complex, present the need for competent, agile, knowledgeable, professional and ethical human resource in all aspects of supply chain management.

### 1.1 BACKGROUND

The Public Procurement system in Kenya has grown from a rudimentary stage during the colonial and postcolonial period to a vibrant and regulated system that compares well with the international standards. The growth of the profession can be traced through the following stages; the colonial period, post-colonial era i.e. 1963-1978, 1978-2001, era of reform 2001-2010, era of the New Constitution i.e. 2010 to the present.

In the colonial era, the economy was arranged to serve the colonial masters where Kenya was converted into a cheap source of raw materials and manufactured goods were to be imported from Great Britain. To facilitate the process of procurement, the Crown Agents handled overseas purchases on behalf of the Government and local procurement was handled by Ministry of Works through the department of Supplies Branch. Its prominent role continued into 1970s. This culminated in the establishment of the Government Supplies Branch which was tasked with the central procurement of goods, works and services. During this era, the role of procurement and supply chain management was purely transactional.

In 1974, there was a major shift when the Central Tender Board (CTB) took over the work that was hitherto being performed by the Crown Agents and was placed under the then Ministry of Finance. Purchasing and supply was largely guided by the Supplies Manual prepared by Crown Agents on behalf of the government of Kenya which was later commissioned in 1978. The Manual was only used in the central government and was administered by the Head of Supplies Services (HSS) whose main responsibility was to ensure compliance and administer the scheme of service for the supplies personnel. In addition, the government purchases were guided by various Ministry of Finance Circulars.

Due to inadequate institutional and legal framework, public procurement was fraught with inefficiency, corruption and lack of transparency and accountability. This prompted the need for a review of the entire public procurement system in Kenya. In 1997, with the support of the World Bank, the Government conducted countrywide review on public procurement system and reported the following weaknesses; reduced effectiveness of Public Financial Management; Government inability to deliver services effectively; obscure rules not based on fair competition and transparency rendering the system to abuse; and inadequate legal framework to enforce offenses and sanctions in public procurement processes.

The review culminated to the public procurement reforms which subsequently led to the enactment of the Exchequer and Audit Act, 2001 and its subsequent Regulations, 2001; Public Procurement and Disposal Act, 2005; Public Procurement and Disposal Regulations, 2006. The legal frameworks established a systematic and structured manner of carrying out public procurement and disposal.

The development of public procurement law that started in 2001 culminated in the enactment of Public Procurement and Disposal Act, 2005 and Regulations 2006 which laid down the foundation of Public Procurement legal framework in Kenya.

Further, SPMA, 2007 establishes KISM, as the national body for supplies practitioners in Kenya. The Act mandates the Institute to establish, monitor, improve and publish standards for supplies practitioners profession. Additionally, the Act establishes Kenya Institute of Supplies Examination Board (KISEB), a body corporate, mandated to prescribe and regulate syllabuses of instruction for professional supplies certification for persons seeking registration under the Act; and conduct examinations for professional supplies certification.

Currently, the public procurement and asset disposal principles are anchored in the Constitution of Kenya, Article 227, which outlines the principles as; fairness, equity, transparency, competitiveness, value for money and accountability. To operationalize this article of the Constitution, the Public Procurement and Asset Disposal Act 2015 (PPADA, 2015) was enacted. Section 47 of this Act, provides that a procurement function shall be handled by procurement professionals whose qualifications are recognized in Kenya. Further, section 84 of PPADA, 2015 mandates the head of procurement function to review the tender evaluation reports and provide a signed professional opinion to the accounting officer.

These developments have elevated procurement function to strategic level hence calls for highly trained and skilled procurement and supply chain professionals capable of managing the supply chain management function.

### 2.0 SITUATIONAL ANALYSIS

Globally, different jurisdictions have clear pathways before persons are certified to become SCM professionals as provided for by their respective professional bodies. In order to practice, it is a requirement to undergo both academic and professional training that leads to certification and ultimate licensing. Such bodies include the Council of Supply Chain Management Professionals in Canada; Institute of Public Procurement and the Association of Supply Chain Management in USA; Chartered Institute of Purchasing and Supply in UK and the Institute of Materials Management in India. In USA, the Institute of Public Procurement credentialing system and structure complies with the International Organization for Standardization (ISO) 17024 standards for professional certification programs. Upon attaining the requisite professional certification, professionals are required to renew their licenses after a specified period of time.

Kenya has put in place elaborate legal frameworks to govern and guide the PSCM profession such as Supply Practitioners Act 2007 and Public Procurement and Asset Disposal Act 2015. However, the country has a challenge with professional pathways and qualifications which are varied in content, duration and depth. The qualifications range from certificates, diplomas, degrees and post graduate programs offered by colleges, national and international examination bodies, universities and other institutions (Appendix 1)

The PSCM professional training, certification and licensing is relatively young and at nascent stages as compared to accountancy, law, medical and human resource management professions. Comparatively, PSCM lags behind in enforcing standards for entry, progression, admission to membership and continuous development programs.

A comparative analysis with other professions gives a clear picture as follows:

#### 2.1 Accountancy Profession

Accounting profession requires certification and licensing beyond the attainment of a bachelor's degree. The Institute of Certified Public Accountants of Kenya (ICPAK) is the professional organization that regulates the activities of all Certified Public Accountants (CPA) in Kenya. It was established in 1978 by the laws of Kenya under CAP 531. Since then, ICPAK has been dedicated to development and regulation of the accountancy profession in Kenya and provision of professional accountancy examinations in Kenya through the registered examining body, Kenya Accountants and Secretaries National Examinations Board (KASNEB). A person is eligible to be registered as an associate member once he/she graduates with the CPA qualification administered by KASNEB prior to acquisition of 3 years relevant practical monitored experience as defined by International Education Standards 5.

## 2.2 Human Resource Management Profession

The Institute of Human Resource Management (IHRM) is a statutory agency established under the Human Resource Management Professionals (HRMP) Act, No. 52 of 2012. Its mandate is to regulate the human resources (HR) profession in Kenya, enhance competencies and capabilities while supporting innovative and transformative HR practices and standards. The functions of the IHRM include; registration of persons who meet the required professional and ethical standards; conduct examinations and prescribe tests of competency deemed appropriate to qualify for membership and certification by the Institute and regulating the practice, competence and professional conduct of human resource professionals. According to the Act, human resource practitioners are required to take the Certified Human Resource Professional Course to qualify as professionals.

## 2.3 Law Profession

To be an advocate in Kenya, one must first complete a law degree from a recognized university in the Commonwealth, and then attend the Kenya School of Law for a postgraduate Diploma in Legal Practice. The Kenya School of Law was established as a law vocational training school for the training of barristers in 1963. The Kenya School of Law was re-established in 1995 to provide the Advocates Training Program which focused on the preparation of young law graduates for entry into the legal profession. The school also provides advocates training, continuing professional legal development, paralegal training, the provision of specialized professional legal training in public service, conducting of projects and consultancies and research.

Comparatively, PSCM lagged behind in development of adequate standards for entry, progression, admission to membership and continuous development programs. The profession has also been faced with the challenge of weak enforcement mechanisms.

In order to guide the training, registration, licensing and certification of professionals, the Government of Kenya has come up with the National Supply Chain Management Professional Framework for the standardization of SCM Profession, with a view to addressing the gaps and variances therein, in line with international best practice.

## 2.4 Fundamental Characteristics of a Profession

### 2.4.1 Responsibility

Professionals are entrusted with great responsibilities and obligations. Given these inherent obligations, professional work typically involves circumstances where carelessness, inadequate skill, or breach of ethics would be significantly damaging to the client, organization or a nation.

### 2.4.2 Accountability

Professionals hold themselves ultimately accountable for the quality of their work. The profession, therefore, should have mechanisms in place to reinforce and ensure adherence to this principle among its members.

### 2.4.3 Based on specialized, theoretical knowledge

Professionals render specialized services based on theory, knowledge, and skills that are most often peculiar to their profession and generally beyond the understanding and/or capability of those outside of the profession. Sometimes, this specialization will extend to access to the tools and technologies used in the profession.

### 2.4.4 Certification, membership/licensure and CPD

Professionals typically require a certification and membership/ licensure before aspirants are recognized as professionals. After certification and membership, ongoing education toward professional development becomes imperative.

### 2.4.5 Autonomy

Professionals have control over and ultimate responsibility for their own work. Professionals tend to define the terms, processes, and conditions of work to be performed as well as their association with other professions.

### 2.4.6 Ethical consideration

Professionals are bound by a code of conduct or ethics specific to the distinct profession (and sometimes the individual). Professionals also aspire toward a general body of core values, which are centered upon an uncompromising and un-conflicted regard for the client's, organisation's and country's benefit and best interests.

## 2.5 Summary of the Existing Gaps in SCM Profession in Kenya

Based on the situational analysis and review of the inherent characteristics of a profession, the following gaps were identified in SCM Profession in Kenya:

- (i) Whereas the Procurement function contributes significantly to the Country's GDP estimated by the World Bank to be between 15 – 22%, it has over the years been relegated to operational as opposed to strategic level;
- (ii) There is lack of clarity on the definition of a procurement professional and weak enforcement mechanisms of the provisions of the SPMA, 2007, PPADA, 2015, Public Procurement and Asset Disposal Regulations (PPADR), 2020 and other existing Policy and Legal Framework;
- (iii) Although Kenya Institute of Supplies Management (KISM) is a National body established under SPMA, 2007, legally mandated to establish, monitor, improve and publish the standards of the supplies practitioners' profession and safeguard the interest of all PSCM practitioners, there is inadequate awareness regarding this critical role among stakeholders leading to unqualified, unregistered, unregulated persons performing PSCM functions;
- (iv) Whereas other professions such as human resource management, law, accountancy, clinical medicine, and engineering have enforced their mandatory requirements for members to attain a professional certification before they are registered/licensed to practice, this has not been the practice in the PSCM profession. This has contributed to SCM being regarded as a general occupation despite its strategic importance in the economic growth of the country.
- (v) Whereas the SPMA, 2007 and PPADA, 2015, Section 47(1) and (2) provide mandatory requirements in the appointment and deployment of SCM professionals, the requirements have largely not been enforced in both public and private sectors.
- (vi) The Supplies Practitioners Management Act, 2007 contemplates a standardized approach to training, certification, registration, licensing and capacity building within the SCM profession. However, different curricula and syllabuses are offered by different institutions hence creating inconsistency in training, career entry and progression.

#### 4.0 NATIONAL SUPPLY CHAIN MANAGEMENT PROFESSIONAL FRAMEWORK (NSCMPF)

Procurement and supply chain management (PSCM) has financial, social and legal implications on organisations and economy at large. PSCM provides a mechanism for delivering key policy objectives including sustainability, equality and economic development. A strong national procurement system, built on sound ethical principles and managed by professional procurement practitioners is crucial in promotion of good governance and achievement of the same.

The critical role of public procurement systems in economic development has led to several initiatives from the government aimed at establishing a more concrete platform for the development of public procurement. Among the latest initiative is the development of the National Supply Chain Management Professional Framework (NSCMPF). The Framework sets out the platform for identification and application of knowledge, skills, attitudes and values and competencies which procurement and supply chain professionals should demonstrate in delivering highly efficient, professional and ethical SCM operations that deliver value for money. It also outlines different levels of functional responsibility required for different roles and the development of career pathways in Public Service and Private Sector.

The Framework is essential in defining and driving up individual capability as part of the procurement reform agenda. The current significant variability of PSCM qualifications and content across many curricula will be addressed. The Framework will be a reference in the development of the curriculum for the profession.

The Framework is aligned to the legal provisions and professional guidelines and shall apply to all SCM professionals irrespective of their responsibilities in the SCM practice. Fundamentally, it will enable SCM professionals to carry out their responsibilities with confidence in their areas of accountability both for their actions and those actions which they have delegated to others.

##### 4.1 SCOPE

The Framework is designed to guide authorized officers in recruitment, training, deployment and promotion. The Framework will also be used as a guide for registration, examination, certification, accreditation and development of curricula.

##### 4.2 RATIONALE

A professional framework is a collection of competencies that are central to effective performance. Competencies can be described as a combination of knowledge, skills, motives and personal traits. Competencies help individuals and their organizations evaluate their performance. Development of competencies should therefore enable individuals to continually improve their performance and to work more effectively.

Professional standards and competencies are driven by the needs of the business, government, professional bodies and society. NSCMPF will act as the cornerstone of the profession in recruitment, performance management, learning and development activities, and as such reinforce consistency and cohesion. The Framework articulates the capability requirements of the profession, covering all relevant areas of professionalism. The Framework can be used to; inform the development of education curricula and relevant accreditation of SCM programmes; help SCM professionals identify strengths and areas for development through self-assessment, appraisal and as a way of structuring feedback; inform recruitment processes through help in framing interview questions and benchmark candidates; stimulate discussions around SCM competencies; inform the development of public procurement systems and processes; and inform the design and delivery of SCM training programmes.

##### 4.3 OBJECTIVES OF THE FRAMEWORK

The objective of the Framework is to:

- (a) inform the development of professional PSCM curricula and relevant accreditation of PSCM programmes;
- (b) provide consistent reference for the professional qualification/certification in PSCM;
- (c) guide PSCM practitioners to identify strengths and areas for development through self-assessment, appraisal and as a way of providing structured feedback;
- (d) inform recruitment processes of procurement and supply chain management professionals;
- (e) stimulate discussions around PSCM competencies;
- (f) inform the development of public procurement systems and processes;
- (g) inform the design and delivery of PSCM capacity building and continuous professional development programmes;
- (h) Align PSCM practice in Kenya with the global PSCM best practices; and
- (i) Promote ethical behavior/conduct among PSCM professionals.

##### 4.4 PROFESSIONAL STANDARDS FOR PROCUREMENT AND SUPPLY CHAIN MANAGEMENT PRACTITIONERS

A standard is an expected and achievable level of performance against which actual performance can be compared. It is the minimum level of acceptable performance. The primary purpose of the professional standards is to promote, guide and direct professional practice. The PSCM professional standards are statements about levels of performance that procurement and supply chain management professionals are required to achieve in their practice. These standards reflect the values of the PSCM profession; clarify what the profession expects of PSCM professionals; and represents the criteria against which PSCM profession is measured. The following are the main standards considered pertinent in the PSCM profession that should be used by individual PSCM professionals, the public, employers, and other stakeholders.

