

# Humanitarian Programme Management & Accountability



Photo: Etienne Dal

**A HIGH CALIBRE TRAINING PACKAGE FOR KEY NATIONAL STAFF MANAGING PROJECTS OR PROGRAMMES FOR INTERNATIONAL & NATIONAL HUMANITARIAN NGOs**

PROGRAMME SPONSORED BY



The “Humanitarian Programme Management and Accountability” (HPMA) training programme for key national staff is designed to **enhance NGOs’ capacities in humanitarian programme management** with an emphasis on quality initiatives and accountability.

**A COMMITMENT TO MAXIMISING THE IMPACT OF AID PROGRAMMES THROUGH KEY NATIONAL STAFF DEVELOPMENT**

The Institut Bioforce Développement, a reference vocational training centre and the major provider of humanitarian professionals in the French speaking world, strongly believes that quality and accountability in implementing humanitarian projects/programmes is most efficient and sustainable if owned and managed by the national staff working in NGOs delivering humanitarian aid.

**A TRAINING PACKAGE INTEGRATED INTO THE MASTERS DEGREE PROGRAMME “HUMANITARIAN PROGRAMME MANAGEMENT”**

The HPMA training package is fully integrated into the Masters degree programme “Humanitarian Programme Management” run by Bioforce in partnership with the Liverpool School of Tropical Medicine and MANGO, with a specific session on training design and delivery. Key national staff and their NGOs will benefit from an existing high quality Masters Degree Programme, which fosters strong relations with the professional sector.

## BE PART OF A HIGH QUALITY MASTERS DEGREE PROGRAMME

The HPMA training package is **fully integrated** into the Masters degree “Humanitarian Programme Management” (HPM) delivered by the Liverpool School of Tropical Medicine (LSTM), Bioforce and MANGO, with a specific session on training design and delivery, where the trainees will develop and design a plan of action to strengthen quality and accountability in their respective NGO through staff development (internal training of peers, coaching, advice...).

### THE RESULT OF 3 YEARS RESEARCH

In 2000, Bioforce carried out extensive consultations on the challenges faced by NGOs in hiring, developing and retaining competent programme managers. The main conclusions of the consultation of key NGOs involved in humanitarian aid were threefold:

**A tendency to promote** people to programme management positions after several years of experience in the field

in various other “technical” functions. These people are often close to the end of their “field life expectancy”,

**The role of the programme manager** is given insufficient value. Successful programme management also depends on the community’s capacity to recognise the importance of the function and the specific competencies required,

**A lack of certified training** specific to programme management, in particular with a strong emphasis on project cycle management, quality and accountability.

It became clear that there was an urgent need to develop a tailor-made course to provide professional competences in the field of Humanitarian Programme Management.

### THE “HPM” MASTERS DEGREE

In 2005, Bioforce, the Liverpool School of Tropical Medicine and MANGO jointly

developed a MSc in “Humanitarian Programme Management” that is framed around the ideal job description of a humanitarian programme manager, developed by Bioforce.

Since 2005, Bioforce and LSTM have been training approximately 15 managers a year.

HPM  
MASTERS DEGREE:  
PROVIDE  
HUMANITARIAN WORKERS  
WITH AWARENESS,  
UNDERSTANDING  
AND PRACTICAL SKILLS  
FOR MANAGING  
PROGRAMMES  
EFFECTIVELY,  
EFFICIENTLY  
AND  
ACCOUNTABLY.



The Liverpool School of Tropical Medicine is the oldest school of tropical medicine in the world, with a long history of ground breaking research and deep reflexion upon delivery solutions to the problems of developing countries.  
[www.liv.ac.uk/lstm](http://www.liv.ac.uk/lstm)



Management Accounting for NGOs exists to help aid agencies and NGOs to work more effectively. MANGO helps strengthen their financial management by providing financial training for NGO staff, finance staff to work with NGOs, publications, professional networking opportunities & consultancy services. [www.mango.org.uk](http://www.mango.org.uk)

## “HUMANITARIAN PROGRAMME MANAGEMENT & ACCOUNTABILITY”: ENHANCE NGOs’ CAPACITIES THROUGH KEY NATIONAL STAFF TRAINING

The HPMA programme is designed to enhance NGOs’ capacities in humanitarian programme management with an emphasis on quality initiatives and accountability through **a specific high calibre training package for key national staff** in charge of project/programme management of humanitarian NGOs.

**Bioforce strongly believes that quality and accountability** in humanitarian programmes should be **managed by national staff working within NGOs** delivering humanitarian aid, for the following reasons:

### SUSTAINABILITY

The national staff guarantee the quality and accountability management in the long term, versus turnover of expatriates.

### QUALITY

The national staff has a deeper understanding of the context as well as longer-term relations with beneficiaries and counterparts.

