



FRITZ
INSTITUTE

Humanitarian Logistics Certification Program AID-OFDA-F-14-00008

*Scholarships for Capacity Building,
and Technical Upgrades*

FINAL REPORT

6 April 2015

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1. Program Description

Program Overview

This program’s activities fall into two distinctly different, albeit linked, initiatives:

- 1 The USAID-Sponsored Scholarships-for full tuition fees for students
- 2 The technical upgrades for CHSCM and Medlog

As such, the details are broken down in alignment with the two different initiatives.

Goal

The primary goal of this project is twofold:

- 1 Support the development of essential logistics skills for effective delivery of aid in segments of the humanitarian sector currently under-represented primarily due to funding constraints.
- 2 Upgrade CHSCM and MedLog’s technical standards to ensure ongoing accessibility so that the Program continues to meet the needs of the humanitarian community.

2. Report on Results

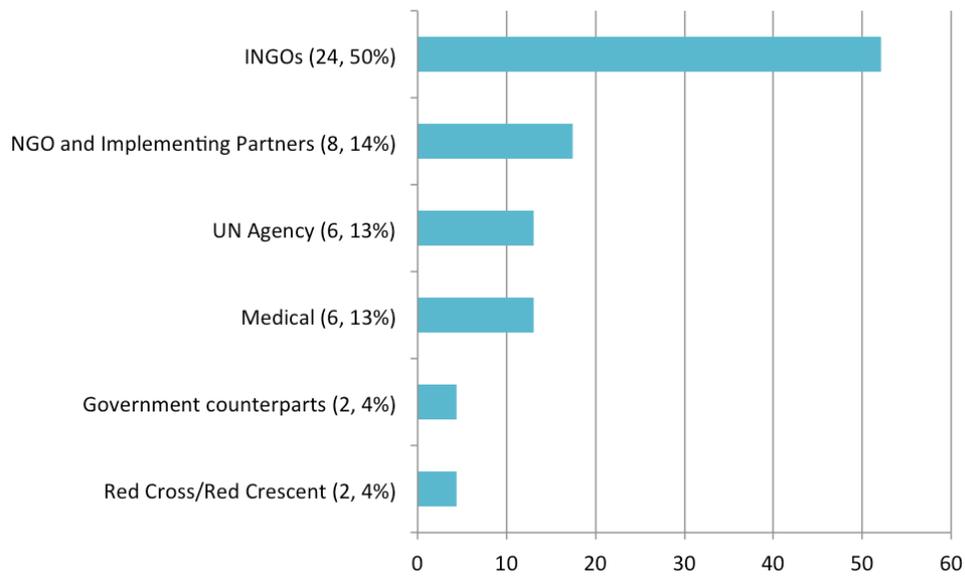
Numbers of beneficiaries – targeted, actual and cumulative

