

VI. TRAINING: CREATING COMMON COMPETENCIES

Profile of competencies sought

What competencies and skills are in demand? There, agencies and NGOs alike present extensive wish-lists of essential as well as desirable qualities and qualifications. These lists have three dimensions: technical abilities, managerial skills, and personal attributes.

In terms of **technical professional skills**, it appears from our interviews that there is a particular demand for:

- Physicians
- Nurses
- Public Health Specialists
- Nutritionists
- Hospital Administrators
- Finance Managers
- Education and Training Specialists
- Community Development Officers
- Civil Engineers, particular for the construction of bridges
- Water and Sanitary Engineers
- Telecommunications Engineers and Technicians
- Truck Drivers and Mechanics
- Security and Police Officers
- Logistics and Supply Management Specialists
- Lawyers with a background in protection, human rights and electoral processes
- Social Workers
- Field Officers
- Shelter and Food Distribution Officers

People with these backgrounds, however, can not necessarily just step in and be operational in a complex emergency. Often, they will need specialized training so that they can apply their professional knowledge in a crisis, working in an improvised setting, with very few professional tools, having to make difficult choices under severe time pressure and emotional strain. In the field of health, for example, the PAHO/WHO training network in Latin America and the Caribbean, described earlier, demonstrates to what extent the field of disaster management is a specialization within a specialization.

The demands in terms of managerial skills are equally complex, but less clearly defined. Each agency or NGO has its own rules and procedures, and very often they will have further distinctions within those procedures based on donor reporting requirements. Thus, for example, NGOs working with funding from the European Union face complex financial budgeting and reporting procedures, and managers have to be trained specifically in the application of these procedures before they can function effectively. Most, if not all, employers require computer literacy. Emphasis is also placed on previous field experience. Other skill requirements are more general:

- ability to plan, implement, monitor and evaluate complex and intricate operations, with very little lead time;
- ability to motivate and supervise a broad array of staff with different backgrounds, who normally have not yet blended into teams; and
- ability to work in a politically charged environment, setting course with due consideration of the broader impact of operational decisions.

Clearly, national capacity building is best served by the increased presence of nationals and regional staff at the managerial level, where policies and strategies are formulated, and operational decisions are taken that may have political implications, or that may affect the prospects of long term development.

As to **personal attributes**, the agencies and NGOs interviewed all stressed traits such as:

- cultural sensitivity;
- creativity;
- flexibility;
- compassion;
- conceptual abilities;
- high energy level;
- commitment to human rights; and
- the ability to communicate.

In addition, great value was placed on language skills, political insight, and an understanding of development issues.

Training opportunities provided by the international organizations and NGOs

There is an enormous choice of learning and training opportunities in the field of disaster relief. Unfortunately, most of these opportunities are only available in the North, and many of them are primarily for people already employed by the major humanitarian agencies and NGOs.

The organizations of the United Nations common system are a prime source of training activities, mainly for their own staff, but also in many instances designed with capacity building in mind. An overview can be found in the Humanitarian Assistance Training Inventory, a web site maintained by the Crisis Environments Training Initiative (CETI), which is a joint venture of the United Nations Inter-Agency Standing Committee (a coordinating body for humanitarian issues) and the United Nations Staff College Project. Increasingly, this site also lists training activities and materials offered by the Red Cross/Red Crescent movement, IGOs, NGOs, and academic institutions.

CETI, established in 1997, has become a clearinghouse for the exchange of information on humanitarian assistance training for the UN common system. It provides a forum for dialogue, and it coordinates the production of training materials for common system use. Given the current financial constraints at the United Nations, however, the future of CETI is uncertain. A review of the CETI inventory shows that most of the training activities in the UN organizations are specifically designed for staff, but a few exceptions stand out.

The UN Office for the Coordination of Humanitarian Affairs (OCHA), jointly with the UN Development Programme, has developed a Disaster Management Training Programme (DMTP), aimed at improving the capacity of national institutions in disaster-prone countries. The DMTP holds workshops where government officials, local authorities, NGOs, agency staff and

donor representatives analyze training needs, develop strategies to meet these, and deliver initial training and simulation exercises.

In Cambodia, UNDP manages a rehabilitation and regeneration scheme, CARERE, which has well structured training programs for Cambodian professionals on project management, financial management, and logistic ^{all} skills that could easily be transferred to complex emergency relief programs. In Central America, UNDP/UNOPS developed similar training programs under its PRODERE project, meant for refugees returning to Guatemala.

