



EXPERT TRAINING PROGRAMME 2010

Humanitarian Programme Manager



**DEVELOPING QUALITY & ACCOUNTABILITY OF HUMANITARIAN PROGRAMMES
BY ENHANCING HUMANITARIAN WORKERS' SUSTAINABLE MANAGEMENT SKILLS**

HPM 2010: MEETING THE NEEDS OF THE HUMANITARIAN SECTOR IN TERMS OF IMPACT ON PROGRAMMES

In 2000, Bioforce carried out extensive consultations on the challenges faced by NGOs in hiring, developing and retaining competent programme managers. 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. From 2005 to 2009, Bioforce, the Liverpool School of Tropical Medicine and MANGO jointly developed an MSc in "Humanitarian Programme Management", framed around the Generic Job Description of a Humanitarian Programme Manager.

In 2009, after 5 years of HPM Masters Programme delivery and with the experience of the «HPMA» ECHO-funded project (10 key national staff trained to be Q&A focal points), major innovations have been introduced in 2010 to better meet the needs of the sector.

WHAT'S IN HPM 2010?

Designed to develop management skills to enhance Quality & Accountability of humanitarian programmes, the new HPM training programme will:

Focus on the **Humanitarian Programme Manager's 3 core competencies**: managing people and organisations, managing programmes and projects, managing finance and funding

Offer **3-week competency-based modules** for each of the core competencies

Integrate **capacity building activities**: Training of Trainers session + Coaching for participants intending to implement strategic actions for improving aid delivery

Ensure **in-depth understanding of the sector and its evolutions** through an additional one-week module on the Framework of Humanitarian Aid

Offer **professional recognition and links** to already existing & particularly relevant Masters degrees for further specialization

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WHAT IS AT STAKE TODAY WITHIN THE HUMANITARIAN SECTOR?

« DEVELOPMENT OF 'QUALITY & ACCOUNTABILITY' INITIATIVES AIMED AT DEFINING ROBUST STANDARDS »

Ivan Scott, Head of Programme Performance & Accountability, Oxfam GB

Over the last 20 years the humanitarian sector has recognised the need to increasingly professionalise its approaches and develop skills and understanding within its workforce. This has often been prompted by learning from mistakes in pivotal events such as the Rwandan genocide and the Asian Tsunami. An exciting aspect of this is the development of "Quality & Accountability" initiatives aimed at defining robust standards to design our work and gauge progress; improve our accountability to stakeholders - with a particular emphasis on beneficiaries; improve the way we manage and support staff; and improve systems and approaches to capture and institutionalise learning. For managers entering the sector or taking time out to reflect on their experience and deepen their understanding, the emphasis on Q&A in this course is a welcome development and a valuable opportunity for participants to place these issues at the centre of their ongoing professional development.

« THE HUMANITARIAN SECTOR NEEDS MANAGERS CAPABLE OF OPERATING IN INCREASINGLY COMPLEX CONTEXTS »

Philippe Ruscassier, Training Manager, Médecins Sans Frontières Switzerland

The humanitarian sector needs managers capable of operating in increasingly complex contexts: reduced humanitarian space, high-risk geopolitical situations, increasingly numerous humanitarian actors or pseudo humanitarians, accountability demands, administrative redtape... What is thus expected of a manager? Analytical capacity, leadership and team management skills are essential components, especially in regards to workload organisation and information management; they must also encourage national staff to take on responsibilities for better project sustainability. Finally, managers often find themselves in a predicament: managing projects from long distance while they themselves are managed long distance by HQs. Allowing managers to emerge is crucial for an organisation. This requires good individual follow-up, quality programmes, organizational capacity for internal mobility (field-HQ, and especially HQ-field) and experience sharing that fosters learning.

WHAT IS THE HPM 2010 RESPONSE?

Enhancing programme management capacities towards greater quality & accountability and greater impact.

The HPM programme contributes to reinforce & develop managers' core capacities (managing projects, people and funds) in a practical, coherent & transversal way integrating the main worldwide quality & accountability initiatives developed in recent years. The HPM objective is to give participants a comprehensive knowledge of each initiative and their specificities, as well as the possibility to integrate each of them in a complementary and innovative way within the organisation's strategy and management practices.

Capacity building of key national & international managers through sustainable management skills.

The HPM programme focuses on participants' needs and develops a coherent pedagogical approach (each module is coordinated by a Subject Matter Expert). Prior to joining the training, participants will identify personal or organisational challenges faced while managing aid delivery. Individual Action Plans will be designed throughout the training in order to respond to these programme management challenges. Participants will thus have the opportunity to directly apply the content of the training in their programme delivery.

Developing organisational capacity.

