

H **HR** EUROPE 2017

As local as possible; as international as necessary
The role of HR in enabling the localisation of aid response

Conference Report

Helsinki, Finland
20-22 September

Supported by



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Conference theme, objectives and speakers

Theme

During the World Humanitarian Summit (WHS), held in May 2016, the UN Secretary General called upon the international community to put local response at the heart of humanitarian efforts. The **Grand Bargain**, one of the major outcomes of the summit, seeks to make principled humanitarian action **as local as possible and as international as necessary**. This localisation agenda poses many challenges for HR managers as they try to support and implement it. The aim of the 2017 HHR Europe conference was to unpack and address a number of these compelling issues.

Objectives

The 2017 HHR Europe Conference aimed to raise our awareness of the key challenges, highlight best practice and consider the opportunities of the localisation agenda by providing **insights** and **momentum for action**. We endeavoured to identify key actions for HR professionals in their own **organisations**, what we need to change as a **sector** and how we can leverage our influence as a **community of HR professionals** to promote a more effective and meaningful humanitarian response.

Conference speakers

- Judith Greenwood, **CHS Alliance**
- Anne Street, **CAFOD**
- Udeep Regmi, **BATAS Foundation**
- Francis Atul Sarker, **Caritas Bangladesh**
- Michael Mosselmans, **Christian Aid**
- Talha Jamal, **Islamic Relief Nepal**
- René Bujard, **Oxfam**
- Maria Alexandra (Jing) Pura, **Christian Aid**
- Magnus Bucht, **Impactpool**
- Loek Peeters, **Human Surge**
- Magali Daurelles, **Bioforce**
- Em Lacroix, **Cornerstone Foundation**

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We would also like to thank our
conference sponsors:

- **CIGNA**
- **Islamic Relief**
- **Impactpool**

...and our conference hosts:

- **Finn Church Aid**

Day one, 20 September – context setting

Welcome to HHR Europe 2017, Judith Greenwood, Executive Director, CHS Alliance

The 2017 Humanitarian Human Resources (HHR) Europe conference brought together 71 HR and people management professionals from Europe and beyond to explore and discuss the topic of localisation. Judith welcomed all participants to the event. She talked about the importance of good people management practices in our sector and gave us an outline of the importance of the Core Humanitarian Standard, further reinforcing the fact that the core of both localisation and of the CHS is about ‘putting people at the centre of humanitarian action’!

The Grand Bargain and Charter 4 Change: What do they mean for organisations and for HR?, Anne Street, CAFOD

Anne Street kicked off the conference with a comprehensive and effective review of localisation by outlining the background and humanitarian policy developments which have increased attention to the role of national and local actors in the delivery of humanitarian response and to consider our own organisational positions on localisation.

What is localisation?

Localisation of humanitarian response is a generalised term for the collective process of actors across the humanitarian system of putting local actors, both state and non-state, back into the centre of humanitarian action. This encompasses a number of aspects, from more equitable partnerships, increased direct funding, and better quality funding, and ensuring local and national actors have a central role in coordination and decision making. Much of the agenda is related to where power is held within the system. If we want to truly implement a localisation agenda, it will require a shift in power, both in control and access to resources as well as decision making to national actors.

The Grand Bargain

Anne then gave us a short review of the ways that the Grand Bargain and the Charter 4 Change have paved the way thus far. The Grand Bargain is an agreement between more than 50 of the largest humanitarian donors and aid agencies (including the UN and INGOs) to change the way we do business. The aim of the Grand Bargain is to get more means into the hands of people in need. It is essentially a ‘Grand Bargain on efficiency’ between donors and humanitarian organisations to improve the effectiveness and efficiency of humanitarian action.

Although there are no direct implications for HR, the biggest implications relate to the participation revolution. The workstream on localisation requires a change in culture towards far greater inclusivity of national actors and less competition. Part of this might be ensuring that INGOs recruit staff who have the type of skills which are needed for successful networking and partnership approaches. Perhaps we may be less prepared to accept, for example, skilled technical people unless they can also share their knowledge and relate well to others. INGOs will increasingly need to be more aware of context in which they operate in, so working in collaboration with and not competition with local actors. For HR this might mean benchmarking their salaries alongside national salaries.

Charter 4 Change

The Charter 4 Change was launched in October 2015 at the WHS Global Consultation in Geneva. It is comprised of eight commitments that has now been signed by 29 organisations, with 160 national and local organisations endorsers. The Commitments include:

- Passing 20% of our funding directly to national actors
- Providing adequate support for capacity building
- Sharing administrative and overhead cost.

But the Commitment which is most relevant to this conference is the Charter4Change Commitment 4: **to stop undermining local capacity by recruiting national NGO staff during the first 6 months of a rapid on-set emergency or protracted crisis**. The commitment also states that signatories will identify fair compensation if and when they do recruit staff during an emergency.

Currently, some C4C signatories are focusing on supporting partners in their efforts to strengthen their human resource systems and processes, including on staff development and retention, staff care and well-being and terms & conditions of service. Others are developing approaches which will ensure resources are provided directly to partners to help them respond at scale, rather than opening new vacancies within their own organisations.

Some key research publications and initiatives include:

- **Time to Move On:** National Perspectives on Transforming National Surge Capacity
- **Time for HR to Step Up:** National Perspectives on Transforming National Surge Capacity, a Policy-to-Practice Paper

Good Practices and Next Steps

There is a huge amount happening in the sector. Here are some of the possible next steps in the localisation agenda for the HR Community and some pointers regarding what others are doing to promote it:

- Several C4C signatories are now taking this commitment forward by identifying, evidencing and measuring the impact of the problem and deciding on strategies to address it by adopting and implementing internal policies and procedures to ensure ethical recruitment practices are applied.
- Others are beginning to adopt an approach of embedding international surge staff/advisors within the structure and physical space of the local partner organisation, or supporting the local partner to recruit staff, who are contracted to the local organisation but work on a joint INGO/NNGO humanitarian response project. These experiences have led to supporting the development of know-how and considerable mutual learning between INGO and national NGO staff.
- The Transforming Surge Capacity Project funded research to the START network that has stimulated useful discussions on surge and ethical recruitment. These discussions have broadened out so that other NGOs participating in the TSCP project are now raising the issue of recruitment of national NGO staff amongst their own HR teams as well as at a senior HR level.

