Applying BEAM’s MSD Competency Framework – practical insights and developments

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Today’s Agenda

1. Explain the MSD competency framework
2. Foreshadow website updates
3. Explore three examples of its use
What is the MSD competency framework?

A sector-wide framework to coordinate the learning & development of MSD practitioners

To help…

• *staff* build skills and knowledge
• *HR & managers* support, hire and assess staff
• *trainers & coaches* develop resources

The goal is to build consistency in the sector, and give MSD approaches credibility with donors and public
Defining the problem: failures in the market for MSD skills development

Principal system: MSD programming

Supporting system: MSD capacity building & skills development

Root cause #2:

Weak information:
Lack of consensus about what capacity building processes are required to shift individuals and organisations to higher performance levels

Intervention by BEAM:
Compile and curate an inventory of resources…
…to help trainers and other capacity builders, design, deliver and assess their services.

Access to resources via the BEAM website.
Our process

Interviews with 16 respondent from 20 programmes:
- 4 team leaders
- 5 donor advisors
- 7 technical advisors from programme contractors

Feedback / iteration
- From other team leaders, training providers, BEAM staff

Products / outputs:
- **Paper**: “Building high-performing teams in MSD”
- **Competency Framework**: Online platform
**Group A - Analysis & insight**
Understand the factors, root causes and dynamics that shape the behaviour of market systems.
Think through and predict how a specific system might react to different interventions.

- A1 Systems analysis for economic inclusion
- A2 Business & financial analysis
- A3 Behavioural insight
- A4 Integrating sectoral knowledge
- A5 Knowledge synthesis
- A6 Critical thinking, foresight & vision
- A7 Innovative thinking

**Group B - Intervention delivery**
Iteratively explore entry points in systems, develop interventions and manage implementation.
Decide when and how to revise assumptions based on new information.

- B1 Decision making
- B2 Intervention design
- B3 Coordinating multiple interventions
- B4 Monitoring and learning
- B5 Donor relations & compliance

**Group C - Teamwork & interaction**
Build and maintain productive relationships with diverse stakeholders.
Balance influence with openness to others’ ideas, firmness with flexibility, learning from failure with performing confidently.

- C1 Relationship building
- C2 Facilitation
- C3 Communication
- C4 Influence
- C5 Self-learning
6 ways to teach.

Teaching and learning modes

An exploration of the most common modes of teaching and learning that support practitioners to acquire knowledge, skills and attitudes. Some modes of learning are more relevant to certain types of competency - as indicated by the box colours.

Each page has a summary of the teaching mode, guidance for team leaders and trainers, and examples of how to use this mode for developing specific competencies.
3 ways to assess.

**Assessment modes**

Assessing competency is important for recruitment, performance appraisal and continued professional development.

These pages describe distinct approaches to evaluating individuals. They include a summary of the evaluation mode, guidance for assessors, and examples tailored to specific competencies.

- **Traditional interview questions**
- **Presentation of case analysis**
- **Direct observation of practice**
Framework users

HR & managers:
- Add technical depth and structure to hiring processes using assessment modes.
- Develop teams with a balanced mix of competencies.

Field-based practitioners:
- Self-assess & develop capabilities.
- Design individualized learning plans.

Trainers, coaches & educational institutions:
- Develop shared resources & teaching methodologies.
Website improvements (Sept 2019)

Streamlined landing pages
- Short 2-minute video to explain the framework
- Option to go straight to the framework for advanced users

Targeted guidance - 3 key use cases
- Mentors & managers - tailored support to individuals
- Hiring & recruitment - case-based interview processes
- Individual practitioners - self-directed learning & development
A human centered process to test MSD competency framework
We’re on a mission to develop innovative and effective solutions for the most pressing needs in the developing world through the power of entrepreneurs.
Bangladesh overview

170 employees
8 projects
6 donors
$25 million over 5 years
MSD Competency Framework

**Partnership for design and testing**

**HCD Phases**

**CREATE PHASE - Design**
- Contextualization for iDE operations
- Utilization in recruitment and Capacity building
- Dialogue with Beam
- Anticipated to be 12-16 weeks