###### Standard No 1: Ethical behavior

###### (a) Upholds Integrity

A SCM professional is expected to:

- (i) Maintain superior standards of integrity and moral values;
- (ii) Maintain high professional ethical standards;
- (iii) Act without consideration of personal gain;
- (iv) Not deliberately mislead others;
- (v) Take clear ethical stands even if they are unpopular;
- (vi) Resist undue pressure in decision-making from internal and external sources;
- (vii) Not abuse power or authority; and
- (viii) Display a fair, sincere and honest attitude to all people.

(b) Upholds fairness and objectivity in discharge of duty.

Exercises fairness and demonstrates a high level of objectivity in the discharge of their duties.

(c) Upholds transparency and accountability in the discharge of duty.

Works together with other stakeholders in a spirit of openness and good faith to encourage engagement, collaboration and respectful communication.

(d) Conflict of Interest.

Avoids conflict of interest in performance of duties and where there exists conflict, they will declare the same for noting and excuse oneself from participation.

(e) Professionalism

(i) Motivated by professional rather than personal concerns;

(ii) Upholds professional code of ethics;

(iii) Takes prompt action in cases of unprofessional or unethical behaviour; and

(iv) Upholds confidentiality (information received from stakeholders in procurement shall not be disclosed to unauthorized persons and shall not be used for personal gain.)

(f) Whistle blowing

Any professional who has reason to believe that any person(s) has not acted in accordance with these standards should bring the matter to the attention of relevant authority or appropriate government agency.

(g) Resource utilization and stewardship

(i) Uses organizational resources in a manner that is lawful and prudent;

(ii) Seeks out new challenges, assignments and responsibilities; and

(iii) Is highly committed to achieving organizational goals in own area of work.

(h) Gifts and hospitality

Does not accept or solicit for gifts whether in the form of money, goods or other personal favours.

(i) Due Diligence

Strives to deliver outputs for which one has responsibility within prescribed time, cost and quality standards.

(j) Independence

(i) Stands by decisions that are in the organization's interest even if they are unpopular; and

(ii) Serves, supports and cooperates with one another, accords mutual respect and courtesy without compromising independent and mutually distinct roles.

**Standard No 2: Sustainable procurement**

Takes into consideration social, environmental and economic factors in making procurement and supply chain management decisions.

**Standard No 3: Stakeholders' Management**

(a) Promotes and upholds stakeholder's participation in decision making process;

(b) Negotiates solutions that balance the interests of all stakeholders;

(c) Treats all people equally with dignity and respect- does not allow patronage or nepotism;

(d) Engages internal team members in decision making; and

(e) Demonstrates competence in strategic planning, organization, collaboration, process management, conflict management and response to feedback.

**Standard No 4: Technical Skills**

(a) Demonstrates professional competence and mastery of subject matter;

(b) Performs at the prescribed standards with clear understanding of duties and responsibilities of the supply chain management function in a procuring entity;

(c) Operates in compliance with constitutional and other legal provisions;

(d) Analyzes issues with perceptiveness and insight;

(e) Is adaptable and innovative;

(f) Visualizes how the various parts or facets of a problem relate to each other;

(g) Demonstrates effective communication skills;

(h) Provides timely and accurate information as required;

(i) Adopts the use of various technologies to best advantage in work performance and embraces emerging technological changes;

(j) Interprets the emotional state of self and others; and

(k) Makes effective use of emotional intelligence to guide behavior, explore and resolve conflicts as they arise.

## Standard No 5: Continuous Learning and Development

- (a) Undertakes continuous professional development through active participation in the various professional fora;
- (b) Collects, analyzes and uses research data effectively in the decision-making process; and
- (c) Anticipates changes in work demands and participates in assignments and trainings that address changing demands.

## 4.5 SUPPLY CHAIN COMPETENCY LEVELS

The NSCMPF applies to all SCM professionals in both public and private sectors. Although the nomenclature of the levels of competencies varies across sectors, the framework makes reference to the International Standards Classification of Occupations (ISCO-08) and the Public Service levels of competencies.

The PSCM Competencies are classified into five broad Levels:

Table 2: Description of PCSM competency levels

Levels	Levels of Competency defined and described	
LEVEL 1- Skilled /Advanced Operational Staff	The practitioner at this level typically supports SCM teams on projects. He/she helps coordinate customer and stakeholder communications. The practitioner receives or raises requisitions and arranges purchase orders. He/she operates in support role and at a transactional level. The SCM practitioner may operate in a role outside the SCM department where knowledge and involvement of SCM practice is required. Individuals at this level will often have position titles such as Administrative Assistant, Procurement Assistant, Contracts Administrator, Stock Controller, Inventory Planner, Assistant Buyer, Assistant Contracts Officer, Purchasing Assistant, Warehouse Assistant, Logistic Assistant and Supply Chain Management Assistant. This person may have basic training without professional certification in SCM. They would report to a more senior SCM staff member. They must have strong attention to detail and be motivated to develop their skills and knowledge relating to the SCM function they are supporting.	
LEVEL 2- Junior Management and High Level Skilled Officers	The SCM practitioner at this level typically act in a contributing role in a larger SCM function or act as the sole SCM practitioner in a small SCM function. These roles are mostly administrative in nature. Individuals at this level have responsibilities such as, but not limited to, supporting SCM initiatives, executing tasks passed down from management, and operating at the tactical and transactional levels. Individuals at this level will often have position titles such as Buyer, Procurement Executive, Procurement Specialist, Contracting Officer, Procurement Officer, Supply Chain Management Officer, Warehouse Supervisor, Purchasing Officer and Supply Chain Analyst. This person may have basic degree/training and partial professional certification in SCM. They would report to a more senior SCM staff member. They must have strong attention to detail and be motivated to develop their skills and knowledge relating to the SCM function they are supporting.	
Level 3 - Middle Management and Middle level specialists competencies	PSCM professionals at this level can be found in either specialist or generalist positions. Individuals at this level have responsibilities such as, but not limited to, managing projects, programs, and initiatives; implementing plans passed down senior management; and delegating tasks to entry-level staff. In professional matters, individuals at this level can act independently. Individuals at SCM will often have position titles such as Senior Buyer, Chief Buyer, Category Manager, Contract Manager, Contract Officer, Logistics Manager, Warehouse Manager, Purchasing Manager, Senior Supply Chain Management Officer, Principal Supply Chain Management Officer and Supply Chain Executive. At this level, professionals have received professional certification in PSCM and have spent at least three years working full time in an SCM setting. They may be expected to report to the level 4 SCM professionals or to be the most senior SCM person at a smaller function or organisation. They may have one or more front-line SCM staff reporting to them, though in a small organisation they may be expected to perform all SCM functions themselves. They are expected to understand and be capable in all the SCM functions and to be able to understand how all the functions work together within a larger system.	
Level 4- Senior Management and High Level Specialists	PSCM professionals at this level can be found in either specialist or generalist positions but have a high level of experience and responsibility. Individuals at this level have responsibilities such as, but not limited to, leading the SCM function, multiple teams and developing and executing significant SCM projects, delivering complex procurement or portfolio strategies at the local government, sector or national level. Individuals at this level will often have position titles such as Strategic Procurement Manager,	



<i>Levels</i>	<i>Levels of Competency defined and described</i>	
	Senior Category Manager, Assistant Director Supply Chain Management, Deputy Director Supply Chain Management, Senior Deputy Director Supply Chain Management, Supply Chain Manager, Head of Logistics and Operations Manager. SCM professionals at this level have considerable depth and breadth of strategic supply chain management experience with commercial leadership and project management expertise. These professionals will be found in corporations, consultancy, higher education and government. Level 4 SCM professionals have all the capabilities found at the lower level, but have refined their skills through experience across business cycles and across different types of organizations. They are adept at seeing the big picture and think outside their own domain to enhance the success of the entity in which they work.	
Level 5- Top Management	PSCM professionals at this level can be found in either specialist or generalist positions but have a high level of experience and responsibility. Individuals at this level have responsibilities such as, but not limited to, leading the SCM function and developing and executing significant SCM projects. Individuals at this level will often have position titles such as Procurement Director, Supply Chain Director, Commercial Director, Head of Sourcing, Director Supply Chain Management and Chief Procurement Officer. At level, PSCM professional is a person who, through personal attributes and achievements, has reached the upper echelons of the profession. Although most level 5 SCM professionals will be found in corporations and the public sector, these professionals are also found in other settings, such as consulting, higher education. Level 5 SCM professionals have all the capabilities found at the lower level, but have refined their skills through experience across business cycles and across different types of organizations. They are adept at seeing the big picture and think outside their own domain to enhance the success of the entity in which they work. They have left the technical aspects of the SCM function behind for the most part and now focus on short- and long-term strategy and on implementing systems at a national or entity-wide level.	

## 4.5.1 Level 1 - Skilled/ Advanced Operational Staff Competencies

	<i>Area</i>	<i>Competence</i>
1	Strategy	<p>(a) Presents awareness of the political and policy context at local and national level, and the role procurement plays in enabling or delivering policy outcomes.</p> <p>(b) Participates in feedback to support the organisational strategy when required.</p> <p>(c) Explains the main principles of corporate governance that apply to supply chain function.</p> <p>(d) Recognizes the impact that the public sector may have on organisation and its stakeholders.</p> <p>(e) Recognizes the importance of the external environment in Procurement and Supply.</p> <p>(f) Demonstrates an understanding of the organisational procurement strategy and policies, with support and guidance from colleagues.</p> <p>(g) Demonstrates understanding of systems for procurement and supply.</p>
2	Legal Aspects in Supply Chain Management	<p>(a) Demonstrates awareness of procurement-related legislation, policies and procedures and their practical application.</p> <p>(b) Ensures compliance with legislation and regulations in decision making.</p> <p>(c) Demonstrates knowledge in INCOTERMS.</p>
3	Supply Chain Management Tools & Systems	<p>(a) Demonstrates awareness of how technology supports effective procurement and e-commerce strategies.</p> <p>(b) Identifies and inputs data to update systems.</p> <p>(c) Makes use of systems for data analysis as guided by senior managers.</p>
4	Ethics in Supply Chain Management	<p>(a) Demonstrates awareness of, and adheres to, the organisational standards, conduct and values relevant to the level of responsibility.</p> <p>(b) Demonstrates awareness of, and will declare any, conflicts of interest of self or those advising action.</p> <p>(c) Understands how to report any discrepancy from these principles.</p> <p>(d) Encourages the behaviour and action of colleagues and other stakeholders to be in keeping with ethical codes of procurement and supply</p>

	Area	Competence
5	Spend Analysis	<p>(a) Applies the five rights for purchasing and value for money criteria.</p> <p>(b) Demonstrates awareness of the differences between, and the mix of, direct and indirect spend.</p> <p>(c) Demonstrates an understanding of value for money outcomes in daily activities.</p> <p>(d) Contributes to data collection and analysis under guidance.</p> <p>(e) Supports the development of spend analysis trends and assists with reporting on spend, cost savings and contributions.</p> <p>(f) Demonstrates the understanding of the difference between cost and price looking at whole life costs.</p> <p>(g) Calculates basic financial analysis of cost and prices and use the data for negotiation.</p> <p>(h) Assists budget holders to capture savings that contribute to reduction budgets.</p>
6	Market and Supply Chain Analysis	<p>(a) Supports research and analysis on the different market and supply chain characteristics for assigned procurement task, including the changing demand and supply factors that impact the market.</p> <p>(b) Identifies a range of social, technological, economic environmental, political, legislative and ethical elements influencing the market and/or public sector requirements.</p>
7	Negotiation	<p>(a) Helps to prepare for the negotiation process and provides support for the analysis of data and information to support negotiation planning.</p> <p>(b) Influences negotiations on routine and low-risk purchases on an ad hoc basis under guidance, including expediting or meeting of key performance indicators.</p>
8	Contract Management	<p>(a) Contributes and supports the preparation of contract documents.</p> <p>(b) Supports the monitoring of contract performance and gathers data for inclusion in supplier performance reviews.</p> <p>(c) Demonstrates awareness and understanding of contract management and works on tasks to support the process.</p>
9	Supplier Management	<p>(a) Analyses supplier activities and generates reports to support supplier monitoring.</p> <p>(b) Supports market research to help identify added value or continuous improvement opportunities.</p> <p>(c) Recognises the importance of compliance and follows good practice in sourcing activities.</p>
10	Supply Chain Management Operations	<p>(a) Demonstrates clear understanding of tasks relating to supply chain management</p> <p>(b) Demonstrates understanding of Inspection and acceptance procedures</p>
11	Inventory and Asset Management	<p>(a) Demonstrates a clear understanding of goods turnover, ordering, receipting, safe handling and stock record keeping.</p> <p>(b) Identifies the strengths and weaknesses associated with the main modes of freight transportation.</p> <p>(c) Demonstrates an understanding of the design of stores and warehousing for effective inventory management.</p> <p>(d) Monitors levels of inventories and take actions to mitigate over supply to minimise the risk of stock outs.</p> <p>(e) Maintains and update assets registers and monitor assets movement.</p> <p>(f) Demonstrates knowledge of the attributes of the life cycle management of physical assets.</p> <p>(g) Demonstrates knowledge of the attributes or meaning of the philosophies of acquisition cost and ownership costs of a physical asset over its life cycle</p> <p>(h) Applies the defined activities, steps and decisions associated with the life cycle management of physical assets</p>
12	Distribution, Fleet and Logistics Management	<p>(a) Recognizes the importance of, and operates, point-of-use stock holding systems.</p> <p>(b) Recognizes the importance of fleet and logistics planning in relation to the total delivery of goods/services.</p>
13	Performance Management	<p>(a) Participates in performance monitoring under guidance, through data collection and gathering.</p> <p>(b) Manages own performance through agreed objectives.</p> <p>(c) Collects, collates and submits raw data for specific contracts or departmental reporting.</p>
14	Leadership	<p>(a) Ensures that contacts with people (customers/suppliers) are used to influence a positive view of the service/organisation.</p>