A. Scholarship Program

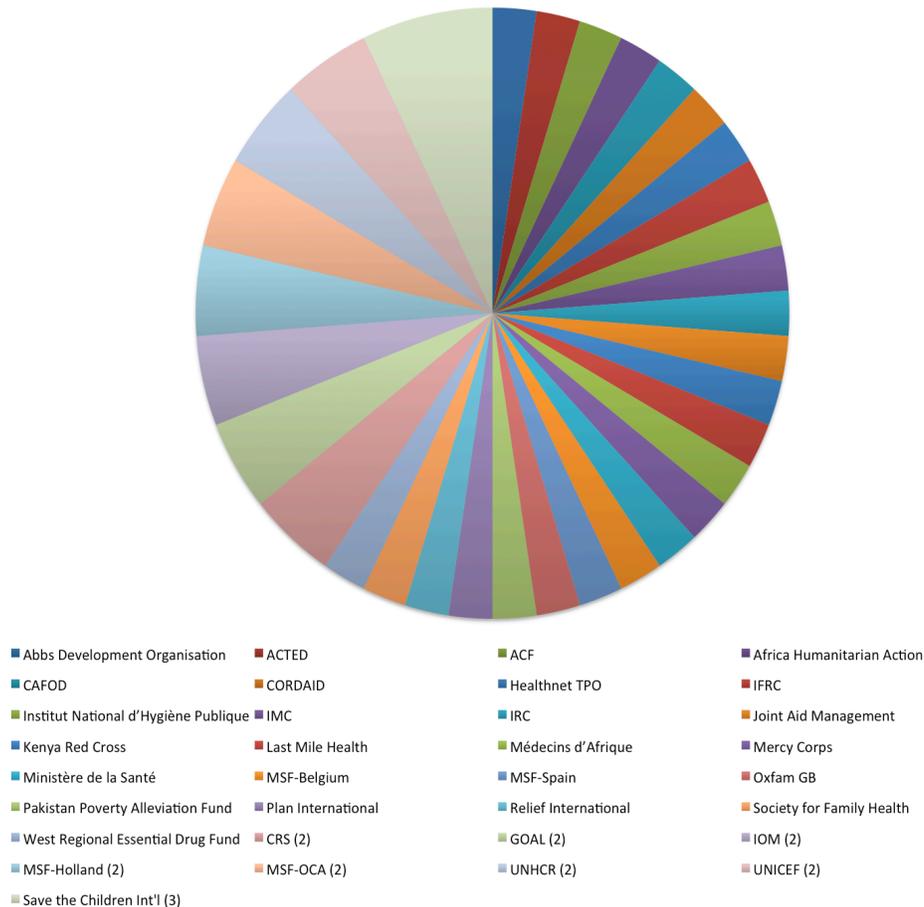
The funds obtained through this grant supported the provision of 41 scholarships. The distribution by course is as follows.

COURSE	TARGET	ACTUAL
CHL	19	19
CLH	11	11
MedLog	11	11
TOTAL	41	41

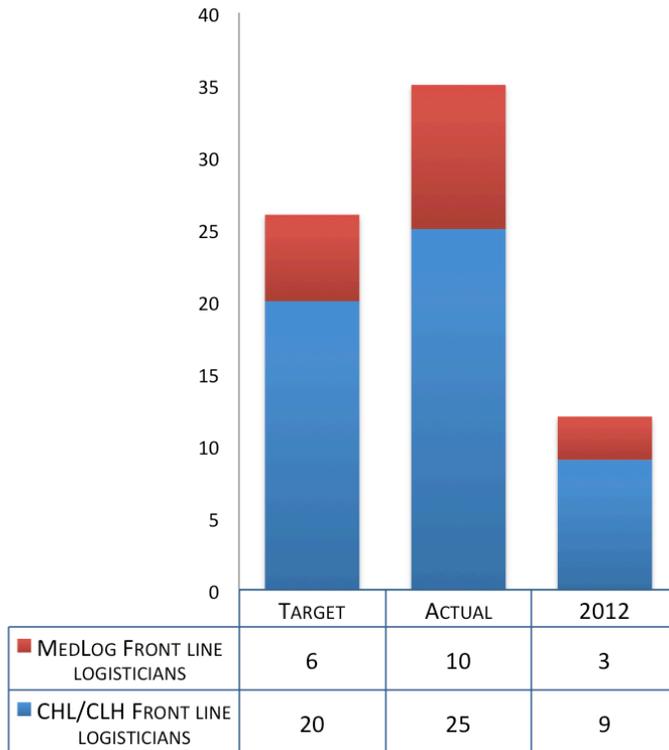
Of the categories of organizations that the scholarship recipients represented, international NGOs was by far the largest, with a total of 24 recipients. The next largest category was national NGO’s with eight recipients.



