



*Promoting best practice
in the management and
support of aid personnel*

GERMAX · GERLI GMBH
BERATUNGSGESELLSCHAFT

Thematic Evaluation

Analysis of the human resources management systems applicable to NGOs in the humanitarian sector.

A Survey of Partners, in Preparation for the Conference in October, covering Human Resource Management and Training in General Management.

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1. Introduction

1.1 Introduction to the Report

“ Effective aid owes its existence to effective ECHO partners. The evaluation notes that the quality of the staff is probably the most important single factor influencing an operation ...” and “The preparation of NGO staff for the work of operational management in the field is critical. ECHO could very usefully contribute more finance for this type of training and human resource development”

John Telford’s “Analysis of the entire humanitarian aid funded by the European Commission between 1991 – 1996” (Council of Minister under the Decision 1179/96, Brussels 5/1999)

Quality in aid effectiveness is a topic which is increasingly taxing the sector. This report, and what has led to it, highlights the importance of the capacity of agencies to mobilise their resources in such a way as to be able to deliver effective aid. Just as agencies wish to enhance their organisational capacity to improve their service to vulnerable or affected communities, so also are donors increasingly looking at agencies’ organisational capacity to spend their grants effectively.

As a result of this, one key element of organisational capacity, human resources management in humanitarian operations, has been rising up the agenda of both agencies and donors.

In ECHO’s case, the Article 20 evaluation states in its HR section: *“Evaluation after evaluation has emphasised that if there is one single aspect that most determines the quality of aid, it is the quality of the staff designing and managing it.”* and *“...Despite these significant efforts, however, human resources management requires greater attention within humanitarian aid agencies in general and within ECHO in particular”*. (Franklin Advisory Services S.A: Evaluation of Humanitarian Aid Actions Stipulated under Article 20 of Council Regulation (EC) N° 1257/96 of 20.6.1996, Brussels, 04/1999)

ALNAP too, in its meta-evaluations of humanitarian action, reveals the importance of human resources. Cross-cutting findings from evaluations in 2001 (contained in its Annual Review 2002, page 97) show: *“Dedicated field staff, often working to the limits of their abilities, are central to the success of humanitarian action, but their work is often hindered by agency institutional systems. [In human resources] the reports highlight as problematic: issues of poor staffing, high levels of staff turnover, inappropriate use of short-term expatriate consultants, poor administrative practices, ineffective staff capacity and training”*.

Reflecting the increasing need for agencies and donors to address the issue of human resource management in the context of quality of aid, ECHO held a workshop on the subject at its Partners’ Conference in November 2001. This was entitled: Managing People, Minefield or Goldmine? The debates and issues raised at the workshop, and the plenary session which followed, were stimulating and fruitful.

The workshop recognised the critical importance of human resource management in quality of aid delivery but identified hindrances in the recruitment, retention and development of emergency personnel. It cannot be uncoincidental that the Emergency Personnel Network (a gathering of human resource professionals from the sector) chose this same subject for their conference in June 2002.

The facilitators of the workshop (from Caritas, Mission East and People In Aid) drew up a report which listed the suggestions and recommendations. Turnover of staff and improvement in quality were highlighted as the key factors needing to be addressed. Training and development, job security, security and quality tools (such as the People In Aid Code) were agreed as priorities for further consideration.

These priorities were studied by a Steering Group (consisting of ECHO, VOICE and Partners) and in July 2002 ECHO awarded funding to carry out research into three priorities in order to strengthen the partnership between ECHO and its NGO partners and to prepare for further debate at the 2002 Conference.

This report picks up on two of the three priorities identified by the Steering Group. These are, first, the need for general management and security training amongst emergency personnel and second the expectation by agencies that their governments could make the task of recruitment and retention easier. The third priority covering quality tools available to help agencies in improving their human resource capacity, was included in the separate report on Quality Management.

Although this is a small and preliminary contribution to an important debate about quality in our sector we hope that it will inform ECHO and its partners, be a catalyst for further discussion and joint action and strengthen the partnership between ECHO and its NGO partners.

1.2. Executive Summary

1.2.1 Title

Evaluation Study on Human Resource Management Tools

1.2.2 Date

28th September 2002

1.2.3 Consultants

People In Aid (Jonathan Potter, Maggie Pankhurst), Germax (Michael Kunze).

1.2.4 Purpose and Methodology

Arising from needs expressed by participants at the Partners' Conference 2001, ECHO commissioned Germax and People In Aid to undertake an "analysis of the human resources management systems applicable to NGOs, taking into account the specificity of the humanitarian sector". This work was to be undertaken in three stages:

- Draft report by consultant
- Final report after consultation with ECHO and the Partners conference Steering Group
- Discussion of report conclusions and recommendations at Partners Conference 2002

The major purpose of this report was to consult ECHO Partners about their current human resource practice specifically focusing on the general management training of staff engaged in humanitarian operations, to collate this information, to draw conclusions and make recommendations for future action.

The specific objectives of this report are:

- Based on a survey of practice in ECHO member agencies, to present the findings of that survey and make recommendations based on the main conclusions.
- To identify areas where member states could take action by changing policy or practice, which would facilitate personnel management of emergency workers.
- To identify providers of training courses which focus on the management training needs of staff engaged in humanitarian operations.

The questionnaire, which is in Section 5 below, was sent to all partners on ECHO's mailing list. The collated data is also included in Section 5. The analysis of the data is to be found in Section 3.1. and conclusions drawn in Section 2.

A list of respondents, and a breakdown of the countries where their European head offices are based, is attached at Appendix I

1.2.5. Conclusions

The conclusions are divided into three areas: organisational commitment to human resources and training, core skills and training provision. Each set of conclusions is preceded by questions which can be usefully addressed by the workshop at the Conference.

Organisational commitment to human resources and training

The response to the survey encourages belief that human resources is an important issue inside agencies. While not all agencies have dedicated human resources staff, training and development policies or budgets it was clear that training was being given to staff and there was an awareness of what was needed. Assisting those agencies which do not have a policy, or would like a competencies framework, would be quite simple, as would researching a benchmark amount for a training budget.

Methods of assessing an organisation's capacity to deliver effective aid, and helping them to do so, are increasingly common. ECHO is looking at minimum standards in human resources but the size and/or capacity of an agency to reach them must be given prominence in any debate.

As well as an expressed willingness to share information there emerges from the report a clear need for sharing between agencies. There are appropriate networks in existence already and it is recommended that ECHO partners look at suitable ways to facilitate the sharing of information and activities which can lead to improved practice in human resources management.

Core skills

There was solid consensus over the most critical management skills and most important areas for training for emergency personnel. Nevertheless there needs to be certainty that all staff (not just international staff) are receiving the training they require for carrying out their employer's mission. There must also be some method for ensuring that agencies can recognise the skills they require and that individuals can acquire transferable skills. Accredited courses which derive from best practice in the sector, and even accredited trainers, are a possible method.

Training provision

The major findings in this section were that on-the-job training is most appropriate, that unrestricted funds are most often used for training, and unsurprisingly that the time factor is the most critical barrier to training.

This requires agencies to look at how they prioritise training and for donors to look deeper into their funding of training. Ways of providing the most suitable training materials to emergency personnel, and at the right time, must be sought. This might be by adapting modules from existing courses onto the most appropriate media, or by being flexible on when it is expected that emergency personnel undertake their training.

2. Conclusions and Recommendations

This report is responding to needs expressed at last year's Partners' Conference and has been produced as a stimulus to debate at the ECHO Partners Conference 2002. The major part of the report is based on the information gained from a survey of partners as well as research into sources of training for emergency personnel.

Below are conclusions from the research along with recommendations for further action or discussion. They are grouped by theme and each grouping starts with questions intended to initiate debate at the Partners' Conference in October 2002.

The groups are as follows:

1. Organisational commitment to human resources and training
2. General management skills required in an emergency aid worker
3. Training
4. Assistance from the Member States.

2.1. Organisational commitment to human resources and training

Questions for debate at the Conference:

- a) What are the most important contributions an organisation can make to enhancing the effectiveness of emergency personnel?
- b) How best do ECHO and its partners agree on 'minimum standards' in human resources?
- c) If all agencies are expected to deliver emergency aid/relief to the same standards is there a case to be made for providing additional/different resources for small agencies to ensure that they are able to provide appropriate management training and development for their staff? What form might this support take?

2.1.1. Commitment to human resources and engagement with ECHO in this area

53 responses to the survey were received from partners and included in the analysis for the report. 15 further responses were received after the deadline and whilst not included in the analysis the views expressed have been taken into account in producing the report. This represents a response of 32% from ECHO partners. Taking into consideration that partners were asked to respond within 8 working days during the August holiday period this would seem to show a considerable interest and commitment to improving performance in this area.

The attendance at, and particularly the positive feedback on the human resources workshop at last year's Conference were also significant.

Recommendation

That engagement between ECHO and its partners on human resources matters continues this promising start.

Ongoing consultation should gather further information about human resource management with four purposes: to inform partners about their peers' good practice; to provide assistance to emergency operations and human resources staff in raising the issue of human resource management higher up their agencies' agenda; to continue to encourage improvements in partners' human resources capacity; and, finally, to assist ECHO in framing the minimum standards it will introduce during its audits of partners.

With the exception of the last, these elements could be undertaken independently of ECHO. However, ECHO's weight as a funder can assist. By taking a proactive role with partners in human resources development, ECHO might assist in ensuring that, for example, agencies' Boards are encouraged to take a deeper interest in human resource matters and allocate resources to make any necessary improvements.

2.1.2. Management of staff development and training

The responses from partners indicate that there is no consistent pattern in the management of staff development and training (3.1.2). Whilst 68% of agencies have dedicated human resource management (HRM) staff only 62% have a staff development and training policy, 74% have a budget and 57% have lists of competencies for recruitment and training. In small agencies only 48% have dedicated HRM staff but 60% have a staff training and development policy whilst in large agencies 100% have dedicated HRM staff and a policy but only 70% have a staff training and development budget. We cannot conclude that dedicated staff ensures a higher take-up of training: those small agencies with no dedicated HRM staff sent staff on more types of courses than did small agencies with dedicated HRM staff.

Taking into account the constraint of 'lack of time' (given by 78% of survey respondents on reasons for reducing training provision) it is likely that either budgets are being underspent or would need to increase if the time obstacle were somehow removed

Recommendation

a) That a benchmark of training spend be undertaken amongst a wider sample of partners, assessing the size of the spend, the criteria for determining the level of training spend, where the funding is coming from and, crucially, whether it is all spent.

b) That a template training and development policy be distilled from a study of existing policies. The resulting guidelines can be adapted by agencies which are without a policy or would like to update their policy.

2.1.3 Minimum standards

While last year's workshop recognised that the debate on quality in human resources management was being undertaken in the context of ECHO's partner selection process (2.1 in Appendix III), there is likely to be continued discussion over a funder's role in requesting minimum standards, as part of its own accountability process, in the

area of human resource management. The survey results contribute to an understanding of current practice in agencies and to the difference that the size of organisations has on practice.

The survey results show that there is considerable variation in practice between agencies in terms of policy and practice. Answers differed according to size of agency, and this may therefore impact on the capacity of agencies to achieve minimum standards. Small agencies, for example, were less likely to have staff dedicated to human resource management and state that they often have to reduce training because of lack of funding. Unsurprisingly, larger agencies report that they have more resources to dedicate to this area and should therefore be able to achieve minimum standards more easily than smaller agencies.

Recommendation

a) ECHO, in consultation with its partners, should undertake an assessment of the benefits and costs of the introduction of minimum standards, with special regard to the impact that this would have on different sized organisations.

b) ECHO should look at existing mechanisms in this area, particularly the People In Aid Code, which was brought into being by agencies in the sector precisely to address the issues ECHO wishes to look at. Rather than an existing set of standards for agencies to strive towards it is a framework for action derived from agencies' own experiences of best practice. It is capable of producing measurable benchmarks based on agencies' performance. It has an established process which has been proved.

2.1.4 Sharing

The fact that two-thirds of agencies who use them are willing to share their competencies and training and development policies was a positive signal to emerge from the survey and must be encouraged. People In Aid itself, as a membership organisation, has found that many of its members find the networking and information-sharing to be one of its most valuable services.

Recommendation

The establishment of a transnational coordination mechanism, or a decision to use an existing one such as People In Aid, should be looked at by ECHO and the partners. as a way of facilitating information exchange. This would fulfil another request of ECHO by its partners from last year's workshop (3.2 in Appendix III).

2.2 General management skills required in an emergency aid worker

Questions for debate at the conference:

- a) Do participants agree that the areas prioritised for training are the core competency areas required by partners?
- b) What weight is given by agencies to general management skills when recruiting and appraising managers? How do agencies seek to develop management skills where they are below the minimum level required?

2.2.1. Core skills

There is considerable consensus about the most important areas for training for emergency personnel (3.1.3.1). The 6 most important topics identified were financial management, project management, strategic planning, managing people, security management and proposal writing. This indicates that agencies regard these as core management skills for staff working in management of emergency programmes. By and large these coincide with Bioforce's generic job description for a programme manager, drawn up after surveying a number of agencies. Bioforce's job description adds 'managing communications', 'managing negotiations' and 'managing policy' which did not appear in this survey's most important ten topics for training.

No conclusions emerged from the responses as to which categories of staff were receiving, or should receive this training.

Recommendation

a) All staff: the debate at the Conference, and any follow-up work in this area, must take all staff into consideration. The focus should not just be on expatriate staff, permanent staff and senior management. Short-term contracted staff, national staff, lower level permanent staff, and increasingly development workers, all have responsibilities and development requirements related to emergency situations. This needs to be recognised and explored.

b) While many agencies are troubled by staff turnover and are addressing it, it is worth considering that in the current world of work, particularly in the North, the individual now does his/her own career planning. The values of the sector we work in would suggest that employers take this into account during skills audits and training provision, combining individual wishes with team and organisational demands. Distance-learning, with its individual interface with the training tool, is often seen as of more benefit to the individual.

c) The consensus showed in prioritising course topics does not mean that courses available cover the right content. For recruitment purposes agencies need to know about the content of courses their job applicants might have been on. It may be worth considering an accreditation system for relevant courses, or adapting a methodology for understanding how skilled a person is in particular competence areas.