UNICEF, as well, organizes workshops in different regions of the world, not only for its own national and international staff, but also, by invitation only, for national counterparts. These workshops cover topics such as complex emergencies, early warning, vulnerability assessments, international humanitarian law, media management, and program planning. The United Nations Staff College in Turin provides courses on the management of field coordination, mainly for UN system staff, but also for national officials interested in emergency management, negotiating skills and conflict transformation. The United Nations Institute for Training and Research, based in Geneva, conducts a Disaster Control Training Programme for government officials, and has held a series of workshops in the Sahel countries.

Very supportive of its local partners is also UNHCR, which is engaged at the field level in providing on-the-job training, workshops and small-scale financial support to local NGOs, delivered in cooperation with the Council of Europe, the Open Society Institute, and the OSCE. During 1995 and 1996, some 8,000 NGO staff members in 128 countries benefited from training with UNHCR. Some 50 per cent of this was protection training in Eastern Europe and the CIS, while 25 per cent was protection training outside Europe. In July 1997, UNHCR further adopted a training strategy which includes the training of operational partners as a capacity building tool.

Also aimed at participants outside the United Nations system are the many courses provided by PAHO/WHO in Latin America and the Caribbean, which were described earlier in this paper. Especially noteworthy is PAHO's sophisticated humanitarian supply management system, SUMA (financed by the governments of Canada and the Netherlands), which is rapidly becoming the global standard, now that some 1700 users have been trained. In Africa, WHO operates a Pan-African Emergency Training Centre, located in Addis Ababa, which prepares training materials for emergency health workers, disaster managers and others throughout the region. WHO's Division of Emergency and Humanitarian Action also each year organizes an International Diploma Course in Emergency Preparedness and Crisis Management, mainly for an audience from the North. In collaboration with the ICRC, WHO further sponsors a 3 week course on Health Emergencies in Large Populations, which is, inter alia, given at the Asian Disaster Preparedness Center in Bangkok.

Most of the large international NGOs have some training activities for their staff. In the field, they provide on-the-job training. Formal courses, however, are few and far between. Many NGOs complain that donors see training as a luxury, part of administrative overheads that must be kept to the lowest levels possible, not appealing to tax payers, and thus not deserving of funding. This complaint is linked to the more general one about the lack of up-front funding for humanitarian NGOs, forcing them to adopt inverse „feast or famine“ management strategies. One of the most active providers of training is the International Federation of Red Cross and Red Crescent Societies, conducting some 20 one-week workshops around the world each year, with some 500 participants in total, focussing on disaster management, emergency response, civil conflict and complex emergencies.

Training opportunities offered by academic institutions

In the academic world, there is a wealth of training opportunities to be found in the area of disaster relief and preparedness. In fact, it is a growing field. Within the confines of this paper, it is hard to give a comprehensive overview, but a range of examples should provide some flavor. Again, most of these academic activities are concentrated in the North. In the United States, there is a lively interest in the field. Tufts University, for instance, initiated a one year Masters of Arts in Humanitarian Assistance, which commenced in September 1998. Similarly, Hunter College of the City University of New York, in collaboration with the Royal College of Surgeons in Ireland and the New York-based Center for International Health and Co-operation (CIHC), has developed an International Diploma in Humanitarian Assistance, which was taught in the summer of 1998.

The latter course (which was first held in Dublin in 1997) is of particular interest since it aims at establishing „an internationally recognized basic minimum standard of training which will enable

humanitarian workers function effectively both as individuals and as members of a team in acute and chronic situations of conflict and disaster. It has been designed in consultation with the United Nations, the International Red Cross, specialized agencies and NGOs working in the field, and it has targeted practitioners as its audience.

There is a clear trend to create alliances between practitioners and operational institutions on one hand, and academia on the other. In Europe, the University of Geneva offered a new one-year program in humanitarian assistance for practitioners, commencing in the fall of 1998, based on an earlier version introduced in 1995 as a collaborative effort among the University, the ICRC, the WHO, the International Organization for Migration (IOM), UNHCR, and Médecins sans Frontières. This program is interdisciplinary, creates links between research and practice, and focuses on management as well as on communications.