- Others are:
 - > undertaking research to establish the extent to which they recruit national NGO staff during emergencies to establish a baseline
 - > establishing an internal working group to define required changes in HR policies and procedures
 - > working with country office HR managers to raise awareness of the Commitments and exploring how they translate into recruitment and performance review mechanisms
 - > developing ethical recruitment guidance for heads of HR in countries affected by emergencies
 - > engaging with their own rapid response/surge teams to train them in partner relations
 - > developing internal analysis and practices on localising surge
 - > establishing nationalised surge rosters
 - > making 'operationalising localisation' a Key Performance Indicator for all senior managers at the country and regional level, as well as planning to ensure that HR managers review new staff profiles which are geared towards strengthening and supporting local actors.

Panel Discussion: Exploring the Localisation Agenda

Anne Street proceeded to facilitate a panel comprised of a number of presenters, each representing a different localisation perspective. Each member of the panel gave a short presentation from their perspective, followed by a Q&A with participants. Some highlights from the presentations include:

Talha Jamal, Islamic Relief Nepal (national NGO perspective)

Mainstreaming localisation in Islamic Relief, Nepal included:

- Having a dedicated Project Manager on staff capacity building
- Conducting several different types of training with partners on CHS and M&E
- Making technical resources available to partners
- Challenges for national organisations:
 - > Partner organisations quite often do not have long-term funding
 - > Attracting talent
 - > Often no HR policies in place in partner agencies.

Udeep Regmi, BATAS Foundation (partner perspective)

BATAS Foundation partnered with Islamic Relief so that they could deploy a disaster response team following 2015 earthquake. They did not have any policies or manuals and IR helped them develop procedures. Working with IR has been a good opportunity to address the following challenges:

- Maintaining their own structure
- Lack of trained staff at the district level
- Difficulty to retain staff for the longer term as funding is project related
- Staff wanting to move to INGOs
- Difficulties to attract staff to local areas.

Francis Atul Sarker, Caritas Bangladesh (national NGO and partner perspective)

Francis talked about the localisation agenda from the perspective of an organisation currently running a humanitarian response that supports Rohingya refugees and the challenges of 'localising' the response:

- Language can be a difficult issue – particularly with local dialects. Many national NGO staff cannot speak local dialects and therefore had to engage local people to do so.
- There are many dynamics at local level e.g. the landslides at Chittagong – 11 languages in 3 districts.
- Difficult local contexts can be a challenge for HR and localisation
- Most people who fled are women and it can be difficult to get female staff.

Michael Mosselmans, Christian Aid, (programmes and operations perspective)

In a survey of national NGOs under Charter 4 Change, 150 participants said:

- The international community needs to change its mind-set and culture by letting go of power to national actors
- There need to be fairer and less harmful recruitment practices
- Increase resources for capacity strengthening
- INGOs need to stop viewing national NGOs as competitors
- Need an increase in access to funding
- Need increased visibility of national partners to donors/media
- There should be a fair contribution to overheads
- Address the issue of poaching from national organisations to INGOs.

There are a number of initiatives working on these issues:

- **Shifting the Power**
- **Financial Enablers**
- Strengthening Survivor Led Response
- Start Network projects
- Best practice in partnering

René Bujard, Oxfam (HR perspective)

René gave us a number of key points from his viewpoint as Global HR Director for Oxfam International:

- HR needs to earn its place and needs to work on building its skills
- We all should step back and listen
- Support through HR – look at global reward policy – some people are addicted to expatriate packages – change the current practice.
- We look for people who tick all of the boxes (which is usually 'northern'), but the best people don't always tick all of the boxes.

The panel discussion then moved on to addressing other key themes and questions. Highlights include:

Paradigm shift (shifting the power)

- Everyone says everyone else must change. Nobody is taking ownership to change.
- First steps have been made, but there are lots of words and not much action yet. However, one positive example includes the meetings with donors such as DFID that have created a regular dialogue.
- In May, USAID decided to award funding to Caritas Bangladesh. In the past, they have only done this for US-based organisations. Is this a sign of a shift in donor attitudes?
- Some donors are already driving the agenda, particularly the Australian government regarding capacity strengthening in the Pacific.

HR knowledge and western perspectives

- As an example, Rene discussed the need to 'de-Britishise' Oxfam.
- We need to learn to listen, create dialogue and challenge assumptions.
- Look at the reward policies and review the allowances.

Does localisation include state actors as well as NGOs and CSOs?

- Nepal's government favours localisation as INGOs cannot implement directly and must partner with a district and national organisation
- The biggest challenges are often the political pressures.

How can INGOs maintain quality of standards through local partners?

- Help partners to improve areas around the CHS
- Partner selection should be around those who are committed to attaining the CHS.

INGOs and willingness to change organisational structures

- Birches conducted a survey amongst INGOs, asking how many SMTs have local staff? – 62%
- Oxfam is moving its global HQ so that top 15 senior positions will be based in Nairobi and will be more diverse
- The programmes are now under Oxfam International and regional platforms – all part of shifting the power to the 'south'.

Close of Day One

Perry reminded the group of something René from Oxfam had mentioned about how change needs to happen at all levels. A comprehensive change agenda for localisation must include:

- Changing people's minds
- Changing our messages
- Changing how we report
- Changing decision making
- Changing how we reward staff
- Changing organisational structures.

Day two, 21 September – what's already been happening in practice

Localisation in Action

Day two began with three sessions aimed at outlining some practical demonstrations of how localisation is being conceptualised and operationalised in humanitarian organisations and responses. We examined three aspects of localisation:

1. Shifting the power
2. Partnership models and perspectives: How can partnership support localisation?
3. Resourcing and capacity development and skills-building models: case studies in practice

Shifting the Power

Presenters:

- **Michael Mosselmans, Christian Aid**
- **Francis Atul Sarker, Caritas Bangladesh**

Both Christian Aid and Caritas Bangladesh were participants in a Start Network project called 'Shifting the Power'. It is a three-year project funded by DFID under DEPP that aimed for:

- A more acceptable balance between international and local responses to disasters
- Strengthened national capacity for decision-making and leadership
- National organisations achieving better representation, voice and recognition
- Influencing international organisations to support and promote the work of local and national organisations.

There were five key learning points from the programme:

1. The importance of strategic and sustained investment for strengthening LNNGO organisational systems apart from humanitarian skills.
2. Maximising in-house capacity on capacity building as a cost-effective approach.
3. Follow-up activities to training e.g. action plans, monitoring, coaching and mentoring are effective methodologies.
4. Dialogue and action planning between INGOs and local partners on practical steps forward.
5. Challenging INGO country offices to adapt policies, systems and ways of working if these are not supported at HQ level.