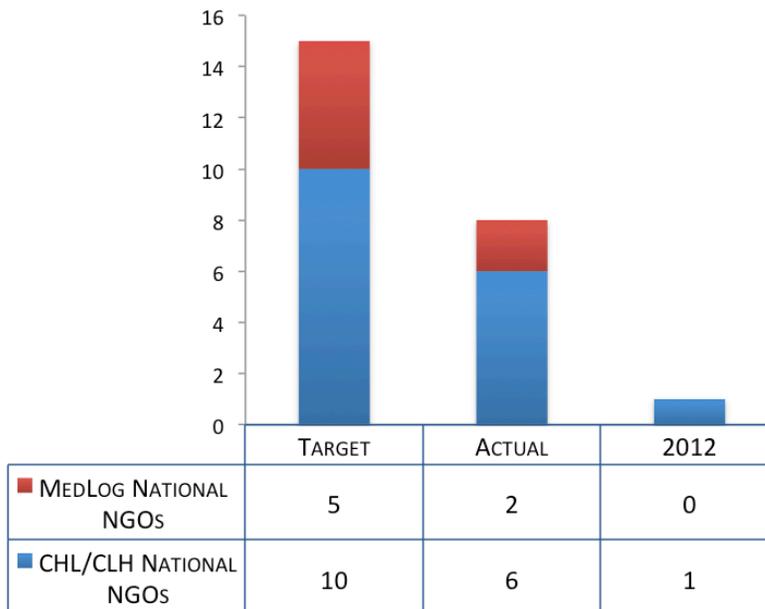
There were thirty-three organizations in all, represented by the recipients. Save the Children had three employees among the recipients, and seven other organizations had two. The balance of organizations were represented by one recipient.



Targets were set to award the scholarships to logisticians working on the front line.

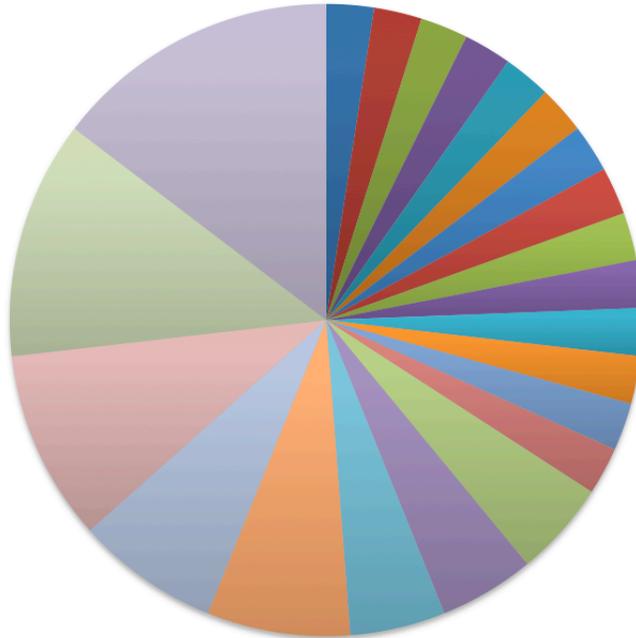


Logisticians working with national NGOs were also targeted to receive scholarships:



As a condition of being granted the scholarship, recipients are required to conduct a minimum of two trainings for at least five colleagues in their own or an implementing partner’s organization. This requirement has the effect of enhancing the scholarships’ impact on beneficiaries by increasing the number of logisticians certified or trained in essential humanitarian logistics skills and practices.

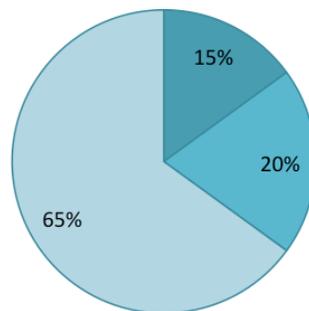
Scholarship recipients represent twenty-two countries.



- Cambodia (1) ■ Cameroon (1) ■ Chad (1) ■ Congo (1) ■ Cote d'Ivoire
- Haiti (1) ■ Iran (1) ■ Jordan (1) ■ Niger (1) ■ Panama (1)
- Senegal (1) ■ Sudan (1) ■ Uganda (1) ■ Zimbabwe (1) ■ Burkina Faso (2)
- Liberia (2) ■ Myanmar (2) ■ Pakistan (3) ■ Rwanda (3) ■ Kenya (4)
- South Sudan (5) ■ DRC (6)

The majority of the recipients come from West, Central and South Africa countries.

