Emergency Capacity Building Project
A collaborative effort of the Inter-Agency Working Group on Emergency Capacity

Staff Capacity Initiative

National Staff Development Program (NSDP)
Pilot Project

External Strategic Review

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For: 

People in Aid
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Executive Summary

The Emergency Capacity Building Project (ECB) is a cooperative undertaking of the Inter-Agency Working Group on Emergency Capacity (IWG)\(^1\), a consultative membership of seven large humanitarian agencies. The goal of the ECB Project is to improve the speed, quality, and effectiveness of the humanitarian community in saving lives, improving the welfare, and protecting the rights of people in emergency situations. One component of the staff capacity building initiative of the ECB Project that ended in December 2007 was to develop a comprehensive National Staff Development Program (NSDP) pilot project.

The National Staff Development Program (NSDP) recognizes that the single most important resource for humanitarian agencies in an emergency environment is experienced and capable staff able to provide the expertise and leadership essential for an effective response. Deploying the right people in the right place and at the right time tends to be a considerable challenge. ECB research concluded that the pool of qualified and experienced international personnel is always smaller than the level of demand from humanitarian organizations, especially at the time of an emergency response. The design of the NSDP pilot project further drew upon the wider, ongoing debates within the humanitarian sector relating to the improvement of organizational performance by taking into consideration humanitarian competencies, the learning needs of staff, systematic on-the-job learning and training and certification and accreditation, and aiming to develop a sustainable and replicable program to increase the number of agency staff at the national level capable of leading and managing emergency programs.

Competencies tend to be ‘individual’ as well as ‘technical’, and the humanitarian sector is no different to others in acknowledging the need for both for humanitarian professionals to carry out their roles effectively. For a number of humanitarian organizations, including those within the IWG, staff competencies are central to the organization’s ability to achieve its goals. A survey of the learning needs of national staff within the ECB agencies highlighted the perceived gaps in knowledge and skills of national staff. Experience in both emergency response interventions and long-term development situations has shown that while formal training, such as structured training courses, plays an important role in certain circumstances, structured work experience more often than not is a more effective tool to help staff to gain experience and improve career development. It is widely accepted that no agreed, objective mechanism exists within the humanitarian sector for determining the competency of an individual aid worker, nor for measuring the size of the ‘pool’ of qualified staff. The creation of a professional representative body within the sector has been discussed, recognising the need for a grouping of humanitarian assistance professionals but at the same time acknowledging the effort required, challenging the commitment of those involved.

The specific objective of the NSDP pilot project was to devise a replicable model which could increase the number of agency staff at the national level capable of leading and managing emergency programs. While the pilot project was to focus on the participating agencies of the IWG, it was anticipated that, if replicated in the future, the NSDP would be available across the humanitarian sector.

The learning process associated with the development and implementation of the NSDP pilot project has been invaluable to those involved. It has also been said that the ECB Project was ‘breaking the mould’ on inter-agency collaboration and cooperation. This would appear to have been the case for taking forward the NSDP pilot project. At the same time,

\(^1\) CARE International, Catholic Relief Services (CRS), International Rescue Committee (IRC), Mercy Corps, Oxfam-Great Britain (Oxfam GB), Save the Children Alliance, World Vision International (WVI)
however, the NSDP pilot project confirmed a lot of things that were already known to the participating agencies – giving these same agencies the opportunity to ‘put their own house in order’ when dealing with national staff development and capacity building.

A general tendency in undertakings such as the NSDP pilot project is for participating agencies to identify more closely with any ‘lessons learned’ than with actual achievements. Although it is generally held that the NSDP pilot project was over ambitious in its objectives and goals, and its cost effectiveness has yet to be determined, it is acknowledged that the momentum gained through implementation of the pilot project needs to be maintained.

While acknowledging that ‘the job has just started’, that the program needs time to grow and mature, and that its potential has not yet been fully realised, the main challenges for the sustainability of the NSDP centred on the commitment of participating agencies, its cost, quality control and the need for certification and accreditation.

Generally, there exists a commitment within the participating agencies to take forward the NSDP, especially as the work has only just begun. No matter how willing the agencies are to continue, however, it became evident to the author that they (the agencies) need to work out and articulate their agencies’ objectives for doing so, thus confirming that what has been piloted meets these needs. This will influence the manner in which the NSDP will be taken up within individual agencies. Agency perspectives for future involvement in the NSDP include follow-up of the pilot project to determine the added value, cost, the need for regional/country level approaches and the need for agency commitment and continued inter-agency collaboration and cooperation.

Moving the NSDP forward in a sustainable manner needs to take into consideration a number of the issues that have arisen as a result of the pilot project and research relative to this report. The following recommendations are presented and elaborated -

**Agency ‘institutionalisation’**

Agencies must reaffirm their commitment to the principle enshrined in the NSDP. This will require a broad commitment of resources across the agency as part of the process of support to build ‘ownership’ of the product that should not be restricted to the agency headquarters either – the various levels of ‘the field’ should also be included, as appropriate to the agency. In an attempt to bring these elements together, it is recommended that within the proposed ECB Project Phase II, the participating agencies consider entering into a ‘peer review’ process to pursue the issue of ‘institutionalisation’ to include verification and holding each other accountable – at field, agency and sector levels.

**Mentoring**

While mentoring should remain within the participating agency, a process must be entered into for identifying, training and developing the mentors, in such a way that there is agreed-upon uniformity within and between the agencies on the role, capacity and level of understanding of mentoring itself and of the mentor.

**A ‘Core Group’ for continued inter-agency collaboration**

It is proposed that there be a ‘core group’, comprising representatives from each participating IWG agency (and external agencies if appropriate) and from ECB, to oversee the program and interact with all the approaches, whichever are selected, with a terms of reference defining its principle functions.
✓ **Participation of ‘non-ECB’ agencies**

Maximize the opportunities to include agencies from the wider humanitarian sector through the country pilots and agency consortia in the roll out of the proposed ECB Project Phase II.

✓ **Alternative NSDP ‘models’ -**

- **Intra Agency**
  - The full program is taken up by one or more IWG agency/agencies, making places on the program available to other partner agencies at cost.
  - Components of the program are taken up by one or more IWG agency/agencies as best fit their own staff development/capacity building strategies.
- **Inter-Agency**
  - Management and implementation of the program is taken up by an (external) organization with experience in running such programs and made available to participating agencies for a fee

✓ **Cost Benefit and Return on Investment**

A cost benefit analysis of the NSDP pilot project is needed. Anecdotal feedback suggests that the exercise was ‘expensive’ with agencies making different levels of financial commitment. While it could be argued that any pilot is expensive by definition an analysis would greatly assist participating agencies to better understand the bigger picture.