In Bangladesh, the scattered initiatives are harmonised and aligned with a common vision - better representation, voice and recognition. Important contribution of STP in Bangladesh are:

- **Empowering** & adding local voice in emergency response
- **Immersion** of external actors into local knowledge, culture, strength in responding to emergencies.
- **Accompaniment** in getting into the 'bargain'
- **Enhancing accountability** to local stakeholders.

Partnership Models and Perspectives

Presenters:

- Talha Jamal, Islamic Relief Nepal
- Udeep Regmi, BATAS Foundation

Islamic Relief has a localisation framework called STRIDE: Strengthening Response Capacity and Institutional Development for Excellence. The STRIDE Localisation Framework aims to enable organisations to:

- Identify the capacities needed to deliver effective and quality disaster response of small disasters and eventually enabling for successful scale up.
- Understand strengths and areas of improvement for humanitarian programme management, and ability to get recognition and legitimacy in disaster management (DM) system.
- Prioritise areas for organisational development from the lens of emergency response preparedness capacity.
- Review the progress of humanitarian capacity development initiatives.
- Flexible funding to allow partners to pivot and change depending on the changing context/need.

As part of this framework, IR established a programme with BATAS Foundation on four key organisational outcomes:

1. Improved, functioning internal governance system
2. Preparation to respond to emergencies in an effective and efficient manner.
3. Well defined support functions that comply with recognised standards.
4. Sustainable funding to carry out priority operations.

Over the course of the partnership, BATAS has been able to:

- Institute fair and transparent recruitment processes
- Independently raise \$360,000 for a shelter project
- Increase the degree of community involved in aid management
- Improve the degree of accountability with community, local government and partner organisations
- Implement a MEAL system that integrates CHS.

Resourcing, capacity development

Maria Alexandra (Jing) Pura, Christian Aid

Key actions for transforming surge are:

- Organisations and donors must respond to the **increasing demand for surge responses** – sufficient resource and systems must be available
- Organisations should focus further on building surge capacity amongst **national staff and local partners** to meet that demand

- Coordination mechanisms for surge should be adapted to the changing environment – **further collaborations** beyond single agencies to improve cost effectiveness, increase coverage and reduce duplication
- The need to further reinforce supportive policies and actions to support the **role of women in surge**.

Magnus Bucht, Impactpool

Some advantages of using **rosters and/or talent pools** to enable localisation are:

- They are typically customised for local needs
- Increased visibility for local and national organisations
- Rapid response
- Less harmful
- Even out the funding challenges
- Allow for qualitative local recruitment
- Can make HR a strategic enabler

Loek Peeters, Human Surge

HumanSurge brings together experienced humanitarian professionals from various disciplines on a single platform where they can signal their immediate availability for deployment in emergencies, thereby enabling organisations to complete specialised response teams overnight.

Challenges in surge recruitment to identify qualified available professionals (particularly in country) include:

- Difficulties around keeping rosters up-to-date
- Limited size of organizational rosters
- Sense of scarcity, because of struggle to locate right professional
- Current roster systems work in silos.

Magali Daurelles, Bioforce

Context is an innovative and dynamic training programme for humanitarian staff of national NGOs. The programme is based on the *Core Humanitarian Competencies Framework* and is comprised of two staff development programmes:

- The Management and Leadership Skills Development Programme
- The Core Skills Development Programme

Both aim to increase the capacity for humanitarian leadership and enhance the knowledge and behavioural skills of current personnel whatever their programme area or discipline. The materials are tailored to each target location, with case studies and supporting materials adapted for relevance to the context and drawing on information gathered from capacity assessments undertaken before delivering the programmes.

Em Lacroix, Cornerstone Foundation

Three international non-governmental organisations (Mercy Corps, the International Rescue Committee (IRC) and DisasterReady.org) have formed a consortium to implement a program called **Investing in Syrian Humanitarian Action (ISHA)**.

One of the key elements of the ISHA program is to design a technology-based learning programme specifically focused on the capacity development needs of humanitarian workers in Syria. The learning programme gives humanitarian workers, in any location, access to free online learning resources and performance support tools in Arabic and English through the DisasterReady.org learning portal. The ISHA programme helps strengthen the skills and knowledge of Syrian aid workers, increasing the effectiveness of their work and the impact of their programming in Syria.

Skills Building Session: Advocating for Localisation

In this session, our facilitator Perry gave us a training session on advocacy. There were several times during the conference when a participant asked, “How can we get XYZ to take the localisation agenda more seriously?” One thing we can do is advocate for it to whomever has the direct or indirect power to make the change(s) we need! But what is advocacy? Advocacy is:

- A process of securing change
- A persuasive argument for a specific outcome
- A strategic communication designed to increase political will.

How do we advocate effectively?

- **Point:** Express our points clearly, quickly, backed up with evidence
- **Action:** What do you want the other person to do? Be clear about what action you want from them and ask for it.
- **WIIFT (What’s in it for them?):** Ensure that your advocacy messages include the benefits of localisation for them, not only how it benefits you.

During the session, we developed two-minute advocacy messages and delivered them to a donor, an organisation’s CEO, a local partner and another HR professional. It was stressed that it’s important to plan and practice our advocacy messages. You never know when you might have a strategic moment to make a change!

Marketplace

The market place was a lively and interactive forum where several organisations presented, promoted and displayed experiences, results and views of selected initiatives that are working towards localisation. Marketeers included:

- | | |
|---|--|
| • CIGNA | • Finn Church Aid |
| • CHS Alliance | • Humanitarian Leadership Academy |
| • Cornerstone OnDemand Foundation | • Impactpool |
| • European Interagency Security Forum (EISF) | • Human Surge |

Day three, 22 September – what are the practical implications for us in HR?

Day three of HHR Europe 2017 was aimed at taking all the conversation and ideas that had been put forward previously and situating them firmly in the context of HR. The participants split into two groups (one on organisational design/operational challenges and one on HR policy and practices). All participants sat with small groups that were facilitated by one of HHR Europe 2017's steering committee members. Each table discussed their relevant topic in light of four key questions:

1. What can we do to further promote or enable the localisation agenda?
2. What changes do we need in our organisations or in HR to do so?
3. What role can HR play?
4. What skills or actions are required?

Each group discussed the topic for 45 minutes. After their time, the groups switched topics so that after 90 minutes each participant had been able to discuss both topics in small groups.

The groups fed back some of their ideas to the larger group. In the end, the topics tended to overlap in lots of ways, as it's difficult to talk about one (organisational design) without discussion the other (HR practices) in tandem. Detailed feedback from the small groups has been added as an annex to this report.

