The number of staff required to efficiently perform all commodity management activities is dependent on many factors, including the amount and types of commodities handled, the total number of warehouses, the total number of distribution sites, and the frequency of distributions.

Ensure proposal staffing **plan** includes adequate persons to cover the responsibilities listed below. For small programs, some functions may be combined into fewer positions, while large programs may require several staff members for one function.

In all cases, ensure separation of duties between staff with physical possession of commodity and staff programming, monitoring, and/or distributing the commodity.

For additional details on specific activities and tasks for each function, see the following TOOLS:

* **Commodity Manager Core Competencies**
* **Distribution Team Member Responsibilities**
* **Warehouse Staffing Guidelines**
* **Distribution Site Personnel Checklist**

| **Function** | **Responsibilities** |
| --- | --- |
| **Project/Program Management** | * Overall accountability for resources and adherence of all staff to donor-established policies and procedures
* Establishment of targeting criteria and distribution mechanism
* Coordination among internal units and external agencies
* Donor liaison
* Recruitment of commodity management staff
* Annual procurement planning
* Systems development (including record-keeping, commodity accounting, internal control, post-distribution monitoring, and reporting)
* Recipient registration
* Distribution site selection
* Distribution planning
* Monitoring system design
* Recipient feedback and complaints mechanisms
* Overall documentation and follow-up of all losses
* Periodic warehouse inspections
* Quarterly physical inventory
* Periodic review of post-distribution monitoring process
* Quarterly, semi-annual, and annual reporting to USAID and USDA (Commodity Status Report, Recipient Status Report, Damaged and Misused Commodity Report, Loss Status Report, and PREP)
 |
| **Procurement**  | * Coordination with suppliers
* Tendering and contracting service providers (clearing & forwarding agent, surveyor, security company, transporter, labor contractor, warehouse owners, and fumigation and pest control providers)
 |
| **Finance** | * Payment to casual laborers and service providers
* Commodity accounting
 |
| **Commodity Management** | * Logistics network design
* Systems development (including staff safety, commodity accounting, warehouse control, recipient tracking, distribution, reporting, and software applications)
* Overall coordination of transport, storage, distribution, and reporting requirements
* Determination of commodity management and distribution staffing requirements
* Terms of References, and coordination and performance monitoring of service providers (such as clearing & forwarding agent, surveyor, security company, transporter, labor contractor, and fumigation and pest control providers)
* Warehouse selection and establishment
* Staff training in warehouse management and donor regulations
* Supervision of warehouse and distribution staff, processes, and systems
* Regular warehouse inspections (including safety compliance) and follow up on recommendations/findings
* Review of loss handling and documentation
* Maintenance of commodity records according to donor guidelines and organization policies
* Processing of suspect commodities and disposal of unfit commodities
* Selection of final distribution points (with program management)
* Determination of transport needs for commodity movement
* Pipeline analysis and forecasting
* Monitoring of operational environment and preparation of call forward requests
* Contribute to quarterly, semi-annual, and annual reporting to USAID and USDA (Commodity Status Report, Recipient Status Report, Damaged and Misused Commodity Report, Loss Status Report, and PREP)
* Port operations oversight (if applicable)
* Liaison with port authorities, surveyor, clearing and forwarding agent, shipping agent, and stevedores
* Customs clearance for imported commodity
* Documentation and follow-up on marine and port loss claims
* Discharge and dispatch planning
* Maintenance of shipment ledgers and files
* Monetization oversight (if applicable)
* Interpretation of market survey reports
* Monitoring of local market activity to forecast sales and price information
* Supervision of importation, warehousing, accounting, transport, and dispatch of monetized commodities
* Commodity tender sales
* Compliance of the Sales Agreements
* Commodity close-out plan
* Documentation and disposal of residual inventory
 |
| **Warehouse Management**  | * Overall responsibility for physical custody of commodity
* Coordination of transport for commodity receipt and dispatch
* Determination of casual labor requirements; hiring and training individuals
* Tally quantity and verify quality of commodity received and dispatched
* Documentation of all commodity movement and warehouse losses
* Maintenance of warehouse inventory ledgers and stack cards
* Good stock management practices (proper stacking of commodity, FIFO, and stock rotation)
* Supervision and safety of warehouse staff, security staff, and casual laborers
* Regular warehouse inspections for cleanliness and safety
* Regular stack inspections
* Control of insect and rodent infestations
* Regular physical counts
* Reconciliation of ledgers, physical counts, and source documents
* Monthly reporting
* Requisition, maintenance, and servicing of warehouse equipment
 |
| **Contract Laborers** | * Loading, unloading, stacking, and movement of commodity
* Minor repair and reconstitution of damaged commodity bags and tins
* Warehouse security
 |
| **Distribution Management** | * Master Recipient List
* Distribution list validation
* Organization and undertaking of distributions to recipients
* Management and control of distribution teams and sites
* Coordination with recipient community
* Distribution site security
* Documentation of transport or on-site losses
* Distribution reports
* Documentation of commodity receipt at distribution site
* Preparation of distribution site
* Help desk services
* Recording recipients upon entering and exiting distribution site
* Food commodity scooping
 |
| **Distribution Monitoring** | * Maintenance of Master Recipient Lists
* Verification of recipient lists
* Verification of physical inventories at distribution sites
* Distribution process and site storage monitoring
* Reconciliation of distribution tally and receipt sheets
* Post-distribution monitoring
 |