**HEAR PHASE - Research**
- Meetings with Project Managers
- Review of framework
- Insights for operational planning
- Dialogue with Beam
- Anticipated to be 6-8 weeks

**DELIVER PHASE - Test**
- Final learning report - iDE
- Adoption of most appropriate tools into iDE HR Ops process
- Project specific cases - if any
- Webinar - if required
- Anticipated to be 8-12 weeks

Early 2019

APPROX Mid 2019
MSD Competency Framework

Hear Phase Activities:

**Understanding the demand**
Deep dives with hiring managers
- Over 16 hiring managers interviewed to understand recruitment requirements.
- Review of MSD Competency framework by 5 iDE Senior Management Team members

**Technical Viability**
Review of iDE Recruitment tools
- Engagement with Beam Exchange to map job description to MSD competencies (prototype for one position - generic, Technical Specialist)
- Analysis of 3 additional JD for light revisions

**System Compliance**
Can this work?
- Review of possible new protocols with iDE HR team for internal system and operations adjustments
- In depth interview with recently hired team members to solicit inputs and advises - practicality of tools.
## MSD Competency Framework

### Hear Phase Learnings:

<table>
<thead>
<tr>
<th>What worked</th>
<th>What could be improved</th>
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<tbody>
<tr>
<td><strong>Buy in from the top</strong> - HR systems are inherently</td>
<td><strong>One size does not fit all</strong> - the framework is ideally designed for higher level</td>
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<tr>
<td>resistant to changes. At iDE Bangladesh, having CD</td>
<td>technical specialist, as opposed to field staff (at least for iDE, in Bangladesh).</td>
</tr>
<tr>
<td>and SMT support helped pave the initial path.</td>
<td><strong>Addressing too much reliance on framework</strong> - during the deep dives, hiring managers</td>
</tr>
<tr>
<td><strong>Context is king</strong> - given iDE Bangladesh’s new</td>
<td>were excited for the wrong reasons. Concerted efforts will be needed to ensure</td>
</tr>
<tr>
<td>programs, it was an opportune moment to have this</td>
<td>managers utilize their own knowledge and good hiring practices - not just the tool</td>
</tr>
<tr>
<td>discussion. Find such leverage at your organization</td>
<td>kits.</td>
</tr>
<tr>
<td>too.</td>
<td><strong>Language is a major barrier</strong> - especially in the case for field based managers and</td>
</tr>
<tr>
<td><strong>Real time support from Beam Exchange</strong> - most HR</td>
<td>their recruitment requirements.</td>
</tr>
<tr>
<td>teams in country offices are not well versed on MSD</td>
<td><strong>Patience is key</strong> - the changes in tools, systems and practices will take a long</td>
</tr>
<tr>
<td>approaches and having Beam (or some other technical</td>
<td>time. Anticipate an uphill battle.</td>
</tr>
<tr>
<td>team) support is and will be key.</td>
<td></td>
</tr>
<tr>
<td><strong>Mapping of Job Description</strong> to MSD competencies by</td>
<td></td>
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<tr>
<td>Beam assisted the HR team to understand how MSD CF</td>
<td></td>
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<tr>
<td>tools fit into the new process.</td>
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</table>
MSD Competency Framework

Create Phase Next Steps:
ANNEX A:
Review of MSD Competencies by iDE Team
Sameer’s insights:

What is your team’s greatest need for capacity building?
“Private sector engagement; Intervention design and Development of solution based on consumer/beneficiaries insight”

What are you excited about in the test phase?
“Integration of competency with existing traditional interview questions. Selected competencies can be easily be integrated with existing HR recruitment questions. Behavioural insight - Perceive an individual’s behaviour through multiple lenses. This is a required competency for product solution design which is a central core of majority of iDE projects and is aligned the human centered design approach. Using case analysis tool to assess selected competencies.”

How could you use this framework?
“Assessing knowledge synthesis of the the candidate using presentation of case analysis.”