As the groups were giving their detailed feedback, Perry tracked the suggestions that seemed to have some weight of support and were immediately actionable. Those included:

- Creating a role for HR in partner assessment
- More clearly defining the HR offer
- Introducing localisation at all stages of the HR cycle
- Using feedback from exit interviews
- Including partners in relevant discussions
- Rethinking the role of HR in decision-making structure
- Building advocacy skills
- Including HR in partner assessments
- Recruiting or training for capacity building
- Defining localisation for each of our organisations.
- Knowing markets
- Talent mapping
- Re-imagining pay structures
- Re-imagining location of roles
- Integrating localisation in key strategies
- Advocating to donors

Conference Evaluation and Close

The conference ended with a brief reflection on what the participants had learned and what they would take back to their respective organisations.

Participants attended this year's HHR Europe for various reasons. Some wanted to learn more about the localisation agenda in general and how they as HR professionals could contribute to this, while others wanted to gain insights as to what initiatives and approaches other organisations had taken towards localisation and identify best practices.

Overall the participants enjoyed the conference and found it useful. In particular, discussions surrounding the complexity and different dimensions and interpretations of localisation, the learning shared by different organisations at different stages of the localisation process and the case studies shared by the local partners emphasising the importance of local partners were considered very insightful.

Participants suggested they would use the conference learnings to advance the localisation agenda in their respective organisations. Action items included advocating the importance of localisation to top management, the revision of job descriptions, recruitment processes and policies, strategising the role of HR within organisations, increasing interaction between HR and other departments in HQ as well as in the field, and developing capacity building strategies.

While the conference had barely come to an end, participants were already looking ahead to HHR Europe 2018 and said they would be interested in exploring topics such as local capacity building, talent retention in the sector, remuneration packages, tax systems, and HR and Security synergies.

Conference Resources

Speakers' presentations & useful resources

- Judith Greenwood, **CHS Alliance: 'Introduction'**
- Perry Seymour: **Advocacy Session**
- Anne Street, CAFOD: **The Grand Bargain and the Charter for Change**
- Michael Mosselmans, Christian Aid: **Shifting the Power**
- Francis Atul Sarker, Caritas Bangladesh: **Shifting the Power**
- Udeep Regmi, BATAS foundation: **Localisation Perspective from a National NGO**
- Talha Jamal, Islamic Relief Nepal: **Realising Localisation**
- Maria Alexandra (Jing) Pura, Christian Aid: **Transforming Surge Capacity Project**
- Magnus Bucht, **Impactpool**
- Loek Peeters, **Human Surge**
- Magali Daurelles, Bioforce: **Capacity Building Project for Humanitarians**
- Em Lacroix, Cornerstone Foundation: **Delivering Technology-Based Learning in Syria**

Annex

The Role of HR in Meeting New Challenges: Group dialogues on localisation challenges for HR

- **How can organisational design and day-to-day operations support partnership/localisation?**
- **What HR practices can we identify that support partnership/localisation?**

Day three of HHR Europe 2017 was aimed at taking all the conversation and ideas that had been put forward previously and situating them firmly in the context of HR. The participants split into two groups (one on organisational design and one on HR practices). All participants sat with small groups that were facilitated by one of HHR Europe 2017's steering committee member. Each table discussed their relevant topic in light of four key questions:

1. **What can we do (about organisational design or HR practices) to further promote or enable the localisation agenda?**
2. **What changes do we need in our organisations or in HR to do so?**
3. **What role can HR play?**
4. **What skills or actions are required?**

Each group discussed the topic for 45 minutes. After they time, the groups switched topics so that after 90 minutes each participant had been able to discuss both topics in small groups.

The groups fed back some of their ideas to the larger group. In the end, the topics tended to overlap in lots of ways, as it's difficult to talk about one (organisational design) without discussion the other (HR practices) in tandem. Some of the feedback for the small group discussions includes:

1. **What can we do (about organisational design or HR practices) to further promote or enable the localisation agenda?**
 - Pay more attention to capacity building in JDs and as a skill
 - More recruitment decision-making power from HQ to region
 - More challenge/rigour in decision-making of why a role located at HQ or expat/
 - Use feedback from exit interviews (especially with local staff) during policy updates
 - Ensure that individual vulnerability and context is considered in national recruitment (risk analysis)
 - Get local partners involved (all levels) every step (in strategy, implementing, etc.).
 - Discussions around global awards (we must be consistent and fair).
 - Get localisation on the agenda and get leaders talking about it
 - Advocate to give more responsibility and accountability to offices
 - Review recruitment processes:
 - > Make JDs and ads that appeal to local market
 - > Pay strategy/structure
 - > Contract ownership
 - > Talent mapping
 - > Cultural awareness of local recruitment process and assessments
 - > Train panels

- > Look at how we can ensure our recruitment process times stay reasonable and agile.
- Celebrating the good work being done through partners
- Create a high-level vision: be clear and ensure understanding and what we mean by localisation
- Legal review and resources to do full understanding/reviews of risks.
- Talk to our HR colleagues to ensure understanding of what it means and their role. HR need to get a seat at the table. Ensure support functions such as HR and finance are included in localisation discussion
- Developing HR strategy to include partners in the organisation in order to hear their local perspective.
- Assess HR capacity of partners and look at how can support and build capacity. Look at how we package this.
- Decentralising thematic areas to local offices
 - > Consider competences
 - > Encouraging supporting structures to facilitate inter-office working.
- Considering regional service and capacity building hubs (avoid duplication).
- Ensure diversity of our teams
- Balancing our values with those of our partners
- Adjust your structures on all levels to ensure HR is represented sufficiently
- Build your HR network within the organisation
- Equip them with necessary tools (e.g. cloud/exchange platform)
- Dedicated HR staff in all countries
- Carry out self-assessments – plan of action

2. What changes do we need in our organisations or in HR to do so?

- Empower local staff to train local partners and give them rollout tool for HR for local partners.
- HR to play a bigger role in planning, implementing and developing, from HQ to country programmes and with local partners
- More strategic HR component in planning with partners
- More coordination between programmes, security and HR.