	Area	Competence
		<p>(b) Gives feedback to help continuously improve the service, team or organisation.</p> <p>(c) Works in and leads teams.</p> <p>(d) Shares credit for team accomplishment and accept joint responsibility for team shortcomings.</p> <p>(e) Creates inclusive environment and builds consensus for task purpose and direction within team members.</p> <p>(f) Supports professional relationships.</p> <p>(g) Treats others with dignity and respect and maintains a friendly demeanour.</p> <p>(h) Demonstrates willingness to learn from others.</p> <p>(i) Solicits input by genuinely valuing others' ideas and expertise.</p>
15	Stakeholder Relationships	<p>(a) Maintains relationships with stakeholders and promotes effective procurement and supply.</p> <p>(b) Maintains relationships with external suppliers through effective communications.</p> <p>(c) Identifies the internal and external stakeholders and recognise their different priorities.</p> <p>(d) Advises internal stakeholders on the different types of purchases that will typically be contracted by the entity.</p>
16	Financial Management	<p>(a) Demonstrates basic financial knowledge and understanding and undertakes directed tasks in analysing information.</p> <p>(b) Demonstrates awareness of fraud risk and impact of this on financial control.</p> <p>(c) Demonstrates understanding of the relationship between budgeting, procurement planning, costing.</p>
17	Project Management	<p>(a) Demonstrates awareness of the requirement for planning.</p> <p>(b) Demonstrates an understanding of Project life cycle.</p> <p>(c) Recognises project timelines, dependencies and milestones.</p> <p>(d) Demonstrates an understanding of the link between procurement management and project management.</p>
18	Risk Management	<p>(a) Understands the potential sources of risk in Supply Chain Management.</p> <p>(b) Assists in the monitoring of risks and works under supervision.</p> <p>(c) Tracks any deviations from all plans and initiate remedial actions to mitigate disruptions.</p>
19	Sourcing	<p>(a) Contributes, under guidance, to the assessment of low value procurement.</p> <p>(b) Understands the award criteria and demonstrate the correct application of these to deliver value for money.</p> <p>(c) Works with predetermined specifications developed by users /relevant technical persons.</p> <p>(d) Advises on basic specifications to ensure clear and objective statements.</p> <p>(e) Supports, under guidance, some of the preparations for tender documents.</p> <p>(f) Prepares timely and accurate invitations to tender.</p> <p>(g) Demonstrates awareness of the sourcing process that will ensure that value for money outcomes is achieved.</p> <p>(h) Coordinates the evaluation of quotation received from potential suppliers and deal with any queries or concerns on completed documentation.</p> <p>(i) Identifies and engage capable suppliers / contractors for standardized requirements.</p> <p>(j) Prepares list of suppliers.</p> <p>(k) Prepares reports and correspondence and seeks guidance where necessary.</p> <p>(l) Communicates effectively with stakeholders.</p>
20	Warehousing	<p>(a) Receives, stores, and ships materials to and from production or distribution locations by incorporating warehousing activities.</p> <p>(b) Configures warehouses to have formal storage locations that identify the row, rack section, level, and shelf location, typically with an alphanumeric location bar code or label.</p> <p>(c) Arranges stores or items in a manner that accords appropriate systems for ease of access to packing and shipping areas, which will reduce picking, put-away time within the warehouse.</p> <p>(d) Secures items by storing them under appropriate conditions.</p> <p>(e) Selects random locations when travel distances are not an important consideration and when space is important.</p>

	Area	Competence
		(f) Updates records of movement and storage of materials within a warehouse.
21	Sustainable Procurement	(a) Presents awareness of national and international priorities and obligations and acts in a way intended to comply with these. (b) Understands the context for sustainable procurement in Kenya. (c) Aware of organisational priorities with respect to sustainable outcomes.
22	Communication	(a) Communicates through well written and orally presented information. (b) Applies appropriate channels of communication. (c) Values feedback and seek clarity. (d) Engages and interact in meetings and discussions and will input when required. (e) Demonstrates good listening skills and responds appropriately. (f) Shares appropriate work-related information.
23	Category Management	(a) Demonstrates awareness of effective category plans. (b) Understands the dynamics of supply chain and recommend appropriate category strategies. (c) Implements appropriate category management strategies.

## 4.5.2 Level 2 - Junior Management and High-Level Skilled Officers Competencies

	Area	Competence
1	Strategy	(a) Demonstrates understanding of political and policy context at local and national level, the organisational strategy and the strategic procurement and supply elements of it. (b) Identifies circumstances impacting on risk and value, and is able to adopt approaches to meet the organisational objectives in line with this. (c) Demonstrates commercial focus aligned to the organisation and procurement strategy requirements. (d) Exhibits wide-knowledge of government, industry and organisational strategy and procurement related policy.
2	Legal Aspects in Supply Chain Management	(a) Demonstrates knowledge and applications of contract law and procurement- related legislation. (b) Exhibits knowledge of the implications and effects of law on the procurement function and the wider supply chain. (c) Ensures procurement and disposal is undertaken within the law. (d) Customises approved tender documents. (e) Presents full awareness of legislative requirements, good commercial practice and market trends.
3	Supply Chain Management Tools and Systems	(a) Demonstrates understanding of e-commerce strategy and uses ICT to support effective SCM. (b) Operates and promotes the use of e-procurement systems. (c) Provides guidance on the use of e-procurement to stakeholders. (d) Operates and promotes the use of systems for inventory control and management. (e) Evaluates the capabilities of ERP/MRP and other supply chain systems and makes recommendations on their development and implementation. (f) Examines the standards of and potential improvements that can be made to data integrity in the use of SCM database systems. (g) Explores improvements that can be made to integrate both internal and external systems across supply chains.
4	Ethics in Supply Chain Management	(a) Understands the impact of non-compliance on organisational behaviours, standards and values. (b) Exemplifies compliance in day-to-day conduct. (c) Observes organisational and professional code of conduct and ethics. (d) Adheres to international standards.
5	Spend Analysis	(a) Collates data and estimates the breakdown on/or entity costs represented by goods and services. (b) Estimates costs and prices of procurement as required. (c) Demonstrates an understanding of spend and risk in key categories and seeks collaborative opportunities. (d) Compares historical prices with newly quoted prices and analyse the reasons for any significant discrepancies. (e) Collates sources of information to estimate the breakdown of costs for purchased goods and services and use the information to prepare budgets and plans or to negotiate prices.

	Area	Competence
		<p>(f) Analyses the competitive forces and trends that influence markets.</p> <p>(g) Carries out research and use the same to estimate and negotiate current and future prices of goods and services.</p> <p>(h) Applies statistical data to determine variations in pricing for purchased goods and services.</p> <p>(i) Monitors pricing arrangements in commercial agreements to ensure effective price and cost management.</p> <p>(j) Develops and effectively presents business cases to justify expenditures.</p> <p>(k) Considers and assesses market and demand factors in line with the sustainability objectives of the organisation.</p> <p>(l) Evaluates market factors, using appropriate models and frameworks.</p>
6	Market and supply chain analysis	<p>(a) Supports research and analysis on the different market and supply chain characteristics for assigned procurement task, including the changing demand and supply factors that impact the market.</p> <p>(b) Identifies a range of social, technological, economic, environmental, political, legislative and ethical elements influencing the market and/or public sector requirements.</p>
7	Negotiation	<p>(a) Understands and applies the principles and approaches of negotiation.</p> <p>(b) Analyses and prepares data for negotiations.</p> <p>(c) Participates in negotiation meetings.</p> <p>(d) Creates a conducive environment for contract negotiations.</p>
8	Contract Management	<p>(a) Contributes to the completion of contract documentation used to form commercial agreements.</p> <p>(b) Reviews processes and procedures for creating contracts to ensure that all legal requirements are complied with.</p> <p>(c) Validates that contracts for the supply of goods, works, and services are performed within the legal framework.</p> <p>(d) Advises on potential changes required with clear recommendations.</p> <p>(e) Works closely with stakeholders to manage and monitor risks and recommend mitigation strategies.</p> <p>(f) Develops key performance indicators required to achieve desired objectives.</p> <p>(g) Applies various contract management techniques to control costs.</p> <p>(h) Advises on internal contracts for supply of goods, works and services.</p> <p>(i) Ensures approvals and debriefing are used appropriately to inform contract management decisions.</p> <p>(j) Formulates SMART targets for supplier performance appraisal.</p> <p>(k) Identifies and advises on dispute resolution mechanisms.</p>
9	Supplier Management	<p>(a) Undertakes regular supplier engagement and management working with suppliers to identify issues, understand development or improvement opportunities, and allocates clear responsibilities for action.</p> <p>(b) Forecasts and plans demand to ensure the continued supply of goods and services.</p> <p>(c) Coordinates market research to help identify added value or continuous improvement opportunities.</p> <p>(d) Collates records and uses stakeholder feedback to inform regular supplier review meetings.</p> <p>(e) Researches for information on suppliers using appropriate sources of information.</p> <p>(f) Evaluates potential supplier qualifications or pre- contract assessment using appropriate scoring and make recommendations based on the assessment.</p> <p>(g) Analyses different types of markets.</p>
10	Supply Chain Management Operations	<p>(a) Supports activities of an organisation with supply chains and advises stakeholders on key aspects of sustainability to ensure a coherent and compliant approach to supply chain management.</p> <p>(b) Undertakes supply chain mapping for the organisation to ensure the appropriate level of leverage, support and engagement within the supply chain while managing cost and value for money.</p> <p>(c) Maintains processes that afford optimum operation and enhance the organisation's quality management system.</p> <p>(d) Determines the need for material and capacity to address expected demand and execute the resulting plans.</p>
11	Inventory and Asset Management	<p>(a) Appreciates and is familiar with the basic applications of stock control.</p> <p>(b) Operates appropriate systems in line with pre-determined criteria and clearly defined demand requirements.</p> <p>(c) Contributes ideas for the improvement of inventory management and suggest quality and efficiency improvements.</p> <p>(d) Maintains and updates assets registers and monitors assets movements.</p> <p>(e) Demonstrates knowledge of the attributes or meaning of the philosophies and content of the life cycle management of physical assets.</p>

	Area	Competence
		<p>(f) Demonstrates knowledge of the attributes or meaning of the philosophies and content of the sum of acquisition cost and ownership costs of a physical asset over its life cycle.</p> <p>(g) Applies the defined activities, steps and decisions associated with the life cycle management of physical assets.</p> <p>(h) Contributes to processes and procedures for the optimisation of products or services.</p>
12	Distribution, Fleet and Logistics Management	<p>(a) Selects distribution methods following evaluation of information on distribution of supplies.</p> <p>(b) Schedules distribution of supplies, collates and analyses data from point-of-use systems and makes recommendations on potential improvements to senior managers.</p> <p>(c) Directs influence of 'consumables' fleet and develops a commodity service based approach to supply chain delivery.</p>
13	Performance Management	<p>(a) Plays an active role in setting and monitoring individual and departmental performance targets.</p> <p>(b) Identifies performance gaps and trends and makes recommendations for improvement.</p> <p>(c) Actively supports team members to deliver on performance targets.</p> <p>(d) Recognizes and rewards desired behaviour and results,</p> <p>(e) Identifies team members development needs and helps them to achieve optimal performance.</p>
14	Leadership	<p>(a) Understands the importance of supporting and working with teams to deliver the entity's objectives.</p> <p>(b) Evaluates and implements tactical approaches.</p> <p>(c) Possesses to influence procedural changes for improved supply chain performance.</p> <p>(d) Develops positive relationship with team members and demonstrates behaviours to resolve conflict among team members.</p> <p>(e) Participates in putting measures in place to promote good governance.</p>
15	Stakeholder Relationships	<p>(a) Advises stakeholders on the interpretation of procedures for supply chain management.</p> <p>(b) Offers routine advice to internal stakeholders on procurement and supply that impacts on creation of budgets.</p> <p>(c) Deals effectively with conflict that may arise with stakeholders to ensure the objectives of Supply Chain management are prioritised.</p> <p>(d) Advises stakeholders on key aspects of Corporate Social responsibility when dealing with other stakeholders.</p> <p>(e) Works with internal and external stakeholders to achieve added value outcome in supply chain management.</p>
16	Financial Management	<p>(a) Performs appropriate financial appraisals under guidance.</p> <p>(b) Understands and applies under guidance, the total life and whole life costing models although the main focus will be commercial transactions.</p> <p>(c) Understands the audit and financial compliance needs and ensures that processes are adapted appropriately.</p> <p>(d) Demonstrates awareness of cash flow implication of stock holding and of order processing and manages it appropriately.</p> <p>(e) Implements policy and practical steps to minimise fraud or misappropriation of goods.</p> <p>(f) Reports any financial irregularities for investigation.</p>
17	Project Management	<p>(a) Demonstrates awareness of the requirement for planning.</p> <p>(b) Demonstrates an understanding of Project life cycle.</p> <p>(c) Recognises project timelines, dependencies and milestones.</p> <p>(d) Demonstrates an understanding of the link between procurement management and project management</p> <p>(e) Applies a range of project management techniques appropriately.</p> <p>(f) Works towards gaining practical experience in procurement-related projects.</p>
18	Risk Management	<p>(a) Analyses and explains to stakeholders the commercial implications and risks of different contracts and the approach taken.</p> <p>(b) Reviews contracts to ensure that risks are managed appropriately, mitigated for and avoided.</p> <p>(c) Participates in putting measures in place to promote good governance.</p> <p>(d) Assesses suppliers' businesses continuity plan to mitigate disruption to supply chain operations.</p> <p>(e) Evaluates the potential risks associated with procured goods, works, and services and mitigation measures.</p>
19	Sourcing	<p>(a) Provides information and analysis to support specification development.</p>