### OWNERSHIP AND LEGITIMACY

The culture of quality and accountability should be shared by all humanitarian field professionals and not designed and implemented by HQ’s experts only.

## NGOs’ COMMITMENTS

NGOs participating in the programme will have to commit themselves to enhance their capacities in quality management and accountability through national staff development. This commitment will become operational with the decision to train key national staff in quality and accountability (Q & A), to appoint Q & A Focal Points and use Q & A indicators in the implementation of their humanitarian programmes.

The Q & A Focal Points will provide support in the field of humanitarian project/programme management, quality and accountability to the staff of his/her NGO, through coaching, implementing training activities, contributing to the general training plan of his/her NGO, self learning, forming and contributing to a regional network of Q & A Focal Points ...

## WHY JOIN THE HPMa PROGRAMME?

### FIVE YEARS EXPERIENCE

The NGOs and their key national staff will benefit from an existing high quality Masters Degree Programme, which fosters strong relations with the professional sector (NGOs, International Organisations and Governmental Aid Agencies) and whose relevance is highly appreciated by the previous students.

### INTERNATIONALLY RECOGNISED TRAINERS

in quality, accountability and humanitarian programme management will participate in the delivery of the HPMa training programme (see next page).

### INTERCULTURAL DIVERSITY

The HPMa trainees, while integrating the Masters Degree Programme, will

meet trainees from various professional and geographical backgrounds (over 20 nationalities with diverse functions in the humanitarian aid sector).

### IN-DEPTH UNDERSTANDING

The objective of the training implies an in-depth understanding of quality management in assessment, analysis, planning, implementation and evaluation; and the principles and practice of accountability to beneficiaries.

### NETWORKING WITH PEERS & EXPERTS

The beneficiaries will develop a unique network of peers and experts, which will facilitate their conti-

nued learning and improve their individual and organisational performance.

### 8 WEEKS TO STEP BACK & REFLECT

The residential training programme will allow the trainees to dedicate themselves to the learning process and will facilitate the reflection on operational practice.



## TRAINING PROGRAMME: FOCUS ON QUALITY & ACCOUNTABILITY

DATES	SESSION	LEARNING OUTCOMES
Oct 28 <sup>th</sup> -29 <sup>th</sup>	Introduction to Accountability	Understand issues of accountability in the humanitarian context. Gain overview of different initiatives
Nov 2 <sup>nd</sup> -3 <sup>rd</sup>	Tools for promoting quality, including standards and codes of conduct	Identify, describe and compare the various international initiatives relating to quality such as Sphere project, Compas Quality, ECB and People in Aid
Nov 4 <sup>th</sup> -5 <sup>th</sup>	Project Cycle Management (PCM): overview & practical aspects of programme management (programme initiation, establishing an operational programme, human, material and financial resources, exit strategy)	1. Describe and classify available tools for managing the various stages of the project cycle
Nov 9 <sup>th</sup> -10 <sup>th</sup>	Project Cycle Management: theory	2. Identify and synthesise current thinking regarding management of the project cycle in the humanitarian context
Nov 12 <sup>th</sup> -13 <sup>th</sup>	PCM Case Study: assessment and analysis	3. Appraise a given humanitarian programme or project and select the appropriate tools for its effective management
Nov 16 <sup>th</sup> -17 <sup>th</sup>	PCM Case Study: planning and implementation (including objective setting and indicators)	
Nov 18 <sup>th</sup> -19 <sup>th</sup>	PCM Case Study: monitoring and evaluation, learning, capitalising on experience	
Nov 23 <sup>rd</sup> -24 <sup>th</sup>	Disaster risk reduction in humanitarian and development programmes	1. Use key terms including disaster, hazard, risk, capacity and vulnerability 2. Gain a practical understanding of disaster prevention, mitigation and preparedness
Nov 25 <sup>th</sup> -26 <sup>th</sup>	Knowledge management	1. Understand knowledge management within the global context and local practice 2. Explain communication, intangible assets, human resources, managing organisational knowledge, managing knowledge in practice and knowledge management technologies 3. Critically assess the potential costs and benefits of a knowledge management programme in an organisation or a specific part of it
Nov 30 <sup>th</sup> -Dec 2 <sup>nd</sup>	PCM exercise applying all learning to a practical application in the field.	
Dec 3 <sup>rd</sup> -4 <sup>th</sup>	Self study and Exam	
Dec 7 <sup>th</sup> -11 <sup>th</sup>	Accountability	1. Critically review the concepts of 'accountability' in relation to humanitarian and development field work, critically review current approaches to determining and regulating accountability 2. Implement practical tools to enhance accountability in field work 3. Analyse the key factors that determine whether an NGO intervention is effective in terms of accountability, in particular concerning relationships with beneficiaries
Dec 14 <sup>th</sup> -18 <sup>th</sup>	Training of Trainers	1. Develop, facilitate & assess a training programme 2. Develop a personal action plan for implementation of training and coaching in Quality & Accountability
Dec 21 <sup>st</sup> -22 <sup>nd</sup>	Evaluation and approval of individual action plans	

## A SAMPLE OF THE HPMa TRAINERS: INTERNATIONALLY RECOGNISED EXPERTS IN THEIR AREA

**John ADAMS** is a qualified public health engineer with 5 years of field experience in Africa and the Middle East and 10 years of experience in training, writing and programme support in the UK, Australia and France. His main area of experience is environmental health in emergency and post-emergency settings.