3. What role can HR play?

- Get involved in the planning process and preparedness (learn from others)
- Have a role in partner assessment (share a template that covers HR as a tool)
- Define HR's offer – consider resources can HR support partner organisations with as well as their own organisation. Can this be extended to welfare?
- Ask HR Directors to challenge leadership teams/or discuss and take a stand in their forum (ask HRDs on return)
- Promote mutual learning culture
- Build internal relationships with partnership advisers as well as emergency advisers and other teams in the organisation
- Identify the barriers to localisation with others
- Raise awareness through the lifecycle – e.g. recruitment, induction, other initiatives, training
- Consider introducing HR good practice initiatives such as ethical recruitment that support localisation

- We like the 3 stages of partnership from BATAS – share and use
- Identify levels of participation
- Training for partners and training on how to learn from partners
- Local culture can sometimes be at odds with diversity may result in friction. Respect local partners' approaches/context and their fundamental values
- Poaching vs. ethical recruitment and selection – influence HR to take similar positions to CAFOD statement - not always seen as a priority for HR
- Find partners with better fit?
- Capacity building skills –recruitment and absence
- Sign statement of allegiance to vision and mission when on boarding – ActionAid – global standards are adopted to law of the land
- Build culture of trust
- Capacity building of partners by HR (ActionAid) field visit with programme and HR reps
- HR to be more involved with programme team to assess/review partnership (set criteria for competencies and behaviours)
- HR to grab opportunities to join partnership dept/mgt and train assessment team on leading the conversation on diversity, ethics and values – lobby/advocate from HR to get more resource to be more involved in this way
- Budget for partnership (not a HR cost centre) to include this capacity building
- Leverage pro bono opportunities to receive support/inputs
- HR to become savvy in partnership dept/fundraising/PR to get over the reluctance of donors to fund 'HR stuff' or capacity building/training – cost to be embedded in programmes rather than HR
- Training of local successors part of role/JD when deployed to the field
- Salary scale structure, role/competencies harmonised with actual salary figures and adapted to national market
- Dignity included in the jobs/roles tasks in power cultures – consider this if harmonising model
- Role to ensure NGOs and local partners have needed HR infrastructure and competencies:
 - > Ensuring our orgs have templates for risk analysis and competency frameworks
 - > Capacity building plans in place
 - > Capacity assessment and development of local partners
 - > Gap identifying: training and development (preparedness).

4. What skills or actions are required?

- Inter-cultural awareness
- More collaborative approach
- More holistic approach (inter-departmental)
- Training
- Collaboration
- Listening
- Coaching and mentoring
- How to develop partnership strategies
- Relationship building/trust
- Participation

HHR EUROPE 2017

As local as possible; as international as necessary
The role of HR in enabling the localisation of aid response

Welcome!

It is a pleasure to welcome you to this year's HHR Europe conference taking place in Helsinki from 20 until 22 September. We are excited that you can join us for what promises to be a rich programme. This briefing pack provides the logistical information, country information, conference theme, briefing paper, agenda, speaker biographies, and evaluation form.

Please note that lunch will be provided from 12 noon until 13.30 on Wednesday 20 September with the first session starting at 14.00 sharp. Please make sure to arrive on time and to let us know if you will be delayed.

Supported by



Conference Logistics

Conference hotel and accommodation

HHR Europe 2017 will take place at the **Original Sokos Hotel Vantaa** located on Hertaksentie 2, 01300 Vantaa, Finland.

The hotel contact details are:

Email: hotelvantaa.vantaa@sokoshotels.fi

Telephone number: +358 20 1234 618

Travelling to and from the hotel

There are several options for travelling to the hotel from the airport:

1. **By bus - (562 or 562N)** which runs around the clock. The bus stop is located in front of the terminals and stops outside the hotel. The price of a ticket is approximately 2.80 € per adult.
2. **By train** – the hotel is situated 0.1 km from the **Tikkurila train station**. Trains to and from the airport run frequently and take approximately 10 minutes.

P train tickets to **Tikkurila train station** cost 3,20 € and can be purchased at the airport from several locations: HSL ticket machines (situated at the entrance of the train station near baggage claim 2B), Alepa Grocery Store (T2 Arrivals Hall 2B), WH Smith (T1 Departure Hall), WH Smith (T2 Departure Hall), R-kioski (T2 Arrivals Hall 2A), Tourist information (T2 Arrivals Hall 2A) or <https://www.hsl.fi/en/mobileticket>. For your return to the airport you should purchase a ticket for the **I train**.

*Please note that train tickets cannot be purchased on the train.

You can check routes and timetables at: <https://www.hsl.fi/en/timetables-and-routes/terminals/transport-links-helsinki-airport>

3. **By taxi** – taxis are situated outside the airport and the ride to the hotel takes approximately 15 minutes and costs 25 €.

Accommodation and meals

Two nights' accommodation, breakfast and lunch are provided for in the conference package. In order to keep costs down we have not organised any evening events and dinner is at your own expense. We will have suggestions for how we can spend our evenings from our hosts and colleagues based in Helsinki.

Interact and engage

During this event we will use <http://www.sli.do.com> as a way to engage the audience and encourage interaction. We therefore encourage you to come with a smartphone or other device allowing you to ask questions online and take part in polls during the conference. You will be able to access Slido by entering the hashtag **#HHREurope** via www.sli.do.com on the day.

We will also be providing updates on Twitter and encourage you to share your experiences using the hashtag **#HHREurope**. Speaker presentations, photos, and other conference resources will be hosted on this dedicated CHS Alliance webpage following the event: www.chsalliance.org/hhr-europe-2017. We will be taking photographs during the event, which may be published on our communications platforms and used for future marketing purposes. If you do not wish to appear in any photos, please let a member of the CHS Alliance team know.

Timekeeping

Please try to attend all sessions and please do not use your mobile phones, iPads or laptops during sessions other than for note-taking or using interactive media in connection with the sessions. We have built networking and downtime into the programme which can be used for checking emails etc.

Country/ City Information

Exploring Vantaa / Helsinki

The conference hotel is located just outside Helsinki in the metropolitan area of Vantaa. As there is no evening schedule you may have time to explore Vantaa and/or Helsinki.

Please see below the tourist board websites for both Vantaa and Helsinki:

<https://www.visitvantaa.fi/en/frontpage/>

<http://www.visithelsinki.fi/en>

Public Transport

Helsinki Region Transport: Single tickets can be conveniently purchased from ticket machines (by cash or card). On buses, trams and commuter trains drivers or conductors sell single tickets and one-day tickets. The expiry time is printed on the ticket. When you purchase a ticket from the driver, please have the correct change (about 4 €/single ticket, the driver does not have to accept bills larger than EUR 20). Metro (subway) is also very quick and easy way to move from one place to another. If you have a Finnish phone/Prepaid number you can order a mobile ticket by sending an SMS "A1" to 16355 and it is valid on trams, metros, Suomenlinna ferry and VR's commuter trains within Helsinki. You will get the ticket in the form of a reply message to your phone. The message shows the validity time and zone of the ticket, an identification number and the sender number. The ticket is valid for one hour from the moment of purchase.