	Area	Competence
		<p>(b) Undertakes or validates market research and clarifies aspects of specifications for low value procurements.</p> <p>(c) Demonstrates good working knowledge in preparing tender documents as well as checking compliance.</p> <p>(d) Recognises the differences between selection and award criteria to deliver value for money.</p> <p>(e) Contributes to the assessment of low value procurements.</p> <p>(f) Advises on the development of appropriate specifications for the procurement of goods, works and services.</p> <p>(g) Ensures compliance with entity's procedures associated with the sourcing process.</p> <p>(h) Advises on the evaluation of quotations and tenders.</p> <p>(i) Researches information on suppliers using appropriate sources of information to make decisions.</p>
20	Warehouse Management	<p>(a) Controls the movement and storage of materials within a warehouse.</p> <p>(b) Applies a total systems approach to designing and managing the entire flow of information, materials, and services — from raw materials, suppliers, through factories and warehouses, and finally to the customer.</p> <p>(c) Monitors the movement of products through a warehouse.</p> <p>(d) Provides and transforms inputs into products and services, and links to the distribution network and local service providers that localize the product.</p>
21	Sustainable Procurement	<p>(a) Demonstrates knowledge of standards and practice in sustainable procurement. For example, social, environmental and labour law.</p> <p>(b) Actively contributes to organisational or agency priorities with respect to sustainable outcomes.</p> <p>(c) Ensures that specification development and tender preparation include appropriate sustainable procurement requirements as indicated through policy, legislation and regulation.</p> <p>(d) Engages stakeholders to drive sustainable procurement in the specification, key performance indicators and contract terms.</p> <p>(e) Monitors performance and encourages dialogue with key stakeholders on how to improve standards and practices.</p> <p>(f) Supports organisational reporting obligations relating to sustainable procurement.</p>
22	Communication	<p>(a) Communicates through well written and orally presented information.</p> <p>(b) Engages appropriate channels of communication.</p> <p>(c) Values feedback and seeks clarity.</p> <p>(d) Engages and interacts in meetings and discussions and will input when required.</p> <p>(e) Demonstrates good listening skills and responds appropriately.</p> <p>(f) Shares appropriate work-related information.</p>
23	Category Management	<p>(a) Participates in development of effective category plans.</p> <p>(b) Oversees Implementation of appropriate category strategies.</p>

## 4.5.3 Level 3- Middle Management and middle Level Specialists Competencies

	Area	Competence
1.	Strategy	<p>(a) Provides commercial or market analysis and insight (within the scope of the job) to underpin and support organisational strategy and/or wider policy development processes.</p> <p>(b) Supports the implementation of the corporate strategy or policy at a functional level, breaking work down into process or steps or work schedules and where appropriate, assigning tasks to other team members.</p> <p>(c) Provides and supports the chosen method for working on activities, and effectively link these methods back to the organisational strategy.</p> <p>(d) Participates in promoting the role of supply chain as an enabler of delivering the corporate strategy/outcomes.</p> <p>(e) Demonstrates an excellent understanding of wider government, sector and organisational strategy and procurement related policy.</p> <p>(f) Participates in evaluation and review of government procurement and supply chain policy.</p> <p>(g) Analyses situations clearly to anticipate future consequences of policies and offer alternative solutions with objective and justifiable approaches where required.</p> <p>(h) Evaluates the use of make or buy sourcing strategies.</p> <p>(i) Creates appropriate sourcing plan for outsourcing of works or services</p> <p>(j) Works with suppliers and other stakeholders to achieve partnership and strategic relationship management to deliver value for the organisation.</p>

	Area	Competence
		(k) Develops robust business cases that seek to achieve positive returns on investment.
2	Legal Aspects in Supply Chain Management	<p>(a) Interprets procurement activity and contract law.</p> <p>(b) Demonstrates ability to ensure that the relevant and applicable legislation is being adhered to and considered.</p> <p>(c) Identifies key risks and offer mitigation approaches and remedies.</p> <p>(d) Drafts reviews and is able to negotiate non-standard terms.</p> <p>(e) Manages and applies contract dispute resolutions in line with Procurement scope, standards and practices.</p> <p>(f) Provide advice on the interpretation of contract terms to suppliers and other stakeholders.</p> <p>(g) Provides advice on legislation and case laws to suppliers and stakeholders.</p> <p>(h) Analyses and explains to colleagues and other stakeholders the implications of intellectual property rights including licensing, royalties and non-disclosure agreements.</p> <p>(i) Understands the UNCITRAL law.</p>
3	Supply Chain Management Tools and Systems	<p>(a) Clearly understands technology solutions and procurement systems and uses them appropriately.</p> <p>(b) Actively encourages other staff to use systems effectively and may be involved in delivering staff training on systems development and implementation.</p> <p>(c) Investigates and analyses the use and performance of systems and makes recommendations for improvements.</p> <p>(d) Evaluates the capability of ERP system and databases for procurement and supply activities and makes recommendations to senior managers on development and implementation.</p> <p>(e) Explores improvements that can be made to integrate both internal systems and external systems across the supply chain through data integration technology.</p> <p>(f) Assesses development in systems technology and makes recommendations to senior management and other stakeholders.</p>
4	Ethics in Supply Chain Management	<p>(a) Understands and applies knowledge on organisational standards and business conduct.</p> <p>(b) Maintains internal reports and guidance documents on standards.</p> <p>(c) Works with stakeholders to eliminate corruption and fraud in supply chain.</p> <p>(d) Monitors compliance with ethical practise in supply chain.</p>
5	Spend Analysis	<p>(a) Develops hierarchies of categories of spend for both direct and indirect expenditures appropriate for analysis.</p> <p>(b) Evaluates historical and forecasted data and trends on categories of spend to inform future category plans.</p> <p>(c) Builds a picture using costs analysis and market factors to determine supply and demand requirements.</p> <p>(d) Analyses and benchmarks on spend that leads to excess costs and cost competitiveness.</p> <p>(e) Identifies cost reduction and/or efficiency opportunities.</p> <p>(f) Demonstrates ability to apply cost driver analysis across assigned categories of spend support an assessment of cost and value.</p>
6	Market and Supply Chain Analysis	<p>(a) Identifies opportunities, enables innovation and mitigates risks in internal, local and global supply chains, including impact of globalisation.</p> <p>(b) Monitors compliance, ethical practices and standards that impact supply chains identifying opportunities and mitigating risk in local and global supply chains.</p> <p>(c) Monitors the impact of mergers and acquisitions in the supply chain and the potential for disruption of provision of goods and services.</p> <p>(d) Understands and provides advice and guidance on the impact of tariffs and duties on imports and exports, arranging appropriate actions where necessary and ensures that the impact of main regulations is taken into account.</p>
7	Negotiation	<p>(a) Demonstrates ability to understand when and how to negotiate in line with policy and legislation.</p> <p>(b) Demonstrates experience in successfully conducting a range of negotiations.</p> <p>(c) Develops plans and tactics for the negotiation.</p>
8	Contract Management	<p>(a) Interprets and advises on key regulations/legislation and is able to interpret legal and commercial implications relating to the formation of contracts.</p> <p>(b) Understands and addresses key contractual aspects, for example, intellectual property rights, data protection, confidentiality and cyber security.</p>



	Area	Competence
		<p>(c) Interprets and revises key terms and conditions, and recommends appropriate actions in the event of any default or breach of contract.</p> <p>(d) Resolves contract variations, claims or compensation events.</p> <p>(e) Identifies and mitigates potential risks, including recommending courses of action to resolve disputes.</p> <p>(f) Implements contract management and associated techniques for goods, services and works on a project-by-project basis.</p> <p>(g) Puts in place the key performance indicators required to achieve the desired contract objectives.</p> <p>(h) Provides contract management advice and guidance to key internal stakeholders including training others in the team on appropriate contract management strategies.</p> <p>(i) Interprets and revises key terms that are included in contract and procurement and supply.</p> <p>(j) Reviews contracts and recommends appropriate actions to be taken in the event of any default or breach of contract.</p> <p>(k) Evaluates and recommends appropriate action to be taken to resolve variations claims and compensation events.</p> <p>(l) Evaluates and recommends appropriate methods to resolve disputes and take actions to resolve disputes.</p> <p>(m) Establishes and review key milestones and implement appropriate key risks management action.</p>
9	Supplier Management	<p>(a) Develops key strategic relationships with suppliers.</p> <p>(b) Identifies latest thinking and understands, explores and analyses market/technology/service road maps and opportunities for added value, innovation or improvement.</p> <p>(c) Takes on an advisory role with suppliers and looks for ways to work together to drive value for money and identifying opportunities for added social economic or environmental value.</p> <p>(d) Monitors supplier performance to help identify trends and holistic improvement opportunities and create and implement improvement plans.</p>
10	Supply Chain Management Operations	<p>(a) Manages supply chains for own item responsibilities and demonstrates ability to identify and explore opportunities for the best value procurement of goods, services and works.</p> <p>(b) Understands the multi-tiered nature of supply chains and where costs and risks can arise.</p> <p>(c) Manages and mitigates risks arising in supply chains and seeks to resolve conflicts between the organisation and its supply chain, in order to achieve best value for money.</p> <p>(d) Advises stakeholders on supply chains and provides effective opportunities within the supply chain for innovation and supply effectiveness.</p> <p>(e) Deploys appropriate policies and processes across the supply chain to ensure that standards, practices and codes are applied including labour and ethical codes of practice.</p> <p>(f) Liaises with stakeholders to develop supply chains and supply chain management.</p> <p>(g) Develops appropriate strategies and plans for improving supply chain management.</p> <p>(h) Identifies and explores opportunities for globalisation in procurement of goods and services.</p> <p>(i) Identifies and practises ways of delivering added value through effective supply chain management.</p>
11	Inventory and Assets Management	<p>(a) Evaluates demand for supplies and stock holding requirements for commodities and the achievement of procurement policies.</p> <p>(b) Proposes recommendations for improvement through the end to end supply chain, managing and exploiting opportunities while assessing and monitoring risks.</p> <p>(c) Maintains and updates assets registers and monitor assets movement.</p> <p>(d) Contributes to processes and procedures for the optimisation of products or services.</p> <p>(e) Manages compliance and effectiveness of strategies to protect the natural environment.</p> <p>(f) Prepares future intended expenditures for the life cycle management of physical assets.</p>
12	Distribution, Fleet and Logistics	<p>(a) Plans and manages the demand for products and services for complex projects and programmes in a synchronised and well-planned way.</p> <p>(b) Manages the scope for delivery, stockholding and costs, including cash flow demands for the programmes.</p> <p>(c) Identifies risk and mitigation considerations related to the distribution methods.</p>
13	Performance Management	<p>(a) Manages the development of appropriate key performance indicators for suppliers and track them effectively using a metrics based system.</p> <p>(b) Appreciates responsibility for individual and team based key performance indicators and monitors them for higher value and more complex projects and programmes.</p>

	Area	Competence
		<p>(c) Clearly understands when corrective action is needed and is capable of creating improvement plans.</p> <p>(d) Supports the personal and professional development of individual to enhance their performance.</p> <p>(e) Conducts effective performance review and appraisals.</p>
14	Leadership	<p>(a) Develops as a team leader and works towards more senior leadership.</p> <p>(b) Demonstrates ability to plan, lead, prioritise and delegate work responsibilities.</p> <p>(c) Promotes challenging messages through effective communications.</p> <p>(d) Promotes diversity in supply chain function, support the development of individual's knowledge capabilities and skills.</p> <p>(e) Allocates roles and responsibilities in procurement and supply to promote positive attitudes and outcomes.</p> <p>(f) Develops and implement plans for training and development of staff and other stakeholders.</p> <p>(g) Builds confidence in work groups or teams for effective performance.</p> <p>(h) Minimises conflict in the team by defining clear roles.</p> <p>(i) Participates in putting measures in place to promote good governance.</p>
15	Stakeholder Relationships	<p>(a) Promotes the work of supply chain from a position of influence to internal stakeholders across the organisation.</p> <p>(b) Motivates colleagues and other internal stakeholders to achieve their commitment to the work in the supply chain function.</p> <p>(c) Contributes to the development of policies and represents the supply chain function.</p> <p>(d) Liaises with stakeholders to develop the supply chain and supply networks.</p>
16	Financial Management	<p>(a) Undertakes detailed financial appraisals using sophisticated financial analysis techniques and is able to indicate potential financial challenges.</p> <p>(b) Provides advice on key financial factors and risks, including a variety of items and exchange rate fluctuations.</p> <p>(c) Understands application of multi-tiered supply chain costing methods and applies throughout and can provide guidance to other staff on how to apply them.</p> <p>(d) Understands the importance of audit and compliance in terms of financial management and positively supports it.</p> <p>(e) Fully conversant with total and whole life costing models and can apply them when working with others and their application to innovation and sustainability assessments.</p>
17	Project Management	<p>(a) Competently manages projects and is able to breakdown work in to project packages, developing schedules, tasks and people-based assignments.</p> <p>(b) Anticipates project problems and risks and develops mitigating strategies.</p> <p>(c) Supports complex projects and programmes.</p> <p>(d) Manages procurement and/or other projects in a controlled environment as well as projects in an uncertain environment.</p>
18	Risk Management	<p>(a) Develops and implements approaches to mitigating the impact of supply chain risk.</p> <p>(b) Contributes to the development of risk pathways and supports the adoption of risk frameworks and use of standards that can mitigate risks in the supply chain.</p> <p>(c) Develops and implements risk mitigation strategies that are consistent with the level of risk the organisation is willing to tolerate.</p> <p>(d) Works with stakeholders to mitigate or manage risks that can impact on supply chain.</p> <p>(e) Assesses supplier business continuity plans to mitigate disruption to the organisations supply chains.</p> <p>(f) Develops and manages approaches to mitigate the impact of supply chain risk escalating significant issues as appropriate.</p> <p>(g) Works with stakeholders to create risk assessment registers and other evaluation tools.</p> <p>(h) Applies monitoring and control process systems to manage risk in procurement and supply.</p> <p>(i) Researches and uses data on market change to inform decision making and mitigating risk.</p>
19	Sourcing	<p>(a) Develops and/or influences higher value specifications to ensure they will support current, evolving and future business.</p> <p>(b) Engages with similar organisations and/or private sector contracting authorities to develop (and/or advise on) specifications, where appropriate.</p>