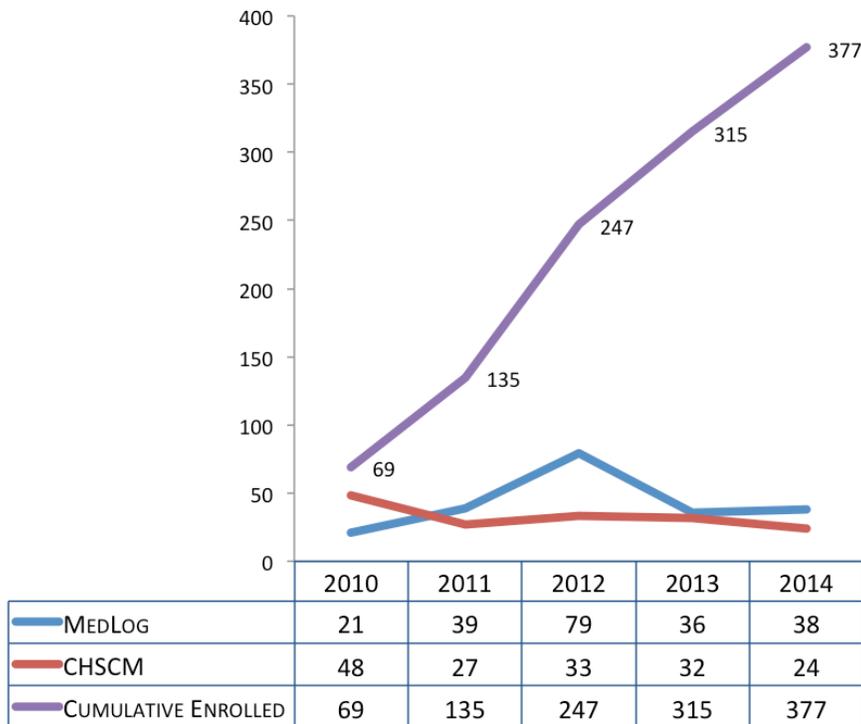
- Southeast Asia (14%)
- MENA (18%)
- West, Central and South Africa (59%)



B. Technology Updates

The beneficiaries of the technical updates for CHSCM and MedLog will be all current students (300) as well as all future students.

Cumulative enrolment in these programs is 377 students as of end of 2014. At the current average annual growth rate of 75 students, enrolment for the next five years will be a further four to five hundred students to benefit from the course upgrades.



Assessments and evaluation

The process to select the scholarship recipients entailed down selecting 80 applicants – or semi-finalists – from the 531 applications received in total. The down selected candidates were then reviewed by members of the selection panel, who assigned a score to each application according to a set of criteria determined by Fritz Institute. The semi-finalists' cumulative scores were shared with the panel members, who then met by conference call to select the recipients.

The starting point to agree on the recipients was to review the group of candidates whose applications received the highest scores.

The panel members' task was to filter down to the final set of candidates. This was achieved by discussing the highest scoring applications on their relative merits and deficits, and advocating for other candidates whose application was not among the provisional group members'. By the end of the conference call all of the recipients' applications had been reviewed and agreed by all selection panellists. By corollary, panellists had discussed and agreed on the semi-finalists whose application did not make the final cut.

Members of the selection panel were graduates of the Certification program and members of the Humanitarian Logistics Association (HLA), practising humanitarian logisticians employed by American Red Cross, UNHCR, UNICEF, and WFP.

