

STUDY

**HR PACK – PROGRAM DATA  
MANAGEMENT FOR  
HUMANITARIAN AID AND  
INTERNATIONAL DEVELOPMENT  
CSOs**

FRAMING THE KEY ISSUES AND GETTING  
FAMILIAR WITH THE TOOLBOX

## CARTONG

Created in 2006, CartONG is a French H2H/support NGO specialised in Information Management. Our goal is to put data at the service of humanitarian, development and social action projects. We are dedicated to improving the quality and accountability of field activities, in particular through better needs assessments and monitoring and evaluation. We act as a multidisciplinary resources and expertise centre, accompanying our partners' strategies and operations. Our staff and volunteers also support the community as a whole by producing documentation, building capacities and raising awareness on the technical, strategic and ethical challenges of digital technologies. Find out more about CartONG here: [www.cartong.org](http://www.cartong.org)

This study was carried out in the framework of the "Strengthening Information Management within francophone CSOs" project led by CartONG and co-financed by the French Development Agency (AFD) over the period 2019-2022. For more information, see the article published on our website: <https://cartong.org/news/cartong-launches-project-strengthen-information-management-csos> or write to: [renforcement-osc@cartong.org](mailto:renforcement-osc@cartong.org).

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## ACKNOWLEDGEMENTS

CartONG would like to thank the 24 organisations that took part in a consultation workshop in June 2020 and contributed to the development and improvement of the four tools included in the HR pack with their ideas and feedback. Many thanks also to the organisations that have agreed to meet individually with the CartONG team to explain how their own program data management HR framework is built and share their vision on the topic.

Special thanks to the Bioforce Training Institute for its methodological support and feedback on the design of the four tools of the HR pack.

The second and third tools of the HR pack were translated from French to English by Marie Parisot with support from the CartONG team. The rest of the documents were translated by the CartONG team.

This publication is supported by the French Development Agency (AFD). Nevertheless, the ideas and opinions presented in this document do not necessarily represent those of the AFD.



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## ACRONYMS

<b>AFD</b>	<i>Agence Française de Développement</i> (French Development Agency)
<b>CSO</b>	Civil Society Organisation
<b>HAID</b>	Humanitarian Aid and International Development ( <i>Solidarité Internationale</i> in French)
<b>HR</b>	Human Resources
<b>ICTs</b>	Information and Communications Technologies
<b>ICT4D</b>	Information and Communications Technologies for Development
<b>IM</b>	Information Management
<b>MEAL</b>	Monitoring, Evaluation, Accountability and Learning

## RATIONALE

The HR pack is a continuation of the first study published by CartONG in September 2020 entitled: “Program data: the silver bullet of the humanitarian and development sectors? Panorama of the practices and needs of francophone CSOs”.

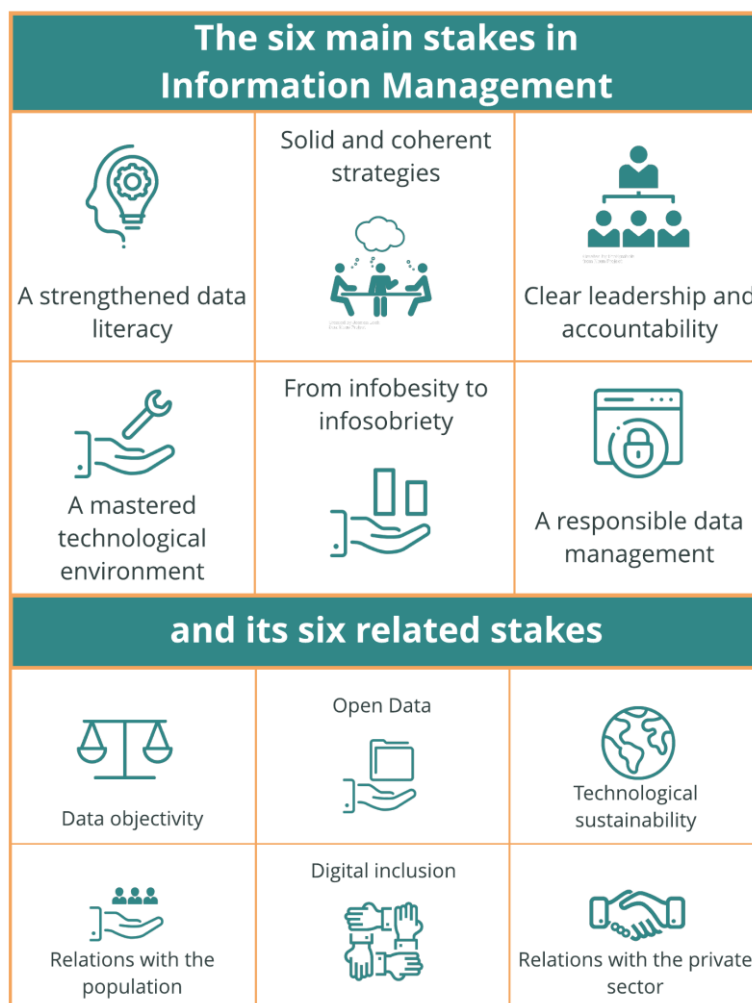
Developed as part of the capacity-building project in program data management for French-speaking Civil Society Organisations (CSOs) supported by AFD, this first study aimed to make a contribution to the still unclear definition of a domain with poorly delimited borders, that of program data management. This notion, which is derived from the one of Information Management, was presented as a triptych with:

- Data management referring to the full range of processes, methodologies, and tools required for the various stages in the data analysis chain, i.e., from their collection to the decision-making process to which said data contributes.
- Program data referring to all operational data related to needs analysis, implementation and monitoring & evaluation of field activities until they are consolidated at CSO headquarters level.
- Information Management (IM), primarily intended for internal use by a given organisation and which therefore does not include in its scope the use of ICTs for external purposes (with users of CSO services, supported practitioners, etc.).

**The present study, which was designed as an introduction to the HR pack, therefore uses the term “program data management” rather than “Information Management” in order to maintain a coherent approach. It allows to stay as close as possible to the needs of CSOs, focusing specifically on the way program data are handled within a given organisation. This also takes into consideration that the subject is still rather misunderstood in many Humanitarian Aid and International Development organisations (HAID), as demonstrated in the first study<sup>1</sup>.**

Beyond these semantic and conceptual aspects linked to the delimitation of terms being used, the aim of this first study was also to provide answers to the multiple issues raised by the emergence of program data management within the HAID sector, which are listed in the figure on the following page.

<sup>1</sup> Please refer to page 13 of the study “[Program data: the silver bullet of the humanitarian and development sectors? Panorama of the practices and needs of Francophone CSOs](#)”, CartONG, September 2020



Since an initial framework was established, it is now essential to continue the work of developing CSOs' program data management skills by providing them not only with the keys to understanding existing issues but also ready-to-use tools so that they can, autonomously, build effective program data management approaches in line with their needs and resources.

It is with such an intention that the "HR Pack – Program data management for Humanitarian Aid and International Development CSOs" was designed by CartONG. Supporting HAID CSOs in setting up the structure of their human resources in program data management is crucial and allows not only to think about program data management in a strategic way, but also ensures that the human resources mobilised by the organisations are in line with their actual program data management needs. The practical tools constituting the HR pack are very much based on a reflection centred on the needs of the humanitarian and development sector.

## 1. METHODOLOGY USED TO DESIGN THE HR PACK

### 1.1. APPROACH

In a similar way to the first study published by CartONG<sup>2</sup>, the analysis focused mainly on French-speaking operational CSOs of the HAID sector, and the resulting tools are therefore particularly relevant to this category of organisations.

This deliberately limited scope made it possible to maintain a relatively relevant framework of analysis. In fact, the diversity of organisations and practices in the HAID sector is already significant: adding an additional dimension linked to existing differences between the English-speaking world and the French-speaking world would have drastically increased the size of the HR pack and made each of the tools more complex. It thus seemed more relevant to keep them accessible.

