

## HEADS OF PROFESSION GROUP TECHNICAL COMPETENCY FRAMEWORKS

### About the Advisory Cadres

FCDO is recognised for its world-class technical and analytical capability in International Development. This capability is concentrated in our Advisers who are international development policy and investment delivery experts. Advisers help identify, generate and utilise the best evidence, knowledge, technology and ideas to improve the impact of UK Aid.

Advisers have key roles in programme design, appraisal, management and evaluation; in the development and implementation of policy; and, in development diplomacy and international partnerships. They play a critical role in inter-disciplinary thinking and thought leadership, linking programmes and bringing deep expertise to maximise impact. They have strong links with development networks, research organisations and professional bodies in the UK and globally.

There are approximately 1000 advisers, in grades A1/D7, A2/D6 and A2L/C5, in FCDO, with a diverse mix of UK, non-UK home civil service and locally employed advisory staff. Advisers are employed across FCDO and other ODA spending government departments, primarily by country programmes and lead policy and research teams. Advisers are accredited to one or more of thirteen advisory cadres which are professional bodies within FCDO (Climate and Environment, Conflict, Economics, Education, Evaluation, Governance, Health, Humanitarian, Infrastructure, Livelihoods, Private Sector Development, Social Development and Statistics).

The Economics, Statistics and Evaluation cadres are linked to government-wide advisory services.

Each cadre has a Head of Profession (HoP), who provides thought leadership, quality assurance (the right advice from the right adviser in the right place) and continuous professional development.

### Advisory capabilities

Advisers have a lot to offer FCDO and other ODA spending government departments.

- A **world class reputation** of technical credibility;
- An **expert depth of technical expertise**, developed through learning in specialist areas and significant country level experience;
- **High standards of quality assured** professional technical knowledge, thought leadership and appraisal, based on evidence from the latest research and data;
- **Experience of applying** technical expertise to operational delivery in varying **contexts** (geographic, political, socio-economic, institutions) ;

- **Vibrant Communities of Practice and Networks of professional contacts** and institutional connections with whom FCDO collaborates.

Advisers have certain capabilities in common. These are embedded into each of the TCFs and include but are not limited to the following:

- **International Development** expertise to maximise the impact of UK investment and policy.
- Thought leadership from specific professional perspectives as well as the ability to work with others to generate **interdisciplinary** solutions.
- Deep and broad expertise and flexibility.
- Leading or supporting the development, implementation and review of **policy**.
- Designing, appraising, managing, monitoring and evaluating **programmes and research**.
- Using **evidence** to inform policy and programming, translating evidence into action, including monitoring and evaluation.
- Engaging in **development diplomacy, thinking and working politically**
- Networking and brokering **partnerships** with governments, civil society, the private sector, multilaterals, research organisations and professional bodies in the UK and globally.
- Applying key **economic and commercial concepts** and ensuring value for money.
- Harnessing the potential for **data/digital/technology/innovation**.
- Ensuring that we do-no-harm, while proactively benefiting poor and excluded people by integrating gender equality, child protection, disability inclusion and **social safeguards**, including Preventing Sexual Exploitation and Abuse, and Sexual Harassment.
- Considering **climate and environment** elements of programme, policy and portfolio design and management, and ensuring environmental safeguarding.
- **Political Economy Analysis**, building stability, understanding drivers of conflict in **Fragile and Conflict Affected States** and how they cut across to other sectors.
- Demonstration of strong civil service behaviours in applying, communicating, influencing and leading technical and evidence-informed processes and engagement.

### How Technical Competency Frameworks (TCFs) should be used

TCFs are structured and presented so that for every cadre:

- competencies are clearly defined in terms of *what* rather than *how*;
- each competency has *working, practitioner* or *expert* levels;
- this allows breadth and depth of expertise to be mapped;
- competencies are marked as *optional* or *required*;
- there is clear signalling of different ways each competency can be *acquired*;

- there is clear signalling of how each competency can/will be *evidenced*.