The recommendation is for a conference to be called on this issue. While the issue, particularly around accreditation, has been addressed in various fora ECHO's weight, combined with the NOHA system, would mean that a conference on the topic might end in some positive action being taken.

d) The benefit of competencies, already widely used in the sector, could be debated with a view to being spread wider. If competencies were more widely used, and shared, it would make it easier for the sector's trainers to address them more accurately.

2.3 Training courses

Questions for debate at the Conference:

- a) Would partners agree in principle to the establishment of core training modules with non agency-specific content?
- b) What forms of on-the-job training are undertaken and what assessment tools are used to judge their success?
- c) Which courses from the ten priorities, or which on-the-job training modules, are most required by partners ?
- d) How can access to management training for emergency programme staff be increased?
- e) How can funds for training best be accessed?
- f) What are the implications of agreeing that everyone entering an emergency area should have had security training?
- g) Would there be value to a centrally-maintained database of training courses with comments from emergency personnel who have attended them?
- h) What practical action could be taken to ensure that emergency personnel keep their management skills at the level required for the next employer/emergency situation?

2.3.1. Training course provision

The findings indicate that partners regard on the job training as the most appropriate form of management training (3.1.4.6). In emergency situations however it is unlikely that there will be much time for considered learning on the job by the very nature of the work. In fact partners state that time is the most important restraint on training.

However it is clear from the findings that partners do use training courses and regard classroom training as the most appropriate approach for emergency staff. Partners have indicated considerable use of training courses across a wide range of management topics. However they also state that a proportion of these courses do not meet their objectives and that on occasions they were unable to identify appropriate training courses.

It was apparent from follow-up questions based on survey returns that larger agencies, or those which are part of a family (eg Red Cross, Caritas) concentrate almost exclusively on in-house courses, specifically tailored to their needs. Medium and smaller agencies often stated that those courses which were particularly tailored to their needs, whether delivered internally or by an external body, achieved their objectives more fully. Faith-based agencies sometimes grouped together for training but felt that their approach would not benefit other charities.

Recommendations

- a) That a working group of agencies be established to define core components of existing training courses (voluntary sector, private sector and in-house) which could become accepted requirements for emergency personnel. This working group must include users ie emergency personnel as well as head office staff.

- b) That the working group pay particular attention to on-the-job training methods employed by agencies, and the methods they have in place to test the effectiveness of them.
- c) If agencies agree at the Conference that it is important, a means of maintaining a database of courses where agencies can comment on the courses attended by their staff should be identified.
- d) That agencies be provided with the full menu of learning methodologies, along with the suggestion that 'blended learning' (a combination of methods) might work best. The menu might include workplace learning, e-learning, distance-learning, action learning, coaching as well as informal methods such as reading magazines.

2.3.2 Access to training

The survey highlights a number of issues in relation to access to training (3.1.4). Time appears to be a major obstacle to undertaking management training. However lack of funds and a lack of prioritisation of management training over other forms of training were also seen as barriers. Course availability is not seen as an important barrier to training though it was commented that is not clear whether these courses would be available at the right time, in the right place, at the right cost and to the required specification. The right time implies there must be flexibility in when training takes place, not just during an emergency situation or even perhaps during a contract period.

For national staff, the survey returns do not clarify whether they are receiving the same treatment as international staff. Although respondents were asked to differentiate their answers for national staff if they were offered different treatment from international staff, no respondent did so. This is, however, likely to be a question of the time the respondents could allocate to the survey. However it was noticeable that there was just one non-European-based course identified by agencies as having fulfilled their objectives. Either national staff are being brought to Europe, or European offices are unaware of how they receive their training or they do not receive any training.

It was excellent to discover from the survey that availability of training courses was not an impediment to training - but the average number of agencies whose staff had attended courses on the ten topics judged most important was 33%. This makes sense of the answer that 52% felt that, out of the 4 options offered in the survey, time was the most important barrier to training. It also makes sense of the reality we know of that in an emergency situation there are pressing demands on ones time.

Recommendation

- a) If donors are going to pay increasing attention to the quality of the staff undertaking the work for which they are paying then 'lack of time' for training and development is not going to be an acceptable answer. Some agencies have informally commented that lack of time is less important than lack of agency commitment.

The converse is that donors must take a responsibility for ensuring that there are sufficient funds for relevant training available to the agencies they fund and that they are available outside the normal funding cycle generated by an emergency situation. As we conclude below, unrestricted funds are currently the major contributor to

training and development spend. Could ECHO take this to the conference on donorship being convened shortly by the Dutch government?

While pressure should be put on donors to increase their contribution to training and development, agencies should also study what they can do to overcome the time barrier. One possible solution, but it costs money, is to look at providing contracts which include a certain number of days training, to be taken at the most appropriate point in the contract. A collection of training modules accepted sector-wide and delivered through a variety of appropriate media (eg e-, CD-ROM, workshop, workplace), or even allowing for proper handovers, might contribute. A working group of agencies could usefully identify and spread best practice.

b) For donors to agree to funding for individuals who make up the emergency pool, as opposed to funding the organisations who do, or might, employ them, will take a policy shift which the Member States' Statement of Needs is intended to address

c) It is recommended that ECHO fund research into training and development of national staff in order that concrete actions can be taken to ensure common standards for all staff. If attrition rates of international staff remain a problem the sector cannot conquer then training national staff would appear a better longer-term investment.

2.3.3 Funding of training

The majority of funds being used for training derive from agencies' unrestricted funds (3.1.4.2). There are many many calls on such funds and if both agencies and donors wish to see organisational capacity increased for the sake of improved quality of aid there needs to be more funding allocated specifically to management training.

Recommendation

That partners jointly frame an approach to donors emphasising the need for funds restricted to training. That ECHO look at its own capacity to support management training, particularly of smaller agencies.

2.3.4. Security training

60% of agencies have mandatory training for staff before they travel to an emergency area (3.1.4.7). Size of agency makes no difference so those agencies are clearly putting staff safety and programme continuity before relatively small up-front costs. The Emergency Personnel Network, at its June 2002 gathering, concluded that security training should be mandatory and some donors are now looking at security plans before awarding grants.

Recommendation

- a) That minimum standards are defined by a working group of agencies. These should include a commitment by management to inculcate suitable organisational values to back up the training.
- b) That agencies themselves accelerate the training of their emergency staff in expectation that a minimum requirement of security training for personnel will be specified as a pre-requisite for grant funding by a number of funders.

2.3.5 Policy of member states

Questions for debate at the Conference:

- a) Are there other changes that member states could make that would enhance the pool of trained personnel available for emergency work?
- b) What examples are there of policy and practice in member states that can act as case studies when presenting the Statement of Need to member states?
- c) What are the best next steps for bringing this 'Statement of Need' to the attention of funding ministries or governments?

Partners have indicated interest in a number of changes in policy that would facilitate the recruitment, retention or development of expatriate emergency personnel (3.2). The priorities include making provision for the training and development of emergency personnel before/between emergencies and the support of emergency personnel between emergencies in areas such as social security and pensions. This latter would also facilitate the development and retention of skilled personnel. Changes that would encourage the development of a larger pool of skilled personnel would also respond to the expressed concern that there is not enough time to provide training for emergency personnel.

No valid information was received from agencies as to the contributions being made by their governments, so no case studies can be presented at the Conference.

Recommendation

- a) That a Statement of Need be drawn up as a result of discussions at the Conference.
- b) That agencies, or agency groupings/national platforms, be identified to take the Statement to their funding ministry. That, at the same time, ECHO works through appropriate for inside the Commission to facilitate the process.

3. Base Document

3.1 Findings and Analysis

3.1.1 Human Resource Practice in ECHO Partners

The major purpose of this report was to consult ECHO Partners about their current human resource practice specifically focusing on the general management training of staff engaged in humanitarian operations, to collate this information, to draw conclusions and make recommendations for future action.

To collect the information a questionnaire was drawn up and circulated to all ECHO Partners for completion. The information collected can be seen in Section 5 along with the questionnaire. The analysis of the data collected is below.

Responses were received from 53 Partners from 15 countries, 13 EU countries and two non-EU. 15 responses were received after the deadline and answers were taken into account in the report but not in the data analysis. This totals 32% of the agencies on the list of partners supplied by ECHO.

As well as good geographical coverage the responses also cover a range of different sized organisations. Partners were asked: how many of their staff based in Europe are involved in the management of the organisation? Management is defined as senior management team, finance, human resources, information management, administration and other non-programme staff. Of the 53 respondents 25 were small (1-10 staff), 18 medium (11-59) and 10 large (60+). There is therefore a good mix of different sized partners from across the EU represented in this report.

It should be noted that very occasionally a partner did not answer all the questions so the number of respondents may be less than 53.

The questionnaire was designed to collect information about the human resource management practice of partners in the following areas:

- Management of training and development
- Training provision
- Resources for training

3.1.2 Management of Training and Development

This section of the report was designed to gain an understanding of how human resource management takes places in agencies, whether there are formal policies and how spending is determined.

3.1.2.1 Dedicated Human Resource Management Staff

Partners were asked whether they have staff exclusively dedicated to Human Resource Management (HRM). Of the respondents 68% did have dedicated HRM staff and 32% did not. Further analysis shows that the larger the agency the more

likely it is to have dedicated Human Resource Management staff. 100% of the large Partners have dedicated HRM staff compared to 78% of medium sized and 48% of small Partners.

3.1.2.2 Training and Development Policies

Partners were asked whether they had a staff Training and Development Policy. 62% of the Partners responded positively and further analysis indicated that the size of the agency was not a major factor. 60% of small agencies had training and development policies, 61% of medium agencies and 70% of large agencies.

3.1.2.3 Training and Development Budget

Partners were asked whether they had a staff training and development budget. 74% of agencies indicated that they have such a budget. In this area size seems to be relevant. 100% of large agencies had a training and development budget, whilst 78% of medium sized agencies had one and only 60% of small agencies. A greater number of partners had training and development budgets than had policies. The difference is made up of 12 agencies that have training and development budgets but no policies and 6 who have policies and no budget. All the large agencies had budgets whilst only 7 out of 10 had policies.

3.1.2.4 Determination of Staff Training and Development budget

Partners were asked to indicate how they determine the size of their staff training and development budget. They were given the choice of stating that it was either by a % of staff costs, number of days per employee or “other”. Of the 39 organisations that said they had a staff training and development budget 34 answered this question. 26% used a % of staff costs, 6% used a number of days per employee and 68% used other methods. The other methods mentioned most frequently were that budgets were determined as part of the annual budgeting process (frequently being based on a fixed sum allocation) or they were determined according to specific needs identified.

Where agencies used a % of staff costs the figure quoted ranged from 1% to 3%, 2% being the most commonly quoted figure.

Small agencies were alone in using a number of days (10 and 15 days were quoted) as a means of determining staff training and development budgets, otherwise size of agency did not seem to have a major effect on the method used.

3.1.2.5 Use of Competencies in Recruitment and Appraisal

Partners were asked to state whether they use an agreed list of general management competencies when recruiting and appraising staff. 57% of agencies state that they use agreed competencies in recruitment and appraisal. It appears that medium sized agencies are least likely to use agreed competencies, only 39% responded positively, in contrast to 64% of small agencies and 70% of large agencies.

3.1.3 Training Provision

The purpose of this section of the report is to gain an understanding of the current practice and priorities for training courses for emergency personnel. Partners were given a list of 19 general management training topics and asked to provide the following information:

- What are the 5 most important training topics?
- Which courses have been attended by personnel from the agency?
- Did the courses attended achieve their objectives?
- Which courses would have been used if they had been available?

3.1.3.1 Most important training topics

Partners were asked to indicate which 5 training areas from the 19 listed they regarded as most important. The following are the training topics that were rated important most frequently:

1. Financial Management
2. Project Management
3. Strategic Planning
4. Managing People
5. Security management

3.1.3.2 Most attended courses

Partners were asked to indicate which courses they had used to train emergency personnel staff. The 5 most frequently attended courses were:

1. Financial Management
2. Project Management
3. Strategic Planning
4. Security Management
5. Proposal Writing.

There appears to be an almost complete match between the top 5 courses that agencies regard as important and the ones that they send their staff on. For the most part agencies do focus their course attendance on the areas that they consider most important.

There were some discrepancies. Managing People was the sixth most attended course whilst being regarded as the fourth most important course to go on. Agencies frequently send staff on PR/Media and Debriefing/Stress courses even though they did not appear in the top 10 most important courses. Leadership and Crisis Management courses were in the top 10 important courses but not in the top 10 courses attended.

3.1.3.3 Achievement of course objectives

Partners were asked to state whether the courses that were attended achieved their objectives. The achievement rate varies from 33% for Crisis Management to 100% for

Risk Management and Presentation Skills. The numbers of agencies using those courses was small and may therefore not be representative. For the three most important and most used courses the achievement rate was Financial Management 77%, Project Management 86% and Strategic Planning 67%. It is not possible to deduce from this information why the objectives were achieved, nor the extent to which these courses were in-house or specifically tailored to need.

3.1.3.4 The courses that would be used if available

Partners were asked which training courses their emergency personnel would have attended had they been able to identify appropriate training courses. The top 10 in this category includes the same topics as previous categories. The most frequently mentioned were crisis management and negotiation skills, followed by managing people, risk management and financial management.

The analysis of the information by size of organisation did not reveal any major differences between the different sizes of organisation in terms of the training topics that they feel are relevant to their agency.

3.1.4. Resources for training

The purpose of this section of the questionnaire was to understand the constraints that partners face in providing training for their emergency personnel.

3.1.4.1 Main barriers to training

Agencies were asked to consider the barriers to providing training for their emergency personnel and to rank the following in order of importance:

- Lack of time for emergency personnel
- Lack of money
- Course availability
- Prioritisation of technical training over management training

The majority of members (52%) regard lack of time as the most important barrier to training. Lack of money is the second most important and course availability least important (6%).