	Area	Competence
		<p>(c) Works with clients to understand requirements.</p> <p>(d) Advises and/or supports the development of more complex category.</p> <p>(e) Develops appropriate working arrangements for early market engagement</p> <p>(f) Identifies the sourcing approach for complex commodities and other associated programmes.</p> <p>(g) Creates recommendations for sourcing arrangements and how this may impact upon the tender process and tender documentation.</p> <p>(h) Evaluates submitted tenders on the basis of objective criteria.</p> <p>(i) Undertakes ratio analysis understanding liquidity, gearing, investment etc.</p> <p>(j) Selects and recommends the best supplier, with clear and justifiable rationale.</p> <p>(k) Ensures appropriate scoring is defined against the weighting criteria.</p> <p>(l) Evaluates the most appropriate INCOTERMS in commercial transactions.</p> <p>(m) Evaluates market factors that influence the supply market to assist in developing appropriate sourcing plans.</p> <p>(n) Undertakes strategic assessment of key suppliers using modelling and techniques of analysis.</p> <p>(o) Assembles cross functional teams to agree on sourcing options for particular goods.</p> <p>(p) Analyses the use of completion, direct negotiation or joint proposition improvement for sourcing.</p> <p>(q) Develops and applies appropriate selection and award criteria.</p> <p>(r) Collects, collates and analyses data that informs the decisions on buying or leasing options.</p>
20	Warehouse Management	<p>(a) Manages the movement and storage of materials within a warehouse.</p> <p>(b) Ensures a total systems approach to designing and managing the entire flow of information, materials, and services — from raw materials, suppliers, through factories and warehouses, and finally to the customer.</p> <p>(c) Monitors the movement of products through a warehouse.</p> <p>(d) Provides and transform inputs into products and services, and link to the distribution network and local service providers that localize the product.</p>
21	Sustainable Procurement	<p>(a) Knows and understands priority sustainable procurement outcomes for organization, agencies and projects.</p> <p>(b) Works with and influences relevant stakeholders to use sustainable procurement tools to achieve sustainable outcomes through their budget spend and contract delivery.</p> <p>(c) Embeds key performance indicators within specifications, tenders and contracts to ensure sustainable objectives are achieved.</p> <p>(d) Identifies opportunities for new approaches for encouraging innovation and effective market developments.</p> <p>(e) Collects relevant data to meet organisational reporting obligations</p>
22	Communication	<p>(a) Presents while reading audience behaviour and position and adapt style accordingly.</p> <p>(b) Knows when to listen and is able to ask questions to clarify understanding</p> <p>(c) Influential in persuading others on the arguments.</p> <p>(d) Communicates clearly and effectively in a well-organised manner.</p> <p>(e) Understands the importance of well written communications and requires limited verification of work.</p> <p>(f) Identifies and maintains information flows and contact with colleagues who depend on, or who influence, their work.</p> <p>(g) Clearly clarifies information through responses.</p>
23	Category Management	<p>(a) Develops hierarchies of categories for both direct and indirect expenditure.</p> <p>(b) Evaluates and apply an appropriate methodology to achieve improved category management.</p> <p>(c) Evaluates historical and forecasted data on categories of spend to help formulate options.</p> <p>(d) Creates category management plan by analysing market factors.</p> <p>(e) Demonstrates effective and behavioural skills for category management.</p> <p>(f) Assembles cross functional chains and consult with internal stakeholders to agree on sourcing options.</p> <p>(g) Develops category plans to define the approaches to be taken to sourcing categories.</p>

## 4.5.4 Level 4- Senior Management and High-Level Specialists Competencies

	Area	Competence
1	Strategy	<p>(a) Contributes to the development of organisational strategies through commercial, market and commodity expertise, and/or added value supply chain management.</p> <p>(b) Advises colleagues and other stakeholders on the impact of market or environmental changes that may impact strategy and the issues affecting the supply chain. Filter the information into the organisational strategy or policy development process.</p> <p>(c) Critically assesses competitive factors, opportunities to add sustainable value, and emergent strategies of markets and supply chains.</p> <p>(d) Advises senior staff on procurement value add and risk-mitigating opportunities.</p> <p>(e) Champions and promotes procurement as a strategic enabler in the delivery of policies and outcomes.</p> <p>(f) Engages key stakeholders in understanding the role of supply chain as an enabler in the delivery of national or organisational objectives and outcomes.</p> <p>(g) Provides input to, and influences, departmental, organisational, national and international policies and best practices to ensure alignment.</p> <p>(h) Applies supply chain management expertise and data to inform and advise on the strategy and policy process.</p> <p>(i) Develops strategies and influences to create a departmental culture that values effective supply chain management.</p> <p>(j) Develops resource plans including staff, systems, and infrastructure to achieve effective and desired outcomes.</p> <p>(k) Develops and implements sustainable strategies for projects.</p> <p>(l) Secures and acts on the interests of key stakeholders in the supply chain management processes.</p> <p>(m) Applies strategic decision-making techniques in procurement and supply chain management.</p> <p>(n) Contributes to the development and implementation of functional, business units and corporate strategies.</p> <p>(o) Designs and implements strategies for supply chain function.</p> <p>(p) Evaluates different approaches to strategy development.</p> <p>(q) Develops and implements plans and actions in consultation with stakeholders to achieve the cultural acceptance of strategies.</p> <p>(r) Develops and evaluates change management processes to address resistance to change.</p> <p>(s) Identifies potential impact of social, technological, economic, environmental, political, ethical and demographic (STEEPED) criteria on entities and their supply chains.</p> <p>(t) Evaluate the potential effect of mergers and acquisitions on organisations supply chain.</p>
2	Legal Aspects in Supply Chain Management	<p>(a) Interprets procurement activity and contract law.</p> <p>(b) Identifies key risks and offer mitigation approaches and remedies.</p> <p>(c) Drafts, reviews and signs-off contracts, working with specialist legal advisors.</p> <p>(d) Manages and applies contract dispute resolutions in line with the law.</p> <p>(e) Identifies and directs mitigation activity for cross-cutting risks and creates linkages to wider risk assessments specifically relating to legislation.</p> <p>(f) Evaluates implications of regulatory requirements.</p> <p>(g) Develops and applies policies to ensure appropriate standards and other commercial interests are obtained.</p> <p>(h) Monitors and ensures compliance with the standards of imports and exports.</p> <p>(i) Provides advice to stakeholders on the impact of tariffs and duties on imports and exports.</p>
3	Supply Chain Management Tools and Systems	<p>(a) Participates and/or leads on the scoping of the technological requirements / e-procurement.</p> <p>(b) Identifies the strengths and weaknesses of existing systems, gaps in capability and understands future technology/digital visions and roadmaps.</p> <p>(c) Contributes and/or leads in the development of the specification and on the development plans for implementation.</p> <p>(d) Identifies opportunities for development of supply chain systems.</p> <p>(e) Explores opportunities to improve data analytics and data capture in procurement and supply chain management.</p> <p>(f) Identifies opportunities for systems integrations within the supply chain.</p>

	Area	Competence
4	Ethics in Supply Chain Management	<p>(a) Applies standards of business conduct and leads on the identification of key issues and breaches across the function.</p> <p>(b) Leads by example while ensuring that other staff members take personal responsibility for adhering to those standards.</p> <p>(c) Monitors compliance with ethical practises and standards in procurement and supply chain management.</p> <p>(d) Influences a culture for commitment to achievement of ethical codes and practice.</p> <p>(e) Devises matrices to assess the likelihood of risks of noncompliance in ethical sources.</p> <p>(f) Encourage and lead in commitment to achieve ethical practices and standards in procurement and supply chain management.</p> <p>(g) Champions for change to achieve the highest ethical standards.</p> <p>(h) Influences internal and external stakeholders and develop a culture to take actions to eradicate bribery, fraud and corruption.</p>
5	Spend Analysis	<p>(a) Identifies and develops good PSCM practices, approaches and policies.</p> <p>(b) Identifies requirements and allocate resources appropriately.</p> <p>(c) Engages with colleagues and other stakeholders to commit to achieving effective cost and price contributions.</p> <p>(d) Analyses spend throughout the tiers of supply chain to understand costs and cost competitiveness.</p> <p>(e) Uses cost analysis to ascertain quality, reliability, product and service differentiation and time to market.</p> <p>(f) Reduces costs while maintaining value for money and strong service delivery.</p> <p>(g) Encourages collaboration between all players in the supply chain to explore spend and opportunities for cost savings.</p> <p>(h) Seeks to achieve competitive solutions and improved outcomes through enhanced spend.</p> <p>(i) Applies cost driver analysis across all key categories of spend</p>
6	Market and Supply Chain Analysis	<p>(a) Demonstrates thorough knowledge on a range of complex markets and supply chain aspects.</p> <p>(b) identifies and proactively manages factors that affects the organisation, quality, price, availability and overall demand.</p> <p>(c) Influences innovation, design and supply chain development and cost/value awareness through early customer/client engagement in strategy and specification development.</p>
7	Negotiation	<p>(a) Demonstrates knowledge and experience of when and how to negotiate.</p> <p>(b) Demonstrates extensive experience in complex negotiations across multiple projects and programmes.</p> <p>(c) Leads on complex and strategically important negotiations.</p> <p>(d) Demonstrates excellent communication skills, plans and executes a range of behaviours during the negotiation to achieve objectives.</p> <p>(e) Considers the broad commercial and non-commercial factors and provides advice and direction to the procurement team during the planning process.</p> <p>(f) Sets objectives and establishes tactical approaches for the negotiation.</p>
8	Contract Management	<p>(a) Evaluates and recommends contracting options and appropriate contract forms.</p> <p>(b) Evaluates and recommends most appropriate pricing mechanism/arrangements.</p> <p>(c) Advises and leads in the development and implementation of contracts.</p> <p>(d) Ensures appropriate performance management framework is in place to support performance of contractual requirements.</p> <p>(e) Develops contract management techniques, strategies, briefs, reports and manages the wider function approach on contract management.</p> <p>(f) Monitor contract management strategies across the function to ensure success.</p> <p>(g) Creates contracting plans with stakeholders to develop effective business cases, specifications and contract terms.</p> <p>(h) Interprets the clauses included in contract form for programs and projects.</p> <p>(i) Streamlines contracting processes to maximise efficiency and effectiveness.</p>
9	Supplier Management	<p>(a) Builds and maintains appropriate relationships in the delivery of contracts and adopt interventions to achieve acceptance of plans.</p> <p>(b) Seeks to develop and attain world class suppliers to build a competitive product/supply chain advantage where appropriate.</p>

	Area	Competence
		<p>(c) Works across functional and organisational boundaries to proactively explore and exploit opportunities for added commercial, social, economic or environmental values.</p> <p>(d) Develops supplier management processes with key stakeholders.</p>
10	Supply Chain Management Operations	<p>(a) Ensures supply chains optimise costs, performance and supply and demand requirements, while providing the appropriate service level accountability.</p> <p>(b) Assures strong interrelationships, manages multi-tier risks and is able to put in place strong controls and accountability.</p> <p>(c) Applies own influence to leverage supply chain opportunities and is able to ensure that policy is delivered through supply chain management.</p> <p>(d) Ensures appropriate risk registers and other mechanisms are in place to minimise disruption to the supply chain.</p> <p>(e) Creates dynamic cost models to assess cost and margins.</p> <p>(f) Improves the effectiveness and the efficiency of the organisations supply chain systems.</p> <p>(g) Leads in the implementation of the methodologies to achieve lean and agile supply chains.</p> <p>(h) Implements total quality approaches with supplier to the cost, quality or delivery of purchased goods or services.</p> <p>(i) Implements statistical methods of analysis.</p> <p>(j) Implements JIT methods.</p> <p>(k) Implements lean thinking and thin supply.</p> <p>(l) Undertakes research and creates benchmarks of process or performances of supply chains.</p> <p>(m) Implements business process re-engineering.</p> <p>(n) Demonstrates improved aspects of sustainability through of standards, processes or other actions with suppliers and distributors.</p>
11	Inventory and Assets Management	<p>(a) Ensures supply chains optimise cost, quality, and timeliness and minimises unnecessary expense.</p> <p>(b) Aligns with JIT and other delivery strategy requirements to meet supply and demand requirements.</p> <p>(c) Applies appropriate inventory costing management techniques.</p> <p>(d) Ensures that assets registers are maintained, updated and monitored.</p> <p>(e) Ensures optimal utilisation of assets.</p> <p>(f) Creates and specifies the policies, objectives and direction to achieve the outcomes of the life cycle management of physical assets.</p> <p>(g) Prepares future intended expenditures for the life cycle management of physical assets.</p> <p>(h) Prepares legally binding written agreements.</p> <p>(i) Prepares explicit sets of requirements to be satisfied by the supply of material resources.</p> <p>(j) Selects proprietary, generic or internal decision making techniques for estimated asset value.</p> <p>(k) Explicitly states the requirements for measures that indicate the compliance and effectiveness of the life cycle management of physical assets.</p> <p>(l) Manages compliance and effectiveness of strategies to protect the natural environment.</p> <p>(m) Manages the defined activities, steps and decisions associated with evaluating and prioritising solutions, including their implementation and effectiveness.</p>
12	Distribution, Fleet and Logistics Management	<p>(a) Participates in the development of distribution methods and associated policies including consideration of the legal and sustainability arrangements.</p> <p>(b) Undertakes route analysis periodically to ensure it is modified to fit the changing service needs.</p>
13	Performance Management	<p>(a) Takes the lead and is instrumental in developing and setting targets and key performance indicators at an organisational level.</p> <p>(b) Identifies, negotiates milestones and monitors performance contracting.</p> <p>(c) Possesses the ability to resolve difficulties through negotiation leading to improvement of key performance indicators.</p> <p>(d) Demonstrates expertise in establishing and tracking performance through the creation of metrics.</p> <p>(e) Ability to track direct benefits of performance, which will be captured and disseminated effectively to senior management.</p> <p>(f) Focuses on factors of performance management such as quality, on time delivery and implementation of the procurement strategy and objectives cascaded in the organisation.</p>