Having said that, it was decided to also publish the HR pack in English, as the four tools part of the pack can also be useful and used by English-speaking CSOs; bearing in mind that there is a wide variety of CSOs working in English, some of which have similar needs to French-speaking CSOs. Furthermore, it was deemed that making the HR pack available in both languages would also enrich the debate and help build bridges between French and English speaking CSOs. This is all the more relevant as the sector would benefit from moving towards common standards and a shared understanding of the issues surrounding human resources on the topic of program data management.

The chosen approach to build this toolkit aimed to formalise the needs of HAID actors rather than imposing ways of thinking and practices from other sectors, or copying preconceived methods unsuited to the daily work of CSOs working in humanitarian and development contexts. CartONG thus opted for a collaborative approach, based on semi-structured interviews and group work with professionals from the sector, some of whom are specialists in program data management.

The presence within this reference panel of training institutes, development CSOs and actors working in close proximity with the HAID sector provided food for thought from several perspectives, while helping to maintain a “practical” dimension to the discussions so the tools contained in the HR pack were designed for easy and immediate use.

From a purely methodological point of view, the semi-structured interviews were used as basis for the context analysis and the questions raised in this document and, beyond, within the whole HR pack. A bibliographical review of HR documents on program data management, coming from the community of practice mobilised on the subject, was also carried out and was used to build the basis of the four tools. These were then enriched by the contributions of several group work sessions conducted in the presence of specialists working on program data management issues. The Bioforce Training Institute also provided methodological support for this study and the HR pack as a whole.

### 1.2. METHODOLOGICAL LIMITATIONS

The various stakeholders who have supported the development of the HR pack are CSOs of a certain size and type (i.e., humanitarian CSOs and small to medium-sized development CSOs, with a varying focus on program data management). Their expertise has therefore not only helped build the tools of the HR

<sup>2</sup> “Program data: the silver bullet of the humanitarian and development sectors? Panorama of the practices and needs of Francophone CSOs”, CartONG, September 2020

package, but has also influenced its overall orientation. The HR pack is therefore best suited for an audience with a pre-existing interest for or knowledge of program data management. Individuals who are curious about learning more about the topic may also find it relatively easy to use<sup>3</sup>.

It should also be noted that this set of documents has been designed as a baseline from which any CSO can continue to reflect and further develop a technical corpus. In order to reach the widest possible range of actors within the HAID sector, it was decided not to make the concepts discussed unnecessarily complex. In a second step, such concepts can be further developed by the reader depending on his or her technical specialisation (HR or program data management).

<sup>3</sup> Do not hesitate to start with the study: "Program data: the silver bullet of the humanitarian and development sectors? Panorama of the practices and needs of Francophone CSOs", CartONG, September 2020



## 2. HELPING STRUCTURE THE FIELD OF PROGRAM DATA MANAGEMENT: A SKILL-BASED APPROACH

The need for clearer leadership and responsibilities in program data management and the need to design robust and coherent program data management strategies were both identified among the six key issues highlighted in the first study published by CartONG in September 2020<sup>4</sup>. The intertwining of these two issues suggests a strong need for HAID CSOs to be supported in developing HR strategies on the topic of program data management.

This is all the more true that the analysis carried out for the creation of this HR pack has largely underlined the existing gaps in this area. Such an assessment also echoes the recurrent observations made by CartONG while supporting its partners, both in the field and at headquarters. This situation has pushed us to start discussions with several organisations – both operational and support ones – to better understand the challenges in program data management faced by CSOs with regard to skills and human resources.

These stakes are in fact closely related to the need for CSOs to structure the relatively new field of program data management, and make it even more so relevant to consider the changes, difficulties and opportunities encountered by CSOs with regard to the management of human resources working in program data management.

### 2.1. STRUCTURING HUMAN RESOURCES TO STRENGTHEN A STRATEGIC APPROACH TO PROGRAM DATA MANAGEMENT

It is rather tempting to reduce program data management to technical issues, be it the implementation of new tools, the creation of a database or the choice of a case management software. Yet without the (right) people to carry out these functions, and without the right structure to allow them to express their full potential, the task becomes incredibly more difficult.