An analysis of the agencies by size does not give a different picture than the one described for the whole group.

Questions analysed in 3.1.4.3, 3.1.4.4 and 3.1.4.5 offered agencies the chance to elaborate on this question. There was almost complete consistency with 3.1.4.1.

3.1.4.2 Sources of funding

Partners were asked what sources of funds they had for training. They were able to choose one or more from:

- Unrestricted funds
- Restricted funds from emergency programme grant

- Restricted funds raised specifically for training from outside any emergency programme grants
- Free training

The most frequently used source of funding is unrestricted income, providing half the sources of funds for training emergency personnel. The next most important source is restricted funds raised specifically to fund training. Emergency programme funding is used on only 22% of occasions, indicating that those paying for the emergency work are not the same as those paying for the training of the personnel undertaking the work.

It would appear that small agencies are less able to raise training money from restricted emergency funding and are therefore more dependent on other sources such as public donors (unrestricted) and trusts etc (restricted).

3.1.4.3 Adequacy of funds

Partners were asked how frequently they have to reduce the amount of necessary training because of lack of funds. The choices were: very often, often, not very often and never. The most frequent answer was that agencies do not cancel training very often through lack of funds. However combining the very often and often responses indicates that 48% of the time training is reduced for lack of funds.

Further analysis shows that for small agencies lack of funding is very often a reason for reducing training provision, whereas for the medium and large agencies not very often is their most frequent response. We can see from 3.1.4.2 that smaller agencies do spend unrestricted funds on training but clearly do not have enough such funding for their needs.

3.1.4.4 Lack of time

Partners were asked how frequently they have to reduce the amount of necessary training because of lack of time. The most frequent response was that agencies often have to reduce training provision because of lack of time for emergency personnel to attend. Combining very often and often responses indicates that 78% of agencies felt that lack of time was a cause of reduction in training provision.

From the analysis we can see that lack of time is more of an issue for medium sized agencies, 87% of them responding that training is often/very often reduced for lack of time. The figures for small were 76% and for large 70%.

3.1.4.5 Availability of courses

Partners were asked how frequently they have to reduce necessary training because of lack of availability of appropriate courses. The most popular response to this was that availability of course is not very often a reason for reducing training. 69% of responses stated not very often or often.

Analysis by size of agency indicates that lack of appropriate courses may be marginally more important to small agencies than to medium and large agencies. Combined with the results in 3.1.4.3 this may be a reflection of the cost of courses.

3.1.4.6 Methods of training

Partners were asked to state which they considered to be the most appropriate methods of delivering training to emergency personnel. The choices, which had to be ranked from most appropriate to least appropriate, were:

- Classroom
- On the job
- Training manuals
- E learning

Agencies regard on the job training as the most appropriate method of training. From the off the job methods classroom is felt to be the most appropriate, followed by E-learning and then training manuals.

Whilst small agencies agree that on the job is the most appropriate method of training they regard the 3 off the job methods as equally appropriate. When the appropriate and most appropriate responses are combined small agencies appear to regard all four methods as equally useful for training.

Medium and large agencies are clear that on the job training is the most appropriate method and that for off the job training the appropriateness of classroom learning far outweighs the appropriateness of training manuals and E-learning. The follow-up question must of course be on the effectiveness of on-the-job training.

3.1.4.7 Is security training mandatory?

Partners were asked if security training is mandatory for all staff entering an emergency area. Security training is mandatory for 60% of the agencies. The size of agency seems to make no significant difference as to whether they insist on security training for emergency personnel or not.

3.1.5. Policy of member states

The ECHO Partners' Conference 2002 Steering Group agreed that, from the conclusions of the Human Resources Workshop at the 2001 Conference, asking member states to address certain issues was a priority. They suggested that the 2002 Conference emerge with a 'Statement of Need' to be presented to member states. The statement will consist of a list of changes to policies that would facilitate the personnel management of emergency staff. The purpose of this section of the questionnaire and report is to elicit views on what changes ECHO partners would like and to identify countries which already have in place some of these practices.

Partners were asked to indicate which of the following forms of support from member states would improve the personnel management of emergency workers:

- The funding ministry could assist with group insurance of emergency personnel.
- The funding ministry could fund an apprenticeship scheme to bring more people into the pool of emergency personnel.

- The funding ministry could fund volunteers working in emergency situations.
- The government/funding ministry could work more closely on security coordination during emergencies
- The government could give support (e.g. national insurance, social security, pension contributions) to emergency personnel between contracts.
- The funding ministry could fund general management training for personnel between emergencies.
- The funding ministry could provide PEP kits (for HIV/AIDS) at embassies/missions in-country.

Partners agree that all areas are important with particular emphasis on the training and development of emergency personnel, insurance cover during a contract and the funding of social security benefits between contracts.

There are examples within the EU where it appears that funding ministries or governments DO give support in these areas. These could be used as case studies to present to other member states.

3.2. Minimum standards

Standards? Thresholds? Measures? Benchmarks? No one word proves satisfactory, or uncontroversial. But a process which produces the results required can be identified and agreed by ECHO and its partners.

The ‘standards’ below derive from the People In Aid Code of Best Practice in the management and support of aid personnel, and to an extent from Investors In People. The Code covers all aspects of human resource management. People In Aid is a group of agencies from around the world committed to sharing information on, and improving their human resource management practice. Current work on the Code involves identification of core ‘indicators’, to be globally applicable, and of other indicators dependent on culture, values, resources or operational objectives.

3.2.1 Organisation Development

Minimum standard

The organisation recognises that people are fundamental to its development and the carrying out of its work.

Indicators

- ✓ Human resources are an integral part of strategic plans
- ✓ All staff understand the objectives of the organisation as set out in the strategic plan
- ✓ Staff understand how their role contributes to the development of the organization
- ✓ Management information systems produce data for staff, management and donors as required.

3.2.2 Human Resource Development Policy

Minimum standard

The organisation has agreed and communicated Human Resource Development policies that comply with relevant legislation, professional standards and donor requirements as a minimum, and aim for best practice wherever practical.

Indicators

- ✓ The organisation has written policies relating to Human Resource Development which relate to all staff
- ✓ The Human Resource Development Policies are communicated to all staff in an appropriate manner
- ✓ The policies comply with relevant legislation, professional standards and donor requirements
- ✓ The organisation makes efforts to raise the standard of Human Resource Development through an understanding of best practice in the sector.

3.2.3 Management

Minimum standard

Managers must be effective in both managing and developing their staff

Indicators

- ✓ The organisation recognises the competencies necessary for good management of staff and uses these to recruit and develop their staff.
- ✓ All managers receive training and development in basic management skills where they do not already have the minimum required level of these skills.
- ✓ All managers ensure that staff they manage have clear work plans and that they have the skills and resources to carry out these work plans.

3.2.4 Resources for Human Resource Development

Minimum standard

The strategic and operational plans of the organisation recognise the resource requirements for good management practice and human resource development.

Indicators

- ✓ There is an appropriate annual budget for Human Resource Development, and this is spent.
- ✓ There is a recognition that time is required for carrying out line management responsibilities and that this time is built into work plans
- ✓ There is a recognition that time is required for training and development and that this time is built into work plans
- ✓ Where staff overlap in post, handovers are formalized in order that learning is not lost

- ✓ Methods of training and developing managers to meet the minimum competency requirements are identified and made available in appropriate locations and at appropriate times.

3.2.5 Human Resource Development

Minimum standards

The organisation recognises that it should provide relevant training, development and support to enable staff to work effectively, efficiently and professionally

Indicators

- ✓ All staff receive an induction programme tailored to their needs
- ✓ Managers carry out regular review meetings to assess training and development needs of staff
- ✓ Managers ensure that identified training and development needs are met
- ✓ The effectiveness of training and development is assessed
- ✓ At the end of a contract or assignment all staff should have a debrief session with their manager and the need for any follow up support identified and acted on
- ✓ Training and learning should be offered in the form most appropriate to the need

3.3. The consultant's proposals for future development

3.3.1. The main theme to emerge from this report is sharing: sharing of information and activities amongst agencies. This can help address (or redress) differences in organisational capacity by promoting good practice, can ensure common understanding and approaches and will strengthen the value of consultation and participation which marks our work internationally.

One proposal is that ECHO Partners form working groups around key topics. These would be best e-based or run through an existing umbrella organisation. ECHO must be involved in a number of these.

The topics to be addressed include:

- agreement on minimum standards,
- discussions on accreditation,
- prioritisation of existing components of training courses.
- on-the-job training and its impact
- justifications for funding to be allocated specifically for training
- overcoming the time constraints on training

A second proposal is that continued research work be commissioned by ECHO into

- wider aspects of partners' human resources management in order to propose good practice for partners and continue the development of the minimum standards required by the Commission.
- national staff.

3.3.2. The need which gave rise to this report was, in part, the partners' frustration with staff turnover. A number of recommendations for partners are made which will address this issue while also fulfilling organisational objectives. Among them are: the provision of training should make employees more marketable, as well as their immediate work more effective; human resource issues must rise up agencies' agendas to ensure staff know there is commitment to them as well as to the mission and donors; implementation of good practice policies researched from throughout the sector.

3.3.3. In terms of concrete outcomes which could most usefully emerge from this report and the Conference itself, we would prioritise the following:

- training modules on essential topics derived from existing material, deliverable in a format to ensure use by emergency personnel.
- looking at training and development as desirable at all points of a person's career, not just during emergencies or even during employment contracts.
- benchmarks and good practice models in all areas of human resources which can be shared amongst partners to everyone's benefit. This will help define the minimum standards ECHO will be introducing.

These proposals would be assisted by the establishment of professional bodies both for humanitarian workers and for trainers. The former could manage the training of existing workers and provide the grounding courses for those wishing to join the sector. The latter would ensure accreditation of trainers.

4. Training courses

The purpose of this section of the report is to start to build up an inventory of training resources which can be used by those seeking management training for emergency personnel. The inventory has been compiled from desk research and from contacts with partners who responded to the survey. Partners who responded to the survey were asked to name the providers of those courses which they recorded as fulfilling their objectives.

We have not included courses which are only held in a language other than English, German or French: we would expect Finnish agencies (for example) to be aware of all Finnish-language courses and for few other agencies to use them. Even with this reservation we do not believe this to be anything close to a complete list, particularly of distance-learning or Southern-based courses, and we are recommending that more work be undertaken on this area.

What follows is in four sections:

- 4.1 Resource web-sites – which list training courses provided by a wide range of providers.
- 4.2 Training provider web-sites – giving details of specific training provides, the course topics that they offer and the locations that they work in.
- 4.3 Universities offering courses which include modules on general management for emergency personnel.
- 4.4 Training materials which are in the process of development and which agencies might like to keep an eye on.

Course availability was not perceived as a major barrier to training by those who responded to the survey. The majority of courses named as having fulfilled objectives were in fact in-house or specially-tailored. This might be a comment on the availability of suitable out-of-house courses and certainly reflects larger agencies' capacity to organise and justify such training. In either case the proposal that a database of courses used be maintained would have validity but in the light of the survey results the Conference has been asked to confirm this.

4.1 Resource Web Sites

<u>Organisation & Web- Site Address</u>	<u>Purpose of organisation</u> (This information is taken direct from the web-site)	<u>Training resources</u>
ACFOA www.acfoa.asn.au	The coordinating body for non-governmental overseas aid and development organisations in Australia.	The section containing training in Australia and surrounding countries is updated regularly.
AlertNet www.alertnet.org	AlertNet provides global news, communications and logistics services to the international disaster relief community and the public.	The training section is under events which lists courses in date order. From here it is possible to get further information about the course and to enter the provider's web-site.
CEDEFOP www.cedefop.eu.int (Interactive website: www.trainingvillage.gr)	Cedefop can provide you with the latest information on the present state of and future trends in vocational education and training in the European Union.	Vocational training information (Greece and EU-wide)
DSE www.dse.de	The German Foundation for International Development is using the new media to raise the quality and impact of its programmes. Networks set up through the Internet are linking experts from developing countries with experts from industrialized countries.	Various online learning networks

<p>European Association of Development Research and Training Initiatives</p> <p>www.eadi.org</p>	<p>The Working Group on Co-operation in Training's main aim is to facilitate and to reinforce European co-operation in Development and Area Studies (DAS).</p>	<p>Links to universities throughout Europe and beyond offering courses in development</p>
<p>InterAction</p> <p>www.interaction.org</p>	<p>InterAction is the largest alliance of U.S.-based international development and humanitarian nongovernmental organizations. With more than 160 members operating in every developing country, we work to overcome poverty, exclusion and suffering...</p>	<p>With the support of the Andrew W. Mellon Foundation (http://www.mellon.org/), InterAction is collecting information on programs and courses which will assist disaster response professionals improve their core skills in the United States, Canada and the United Kingdom. Over time the site will contain evaluations of the programs and courses by participants.</p>
<p>Medicus Mundi</p> <p>www.healthtraining.org</p>	<p>Medicus Mundi Switzerland's databank for postgraduate training in international health.</p>	<p>Links to other organisations / agencies providing online training.</p>
<p>ReliefWeb</p> <p>www.reliefweb.org</p>	<p>ReliefWeb is the world's premier electronic clearinghouse for those needing timely information on humanitarian emergencies and natural disasters –</p>	<p>The focus of the Humanitarian Assistance Training Inventory (HATI) is on training for the staff of humanitarian assistance organizations. Priority is given to aid and training organisations with a proven record of excellence. It is possible to search the database by name of organisation, keyword, course date and country.</p>
<p>United Nations Disaster Management Training Programme</p> <p>www.undmtp.org/inventory</p>		<p>This holds the UN's inventory of training projects related to crisis and disaster management.</p>
<p>www.mercycorps.or.id/civil/pelcivile.htm</p>		<p>Lists institutions which provide training and materials training in</p>

		Indonesia.
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3.2 Training course providers

