



**Certification in Humanitarian Logistics
USAID-GDA Final Report
January 12, 2007**

Project Summary

In 2005 USAID-GDA granted Fritz Institute \$100,000 USD in support of development of the Certification in Humanitarian Logistics program (CHL) for the grant period October 2005 – September 2006. CHL is a standard sector-wide training and certification program for humanitarian logisticians that helps bring recognition to the importance of logistics in the provision of aid. Providing professional training that teaches the base principles of logistics and supply chain operations in the humanitarian context, the program strengthens the proficiency of humanitarian organizations to deliver aid to people in need.

The table below summarizes key activities projected in the original proposal for the period October 2005 – September 2006 and actual results. More detailed information on activities and outcomes is included in the key achievement summary sections that follow.

| Projected Phase/Activity | Actual Result |
|---|--|
| <p><i>Phase II: Complete February 2006</i></p> <ul style="list-style-type: none"> • Design curriculum and modules • Produce test material | <p><i>Phase II: Complete February 2006</i></p> <ul style="list-style-type: none"> • Developed competence model, which set the scope/boundary for the course and defined what candidates should be able to do after taking the course • Developed learning units, case study, and coaching guides for 7 core units with significant input and review from Advisory Committee • Finalized draft materials in preparation for pilot program |
| <p><i>Phase III: Complete September 2006</i></p> <ul style="list-style-type: none"> • Pilot the program with selected participants • Test and evaluate program • Adjust materials and re-design as necessary | <p><i>Phase III: Complete September 2006</i></p> <ul style="list-style-type: none"> • Launched pilot with 26 candidates in February 2006 • Conducted surveys and interviews to solicit program feedback from pilot participants • Incorporated feedback from pilot candidates and Advisory Committee into final version of training materials <ul style="list-style-type: none"> ○ Course revision included the addition of an audio introduction to program • Formally launched CHL in September 2006 |

Background

CHL draws upon best practices from the commercial sector, academia and humanitarian organizations. A critical component of the training is a focus on the importance of data-driven decision-making, continuous improvement and accountability. By developing a standardized

training available to the humanitarian community, the program will also support the creation of common processes, standards and vocabulary across organizations, resulting in increased coordination and collaboration throughout the sector. The output of CHL will be a pool of competent, skilled humanitarian logisticians throughout the world. One key objective of the certification process is to build the competence of logisticians at the headquarters, national and local levels. It is especially significant to build capacity in the field for national and international staff to improve disaster preparedness and response.

Certification Level I is comprised of seven mandatory units and is estimated to take 18 months to complete by studying 5 hours a week. The program covers the entire supply chain, highlighting how each individual function impacts the entire chain and its support of beneficiary programs. Throughout each unit an emphasis is made on people management, information flow and monitoring systems as well as security. For each learning unit, candidates complete tasks based on a simulated environment that are reviewed and evaluated by interactive coaches.

Development began in spring 2004 and followed three phases of development. Phase I included an exhaustive process of requirements gathering and market research. This research included a survey on training needs for humanitarian logisticians developed in cooperation with the Association for Operations Management (APICS), focus group sessions with logisticians, and detailed analysis of job requirements. Phase II focused on the actual development of the materials with input from Advisory Committee members, commercial professional organizations, and academics. In Phase III the curriculum was piloted and tested with a selected group of candidates. Pilot and release were conducted in a staggered timeline to ensure that feedback was incorporated into the program.

The CHL Level I program officially launched in September 2006 following the pilot program that began in February. Summary registration details are highlighted in the Key Achievements section of this report. Development is currently underway for Certification Level II. Building upon the foundation of Level I, the next level will emphasize tactical activities and continue to highlight best practices in supply chain management from the commercial sector and their practical application to humanitarian organizations.

Summary of Key Achievements for Level I

Phase I: Market Research and Job/Task Analysis

As the first step towards investigating and preparing for a formalized humanitarian logistics training and certification program, Fritz Institute conducted extensive market research during the spring of 2004. The research explored three areas: 1) the impact training and professionalization has had within the commercial supply chain; 2) an extensive review of the current training available in the private sector, humanitarian organizations and academic institutions; and 3) the requirements and the level of importance of training to humanitarian logisticians. The research data demonstrated that the professionalization of supply chain managers in the commercial world helped to raise their level of skills and recognition as a strategic member of the organization.