What do you think is the biggest challenge in using this framework?
“Integrating teaching and learning modes during project implementation to develop competencies.”
Nurul’s insights:

How can you improve your team’s capacity for implementing MSD programs?
“They need better tools for analysis of local, regional and national context, improve their flexibility and decision making ability during implementation of project interventions.”

What are you excited about in the test phase?
“Assessment guidance is the most exciting for me. However to use the guideline it important to understand the detail of the document.”

How could you use this framework?
This framework could be use for staff development and performance management. However the process may take longer time.

What do you think is the biggest challenge in using this framework?
“Understanding the overall document and use for particular purpose. Need example to be user friendly.”
Jeremy Davis, Program Director

Jeremy’s introduction to market systems development began when he joined iDE 3 years ago as a project manager for a Dutch-funded multisectoral nutrition project. He is now managing the country office project portfolio of Ag, WASH, WEE and Clean Energy market development projects. Also directly supervise the organization’s team of project managers.

Jeremy’s insights:

How can you improve your team’s capacity for implementing MSD programs?
“For senior technical staff who are the bridge between management and field practitioners, it is sometimes difficult for them to maintain an innovative mindset and continuously engage in systems thinking and analysis. For field-level practitioners, a focus on building and maintaining facilitation skills is critical.”

What are you excited about in the test phase?
“Extremely well-thought out; categories and groupings are logical and useful. Excited about the potential for the framework to facilitate improvements in two often-neglected areas in an organization: 1) recruiting and 2) staff development.”

How could you use this framework?
“Staff development on “Content Delivery”, :“Facilitated Discussion” and Case Studies”
“Traditional Interview Questions” in Assessment mode”

What do you think is the biggest challenge in using this framework?
“My minor worry is that the framework seems geared a bit towards the “advanced user”. It is also just a lot to wrap your head around. One thought might be to sub-divide the framework into “basic” and “advanced” in some areas.”
Potential user insight # 4

**Saroja’s insights:**

What are the areas that you want to build your team’s capacity on?
“Innovation around intervention design; lack of expertise around cross-cutting themes across MSD projects like gender, empowerment, environment and governance.”

What are you excited about in the test phase?
“Integrating the assessment part of the MSD Competency framework into our recruitment plan (from writing more MSD focused job descriptions to embedding case studies into Interview Questions).”

How could you use this framework?
“The components more relevant for the WEESMS program would be for our current recruitment of:

What do you think is the biggest challenge in using this framework?
“I found the framework a bit difficult to navigate. I think maybe streamlining the framework in phase wise approach such as: Recruitment, Performance Evaluation, Capacity Building would be more user friendly for implementers.”

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Saroja Thapa, Team Leader - WEESMS Program

Saroja brings in 8 years of project management experience in both private sector and international development and is currently leading one of iDE’s flagship program on women’s economic empowerment using M4P approach.

About Saroja’s program: Women’s Economic Empowerment through Strengthening Market Systems (WEESMS) is a five year initiative funded by the Embassy of Sweden to promote women’s entrepreneurship and strengthen the enabling environment for women to access formal and informal employment opportunities.
Potential user insight # 5

Zaheed’s insights:

What are the areas that you want to build your team’s capacity on?
“Market demand driven solution development and ensure win-win situation in engaging private sectors with project implementation through JVA”

What are you excited about in the test phase?
“There is opportunity to use competency framework in recruiting human resources for MSD project through built in knowledge synthesis competency within the interview process or questionnaire.”

How could you use this framework?
“Use critical thinking in developing and updating theories of change with a strong emphasis on the critical assumptions and how they change instead of very traditional monitoring process”

What do you think is the biggest challenge in using this framework?
“ Seems that, it will take long time to develop staffs capacity on all the MSD competencies which will may difficult for short term project.”

About Zaheed’s program: CSISA MI project is a partnership between CIMMYT and iDE and funded by USAID Mission in Bangladesh under Feed the Future (FtF) initiative. CSISA MI seeks to transform agriculture in Southern Bangladesh by unlocking the potential productivity of the region’s farmers during the dry season through surface water irrigation, efficient agricultural machinery and local service provisions.