Name of organisation	Purpose of organisation Description taken from web-site	Location of courses	Subjects covered	Length Short < 2 weeks Medium > 2 weeks < 6 months Long > 6 months
Active Learning Network for Accountability and Performance in Humanitarian Action - ALNAP www.alnap.org	ALNAP, as a unique sector wide active-learning membership network, is dedicated to improving the quality and accountability of humanitarian action, by sharing lessons; identifying common problems; and, where appropriate, building consensus on approaches.	On-line	Evaluation of humanitarian action including human resources, financial management.	n/a
Agency for Personal Service Overseas - APSO www.apso.ie	APSO's mission is to contribute to sustainable improvement in the living conditions of poor communities in developing countries by enhancing human resources, skills, and local capacities in the interests of development, peace and justice. The Agency pursues its mission by enabling skilled people to transfer and share skills and knowledge and by supporting organisations and communities in developing countries	Ireland and in-country	Management, finance, communication, professional and orientation	Short

	work towards self-reliance and sustainability.			
Antares Foundation www.antaresfoundation.org	The Antares Foundation offers support to the managers of humanitarian organisations working closest to the population. These organisations work in continually changing context and in circumstances of great complexity. This results in increasing pressure, insecurity and personal danger of their staff. Both management and staff are in need of professional tools to handle work-related stress and cope with chaotic and life-threatening situations	Netherlands	Stress management; Project Management	Tailor-made
Bioforce www.bioforce.asso.fr	Bioforce is a non-profit organisation that was founded by Doctor Charles MERIEUX in 1983. In addition to its technical know-how, Bioforce has done extensive work in the field of human skills and can boast an experienced international team which has the necessary knowledge and skills to successfully run the training programmes. Since 1991, Bioforce has been officially recognised as a collaborating centre for the World Health Organisation (WHO).	France	Relief and Development Logistician, Administrator, Project Management,	Long and short tailor made
BOND www.bond.org.uk	Through mutual learning and the sharing of knowledge, experience and ideas, BOND works towards improving the quality of UK NGOs' performance in international development.	UK	Accessing Funding Opportunities Planning monitoring and	short

	BOND offers training in a wide range of areas concerned with both policy and programming aspects of development work.		evaluation Advocacy and Representation Organisational Learning and Development and Knowledge Management.	
Center for International Health and Cooperation - CIHC www.cihc.org	Recognizing the need for a universally accepted basic standard of training for humanitarian workers, the CIHC developed a practical, academic program offering an International Diploma in Humanitarian Assistance (IDHA).	USA & Ireland & Switzerland	Negotiating skills, management	short
Centre for African Family Studies www.cafs.org/courses_2002	The Centre for African Family Studies (CAFS) is an African institution dedicated to strengthening the capacities of organisations and individuals working in the field of population and development, and reproductive health in order to contribute to improving the quality of life of families in sub-Saharan Africa.	Kenya	AIDS in the workplace; Managing health programmes, team approach to counselling	Short
Chambre des Employes Prives www.cepl.lu		Luxembourg	People and financial management, leadership	medium
CSV Media www.csv.org.uk.	We offer media training to charities, voluntary and statutory organisations in how to make the most of publicity opportunities	UK	Media training	short

	including radio and television interviews			
Deutsche Paritatische Wohlfahrtsverband www.paritaet.org/bengo		Germany	Project management, financial management, fundraising.	Short
Die Schwelle www.dieschwelle.de	A small non-profit foundation in Bremen, Germany , part of the universal ecumenical process for Peace, Justice and the Integrity of Creation.	In-country training	Fundraising	
Directory of Social Change www.dsc.org.uk	Our long term vision is to be an internationally recognised, independent source of information and support to voluntary and community sectors worldwide.	UK	Fundraising, Management, Organisational development, Marketing, law & Finance, Personal Skills & Development	short
Euroaid www.euroaid.nl		Various, mostly Netherlands	Project and financial management	Short
Global Development Learning Network www.gdln.org	This unique partnership of public, private, and non-governmental organizations is a fully interactive, multichannel network with a mandate to serve the developing world. GDLN partner organizations work together to take advantage of the most modern technologies, to build local capacity, share learning and knowledge, and develop a global	distance learning / online / other	Management, organisational development, policy development, etc.	short

	community dedicated to fighting poverty.			
Groupe URD www.urd.org	Groupe URD has placed the quality of humanitarian interventions at the heart of its mission. The quality of interventions notably, and even essentially, involves the quality of the women and men working in the field, and therefore that of their training.	France and worldwide	Stress, crisis management, security and more	Short; tailored to need
Horizont 3000 www.horizont3000.at		Austria	Organisational development, HIV/AIDS ++	short
HUMACOOP www.humacoop.com	Training, documentation and conference organisation on themes of international solidarity.	France	Introductory.	100 hour module
IMA International www.imainternational.com	We are a specialised training consultancy organisation crossing all sectors of management development, institutional strengthening and technical training.	Thailand, S Africa, Australia, UK	Managing projects, human resources	
Indian Institute of Rural Management www.iirm.org/ngo1.htm	The Indian Institute of Rural Management is a registered, Non-Govt., Non-Profit, Autonomous Institution, engaged in research, consultancy, training & education in the areas of management & rural development	India	Management of NGOs, business management, etc.	long
Inter Works	InterWorks provides customized, high-quality training, distance learning and consulting	Worldwide and distance	Humanitarian emergency and	Various

www.interworksmadison.com	solutions to United Nations, NGOs, governmental, academic and military organizations involved in international development, disaster management and humanitarian emergency response. We are dedicated to addressing your particular priorities, opportunities and constraints, and delivering our services when and where you need them.	learning	disaster response management and organizational development	
Interchange www.interchange.org.uk /training/	InterChange Training is a staff development service for voluntary, arts and public sector organisations... In collaboration with experienced tutors our short courses provide you with the knowledge and confidence that only comes from learning with, and from, other people who are in a similar situation to your own.	UK	General management, project management, fundraising, communication,	Short
International Health Exchange www.IHE.org.uk	IHE supports the work of international aid agencies by helping to recruit, train, retain and support health personnel working in relief and development programmes	UK	Health, Culture and Communication	Short
INTERNATIONAL INSTITUTE FOR DISASTER RISK MANAGEMENT www.idrmhome.org	Promotes international standards and best practices in disaster and risk management. It works on principles of continuous learning, organizational and individual professional development. IDRM experts and partners are committed to applying appropriate, innovative and inexpensive solutions to development and disaster risk management. IDRM is foremost	Philippines	Leadership & management skills, risk management, conflict prevention	short

	advocate for conflict prevention in Asia.			
INTERVENTIONS www.interventions.org	INTERVENTIONS provides a cross-disciplinary corporate response to assignments which were traditionally handled by one person consultancy firms. The core competence of the agency lies in problem solving for clients in the Development sector. This competence is the result of hands-on field experience, strong research and communications skills, and a capacity for "Upside-down thinking". As massive changes take place in the business environment in which we work, we realise that we will have to deliver solutions which will never be the same or be based on the same formulae or assumptions.	India	Development Project Design and Planning, Stakeholder Analysis and Participation Management – (Capacity Building and in-house Training)	short
Interworks www.interworks.com.au	Interworks Action Learning is a fully Australian owned organization specializing in interactive on-line courses with Australian content and global application	on-line	Communication; Negotiation; Performance Management; Team management; Business writing	
INTRAC www.intrac.org/	INTRAC provides support to organisations involved in international development. Our goal is to improve the performance of Non-Governmental Organisations (NGOs) by exploring relevant policy issues and by strengthening NGO management and	UK and worldwide	Financial and HR management, advocacy, partnership development, organisational	Short and medium

	organisational effectiveness.		development,	
Kark Kubel Stiftung www.kkstiftung.de		India	Training of project personnel	
Leicester University, UK www.clms.le.ac.UK/courses	Centre for Labour Market Studies	Distance learning	Training and human resource management	
MANGO www.mango.org.uk	Is a UK based charity that provides financial management services to relief and development operations.	UK, Africa, Asia. On-line	Financial Management	Short
MDF - Management for Development Foundation www.mdf.nl	<p>MDF is a training and consulting agency for organisations and individuals responsible for planning, management and PR. MDF training courses are designed and conducted specifically for staff of organisations involved in development activities. These include donor organisations, national and international governments, consulting firms and non-governmental organisations.</p> <p>Training programmes aim to blend modern management theories and tools with practical experience in development projects world-wide. Group discussions and exchange of personal experiences play an important role. Much attention is paid to personal feedback for participants.</p>	Netherlands	Project and Programme Management, Project Cycle Management, Human Resources Management, Organisational Development and Tailor-made Courses	short

Medical and Safety Consultants www.mascts.com	Providing high calibre education and training to agencies involved in the delivery of humanitarian aid in all aspects of major incident planning and emergency response	UK	Safety and Security, Crisis Management, Strategic operational and tactical planning	Short
Merlin www.merlin.org.uk	... a young and fast developing charity... working in the most difficult spots around the world in extra difficult circumstances: wars, epidemics, natural disasters, weakened population, migration problems, vulnerable groups.	UK and developing countries	Management	Short
Misericordea-Ethiopia http://www.fiameta.net/about us.htm#humanresources	Misericordea-Ethiopia , Center for Social Work and Development Studies, has adopted an integrated approach to fulfill its main goal to alleviate social and economic problems of the country. The center organizes short term training programmes specially designed for mid-career professionals working in government, semi-government and non government organizations (NGOs) involved in planning, implementation and management of development programmes and projects. The underlying areas of concern are integrated human development through decentralized governance and participatory	Ethiopia	Human Resource Development	Short & medium

	management resources.			
Missionarztliches Institut Wurzburg, Germany www.uni-wurzburg.de/mission/institut		Germany	HIV/AIDS	Short
NADEL www.nadel.ethz.ch	The Eidgenossische Technische Hochschule in Zurich offers a variety of courses	Switzerland	Project Planning, Finance,	Short
On-Course Training www.oncourse4wd.com	What we teach in the classroom is what our team has developed over the last 10 years operating in East Africa and Southern Sudan. Our courses have received rave reviews from humanitarian aid organisations, embassies, corporations, vehicle dealers, professional drivers and 4wd vehicle owners. On Course Uganda has established itself as the industry leader in Africa and is regularly called upon to participate in and give advice on road safety issues.	Uganda	General and security related training courses	short
PCM Group (Process Consultants and Moderators) www.pcm-group.com	The PCM Group is a Brussels-based commercial company formally established in April 1998 as a Limited Company (Belgian BVBA /SPRL). We aim for excellence and the highest level of professionalism in the field of Project Cycle Management (PCM) and Goal Oriented Project Planning (GOPP).	Belgium	Project Planning, management and evaluation	Short

<p>People In Aid www.peopleinaid.org</p>	<p>People In Aid is an international network of development and humanitarian assistance agencies. People In Aid helps organisations whose goal is the relief of poverty and suffering to enhance the impact they make through better people management and support.</p>	<p>UK and other venues in Europe</p>	<p>Courses on topics prioritised by the sector. Use of competencies workshop November 8th 2002</p>	<p>Short</p>
<p>RedR www.RedR.org</p>	<p>An international NGO relieves suffering in disasters by selecting, training and providing competent and effective personnel to humanitarian aid agencies world-wide. Started up in London, which remains the largest office, it now has offices in Australia and New Zealand. We have emerging projects in India, Kenya and Canada.</p>	<p>Worldwide</p>	<p>Management, Security and Technical</p>	<p>Short</p>
<p>The Resource Alliance</p>	<p>Aims to be at the forefront of resource mobilisation and fundraising capacity worldwide</p>	<p>Worldwide</p>	<p>Fundraising</p>	<p>Short</p>
<p>Responding to Conflict www.respond.org</p>	<p>Responding to Conflict (RTC) is an international, not-for-profit agency, based in Birmingham (UK). We provide advice, cross-cultural training and longer-term support to people working for peace, development, rights and humanitarian assistance in societies affected or threatened by violent conflict. We work in several languages and with partners at a variety of levels, from grass roots to</p>	<p>UK</p>	<p>Working with conflict and conflict resolution</p>	<p>Short</p>

	governmental and international.			
The African Virtual University - AVU www.avu.org	<p>The African Virtual University (AVU) is a "university without walls" that uses modern information and communication technologies to give the countries of sub-Saharan Africa direct access to some of the highest quality learning resources throughout the world.</p> <p>AVU is bridging the digital divide by training world-class business managers, engineers, technicians, scientists and other professionals who will promote economic and social development and help propel Africa into the knowledge age.</p>	online / distance learning	various	long
The Association for Development Cooperation - AGEH www.ageh.de	In collaboration with partner organisations in Germany and overseas the AGEH as a government-recognized personnel agency provides qualified and open-minded men and women to work in development cooperation projects operated by church organisations in Africa, Asia, Latin America and in the reformed countries of eastern Europe.	Germany	Project management, financial management, stress, security management, team-building	Short
The University of Manchester/ Institute for Development Policy and Management http://idpm.man.ac.uk/idpm/	IDPM is a multi-disciplinary unit within the University of Manchester specialising in management and development in developing and transitional economies.	UK	Masters Degrees + others - HR Development, Organisational Change and Development, etc,	medium, long

<p>UNHCR eCentre www.the-ecentre.net/training/1-1-1.cfm</p>	<p>A series of distance learning modules on emergency preparedness and response have been developed by the Emergency Preparedness and Response Section of UNHCR in collaboration with InterWorks and the University of Wisconsin-Disaster Management Center. The eCentre has also been given the opportunity to offer the same distance learning modules to its targeted beneficiaries among NGO staff and government officials within the Asia-Pacific region. These distance learning courses have been designed to assist UNHCR staff and others in developing their skills and knowledge base in several functional areas.</p>	<p>e-learning, distance learning, online training</p>	<p>NGO community functions, emergency planning and management, etc.</p>	<p>various</p>
<p>Universalialia www.universalialia.com</p>	<p>Universalialia is a 40-employee management consultation firm based in Montreal and Ottawa. Universalialia has developed extensive expertise in planning and executing performance improvements and management changes in organizations throughout Canada and in more than 90 countries worldwide.</p>	<p>Worldwide, USA (in-house)</p>	<p>Strategic Planning Process, Institutional and Organizational Assessment (IOA), People Skills, Employee Performance and Development Management System, etc.</p>	<p>short</p>