	Area	Competence
		<p>(g) Plays a significant role in performance measurement against targets and recommending corrective actions and prepares reports for senior management.</p> <p>(h) Assesses, records and reports the added value outcomes achieved by the organisations supply chain including reporting data to senior management and other stakeholders.</p> <p>(i) Collates, reviews and disseminates information on departmental KPI to colleagues, senior management and other stakeholders.</p> <p>(j) Creates and monitors measures on international safety standards, quality, cost and deliveries achieved by the organisation's supply chain.</p> <p>(k) Evaluates benchmarks of processes or departmental performance for performance improvement.</p>
14	Leadership	<p>(a) Initiates and articulates a clear, achievable and compelling vision and mission which set out the direction and plans of procurement and supply chain management.</p> <p>(b) Steers the procurement and supply chain function.</p> <p>(c) Develops and implements relevant policy, procedures and good governance practices for effective procurement and supply chain management.</p> <p>(d) Communicates and understands policy, legislative and regulatory requirements in supply chain.</p> <p>(e) Proposes effective and innovative solutions to resolve issues.</p> <p>(f) Promotes supply chain management function best practices to the stakeholders.</p> <p>(g) Identifies changes that transform supply chain management function.</p> <p>(h) Recruits, selects and appoints staff to achieve procurement and supply chain management objectives</p> <p>(i) Applies appropriate leadership styles for effective procurement and supply chain management</p> <p>(j) Delegates effectively to staff and promotes understanding of strategies, plans and processes while remaining accountable for the entire process and outcomes.</p> <p>(k) Develops knowledge and skills of self, colleagues and other stakeholders in procurement and supply chain management.</p> <p>(l) Seeks, accepts and provides feedback in a positive and constructive way to improve outcomes.</p> <p>(m) Manages trade off and conflict amongst stakeholders in sourcing activities and complex contracts and advises on commercial priorities.</p> <p>(n) Inspires and motivates staff and other stakeholders to achieve effective procurement and supply chain management.</p> <p>(o) Maintains, promotes and evaluates personal and professional ethics.</p> <p>(p) Maintains and promotes best practices in valuing diversity.</p> <p>(q) Responds constructively to STEEPLED change.</p> <p>(r) Appreciates the different aspects of emotional intelligence to improve performance and outcomes.</p> <p>(s) Leads the stakeholders in advocating against unethical practices.</p> <p>(t) Participates in putting measures in place to promote good governance.</p>
15	Stakeholder Relationships	<p>(a) Relates well with both internal and external stakeholders</p> <p>(b) Builds effective relationships, which are constructive and appropriate for their purpose.</p> <p>(c) Manages the expectations of the relationship through a controlled process.</p> <p>(d) Seeks and assesses feedback from stakeholders to monitor the success of supply chain activities.</p> <p>(e) Employs appropriate stakeholder analysis and mapping techniques to evaluate stakeholder needs, interests and influence to provide efficient and effective service.</p>
16	Financial Management	<p>(a) Provides guidance on funding models and available funds for projects identified in the function.</p> <p>(b) Reviews and manages financial appraisal and assessments and provides guidance on the outputs, the approach and the techniques used such as cost/price and cost value profit concepts.</p> <p>(c) Provides high-level financial planning and forecasting information both for continuous review, financial planning and annual reporting.</p>
17	Project Management	<p>(a) Interprets business requirements for major procurement and supply chain programmes to drive enhanced performance.</p> <p>(b) Evaluates projects and programs.</p> <p>(c) Develops commercial strategies that will drive whole-of-life best value for money-based activities, flexibility and adaptability into the organisation.</p> <p>(d) Supports and contributes to managing the organisation's/ government's challenges related to project governance.</p>

	Area	Competence
18	Risk Management	<p>(a) Takes responsibility for continuous risk review and mitigation.</p> <p>(b) Evaluates potential opportunities arising from the mitigation of risk, and where possible seeks to maximise those opportunities including wider market development, cost reduction and supplier engagement.</p> <p>(c) Evaluates and implements the appropriate instruments to manage volatility of commodities and currencies in supply chain.</p> <p>(d) Creates risk registers and other mechanisms for managing risks in programs and projects.</p> <p>(e) Monitors potential risks across global sources to develop and implement risk assessment and risk mitigation strategies.</p>
19	Sourcing	<p>(a) Advises and/or leads on establishment of good practice in the development of more complex category or portfolio-level specifications.</p> <p>(b) Advises on the adequacy and comprehensiveness to achieve quality and control future costs in major, complex infrastructure or capital-related projects.</p> <p>(c) Ensures appropriate specifications are aligned to national, international standards and other operational needs.</p> <p>(d) Evaluates the best approach for sourcing and tender arrangements for complex, high-value, high-risk procurements.</p> <p>(e) Ensures that all tender documents are compliant, transparent and avoid potential for challenge and reputational damage as part of the ultimate sign-off.</p> <p>(f) Demonstrates expert market knowledge in categories and portfolios, and influences the supply market to drive innovation.</p> <p>(g) Evaluates opportunities for global sourcing.</p> <p>(h) Develops appropriate sourcing strategies.</p> <p>(i) Reviews and evaluates the findings of major tenders.</p> <p>(j) Analyses key ratios for profitability, liquidity, gearing and investment requirements in order to evaluate sustainability of suppliers.</p> <p>(k) Ensures full risk assessments are undertaken prior to award of tenders.</p> <p>(l) Leads on the development of a robust, transparent and structured process of tender evaluation, ensuring that this is reflected in governance and compliance.</p>
20	Warehouse Management	<p>(a) Controls the movement and storage of materials within a warehouse.</p> <p>(b) Ensures a total systems approach to designing and managing the entire flow of information, materials, and services — from raw materials, suppliers, through factories and warehouses, and finally to the customer.</p> <p>(c) Monitors the movement of products through a warehouse.</p> <p>(d) Provides and transforms inputs into products and services, and link to the distribution network and local service providers that localize the product.</p> <p>(e) Designs stores and warehouses to ensure effectiveness and efficiency of the locations of inventories, inventory flow and space utilisation.</p> <p>(f) Applies use of appropriate materials handling equipment, unit loads, packing and packaging and other automation in warehousing.</p> <p>(g) Ensures use of demand data to make stock control efficient.</p> <p>(h) Provides direction on requirements for highly efficient and effective inventory management, establishing and embedding economics of inventory management to ensure proper control and accounting of stores and stocks.</p> <p>(i) Aligns JIT and other deliverable strategy requirements to meet supply and demand requirements.</p> <p>(j) Ensures periodic and annual stock-taking is carried out.</p> <p>(k) Computes key warehouse performance metrics such as turn-over ratios, cost-benefit ratios and labour productivity ratios.</p> <p>(l) Computes and applies various costing and valuation methods.</p> <p>(m) Implements new warehousing technology.</p> <p>(n) Employs basic principles of sustainability including energy cost cutting.</p> <p>(o) Ensures occupational and safety measures in the work place.</p>
21	Sustainable Procurement	<p>(a) Monitors compliance with human rights and ethical practices and standards.</p> <p>(b) Leads and influences internal and external stakeholders to develop cultures that support CSR and Sustainability standards.</p>



	Area	Competence
		<p>(c) Collaborates with stakeholders to maximise sustainable outcomes achieved, routinely sharing knowledge and learning to improve national capability.</p> <p>(d) Ensures frameworks promote sustainability initiatives including new technology and innovation to generate added value for all users.</p> <p>(e) Collates and analyses reporting data to inform organisational procurement strategy.</p>
22	Communication	<p>(a) Presents relevant information clearly and confidently to a range of audiences at all levels across the organisation.</p> <p>(b) Presents well-structured and precise information in a clear written form.</p> <p>(c) Prepares documentation for use by senior managers and has ability to provide timely and relevant information to customers and other stakeholders for their own use</p>
23	Category Management	<p>(a) Develops effective category plans</p> <p>(b) Leads stakeholders to understand the dynamics of supply chain and recommends appropriate category strategies</p> <p>(c) Engages stakeholders in the implementation of appropriate category management strategies</p>

## 4.5.5 Level 5- Top Management Competencies

	Area	Competence
1	Strategy	<p>(a) Contributes to development, implementation of business and corporate strategies and represents the voice and position of procurement and supply chain management in order to ensure delivery of best value for money.</p> <p>(b) Champions and promotes the role of supply chain as a strategic enabler of corporate strategy and policy to balance the best value for the customers and other stakeholders.</p> <p>(c) Attracts and retains world class suppliers to build competitive products or services.</p> <p>(d) Advises management and other stakeholders on the implications of business environment on the entity and its supply chains.</p> <p>(e) Assesses pricing and competitive behaviour by entities in supply chain and take actions to protect the entity's interest.</p> <p>(f) Develops and implements the alignment of market segmentation undertaken by organisation.</p> <p>(g) Critically assesses the divergence of strategies undertaken by other organisations and advises senior management on strategies to be adopted.</p> <p>(h) Evaluates the internal and external factors that impact on organisational performance.</p> <p>(i) Evaluates the value-added activities of the organisations' supply chains and takes action to increase value.</p> <p>(j) Assesses approaches adopted by suppliers and advise top management on critical decisions.</p> <p>(k) Evaluates the effect of strategic alliances, acquisitions and mergers on supply chains and develop plans to maximise benefits and minimise disruptions.</p> <p>(l) Develops and contributes to business cases and advises senior management on supply chain management decisions.</p> <p>(m) Develops appropriate strategies and plans for adoption of collaborative and competitive strategies.</p> <p>(n) Monitors and evaluates aspects of globalisation that affect the entity supply chain and advises stakeholders on measures to mitigate risks.</p> <p>(o) Applies cost benefit analysis in support of business development cases.</p> <p>(p) Develops the vision and strategy for the function focused on outcomes such as adding value at national or organisational level.</p> <p>(q) Establishes a culture of delivery of continuous improvement, efficiency and value for money.</p> <p>(r) Maximises commercial benefits through a deep understanding of the whole commercial life cycle, innovations, and new commercial models.</p> <p>(s) Delivers national and/or organisational priorities by utilising strong networks to gather political, legal, organisational, economic, social, environmental and technological insights.</p> <p>(t) Understands the global context and markets within which public bodies, suppliers and businesses operate.</p>
2	Legal Aspects in Supply Chain Management	<p>(a) Provides advisory opinion on legislative frameworks and assesses the impact upon the procurement and supply chain management.</p> <p>(b) Guides on policy formulation, guidelines and procedures for procurement and supply chain management.</p> <p>(c) Provides leadership and direction on governance and risks management.</p> <p>(d) Promotes and applies relevant policy legislation and regulation affecting procurement and supply chain management.</p>

	Area	Competence
		<p>(e) Advises on protection of intellectual property in supply chain management.</p> <p>(f) Advises management, suppliers and other stakeholders on legal aspects relating to protection of sensitive data.</p> <p>(g) Provides expert advice to stakeholders on relevant regulations and compliance issues that affect contracts within the supply chain.</p> <p>(h) Monitors and evaluates developments in legislative issues that affect supply chains.</p>
3	Supply Chain Management Tools and Systems.	<p>(a) Enables wide technological vision for e-procurement and associated technologies, including development/innovation at organisational sector and national level as appropriate.</p> <p>(b) Evaluates opportunities for the development of systems.</p> <p>(c) Assesses opportunities for making big data analytics to make improved supply chain planning forecasting and control.</p> <p>(d) Uses integration tools in systems technology to improve supply chain management.</p> <p>(e) Evaluates improvements that can be made to data integrity for procurement and supply chain management.</p> <p>(f) Advises staff, suppliers and other stakeholders on the standards, storage and sharing of data affecting supply chain.</p> <p>(g) Provides guidelines on technical requirements and business processes.</p>
4	Ethics in Supply Chain Management	<p>(a) Manages the development of code of conducts and standards specifically on procurement and supply chain management.</p> <p>(b) Ensures all staff adhere to the standards.</p> <p>(c) Creates support and promotes a culture of personal accountability in decision making.</p> <p>(d) Influences the strategic application of ethical codes across the organisation.</p> <p>(e) Contributes to development of standards and legislation to promote best ethical practices.</p> <p>(f) Acts as strategic leader and role model in the application of ethical practises.</p> <p>(g) Supports the development of ethical codes for the industry.</p> <p>(h) Acts as a professional role model for all stakeholders.</p>
5	Spend Analysis	<p>(a) Leads and promotes good practice and policies to drive change in approaches to cost savings across the organisation.</p> <p>(b) Ensures strategic application of a range of complex spend methodologies using contemporary techniques to achieve improved spending.</p> <p>(c) Ensures optimal allocation and utilization of resources.</p>
6	Market and Supply Chain Analysis	<p>(a) Creates a culture within the organisation that encourages and enables product, service and supply chain innovation.</p> <p>(b) Champions strategies to increase the supply chain's value contribution to improved outcomes.</p> <p>(c) Sets targets to reduce identified cost drivers internally and externally.</p> <p>(d) Aligns the targets to customer/end user needs and organisational drivers, while creating sustainable competitive advantage and achieving value for money.</p>
7	Negotiation	<p>(a) Directs and where appropriate, participates in high-value, high-risk, complex or escalated contract negotiations as well as those that are sensitive, in line with requirements and ensuring best value for money as part of the output.</p> <p>(b) Uses appropriate negotiation strategies and styles with clear parameters to achieve strategic aims.</p>
8	Contract Management	<p>(a) Leads on organisational approach to contracting development and practice enabling sustainable value for money solutions.</p> <p>(b) Reviews and engages in complex, high-risk and high-value contracts and directs activities where time or cost overruns or contract failure arise.</p> <p>(c) Leads and champions continuous improvement programmes to enable innovation, to optimise life cycle costs and value, and to deliver longer term sustainable outcomes and commitments.</p> <p>(d) Provides leadership, mentorship or advice on high-value, high-risk contract and supplier management related issues.</p> <p>(e) Engages effective use of robust key performance indicators and service level agreements to mitigate risk and ensure high quality contract outcomes.</p> <p>(f) Leads dispute resolution arrangements and exit strategies with appointed contractors.</p> <p>(g) Promotes understanding of existing contracts and relevance of key information contained within the contracts to stakeholders.</p>