The diverse make up of the selection panel was to ensure

- . Transparency
- . Mitigation against the bias of having a small number of people deciding the recipients
- . Heightened awareness of the programme within the target group (i.e. practicing humanitarians)
- . Understanding of different context and environment of the applicants

The same set of criteria used to down select individuals' application were also the ones given to the panelists, and were:

- . Reason for seeking scholarship
- . Opportunity, ability and likelihood to share the learning
- . Opportunity, ability and likelihood to apply the learning
- . Intended use of the course
- . Anticipated impact on beneficiaries
- . Outstanding Letter of Recommendation

Before the group of semi-finalists was finalized, the selection was reviewed by another set of criteria. This is the same set of criteria used during the selection panel conference call to make the final decision on the scholarship recipients. The second set of criteria were:

- . National and local NGOs, e.g. Implementing partners, with preference given those organizations currently underrepresented in CHL and MedLog rolls
- . Government counterpart organizations such as host government Ministries of Health, civic response, and national emergency response agencies
- . Front line logisticians
- . National staff
- . Years of logistics experience; in cases where the applications appear equal in merit, those with longer careers will be selected first

As was the procedure in previous years, the scholarship recipients were sent a learning agreement which they were required to sign and return as a condition of receiving the scholarship. One of the learning agreement requirements was that the students submit a quarterly report on their progress, including comments about the quality of the course and their experience. Students are invited also to comment on how they have applied their learning to performing their job.

The following documents are found in the Annex relating to the process of selecting the recipients:
CHL Scholarship scorecard 2014.xls
Down Selection Summary 2014.xls
USAID sponsored scholarships Roster of recipients 2014.xlsx
Certification Program Scholarships 2014 Selection Process.doc
M&E Plan Logistics Capacity Building Scholarships.docx

Success stories and constraints encountered

By targeting scholarships toward front line and national NGO applicants, (i.e. Ministries of Health and national emergency response agencies) it was our intention to make inroads into this constituency.

National NGOs, implementing partners, and host-government ministries are organizations that:

- 1) Are the most funding constrained,
- 2) Are the first on the ground in many responses; and,

3) Can access populations restricted to the international community.

This year, a total of 89 people applied for a scholarship, who work for Ministries of Health, national emergency response agencies, and municipal health. Three scholarships were awarded to individuals working with “Other Partners” – two from Ministries of Health and one from a National Health Institute. By contrast, in 2012, thirteen applicants, fewer than half the total number applying, worked for a medical organization and even fewer, ten in all, for a government organization.

Seven of the MedLog and eight of the CHL/CLH scholarship recipients are medical specialists. Total number of applications received from medical specialists was 73, fourteen percent of the total applications. That number was eleven in 2012, or three per cent.

In addition to the significant increase in numbers, the quality of the applicants was much higher in terms of experience and breadth of responsibility.

We believe this uptick in quantity and quality of medical specialist applicants has been driven primarily by the Ebola crisis in Western Africa. Additionally, the member of the Certification Advisory Group (CAG) representing UNICEF made special outreach efforts to Ministries of Health.

In terms of the volume of scholarship applications received, this year’s total (533) was higher than any previous year’s. Quality of the applications was also up markedly, especially that of MedLog applications.

We received prompt response and speedy rates of registration from all of the recipients with one exception. Current progress is satisfactory for all recipients. One of the CHL finalists did not respond to our attempts to reach her until one month after the rest of the cadre had enrolled. After repeated failed attempts to reach the candidate through her organization and her recommender, including one short-lived period of contact, the decision was taken to award the scholarship to the first runner up in the semi-finalist group. This individual is now enrolled and his progress is satisfactory.

Our objective was to grant five MedLog scholarships and ten CHL/CLH to national NGOs. Actual numbers were, respectively, two and six scholarships granted to individuals from national NGOs. A total of 77 applications, or fourteen per cent of total received, were from national NGOs. We received a great deal of assistance from CAG members to publicize the scholarships and we will continue to rely upon them. However we believe the number could be higher and if the outreach network were to be increased and diversified. Better results might be achieved by reaching out to member NGOs of the PARCEL (Partner Capacity Enhancement in Logistics) project network, and CaLP (Cash Learning Partnership). The subject of outreach and publicity as concerns all aspects of the program, will be addressed at the CAG meeting CAG scheduled for May 2015.