Across the French border, close to Lyon, a special training institute, Bioforce Développement, has been established to train staff hoping to find employment with the Geneva-based humanitarian agencies and francophone NGOs. This institute provides a three year technical course leading to a diploma of „Logisticien de la Solidarité Internationale“, with a strong emphasis on the management of health care in complex crises. WHO has contributed considerably to the curriculum. Given its emphasis on practical experience, two of the three years are spent in the field. While mainly serving students from the North, Bioforce Développement reserves 10 places out of 85 every year for students from the South. Funding comes mainly from the European Union, the French government, and the Rhone-Alpes region. The key players, however, are linked in a „Network on Humanitarian Assistance“, initiated by the European Community Humanitarian Office (ECHO). The Network issues a one-year Diploma in Humanitarian Assistance, which is taught by a group of universities in Belgium (Brussels and Louvain), France (Aix-Marseille III), Germany (Bochum), Ireland (Dublin), Italy (Sapienza, Rome), Spain (Deusto-Bilbao), and Sweden (Uppsala). This consortium of universities developed its post-graduate diploma courses in close consultations with UNHCR, WHO, and the ICRC, which all offer two-month internships for the network's students as the final part of their training.

The course represents probably the closest thing to a common curriculum, based on employers needs, that is currently in use. It covers geopolitics, anthropology, international law, epidemiology, management and logistics. After the first semester, students choose one of these fields as specialization.

ECHO also maintains a register of other universities and institutes, not part of the „Network,“ which provide training in humanitarian assistance, often as part of broader professional programs in areas such as public health or development. As of early 1998, ECHO had received information from 63 institutions, mainly in Europe.

While this is a very impressive lineup, it also represents a nearly hermetically sealed closed circuit of training activities designed in the North, delivered in the North, and mainly used by participants from the North. When it comes to institutions in the South, information is harder to come by, but it appears that opportunities in the academic world to study the workings of humanitarian assistance are relatively rare. From our interviews, the impression emerged that most of the preparedness training in the South is linked to the Red Cross/Red Crescent network, civil defense activities, or the ad-hoc training provided by international organizations and NGOs.

Again, there are notable exceptions. We have mentioned earlier the Asian Disaster Preparedness Centre at the Asian Institute of Technology in Bangkok, as well as the training activities linked to universities working with PAHO and WHO. There are also several universities and research centers in the South that focus on related topics such as conflict resolution, ethnicity, and peace keeping, all topics that have strong relation to humanitarian aid.

Action by Churches Together (ACT) International, the United Methodist Committee on Relief (UMCOR) and Africa University, the United Methodists, university in Zimbabwe, jointly established in 1998 a series of short-term but comprehensive emergency capacity building training programs for students enrolled in Africa university, as well as ACT member church and agency personnel. A longer course (15 weeks) is planned for 1999, with the intent that the program will in due course create a cadre of national and regional leaders and managers.

One particularly interesting initiative comes from the Association of African Universities, based in Ghana, which is developing a Graduate Program in Humanitarian and Refugee Studies, and which has submitted a project proposal to UNHCR (for advice) and the donor community (for funding). This proposal presents a process in three phases, beginning with an inventory of African institutions that currently provide, or have the capacity to provide, training on

humanitarian and refugee issues; the next phase consists of program and curriculum development, and the final phase is a pilot project, as yet to be defined. In their proposal, the African university leaders note the scarcity of academic programs that address humanitarian issues, and while courses at the University of Durban and Moi University's Centre for Refugee Studies are cited, the consensus is that this field deserves to be promoted actively.

Overall, though, the conclusion is inevitable: the capacity to train professionals to provide leadership and expertise for humanitarian assistance operations, particularly in complex emergencies, is virtually limited to institutions in the North, while access to these training activities is severely limited to interested parties from the South, for reasons of geography as well as financial resources. The need for such training, however, is at least as pressing in the South as in the North. Unless this need is met, the capacity in the South to solve and heal local and regional conflicts will remain well below its potential.

VII. CONDITIONS OF SERVICE: RECONCILING THE IRRECONCILABLE

From our interviews, a nearly unanimous position emerged that the quality and long-term impact of relief efforts in complex emergencies will benefit from the leadership and professional participation of more national and regional staff. There is a willingness on the part of all concerned to work towards greater national participation. The talent and competencies can be found, and if training opportunities are currently rationed, they can be made more readily available. But one more set of obstacles stands in the way of full and equal participation of national, regional and international staff in the planning and delivery of humanitarian aid: the often very disparate conditions of service that affect expatriate and local staff.