Assisted by The Association for Operations Management (APICS), over 300 logisticians were surveyed at the field, national and headquarter levels. The survey was conducted to identify a) the nature of work performed by logisticians in various organizations; b) the providers of logistics training in the humanitarian sector; c) whether any training programs currently existed that covered all of the functions, and d) the training methods used by various organizations.

Respondents of the survey also provided more specific data through phone and in-person interviews.

Survey respondents (30% response rate / 92 respondents) represented a wide variety of organizations including: ADRA, American Red Cross, CRS, DFID, MSF (Holland and France), ICRC, IFRC, IMC, IRC, WFP, UNHCR and UNICEF. To ensure that the field perspective was adequately represented participants at HLC Africa 2004 also completed the survey and were interviewed. Results showed that only 73% of the respondents had access to any logistics training with 27% indicating no such access. Only 30% of the interviewees stated that the majority of their organization's logisticians actually went through any kind of training during the last 12 months.

Note that this phase was completed prior to the October 2005 – September 2006 grant period. Information in this section is intended to provide complete project information to USAID-GDA.

Phase II: Course Development

Prior to the development of Certification Level I, a Request for Information (RFI) was sent to the following major learning institutions for input: Interworks, APICS, Bioforce and Chartered Institute of Logistics and Transport/PDG. During the spring of 2005, The CHL Advisory Committee met with the two finalists, Chartered Institute of Logistics and Transport (CILT)/People Development Group (PDG) and Bioforce, for further review of their qualifications. It was the unanimous choice of the group to appoint CILT/PDG as the developer of the learning materials.

The Advisory Committee (AC) members were also crucial in the creation of the competence model and development of the learning materials. The curriculum was divided into seven units and PDG developed a first draft of the learning materials based on the foundation of the competence model. Three AC members and the subject matter expert were assigned to each unit to review and finalize the material. They met face-to-face in workshops to ensure the curriculum captured the humanitarian context. The AC revisions were sent to PDG to update and then were sent out to the AC again for a final approval process. The involvement of the AC members was essential to the learning materials development. While PDG was able to bring the commercial best practices to the learning material, the humanitarian expertise of the AC proved invaluable in making it relevant to the target audience. It was also clear that PDG's direct participation in each of the review workshops was important in terms of their understanding of the humanitarian context and increased efficiency in the review process.

Phase III: Pilot, Evaluation, Validation and Launch

Learning Material Development

During the months of April through August 2006 the seven units of learning material were finalized for the official launch in September. Feedback from the pilot candidates and the Advisory Committee review of the learning materials and case study were incorporated in the final versions.

Each of the units has a complete set of learning materials, tasks and coaching guide:

1. Humanitarian Supply Chain
2. Warehouse and Inventory
3. Procurement
4. Transport
5. Fleet Management
6. Import/Export: International Commerce

7. Managing a Humanitarian Supply Chain Response

Based on feedback from the pilot candidates an audio introduction for the program was also completed during this phase. The audio introduction has three key elements:

1. Introduce the competence model concept, including the understanding that candidates do not receive a numerical mark, but show their competence through the completion of tasks that demonstrate they understand and can apply the knowledge for each of the expected outcomes of performance.
2. Explain how to utilize the learning materials, coaches and case study
3. Help familiarize candidates with the learning system environment, explaining how to utilize the navigation and a detailed explanation of various sections of the case study.

The audio introduction includes a brief quiz for candidates, which is based on finding information in difference sections of the case study so they can familiarize themselves with the layout.

Level I Pilot

Twenty six students began the pilot on February 27, 2006. The majority of candidates are progressing at a very standard rate, which is an estimated 10 weeks to complete each unit. As of December 20, 2006 the number of pilot candidates studying each unit were the following:

1. Humanitarian Supply Chain: 8 candidates
2. Warehouse and Inventory: 5 candidates
3. Procurement: 4 candidates
4. Transport: 3 candidates
5. Fleet Management: 2 candidates
6. Import/Export: International Commerce: 0 candidates
7. Managing the Humanitarian Supply Chain Response: 2 candidates

Due to personal reasons, one pilot candidate withdrew from the program.