✓ **An ‘international body’ for the humanitarian professional**

While an accreditation study was made during the NSDP pilot project, the accreditation of the NSDP itself was not achieved. The creation of a professional representative body within the humanitarian sector has been discussed. A detailed proposal for a ‘professional association for humanitarian workers’ is included in the revised ECB certification/accreditation report, while similar proposals within the sector for such a professional association also take this broader approach, with potential benefit beyond the ECB group of agencies. It is recommended that further steps be taken to finalize the certification and accreditation issue, including consultation with the management of People In Aid to determine possible ways ahead for a professional body.

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1. Introduction

The Emergency Capacity Building Project (ECB) is a cooperative undertaking of the Inter-Agency Working Group on Emergency Capacity (IWG)\(^2\), a consultative membership of seven large humanitarian agencies aiming to improve their emergency response capacity. The goal of the ECB Project is to improve the speed, quality, and effectiveness of the humanitarian community in saving lives, improving the welfare, and protecting the rights of people in emergency situations. These agencies and their partners are jointly addressing issues of staff capacity, accountability and impact measurement, risk reduction and the use of information and communication technologies in emergencies.

One component of the staff capacity building initiative of the ECB Project that ended in December 2007 was to develop a comprehensive National Staff Development Program (NSDP) pilot project. This pilot project aimed at testing a sustainable and replicable program to increase the number of agency staff at the national level capable of leading and managing emergency programs.

The pilot stage of the NSDP is now coming to an end, and the implementation team is focusing on documentation of activities, including the production of a complete package of all curricular materials used during the pilot, an Administrator’s Guide to facilitate replication of the program, and a comprehensive Pilot Project Report, capturing lessons learned during the pilot process and feedback from participants, mentors and other stakeholders.

This report provides an external strategic review of the ECB NSDP pilot project and is not an evaluation of the components of or training delivered during the NSDP pilot project. It is intended to be a strategic review of where this kind of initiative fits within the IWG agencies’ approach to national staff development and capacity building.

In addition to a review of all relevant documentation relating to the NSDP and the pilot project, telephone interviews were made with key stakeholders within each participating IWG agency, including working group members, participants of the pilot project, trainers, mentors, and other selected staff from the emergency and human resource departments/sections. Contact was also made with former ECB staff and other non-ECB agencies, as necessary and relevant. The list of persons interviewed/contacted is attached (Annex 1).

The consultancy for this work has been managed by People In Aid on behalf of the ECB Project. The Terms of Reference are attached to this report (Annex 2).

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\(^2\) CARE International, Catholic Relief Services (CRS), International Rescue Committee (IRC), Mercy Corps, Oxfam-Great Britain (Oxfam GB), Save the Children Alliance, World Vision International (WVI)
2. **Background**

The National Staff Development Program (NSDP) recognizes that the single most important resource for humanitarian agencies in an emergency environment is experienced and capable staff able to provide the expertise and leadership essential for an effective response. Deploying the right people in the right place and at the right time tends to be a considerable challenge. Initial work carried out by McKinsey & Co.\(^3\) for the IWG in 2005 supports this position that staffing is critically linked to program performance, and proposed the development of a shared “dashboard” of prioritized humanitarian staffing metrics by the participating agencies.

ECB research prior to the NSDP pilot project concluded that the pool of qualified and experienced international personnel is always smaller than the level of demand from humanitarian organizations, especially at the time of an emergency response. This same ECB research also acknowledged that full advantage is not normally taken of the experience and skills of the national staff in the countries in which the organizations operate. A lack of knowledge of and confidence in the skills of national staff by senior managers and the lack of opportunities for national staff to develop and gain experience in an international organization are oft-cited reasons for this under-utilisation of national staff capacity.

The design of the NSDP pilot project further drew upon the wider, ongoing debates within the humanitarian sector relating to the improvement of organizational performance by taking into consideration *humanitarian competencies, the learning needs of staff, systematic on-the-job learning and training and certification and accreditation*, and aiming to develop a sustainable and replicable program to increase the number of agency staff at the national level capable of leading and managing emergency programs.

A synthesis of the pertinent issues from each of these subjects relevant to the NSDP pilot project follows.

2.1 **Humanitarian Competencies\(^4\)**

Competence means having sufficient knowledge, experience, skill and ability to effectively and efficiently perform a task or function in a given job, role or situation. An individual has competencies that allow him/her to perform that task or function in that given job, role or situation.

Competencies tend to be ‘individual’ as well as ‘technical’, and the humanitarian sector is no different to others in acknowledging the need for both for humanitarian professionals to carry out their roles effectively. Individual competencies tend to be characteristics intrinsic to the individual – ability to work with others; capacity to plan and organize; self-awareness et al – and which can be further enhanced while technical competencies are summarised as those needed by others that can be learned by the individual – i.e. program coordination and management; stewardship of resources; leadership.

For a number of humanitarian organizations, including those within the IWG, staff competencies are central to the organization’s ability to achieve its goals. Competency frameworks and models have been developed as tools for performance management and for sourcing and developing staff. For many, competencies offer an objective approach to the

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\(^3\) *Emergency Response HR Metrics* – McKinsey & Company – October 2005

\(^4\) *Humanitarian Competencies Study* – ECB Project – April 2006
management decision that the individual is ‘good enough’ to do the job, although this may not be accepted by others, even within the same agency.

The general absence of recognized academic or vocational ‘qualifications’ in the sector have also led humanitarian agencies to look at staff competencies when seeking to develop and enhance their staff pool of humanitarian professionals.

While no agreed, objective mechanism exists within the humanitarian sector for determining the competency of an individual aid worker, competency models are recognized as useful measuring tools because they bring together the behaviours required to do the job and the attributes that allow the job to be done well.

Learning programs for developing competencies, relevant to the humanitarian sector, include workshops, simulations, case studies, role playing, secondments and apprenticeships.

2.2 Learning Needs of National Staff

Building on the ECB Humanitarian Competencies study (above), a survey of the learning needs of national staff within the ECB agencies highlighted the perceived gaps in knowledge and skills of national staff.

Project planning and management, knowledge of the humanitarian system and practical security skills and communication awareness were identified as important gap areas. The ability (or lack thereof) to work in English was also seen as a clear technical skill ‘gap’.