This *cliché* is, however, fairly representative of the perception that the HAID sector has of the topic of program data management and is, in fact, a significant obstacle to the implementation of good program data management practices within CSOs. This is indeed a new field whose visibility has increased in recent years due to “forced” digitalisation but also due to a boom in existing tools and potentialities. This trend has therefore logically increased the sector's expectations with regard to program data management, all the more so as certain crises have accelerated the changes already at work. This is particularly true in the Middle East, where the combination of significant financial inflows and a pool of IT skills has facilitated the emergence of new digital tools and practices.

Framing the development of the field of program data management within the HAID sector thus invites us to reflect on the topic from a strategic point of view. The key challenge is to facilitate the emergence of the necessary activities in line with the existing needs of CSOs. To this end, it is essential to pay a particular attention to the people and teams that make up this field (and implement the skills specific to program data management) and their ability to develop and implement such a strategic vision.

Having said that, it is not always easy to identify the skills shaping the field of program data management, and this is one of the main challenges that the HR pack intends to address.

<sup>4</sup> Ibid.

## 2.2. THE EMERGENCE OF PROGRAM DATA MANAGEMENT AS AN AREA OF ITS OWN...

Over the past decade, program data management (sometimes also known as Information Management) has gradually begun to be recognised as a separate field from monitoring and evaluation (M&E). This evolution has occurred in parallel with a greater focus paid by the sector, particularly by donors, on beneficiary identification and the measurement of impact indicators. Bioforce, in its publication “The State of Humanitarian Professions”<sup>5</sup>, lists Information Management as a “professional field in its own right, distinct from monitoring and evaluation work”<sup>6</sup>.

These developments, however, vary drastically from crisis to crisis, from one actor to another, and are representative of a field – that of program data management – that lacks structure: positions are often titled differently from one organisation to another, competencies are not formally identified, and this occasionally leads – due to a lack of human and material resources – to the merging of several functions into one (MEAL and program data management for example); thus necessarily limiting the possibilities for the teams in charge of program data management to fully expressed their HR potential and the worth of their impact. These palliative solutions run counter to the observation made earlier (i.e., real difference between the fields of monitoring and evaluation and of program data management), and do not help clearly distinguish their respective perimeters and related responsibilities.

Again, the skills required for program data management are not the same as those required for monitoring and evaluation functions. In simple terms, someone with a social science background may be more relevant for a MEAL position, while a trained computer engineer may feel more comfortable in a program data management position.

## 2.3. ...WHICH IS STRUGGLING TO STRUCTURE ITSELF

The field of program data management would benefit from being structured in terms of practices, standards and required skills. For the moment, it remains in its infancy.

Unlike the field of MEAL, where training courses – mainly oriented towards the humanitarian sector – have gradually emerged<sup>7</sup> and have recognised certifications<sup>8</sup>, program data management is too recent a field of expertise to be the subject of such certifications. Similarly, unlike for MEAL, program data management is struggling to be included as a subject in university degree courses designed to train future professionals in the humanitarian and development sector. Indeed, to date, there are no degree courses in program data management specific to the HAID sector, making it more difficult for CSOs not only to identify professionals specialised in program data management but also to identify the specific skills to recruit.

At the same time, there is a certain “impermeability” between the existing academic bibliographic production in Information Management and the operational needs in program data management of HAID actors. This state of affairs makes it difficult for CSOs to make use of the abundant existing literature (available mostly in English) in order to draw useful lessons learnt, enabling HAID program data

<sup>5</sup> “The State of Humanitarian Professions”, Bioforce, January 2021. Available for consultation here: <https://www.bioforce.org/en/sohp-2020-full-report/>

<sup>6</sup> Ibid. Page 67

<sup>7</sup> For example: training offered by Bond, Bioforce, ALNAP or Groupe URD

<sup>8</sup> MEAL D Pro certification

management professionals to continue building their skills throughout their career. Furthermore, information and communication technology (ICT) specialists are not necessarily familiar with strategies or approaches specific to humanitarian contexts, which can lead to profound misunderstandings for HAID actors referring to the existing literature. In the end, the latter have an excellent knowledge of the operational contexts in which they work and of their speciality, but they remain less aware of the latest technological developments.