These disparities were less jarring when most of the local staff did menial or support work, while professional functions were carried by expatriates. But when national and expatriate physicians, engineers, and scientists work side by side, while the concept of „equal pay for equal work“ is visibly swept aside by market forces, an uneasy feeling, if not outright anger, can rapidly take hold.

To some extent, institutions of the North have carried the colonial model of „service overseas“, complete with expatriate allowances and home leave, straight into the post-colonial era. To some extent, also, it simply makes sense to pay people who have to relocate enough to maintain their purchasing power, and to make the transition without loss or gain. We all know that, as a rule, professionals in the North make far more than their counterparts in the South, and if we can live with that thought globally, why not accept it locally? Yet, this sense of uneasiness can not be reasoned away so easily. And particularly the diplomats and professionals from the South who spoke with us voiced their concern about this issue. They understood the economics of it all, but they did not understand the implicit indignities and the Orwellian implications of a pay concept that makes „some more equal than others.“ It is not clear whether most large international NGOs are fully aware of the problems involved. The People in Aid Code of Best Practice adopted in 1997 by a group of eleven major NGOs in the United Kingdom, for example, places considerable emphasis on sound human resources policies and on responsibilities towards field staff, but its guidelines deal exclusively with conditions of service for expatriates. Similarly, the Code of Conduct adopted in 1994 by the French Red Cross Society, the ICRC, Caritas Internationalis, Save the Children, the Lutheran World Federation, Oxfam, and the World Council of Churches, speaks of ways to involve program beneficiaries, and to build local capacities „by employing local staff“, but it does not pronounce itself on the role these local staff should play, nor on the relationship between expatriates and nationals.

Currently, InterAction and the Steering Committee for Humanitarian Response (SCHR) are collaborating on an international venture called „The Sphere Project“ to identify standards and best practices to be employed in humanitarian relief. Several UN agencies have stated their support. The project is a work in progress, and its final shape is still uncertain, but as of late 1998, its program of work („to compile a set of minimum standards covering essential goods and services, implementation of assistance, and stake-holder accountability“) did not include the development of standards for human resources management, and certainly no reference is made to the need for common standards for the employment of national and regional staff. Most promising thus far is the NGO Field Cooperation Protocol adopted by a large group of disaster relief groups based in the United States. The signatories have agreed to instruct their representatives to cooperate in the field, to consult with other NGO representatives, and to try to

reach consensus in dealing with a wide range of issues, including local employment practices. These are defined as:

- Wage and Benefit Levels and Economic Consequences
- Political Involvement of Local staff
- Conditions of Employment
- Hiring Diversity
- Training of Local Staff and Beneficiaries.

The signatories to the protocol are now developing discussion papers to identify the underlying issues involved, and this may give the impetus to a further effort to set common standards.

From the perspective of many of our discussants, especially those from the South, it would seem that such standards, in order to be effective and practical at the same time, should be based on two complementary principles:

- **ensure equity in terms of employment conditions on site, and**
- **allow staff to maintain their domestic commitments.**

The first principle would imply that employing organizations would provide, to staff doing equal or comparable work, the same standards of on-site housing, medical care, life and accident insurance, access to consumer goods, and per diem to cover daily expenses. The second principle entails that pay would be set with reference to previous earnings and the prevailing rates in the country of origin. Thus, all staff, national and expatriate, would live under the same equitable and comparable levels of (relative) comfort and material wellbeing in the context of the relief operation, but at the same time, everyone could send home or save an amount that would match expectations in their own context.

In this manner, one can avoid the kind of excessive payments to national staff that might distort the local labor market and siphon good people away from valuable work in their own community. At the same time, their dignity is visibly acknowledged. If expatriate staff members are willing to live soberly, and if their agency displays a management culture of accountability and frugality, the inherent tensions between national and expatriate staff can be much reduced. An investment in the training of local staff would further demonstrate that they are regarded as essential members of the team.

In all this, transparency is essential. Nationals should be involved in local salary surveys, for example, and pay rates should be in the public domain. Many of the people whom we interviewed emphasized that openness, a frank acknowledgement that disparities exist, would go a long way in helping national staff to accept the injustices of the global market. At the same time, the employing organizations would have to make a major effort to align their benefit structure for national and expatriate staff. Far too often, one learns that insurance and health coverage for national staff are either non-existent or minimal.