In addition to using this information within the learning and development components of the NSDP, the survey also provided an insight to the need for ongoing support (coaching, mentoring) for national staff, especially during an emergency response, while recognizing that providing such support often proves difficult in high-pressure situations because of a lack of time by international staff to do this.

The issue of staff retention was also touched upon during the survey – restating the commonly-held view that national staff, once trained up, will seek to move on to better opportunities offering better remuneration. Staff retention strategies would have to be reviewed.

It became clear from the survey that while gaps in knowledge and skills were identified for those national staff who wanted to progress within the organization and sector, this was not a universal aspiration for national staff. Not all national staff expressed an interest in such a process, highlighting the need for a careful selection criteria and process, together with a long-term commitment from potential participants.

2.3 Systematic On-The-Job Learning and Training (OJL & OJT)

Experience in both emergency response interventions and long-term development situations has shown that while formal training, such as structured training courses, plays an important role in certain circumstances, structured work experience more often than not is a more effective tool to help staff to gain experience and improve career development.

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5 ‘Results of Learning Needs Study’ – ECB Project – November 2006
6 ‘Systematic On-The-Job Learning and Training (OJL & OJT) Study’ – ECB Project – August 2007 (in draft)
Formal training programs often take place outside the normal working environment – i.e. in the classroom – and with peers. The environment may not be conducive to retaining that which is being taught and the long-term value of the training can become questionable.

Structured work experience – on-the-job learning and training – can take place on a one-to-one basis and at the workplace, a positive environment for information retention. A distinction between on-the-job learning and on-the-job training is that the latter relies on information being passed on to the trainee by the organization and/or supervisor through watching and observing someone more experienced while the former is a self-directed, work-based process requiring greater self-discipline and uptake by the individual with the expectation that those who are organizing the learning develop the necessary specific tools and mechanisms to ensure the learning process satisfies the learning needs.

The important issue is to strike the balance between off-the-job and on-the-job learning and training – for the benefit of the employee and employer.

Effective on-the-job training and learning require structured and systematic approaches. Key issues to be considered include the timing of the learning and training; the methodology employed; and the role of mentoring. Staff – those being trained and the mentor - need to be motivated and interested.

To have a successful on-the-job learning and training program, supervisors and managers need to assign a mentor to each participating staff person. The mentor is responsible to plan the training carefully and to oversee it effectively. The mentoring role is particularly important and one that is often underestimated – both in time and cost. Time and space has to be made available to the individual providing the mentoring in order for him/her to be effective. The mentor also has to be clear on his/her role – additional training for this role is often required but is not always made available. The quality of the on-the-job training is often a reflection of the capacity of the mentor.

2.4 Certification and Accreditation

The humanitarian sector is being held more and more accountable for its actions – to those whom it strives to assist and to those who provide the resources – and the means to measure the quality of the work and the accountability of those who deliver it continue to be developed. ALNAP (Active Learning Network for Accountability and Performance in Humanitarian Action), HAP (Humanitarian Accountability Partnership), People In Aid, and The Sphere Project are examples of quality and accountability initiatives that exist to further these aims.

Discussions on and around the issues of certification and accreditation are not new within the humanitarian sector and it is widely accepted that no agreed, objective mechanism exists for determining the competency of an individual aid worker, nor for measuring the size of the ‘pool’ of qualified staff.

The ‘competence’ of a humanitarian worker is determined, more often than not, in a very subjective manner by his/her managers, typically based on reputation and experience. However such judgements may not be accepted more widely, even within the same agency. A more objective system for determining individual competencies, recognised by a wide range of stakeholders, would enable the sector as a whole to develop the staff ‘pool’, leading to greater efficiency, increased confidence and improved performance.

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7 Mentor: a trusted teacher or adviser – Chambers Encyclopaedic English Dictionary - 1995
8 ‘Expanding The Pool of Qualified Humanitarian Staff’ – draft report – ECB Project – October 2007
Recognised qualifications may also be helpful to staff looking for movement within, as well as seeking employment outside, the sector. Academic education may be of high quality but often lacks practical experience. Vocational qualifications look to provide specific skills necessary within the sector.

There exist a large number of relevant training courses on offer, many apparently of excellent quality. However, these training courses are often undersubscribed – suggesting that the issue is not training capacity per se but rather difficulty in identifying the merits of a particular type of course and determining where it fits in the ‘career path’ of an individual and the strategy of the agency - as determined by that person or by his/her employer.

There are different interpretations of certification and accreditation. Within ECB, and in the context of this review, accreditation is taken to be a process whereby skills and capacities are recognized by an authoritative body and certification is the process whereby an individual has participated in a specific training program and has been certified by the person/organization providing the training.

Accreditation, providing external validation (qualitative and quantitative) of training and competency assessments, would go some way towards helping humanitarian managers to more quickly identify which individuals are ‘good enough’ for deployment in a particular situation. Such accreditation must come from a recognised, authoritative body – sector-wide quality assurance must be seen to be impartial, independent of employers and training providers.

While professional technical qualifications emanating from a number of academic and technical institutions are often recognised by operational agencies, these institutions are almost exclusively located in Europe on North America – geographically and economically beyond the reach of the majority of nationals from disaster-affected countries.

The creation of a professional representative body within the sector has been discussed, recognising the need for a grouping of humanitarian assistance professionals but at the same time acknowledging the effort required, challenging the commitment of those involved. Proposals for such a professional association (People In Aid\textsuperscript{10}) within the humanitarian sector take a broad approach, with potential benefit beyond the ECB group of agencies.

\textsuperscript{10} ‘A Professional Association for the humanitarian sector’ -- internal People In Aid document – December 2007
3. NSDP Pilot Project

The National Staff Development Program (NSDP) Pilot Project\(^1\) was launched under the Staff Capacity Initiative of the ECB Project to develop and test a professional development program and accreditation process for the humanitarian sector, leading to an increase in number and diversity of agency staff with confidence and competence to lead emergency programs. The pilot project was designed and managed by a cross-agency working group from the IWG members, led by CARE International and Oxfam GB.

The specific objective of the pilot project was to devise a replicable model which could increase the number of agency staff at the national level capable of leading and managing emergency programs. While the pilot project was to focus on the participating agencies of the IWG, it was anticipated that, if replicated in the future, the NSDP would be available across the humanitarian sector.