The HPM programme is designed in such a way as to maximise the impact of the HPM training within the participant's organisations. A 6-month individual follow-up of each participant is provided in order to maximise the impact of the implementation of their Action Plans. The Training of Trainer session will allow the HPM participants to share knowledge and skills on programme management, quality and accountability initiatives, not only within their own organisations but also to peer organisations and national/local authorities.

WHY JOIN THE HPM PROGRAMME?



KEY STAKEHOLDERS INVOLVEMENT

The HPM learning programme has been designed in collaboration with key stakeholders, **People In Aid, HAP, Mango, Sphere and LSTM**, to ensure the highest quality for every module.

INTERNATIONALLY RECOGNISED TRAINERS

in **quality, accountability and humanitarian programme management** will participate in the delivery of the HPM training programme.

ToT & COACHING

These tools will allow **greater impact**, benefitting not only participants and their organisations, but also peer organi-

sations, local authorities and beneficiaries of humanitarian aid (multiplier effect).

NETWORKING

HPM participants will have the opportunity to **tap into a rich network of humanitarian professionals** – 5 years worth of HPM alumni – most of which are currently working in the humanitarian sector in various regions of the world.

EXPERIENCE SHARING

HPM has been specifically thought and designed for field workers who want to integrate a **group dynamic dedicated to experience sharing and networking** in order to increase their learning capacity: each module lasts 3 weeks and includes role plays & field exercises in mountain settings. **Participants' behavioural skills** are developed through self-assessment and close follow-up during the training, regular team work, debates, networking and field exercises.

TRAINING DURATION ADAPTED TO FIELD WORKERS

The length of the HPM training has been redesigned to allow field workers to take **a step back from field operations during a short period** (3 weeks to 3 months).

AN INSPIRING ENVIRONMENT

Bioforce training institute offers an inspiring environment: over **250 trainees representing more than 20 nationalities** (project managers, logisticians, HR and finance managers, facility managers), **regular conferences** in an adapted conference hall, a **library** with a wide range of references specific to the sector, a **purpose built training centre and facilities**.



A COMPREHENSIVE LEARNING PROGRAMME DEVELOPED WITH KEY PARTNERS

The training programme is modular and participants may either choose the full learning programme or specific modules.

FULL HPM PROGRAMME



In-depth Understanding of Today's Humanitarian Sector 3 Competency-Based Modules Capacity Building Activities

In-depth Understanding of Today's Humanitarian Sector

DATES	MODULE	CONTENT	OBJECTIVES / LEARNING OUTCOMES
Sept. 13 th to 17 th 1 week	FRAMEWORK OF HUMANITARIAN AID	Humanitarian actors & systems International humanitarian law, ethics & principles Quality & Accountability initiatives, methods & practical tools	To provide participants with thorough knowledge of the humanitarian sector and issues at stake: stakeholders, systems, coordination mechanisms, legal and ethical framework, Q&A initiatives and applications relating to programme management.

3 Competency-Based Modules

DATES	MODULE	CONTENT	OBJECTIVES / LEARNING OUTCOMES
Sept. 20 th to Oct. 8 th 3 weeks	MANAGING PEOPLE & ORGANISATIONS	HR processes : HR organisation, recruitment, performance management, staff development Creating & developing trust in diverse teams How to lead: leadership, management & delegation Strengthening organisational capacity Change management Quality & Accountability in people management <i>Field exercise</i> Managing team safety and security	To enable participants to choose and apply appropriate tools to manage themselves, other people, and organisations involved in humanitarian programmes.
Oct. 11 th to 29 th 3 weeks	MANAGING PROGRAMMES & PROJECTS	Project Cycle Management (PCM): + Assessment & analysis + Planning & implementation + Monitoring & evaluation Cross-cutting issues in PCM (participation, targeting...) Quality & Accountability in project management <i>Field Exercise</i> on rapid assessment	To enable participants to understand the essential aspects of Project Cycle Management and apply appropriate methods & tools within the context of humanitarian programmes.
Nov. 2 nd to 19 th 3 weeks	MANAGING FINANCE & FUNDING	Key principles & concepts of financial management Practical aspects of financial management Funding strategies & opportunities Donors & donor strategies Quality & Accountability in finance management <i>Practical exercise</i> in budgeting & proposal writing	To provide participants with the critical skills and confidence required to: + raise funds for humanitarian programmes, + manage financial resources accountably.

Capacity Building Activities

Training of Trainers The training package integrates a ToT session to maximise the impact of the HPM training within the participant's organisation.

Coaching in Design & Implementation of Participants' Action Plan 3 days (Nov. 29th to Dec. 1st) at the end of the programme dedicated to designing individual Action plans to improve quality of programme delivery back in the workplace. Coaching support will be provided for the initial 6 months of Action plan implementation following the training period.