If, moreover, most employers would concentrate on the recruitment of national and regional staff through secondment arrangements with existing institutions or companies, these principles would be even easier to implement. The secondment contract with the releasing institution would ensure that a candidate's salary and benefits would be reimbursed in full for the time of the contract, and the employing aid agency would cover all expenses and allowances on site, at the same level as for expatriate staff doing comparable work.

RECOMMENDATIONS: BUILDING CAPACITY THROUGH NATIONAL AND REGIONAL CADRES

A broad range of people with a strong commitment to peace and development has participated in the discussions that led to this paper. Taking into account some of the ideas they have generated, the Center on International Cooperation may wish to present the following recommendations:

- The international community, and particularly donor countries, should actively pursue a policy of „promoting local defense mechanisms% in complex crises, balancing the need for external intervention with the need to empower local coping strategies, in order to pave the way to a transition from aid to rehabilitation and development.

- In doing so, donor countries should channel their resources to those inter-governmental and non-governmental agencies that consider capacity building an integrated element of their response to complex crises, and that have a track record of doing as they say.
- As an incentive for their implementing agencies, donor countries should include demonstrated success in local capacity building as a key indicator to judge the relevance of funding proposals for complex crises interventions, and treat capacity building as an essential benchmark for purposes of monitoring, evaluation and continued funding.
- Donor countries should make it clear in this context that they consider the employment and development of national and regional staff as a key element of any capacity building strategy.
- Donor countries should support the efforts of IGOs and NGOs to maintain a high level of preparedness by earmarking funds specifically for both training and proactive recruitment programs.
- Donor countries should, at the same time, support institutions that have the capacity or potential to provide training in humanitarian assistance to professionals from the South, and preferably in the south.
- Aid agencies, both inter-governmental and non-governmental, should make every effort (if they are not already doing so) to involve national and regional staff in every aspect of their operations in response to complex crises, as part of an exit strategy founded on support for local coping mechanisms and local rehabilitation capacity.
- Aid agencies should develop proactive recruitment programs, actively building links with institutions and associations in the South that could serve as recruitment sources, and developing contractual instruments for „secondments%“ that will allow for the temporary redeployment of professionals in the South from their regular employer to the agency concerned.
- Aid agencies should seek or expand partnerships with development agencies, development NGOs, academia, and the private sector, North and South, in order to develop both the policies and the practical tools needed to integrate national capacity building into their delivery of assistance in complex emergencies.
- Aid agencies should ensure that their terms of employment for national, regional and international professional staff provide for equal and equitable conditions of service on site, and for adequate means to meet domestic obligations. Particular attention should be paid to such benefits as health insurance and insurance against accidental injury or death. All staff, regardless of origin, should have equal access to training and learning activities appropriate for their duties and responsibilities. Hiring as well as remuneration policies should be transparent, and staff should be given a voice in their design.
- Academic institutions in the North that currently offer programs in humanitarian assistance should seek out partnerships with institutions in the South, not just to share their knowledge and experience, but also to gain from the additional dimensions and insights this type of exposure can bring.
- These partnerships should have the purpose of increasing access for professionals from the South to programs they consider relevant, and to build the capacity of institutions in the South to develop and deliver such programs as a meaningful contribution to regional and national capacity building.
- Such partnerships could also serve as a forum to reach further global consensus on norms, standards, and best practice, which could then be introduced into curricula. As the academic „consortia%“ of the North expand their network to the South, they might bring potential employers into the discussion, and agree on a common core curriculum that reflects current needs as well as knowledge.
- Ultimately, this might lead to a „certification%“ program recognized by a wide range of humanitarian aid agencies as a helpful tool in assessing the qualifications of candidates for „standby cadres%“ from the South.

FROM IDEAS TO ACTION: PROPOSAL FOR A PILOT PROJECT

In order to test the validity and viability of the findings and recommendations set out in this report, the Center on International Cooperation might, as a next step, consider initiating the design and implementation of a modest pilot project with components such as:

- A funding source committed to the concept of national capacity building as a key element of effective humanitarian assistance in complex emergencies.
- One or more regional institutions that wish to expand their ability to deliver humanitarian assistance in the context of their overall responsibilities for peace and development in their region.
- One or more humanitarian aid agencies interested in strengthening the role of national and regional staff in the design and delivery of their programs.
- A small group of training institutions and universities in the North and the South that are interested in collaborating on the development and delivery of humanitarian assistance training that reflects the needs and requirements of professionals in the South.
- A group of institutions in the South, public and private, that are interested in releasing their professional staff for training in humanitarian assistance, and that are willing to place their staff, once trained, on „standby“ for service on pre-arranged contracts with humanitarian aid agencies.