The easiest way to find out how to get around the city is to use **HSL Journey Planner**. Mark e.g. the hotel address in the first field and a restaurant address on the second one, choose the time of departure/arrival, and you'll get at least three options and specific route guidance with a map.

Taxi

There are several different taxi companies you can use to get around Helsinki. Options include:

Taksi Helsinki tel. +358 (0) 100 0600

Airport Taxi Yellow Line tel. +358 (0) 600 555 555 (a good option especially when travelling in a group).

- > Taxis can be ordered by phone, from taxi stands or hailed from the street. Taxis are available whenever the yellow light on the roof is on. They are relatively expensive but very reliable.

Money

Finland is the only Nordic country that uses the Euro. Notes are valued in 5, 10, 20, 50, 100, 200 and 500 Euro, while coins are valued at 5, 10, and 20, 50 cents and 1 and 2 Euro. While 1 and 2 cent coins might be used in other countries, they are not used or accepted in Finland.

ATMs are reliable and widely available. Most hotels and shops accept the common credit cards. You can exchange money at the airport or in the city centre e.g. at Forex. Finland is a relatively expensive country but e.g. eating in restaurants is much cheaper at lunchtime (normally between 11 a.m. – 2 p.m.), when there are daily specials and often a buffet table. You do not need to leave tip as it is already considered in the prices but if you still want to leave some for exceptionally good service, of course you can.

Shopping

Shopping centres and department stores are usually open Mon-Fri between 9 a.m. to 9 p.m., Saturdays between 9 a.m. to 6 p.m. and Sundays between noon and 9 p.m. Many grocery stores stay open between 7 a.m. and 10 p.m., and some until midnight or around the clock.

Health

There are no significant health hazards in Finland. Basic vaccinations such as tetanus (with diphtheria) are always good to have. The highest risk of getting sick would most likely be getting flu. Tap water is purified and drinkable. There are many pharmacies around the city in Helsinki but the following pharmacy is open day and night.

Pharmacy 24-hour service in Helsinki:

Yliopiston Apteekki

Mannerheimintie 96

Phone: +358 (0) 300 20200 (nationwide customer service number)

Security

Finland is considered a relatively safe country. Be aware of pickpockets operating in Helsinki especially in the summertime at the busy markets and streets. Traffic in Finland is quite calm but you should always wear seatbelt when traveling by car (otherwise you might be fined).

The emergency telephone number is **112** (General emergencies, police, ambulance and fire brigade)

Weather

Finland has four distinctly different seasons from the cold, white and snowy winter wonderland to a warm and green summer. Temperatures during the year vary considerably between -30C (-22 F) in winter and +30C (+86 F) in summer! We therefore recommend that you check the weather before you travel and pack appropriately!

Conference Information

Humanitarian Human Resources (HHR) conferences

The HHR conferences provide a unique opportunity for HR professionals to network and spend time with their peers, share discussions on issues they face in daily practice as well as issues from the broader humanitarian sector that impact on the HR function and people management generally. The mandate of the HHR conference is to improve the ability of participating organisations, both individually and as a community, to find, select, prepare and retain human resources for emergency operations.

Briefing paper – Background to the Humanitarian HR Europe 2017 conference theme

“As Local as Possible; as International as Necessary”: the role of HR in enabling the localisation of aid.

The move towards Localisation

During the World Humanitarian Summit (WHS), held in May 2016, the UN Secretary General called upon the international community to put local response at the heart of humanitarian efforts. The **Grand Bargain**, one of the major outcomes of the summit, seeks to make *principled humanitarian action as local as possible and as international as necessary*.

For some time now, humanitarian organisations have been aiming to enhance efficiency and effectiveness of response. A growing body of evidence demonstrates that partnerships with national and local organisations enhance the relevance, appropriateness, accountability and connectedness of humanitarian responses, and ensure better integration of relief, rehabilitation and development. We know that local actors are the first and main responders after a disaster strikes: they know the context and speak the language; they are there, and will stay there long after international actors have left. And very importantly, the Core Humanitarian Standard strongly supports this agenda by placing communities and people affected by crisis at the centre of humanitarian action.

The greater emphasis on locally-led humanitarian response has galvanized action to address some of the practices and inequities undermining national NGO humanitarian capacity. An encouraging example is the **Charter for Change**, which was also triggered by the WHS. The signatories to the Charter commit themselves to deliver a more localised practice in their own organisational ways of working so that ‘southern’-based national actors can play an increased and more prominent role. Some practical examples from the Charter of commitments to the localisation agenda include:

- A reaffirmation of the Principles of Partnership: Equality, Transparency, Results-Oriented Approach, Responsibility and Complementarity.
- Robust local organisational support and capacity strengthening: supporting local actors to become robust organisations that continuously increase their role and share in the overall global humanitarian response through deeper collaboration with development partners and incorporating capacity strengthening in partnership agreements.

Localisation and HR

This localisation agenda poses many challenges for HR managers as they try to support and implement it. The aim of the upcoming HHR Europe conference is to unpack and address a number of these compelling issues. These include:

- Clearly positioning the role of HR in enabling the localisation agenda generally, as well as in the Charter 4 Change and the Grand Bargain specifically.
- Identify how the Core Humanitarian Standard and the application of its commitments can guide and support action for change.
- Identifying and re-purposing the structures, policies and practices that must be reformed in order to enable further, effective localisation.
- The evolving understanding of 'partnership' and its implications for HR. What will such partnerships require from our organisations and the people who work for them (in terms of competencies, ways of working, organisational culture, etc.)?
- Providing effective learning and development strategies and opportunities to improve local capacity and skills.
- Increasingly challenging/changing operating contexts raise a significant number of localised staffing issues that are relevant to human resources at various levels across our organisations.

How do we run effective humanitarian responses if:

- We can't get humanitarian professionals into the country?
- We can't hire humanitarian professionals from other organisations already in the country?
- There are few skills- and capacity-development opportunities in country?
- We are responsible for ensuring that local hires have no links to any extremist groups or agendas?
- And within this changing context, what is/should be the role of surge capacity?

The 2017 HHR Europe Conference aims to raise our awareness of the key challenges, highlight best practices and consider the opportunities of the localisation agenda by providing **insights**, practical **tools** and **momentum for action**. We hope to identify key actions for HR professionals in their own **organisations**, what we need to change as a **sector** and how we can leverage our influence as a **community of HR professionals** to promote a more effective and meaningful humanitarian response.