Feedback from the coaches indicates that a candidate's pace is greatly influenced by changes in his or her working environment, such as being sent to the field or receiving a promotion. While candidates may slow their pace, the communication with their coaches has been consistent and motivation to continue with the course remains. Candidates that are in stable environments are progressing at a faster rate than others. Records indicate that some of the pilot candidates, particularly those who are constantly in the field, are currently experiencing poor internet access and are moving frequently from country to country as organizational requirements change. As a result, progress has been slow for these pilot students. Another influencing factor in the candidates' progress is the support of the organization and supervisor. A number of candidates have new supervisors and their knowledge and support of the program is important.

Feedback from both the candidates and their supervisors has been sought to analyze all elements of the program.

- Pre and Post Skills testing by candidate and supervisor
- System Questionnaires for each unit, analyzing the usability of each of the learning materials
- Coach Questionnaire for each unit, analyzing the effectiveness of the coaches
- Informal interviews for both the candidate and the supervisor to capture information that may not be shared in a formal questionnaire.

Level I Launch

The program officially launched on schedule in September 2006.

Prior to the launch of the program, the Advisory Committee reported at the 2006 Humanitarian Logistics Conference (HLC) on the progress of the program and the pilot candidates. The conference participants were enthusiastic about the advances that had been made from their original support of the program in 2004. The participants committed to supporting CHL for their logistics personnel. Additional presentations and outreach have been completed to ensure the following organizations are ready to register candidates in the program in the coming months.

- CARE
- Catholic Relief Services
- Concern
- GOAL
- ICRC
- IFRC
- IMC
- IRC
- Mercy Corp
- Merlin
- MSF (all offices)
- Oxfam-GB
- Save the Children
- UNHCR
- UNICEF
- UNICEF- Somalia
- WFP
- World Vision International

Registration Process:

An online registration form has been developed. Once a registrant signs up on the Fritz Institute website, the training institution is automatically notified to follow up with payment instructions. Registration data can be sent to a CSV file for download.

Informational Material:

A brochure and official student guide have been created in a downloadable version to post online. The documents outline all the necessary information on the competence model approach, course target audience, and detailed curriculum.

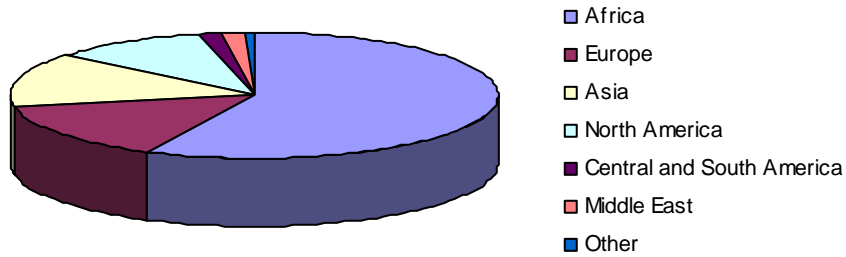
Communications and Marketing:

The communication plan has been created and is currently in implementation. Prior to the launch of the program, a notification to organizations and individuals that had stated their intention to begin the program was sent announcing the launch and registration for the program. Additional promotional materials will be created to reach a broader audience.

The overall market size for the Level I program is estimated to be 2,000 – 2,500 students consisting of humanitarian logisticians, other staff within humanitarian organizations, and others outside the humanitarian sector. Among that group, approximately 400 people (20% of target market) were originally projected to enroll. Initial enrollment statistics for the first 3 months indicate high levels of interest in the program. As of December 15 2006, registration statistics are as follows:

- 190 candidates registered, representing 62 organizations
- Of those 190 registrants, 46 have paid at least the initial installment and 35 have begun submitting tasks to their coaches
- 87% of participants are at least partially self-funding registration fees
- 57% of registrants are in Africa (see chart below)

Regional Breakdown



Financial Narrative

To date, total expenditures for the Certification Level I program amount to \$577,000 USD, of which USAID-GDA funded \$100,000 for the period October 2005 – September 2006. Projected vs. actual expenditures of the grant funds are highlighted in the first table below. Personnel fees include salary costs and fringe benefits for the Logistics Officer and the Program Manager. Professional services costs covered by the grant funding include Subject Matter Expert contractor fees incurred during Level I development.