The objective of the pilot project would be to identify interested parties in each category, and to bring about a process of discussions and negotiations leading to an alliance of like-minded people and institutions. The alliance could become the nucleus of a small-scale „standby“ network. This network should be „owned“ by all parties equally:

- It would provide start-up financial support;
- it would initiate the development and delivery of new and meaningful training opportunities for professionals from the South;
- it would provide a learning and training opportunity to public and private entities willing to make their professional staff available for „standby“ service;
- it would create an initial limited pool of well prepared professionals from the South who could be released at short notice;
- it would initiate basic contractual arrangements to make this possible; and
- it would represent a commitment from the participating humanitarian aid agencies to utilize the network as a key recruitment source.

Should this pilot project prove to be successful, it stands to reason that it would further expand on its own, and it is to be hoped it make a meaningful contribution to people's efforts to recover from complex emergencies.

Annex I

Terms of Reference

Consultancy on Regional and National Staff

Recruitment and Capacity-Building for Humanitarian Assistance

„Resources for Humanitarian Assistance“ Project

Center on International Cooperation

New York University

In September 1997, the Center on International Cooperation convened a meeting on „Resources for Humanitarian Assistance“, which produced a set of recommendations on issues of management, coordination, and financing. As a follow-up to that meeting, the Center is seeking to develop strategies to ensure that the core competencies of humanitarian provider agencies are maintained and that the resources are available for an effective response to humanitarian crises.

One strong recommendation from the September meeting was for the strengthening and utilization of national and regional capacities in developing countries, in order to build a cadre or reserve of people who could respond at short notice to humanitarian emergencies. In pursuit of this objective, the Center will undertake a feasibility study on Regional and National Staff Recruitment and Capacity-Building for Humanitarian Assistance. Center staff will work with consultants to examine a range of issues related to this topic.

Specifically, the consultants will:

Prepare a paper examining current practice and the potential for growth in creating national and regional cadres in developing countries (as well as in countries of Eastern Europe and the CIS) of professionals who can assume leadership positions in humanitarian operations. Research will

include a review of the literature on this topic as well as interviews with officials of NGOs and intergovernmental agencies, regional organizations, governments and other relevant agencies, from the North and the South, the East and the West. The paper should present:

- the respective comparative advantages and potential drawbacks of using national, regional and international staff in humanitarian operations (citing arguments drawn from the experience of several representative organizations);
- the competencies and skills profiles that would make national and regional staff most attractive to a broad range of potential employers;
- the scope and content of major existing programs to train and prepare national and regional staff from developing countries (as well as from Eastern Europe and the CIS) for humanitarian operations (providing an overview of the most prominent North/South and East/West institutional arrangements currently in place);
- some quantitative indicators of the types and numbers of staff emerging from these programs, and of the extent to which their services are used subsequently;
- a broad and indicative assessment of the potential to expand the number and scope of such programs, taking into account both a) the nature, range and accessibility of the current pools of talent and skills in various countries and regions and b) the institutional and operational capacity of existing national and regional organizations to provide training;
- an initial assessment of the potential demand for an expanded number of national and/or regional staff to take on leadership positions in humanitarian operations, taking into account the views of potential employers interviewed;
- a discussion of the impact on team cohesion of various „local% and „international% remuneration models currently being used in humanitarian operations;
- various options available for strengthening and utilizing regional capacities, including enhanced regional recruitment and training programs;
- proposals for the development of a „regional cadres preparedness and availability% model, based on North/South and West/East arrangements between donors, employers, and training institutions.