DATES	MODULE	CONTENT	OBJECTIVES / LEARNING OUTCOMES
Nov. 22 nd to 26 th 1 week	TRAINING OF TRAINERS FOR CAPACITY BUILDING IN THE SECTOR	Designing & implementing training activities	To provide participants with the appropriate methods & tools to develop, facilitate, monitor & evaluate capacity building activities.

A learning programme developed in collaboration with:



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



People In Aid improves organisational effectiveness within the humanitarian and development sector worldwide by advocating, supporting and recognising good practice in the management of people. www.peopleinaid.org



Humanitarian Accountability Partnership (HAP) runs the leading global quality assurance scheme for humanitarian agencies. Established in 2003, HAP International is the humanitarian sector's first international self-regulatory body. Members of HAP are committed to meeting the highest standards of accountability and quality management. www.hapinternational.org



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



The Sphere Project - Humanitarian Charter and Minimum Standards in Disaster Response – is a significant process that has entailed an extensive and broad-based consultation in the humanitarian community. Sphere is three things: a handbook, a broad process of collaboration, and an expression of commitment to quality and accountability. www.sphereproject.org

AFTER THE HPM PROGRAMME: LINKS & EXTENSIONS

The HPM 2010 Training Programme offers **professional recognition and is developing links** to already existing & particularly relevant Masters degrees for further specialization.

PROFESSIONAL RECOGNITION Bioforce is an accredited certifying organisation (French national vocational system)

LINKS to already existing & particularly relevant Masters: options are currently under development to have the HPM Core

Modules credit-rated to allow HPM participants to access different European Masters degrees for further specialization (Humanitarian & International Law, Public Health, Protection...)

WILLING TO JOIN THE FULL HPM PROGRAMME?

HPM 2010 IS AN IN SERVICE TRAINING PROGRAMME FOR 20 PARTICIPANTS MAXIMUM.

Applicants' admission criteria

PROFILE

In service aid workers from International & National Aid Organisations

PREREQUISITES

- + Relevant experience in International & National Aid Organisations, in field or at HQ
- + Previous experience in project management or participation in project design would be appreciated
- + Relevant previous experience in staff & team management

FUNCTION

- + Management field position

- + Headquarter programme staff
 - + Q&A officer
- Bioforce particularly encourages female candidates to apply.

Application process

Applications can be submitted as of April 2010 & until end of June. Applicants must fill in the application form at www.bioforce.asso.fr, and send to hpm@bioforce.asso.fr along with their CV + a cover letter describing their expectations regarding the training and evoking a minimum of 2 personal or organisational challenges faced while managing aid delivery.

Due to the limited number of places available, Bioforce will select participants based on the relevance of the training to

their function. At the latest 2 months before the training starts, applicants will be informed of the result of the selection procedure.

Practical Information

- + Location: Vénissieux (Lyon, France)
- + The training is accessible to disabled persons
- + Accommodation can be arranged by Bioforce

Training fees for full HPM programme

6 500 € (Full HPM programme includes : Framework of Humanitarian Aid Module + 3 Competency-Based Modules + Training of Trainers + Coaching).
Training fees do not include transport or accommodation.

WILLING TO JOIN ONE OR MORE HPM MODULES?

Application process

APPLICATION SUBMISSION

- + Download the HPM application form from our website www.bioforce.asso.fr, under the tab 'Formations en Solidarité', then 'Formations Courtes, in English'
- + Fill out the electronic version of the HPM application form
- + Send your completed HPM application form along with your CV to hpm@bioforce.asso.fr

REVIEW OF APPLICATIONS PHASE

Submitted applications will be examined

by Bioforce staff based on : completed application package, pre-requisites (specified in the description of each HPM training modules on our website) , expectations for the training, etc.

PRE-REGISTRATION

If your application is accepted, you will receive an email of pre-registration.
+ To secure your place in the training, you must send **25% of the total training fee** a maximum of one month after we send you the letter of pre-registration. The remaining **75% of the total training fee** must be paid two months prior to the

start of the training at the latest.

REGISTRATION

+ Once we have received payment of the total training fee, we will send you an email to **confirm registration** to the training applied for. One month prior to the start of the training, we will email you a **Letter of Convocation** with all necessary information, including the training schedule and other practical details.

Training fees

see tables below.