With an expected rate of 600 program participants per year, the design of the pilot project anticipated that by the end of 2010, the IWG agencies would have increased the global pool of qualified and accredited professional humanitarian staff by 2100 (42% of IWG national staff ‘managers’). This longer-term objective was dependant upon 3 factors - the success of the pilot project; the commitment of the participating agencies; and necessary resource allocations.

With the aim of developing and testing a multi-agency program for assessing and improving staff competencies, the pilot project focused on the establishment of a foundation modular learning program that included management and leadership skill development. Additional modules were envisioned, based on need, which could also be ‘agency-specific’ and which could be incorporated into existing agency capacity-building programs.

The accreditation component of the pilot aimed at assessing existing approaches and initiatives undertaken by IWG agencies and others, both within the humanitarian and development community and outside, to ensure the identification and take-up of the most appropriate available option.

The anticipated impact of the pilot project was to be evidenced through improved speed, quality and effectiveness in the humanitarian programs of the participating IWG agencies.

Sustainability was to be achieved through the creation of a program that could be run by each agency and could be integrated into the agency’s usual business, staff development, and emergency preparedness processes.

A pilot version of the NSDP, involving 39 participants primarily from the participating IWG agencies but also from the Government of Pakistan and the IFRC\(^2\), was implemented in three stages during 2007 –

- Stage I (Assessment and Foundation Program) - Pakistan - June 2007
- Stage II (involving on-line learning) - July-August 2007
- Stage III (Advanced Emergency Operation Program) - Thailand – September 2007

\(^1\) Proposal For Leadership of ECB Pilot Project to Expand the Pool of Qualified National Staff for Emergency Preparedness and Response - CARE International and Oxfam GB - 22 November 2006
\(^2\) International Federation of Red Cross and Red Crescent Societies
It should again be noted that this report is not an evaluation of the components of or training delivered during the NSDP pilot project. It is intended to be a strategic review of where this kind of approach fits within the IWG agencies’ approach to national staff development and capacity building and potentially what such an approach can offer to the wider humanitarian sector.

In addition to a review of all relevant documentation relating to the NSDP and the pilot project, telephone discussions were held with key stakeholders within each participating IWG agency, as indicated –

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The full list of persons interviewed/contacted is included as Annex 1 to this report.

The author notes that no ‘trainers’ or agency personnel at the field level – regional or country – were suggested or contacted. How well the NSDP pilot project was communicated within participating agencies at the design phase, implementation phase and in follow-up becomes an important issue for these agencies, especially when their staff development strategies and approaches draw heavily on an engagement at the regional/country level.

A synthesis of the comments, reaction and feedback received from those with whom the author held discussions, together with insights gained by the author based on a review and analysis of relevant documentation and personal experience, follows.

3.1 What has been gained?

The learning process associated with the development and implementation of the NSDP pilot project has been invaluable to those involved.

It has also been said that the ECB Project was ‘breaking the mould’ on inter-agency collaboration and cooperation. This would appear to have been the case for taking forward the NSDP pilot project.

At the same time, however, the NSDP pilot project confirmed a lot of things that were already known to the participating agencies – giving these same agencies the opportunity to ‘put their own house in order’ when dealing with national staff development and capacity building.

✓ The NSDP pilot project was implemented – this in itself is noteworthy. In the development of any new initiative such as this, there will be discussion and trust-building between agencies, as well as the understanding of different agency positions and approaches. The pilot project came late in the life of the overall ECB Project, but it happened.
Professionalism in the sector – the NSDP pilot project is seen as having made a modest contribution to professionalism within the humanitarian sector – by giving staff skills and experience that can be quantified and recognised. The common curriculum allowed a comparison of skills between agencies whilst also broadening what was being learned – including ‘soft’ elements (how emergencies happen; understanding the humanitarian sector) alongside the ‘hard’ practical required skills and experience.

Inter-agency collaboration and cooperation - in agreeing to the NSDP, the participating agencies agreed to work together and adopt a common approach to staff training etc. – pooling resources for joint implementation. This has the potential for greater synergy, emphasising the opportunities for partnership rather than competition.

Affirmation of national staff development – confirmed to be ‘core’ within the strategic thinking and approaches of the participating agencies, the NSDP pilot project placed a focus on national staff – their role, their development etc. It has been noted that participants who went through the pilot project are ‘more confident’, ‘more competent’ and overall better people. It’s a small start, given the limited numbers involved, but these same participants are looking to take forward inter-agency collaboration and the relevant components of the NSDP curriculum in their local context.

Modular format – the NSDP is seen to be complementary to agencies’ own staff development strategies and approaches. Its modular format allows the NSDP to be taken forward as a complete, comprehensive package as, although elements and ‘bits and pieces’ exist and are available in the wider sector, there is nowhere else to go ‘for the full package’. Alternatively, the opportunity exists for components of the program to be ‘unpacked’ and used as appropriate for an agency’s needs.

3.2 Lessons learned

A general tendency in undertakings such as the NSDP pilot project is for participating agencies to identify more closely with any ‘lessons learned’ than with actual achievements. Although it is generally held that the NSDP pilot project was over ambitious in its objectives and goals, and its cost effectiveness has yet to be determined, it is acknowledged that the momentum gained through implementation of the pilot project needs to be maintained.

Timeframe – the NSDP pilot project took a long time to get off the ground and was implemented late in the lifespan of the ECB project, which itself had a shorter life than was originally planned. This placed pressure on the implementation of the pilot with elements still now needing to be finalised. Continuation of the NSDP needs to consider short-term approaches (to round off the pilot project) and longer term approaches towards sustainability (the establishment of a program integrated in the staff development and emergency preparedness strategies and process of the agencies and that can be run by the agencies themselves (whether intra- or inter-agency)). The period of the proposed ECB Project Phase II is 5 years (until end 2012) so steps towards ‘sustainability’ must be well advanced within that timeframe. However, it is clear that there can be no more ‘piloting’ in Phase II – the emphasis is on implementation and the rolling out of experience from the original project.

Inter-agency cooperation and collaboration is cited as one of the strengths of the pilot project. While opportunities exist to broaden this cooperation and collaboration within the wider humanitarian sector, such cooperation and collaboration needs to be evident at all levels – national, regional and headquarters – within and between participating agencies. The focus of the proposed ECB Phase II on 5 pilot countries/consortia promotes this opportunity.
Program design was frequently challenged by those interviewed and supported by documentation:

- Over-ambitious project design – over-ambitious objectives and goals would have benefited from a ‘reality check’. The design period for the project as a whole and the management and logistical requirements for implementation of the pilot, especially Stage II of the program (on-line learning) were underestimated.

