

## > Innovative applications of the MSD Competency Framework

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## 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



## > Applications of the MSD Competency Framework (CF)

1. **PRISMA:** a large, long-running MSD programme using the CF for large cohorts of staff hiring, and performance management.
2. **Gatsby:** a small foundation applying MSD in various projects, using a CF for recruitment, performance appraisal and learning.
3. **ILO:** used the CF in an intensive assessment process to certify MSD competencies of consultants in humanitarian contexts.

# MSD Competency Framework

The PRISMA Experience in recruitment and staff  
performance

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Date 21 March 2023  
BEAM Exchange





## What is PRISMA?

- ❖ 10-year DFAT investment in Indonesia
- ❖ Rural development – 1.2 million smallholder farmers
- ❖ AUD 200 million
- ❖ 150 staff members
- ❖ Initially no domestic pool of MSD talent







# Recruitment & assessment pains 2013-2017

## ❖ Cohort (mass) recruitment

- ❖ New graduates
- ❖ Grade point average
- ❖ Top universities (overseas)
- ❖ Business acumen
- ❖ Psychometric testing

} shortlisting

## ❖ Performance Assessment

- ❖ Output KPIs
- ❖ Competition eroding teamwork
- ❖ Fear of failure





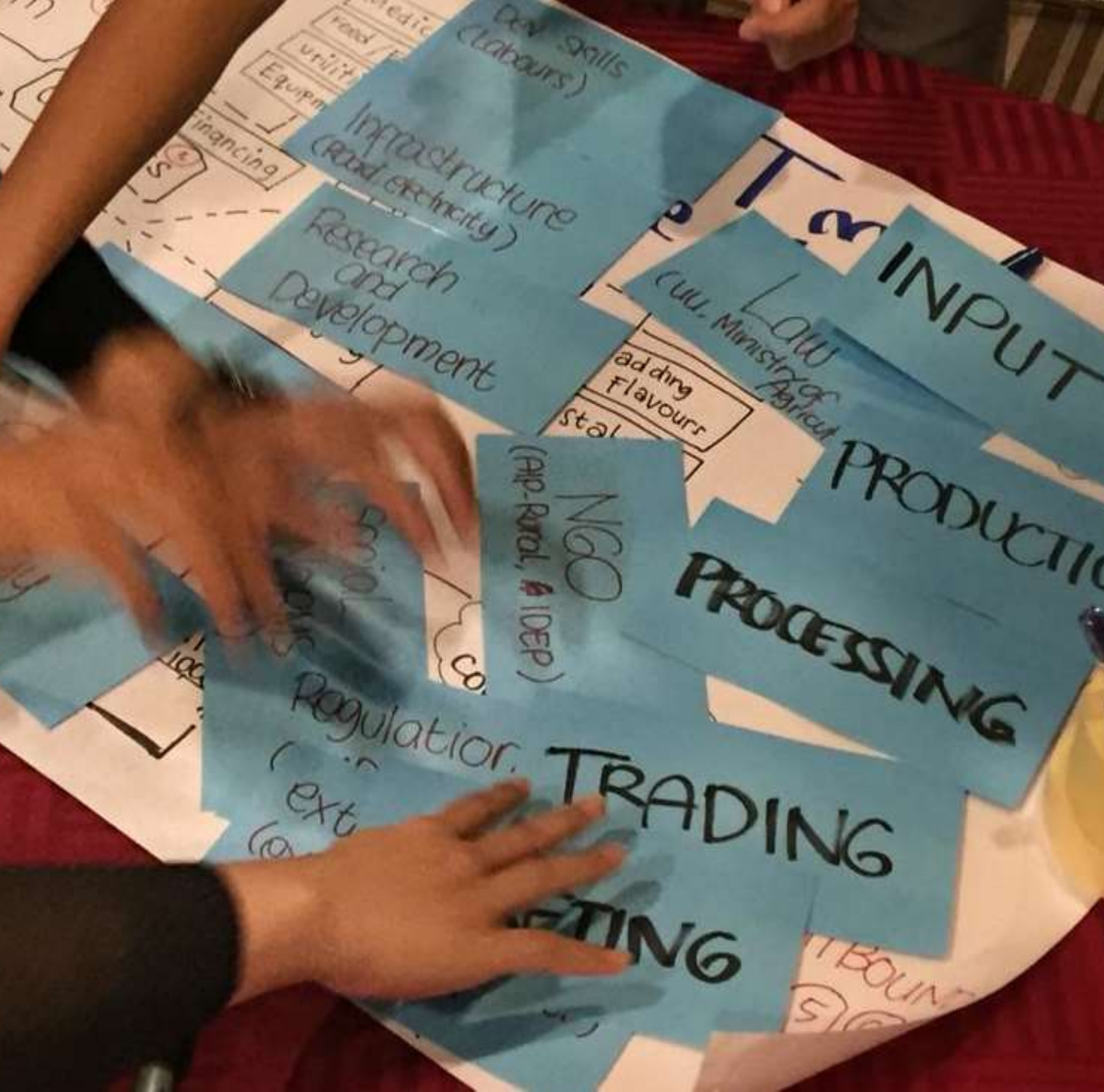


# How competencies helped 2018-2023

- ❖ Revised cohort recruitment
  - ❖ Job descriptions based on selection criteria