Md. Zaheedul Islam Chowdhury, Project Manager

Zaheed has been working in market development for over 22 years, mostly focused on the agriculture sector. At iDE, Zaheed heads a portfolio of 3 projects including iDE’s flagship mechanization program - CSISA MI.
Enam’s insights:

What are the areas that you want to build your team’s capacity on?
“For the mid-management employees Behavioural insight, Knowledge insight and Coordinating multi interventions are areas where the capacity of the team is required. For implementation level employees- Facilitation skills”

What are you excited about in the test phase?
“From an operational point of view, Assessment modes are the most interesting for me. With this approach we can integrate competency framework with our HR recruitment system and appraisal to recruit right people and retain them for longer period.”

What would you recommend for project managers from this framework?
“During the recruitment the following two assessment modes is the most useful: (1) Presentation of case analysis, and (2) Direct observation of practice”

What do you think is the biggest challenge in using this framework?
“The framework might be suitable for long term project; I am worried about how to use this for short-term projects or assignments”

Enamul Haque: Director of Operations
Enam has over 15 years experience with Private and development sector. Prior to working at iDE, Enam worked with BRAC in Liberia and with ACI Motors Limited (one of Bangladesh largest PS firms). As the head of Ops in Bangladesh for iDE, Enam manages more than 40 people.
**Bablu’s insights:**

**What are the areas that you want to build your team’s capacity on?**
“My senior team needs training on Systems analysis, Business & financial analysis and Innovative thinking. The Technical Specialist need to be trained on Communication and Coordinating multiple interventions.”

**What are you excited about in the test phase?**
“I like the way the document describe broader MSD performance of any staff by 17 competency areas which is required for senior technical staff as well as front line staff. I also like the example mentioned in the assessment mode.”

**How could you use this framework?**
“In Suchana these component may be used for any new recruitment in future and can be incorporated in the current performance review. I have a quick Sample of the tool here.

**What do you think is the biggest challenge in using this framework?**
“The challenges are the description of the tools in website is not reader friendly and it should be in Modular format. Assessment or scoring method is not mentioned in the guideline. Traditional Interview Question and Case study presentation method is not appropriate for current APA process. What MSD competency required for market led project’s Operation staff e.g. Finance, HR staff is not mention in the guideline.”

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**About Bablu’s program:** SUCHANA works with 250,000 very poor households in Bangladesh with the aim of reducing undernutrition leading to stunting in children under two years of age. The program is designed to develop a sustainable, replicable and scalable model to nutrition-specific and nutrition-sensitive interventions.
COMPETENCY FRAMEWORK IN RECRUITMENT

1. Country MSD Advisor
2. Entry-level market facilitator positions
Inclusive Markets Capacity Development

- An internal Practitioner’s IM Handbook
- Corresponding practitioners IM trainings
- A manual for Rising Mentors
- Corresponding IM mentors training workshops
- A pool of qualified mentors to backstop and support projects
- Corresponding co-mentoring with Senior Mentors
- Digital IM resources and e-training course
‘As the team in S4J was embarking from Phase I to Phase II and adapting to a facilitative approach of implementation, there was a need from team members to clarify how and what to do.

It was then I came across the framework. I have used mainly “Group C - Teamwork & interaction” skills area specifically with Borana during our mentoring sessions’.
‘A new co-facilitator (PLAGBOL) was contracted to implement interventions with the MSD approach in the vegetable and fruits sector and there was a need to mentor the team of field technicians.

I recently tested the “Group B – Intervention Delivery” skills area by assessing the “B2 – Intervention Design” competency during mentoring sessions.’
Mapping MSD Competency with SC’s IM Handbook

‘I mapped the MSD competency to the guidelines of Swisscontact’s IM handbook.
This way, Swisscontact would be able to use the resources available through the MSD competency in accordance to internal practice.’