- Project management - the management structure in the NSDP pilot program was often brought into question with comments like ‘it is difficult to manage by consensus’. This had the impact of slowing down decision-making processes as well as influencing project design ‘to keep everyone on board’.

- Senior management ‘buy-in’ - there was a need for senior management ‘buy in’ to the process and continuity of engagement through the assignment of appropriate staff (and not those who were available or had ‘space in their agendas’) in some cases.

- Cultural and regional differences – implementation of the pilot project in Pakistan and Thailand highlighted the importance of cultural and regional differences - both in the context of the geographical location and the origins of the participants - but which were often not fully appreciated or understood – by participants or by the training staff.

Continuation of the program, in whatever format, should these issues take into consideration

Mentoring - was regarded as a positive process within the program, although it drew criticism for the differing ways that mentoring was understood and for the (lack of) preparation for those who were to be mentors. While mentoring was considered early on in the planning process for the NSDP, there needs to be a process for identifying, training and developing the mentors – equitably and inter-agency – to ensure quality.

Expensive exercise – was it worth it? While a cost-benefit analysis is not available, anecdotal feedback as well as from the various documents reviewed relating to the pilot project does suggest that the exercise was ‘expensive’. How expensive cannot be determined but it could be argued that any pilot is expensive by definition – start up costs, research, etc. tend to be inefficient when looked at from the wider perspective. It has been suggested that the global nature of the pilot has increased the costs – when considering travel and accommodation for implementers and participants. A cost benefit analysis would greatly assist participating agencies to better understand the bigger picture and may be influential in confirming commitment to continuation of the program. On the other hand, it was acknowledged that the momentum gained through implementation of the pilot project needs to be maintained and should not be lost.

3.3 Challenges for program sustainability

While acknowledging that ‘the job has just started’, that the program needs time to grow and mature, and that its potential has not yet been fully realised, the main challenges for the sustainability of the NSDP centred on the commitment of participating agencies, its cost, quality control and the need for certification and accreditation.

Institutionalisation - of the program within participating agencies’ is seen to be critical for the continuation of the NSDP. Agencies need to determine where the NSDP fits within their own strategies. The pilot project required (and received, to a greater or lesser extent) a heavy agency commitment – personnel, time, finances – perhaps because it was a pilot project. A further commitment of resources will be required to ensure a level of engagement for the long-term. Senior management particularly, but also the human resources...
resource people, the emergency units or departments, the training and capacity building staff and other relevant players must be part of the process of support to build ‘ownership’ of the product. ‘Ownership’ should not be restricted to the agency headquarters either – the various levels of ‘the field’ should also be included – at regional and/or country program level, as appropriate to the agency.

- **Cost** – is seen by many to be a key constraint for moving the NSDP forward. While agency representatives of the Staff Capacity Initiative of the ECB Project, meeting during the EPN seminar in Archamps, France in 2006, agreed target costs per participant in the NSDP pilot project (with the expectation that these would eventually decrease further), only one agency invested to this level (and beyond) with others struggling to come close. It is understood by the author that a reason for this lies in the different funding mechanisms that exist within agencies with respect to staff development (national and/or international staff). The absence of a cost benefit analysis does not allay concerns and is clearly an important issue in relation to the sustainability of the NSDP. The return on investment has yet to be determined as the benefits from the training of the 39 participants in the pilot project have yet to be realised and quantified. It’s early days yet.

- **Quality control** - components of the NSDP – foundation program, distance learning, advanced emergency operations program – while being complementary to each other, can also be ‘unpacked’ and taken up by agencies as best suited for their strategies. However, this raises the question of ‘quality control’ both within agencies and also between agencies. How will an agency ensure comparable quality in its training in different countries or regions? How will the training provided by one agency be seen to be comparable in terms of quality with that of another agency? How also to coordinate ‘developments’ or ‘improvements’ to the program that may result from agencies taking forward individual elements of the program? ‘Outsourcing’ the program – or elements of it – to third parties raises further questions of ‘quality assurance’. Measures need to be in place to ensure quality is maintained – even if overall responsibility for management and implementation of the program no longer rests with ECB agencies. Participation in the NSDP of non-ECB agencies, as may be the case in the pilot countries in the proposed ECB Project Phase II, will increase the challenges of quality control of the product.

- **Certification and Accreditation** – this part of the NSDP was not completed during the pilot project although studies were made and a proposal is forthcoming. While it is accepted that certification and accreditation are important issues within the humanitarian sector and certainly have significance in the development of national staff capacity, the challenge remains on how this is best realised. The establishment of a professional body may be the best solution, but a major undertaking such as this may fall outside the capacity of the ECB Project and the participating agencies. How would a global body accommodate ‘local’ accreditation, for example, offered by recognised bodies at national or regional levels? Progress in the certification/accreditation work may also offer opportunities to address the ‘quality control/assurance’ issue, but how would such a professional body link up with other Quality and Accountability initiatives within the sector?

### 3.4 Agency perspectives for future involvement

Generally, there exists a commitment within the participating agencies to take forward the NSDP, especially as the work has only just begun. No matter how willing the agencies are to continue, however, it became evident to the author that they (the agencies) need to work out and articulate their agencies’ objectives for doing so, thus confirming that what has been piloted meets these needs. This will influence the manner in which the NSDP will be taken up within individual agencies.
Agency perspectives for future involvement in the NSDP include follow-up of the pilot project to determine the added value, cost, the need for regional/country level approaches, the need for agency commitment and continued inter-agency collaboration and cooperation.

- **Pilot Project follow-up** – particularly of participants to determine the added value of engagement – how has the program helped them and their organization? What gaps still exist that need to be covered? What else exists out there that is complementary to the NSDP?

- **Cost** – future involvement must be seen to be cost-effective.

- **Regional/country level approaches** – as may best fit their strategies, and as foreseen in the design of the ECB Project Phase II through the 5 pilot countries/consortia, it is understood to be important that the roll out of the NSDP should be relevant, appropriate and practical at the country and regional levels where a strategic focus is placed on national staff development and emergency response capacity.

- **Agency commitment** – the level of agency commitment to the NSDP pilot project has to be maintained and in some cases strengthened, especially at management level but also throughout the agency as appropriate. This observation refers to agencies looking introspectively but was also raised as an expectation by agencies of other agencies signing up to the pilot project - a reflection on the potential synergy when agencies work together.

- **Continued inter-agency collaboration and cooperation** is confirmed again as being important for the roll out of the NSDP in the proposed ECB Project Phase II.