Overall project funding details for all Certification Level I expenses incurred through November 2006 are highlighted in the second table below. For Level I, Fritz Institute contributed approximately \$374,000 (65%) of the total funding. In July, 2006 DFID awarded Fritz Institute \$560,000 (300,000 GBP) to support Certification Levels I and II, of which approximately \$103,000 has been spent on Level I. In 2007 Fritz Institute expects to spend an additional \$35,000 USD of the DFID funding on promotional activities, program reviews, and administrative costs for Level I. The remainder of DFID funding will be used for Level II.

For each candidate, Fritz Institute receives a fee from Logistics Learning Alliance. A portion of these fees will be used to fund an extensive program review scheduled for 2009.

Budget vs. Actual Costs

| Budget Year 1 October 2005 - September 2006 | | | |
|---|-----------|-----------------------|-----------|
| Category | Personnel | Professional Services | Total |
| Est. Cost | \$67,860 | \$32,140 | \$100,000 |
| Actual Cost | \$62,269 | \$37,731 | \$100,000 |

Total Funding Breakdown January 2005 – November 2006

Certification in Humanitarian Logistics Program

| Training and Certification | Level I | | | | |
|----------------------------|---------|-----------------|------------|------------|------------|
| | Donor: | Fritz Institute | USAID-GDA* | DFID | Total |
| Contribution | | \$ 373,915 | \$ 100,000 | \$ 103,092 | \$ 577,007 |
| % of total contribution | | 65% | 17% | 18% | 100% |

*USAID funding was used during the period October 2005 – September 2006

Lessons Learned and Indicators

Over the course of Level I development and pilot, feedback and lessons learned have been captured and implemented where applicable. In September 2006 the Advisory Committee met to summarize key learning and identify opportunities for improvement as CHL Level II begins. Data obtained from Chartered Institute of Logistics and Transport as the developer, the members of the Advisory Committee as the domain experts, and participants in the pilot program will be used to create the new curriculum for Level II. Lessons learned include:

- The competence model will be developed in workshops, since it needs to set the foundation for what should and should not be in the learning material. Spending adequate time on understanding what skills need to be covered and to what extent will be critical to the next stage of development for Level II.
- Small groups for content review worked well, as did bringing in subject matter expertise.
- Trust among the advisory committee was a key strength.
- Availability and time commitment of the advisory committee is critical to development; realistic deadlines need to be defined and adhered to.
- The Case Study would have benefited from more feedback for ideas at an earlier stage; for Level II, the case study will also have a face-to-face review.
- Inter-agency collaboration was successful where a common ground was found for humanitarian logistics as a sector.

Next Steps

Level I

As the CHL course gains momentum with participants, several activities are planned to promote, improve, and measure the program:

- Promotion: Promotional materials for CHL are in development with our program partners. In addition, Fritz Institute and Logistics Learning Alliance (LLA) will participate in the upcoming Aid and Trade event in Geneva to present and demonstrate the certification program.
- Coaching review: As candidates move through the learning units, LLA collects feedback on the interactive coaches and their techniques. As part of our program monitoring efforts Bernard Chomilier, a domain expert for CHL development, will perform a coaching review based on this candidate feedback.
- Measurement: Following completion of the program, candidates and their supervisors will go through progress assessments with LLA as one measurement of program success.

Level II

From its inception, CHL has been developed to consist of three distinct levels that follow the career progression of a professional humanitarian logistician. Phase I of Certification Level II development launched in September with an Advisory Committee meeting. During this meeting AC members reaffirmed their commitment to actively participate in the next level of course development. Level II development will follow the same phased approach as Level I.

In early December Fritz Institute launched a survey to logistics managers and senior logisticians to determine major job responsibilities as well as training availability and requirements. The results of this survey will be used to support the competence model workshops in early 2007, during which the certification course outline will be developed. Course development is expected to be complete by February 2008, followed by a pilot program.

Level II development costs are estimated at \$1,003,940 over the period from July 2006 to March 2009. In addition to the DFID award mentioned above, Fritz Institute has been awarded \$256,000 USD (200,000 EUR) from ECHO over a 15 month period. Fritz Institute also applied to USAID-OFDA in November 2006 for an additional \$250,000 USD in funding for Level II development.