This state of separation is also reflected in the fact that transitioning from the private sector to the humanitarian and development sector (and vice versa) is rather complicated. In the private sector, program data management is more specialised than in the HAID sector. The conceptual and technical gap between the two sectors therefore tends to grow. In addition, the fact that program data management is less structured in the humanitarian and development sector, with frequently changing data flows, a wide variety of tools, a relative lack of budget dedicated to program data management and the need to be familiar with very specific norms (Sphere standards, Core Humanitarian Standard – CHS, etc.), makes it more difficult for specialists to move from one sector to the other.

In addition, the generally high turnover of staff, particularly in the humanitarian sector, has a deleterious impact on the capacity of CSOs to build program data management skills internally. This is especially true because the “need to do” (and to respond to emergencies), which is specific to the sector, too often relegates training and capitalisation to the background. However, capacity building in program data management cannot be achieved solely through the dissemination of resources, no matter how specialised and relevant they may be, but requires a real vision that is reflected in an operational strategy with dedicated resources – at the very least – in the medium term. Another important criterion to take into account is that of the program data management skills actually available – which can vary considerably from one country to another, because they are closely linked to the presence of an education system as well as a technological infrastructure (IT and communications). These differences in situation make it even more difficult to transfer and reproduce content from one mission<sup>9</sup> to another – an effort of adaptation is always necessary, despite the transposable nature of certain content and a generally common pedagogical logic.

## 2.4. DIFFERENT NEEDS AND PRACTICES WITHIN THE HAID SECTOR

As we have seen previously, program data management is therefore a relatively recent but nonetheless important issue within the humanitarian and development sector, which needs to get structured and requires building capacity within HAID CSOs. However, when consulting small and medium-sized CSOs, more focused on development issues, it appears that the situation may be more nuanced than this. Indeed, due to their smaller size, their often-pronounced technicality<sup>10</sup> and the time frame in which these actors operate, they may perceive the issue of program data management as less central.

Two broad categories of CSOs seem to emerge from the non-exhaustive sample interviewed for this study. On the one hand, there are highly technical organisations where a program data management system is an integral part of the response (e.g., medical CSOs). Within this group of actors, the central role of the system generally leads to a high level of awareness of the teams to the issue of program data management. Therefore, the skills necessary to maintain the data management system are usually

<sup>9</sup> Being understood here as the projects and operations implemented by a CSO in a given country

<sup>10</sup> Being understood as being a specialist in a particular field of intervention

present within the organisation. However, certain issues and areas of development (in terms of data protection, for example) may be ignored or sidelined as long as they do not have a direct impact on activities.

On the other hand, there are CSOs that do not have a specific technical solution at the heart of their operations. These CSOs are thus less dependent on the program data management skills of people working in the field: priority is given to specialist technical profiles<sup>11</sup>, with added value if the people in place have a dual skillset (combining technical skills and program data management skills). Within these organisations, program data management is generally not centralised within a department, but is rather a transverse responsibility shared between the field and headquarters. The latter then plays a supervisory and advisory role, or even a technical intervention role (for example on aspects of data visualisation or data quality), while field teams are more focused on data collection issues, with a general emphasis on qualitative data. This situation often results in a certain heterogeneity of practices and, by repercussion, difficulties in standardisation (in monitoring and evaluation, but also in the management of program data).

Awareness of the issues involved in managing program data within small and medium-sized development CSOs is therefore less pronounced than within humanitarian CSOs (where pressure from certain actors, including donors, has forced adaptations), but it is nonetheless starting to grow. This trend arises from the need of headquarters to better frame certain topics, for example the need for standardised approaches, for more visibility about the actions implemented in the field and for effective communication about what is (or not) being achieved.

In the end, HAID CSOs all have “practical needs” in terms of program data management – on different scales, of course, but needs nonetheless; to which it is possible to provide some “practical responses”. First of all, there are needs in terms of training, so as to provide local teams with tools that could facilitate a certain harmonisation of practices and content. In addition, there are needs for more “HR” tools, such as a professional frame of reference, in order to make it easier to identify program data management skills to support recruitment processes or to help build capacity among existing staff, with also the intention in a second phase of organising the program data management HR structure methodically.