TCFs use modular systems where each individual demonstrates their expertise in each competency, assessed at accreditation using the type of evidence indicated. We have three levels of accreditation, corresponding to the three advisory grades (A2L/C5, A2/D6 and A1/D7). Modules and credit thresholds for each level is defined by HoPs in their respective TCF.

This approach will underpin improvements in many areas, including:

- cadre diversity and inclusion – by being very clear and transparent about the requirements for cadre entry and progression and how they can be acquired and evidenced;
- advisory career paths – by clearly setting out the skills required at each grade, that can be adopted across government;
- FCDO capability – by improving FCDO’s ability to understand our current capability and build future capabilities;
- government ODA capability – by providing a clear framework we are proud to export and that can be easily understood and adopted.

### Your level of expertise

- **Working Level:** You have a working knowledge and practical experience of this competency. You are self-sufficient at applying this within a restricted number of areas, or under supervision in more complex areas.
- **Practitioner:** You have detailed knowledge and significant experience of this competency. You can apply and advise on more complicated or difficult issues in relation to this area. You are able to assess, determine and adopt a flexible approach. You actively share lessons learned.
- **Expert:** You have expert knowledge and experience in this area. You are known as an expert, acknowledged by others across government and partners. You apply this competency to complex issues. You use your knowledge and experience to review/change practice by using a wide range of tools.

## About the Private Sector Development Cadre

FCDO's work on private sector development (PSD) globally focuses on catalysing and supporting the contribution of private sector and public and private investment to economic development, inclusive growth and job creation, and ultimately to greater economic opportunities for poor men and women. Well-functioning markets and financial sector supported by domestic and foreign investment will deliver goods and services which help poor households improve their lives and livelihoods. In FCDO, PSD seeks sustainable and inclusive market-driven approaches where possible to generate lasting outcomes and support self-financed exit from poverty. Specifically, FCDO seeks to support partner governments to attract private investment, increase tax revenues, support regulatory reforms, incentivise innovation in financial instruments.

This work is led by FCDO's Private Sector Development Advisers, who are located in the UK and FCDO's overseas offices and who work together with other UK Government Departments, our partner Governments overseas, multilateral institutions and private sector companies to maximise the contribution of private sector on development outcomes.

PSD Advisers have practical experience of working in and with the private sector and bring understanding of business incentives and ways of working. Advisers combine this understanding with analysis of international and local opportunities and constraints, expertise in different financial sector and investment instruments and approaches, and knowledge of key economic and social sectors to develop policy and deliver cost-effective PSD programmes. PSD Advisers also support other FCDO colleagues to engage with the private sector on a wide range of development objectives and to assess the risks and value for money of doing so.

PSD Advisers come from a range of backgrounds (for example, other government departments, academia, development and the private sector) and share an excellent understanding of the theory and evidence of the relationship between investment, economic growth and poverty reduction in developing countries and how private sector contributes to development.

## Private Sector Development Technical Competency Framework

Optional Mandatory **Your level:** W=Working, P=Practitioner, E=Expert.

**How you will be assessed:** APP=Application, OP=Oral Presentation, INT=Interview, WT=Written Test, SWW=Sample of Written Work.

**Your evidence might look like:** WBA=Work-based Application, WBT=Work-based Training inc 10% cadre contribution, SDS=Self-Directed Study, PR=Project Report, Q=Qualification, PP=Published or Peer-Reviewed Paper/dissertation, PDR=Professional Development Record or learning log