In conclusion, the proposed ECB Project Phase II envisages 5 pilot counties and inter-agency consortia, providing an opportunity for the participating agencies to focus on staff capacity for emergency response at the national level that may include both national and international staff capacities in a strategic manner. This will present an opportunity to take forward the NSDP – or components of it – as appropriate. It was stressed by many with whom the author spoke that this opportunity should not be lost and that the NSDP should be regarded as a 'living tool' to be rolled out and improved through use and experience.
4. **Recommendations**

Moving the NSDP forward in a sustainable manner needs to take into consideration a number of the issues that have arisen as a result of the pilot project and research relative to this report. These issues include - timeframe, follow-up, cooperation and collaboration, institutionalisation, management, NSDP components, quality assurance, mentoring, certification and accreditation, cost benefit and return on investment, participation.

Given the responses to the author during the telephone discussions, it is anticipated that each of the participating agencies will be able to identify with recommendations made relative to their organization. The need for continued inter-agency cooperation and collaboration is highlighted – it will be imperative that this continues in order to take forward a number of the recommendations, irrespective of the approaches taken by the individual agencies.

4.1 **Agency ‘institutionalisation’**

Before considering the sustainable options detailed below, an important element for the successful continuation of the NSDP will be the ‘institutionalisation’ of the program, or elements of it, within the staff development and capacity building strategies of the participating agencies.

The participating agencies in the NSDP have all stated that the development of national staff capacity is central in their work and have strategies to take this forward. Formal training and experience are both identified as important components of this commitment. Agencies need to determine where the NSDP fits within their own strategies. This should also include careful follow-up with the national staff who participated in the pilot project. What has happened to them since returning to their respective country program? How have the individual and the agency benefited? What gaps remain that need to be filled?

Agencies must reaffirm their commitment to the principle enshrined in the NSDP – to develop a replicable program that can increase the number of agency staff at the national level capable of leading and managing emergency programs. Whichever ‘next steps’ are taken by the agency, they will require a commitment of resources – personnel, time, finances etc. Senior management particularly, but also the human resource people, the emergency units or departments, the training and capacity building staff and other relevant players must be part of the process of support to build ‘ownership’ of the product.

Agencies should also look at similar, NGO-led inter-agency initiatives (i.e. *The Sphere Project*) to understand how institutionalisation was addressed.

‘Ownership’ of the NSDP should not be restricted to the agency headquarters either – the various levels of ‘the field’ should also be included – at regional and/or country program level, as appropriate to the agency. The proposed ECB Project Phase II places its objectives at the field level, agency level and sector level. Staff development and capacity building will be ‘cross-cutting’ issues – further strengthening the need for a comprehensive ‘ownership’ of the NSDP.

The NSDP is not a stand alone initiative. Without strategic uptake by the ECB participating agencies, its success will be limited. If participation in the NSDP is broadened to include ‘non-ECB’ agencies, the importance of strategic uptake by the agencies becomes increasingly important.
In an attempt to bring these elements together, it is recommended that within the proposed ECB Project Phase II, the participating agencies consider entering into a ‘peer review’ process (or similar) to pursue the issue of ‘institutionalisation’ to include verification and holding each other accountable –

⇒ **At Field level** - the proposed inter-agency consortia in the 5 pilot countries should focus on –
  - National staff development is included in agency human resource and emergency preparedness strategies (including identification of ‘gaps’ and determination of how to address them);
  - Adequate resources are committed – personnel, time, finances;
  - Targets are set for the number of staff to receive training;
  - Appropriate tools and mechanisms are made available to facilitate the staff development.

⇒ **At Agency level** – a focus should be placed on –
  - National staff development is included in agency human resource and emergency preparedness strategies;
  - Adequate resources are committed – personnel, time, finances;
  - Commitment of senior management and also human resource people, the emergency units or departments, the training and capacity building staff;
  - Set global targets for number of staff to receive training;
  - Ensure appropriate tools and mechanisms for staff development are shared within the agency;

⇒ **At Sector level** –
  - Participating agencies should work together to develop national staff capacity and ensure quality of training sector-wide.

These issues are not exhaustive and should be taken as an entry point to take forward the institutionalisation of the NSDP.

4.2 **Mentoring**

Mentoring should remain within the participating agency. However, a process must be entered into for identifying, training and developing the mentors, in such a way that there is agreed-upon uniformity within and between the agencies on the role, capacity and level of understanding of mentoring itself and of the mentor. The agency must ensure sufficient time; space and resources are provided to the mentor to allow him/her to be effective.

It is further recommended that consideration be given to the establishment of ‘training of mentor’ courses, similar to the ‘training of trainers’ courses offered by the Sphere Project, as an approach to uniformity and quality assurance and to increase the mentor ‘pool’ at country/regional level.

4.3 **A ‘Core Group’ for continued inter-agency collaboration**

Continuation of the program in the ECB Project Phase II as in the original ECB Project is not seen as a viable option by the participating agencies consulted, nor from research. Limitations in the pilot project – difficult management/financing structures; need for a ‘heavy’ inter-agency team; regarded to be too inward-ECB looking – suggest it is best to ‘move on’. However, there runs the risk that the alternative approaches proposed below will suffer from the lack of a central inter-agency component. It is therefore further proposed that there be a ‘core group’, comprising representatives from each participating IWG agency (and external agencies if appropriate) and from ECB, to oversee the program and interact with all the approaches, whichever are selected.

The principle functions of this ‘core group’ would be –
- Ensure a satisfactory ‘wrap up’ of the NSDP pilot project.
- Provide the overall strategic direction for the NSDP in the proposed ECB Project Phase II, including the ‘link’ between the NSDP as a ‘cross-cutting’ issue and the proposed ECB Project Phase II roll-out – i.e. 5 pilot countries and consortia etc.
- Provide a mechanism to review development/improvement of program as it is rolled out.
- Maintain an overview of the wider humanitarian sector, ensuring the NSDP remains relevant.
- Provide the link between the participating agencies, the (external) organization managing and implementing the NSDP and the continuation of the certification/accreditation process.
- Seek ways to ensure quality assurance in the NSDP.

4.4 Participation of ‘non-ECB’ agencies

The opportunity exists in the roll out of the ECB Project Phase II, where a focus will be on country piloting and agency consortia, to include other non-ECB agencies within the staff development and capacity building efforts. While acknowledging the participation of staff from the IFRC and the Government of Pakistan during implementation at field level, the NSDP pilot project mostly looked ‘internally’, towards its own ECB agencies. Opportunities will present themselves to include agencies from the wider humanitarian sector and it is recommended that this be taken up strategically at the field level through the country pilots and agency consortia.