Neha Shrestha
Sector Coordinator
## The Matrix

### MSDD Competency Framework

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<tbody>
<tr>
<td>G01 Conducting literature review</td>
<td>G02 Mapping the market system</td>
<td>G03 Identifying key knowledge gaps</td>
<td>G12 Developing business model</td>
<td>G21 Defining indicators of change</td>
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<tr>
<td>G04 Developing a vision of change</td>
<td>G05 Identifying the field investigation</td>
<td>G06 Formulating guiding questions</td>
<td>G13 Planning for scale</td>
<td>G22 Estimating attributable change</td>
</tr>
<tr>
<td>G07 Developing the plan</td>
<td>G08 Conducting Inclusive Market diagnosics</td>
<td></td>
<td>G14 Calculating outreach and impact</td>
<td>G23 Developing the results measurement plan</td>
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<tr>
<td>G09 Prioritizing and sequencing strategies</td>
<td>G10 Writing the Inclusive Growth Strategy</td>
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<td>G15 Calculating the business case</td>
<td>G24 Managing the sector and its intervention</td>
</tr>
<tr>
<td>G11 Identifying and assessing private sector partners</td>
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<td>G16 Articulating results chains</td>
<td>G25 Managing relations with existing private sector partners</td>
</tr>
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<td>G12 Developing business model</td>
<td>G13 Planning for scale</td>
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<td>G17 Writing the intervention concept note</td>
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<td>G18 Negotiating with prospective private sector partners</td>
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<tr>
<td>G26 Working with co-facilitators</td>
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</table>
Competencies to add:

**Sensibility**
to gender, to environment, to social political issues and cultural awareness

**Flexibility**
to situations, to changes, to new direction, to new information (or adaptability)

Competencies to question:

**C5. Self Learning**
An important competency to have but very generic - you would want this quality in every employee not just MSD related
Other ways of looking at the competencies...

<table>
<thead>
<tr>
<th>Hard Skill</th>
<th>Soft Skill</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skills that can be taught and measured</td>
<td>Skills that cannot be measured easily and are subjective when measuring</td>
</tr>
<tr>
<td>A1 – A5, B2 – B5</td>
<td>A6 – A7, B1</td>
</tr>
</tbody>
</table>

Not all the competencies may apply to all...

Profile of Manager:
In addition to all the competencies that an implementer should have

Profile of Implementer:
Competencies that an implementer should have
‘A new project seemed the perfect opportunity to test the framework.

With the support of the CASA Team Leader we decided to explore how it could add value to our planned capacity strengthening activities for the new country teams’.
<table>
<thead>
<tr>
<th>UGANDA</th>
<th>MALAWI</th>
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</thead>
<tbody>
<tr>
<td><strong>Hans</strong></td>
<td><strong>Griffin</strong></td>
</tr>
<tr>
<td>Individual selection: C4 INFLUENCE</td>
<td>Individual selection: A7 INNOVATIVE THINKING</td>
</tr>
<tr>
<td>Team selection: A2 BUSINESS AND FINANCIAL ANALYSIS</td>
<td>Team selection: A4 INTEGRATING SECTORAL KNOWLEDGE</td>
</tr>
<tr>
<td>Christine</td>
<td>Mtendere</td>
</tr>
<tr>
<td>Individual selection: A7 INNOVATIVE THINKING</td>
<td>Individual selection: A3 BEHAVIOURAL INSIGHT</td>
</tr>
<tr>
<td>Team selection: B2 INTERVENTION DESIGN</td>
<td>Team selection: A5 KNOWLEDGE SYNTHESIS</td>
</tr>
<tr>
<td>Stephen</td>
<td>Innocent</td>
</tr>
<tr>
<td>Individual selection: A2 BUSINESS AND FINANCIAL ANALYSIS</td>
<td>Individual selection: A3 BEHAVIOURAL INSIGHT</td>
</tr>
<tr>
<td>Team selection: A5 KNOWLEDGE SYNTHESIS</td>
<td>Team selection: A1 SYSTEMS ANALYSIS</td>
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</table>
Our process

Understanding the framework

Competency selection individually

Team based competency selection

Team based training and mentoring

Individual self learning and coaching

Competency assessment
Applying BEAM’s MSD Competency Framework – practical insights and developments

25 July 2019

Thank you for joining the webinar
Post your questions to the speakers in the Chat box

Please fill in our quick online survey – we will put the link in the Chat box.

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