The lower than planned number of scholarship recipients from national NGOs will mean the dissemination of the knowledge and skills of the Certification program is not being accomplished as widely or quickly as we would like among this targeted group. The effects are partly mitigated by the requirement that recipients offer training at least twice to five or more colleagues.

Along with our partner CILT (UK), Fritz Institute will monitor recipients’ Quarterly Reports and follow up with individuals where no progress is being made on that point. The course materials are designed to be applied on the job and can be printed to serve as an on the job reference and a job aid. It is possible additional support as simple as follow up and encouragement by CILT (UK) and the approved Learning Centre, Logistics Learning Alliance (LLA), will be required to ensure scholarship students fulfill their training commitments. Fritz Institute intends to monitor and follow up this issue.

The technical upgrade was accomplished with ease as anticipated, due to the supplier’s having created the framework into which the MedLog and CHSCM courses were being transitioned. Accomplishment of this objective was subject to very little risk as all dependencies were within our control. The course materials are now all indexed for version controls and given the courses were designed specifically for ease of updating, they are in very good position of sustainability.

Feedback from Students

The following feedback was received in February 2015 from a recent CHSCM graduate and ICRC employee, given in his own words.

<i>What made you decide to follow a career in the humanitarian sector?</i>	As I am one of people who have been affected by man-made disaster that been hit the western region of Sudan “Darfur” most of my family are either displacement or refugees in the neighboring countries, some of them even loose their lives. Luckily I have got an opportunity to study at University of Juba College of arts and humanity department of English language. When the international organizations have been involved in response to the needs. I found a chance to work with NGOs as the results of that I find many reasons to continue developed my career within humanitarian sectors.
<i>How has certification helped your career as a humanitarian logistician?</i>	The program has added to me an opportunity to understand and help in building career as humanitarian logistician by the following points: Understanding the concept of supply chain How to deal with logistics constraints Understanding the importance of information share, and what to be shared and what not be share. Train logistics staff how to deal with stress, being motivate. Advise, coaching and supporting the logistics staff.
<i>What motivates you to keep learning and developing in your job</i>	Flexibility of programme study The organization will consider you in future staff upgrading or sending you in a mission Building knowledge of logistics and supply chain in a professional manner.

The approved Learning Centre, Logistics Learning Alliance (LLA), received the following comments from students in their own words:

I was thinking of obtaining a Bachelor degree, but after some time I began to realize that the CHSCM is far more better than one year specialization.

I really like the course because it has fulfilled my dream to be best supply chain practitioner in my State which I came from, with high hope to be supply chain co-ordinator in the big company in the near future.

Before studying the program, my knowledge of logistics was based on experience without basic education in supply chain/logistics which is not the case now. As result of the program I now have a combination of experience/practical, knowledge & skills plus theories.

I’m now confident to work independently with only little supervision or without. I’m now the one compiling all the report for logistics departments for the field offices and country’s office, I’m actually using the all the different format in the case study and my report is very much appreciates by my boss whom I report to. I can now prepare the loading plan in term of MT/truck, because I know how to calculate the volume

of the good to be transported and be able to determine the number of the trucks that would be needed.

- **CHSCM graduate, CHL student.**

, **CHL graduate**

"Since last week, I was having a couple of interviews internally and externally for some international posts which took most of my time since mid-last week. Guess what! I was offered a Logistics and Procurement Specialist job in Sierra Leone – for 3 months! And this will be my first full time job abroad.

I also hope to hear something good about the rest of my interviews in the coming few weeks. I am so glad that my study helped me develop a lot. Most of the questions, be it written or interview were related with what I have been studying in CHL. Scenarios, cases, planning exercises, technical terms/areas etc.

And I can guarantee you that this is just the beginning and CHL will definitely help me go further. In addition, I am very happy as this is a new chapter in my life and it would help me keep on supporting my career through increasing my financial ability to study more and more advanced courses.

Photographs of individual students removed

3. Annex

Certification Program Scholarships 2014 Selection Process

The following document was given selection panel members.