	Your level is...			How you will be assessed ....					Your evidence might look like...						
	W	P	E	APP	OP	INT	WT	SWW	WBA	WBT	SDS	PR	Q	PP	PDR
<b>Advisory Capabilities</b>															
All PSD advisers are required to be able to demonstrate the ability to apply the advisory capabilities outlined above into the PSD technical competencies below															
<b>Competency PSD1: Economic development, inclusive growth and poverty reduction</b>															
1.1 Analyse theory and evidence on the relationship between investment, economic growth and poverty reduction in developing countries. Provide advice (including commission research) on opportunities for, and constraints to, generating inclusive growth.															
1.2 Explain the roles of public and private entities in economic development, investment and inclusive growth (including with reference to the international architecture). Advise which of these entities and actors are the best placed to lead different initiatives.															
1.3 Analyse the context and factors which have an impact on economic development, economic participation and exclusion (especially women), and inclusive growth and poverty reduction – specifically including: political and security factors; economic factors (including fiscal and monetary policy); social and cultural factors; environmental and climate change factors.															
1.4 Advice on the design, management and M&E of economic development programmes and policies that promote inclusive and low carbon growth (and including identifying and mitigating safeguarding risks, particularly the risk of sexual exploitation, abuse and sexual harassment).															

<b>Competency PSD2: Private sector contribution to development</b>			
2.1 Describe and analyse firm and sector-level drivers of productivity such as management capacity, skills, innovation, technology and entrepreneurial drive			
2.2 Describe, assess and advice on different strategies for firms for surviving/competing in local, regional and global markets and for overcoming commercial, economic, political/governance and other constraints.			
2.3 Describe and analyse different approaches/models adopted by private sector actors that contribute to domestic investment, and inclusive and low carbon economic development			
2.4 Assess and advice on how policies and programmes can support partnerships between public and private sectors which mobilise resources and share risks and returns appropriately			
2.5 Explain and assess how regulators, industry bodies, and civil society can improve business standards and safeguards for responsible business practices (including regarding practices such as modern slavery, child labour and sexual exploitation, abuse and sexual harassment).			
2.6 Explain key concepts in corporate governance (including its role in oversight and managing risk) and its structure. Assess the adequacy of corporate governance models and practices, and outline the factors to consider when engaging both public and private actors in governance of an entity			
2.7 Build relationships with firms and private sector representatives through an understanding of local business culture and strategies			
<b>Competency PSD3: Investment and Finance</b>			
3.1 Describe and explain the role of financial sector development in driving inclusive economic growth and poverty reduction, and in supporting domestic revenue mobilisation and/or transition from aid.			
3.2 Collaborate with UK Government Departments, International Financial Institutions and host governments to ensure a joined-up approach to financial sector development.			
3.3 Advise on the design and management of interventions to support public and private capital market development.			

<p>3.4 Engage with stakeholders, including financial service providers, regulators, investors, incubators and FinTech’s, to assess/identify ways to harness innovation/new technologies and unlock barriers to financial sector development.</p> <p>3.5 Describe and explain factors considered when making a deal in developing country contexts (including the appraisal and due diligence tools used), and factors driving investor decision-making and behaviour (differing risk appetites; return expectations, exit timelines and exit routes).</p> <p>3.6 Describe and analyse different financial instruments, capital structures, project finance modes and their relationship to value and risk.</p> <p>3.7 Assess opportunities to promote responsible and inclusive private investment practises, including measurement/standard-setting, moving industry beyond environment, social and governance standards and global policy discourse.</p> <p>3.8 Explain the system and patterns of illicit financial flows. Advice on the development of initiatives (working effectively with legal, regulatory and administrative agencies) at different levels that support anti-money laundering initiatives, reduce corruption/bribery, helping to improve transparency and reduce flows of illicit finance.</p>			
<b>Competency PSD4: Investment Climate Reform</b>			
<p>4.1 Interpret and use a range of data, evidence and analytical frameworks to:</p> <ul style="list-style-type: none"> <li>• describe how the investment climate affect the costs, risk and returns to investment by domestic and foreign businesses;</li> <li>• describe the contextual (including infrastructure, energy and business services), legal, regulatory and administrative features of the investment climate.</li> </ul> <p>4.2 Describe the role of different organisations that influence investment climate reforms, and engage with industry bodies and business organisations to influence the nature and pace of these reforms.</p>			