## 2.5. A PARTICULARITY OF THE FRENCH-SPEAKING HAID SECTOR

To conclude, there is a significant difference in the percolation of fields related to data science between the French-speaking world and the English-speaking world. This difference in appetency is a complex subject that goes beyond the scope of the present study. Nevertheless, we can mention a few reasons that may explain this situation: the greater prevalence of ICTs in English-speaking societies, larger employment and skill pools in the field of data, a larger bibliography available in the English language, etc.; which we will not develop further, but which partly explains the delimitation of this study to francophone CSOs. This difference between the French-speaking and English-speaking worlds perhaps also partly explains the gap between the role played by Information Management within CSOs and at the United Nations. In addition to this, the latter have coordination responsibilities, as leading the 3W or 4W

<sup>11</sup> For instance: WASH specialists, health professions, nutrition specialists, livelihoods experts, etc.

systems<sup>12</sup>, for example, which automatically gives rise to a more formal need in Information Management.

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**It therefore seemed relevant to share this preliminary analysis centred on human resources and program data management, while adding elements of response and practical tools that will enable HAID CSOs to tackle the topic in an operational manner.**

**This short study, designed as an introduction, and the documents composing the HR pack do not intend to be exhaustive, nor to cover all the human resources dimensions of program data management.**

**Instead, they aim to provide a methodological toolbox enabling an HR department, whether at headquarters or in the field, to launch a reflection, a recruitment or a training on program data management building from a pre-existing base, which will then be enriched by the expertise specific to the given organisation.**

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<sup>12</sup> 3w = who where what, 4W = who where what when

## 3. AN HR PACK CONSISTING OF PRACTICAL TOOLS

### 3.1. WHY THESE TOOLS?

The central objective of this HR pack is to provide methodological support to HAID CSOs to help them better structure their human resources in program data management. This objective is achieved through a dual approach: i) formal identification of existing HR skills in program data management and ii) provision of practical tools to facilitate the organisation, recruitment and training on program data management skills.

The HR package works in a logical sequence from the identification of the HR need (looking at relevant skills), to the recruitment and/or training of the appropriate person or persons within a work organisation itself adapted to the type of the CSO in question.

Each tool is therefore part of this continuum and thus has a specific function within the HR pack. However, each tool can also be used separately, mainly as a resource to guide and widen the reflection on the way to structure program data management within an organisation, to set up a recruitment in program data management or to frame program data management training needs.

### 3.2. FOR WHOM?

While these tools are intended to be accessible to human resources specialists, they have also been designed for “technical advisor” type profiles specialised in program data management or monitoring and evaluation, with a view to facilitating the organisation of program data management teams, recruitment work and the development of skills on the topic. This set of documents will also be useful for humanitarian and development training institutes, enabling them to develop or integrate a program data management component to their training portfolios.

Concerning the HR audience: it seemed useful to make an inventory of the wide range of program data management skills and the way they are structured within CSOs, so as to make it easier for them to understand the topic and to perform their functions more accurately, whether it be to create HR documents (such as an organisation chart or a job description) or to conduct interviews (in order to target the required skills more easily). In addition, the pack should make it easier for HR departments to exchange with technical teams in need of support (by enabling them to better understand and respond to the requests they receive).

Concerning the technical audience specialised in program data management: a certain exhaustiveness seemed necessary, particularly with regard to the inventory of technical skills and the level of complexity of the different scenarios outlined to help structure program data management. It was indeed important to provide an in-depth support for technical staff so they could initiate a dialogue with their HR department or with headquarters (as they would benefit from a greater ability of clearly stating the identified needs).

Finally, the combination of these two objectives – a certain exhaustiveness of technical content while ensuring the accessibility and practicality of the resources – has led to the production of four tools, the purpose of each being detailed on the following page.

### 3.3. HOW TO USE THE 4 TOOLS? IN WHAT ORDER?

Given the diversity of practices and CSOs, a series of four reference documents on how to recruit and structure program data management internally have been produced. In order to facilitate one's search for information, here is a summary overview of the role of each document, and how they fit together. The presentation of these tools follows the order in which it seems most relevant to use them, but it is also possible to consult them separately.