Certification Program Scholarships 2014: Selection Process

Number of scholarships to be awarded: 42 (30 for CHL, 11 for MedLog)

Number of applications expected: 300+

Number of applications to be down selected: 84

Key Dates

24 JUL Launch of scholarship program 2014

30 SEP Application deadline

31 OCT 84 down selections sent to Selection Committee

14 NOV Semi-finalists identified by Selection Committee

17 NOV Scorecards forwarded to Fritz Institute and collated

17 NOV Selection Committee decides Scholarship recipients

17 NOV Fritz Institute announces Scholarship recipients

17 DEC – 15 JAN Recipients begin their course of study

Selection committee members' responsibilities

1. Read and score a set of down-selected applications, using a scorecard supplied by Fritz Institute,
2. Send completed scorecards to Fritz Institute,
3. Receive in return from Fritz Institute, the combined scorecard showing collated scores from all members of the Selection Committee.
4. Meet by phone to unanimously agree the scholarship recipients by: confirming the 42 top scoring applicants as the scholarship recipients OR: by advocating for an alternate applicant(s) to take the place of a top scoring applicant(s).

Selection criteria – individual applicants

1. Stated reason for seeking scholarship
2. Candidate's opportunity and ability to apply the learning in a humanitarian setting and the likelihood of candidate's doing so
3. Candidate's opportunity and ability to share the learning with colleagues and the likelihood of candidate's doing so
4. Stated intended use of the course
5. Anticipated impact on beneficiaries (as per the application and recommendation letter), in terms of numbers of beneficiaries, geographical reach
6. Outstanding Letter of Recommendation reflecting
 - a. The above criteria, and/or
 - b. Accomplishments, and/or
 - c. Support by organization, and/or
 - d. Criticality of candidate's duty station.

Balanced distribution of these criteria across the selection of applicants

1. National and local NGO's, e.g. Implementing Partners – preference give to those organizations currently underrepresented in CHL rolls
2. Government counterpart organizations (Host-Government Ministries of Health, Civic Response, National Emergency Management Agencies)
3. Front line logisticians
4. National staff
5. Years logistics experience – in cases where the applications appear equal in merit, those with longer careers will be selected first

Some tips to assessing candidates

How will you use what you learn in the course?	What are the candidate's results so far? What their recommender says about them should play a big role here
	<p>Is the candidate in a position to:</p> <ul style="list-style-type: none"> • Influence their organization's operations; • Train colleagues; • Train implementing partners; • Cut across functional lines, to optimize supply chain

Is the candidate specific, or general and vague?	How will humanitarian aid beneficiaries be better served?
Is the candidate in a position to execute these intentions?	
Does the candidate demonstrate a supply chain-wide view of his or her situation?	

Positive characteristics	E.g. persistence, accomplishment, generosity with time, and commitment to the humanitarian imperative.
	What their recommender says about them should play a big role here.
	Length of service, education, number and type of organizations worked for and positions held, will contribute to this assessment.

USAID-Sponsored Logistics Capacity Building Scholarships, M & E Plan

The following is a copy of the monitoring and evaluation plan for the USAID-Sponsored Scholarship program.

Goal of Program

The purpose of the *USAID-Sponsored Logistics Capacity Building Scholarships Program* is to support national NGOs, local governments and national counterparts, and humanitarian professionals in responding to disasters and supporting the provision of life-saving humanitarian aid.

Focus of Monitoring and Evaluation

Monitoring and evaluation of the program will be done with respect to targeting of appropriate candidates.