	Area	Competence
9	Supplier Management	<p>(a) Develops and builds productive high-level relationships and provides advice to strategic stakeholders on issues affecting the supply chain.</p> <p>(b) Employs strategies to attract and retain world class suppliers to build a competitive product/supply chain advantage.</p> <p>(c) Facilitates cross-cutting programmes or relationships to proactively explore and exploit opportunities for added commercial, social, economic or environmental value in more complex projects and supply chains to deliver better services/value.</p>
10	Supply Chain Management Operations	<p>(a) Develops a supply chain, in alignment with the organisation's strategy</p> <p>(b) Aligns the supply chain to meet organisation demand from planning to disposal.</p> <p>(c) Develops and nurtures joint continuous improvement by connecting the internal and external supply chain.</p> <p>(d) Influences stakeholders' active involvement in articulating the global/local business benefits, building and managing capabilities.</p> <p>(e) Develops and initiates approaches with stakeholders to support collaborative business relations using appropriate standards and frameworks.</p> <p>(f) Develops and applies statistical tools to measure and examine issues affecting supply chain performance.</p> <p>(g) Collates and analyses data to identify opportunities to develop appropriate recommendations.</p>
11	Inventory and Assets Management	<p>(a) Provides direction to the relevant functions on requirements for highly efficient and effective inventory management, establishing and embedding the economics of inventory management, while ensuring proper control and accounting for stores and stocks within their control where applicable.</p> <p>(b) Ensures that assets registers are maintained, updated and monitored.</p> <p>(c) Ensures optimal utilisation of assets.</p> <p>(d) Leads compliance and effectiveness of strategies to protect the natural environment.</p> <p>(e) Manages the defined activities, steps and decisions associated with evaluating and prioritising solutions, including their implementation and effectiveness.</p> <p>(f) Creates and specifies the policies, objectives and direction to achieve the outcomes of the life cycle management of physical assets</p> <p>(g) Prepares future intended expenditures for the life cycle management of physical assets.</p>
12	Distribution Fleet and Logistics Management	<p>(a) Leads on the development of distribution strategies and associated policies while ensuring alignment with existing procurement and national policy requirements.</p> <p>(b) Employs mechanisms to reduce the associated risks of distribution including handling of hazardous waste and health and safety requirements.</p> <p>(c) Creates awareness of customs and excise implications.</p> <p>(d) Develops policies and procedures for the movement of hazardous wastes and other high-risk materials.</p> <p>(e) Ensures a full risk assessment has been undertaken for the safe delivery of goods.</p> <p>(f) Ensures appropriate systems are developed and implemented to manage the complexity of multiple delivery projects and programmes.</p> <p>(g) Ensures real-time track and trace of goods, with infrastructure in place to deliver to a range of destinations.</p> <p>(h) Develops partnership and linkages at national, regional and global levels.</p>
13	Performance Management	<p>(a) Proactively drives, supports and endorses performance management practice.</p> <p>(b) Develops procurement strategy and sets performance indicators at organisational level.</p> <p>(c) Identifies, negotiates and monitors performance targets, indicators and milestones.</p> <p>(d) Provides focus on quality and on-time delivery of procurement activity and reports to senior management.</p> <p>(e) Develops tools to measure performance in supply chain function.</p> <p>(f) Supports personal and professional development to enhance performance and career growth.</p>
14	Leadership	<p>(a) Demonstrates effective and inspirational leadership acumen.</p> <p>(b) Champions functional values to management and contributes to body of knowledge nationally and internationally.</p> <p>(c) Applies emotional intelligence to develop and improve strategic relationships.</p> <p>(d) Appreciates the dynamics of organisational culture evolution and develops strategies and engagement plans that anticipate and mitigate risks associated with culture change.</p> <p>(e) Develops approaches to adapt behaviours and communication that allow differences in culture in the organisations' supply chain.</p>

	Area	Competence
		<p>(f) Evaluates the different behaviours of individuals, groups, organisations and societies to effectively enhance organisations goals/objectives.</p> <p>(g) Provides guidance and support to staff and other key stakeholders to achieve Procurement and supply chain management objectives.</p> <p>(h) Provides leadership to resolve conflicts within the supply chain.</p> <p>(i) Provides guidance and create policies to improve motivation of staff to enhance performance.</p> <p>(j) Develops plans for effective sourcing of staff systems and infrastructure to achieve effective SCM.</p> <p>(k) Demonstrates resilience and emotional maturity to deal with ambiguity in complex decision making.</p>
15	Stakeholder Relationships	<p>(a) Leads and drives stakeholders' relationships for mutual <b>benefit to the supply chain</b>.</p> <p>(b) Creates a culture that works to cultivate creativity and <b>mutual benefit</b>.</p> <p>(c) Delivers a transparent stakeholders' relationship with stakeholders.</p> <p>(d) Understands the geopolitical bias and influence that the partner has on the customer enabling win-win strategies.</p> <p>(e) Networks with government and industry to deliver best practice in supply chain management.</p> <p>(f) Analyses and responds to stakeholders' feedback and implement appropriate plans.</p>
16	Financial Management	<p>(a) Develops expertise across the organisation for effective financial planning and directs funding allocations to meet organisational goals.</p> <p>(b) Employs strategies for forecasting funding requirements.</p> <p>(c) Reviews and provides advice on financial analysis techniques.</p> <p>(d) Critically assesses the impact of an organisations supply chain on working capital to ensure financial liquidity.</p> <p>(e) Evaluates the impact of sources of finance, cost of capital and capital structure of an entity.</p> <p>(f) Selects the most appropriate investment option that will give the highest returns.</p>
17	Project Management	<p>(a) Develops and leads a culture of programme and project management that is agile, collaborative and collegiate, with collective responsibilities and accountabilities.</p> <p>(b) Deals with complex, unexpected and significant ambiguity including developing an approach of project partnering and strategic alliances.</p> <p>(c) Promotes best practices in program and project management.</p> <p>(d) Encourages strategic project partnering.</p> <p>(e) Participates in consultations to guide in development of model form contracts.</p> <p>(f) Applies effective contract management to minimise risk and motivate performance while managing cash flow.</p> <p>(g) Evaluates development projects and creates appropriate strategies for their implementation.</p>
18	Risk Management	<p>(a) Leads in continuous review of strategies for detecting <b>emerging threats</b>.</p> <p>(b) Develops approaches to mitigate the impact of risks on <b>supply chains</b>.</p> <p>(c) Develops and communicates an assessment of risks using intelligence and risks indicators to manage emerging risks.</p> <p>(d) Mitigates value chain risks and leverages opportunities to ensure business continuity, sustainability and reputational stability.</p> <p>(e) Assesses suppliers' business continuity plans to mitigate disruption to the entity's supply chains.</p> <p>(f) Monitors the impact of supply chain decisions on the financial stability of the organisation and mitigate financial risks.</p> <p>(g) Evaluates and implements the use of appropriate instruments to manage volatility of commodities and currencies in supply chain management.</p> <p>(h) Assesses and evaluates implications of data disruption and develop plans and processes to mitigate the disruption.</p> <p>(i) Consults with stakeholders to ensure robust control and cyber security plans and processes.</p> <p>(j) Supports the adoption of risk management frameworks</p>
19	Sourcing	<p>(a) Provides guidance on the development of major, complex infrastructure or capital related specifications.</p> <p>(b) Works cross-functionally and across specialist boundaries to create innovative total specifications.</p> <p>(c) Applies best practices in building complete tender documentation to ensure that the organisation is compliant, transparent and correct.</p>

	Area	Competence
		<p>(d) Demonstrates expertise on specific categories, resulting in market leading/innovative solutions.</p> <p>(e) Guides the tender process and challenges arising therefrom.</p> <p>(f) Develops and implements appropriate sourcing strategies.</p>
20	Warehouse Management	<p>(a) Designs system to control the movement and storage of materials within a warehouse.</p> <p>(b) Develops a total systems approach to designing and managing the entire flow of information, materials, and services — from raw materials, suppliers, through factories and warehouses, and finally to the customer.</p> <p>(c) Provides and transforms inputs into products and services, and link to the distribution network and local service providers that localize the product.</p> <p>(d) Designs stores and warehouses to ensure efficiency and effectiveness of the locations of inventories, inventory flow and space utilisation.</p> <p>(e) Develops appropriate materials handling equipment, unit loads, packing and packaging and the use automation in warehousing.</p> <p>(f) Establishes highly efficient and effective inventory management to ensure proper control and accounting of stores and stocks.</p> <p>(g) Aligns JIT and other deliverable strategy requirements to meet supply and demand requirements.</p> <p>(h) Ensures periodic and annual stock-taking is carried out.</p> <p>(i) Designs appropriate warehouse performance metrics such turn-over ratios, cost-benefit ratios and labour productivity ratios.</p> <p>(j) Selects and applies appropriate costing and valuation methods.</p> <p>(k) Implements new warehousing technology.</p> <p>(l) Employs basic principles of sustainability including cutting energy cost.</p> <p>(m) Ensures occupational and safety measures in the work place.</p>
21	Sustainable Procurement	<p>(a) Contributes to the strategic direction of the mapping and auditing of suppliers to gauge risks in ethical sourcing</p> <p>(b) Champions sustainable supply chain management achievements across both public and private sectors.</p> <p>(c) Leads contribution to national and international forums, associations or workgroups set up to share exceptional working practice in sustainable procurement and supply chain management.</p> <p>(d) Ensures procurement and supply chain management strategies and programmes are designed to maximise contribution to national purpose and outcomes.</p> <p>(e) Promotes a culture of taking personal responsibility for delivering sustainable procurement outcomes.</p> <p>(f) Recognises and promotes the interdependency between sustainable procurement and supply chain management and its contribution to delivering public value.</p> <p>(g) Leads engagement with stakeholders to continually improve sustainable innovation capability.</p>
22	Communication	<p>(a) Develops communication strategies in supply chain management.</p> <p>(b) Fosters and encourages different ways of communication.</p> <p>(c) Develops and implements an effective feedback system.</p> <p>(d) Leads high-level discussions as well as deal with all participants at all levels.</p> <p>(e) Provide information that impact on strategic operations or influence.</p> <p>(f) Provides timely and relevant information to customers and other stakeholders.</p> <p>(g) Presents clearly and confidently to a range of audiences at all levels across the organisation.</p>
23	Category Management	<p>(a) Collaborates with stakeholders to develop effective category plans.</p> <p>(b) Leads stakeholders to understand the dynamics of supply chain and recommends appropriate category strategies.</p> <p>(c) Engages stakeholders in the implementation of appropriate category management strategies.</p>

#### 5.0 STRATEGIES FOR TRANSFORMATION OF PSCM PROFESSION IN KENYA

The Procurement and Supply Chain Management profession is a value adding profession to organizations in both private and public sector including non-governmental organizations. The Public Procurement function is anchored in Article 227 of the Constitution which states; "when a state organ or any other public entity contracts for goods or services, it shall do so in accordance with the system that is fair, equitable, transparent, competitive and cost effective". The Constitution under Article 46 which covers both the public and the private sector further recognizes the contribution of the procurement function in protecting consumer rights. These include rights to reasonable quality of goods and services, information necessary to enable the public benefit from goods and services, protection of health, safety and economic interests and compensation for loss or injury arising from defects of goods or services. These are core values in any supply chain management process.

Further, section 47 of the Public Procurement and Asset Disposal Act, 2015 requires that procurement function be handled by procurement professionals.

The Supplies Practitioners Management Act, 2007 contemplates a standardized approach to training, certification, registration, licensing and capacity building within the SCM profession.

The following are the recommendations to transform the procurement and supply chain management profession in Kenya.

**Challenge No. 1:** Lack of clarity on the definition of a procurement professional and weak enforcement mechanisms of the provisions of the SPMA, 2007 and PPDA, 2015.

*Recommendations;*

- (a) Amendment of the preliminary clauses of the SPMA, 2007, to include the definition of procurement and SCM professional;
- (b) Enforcement of the Section 47 of the PPADA, 2015 and Section 16 of SPMA, 2007 through collaboration between the National Treasury, PPRA, and KISM;

**Challenge No. 2:** Clarity on the licensing requirements and the persons to be licensed

*Recommendations;*

- (a) Amendment of Section 20 of the SPMA, 2007 to bring clarity on licensing of the serving officers; and
- (b) Issuance of practicing licenses to members who meet the requirements on years of experience; and
- (c) The National Treasury to instruct all public procuring entities to only employ qualified SCM professionals recognized by KISM.
- (d) Sensitization of SCM Professionals on requirements for licensing

**Challenge No. 3:** Lack of standardized qualifications for SCM professionals

*Recommendations;*

- (a) Only KISM recognized qualifications at Certificates, Diplomas and Degrees levels should be considered for SCM professionals;
- (b) Enforcement of Continuous Professional Development (CPD) credit points among SCM professionals;
- (c) KISM to spearhead the development of tailor-made refresher courses to address apparent skills gaps; and
- (d) Only persons with requisite professional qualifications to be registered and licensed by KISM

**Challenge No. 4:** Limited institutional capacity to train, examine, certify and license SCM professionals

*Recommendations;*

- (a) Operationalize Kenya Institute of Supplies Examination Body (KISEB);
- (b) Enhance budgetary allocation support to enable KISM execute its mandate;
- (c) KISM to ensure that disciplinary enforcement mechanisms provide appropriate responses to all suspected violations of integrity standards by procurement and supply chain professionals ; and
- (d) Operationalize the Kenya School of Supply Chain Management

**Challenge No. 5:** Inconsistent career guidelines and other terms of employment for SCM cadre at the two levels of Government

*Recommendations;*

- (a) Harmonization of career guidelines and other terms of employment for SCM cadre at the two levels of Government; and
- (b) Upward review of the entry grade for supply chain management professionals cadre in the public sector to harmonize it with comparable professions in regard to the qualifications of the professionals and workload

**Challenge No. 6:** Limited advocacy of the Policy/Legal Framework that apply and guide the SCM profession

*Recommendations;*

- (a) Review of the SPMA, 2007 to align it with the Constitution, PFMA, 2012 and PPADA, 2015 e.g. Title of the Act, Citation of Sections 16 and 20, among others;
- (b) Advocacy spearheaded by KISM to raise the profile and visibility of procurement professionals;
- (c) Use integrated e-procurement solutions to the maximum extent possible and practicable. The use will increase information sharing and efficiency, such as the online publication of public procurement information and data with easy access
- (d) Inculcation of professional values among SCM professionals; and
- (e) Development of a robust Procurement and Supply Chain Management Professional's Policy Framework

**Challenge No. 7: Failure to address professional liability in the SCM profession****Recommendation:**

- (a) Enforce sections 45 (5) & 178 of the PPADA, 2015
- (b) KISM to enforce code of conduct
- (c) Promote a whole-of-society culture of public integrity, partnering with the private sector, civil society, and individuals

**6.0 FRAMEWORK ADMINISTRATION, IMPLEMENTATION, MONITORING, EVALUATION AND REVIEW**

The National Treasury shall take the main responsibility for overseeing and coordinating the implementation of the National Supply Chain Management Professional Framework. To realize the outcomes set out in this Framework, an appropriate implementation matrix has been put in place. The implementation matrix outlines key challenges, activities, expected outcomes, estimated budget, timelines and lead implementing agencies.