**1. The professional frame of reference: which skills are needed in program data management?** This document is a matrix, which refers to six major blocks of skills related to program data management. These blocks are then subdivided into activities, and then into the corresponding tasks, which makes it possible to better circumscribe the major specialities of program data management. Its aim is therefore to provide a **synthetic overview** of program data management skills at first glance.

→ *Key words: skills overview, easy to understand*

**2. The professional frame of reference put into practice: a detailed overview of program data management skills to help frame your HR needs.** After providing a broad overview of program data management skills in the previous document, each of the blocks is detailed here by highlighting the technical and methodological know-how associated with each skill, organised by level of proficiency. The aim is to provide **sufficient granularity** for the definition of precise tasks for the current panorama of existing positions within the sector that are related to program data management; while at the same time highlighting a few aspects on side issues to keep in mind, for example, during recruitment processes.

→ *Key word: comprehensiveness*

**3. Structuring program data management responsibilities within your organisation: 5 "typical case" scenarios.** This document focuses on the organisation of program data management skills within the main categories of CSOs by proposing avenues of reflection and keys to rethinking how they are structured within a given CSO, in particular through archetypal examples of organisation charts and their constituent functions. The purpose of this **document is therefore systemic**: it aims to help the reader think about the most favourable structure for program data management skills within a particular organisation.

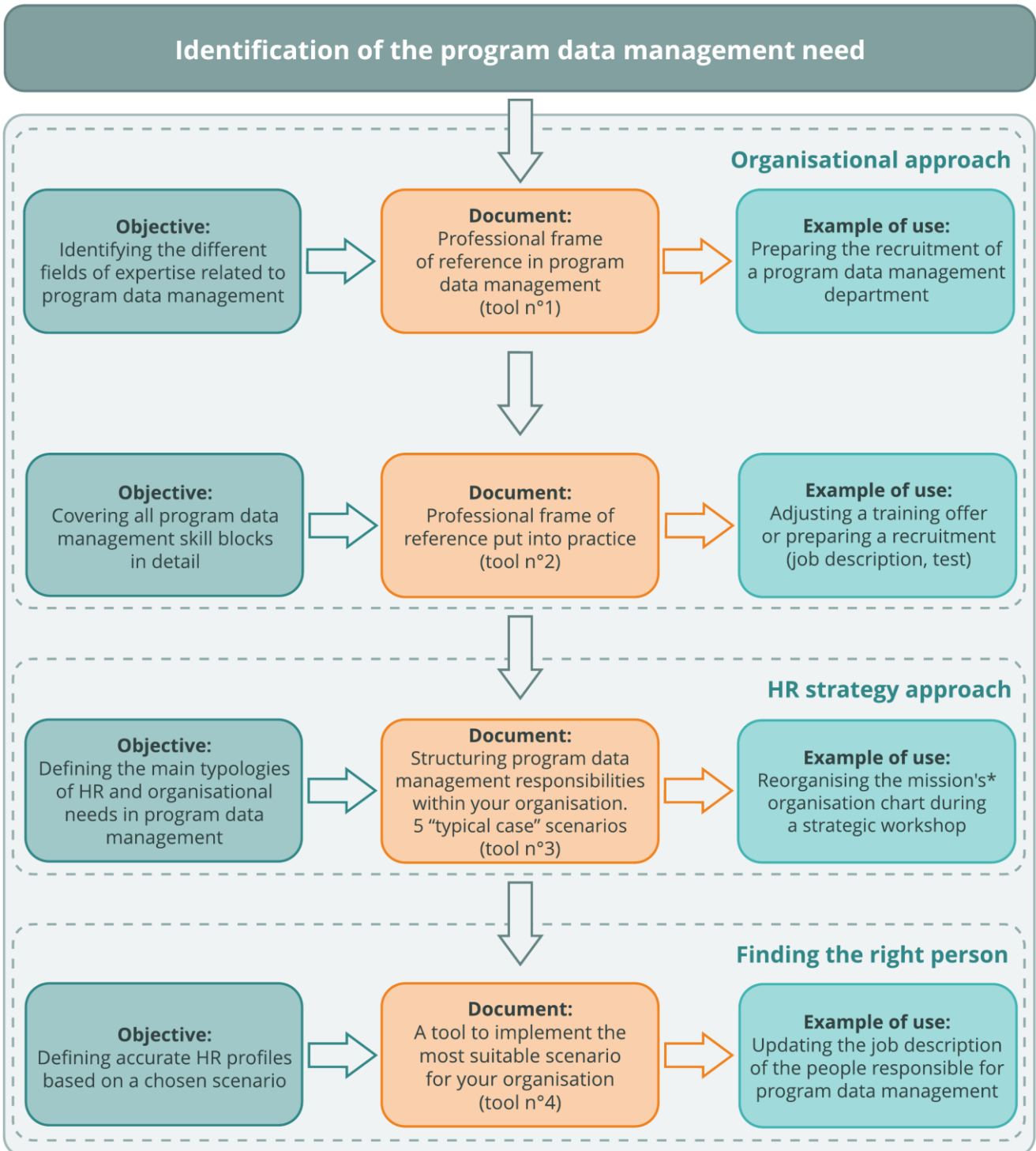
→ *Key words: organisational approach, organisation chart*