Annex II

List of People Interviewed

Belgium

February 17, 1998

- Ms. Patrizia Bocchi, Project Officer Africa, Directorate-General VIII, European Union (EU), Brussels
- Ms. Francesca Mosca, Head of Unit, Directorate-General VIII, EU
- Mr. Mikael Barfod, Head of Strategy, Planning and Policy Analysis, European Community Humanitarian Office (ECHO)
- Mr. Robert Cox, Senior Adviser and Operational Coordinator, ECHO

Canada

March 16 to 20

- Ms. Gina Watson, Senior Program Officer, International Humanitarian Assistance, Canadian International Development Agency, Hull, Quebec
- Mr. Melvin Peters, Food Security Program Officer, Oxfam Canada, Ottawa
- Ms. Kate Whiden, International Service Officer, Canadian Red Cross Society,

Ottawa

- Ms. Celina Tuttle, Executive Director, Mines Action Canada, Ottawa
- Ms. Caroline Lavoie, Project Officer, Peace Building Unit, International Humanitarian Assistance, CIDA, Hull, Quebec (interviewed by phone)
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- Mr. Sean Lowrie, Program Officer, Humanitarian Emergencies, CARE, Ottawa

- Mr. Grauri Sreenivasan, Policy Coordinator, Canadian Council for International Co-operation, Ottawa
- Mr. Ahmed Farah, Badar Islamic Organization, Ottawa
- Mr. Ahmed Jama, Social Worker (Ex-Director of refugee program in Somalia), Nepean, ON
- Mr. Mohamed A. Yassin, Former Deputy Director, Cooperation Department, African Development Bank
- Individual refugees from Ethiopia, Somalia, Djibouti and Rwanda living in Canada were also interviewed.

Cambodia

January 15 and 16

- Mr. Jean-Claude Rogivue, Acting Resident Representative, UNDP
- Mr. Benoit Thierry, Programme Officer, UNDP
- Mr. Timothy Bertotti, Executive Officer, USAID
- Mr. Bill Costello, First Secretary Development Cooperation, Australian Embassy
- Mr. Kazuhiro Nakai, First Secretary, Japanese Embassy
- Ms. Sue Nelson, Acting Head of Division and Senior Democracy Adviser, USAID
- Ms. Friedrun Medert, Head of Delegation, ICRC
- Mr. Peter Poetsma, ICRC
- Mr. Steven Sharp, Country Representative, Pact Cambodia
- Mr. Jon Summers, Representative, The Asia Foundation
- Mr. Harald Wie. Resident Representative, Norwegian People's Aid

Italy

January 27

- Mr. Chris Cushing, Program Manager, Peace-Keeping & Crisis Management, UN Staff College, Turin

March 13

- Ms. Arlene Mitchell, Chief, Training and Career Development, Human Resources Division, World Food Program (WFP), Rome
- Ms. Kartini Oppusunggu, Adviser, Operational Policy and Support Division, WFP
- Ms. Darlene Ferguson Bisson, Officer-in-Charge, Technical Support Service, Operations Department, WFP
- Mr. Pablo Recalde, Chief, Vulnerability Analysis and Mapping (VAM) Unit, WFP
- Ms. Dyane Dufresne Klaus, Director, Human Resources Division, WFP
- Mr. Jean-Jacques Graisse, Assistant Director General (Operations), WFP

The Netherlands

February 4 to 13

- Mr. Marc Moquette, Senior Policy Adviser, Ministry of Foreign Affairs
- Mr. Roel van der Veen, Policy Planning Staff, Ministry of Foreign Affairs
- Mr. Jeroen Verheul, Deputy Head, Humanitarian Aid Division, Ministry of Foreign Affairs
- Mr. Loek de la Rive Box, Director, European Centre for Development Policy

Management (Maastricht)

- Ms. Helena da Silva, Project Officer, Latin American and Caribbean Section, Hivos
- Mr. Martin Doornbos, Professor, Institute of Social Studies/ UNRISD War Torn Societies Project

- Ms. Alexandra Oud, MSF (Netherlands)
- Mr. Eric de Wilde, Senior Staff Member/ Head of Human Resource Development, MSF (Netherlands)
- Mr. Rob van Bentum, Co-ordinator Emergencies, Novib
- Mr. Mario Weima, Policy Adviser, Novib

Scandinavia (Denmark, Sweden, Norway)
March 2 to 6

- Mr. Niels Dabelstein, Head of Evaluation Unit, Ministry of Foreign Affairs, Copenhagen
- Ms. Eva Asplund, Head of Humanitarian Assistance Division, SIDA, Stockholm
- Ms. Marika Fahlen, Coordinator of Humanitarian Assistance, Ministry of Foreign