4.3. Universities offering courses in areas related to disaster management which include, in varying degrees, general management training

www.europa.eu.int/comm/echo/img_echo/pdf/noha or www.reliefweb.int/training/ti711	France, Germany, Spain, Belgium, Ireland, Netherlands, Italy, Sweden.	The NOHA network brings together the following universities: Aix Marseilles III (France), Bochum (Germany), Deusto-Bilbao (Spain), Louvain Catholic (Belgium), Dublin (Ireland), Groningen (Netherlands), Roma (Italy) and Uppsala (Sweden).
www.itp.sssup.it	Italy	International Training Programme for Conflict Management in Pisa, Italy (part of the PIBOES network)
www.tsa.ac.za/dm/courses.htm	South Africa / online	Disaster Management at Technikon SA was established in 1996 through collaboration with the Disaster Management Association of Southern Africa, Cranfield University and the University of Wisconsin Madison.
www2.essex.ac.UK/human_rights	UK	Human Rights Centre, Essex University, UK (part of the PIBOES network)
www.wye.ic.ac.uk/EP	Distance Learning	Imperial College, Wye, UK Environment, Biodiversity, Sustainable Agriculture, Sustainable Development, Rural Development, Applied Economics and Agribusiness Food Management.
www.netuni.nl/courses	On-line	Online courses in Transforming Civil Conflicts at the European Network University.
www.aspr.ac.at	Austria	Austrian Study Centre for Peace and Conflict Resolution, offering mission preparation courses.

www.csu.edu.au/faculty/health/	Australia	Charles Sturt University's Faculty of Health Studies is at the leading edge of education and training for the health professions. The Faculty has a particular commitment to health care delivery in regional, rural and remote communities. Health studies (university degrees)
www.idha.ch	Switzerland and USA	IDHA diplomas in health. Crisis management, etc.
ww.brad.ac.uk/acad/dppc	UK	Bradford Centre for International Development (BCID), offering degree programmes, short training courses for development professionals, overseas-based training, consultancy and research. Topics covered are for example including poverty eradication, sustainable livelihoods, the environment and social issues, human resource development and management.
Sorbonne University/Pantheon, DESS http://iedes.univ-paris1.fr/i0	France	Diplomas in various topics related to development and emergencies.

4.4 Training materials or opportunities in the course of development

www.alnap.org/lso	Malawi initially	ALNAP has established a pilot Learning Support Office in Malawi. The intention is to promote and facilitate field-level learning.
www.southasiadisasters.net	India	This organisation (Disaster Mitigation Institute), based in India, is looking to develop courses in disaster-related management areas particularly team-building.
UNHCR	CD-Rom	Will be issued shortly, and be available for NGOs, as a tool to train staff in security matters and to assess the impact of the training.
Refugee Studies Centre, Oxford, UK	CD-Rom	ReliefSim is a computer-based simulations tool for training humanitarian workers in the procedures needed for the management of complex emergencies. It is planned to have models ready for testing in 2003. It is being developed by the Refugee Studies Centre, University of Oxford, in collaboration with various partners.
www.eadi.org	Europe	<p>European Master in European Development Co-operation</p> <p>This idea for collaborative activity between a series of EADI member institutes is an initiative for which the Working Group is seeking SOCRATES support for Curriculum Development.</p> <p>This project is the first expression of the desire expressed by several institutes to co-operate in offering a specialist master which does not compete with existing provision in EADI institutes, but which draws initially on the comparative advantage of a number of institutes, primarily in some of the smaller countries of the EADI constituency: Finland, Scotland, The Netherlands, Portugal, Switzerland, Ireland and Hungary.</p>

5. Questionnaire with results



Dear ECHO Partner

Further to ECHO's recent e-mail we request your urgent attention to this questionnaire. Please would you return it completed by e-mail to info@peopleinaid.org no later than August 28th 2002. We hope that it will take you no longer than 30 minutes and that you will not need to look through files or consult too widely amongst your colleagues. Thank you very much.

At the ECHO Partners' Conference, November 2001, one of the workshops attended by participants was called 'Managing People: minefield or goldmine?'. The conclusions were circulated to participants (and are attached below for reference) and during early 2002 the steering group for the 2002 Conference met to consider possible next steps. In early August 2002, ECHO allocated some funding to take forward certain of the recommendations and has asked People In Aid, working with Germax, to carry out further research which will act as the basis for substantive discussion and decision-making at the Conference in October 2002. People In Aid co-chaired the workshop at the 2001 Conference and, through its Code of Best Practice in the management of aid personnel and other activities, exists to provide the sector with information on human resource management.

It was agreed by the Conference that human resources management was a key contributor to programme effectiveness and the quality of aid. It is important for ECHO, and other donors, that quality of agencies' human resource management is high. It is important for agencies that staff turnover be seriously addressed - and a number of suggestions were made by participants.

The attached questionnaire focuses on human resource management and builds on the following points from the 2001 Conference workshop:

- Training in areas of general management is critical for staff who will be working in emergency situations.
- Security of staff should be higher up agencies', and governments', agendas.
- National staff must be considered in all discussions related to human resource policies.
- Member state governments could contribute more to the staff retention efforts of agencies working in humanitarian aid.

The data gathered through this questionnaire will provide invaluable information and your cooperation is appreciated.

1. ECHO Partners will receive information on training being used by Partners throughout the member states, and how it is funded. The report will start the process of identifying gaps in training available, and in funding, and prioritising training needs. Partners will meet at the October Conference to discuss the results and to prioritise activities based on the research results. We hope that this work can be taken further through continued ECHO-funded research.
2. ECHO Partners' suggestions for ways of reducing staff turnover which are beyond their control will be presented to Member States for consideration and action through appropriate channels. Again, the Conference participants will prioritise and elaborate on these.
3. ECHO is increasingly searching for quality thresholds by which to assess the agencies with which it works. This project is part of the process for agencies to ensure that the reality of their experience is reflected in any thresholds established.

We thank you.

Jonathan Potter
Executive Director
People In Aid

Michael Kunze
General management
Germax – Gerli GMBH

Questionnaire

Thank you for completing this questionnaire. Could you please bear in mind the following as you answer the questions:

- The research covers **emergency personnel** only
- The research focuses on **general management training** rather than technical training
- The questionnaire makes no distinction between international and national staff. If you have a different policy or practice for different groups of staff could you copy the questions where you need to distinguish and fill it in twice, identifying the group of staff.
- No Partner will be identified by name in the report without permission.
- Please complete the forms by putting a cross (x) in the box for your answer, where relevant.

We would be grateful for your phone number as we will need to call some of you. This will be to obtain further details of the courses which your staff have been on with a view to sharing that information with Partners.

General Information

1. What is the name of your organisation?

2. What are the name and job title of the person completing this form?

3. Phone number of person named in 2 above – including the international code.

4. In which country is the main European office of your organisation based?

Section 1

5. How many staff based in Europe are involved in the management of the organisation? Management is defined as senior management team, finance, human resources, information management, administration and other non-programme staff.

No of staff	No of Agencies	%
1-10	25	47
11-59	18	34
60+	10	19
Total	53	100

6. Do you have staff exclusively dedicated to Human Resource Management?

Size of Agency	yes	% of group	no	% of group
1-10	12	48	13	52
11-59	14	78	4	22
60+	10	100	0	0
Total	36	68	17	32

7. Does your organisation have a staff Training and Development policy?

Size of Agency	yes	% of group	no	% of group
1-10	15	60	10	40
11-59	11	61	7	39
60+	7	70	3	30
Total	33	62	20	38

8. If your answer to question 7 is yes, would you be willing to share this policy with participants at the Partners' Conference?

Size of Agency	yes	% of group	no	% of group
1-10	11	36	3	10
11-59	6	19	5	16
60+	4	13	2	6
Total	21	68	10	32

9. Does your organisation have a staff training and development budget?

Size of agency	yes	% of group	no	% of group
1-10	15	60	10	40
11-59	14	78	4	22
60+	10	100	0	0
Total	39	74	14	26

10. If your answer to question 9 is yes, how is this amount determined?

Size of Agency	% Staff costs	Number of days	Other	Total
1-10	3	2	7	11
11-59	3	0	10	14
60+	3	0	6	9
Total	9	2	23	34
%	26	6	68	100

11. Does your agency use an agreed list of general management competencies when recruiting and appraising staff?

Size of Agency	yes	% of group	no	% of group
1-10	16	64	9	36
11-59	7	39	11	61
60+	7	70	3	30
Total	30	57	23	43

12. If the answer to question 11 is yes would you agree to share the list of management competencies and their definitions with people attending the Partners' Conference?

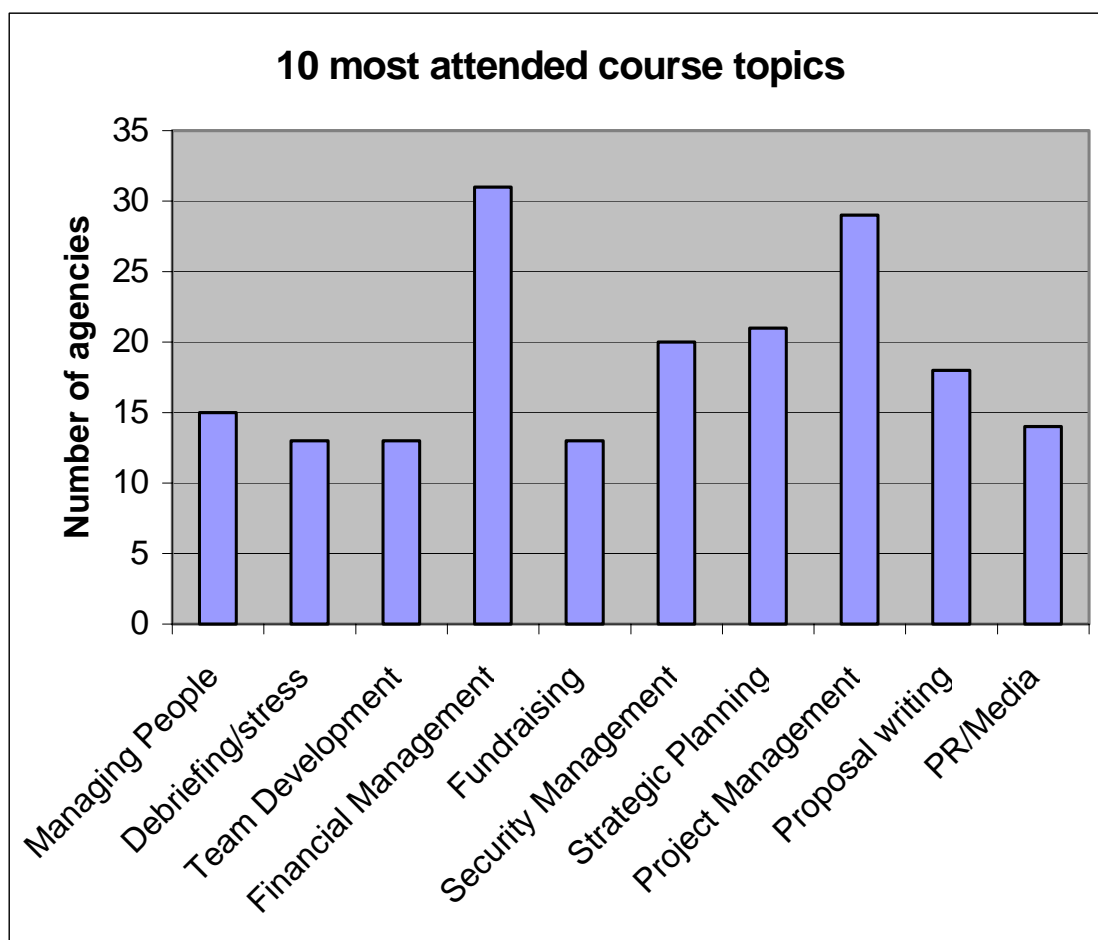
Size of Agency	yes	% of group	no	% of group
1-10	10	34	5	17
11-59	5	17	2	8
60+	4	14	3	10
Total	19	65	10	35

13. From the following topics please indicate with an x in column 2 the five topics which you believe are most important for your organisation.

- During the past two years have emergency personnel from your organisation attended courses covering any of the nineteen topics listed? Please indicate courses attended with an x in column 3.
- Where you have a x in column 3 please indicate with an x in column 4 if you felt that the course fulfilled the organisation's training objectives.
- Please indicate with an x in column 5 training topics that staff would have attended but you were unable to identify appropriate training courses.