Humanitarian HR Europe 2017

As local as possible; as international as necessary
 The role of HR in enabling the localisation of aid response

20 – 22 September 2017

Helsinki, Finland

Day 1: 20 September 2017

| TIME | SESSION | Contributors |
|-------|--|--|
| 12.00 | Arrivals, Registration and Lunch | |
| 14.00 | Welcome to HHR Europe 2017 Introduction to the CHS Alliance and the CHS | Judith Greenwood, Executive Director, CHS Alliance |
| 14.20 | HHR Europe Agenda and Expectations Participant Mixer: Who is in the Room? | Perry Seymour, Facilitator |
| 15.00 | The Grand Bargain and Charter 4 Change: What do they mean for organisations and for HR? | Anne Street, CAFOD |
| 15.30 | Refreshment break | |
| 16.00 | Panel discussion: Exploring the Localisation Agenda | <ul style="list-style-type: none"> • Sector wide: Anne Street, CAFOD • Representatives from national NGOs – Udeep Regmi, BATAS, Francis Atul Sarker, Caritas Bangladesh • Programmes/operations: Michael Mosselmans, Christian Aid • Country level: Talha Jamal, Senior Programme Manager, Islamic Relief, Nepal • HR: Rene Bujard, Oxfam |
| 17.15 | Day one closing activities | Perry Seymour, Facilitator |
| 17.30 | End of Day One | |

Day 2: 21 September 2017

| TIME | SESSION | Contributors |
|-------|---|---|
| 09.00 | Review of Day One and Welcome to Day Two | Perry Seymour |
| 09:30 | Localisation in Action (1): <ul style="list-style-type: none"> • Shifting the power | <ul style="list-style-type: none"> • Michael Mosselmans, Christian Aid • Shifting the Power partner Francis Atul Sarker, Caritas Bangladesh |
| 10.30 | Refreshment break | |
| 11.00 | Localisation in Action (2): <ul style="list-style-type: none"> • Partnership models and perspectives from a national NGO – what can be done to support localisation and working in partnership | <ul style="list-style-type: none"> • Udeep Regmi, Programme Co-ordinator, BATAS Foundation, Nepal • Talha Jamal, Senior Programme Manager, Islamic Relief, Nepal |
| 12.15 | Networking lunch | |
| 13.00 | Localisation in Action (3): <ul style="list-style-type: none"> • Resourcing and capacity development and skills building models – case studies in practice | <ul style="list-style-type: none"> • Start Network – Transforming Surge Capacity Project – development and use of national and regional rosters • Impactpool – rosters and resourcing platforms • HumanSurge - using rosters • Bioforce – case study on capacity building and supporting partners in DRC • Cornerstone on Demand Foundation - Building Capacity of Syrian Humanitarians: case study on delivering technology-based learning in Syria • PHAP: Humanitarian Passport Initiative and credentialing |
| 15.00 | Refreshment break | |
| 15.15 | Skills Building session: Effective Advocacy | |
| 16.15 | Market Place | The market place is a lively and interactive forum where several organizations will present, promote and display experiences, results and views of selected initiatives that are working towards localisation. |
| 17.15 | End of Day Two | |

Day 3: 22 September 2017

| TIME | SESSION | Contributors |
|-------|---|---------------|
| 09.00 | Review of Day Two and Welcome to Day Three | Perry Seymour |
| 09:30 | The Role of HR in Meeting New Challenges <i>Group dialogues on localisation challenges for HR:</i> <ul style="list-style-type: none"> • Organisational design and day to day operations that support partnership/localisation • Developing HR practices that support partnership/localisation | Participants |
| 11:00 | Refreshment break | |
| 11.30 | Way Forward and Action Planning | Perry Seymour |
| 12.45 | End of event | |
| 13.00 | Networking lunch | |

Contributors' biographies

Anne Street

Anne has been Head of Humanitarian Policy at CAFOD, the England and Wales section of Caritas International since 2010. Her work addresses a range of issues including international humanitarian system change, promotion of partnership approaches and the localisation of humanitarian aid, as well as advocacy on specific country crises.

CAFOD is a founding member of the Charter for Change together with Christian Aid, ADESO and Dan Church Aid.

Francis Atul Sarker

Francis Atul Sarker is a Bangladeshi multidisciplinary senior development professional with 25 years of experience in Organization Development, Project Management, Strategic Planning & Management Capacity Building, Disaster Management, M&E and Resource Mobilization.

Having worked with many renowned organisations including Caritas Asia, Caritas International, EU, DFID, USAID, the Department of Disaster Management of Bangladesh (DDM) and Climate Action Network South Asia (CANSAs), Francis has held a wide range of programmatic and senior management leadership positions.

Francis has led, facilitated and guided a contingent of humanitarian response teams to disasters including cyclone Aila, Mora, and Mahasen as well as the Tazreen Fashions Fire and Rana Plaza industrial disaster which is one of the major industrial disasters in Bangladesh' history.

Francis has in-depth conceptual and programmatic knowledge of the entire humanitarian response mechanism which is relevant to local and national context together with competent skills to integrate international best practices in locally adapted disaster risk reduction policies and strategies. He has principle based experience in humanitarian response and disaster risk reduction and is currently leading the Caritas Disaster Management teams in carrying out humanitarian principle based (CHS, Code of Conduct, Sphere and GEG) response programs.

Michael Mosselmans

Michael Mosselmans is Head of Humanitarian Policy, Practice, Advocacy; and Programmes in Latin America and the Caribbean; and Acting Head of Humanitarian Division at Christian Aid in London. Christian Aid channels some 84% of its humanitarian spend through local and national partner NGOs.

Michael is on the steering committees (or equivalent) of various localisation-related initiatives such as Charter for Change, the Disasters and Emergencies Preparedness Programme and the Financial Enablers, Linking Preparedness Response and Resilience and Shifting the Power initiatives. He chairs the ACT Alliance Humanitarian Policy and Practice Advisory Group and the Start Network Steering Committee on Start Engage.

Previously, Michael was Co-ordinator of the 'Towards a Safer World' whole-of-society preparedness initiative at the World Food Programme (2010-2013); Chief of the Pandemic Influenza Coordination team at the UN Office for the Coordination of Humanitarian Affairs (2006-2010), and Head of the Conflict Humanitarian and Security Department (CHASE) in DFID (2002-2006).

René Bujard

René joined Oxfam in early 2015 from Procter & Gamble where he worked for 24 years. In his last role, Rene was the Associate HR Director, Research & Development, Europe, Middle East and Africa, Global Upstream and External Innovation teams.