Affairs, Stockholm

- Ms. Monica Paulson, International Programme Division, Radda Barnen (Swedish Save The Children), Stockholm
- Mr. Aage Eknes, Political Analyst, Oslo
- Ms. Nina Juell, NORAFRIC, Norwegian Refugee Council, Oslo
- Ms. Ragne Birte Lund, Ambassador/Special Adviser on Humanitarian Issues, Ministry of Foreign Affairs, Oslo
- Mr. Trygve Nordby, former Head of Norwegian Refugee Council, Oslo (Member of CIC Advisory Group)
- Mr. Terje Steen, Project Officer, Norwegian People's Aid, Oslo
- Mr. Rannveig Spjudevik, Programme Coordinator, International Dept., Norwegian People's Aid, Oslo

Switzerland
March 17 to 27

- Mr. Raymond Fell, Chief, Recruitment and Career Management Section, UNHCR, Geneva
- Mr. Kasidis Rochanakorn, chief, Emergency Preparedness and response Section, UNHCR
- Mr. Mathias Stiefel, Director, War-torn societies Project, UNRISD, Geneva
- Mr. Larry De Boice, Deputy Director, Emergency Response Division, UNDP, Geneva
- Mr. Chris Kaye, Inter-Agency Support Branch, Office for the Coordination of Humanitarian Affairs, United Nations, Geneva
- Mr. Harald Siem, Division of Emergency and humanitarian Action, WHO, Geneva
- Mr. Jon Ebersole, International Peace and Security Training Cluster, United Nations Staff College Project, Geneva
- Mr. Guido Gianasso, Director, Human Resources Division, International Organization for Migration, Geneva
- Mr. Hassan Ba, Secretary-General, Synergies Africa, Geneva

Thailand
26 January 1998

- Mr. Rienk Wiersma, Head of Development Cooperation, The Netherlands' Embassy, Bangkok

United States
March 2

- H.E. Ambassador Mohammed Duri, Permanent Representative of Ethiopia to the United Nations, New York
-
- H.E. Ambassador Hussein Hassouna, Permanent Observer to the United Nations, League of Arab States, New York

March 3

- Ms. Norah Niland, Humanitarian Affairs Officer, Office for the Coordination of Humanitarian Affairs (OCHA), United Nations, New York
- Mr. Teferra Shiawi, Senior Humanitarian Early Warning Adviser, OCHA/UN
-
- Mr. Leonard Kapungo, Chief, Lessons Learned Unit, Department of Peace-Keeping Operations, UN
- Mr. Mohamud Jama, President, C.C. Horn of Africa Relief, Inc., New York

March 4

- H.E. Ambassador Mokhtar Lamani, Permanent Representative of the Organization of the Islamic Conference (OIC) to the United Nations, New York
- Mr. Shahid Husain, Senior Adviser, OIC, New York
- Dr. Kevin Cahill, President, Center for International Health and Cooperation, New York
- Ms. Elizabeth Gibbons, Senior Policy Officer, UNICEF, New York
- Dr. Omotayo Olaniyan, Senior Economist, Organization of African Unity, New York
- H.E. Ambassador Paul Mukasa-Ssali, Permanent Representative of Uganda to the United Nations, New York

March 5

- Ms. Patricia A. Bittner, Program Management Officer, Emergency Preparedness Program, PAHO/WHO, Washington DC
- Ms. Nicole Ball, Fellow, Overseas Development Council, Washington DC
- Mr. Claude I. Salem, Program Officer, Capacity Building for Africa, World Bank, Washington DC

March 12

- H.E. Ambassador Carlos dos Santos, Permanent Representative of Mozambique to the United Nations, New York

April 2

- Mr. Luiz da Costa, Chief, Staffing, UN/DPKO, New York
- H.E. Ambassador Yusuf Ismail Khalaf, former Somali Ambassador to Iran, New York
- H.E. Ambassador Gideon Dayinamura, Permanent Representative of Rwanda

to the United Nations

- H.E. Abdiraheem A. Farah, former Under Secretary General for Political Affairs, United Nations
- Mr. Abdillahi Haji Ahmed, NGO Consultant

May 6

- Ms. Marianne Buenaventura, Program Assistant, Great Lakes Region, International Rescue Committee (IRC), New York
- Mr. Art Carlson, Engineering Coordinator, Rwanda Program, IRC
- Mr. Harald Northrup, Program Officer for Europe and the CIS, IRC
- Mr. Andrew Robarts, Regional Recruitment Officer, IRC
- Mr. Semir Tanovic, Program Officer, East Africa and Asia, IRC