4.5 Alternative NSDP ‘models’

While presenting a number of proposed alternative approaches for progressing the NSDP, the author does not provide detailed ‘next steps’ on how to take the approaches forward. This would be an initial task for the recommended ‘core team’ (4.3 above).

4.5.1 By Agency (Intra Agency)

The full program is taken up by one or more IWG agency/agencies, making places on the program available to other partner agencies at cost.

- The program effectively becomes the agency’s staff development/capacity building program with management and implementation of the program being solely the responsibility of the agency.
- Agency partners (inside and outside ECB) can benefit from participating in the program (or elements thereof) with the cost mutually agreed upon.
- In the short-term, this model will allow continued development, implementation and roll out of the NSDP while the long-term, preferred model (see 4.5.2 below) is made a reality.

While this option is attractive to the larger agencies with adequate resources to manage/implement themselves, inter-agency cooperation, stated to be so positive a result of the NSDP pilot project and the ECB as a whole, can be maintained through the proposed ‘core team’.

- Collaboration with other agencies will need to be continued to further develop or improve the program.
- If more than one agency takes this approach, there runs the risk that the process be less efficient through a duplication of efforts and resources.

Components of the program are taken up by one or more IWG agency/agencies as best fit their own staff development/capacity building strategies.

- Allows individual agencies to utilise elements of the program within their own strategies.
May allow participation of partner agencies on program if compatibility identified between strategies/needs etc. of these agencies.

Collaboration with other agencies will need to be continued to further develop or improve the program.

4.5.2 Between Agencies (Inter Agency)

Management and implementation of the program is taken up by an (external) organization with experience in running such programs and made available to participating agencies for a fee

- Management handed over to an experienced (external) organization.
- Implementation will be run on a ‘commercial’ basis.
- ‘Mentoring’ component, while remaining within the agency, may also benefit from a similar outsourcing.
- (External) organization may provide an easy link up with the certification/accreditation process.
- This is the long-term preferred model. In the short-term, however, the model described in 4.5.1.1 (above) should be maximised to maintain the momentum gained from the pilot project and allow continued development, implementation and roll out of the NSDP.

- May result in feeling of ‘loss of ownership’.
- An external organization willing and able to undertake such a task needs to be identified, with further development of the program taking place in close collaboration with the ECB Project.
- Requires the ‘core group’ or similar within the IWG agencies (and others) to engage with the development and improvement of the program.

4.6 Cost Benefit and Return on Investment

It is recommended that the cost/benefit equation of the NSDP pilot project be analysed. It has not been possible for the author to make such an analysis given the absence of financial information. In any event, this task probably falls outside the remit of the Terms of Reference. However, anecdotal feedback from those interviewed as well as from the various documents reviewed relating to the pilot does suggest that the exercise was ‘expensive’ and that participating agencies have been able to make different levels of financial commitment due agency funding mechanisms. How expensive cannot be determined but it could be argued that any pilot is expensive by definition – start up costs, research, etc. tend to be inefficient when looked at from the wider perspective. A cost benefit analysis would greatly assist participating agencies to better understand the bigger picture.

4.7 An ‘international body’ for the humanitarian professional

Consultations with participating agencies and evidence shows that the NSDP pilot project has made a modest contribution to professionalism within the humanitarian sector, but work remains to be done. While an accreditation study was made during the NSDP pilot project, the accreditation of the NSDP itself was not achieved.

The creation of a professional representative body within the humanitarian sector has been discussed, recognising the need for a grouping of humanitarian assistance professionals but at the same time acknowledging the effort required, challenging the commitment of those involved.
A detailed proposal for a ‘professional association for humanitarian workers’ is included in the revised ECB certification/accreditation report\textsuperscript{14} (an ECB agencies-led process within the life of the ECB Project (2010 being the declared milestone for a marked development within the profession) but to include other actors within and outside the humanitarian sector (UN, NGOs, international bodies, training institutions, academia, governments, private sector)). Similar proposals within the sector for such a professional association (People In Aid\textsuperscript{15}) also take this broader approach, with potential benefit beyond the ECB group of agencies.

It is recommended that participating ECB agencies that will be responsible for taking forward the NSDP as proposed above do further take steps to finalize the certification and accreditation issue, including consultation with the management of People In Aid to determine possible ways ahead.

Issues for further elaboration should include –

- Role of ‘local’ accreditation – how does it fit with a global approach? This is important given the ‘roll out’ structure of the proposed ECB Phase II (5 pilot countries/consortia) and more generally when agencies are working at country program level.
- How can the training of trainers/mentors for the agencies be undertaken/managed, to ensure quality?
- How would such a professional body link up with other Quality and Accountability initiatives within the sector?

Given that the creation of such an association or body may take time, it is further recommended that steps be taken in the short-term to identify ways of assuring quality and accountability through certification and accreditation and that these steps should be complementary to the long-term goal of creating the association or body.

\textsuperscript{14} ‘Expanding The Pool of Qualified Humanitarian Staff’ – draft report – ECB Project – October 2007

\textsuperscript{15} ‘A Professional Association for the humanitarian sector’ – internal People In Aid document – December 2007
Annex 1 - ECB NSDP Pilot Project: External Strategic Review
List of Persons contacted / interviewed