René has a BSc in Industrial and Commercial Sciences from the University of Geneva. He has lived and worked in Belgium, Switzerland, the UK, the USA and Singapore. He brings with him a broad HR generalist background, acquired through a mix of HR business partner and technical mastery roles, and a highly strategic approach rooted in operational experience.

He believes that what is generally known under the term “diversity & inclusion” is the most misunderstood, powerful and underutilized organizational strategy available to all entities to boost their results with the staff they have today. Oxfam’s values of empowerment and giving all people a voice particularly resonate with him. Rene is deeply passionate about diversity including empowering women, supporting LGBTI staff, racial, ethnic and other minority groups. And hearing the thought of anyone who is willing to talk to him, wherever they are located in the world!

Talha Jamal

Talha Jamal is working with Islamic Relief Worldwide as Senior Programme Manager in Nepal. He is leading the country programme as well as the localization initiative in the country. He has more than 16 years of experience responding to humanitarian emergencies as well as managing development programmes in South Asia. Talha has Masters’ degree in Rural Development and Disaster Mitigation.

Udeep Regmi

Udeep Regmi is working with BATAS Foundation as a consultant. He earlier served in the capacity of Programme Manager for more than 2 years and was fully engaged in the earthquake response. He is also part of the localisation initiative in BATAS Foundation. He has more than 5 years’ experience in humanitarian response and development. Udeep has a Master’s degree in Sustainable Development Practice.

Perry Seymour – Conference Facilitator

Perry Seymour is the HHR Europe Conference facilitator. He is a Humanitarian Learning & Development Specialist with nearly 20 years of experience in humanitarian action and organisational development. After about 10 years managing humanitarian programmes in Yugoslavia and Central Asia, he has since been working on capacity development and organisational change projects with humanitarian organisations worldwide.

Learning log and evaluation

Help us measure impact

Please let us know how you have used the learning from past HHR conferences and also how you plan to use the learning from this year. Many of you who have participated in HHR conferences before have told us what you have taken away and implemented, from changes in policies or procedures to developing new strategies. We would love to hear more of these stories, about the impact that they have had and what you hope to achieve following this conference. So please do take the time to complete the evaluation form at the end of the event, or contact us afterwards on hhr@chsalliance.org.

Evaluation form, HHR Europe 2017, Helsinki

Please complete this form and return it to a member of the CHS Alliance team.

1. My objectives and / or learning goals for this conference were:

2. My most important insight from this conference was:

3. The practical idea that I want to implement on my return to work is:

4. My action plan to achieve the above is:

5. To be successful in implementing this idea, I need:

6. My suggestions to improve on the HHR Europe conference are:

7. My suggestion for a topic for HHR Europe 2018 is:

8. Any other comments:

I am happy for the CHS Alliance to contact me in future to ask me about the progress I have with this: Yes / No (please circle which is applicable)

Contact details (optional)

Name:

Organisation:

Email address:

Thank you for your time in completing the evaluation!

Acknowledgements

We want to thank the HHR Europe Steering Committee, speakers, sponsors and host organisation for all their commitment, contributions and support and making this conference a success.

Steering Committee

Charity van Bommel, ZOA
Emmanuelle Lacroix, Cornerstone OnDemand Foundation
Grace Turner, British Red Cross
Hannah Scott, Oxfam
Jordi Cordona, Educo
Lauren McWilliams, CHS Alliance
Magali Daurelles, Bioforce
Mahmoud Almadhoun, Islamic Relief
Penny Cornish, International Rescue Committee
Perry Seymour, Facilitator
Samantha Wakefield, CHS Alliance

Speakers

Angharad Laing, PHAP
Anne Street, CAFOD
Emmanuelle Lacroix, Cornerstone OnDemand Foundation
Francis Atul Sarker, Caritas Bangladesh
Judith Greenwood, CHS Alliance
Loek Peeters, HumanSurge
Magali Daurelles, Bioforce
Magnus Bucht, Impactpool
Maria Alexandra (Jing) Pura, Christian Aid
Markus Forsberg, PHAP
Michael Mosselmans, Christian Aid
Talha Jamal, Islamic Relief
Udeep Regmi, BATAS Foundation

Sponsors



Cigna NGO Health Benefits (<http://www.ngohealthbenefits.com>) has over 55 years of experience in providing group health care and employee benefit solutions for both globally mobile employees & local nationals of small, medium and large NGOs worldwide.

With a dedicated business line, uniquely focused on the sector, our reach and approach is aligned to the special needs of our clients. Emergency situations and hostile / remote environments are often an integral part of an NGO's day-to-day challenge. To help counteract such challenges Cigna's infrastructure and hospital network is built around our clients locations in both developed and remote regions.

To support the sector in a robust manner, Cigna have strategically positioned the clinical & medical teams in remote regions, in close proximity to our clients, resulting in immediate knowledgeable support, allowing for timely evacuations, transportation of medicine, case management, family liaison etc.

Cigna NGO Health Benefits is very happy to be in a position to sponsor this key event as we feel it adds a new dimension in allowing an open conversation surrounding the needs of the sector and encouraging dialogue among HR leaders.



Islamic Relief Germany (<http://www.islamicrelief.de>) is a German humanitarian non-governmental organization and has been based in Cologne since its foundation in 1996. We decided to support the HHR Europe conference this year because supporting localisation and strengthening local communities is part of our mission statement.

We support communities in developing areas, among other things, to gain access to water, sanitation, health, education and income security. We believe in helping people to help themselves. We work towards the goal that local congregations and communities decide for themselves, fairly and independently, on the course of their own development.



Impactpool (<https://www.impactool.org>) is the World's fastest growing career platform focused on humanitarian assistance and international development.

Host organisation



Finn Church Aid



Finn Church Aid (FCA)* (<https://www.kirkonulkomaanapu.fi>) is the largest development cooperation organisation in Finland, and the second largest provider of humanitarian assistance. We are a human rights-based organisation operating in 17 countries, among them highly fragile states. Our thematic areas of specialisation include peace, education, and livelihoods. Our voluntary networks, Women's Bank, Teachers without Borders, Changemaker and parish groups bring a diverse contribution to our work. FCA is a partner organisation of the Ministry for Foreign Affairs of Finland, and a founding member of ACT Alliance - a global aid network of churches - and the CHS Alliance. As a first organisation in Finland, FCA has received the CHS certificate. FCA readily raises awareness on accountability issues and promotes the CHS in Finland.

*Special thanks to Finn Church Aid for helping to compile this briefing package!