A LA CARTE Cost per module	
Module 'Framework of Humanitarian Aid'	500 €
1 Competency-Based Module	2 000 €
2 Competency-Based Modules	4 000 €
3 Competency-Based Modules	5 600 €
Module 'Training of Trainers'	700 €

A LA CARTE Cost per package « module + ToT »	
1 Competency-Based Module + Training of Trainers	2 500 €
2 Competency-Based Module + Training of Trainers	4 300 €
3 Competency-Based Module + Training of Trainers	5 800 €

HPM TRAINERS: INTERNATIONALLY RECOGNISED EXPERTS IN THEIR AREA

JOHN ADAMS is a qualified public health engineer with five years of field experience in Africa and the Middle East and 15 years of experience in training, writing and programme support in the UK, Australia and France. His main area of expertise is environmental health in emergency and post-emergency settings. He is currently working on the promotion of standards and best practice in the Water, Sanitation and Hygiene Cluster and the development of a participatory tool for improving shelter safety. John is the subject specialist for the Managing Programmes and Projects module.

CÉCILE DE CALAN is a people and organisation development consultant, working mainly for the not-for-profit sector. She holds higher qualifications in management (from the leading French business school ESCP-EAP) and occupational psychology (CNAM). Her experience has developed in human resources over the past 17 years, first as a consultant managing projects and trainings across a variety of sectors, and then as an HR manager and director in the corporate world and for British aid and development organisations. She has lived and worked in France, Britain and Germany, and has been in charge of staff based in Europe, Asia, Africa and Latin America. She is a member of "La Compagnie des DRH" (HR directors network) and sits on the Humanitarian HR Network (formerly EPN) on-line steering group.

ELSA DAWSON is a senior international development adviser with 20 years experience in evaluation, training, policy advice, and facilitation. She specialises in strategic planning, programme management, mainstreaming gender in development programmes and organisations in order to enhance their impact and cost effectiveness. She has also designed monitoring and impact evaluation systems with gender and disability sensitivity, and conducted research on assessing the impact of aid programmes. She was responsible for Save the Children's programme in Peru for eight years, and Gender Adviser to Oxfam in South America for two years. More recently she has been mainstreaming gender and an RBA in Oxfam's UK programme.

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 assign-

ments in Asia, Africa & Latin America. He also has 8 years of 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 January 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 for six months in 2007). In the last eight years, he has carried out about 80 contracts with more than 20 different organisations (Red Cross / Red Crescent, UN, NGOs, training centres). Based in the South of France, his home country, he specialises in three fields: facilitation of training; development of training tools; research and writing on issues related to humanitarian issues, international humanitarian law and organisational issues. Christophe holds a Law PhD and founded the Jean-Pictet Competition in International Humanitarian Law in 1989.

SMRUTI PATEL Smruti Patel has a wealth of experience in the humanitarian sector. She gained management skills and experience in the commercial sector and has worked with International non-governmental organisations, local NGOs, The Red Cross and Red Crescent Movement and the UN for the past twelve years. She has been involved in field programmes in Thailand, Chechnya, Afghanistan, Pakistan, India, Indonesia, The Maldives and Sri Lanka. She has worked with organisations to design mechanisms to improve response through community participation and increased accountability. She has also helped to develop training courses on security and programme management for field staff. Since 2008 she has been working for HAP International as the Training Coordinator supporting organisations to improve their accountability and quality management systems, focusing on complaints handling and investigation training.

FRANÇOIS PELCRAN is an aid worker & security specialist/trainer, for the last 10 years he has worked in various countries such as Sri Lanka, Afghanistan, Congo and Angola with various NGOs and International Institutions. In 2006, Francois published a study called "The silent death of the Humanitarian workers, Reflection about security" (Geneva University), and created a website in 2008 now supporting thousands of aid workers all over the world:
www.humanitarianprotection.org.

JONATHAN POTTER is the Executive Director of People In Aid, a not-for-profit organisation committed to helping humanitarian and development organisations to enhance the quality of support and management they give to their staff and volunteers. Jonathan has led People In Aid's growth since 2001, chaired EPN (the Emergency Personnel Network) from 2006-2009 until it became People In Aid's Humanitarian HR initiative, and co-chairs ELRHA (Enhancing learning and research in humanitarian action). Jonathan was in business throughout Africa and the Middle East before changing to the not-for-profit sector in 1991. He worked at ActionAid-UK and subsequently as Director for External Affairs for BESO, a volunteer-sending agency.

SYLVIE ROBERT is an independent consultant, specializing in evaluation (project cycle management) and organizational learning. She is a French national and able to deliver training in French, English and Spanish. 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 principal authors of the Sphere training module 3 "The project cycle". Recently, she was involved as the Sphere focal point for the response to the South Asia earthquake.

ANA URGOITI ARISTEGUI is an independent consultant working on humanitarian and development issues. Her areas of specialization include planning and evaluation, gender and adult learning/training. Past experience includes field work in South and Central America with the International Federation of Red Cross and Red Crescent Societies, and positions at branch and at headquarter level with the Spanish Red Cross.