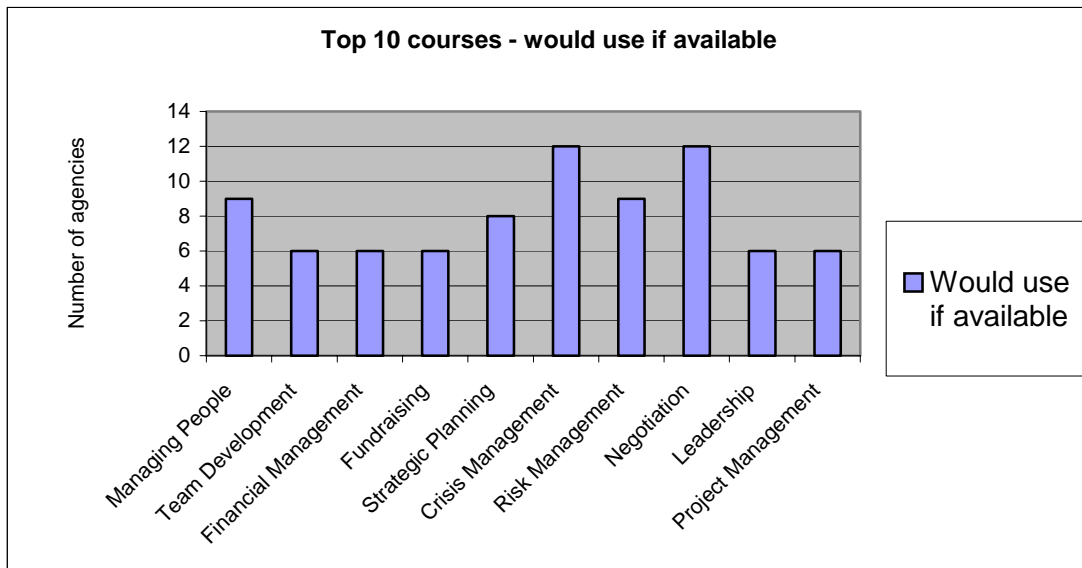
<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
<u>Course topic</u>	<u>5 most important training topics</u>	<u>Attended</u>	<u>Achieved objectives</u>	<u>Would have used if available</u>
Managing people and performance (including performance indicators)				
Debriefing/ stress management				
Interviewing/selection				
Team development				
Financial management (budgeting)				
Fundraising				
Security/Security management				
Health & Safety/ HIVAIDS				
Strategic planning				
Crisis management				
Risk management				
Negotiation skills				
Leadership skills				
Project management				
Proposal/report writing				
PR/ Media Relations				
Meeting management				
Presentation skills				
Time management				



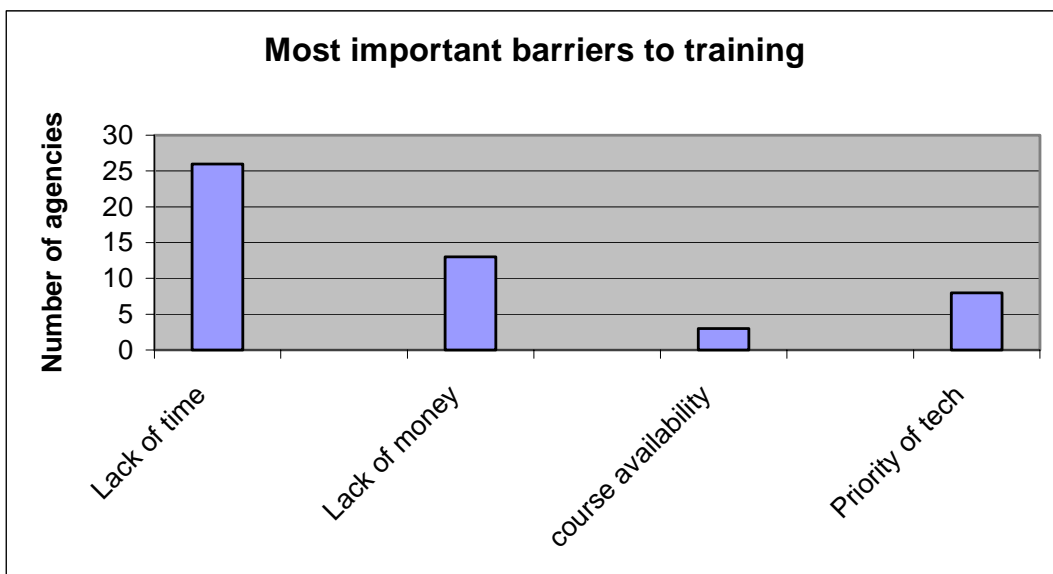


Achievement of training objectives

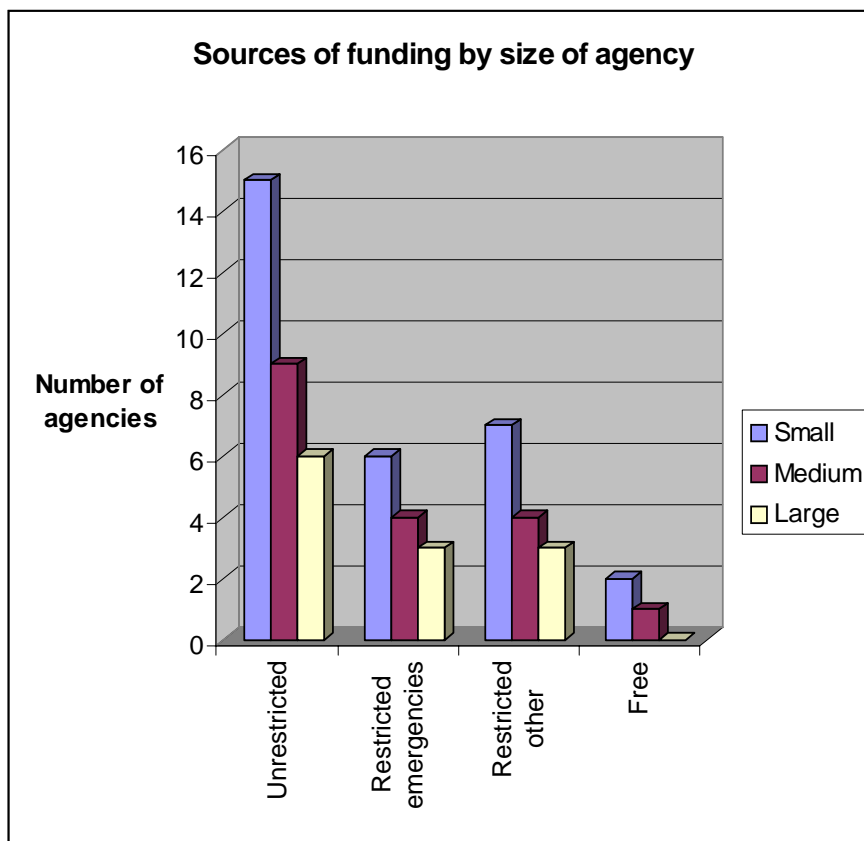
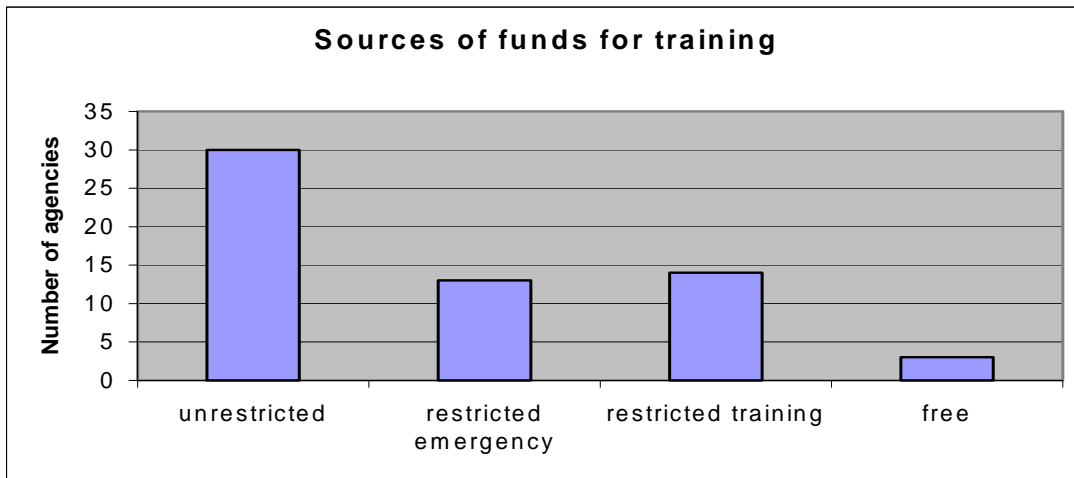
	Attended	Achieved objectives	Achieved objectives %
Risk Management	4	4	100
Presentation skills	3	3	100
Project Management	29	25	86
Health/HIV	11	9	82
Managing People	15	12	80
Interviewing	9	7	78
Proposal writing	18	14	78
Financial Management	31	24	77
Security Management	20	15	75
PR/Media	14	10	71
Debriefing/stress	13	9	69
Strategic Planning	21	14	67
Team Development	13	8	62
Negotiation	5	3	60
Meeting Management	5	3	60
Leadership	12	7	58
Time Management	7	4	57
Fundraising	13	6	46
Crisis Management	3	1	33



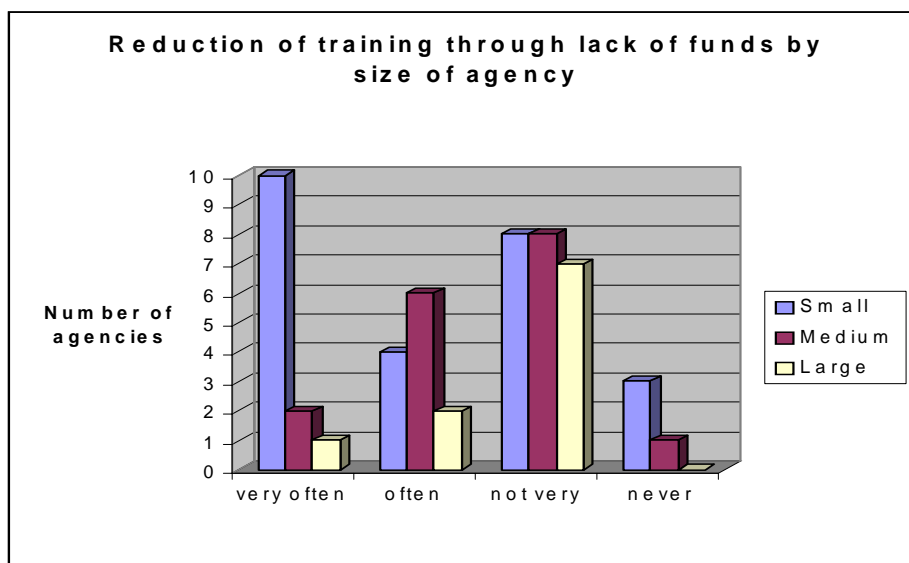
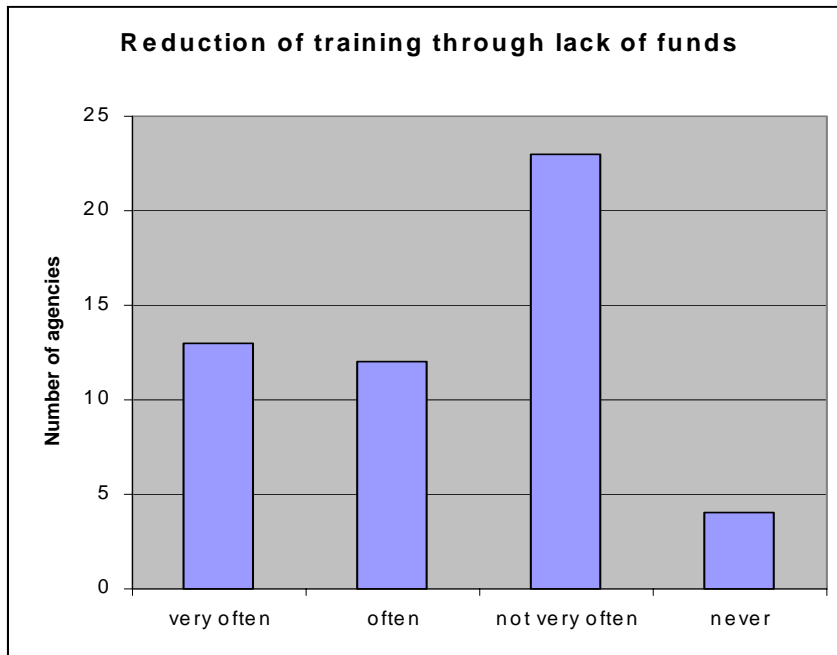
14. What are the main barriers to emergency personnel attending training courses?
Please rank in order, 1 being the least important and 4 the most important.



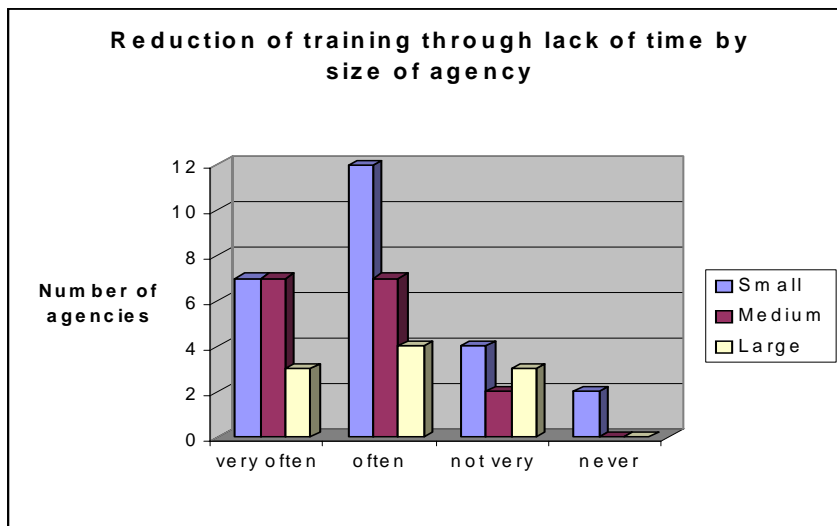
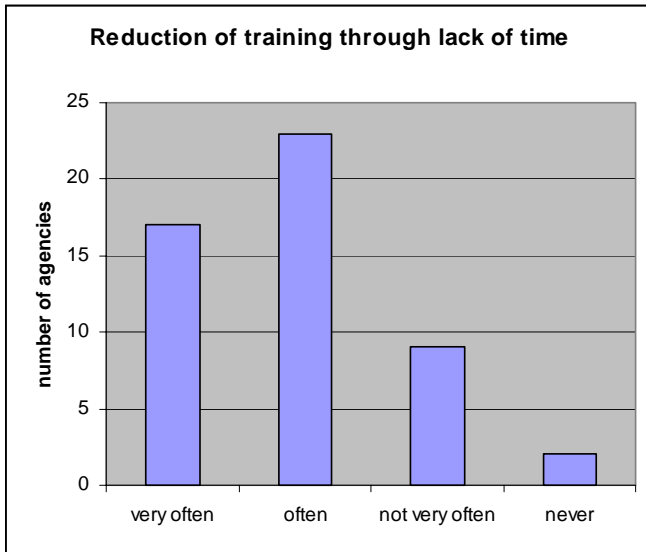
15. From what sources do you fund training courses? You may x (or give percentages for) more than one box