<p>4.3 Analyse theory and evidence on the contribution of industrial policy, tax, special economic zones, and investment and export promotion agencies to competitiveness in regional and global markets.</p>			
<p>4.4 Design, manage and evaluate programmes for investment climate reform that:</p> <ul style="list-style-type: none"> <li>• improve conditions for and increase domestic and foreign investment;</li> <li>• provide opportunities for poor people to access and benefit from improved investment opportunities; and</li> <li>• take account of the differential impacts on men women and other groups.</li> </ul>			
<p><b>Competency PSD5: Market Systems Development</b></p>			
<p>5.1 Describe and explain the importance of functioning product, service and factor markets to businesses and to poor people’s access to jobs, incomes, goods and services</p>			
<p>5.2 Describe and explain the key features of and conditions for efficient and effective markets, market failure and government failure concepts, and the risks of distorting markets.</p>			
<p>5.3 Describe, appraise and apply tools and frameworks for market analysis for different sectors.</p>			
<p>5.4 Explain what a market systems approach is (including when it is appropriate) and design, manage and evaluate appropriate and inclusive market systems development programmes in different markets understanding incentives and externalities at work.</p>			
<p><b>Competency PSD6: Trade and Development</b></p>			
<p>6.1 Explain the role of trade in economic development, inclusive growth and poverty reduction, with reference to international trade theory, evidence and debates</p>			
<p>6.2 Explain the main features of international trade, including: architecture and institutions (e.g. trade agreements, the WTO and the EU Customs Union); the nature and pattern of global and regional trade (e.g. value chains, within-firm trade and e-commerce); and political economy issues in trade and regional integration.</p>			

6.3	Describe frameworks, indicators and data sources for assessing firm, sector and country trade performance and competitiveness.		
6.4	Engage in and influence policy dialogue with Governments, development partners, businesses and CSOs to improve the conditions for trade.		
6.5	Explain barriers to trade (including those related to trade facilitation, non-tariff barriers, trade logistics, infrastructure and trade finance), and barriers to poor people from benefiting from trade.		
6.6	Explain 'aid for trade', including trade promotion and support services, enterprise services such as product development and building export capacity, and compliance with international standards		
6.7	Describe the role different UK government departments play in promoting trade in developing countries, including how British firms and interests can benefit.		
6.8	Design, manage, monitor and evaluate different types of programmes that promote poor people to access benefits of trade, reduce barriers to trade and enhance trade agreements.		

Minimum entry requirements		Level	You can...
A2L/C5	PSD1 & PSD2 at Working Level; AND any two of PSD3-PSD6 at Working Level	Working	You can assess and synthesize a range of evidence from different sources and have a strong knowledge of the underlying theory in this area. You can provide a limited number of examples when you have applied the theory in practice. You are familiar with the relevant tools and are self-sufficient at applying them within a restricted number of areas, or under supervision in more complex areas.
A2/D6	PSD1 & PSD2 at Practitioner Level; AND any two of PSD3-PSD6 at Practitioner Level	Practitioner	You have an in-depth knowledge of the theory and can share several examples of when you have applied your skills in practice. You can apply and advise on more complicated or difficult issues in relation to this area. You can assess and determine what is the best approach and are comfortable applying most tools in this area. You actively share lessons learned and can advise generalists in this area.
A1/D7	PSD1 & PSD2 at Expert Level; AND any two of PSD3-PSD6 at Expert Level OR any three of PSD3-PSD6 at Practitioner Level	Expert	You have expert knowledge and significant experience in this area, meaning you can explain the theory behind the concepts and share multiple examples of when you have applied your skills to complex issues. You can lead, manage and advice others in this field to develop their skills and apply relevant tools in complex areas. You share knowledge and expertise to review and change practice by using a wide range of tools.