These aspects of the *USAID-Sponsored Logistics Capacity Building Scholarships Program* will be the subject of monitoring and evaluation:

1. Scholarship Applicants
2. Scholarship Recipients
3. Scholarship Program itself

EVALUATING of SCHOLARSHIP APPLICANTS		
<i>Evaluation target</i>	<i>Criterion-based evidence</i>	<i>Evaluation standard</i>
Eligibility (CHL)	Criteria to be considered for a scholarship	Minimum 1 year work experience with a humanitarian agency, not necessarily in logistics role, AND Minimum 1 year in logistics role, AND Do not need to be currently employed
Eligibility (MedLog)	Criteria to be considered for a scholarship	Minimum 1 year work experience with a humanitarian agency, not necessarily in logistics or medical role, AND Minimum 1 year in logistics or medical role, AND Do not need to be currently employed
Down-selection	Criteria to choose a subset of applications to be assessed by the scholarship selection panel	Priority given to applications from <ul style="list-style-type: none"> - NGO's, Other organizations (Host-Government Ministries of Health, Civic Response, National Emergency Management Agencies) - Implementing Partners - Front line logisticians

EVALUATING of SCHOLARSHIP RECIPIENTS		
<i>Evaluation target</i>	<i>Criterion-based evidence</i>	<i>Evaluation standard</i>
Selection of recipients	Criteria to select 30 CHL scholarship recipients, and 11 MedLog scholarship recipients	All of the above (eligibility and down-selection criteria), plus candidate's <ul style="list-style-type: none"> - Opportunity to apply learning in humanitarian setting - Opportunity to share learning with colleagues and partners (# of people reached) - Intended use of the course - Opportunity to affect maximum number of beneficiaries in terms of numbers and geographical reach - Outstanding Letter of Recommendation (Reflecting the above criteria, and/or accomplishments, support by organization, criticality of candidate's duty station) Balanced distribution by <ul style="list-style-type: none"> - Country of operation - National staff - Local NGO - Large NGO – preference give to those organizations currently underrepresented in CHL rolls
Recipients' course work	CILT (UK) certification protocols & assessment criteria	Recipients' coursework assessed by standardized, transparent criteria and processes (same as all students) CILT certifies that students' coursework meets certification standards: 1/during their studies (sampled on a random basis) and 2/at the end of the course, when (every) student submits the final report for purposes of receiving certification.

EVALUATING of THE SCHOLARSHIP PROGRAM		
<i>Evaluation target</i>	<i>Criterion-based evidence</i>	<i>Evaluation standard</i>
Launch of recipients on their course	Project plan and guidelines outlined in Registration Package	Recipients to start course: <ul style="list-style-type: none"> - On time as per staggered start dates in project plan - Upon timely reverting of registration package Learning center receives accurate, on-time payment of fees
Distribution of scholarships toward target constituents	Distribution goals	Recipients come from targeted priority constituencies <ul style="list-style-type: none"> - NGO's, Other organizations (Host-Government Ministries of Health, Civic Response, National Emergency Management Agencies) - Implementing Partners - Front line logisticians
Criteria and processes for selection and eligibility	Distribution goals	Recipients come from targeted priority constituencies <ul style="list-style-type: none"> - NGO's, Other organizations (Host-Government Ministries of Health, Civic Response, National Emergency Management Agencies) - Implementing Partners - Front line logisticians
MONITORING of SCHOLARSHIP RECIPIENTS		
<i>Evaluation target</i>	<i>Criterion-based evidence</i>	<i>Evaluation standard</i>
Recipients' sharing of learning	Learning Agreement	Recipients sign the promise to <ul style="list-style-type: none"> - Share learning through minimum 2 trainings with 5 students - Complete course in specified time or repay tuition fees

MONITORING of SCHOLARSHIP RECIPIENTS continued		
<i>Evaluation target</i>	<i>Criterion-based evidence</i>	<i>Evaluation standard</i>
Recipients' progress through the course	Quarterly Report	Quarterly Report indicates <ul style="list-style-type: none"> - Progress through course or lack of it - How recipient might be applying the learning and its impact - Students' fulfillment of promise to conduct minimum 2 trainings with minimum 5 colleagues or partners at each - Where the recipient might be running into difficulties - Real life examples of a student's duties and activities, etc, as a way to demonstrate the need for this course (qualitative data)
Monitoring of students	CILT Certification protocols	Certification protocols comprise regular, standardized tracking of students' progress and quality of their coursework CILT is responsible to conduct final assessment of student's final project and takes the decision to award the certificate or require additional work.