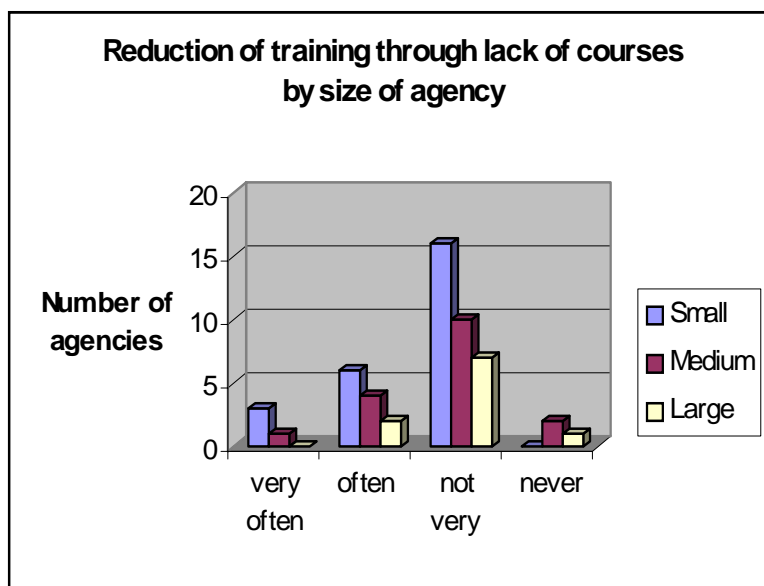
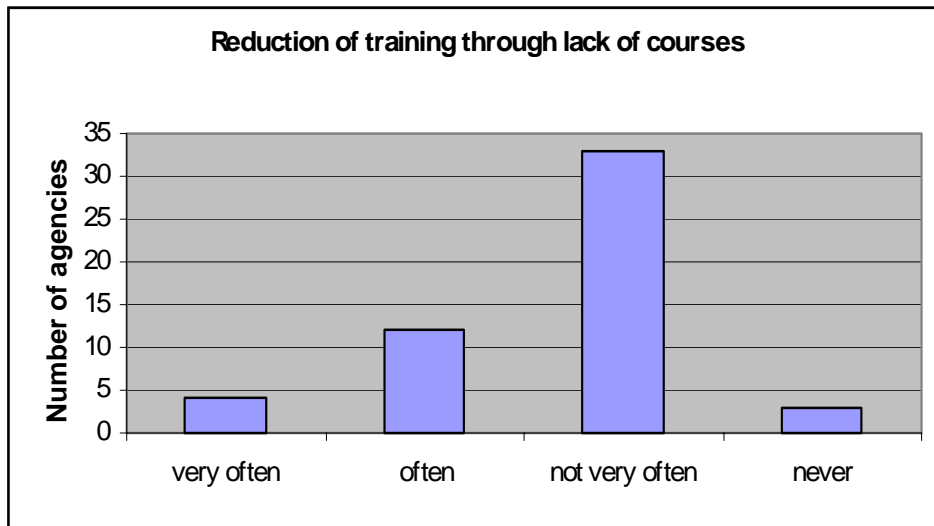
16. How frequently do you have to reduce the amount of necessary training because of lack of funds?



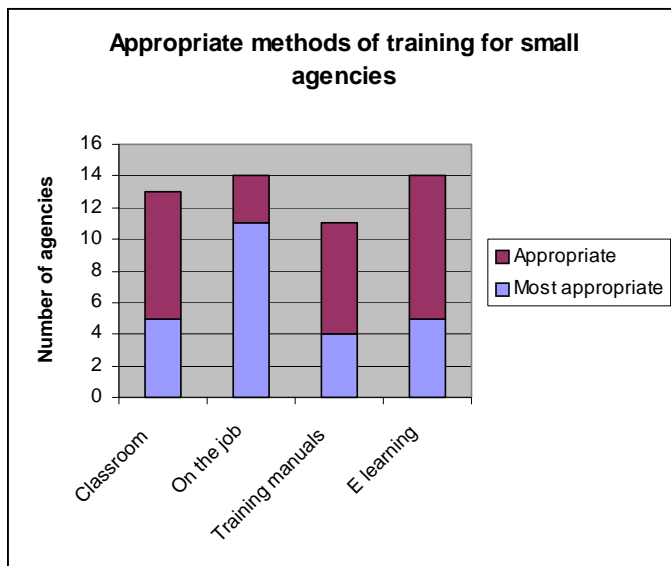
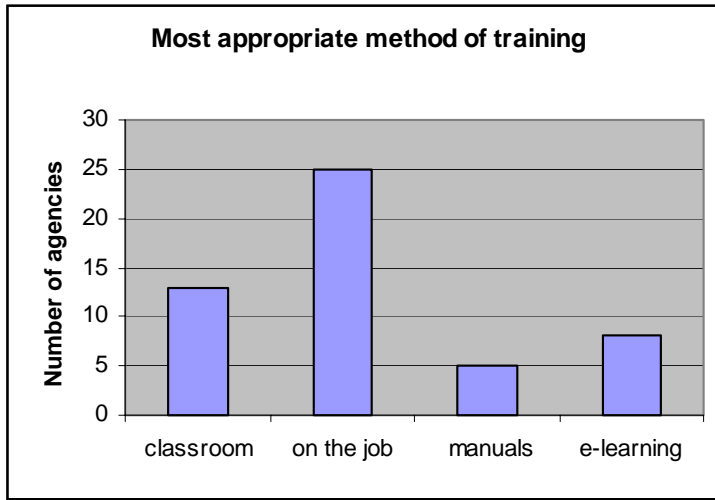
15. How frequently do you have to reduce necessary training because of the lack of time?

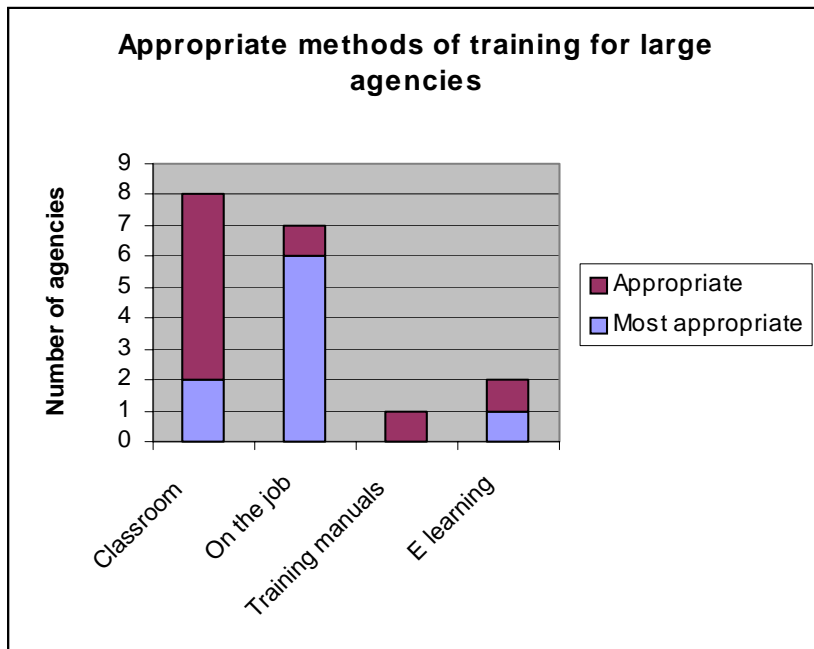
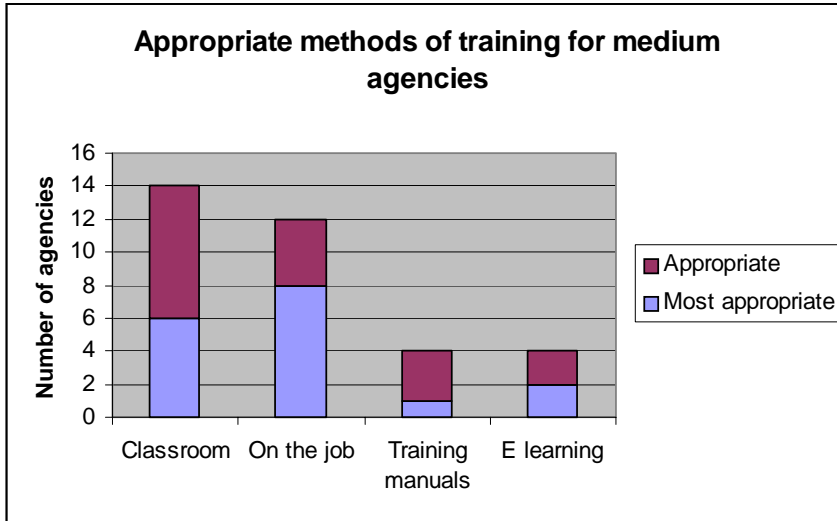


16. How frequently do you have to reduce necessary training because of the lack of availability of appropriate courses?



17. Which of the following do you consider to be the most appropriate methods of delivering training to staff? Please rank in order, 1 being the least appropriate and 4 the most appropriate.





20. Is security training mandatory for every staff member going to an emergency area?

Size of agency	yes	% of group	no	% of group
1-10	14	56	9	36
11-59	10	56	7	39
60+	6	60	4	40
Total	30	60	20	40

21. Please make any other comments about the availability of staff for training, the availability of training courses, or the availability of funding?

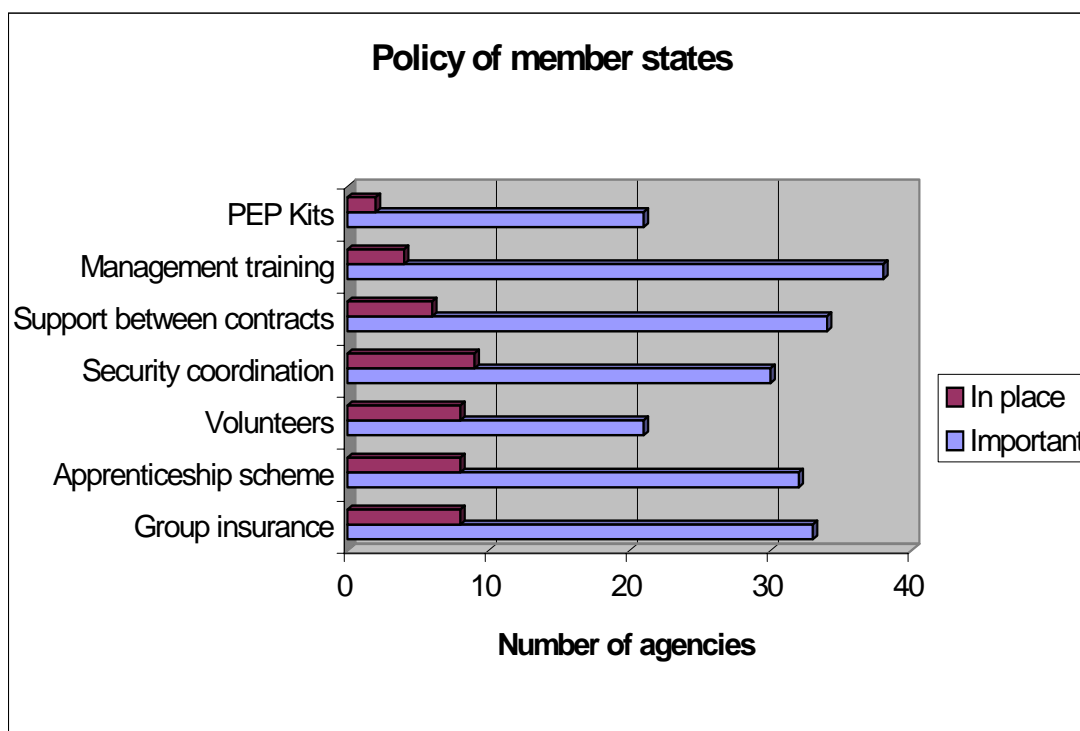
(These comments are unedited)

- Every staff member must read, understand and agree to adhere to the security guidelines for their country of operation.
- Much of our training is carried out in-country, either by consultants travelling specifically to give the training or by means of documents, manuals, guidelines and discussion papers
- We sometimes have problems to sort out the appropriate courses in the bunch of possible trainings available. Many of them sound very interesting, but it is not always easy to find the course according to the needs and in the right period of time.
- Matching timing of the course and the departure of the fieldworker is also an issue preventing sending people to a course; bringing them back to UE from the field is expensive.
- Compulsory training course, standardised Red Cross Basic Training course (BTC) for every field delegate.
- Even staff not in an emergency situation can be confronted by circumstances which require security training.
- ALSO our own capacity to dedicate time to training session as most training is done in house by internal experienced staff
- The organisation has a learning and development policy. Within this it is the responsibility of individual managers to work on a performance development plan with individual staff members. How different aspects of performance are developed varies and can include attending formal training courses, mentoring, learning on the job, e-learning etc. Many of the courses identified above are provided internally and tailor-made for the organisations' needs. The organisation also sends staff on external courses provided by organisations such as Red R.
- We are a small team in the emergency department and it is difficult to spare the time to go on training courses.
- We are looking to develop a Management Development Programme incorporate training workshop, secondments and mentoring and are interested in exploring funding options as well as possibilities of accreditation. We would be interested in exploring multiagency partnerships.
- There are few suitable courses in the right place at the right price.
- We hope this questionnaire can uncover courses which other NGOs have deemed a priority for personnel working both in the organisation and in project teams.