**4. A tool to implement the most suitable scenario for your organisation: which skills are needed for which positions?** This tool (in an Excel format) takes up and cross-references the information contained in the two previous documents. It combines the different organisational scenarios and the skills by competence, in order to obtain, within the framework of a pre-identified scenario, the details of the skills required by position, thus coming close to a job description organised by competence. The tool can therefore be used during recruitment, for the framing of a position or for choosing a specific training course to build capacity in program data management internally. It is therefore a **tool for synthesising** the various elements developed in the previous documents.

→ *Key words: synthesis, practical tool*



For optimal use of the HR pack, it is recommended that the holistic approach presented in the diagram below be adopted, even if it includes certain limitations and constraints, particularly for field workers. Indeed, it is not always easy to assimilate a large amount of information in a short space of time. For this reason, it is not absolutely necessary to follow the path presented below, even if doing so is encouraged. The chart provides an overview of the interrelationships between the four tools present in the HR pack and makes it easier to identify which document will be most useful at a given time depending on the existing needs of a given CSO.



\*A mission is understood here as the projects being implemented in a given country by a CSO



Even if the constraints (timing, budget, etc.) of the context in which one is evolving are pressing, it is advised to take the time to identify the scenario in which one's organisation finds itself<sup>13</sup> in order to deal with the most pressing issues and then to define an "ideal" scenario. Such a heuristic approach will allow the reader, even if the subject is not a strategic priority at the time, to avoid potential counterproductive choices and to already have a sense of direction about program data management when there is finally some time to tackle the issue in a more comprehensive manner.

<sup>13</sup> Please refer to the document entitled "Structuring program data management responsibilities within your organization: 5 "typical case" scenarios."

## 4. CONCLUSION

In conclusion, the aim of the HR pack is therefore to allow a silo-based approach, starting with the most general aspects, linked to the major skills blocks, then moving down to the organisational aspects and finally to the job description level. It is possible, as the examples in the diagram above show, to use only one or some of the documents, depending on possibilities and needs:

- It is possible to consider an overall review of the HR organisation within a CSO using the four tools of the HR pack.
- It is also possible to use the pack to build or strengthen an organisational strategy with structuring aims, for example during a strategy workshop.
- Finally, if the objective is to deal with the most pressing problems (for example, an urgent recruitment), it is possible to only use the fourth tool “A tool to implement the most suitable scenario for your organisation: which skills are needed for which positions?” although it is still recommended to the reader to also check out the summary of the organisational scenarios for responsibilities.

The HR pack is intended to provide a basis for a relatively wide range of actors, so that they can more easily initiate a reflection on the internal HR structure of program data management. The diversity of issues highlighted during the various workshops and interviews conducted as part of this endeavour underlines the need to keep exploring such topics, which CartONG will certainly do in subsequent publications. These will aim to answer more technical questions or will target specific audiences.

We hope you will enjoy discovering and using the four tools, and we invite you to send us your comments or feedback at the following email address: [renforcement-osc@cartong.org](mailto:renforcement-osc@cartong.org) so that we can continue to improve and develop this toolbox in potential future editions.