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<tr>
<th>Agency</th>
<th>Name</th>
<th>Job Title</th>
<th>NSDP Role</th>
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<tbody>
<tr>
<td>CARE</td>
<td>Zahid Mahmood</td>
<td>Program Coordinator</td>
<td>Participant</td>
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<tr>
<td>CARE</td>
<td>Rigo Giron</td>
<td>Director, Emergency and Humanitarian Assistance Unit</td>
<td>Humanitarian/Emergency Unit</td>
</tr>
<tr>
<td>CARE</td>
<td>Heather Brooks</td>
<td>Senior Advisor, Learning and Organizational Development, Human Resources</td>
<td>Human Resources</td>
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<tr>
<td>CARE</td>
<td>David Gazashvili</td>
<td>Deputy Director, Emergency and Humanitarian Assistance Unit</td>
<td>Mentor</td>
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<tr>
<td>Oxfam-GB</td>
<td>Christine Newton</td>
<td>Regional HR Manager</td>
<td>Working Group</td>
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<tr>
<td>Oxfam-GB</td>
<td>Sarah Lumsdon</td>
<td>Strategic Project Manager for Management &amp; Coordination</td>
<td>Mentor</td>
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<tr>
<td>Oxfam-GB</td>
<td>Graham Mackay</td>
<td>Deputy Humanitarian Director</td>
<td>Humanitarian/Emergency Unit</td>
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<td>Oxfam-GB</td>
<td>Samantha Wakefield</td>
<td>HR Manager, Humanitarian Dept.</td>
<td>Human Resources</td>
</tr>
<tr>
<td>MercyCorps</td>
<td>Steve Clabourne</td>
<td>Director, Staff Development and Learning</td>
<td>Working Group</td>
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<tr>
<td>Save-US</td>
<td>Adam Keehn</td>
<td>HR Director for International Programs</td>
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<td>Soso Bagashvili</td>
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<td>Save-UK</td>
<td>Nick Finney</td>
<td>Acting Head of Emergency Capacity Building</td>
<td>Working Group</td>
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<td>Save-Sweden</td>
<td>Nadia Noor</td>
<td>Program Officer</td>
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<td>WVI</td>
<td>Bev Irwin</td>
<td>HR Director, Humanitarian &amp; Emergency Affairs (HEA)</td>
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<td>WVI</td>
<td>Susan Barber</td>
<td>Strategy Director</td>
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<tr>
<td>Ex-ECB</td>
<td>Mark Hammersley</td>
<td>Consultant</td>
<td>Ex-ECB</td>
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Annex 2  ECB National Staff Development Program Pilot Project
External Strategic Review

Terms of Reference

Background and Overview

Background: The Emergency Capacity Building Project (ECB) is a cooperative undertaking of the Inter-Agency Working Group (IWG)\(^{16}\), a consultative membership of seven large humanitarian agencies aiming to improve their emergency response capacity. The goal of the ECB Project is to improve the speed, quality, and effectiveness of the humanitarian community in saving lives, improving the welfare, and protecting the rights of people in emergency situations. These agencies and their partners are jointly addressing issues of staff capacity, accountability and impact measurement, risk reduction and the use of information and communication technologies in emergencies.

One component of the staff capacity building initiative was to develop a comprehensive National Staff Development pilot program. This program is a pilot project which aims to test a sustainable and replicable program to increase the number of agency staff at the national level capable of leading and managing emergency programs. An ECB National Staff Development working group was formed and led by CARE and Oxfam and included Save the Children, World Vision, International Rescue Committee, and Mercy Corps.

The design of the national staff development program included the following key components:
1. A review of the Humanitarian Competencies study published in April 2006 which highlighted a set of personal and technical competencies critical for career development (published to the ECB website)
2. A more targeted Learning Needs Analysis of National Staff, carried out in November 2006 (published to the ECB website).
3. A comprehensive Accreditation study to examine existing accreditation systems and best practices (available in draft).
4. An On-the-Job Learning assessment of best practices (available in draft)
5. The development of a Foundation Module – which included adopting and modifying the design of a Foundations & Operations course designed by Save the Children-UK. This program was developed into a three-part program that included:
   - Phase I – Simulation-based training module in Pakistan
   - Phase II – On-line learning
   - Phase III – Simulation-based training and assessment module in Thailand

Purpose of Consultancy & Proposed Activities

The pilot stage of the NSD is now coming to an end, and the implementation team is focusing on documentation of activities, including the production of a complete package of all curricular materials used during the pilot, an Administrator’s Guide to facilitate replication of the program, and a comprehensive Pilot Project Report, capturing lessons learned during the pilot process and feedback from participants, mentors and other stakeholders.

As the IWG agencies consider the next phase of this pilot, the NSD working group would like to commission an External Strategic Review of the ECB NSD Program. This Review will focus on:

- Reviewing how participating agencies have gained from this process, what lessons have been learned, what on-going challenges remain within agencies that impact the sustainability of this program, and what participating agency perspectives are on their future involvement in this project.

\(^{16}\) CARE, CRS, IRC, Mercy Corps, Oxfam, Save the Children-USA, World Vision International
• Recommending potential sustainable options that agencies should consider for phase II. These options should be based on agency perspectives of what next steps should be, and recommendations proposed by the consultant based on an analysis of this pilot.

Specific activities will include:

1. An initial consultation with pilot project leads from CARE and Oxfam and ECB Project Staff, to review the scope of the work and expected outputs
2. As a basis for discussions read all relevant documentation (items 1 to 4 in the Background and Overview section above, plus excerpts from the Pilot Project Report in draft)
3. Telephone interviews with up to 3 key stakeholders within each participating IWG agency, to include: working group members, select participants of the program, trainers, mentors, and other selected staff
4. Participants from external agencies who engaged with this program & ECB project staff.
5. Completion of a final report

**Deliverables & Timeline**

The consultant is expected to produce a report based on an analysis of their consultations with the respective agencies and a review of relevant documentation. The format of this report will be outlined during the early stages of the consultancy through discussions with the working group.

This process needs to begin by no later than January 7th and be finalized by no later than January 31st 2007. Total days should not exceed 15 days.

**Education, Qualifications and Experience**

The consultant will demonstrate the following qualifications and experience:

• 5 years work experience in humanitarian, emergency, or development fields
• Considerable expertise and experience in training and organizational development in the humanitarian sector, with emphasis on the work of non-governmental organizations.
• Experience in on-the-ground emergency response is highly desirable.

**Skills and Competencies**

• Strong analytical and synthesis skills
• Highly developed presentation and communication skills, and excellent writing skills in English
• Proven expertise with knowledge management and organizational change processes
• Experience in working with networks or coordination bodies
• Ability to work independently and to set priorities.
• Strong presentation and communications capabilities, particularly writing.
• Evidence of ability to meet demanding deadlines.
• Experience in analyzing and resolving management problems in complex organizations.
• Understanding of the humanitarian relief donor environment.
• Evidence of project and program budgeting experience.

**Selection process and consultancy management**

This consultancy will be managed by People In Aid on behalf of the ECB Project. Identification and selection of the consultant will be undertaken by People In Aid, in consultation with the ECB Project Director. Pilot Project leads, the NSD Working Group and ECB Project Staff will provide support in forwarding all necessary documentation for review, drawing up the list of interviewees and arranging and coordinating interviews. The Report will be reviewed and approved by People In Aid, the Pilot Project Leads and the ECB Project Director. An interim discussion of findings with a member of the working group will be agreed during the initial consultation.