**Rory DOWNHAM** is the Training Director at Bioforce. He has a Masters in adult training and 12 years experience of training, training management, and consultancy in the international aid sector. Based in France, he has had regular field assignments in Asia, Africa & Latin America. He also has experience in training and training management in the private sector (HR) in France.

**Alex JACOBS** joined Keystone in 2009 as Research Director, focusing on new approaches to performance management and reporting. From 1999 to 2008,

Alex was the founding Director of Mango. He is chair of BOND's Quality Group, which focuses on new ways of managing accountability and quality in NGOs. Alex was a member of the Editorial Steering Committee that drafted the 2007 HAP Standard.

**Christophe LANORD** has been working as an independent consultant since 2000, after having worked as a Legal Officer in the International Federation of Red Cross and Red Crescent Societies from 1992 to 1999 (and again as Acting Head of Legal Services during 6 months in 2007). In the last 8 years, he carried out about 80 contracts with more than 20 different organisations (Red Cross/Red Crescent, UN, NGOs, training centres). He is specialised in 3 fields: facilitation of training; development of training tools; research and writing on humanitarian issues, international humanitarian law and organisational issues. Christophe holds a Law PhD.

**Smruti PATEL** gained management skills and experience in the commercial sector and has worked with International non-governmental organisations, national NGOs, the Red Cross and Red Crescent Movement and the UN for the past 12 years. Smruti has worked with organisations to design mechanisms to improve response through community participation and increased accountability.

**Sylvie ROBERT** is an independent consultant, specializing in evaluation (project cycle management) and organizational learning. Her field experience since 1992 is with complex emergencies in the Balkans, the Great Lakes of Africa, Central America and South Asia, with specific work on the link between emergencies and development. Involved with Sphere training since 1999, Sylvie is one of the principle authors of the Sphere training module 3 "The Project Cycle".

## WILLING TO JOIN THE HPMa PROGRAMME?

CANDIDATES SHOULD BE PUT FORWARD BY NATIONAL AND INTERNATIONAL NGOs WORKING WITH ECHO.

OPERATIONAL PARTNERSHIP stating both institutions' obligations (NGO and Bioforce) is to be signed before the training starts.

### Candidate's Admission Criteria

+ **NATIONAL STAFF**, managing humanitarian project/programme with at least one year of experience in this function

+ English speaking

We particularly encourage female national staff to apply.

### Admission process

Candidates should send the following by July 10<sup>th</sup> to [hpma@institutbioforce.fr](mailto:hpma@institutbioforce.fr)

+ CV & Cover Letter explaining motivations to attend the HPMa training programme

+ Application Form

+ Copy of the Contract of Employment

+ NGO Letter of Commitment

Bioforce will do a telephone interview with the selected candidates on **week 30** (July 20 to 24<sup>th</sup>) after a first selection based on the above documents.

### Practical Information

+ Start date : October 28<sup>th</sup>

+ Location : Vénissieux (Lyon, France)

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### Costs

+ Total cost of HPMa training per trainee: 7 700 €

From this total cost, contribution required by **international** NGOs: 1 600 €

From this total cost, contribution required by **national** NGOs: 1 000 €

+ Contribution to participant NGOs by ECHO and Bioforce towards **travel expenses**: 1 200 €

+ Contribution provided by ECHO and Bioforce towards **living expenses**: 1 500 € (750 € per month, includes housing, food, medical insurance, travel within France, ...)

## BIOFORCE : 25 YEARS OF TRAINING IN AID PROGRAMMES & HEALTH LOGISTICS

The Institut Bioforce Développement is a **reference vocational training centre** and, in the French speaking world, the **major provider of humanitarian professionals**. Bioforce also proposes its expertise in training design & delivery and a variety of short trainings for NGO and International Organisation professionals ranging from management to

technical areas and Health logistics. The training sessions are delivered in France & in Africa, where Bioforce has developed a strategy of reinforcement of the capacities of national actors involved in humanitarian aid and development.



More information on  
[WWW.BIOFORCE.ASSO.FR](http://WWW.BIOFORCE.ASSO.FR)

+ 15 000 hours of training delivered per year

+ 6 long certified training programmes in logistics, administration, project management, WASH, facility management, with a 86% placement rate and an average of 20 nationalities represented each year.

+ resources: 4 million euros budget, 46 full-time staff