Section 2

22. Some agencies have suggested changes to policies, or even laws, that their own governments could make which would facilitate the personnel management of emergency workers. In Column One please cross if you agree it is an issue of importance. In Column Two please cross if your national government/funding ministry is already assisting humanitarian agencies in this area. Please add any other issues of importance to you which can be discussed at the Partners' Conference.

	1	2
The funding ministry could assist with group insurance of emergency personnel.		
The funding ministry could fund an apprenticeship scheme to bring more people into the pool of emergency personnel.		
The funding ministry could fund volunteers working in emergency situations.		
The government/funding ministry could work more closely on security coordination during emergencies		
The government could give support (eg national insurance, social security, pension contributions) to emergency personnel between contracts.		
The funding ministry could fund general management training for personnel between emergencies.		
The funding ministry could provide PEP kits (for HIV/AIDS) at embassies/missions in-country.		



Appendix 1

ECHO Survey – List of Contributors

We thank the following agencies which were able to send back the questionnaire completed.

Country	Agency
Austria	Austrian Red Cross
Belgium	Caritas Secours Intl
Belgium	ECHO
Belgium	ICMC
Belgium	Medicins sans Frontieres Belgium
Belgium	Oxfam Solidarite
Denmark	Danchurchaid
Denmark	Danish Red Cross
Denmark	Danish Refugee Council
Denmark/Belgium	Mission East
France	Aide Medicale Intl
France	Handicap International
France	Premiere Urgence
France	Secours Populaire
France	Telecoms sans
France	Triangle Generation Humanitaire
Germany	ADRA
Germany	ASB
Germany	Caritas Germany
Germany	Deutsche Welthungerhilfe
Germany	HCC
Germany	Malteser Germany
Germany	Medico International
Germany	World Vision Deutschland
Greece	DIMITRA
Italy	AIFO
Italy	Alisei
Italy	CISP
Italy	COSV
Italy	Intersos
Italy	Movimondo
Italy	Terre des Hommes Italia
Italy	VISPE
Luxembourg	Caritas Luxembourg
Luxembourg	MSF Luxembourg
Macedonia	USCCB
Netherlands	Care Nederland
Portugal	Medicos del Mundo - Protugal
Spain	ACSUR las Segovias

Spain	Comite Internacional de Rescate
Spain	Entreculturas
Spain	Geologos del mundo
Spain	Medicos del Mundo
Spain	Paz y Tercer Mondo
Sweden	Caritas Sweden
Switzerland	Terres des Hommes Foundation
Switzerland/UK	Medair
UK	CAFOD
UK	Food for the hungry
UK	Mercy Corps Scot
UK	Ockenden Intl
UK	Oxfam GB
UK	Tearfund

We also thank those agencies whose responses could not be included in the data analysis but whose answers and comments have been taken into consideration as the final text was being written.

Belgium	Handicap International – Belgium
Finland	Kirkon Ulkomaanapu – FinnChurchAid
France	Aviation Sans Frontieres
France	ACTED
France	CARE France
France	Enfants du Monde
France	Medecins Du Monde
Germany	Diakonie Emergency Aid
Italy	G.V.C. - Gruppo di Volontariato Civile
Netherlands	Health Net International
Netherlands	Save the Children Netherlands
Spain	ACCION CONTRA EL HAMBRE
UK	CARE International
UK	Christian Aid
USA	International Rescue Committee

The geographical breakdown of the 53 responses is as follows:

European Country Base

Austria	1
Belgium	5
Denmark	3
Denmark/Belgium	1
France	6
Germany	8
Greece	1
Italy	8
Luxembourg	2
Macedonia	1
Netherlands	1
Portugal	1
Spain	6
Sweden	1
Switzerland/UK	1
Switzerland	1
UK	6
Total	53

Appendix Two

Managing people: minefield or goldmine?

ECHO PARTNERS' CONFERENCE, NOVEMBER 2001

Report Back from Workshop One on Human Resources Management.

SUMMARY:

There was a general recognition in the working group that effective HR management was essential for effective programme delivery and staff retention, and that there was an increased donor interest in HR management. The working group provided some recommendations for ECHO to take forward, as well as a number of areas likely to improve quality of HR management which could be considered over the next year and further into the future.

1. Underlying themes:

The workshop emphasized two underlying themes which must be taken into account as ECHO consider their approach to human resource (HR) management amongst Partners:

1.1. Motivation: the importance of motivation in the aid worker. Pure professionalism on its own is not enough – motivation is a key element in the make-up of the aid worker. Participants felt that professionalism must not completely dominate motivation, and it is important that HR management also contribute to the safeguarding of the aidworker's motivation.

1.2. Non-discrimination at two levels. First, that different-sized agencies have different needs and capacities and second, that discussions on HR policies must include local staff at every level.

2. Context for discussion:

The workshop agreed the working group's context for discussion:

2.1. that quality of HR management amongst partners is important to ECHO, and will play a role in its selection of partners,

2.2. that retention of staff is of primary importance for agencies,

2.3. that staff have a right to expect minimum standards in HR.

3. ECHO Action Points:

The workshop asked ECHO to take forward a number of issues:

3.1. Funding for training: ECHO should consider allocating funding to agencies for HR management training, both in the field and at head office,

3.2. Sharing learning: ECHO could facilitate exploration of ways in which agencies can benefit from the body of knowledge already existing in the humanitarian community,

3.3. Staff retention: ECHO could ask member state governments to consider support of aid workers between working, as they do their armies.

4. Agenda for the future / working group topics

4.1. The workshop agreed on some priorities for future consideration with a view to helping partners to reduce staff turnover and improve quality.

4.1.1. Necessity of training for aid workers: this would be job specific (at which agencies are already pretty good in providing training) and general management training (eg, business world type - time management, meeting management, document writing and presentation skills),

4.1.2. Job security - how to guarantee longer term contracts, social security, career path, pensions,

4.1.3. Security: it was felt that security of the aid worker, local staff particularly, should be higher up the agenda for agencies and especially for UN peace keeping forces, for whom it often does not figure as a responsibility. It was also noted that agencies are often prepared to let their local staff continue working in situations insecure to the local staff while expatriate staff have been evacuated.

4.1.4. Existing frameworks: looking at the People In Aid Code of Best Practice as a suitable framework for addressing these and other priorities:

4.2. The workshop and plenary session came up with further specific suggestions:

4.2.1. The 'Brain drain': how smaller agencies can stop their local staff being 'poached' by those with greater resources and how all agencies can prevent recruitment taking staff away from jobs needed in civil society.

4.2.2. Apprenticeship: There are few entry-points for aspiring aid workers. Would ECHO help to fund apprentice-ship schemes to give people that essential first experience of humanitarian aid?

5. Finally the group asked the plenary session to consider whether the effort to reach best practice in HR management was:

5.1. A group effort,

5.2. A private matter for the individual agency,

5.3. Any business of a donor,

5.4. Best achieved through internal or external audits, or a mixture of both,

5.5. Best achieved through an external framework such as the People In Aid Code of Best Practice?

The initial working group consisted of: Jonathan Potter (People In Aid), Floris Faber (Mission East), Will de Wolf (Caritas Europa). This summary dated: 19 November 2001.

Appendix 3

ANNEX IV TERMS OF REFERENCE

For the thematic evaluation: "**analysis of the human resources management systems applicable to NGOs, taking into account the specificity of the humanitarian sector**".

Contract n°: ECHO/EVA/210/2002/01008

Introduction

a) *Context*: On the wave of recent events, the issue of quality in humanitarian aid has gained momentum among humanitarian aid professionals over the past few years and was also at the core of ECHO's Annual Partners Meeting held in Brussels in November 2001.

Among the means to improve quality, the management of human resources is generally identified as a priority one. The topic was addressed in a specific workshop within the Conference, which recognised that effective staff management is essential for quality project delivery and emerged with some recommendations for ECHO to take forward and with some priorities for consideration by the joint working group set up to ensure the follow-up of the Conference.

b) *ECHO's response*: by ensuring an appropriate follow-up to the Partners Conference all along 2002 and by responding to the outcome recommendations to act as an 'intelligent' donor, ECHO aims at concretely enforcing the concept of partnership by promoting awareness of key-issues, collecting and disseminating best humanitarian practices, offering concrete know-how support to partners in parallel with the introduction of higher quality standard requirements for partnership. It is ECHO's intention to bring forward the debate on this and other major questions pertaining to quality aid in the framework of the Partners' Conference 2002, where it is envisaged to further kick off relevant joint actions with partners, for which ECHO is ready to carry the financing costs.

c) *Justification and timing of the evaluation*: The need for an analytical survey of the existing management tools addressing humanitarian staff has been specifically highlighted by the working group, which carried out an introductory analysis and an outline of the project. In general terms, the development of a HR management 'toolkit' is considered of particular importance in the context of the ongoing dialogue between donor and partners, and in the light of the emerging quality requirements due to be introduced in the new ECHO Framework Partnership Agreement along with new selection criteria for applicant organisations. More specifically, the working group pointed out the need to focus on the role of training in HR management. It also stressed the need for achieving a common 'statement of needs', as far as HR policies are concerned, which should be submitted to the Member States for consideration. The outcome of the evaluation will be presented and discussed within the Partners

Conference 2002, scheduled on 14 and 15 October in Brussels, where it will constitute the starting basis for debate.

Purposes of the evaluation

Global objective

To collect, analyse and illustrate the existing best practices in terms of human resource management in the specific domain of humanitarian aid, with particular focus on training, and to assist NGOs in applying them in the most appropriate manner, according to their specificity and needs. To facilitate ECHO's evaluation/assessment of humanitarian organisations by providing reliable and consensual quality benchmarks. To encourage a self-regulatory culture among NGOs as regards the conduct of their staff.

Specific objectives

To research the sector of NGOs and summarise the alternatives used in Europe in the domain of humanitarian staff training and HR management policies.

To draft a list of training (emphasising general management) available for humanitarian staff working overseas and used by European NGOs, with attention to the ways in which training is funded, and comparing what is available for the private and public sectors.

To draft a list of items for the Member States to consider, gathering the identified needs in terms of HR policies (e.g. social security, field security, staff recruitment etc.).

To involve humanitarian agencies in the collection of data, by means of direct contacts, web-site visiting and the elaboration and processing of a questionnaire.

To promote a participatory approach to building a shared platform of competencies.

To produce an index of tools and needs for distribution before the Partners Conference 2002.

Desired results

The desired results of the evaluation are:

- To obtain an overall view of the training tools used by the different humanitarian agencies in Europe, showing their objectives and the underlying logic.
- To start an analysis of the relevance and effectiveness of these tools in different organisational contexts, as compared to the declared objectives.
- To outline a first set of conclusions and recommendations both at strategy level (relations donor/implementers, adoption of codes of conduct by humanitarian organisations) and at operational level (impact on the quality of aid).

- To identify mechanisms to complete the index of needs, to be subsequently prioritised in the framework of the Conference.

Work Plan

The evaluation is made in 3 stages:

1. Briefings in Brussels:

- A **briefing** at ECHO with the responsible staff during which all the documents available and necessary clarifications will be provided to the consultant by the requesting service. Days allocated = 1 (first week of August).
- A **debriefing** at ECHO with responsible staff and the Partners Conference Steering Group. Days allocated = 1.
- **Participation** to the Partners Annual Conference 2002 in Brussels (14-15 October). Days allocated = 2.

2. Data collection and study:

- The consultant will work in co-operation with the relevant ECHO staff and ECHO partners. Days allocated = 20.

3. Submission of report:

- The first **draft report** shall be submitted to ECHO and discussed in a meeting with ECHO staff and the Partners Conference Steering Group on 13 September 2002.
- On the basis of the feedback received from ECHO and the Steering Group, the **final report** will be submitted to ECHO by electronic transmission (Word 7.0 format or a more recent version) by 30 September 2002. ECHO should mark its agreement within 5 calendar days or request further amendments.

Reports

The evaluation will result in the drawing up of a report written in a straightforward manner in either English or French, of a **minimum** length of 20 pages (not taking into account annexes and support documentation), and including a short Executive Summary which should appear at the beginning of the report.

The evaluation report is an extremely important working tool for ECHO. The report format appearing below must, therefore, be strictly adhered to:

- Cover page
- Title Of The Report:

- Date Of The Report;
- Name Of The Consultant;
- Indication that “the report has been produced and financed by at the request of the European Commission. The comments contained herein reflect the opinions of the consultant only”.

- Table of contents
- Executive Summary:

A tightly-drafted, to-the-point and free-standing Executive Summary is an essential component. It should focus on the key issues of the analysis, outline the main points and clearly indicate the main conclusions, lessons learned and specific recommendations. Cross-references should be made to the corresponding page or paragraph numbers in the main text.

The structure of the Executive Summary must be as follows:

- Subject
- Date Of The Evaluation
- Consultant’s Name
- Purpose & Methodology
- Main Conclusions
- Recommendations
- Lessons Learned

- Main body of the report:

The main body of the report shall elaborate the points listed in the Executive Summary. In particular, for each key conclusion there should be a corresponding recommendation. Recommendations should be as realistic, operational and pragmatic as possible; that is, they should take careful account of the circumstances currently prevailing in the analysed context, and of the resources available to implement it.

- Annexes:
 - Terms of Reference;
 - List of persons interviewed and sites visited;
 - Abbreviations;
 - Technical documentation.

All confidential information shall be presented in a **separate annex**. Each report shall be drawn up in **1 bind original plus 4 unbind copies** and transmitted to ECHO. An **electronic copy** of the report (diskette or CD ROM, Word 7.0 format or a more recent version) **including all annexes** must be submitted together with the final report's hard copies.

Required skills for the consultants

- A solid experience in relevant fields of work to the evaluation (HR Management) is required. Knowledge of ENGLISH AND FRENCH is obligatory.
- The consultant is fully responsible of the research carried out, of the elaboration of data and of the final coherence and content of the report.

Timetable

The evaluation will last 24 working days, beginning with the date of signature of the contract by the last party and ending no later than 4 October 2002 with the acceptance of the final report. This will include 2-working-day participation to the Annual Partners Meeting on 14 and 15 October in Brussels.