  - ❖ Study case/ role play for core competencies
  - ❖ Competency-based interviews
- ❖ Performance assessment
  - ❖ No KPIs - competency based appraisals
  - ❖ Competencies gap-analysis
  - ❖ Individual competency-based capacity development plans







# Improving capacity development

- ❖ Designed capacity development program around core competencies
  - ❖ Build in adequate resources for CD
  - ❖ 4-week Induction program on MSD for improving competencies
  - ❖ Pre-post assessments which are competency based
  - ❖ Competency gap analysis used for annual CD planning







## Key learnings

- ❖ Talent is a vital ingredient to effective MSD programs
- ❖ Get it right from the start - too many changes lead to fatigue
- ❖ Pick and choose competencies carefully
- ❖ Work on the whole, not just the part
- ❖ The 'C' in Group C stands for critical



# Thank you!





# Applying the MSD competency framework to an entire organisation

Paul Ndungu

Senior HR Manager, Gatsby Africa



# The challenge

As a private foundation with our own funding - we have a unique platform to innovate and try and achieve meaningful change.

Transitioning from a funder to a funder-implementer

No ready talent in the market - sector transformation is *MSD++*

How do you address selection, development and performance management-systematically?

Roll out a competency framework



150 staff in  
Kenya, Tanzania  
and the UK

Diverse portfolio of sector programmes:



Agricultural  
Inputs



Commercial  
Forestry



Textiles &  
Apparel



Aquaculture



Livestock



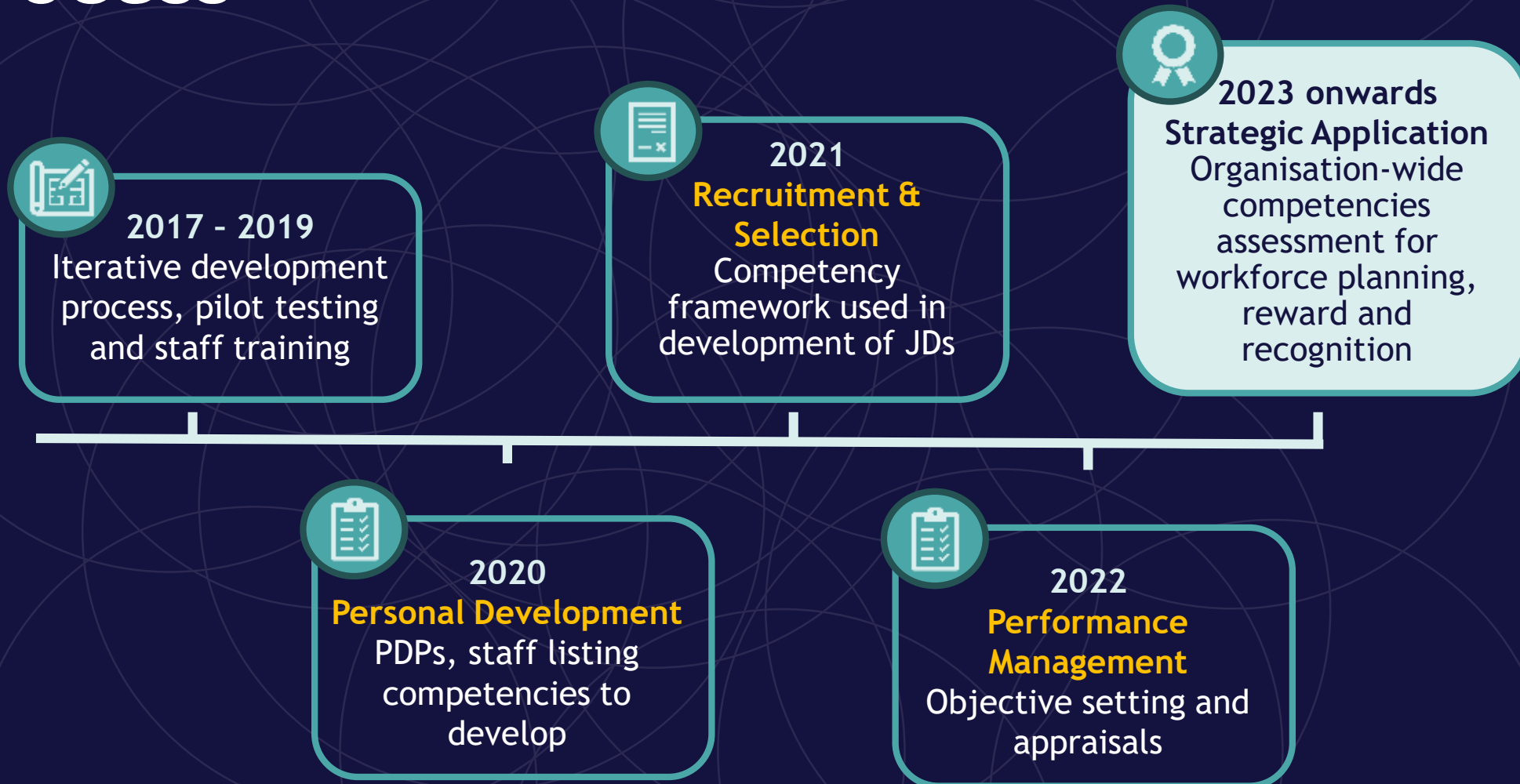
Water



Tea



# Application via a staged roll-out process



# Key challenges

## Key Challenges

Getting agreement on what competencies really matter

A competency framework can be a bulky document: achieving a fair level of understanding is key to its uptake and use

Defining a competency framework for both programme and operations teams

## How we addressed them

- Benchmarking against the BEAM competency framework and others (*SHL, Korn Ferry, CIPD*)
- Strategic prioritisation in the selection of competencies

Training and a staged roll-out; freeze, test and adapt

Identify core and role-specific competencies



Thank you!



# ► Certifying MSD competencies

Diffusing a home-grown ILO innovation



# ► What was the challenge?



# Approach to Inclusive Market Systems (AIMS) Certification

## Challenges identified

- ▶ Growing demand for AIMS in projects in the region.
- ▶ Low capacity from project teams, partners and consultants to conduct AIMS assessments and design push-pull interventions.



# ► How did we address the challenge?

## AIMS Consultant Certification

The objective was to build capacities of ILO consultants, constituents and staff on the execution of AIMS assessments and the **design of market-based interventions** to integrate migrants and HCs, into local labour markets.

- AIMS Consultant {
- a) Selection of inclusive value chains
  - b) Market systems and value chain analysis
  - c) Design of pull and push interventions
  - d) Design of market-based interventions

Attendance certificate



Learning by doing

- 2 clinics during the design and execution of AIMS assessments:
- Assessment design clinic
  - Analysis of findings and reporting clinic

Online Training

A self-guided learning course including 5 facilitated virtual sessions:

- AIMS Methodological Base
- Socioeconomic Analysis and Sector Selection
  - Value Chain Analysis
- Design of Interventions and Market Facilitation
  - Closing, Evaluation and feedback

Certified as AIMS  
consultant



Certification

- Final presentation
- Evaluation of participants
- Certification ceremony



# Competency Framework

Competency Framework						
Competencies	A1: Financial and business analysis	A2: Systemic analysis for the creation of decent work	A3: Knowledge Synthesis	B1: Behavioural Insight	B2: Innovative thinking, foresight & vision	B3: Intervention Design

Based on and adapted from the BEAM Exchange MSD Competency Framework and BDS4GROWTH Project

► **What problems or challenges did we encounter?**

## Challenges and learning experiences

- ▶ Assessing reports vs. assessing presentations.
- ▶ Assessing intangibles (commitment, passion, etc.).
- ▶ Selection of candidates was crucial
- ▶ It takes some time to master assessing competencies.
- ▶ Competencies have to be culturally adapted. E.g. Knowledge Synthesis
- ▶ We're running this for other AIMS processes





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# Thanks