**6.1 Implementation Matrix**

	Challenge	Activity	Expected Output	Estimated Budget (KSh.)	Time Frame	Responsibility
1	Inadequate legal and institutional framework to address among others Definition of a procurement professional Enforcement mechanisms Alignment to applicable laws Provisions on licensing requirements Standardization of Training and qualifications Regulation 78(2) of the PPADR 2020 on the one day requirement to write professional opinion SPMA Regulations	Review of SPMA 2007 to align it with the Constitution, and other applicable laws and address existing gaps in the Act	Supply Chain Management Bill	30M	June 2021	The National Treasury and KISM
		Stakeholder engagement to inform development of the Act	Stakeholder engagement report	5M	June 2021	The National Treasury and KISM
		Publication and Gazette of Supply Chain Management Act	SPM Act	25M	June 2022	The National Treasury and KISM
		Sensitization and dissemination of SPMA	Sensitization report	5M	November 2022	The National Treasury and KISM
		Reviewing Regulation 78(2) of the PPADR 2020 on the one day requirement to write professional opinion	Amended Regulation 78(2)	To be advised	June 2021	CS/The National Treasury
		Issue circular to all public procuring entities on the requirement to employ qualified SCM professionals recognized by KISM	Circular by The National Treasury	Nil	June 2021	The National Treasury
		Enforce and operationalize CPD requirements among SCM professionals	CPD Policy KISM Circular	Nil	January 2021	KISM
2	Limited institutional capacity to train, examine, certify and license SCM professionals	Operationalize Kenya Institute of Supplies Examination Body (KISEB); operationalize the Kenya School of Supply Chain Management	Fully operational secretariat and infrastructure	To be advised	June 2022	The National Treasury and KISM
			Kenya School of Supply Chain Management operationalized	To be advised	June 2022	The National Treasury and KISM
3	Inconsistent career guidelines and other terms of employment for SCM cadre at the two levels of Government	Harmonization of career guidelines and other terms of employment for SCM cadre at the two levels of Government	Harmonized career progression guidelines and other terms of employment for SCM cadre at the two levels of Government	To be advised	June 2022	The National Treasury, County Public Service Board and County Assemblies Service Board and PSC
4	Limited awareness of the policy and legal framework that guide the procurement profession	Undertake sensitization forums	Sensitization reports	10M	June 2021	The National Treasury, KISM and PPRA

**6.2 Monitoring of Framework Implementation**

Monitoring the implementation of this Framework shall be a continuous exercise led by the National Treasury and other key stakeholders.

**6.3 Evaluation**

The aim of evaluation will not only be to assess the status of implementation but also inform the Framework for appropriate administrative actions for improvement. The evaluation will be done after every three years.

## 6.4 Review of the Framework

This Framework shall be reviewed after every five years or as need arises to address emerging issues, changing needs, priorities of the government and key stakeholders.

## APPENDIX 1: SITUATIONAL ANALYSIS ON INSTITUTIONS OFFERING ACADEMIC AND PROFESSIONAL COURSES IN PROCUREMENT

Examining body/institution	Qualification	Duration	Entry level
University senate and Commission for University Education(CUE) approved curriculum	Doctor of philosophy in SCM.	3 years	Master's degree
University senate and Commission for University Education(CUE) approved curriculum	Master in SCM.	2 years	Bachelor's degree
University senate and Commission for University Education (CUE) approved curriculum	Bachelor in SCM (Variants)	4 years	KCSE C+ and above Advanced Diploma/ or Diploma in Purchasing and Supplies Management
Chartered Institute of Purchasing and Supply –CIPS (UK)	Level 2 –Certificate in Procurement and Supply Operations Chartered institute of purchasing and supply –CIPS (UK)	Six months	This is an entry level qualification and there are no formal entry requirements
	Level 3 - Advanced Certificate in Procurement and Supply Operations	six months	This is an entry level qualification and there are no formal entry requirements  Certificate in Procurement and Supply Operations is an added advantage
Chartered Institute of Purchasing and Supply –CIPS (UK)	Level 4 - Diploma in Procurement and Supply	1 year	Advanced Certificate in Procurement and Supply Operations
	Level 5 - Advanced Diploma in Procurement and Supply	1 year	Diploma in Procurement and Supply
	Level 6 -Professional Diploma in Procurement and Supply	1 year	Advanced Diploma in Procurement and Supply
Kenya Institute of Supplies Examination Board-(KISEB)	Associate in Procurement and Supply Level I	Six months	KCSE C-(minus) Or equivalent qualifications as determined by Kenya Institute of Supplies Management (KISM)
	Associate in Procurement and Supply Level II	Six months	Associate in procurement and supply level I
	Certified Procurement and Supply Professional Part I	Six months	<ul style="list-style-type: none"> <li>Associate in procurement and supply level I &amp; II</li> <li>Degree from a recognized university</li> <li>KCSE C+(Plus) mean grade with C+ in mathematics and English</li> <li>KACE -2 principles passes and credits in English and mathematics at KCE</li> <li>Equivalent qualification as determined by Kenya Institute of Supplies Management(KISM)</li> </ul>
	Certified Procurement and Supply Professional Part II	Six months	Certified Procurement and Supply Professional Part I
	Certified Procurement and Supply Professional Part III	Six months	Certified Procurement and Supply Professional part II
	Certified Procurement and Supply Professional Part IV	Six months	Certified procurement and supply professional part III
Kenya Institute of Management (KIM) approved curriculum	Advanced Diploma in Purchasing and Supplies Management	1 year	Diploma in Purchasing and Supplies Management
Diploma in Purchasing and Supplies	University Senate Approved	1 year	Advanced Certificate in Purchasing



Examining body/institution	Qualification	Duration	Entry level
Management	<ul style="list-style-type: none"> <li>Curriculum</li> <li>Kenya National Examinations Council (KNEC) Approved Curriculum</li> <li>National Treasury/Public Procurement Directorate Approved Curriculum</li> </ul>	Or 2 years	and Management or KCSE C (plain) or C –(minus)
Diploma in SCM Final Stage (FIS)	<ul style="list-style-type: none"> <li>National Treasury/Public Procurement Directorate Approved Curriculum</li> </ul>	1 year	Diploma in SCM Foundation stage (FOS)
DSCM Foundation Stage (FOS)	<ul style="list-style-type: none"> <li>National Treasury/Public Procurement Directorate Approved Curriculum</li> </ul>	1 year	Advanced certificate in SCM(ACISM)
Advanced Certificate in SCM(ACISM)	<ul style="list-style-type: none"> <li>Kenya National Examinations Council (KNEC) approved curriculum</li> <li>National Treasury/Public Procurement Directorate Approved Curriculum</li> <li>Ad hoc Training institutions/colleges designed curriculum</li> </ul>	Six months Or Three months	Certificate in SCM(CISM)
Certificate in SCM(CISM)	<ul style="list-style-type: none"> <li>Kenya National Examinations Council (KNEC) approved curriculum</li> </ul>	Six months Or	KCSE D+
	<ul style="list-style-type: none"> <li>National Treasury/Public Procurement Directorate approved curriculum</li> </ul>	Three months	
	<ul style="list-style-type: none"> <li>Ad hoc training institutions/colleges designed curriculum</li> </ul>		
Short courses in stores management and materials control	Ad hoc training institutions designed curriculum	Four (4) or Two(2) weeks	Employees of various organizations

## APPENDIX 2: EXISTING LEGAL FRAMEWORK GUIDING PROCUREMENT PROFESSIONALS

Legal document	Article/section	Content Summary
Constitution of Kenya.	Article 10	<p>The national values and principles of governance include:</p> <ul style="list-style-type: none"> <li>(a) patriotism, national unity, sharing and devolution of power, the rule of law, democracy and participation of the people;</li> <li>(b) human dignity, equity, social justice, inclusiveness, equality, human rights, non-discrimination and protection of the marginalised;</li> <li>(c) good governance, integrity, transparency and accountability; and</li> <li>(d) sustainable development.</li> </ul> <p>Consumers have the right--</p> <ul style="list-style-type: none"> <li>(a) to goods and services of reasonable quality;</li> <li>(b) to the information necessary for them to gain full benefit from goods and services;</li> <li>(c) to the protection of their health, safety, and economic interests; and</li> <li>(d) to compensation for loss or injury arising from defects in goods or services.</li> </ul> <p>(2) Parliament shall enact legislation to provide for consumer protection and for fair, honest and decent advertising</p> <p>(3) This Article applies to goods and services offered by public entities or private persons.</p>
	Chapter 2 Article 46	<p>The guiding principles of leadership and integrity include—</p> <ul style="list-style-type: none"> <li>(a) selection on the basis of personal integrity, competence and suitability, or election in free and fair elections;</li> <li>(b) objectivity and impartiality in decision making, and in ensuring that decisions are not influenced by nepotism, favouritism, other improper motives or corrupt practices;</li> <li>(c) selfless service based solely on the public interest, demonstrated by— (i)</li> </ul>
	Chapter 6	

	Article 232	<p>honesty in the execution of public duties; and (ii) the declaration of any personal interest that may conflict with public duties;</p> <p>(d) accountability to the public for decisions and actions; and</p> <p>(e) discipline and commitment in service to the people</p> <p>232. (1) The values and principles of public service include—</p> <p>(a) high standards of professional ethics;</p> <p>(b) efficient, effective and economic use of resources;</p> <p>(c) responsive, prompt, effective, impartial and equitable provision of services;</p> <p>(d) involvement of the people in the process of policymaking;</p> <p>(e) accountability for administrative acts;</p> <p>(f) transparency and provision to the public of timely, accurate information;</p> <p>(g) subject to paragraphs (h) and (i), fair competition and merit as the basis of appointments and promotions;</p> <p>(h) representation of Kenya's diverse communities; and (i) affording adequate and equal opportunities for appointment, training and advancement, at all levels of the public service, of— (i) men and women; (ii) the members of all ethnic groups; and (iii) persons with disabilities.</p> <p>(1) When a State organ or any other public entity contracts for goods or services, it shall do so in accordance with a system that is fair, equitable, transparent, competitive and cost-effective.</p> <p>(2) An Act of Parliament shall prescribe a framework within which policies relating to procurement and asset disposal shall be implemented Accounts and audit of public entities. Procurement of public goods and services...</p> <p>and may provide for all or any of the following—</p> <p>(a) categories of preference in the allocation of contracts;</p> <p>(b) the protection or advancement of persons, categories of persons or groups previously disadvantaged by unfair competition or discrimination;</p> <p>(c) sanctions against contractors that have not performed according to professionally regulated procedures, contractual agreements or legislation; and</p> <p>(d) sanctions against persons who have defaulted on their tax obligations, or have been guilty of corrupt practices or serious violations of fair employment laws and practice.</p> <p>201. The following principles shall guide all aspects of public finance in the Republic—</p> <p>(a) there shall be openness and accountability, including public participation in financial matters;</p> <p>(b) the public finance system shall promote an equitable society, and in particular— (i) the burden of taxation shall be shared fairly; (ii) revenue raised nationally shall be shared equitably among national and county governments; and (iii) expenditure shall promote the equitable development of the country, including by making special provision for marginalized groups and areas;</p> <p>(c) the burdens and benefits of the use of resources and public borrowing shall be shared equitably between present and future generations;</p> <p>(d) public money shall be used in a prudent and responsible way; and</p> <p>(e) financial management shall be responsible, and fiscal reporting shall be clear.</p>
	Article 227	
	Article 201 (d)	
Public Procurement and Asset Disposal Act, 2015	Section 47 (1)	<p>A procurement function shall be handled by procurement professionals whose qualifications are recognized in Kenya.</p> <p>Procurement function.</p> <p>(2) The head of the procurement function shall among other functions under this Act, be responsible for rendering procurement professional advice to the accounting officer. (Supplies Practitioners management Act, 2007)</p>
Supplies Practitioners Management Act, 2007	Section 13: Functions of the Examinations Board	<p>The Examinations Board shall generally have regard to the conduct of examinations for professional supplies certification and in particular to—</p> <p>(a) prescribe and regulate syllabuses of instruction for professional supplies certification for persons seeking registration under the Act;</p> <p>(b) prepare and conduct examinations for persons seeking registration under the Act;</p> <p>(c) prepare regulations to be made by the Institute regarding the standard of proficiency to be gained in each examination for a diploma, degree or other</p>

		<p>award; and</p> <p>(d) make rules with respect to such examinations;</p> <p>(e) prescribe the fees and other charges payable with respect to such examinations;</p> <p>(f) issue professional qualifying certificates and other awards to candidates who have satisfied the examination requirements;</p> <p>(g) investigate and determine cases involving indiscipline by students registered with the Examinations Board;</p> <p>(h) remit a proportion of not less than thirty per cent of the fees collected under paragraph (e) to the Institute to support professional development;</p> <p>(i) liaise with the Ministry of Education in accreditation of institutions offering the examination of the Board for the purpose of carrying out examinations;</p> <p>(j) promote recognition of its examination in foreign countries;</p> <p>(k) perform such other functions as may be necessary for proper administration of this Act.</p>
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