

Study of MSB Office and Accommodation Projects

Study report presented by Ternstrom Consulting
AB

December, 2016

Ternstrom Consulting



Contents

- 1 Background..... 0
 - 1.1 Related research..... 0
- 2 Methodology 1
 - 2.1 Limitations 2
- 3 Discussion of indicators and existing sources 2
 - 3.1 Direct effects on facility users 2
- 4 Proposed methodology and tools 5
 - 4.1 Summary of data included in surveys 5
- Annex 1: Terms of Reference 6
- Annex 2: List of interviewees 7
- Annex 3: List of documents 8
- Annex 4: Methodology and tools 9
 - Annex 4.1: Summary of potential variables, indicators and sources 9
 - Annex 4.2: Survey to representatives of organisations 12
 - Annex 4.3: Survey to individuals using MSB-constructed facilities..... 12
- Annex 5: Baseline, CAR (Bouar and Bangui)..... 13
 - 4.1 Respondents (Interviewees)..... 13
 - 4.2 Staff 14
 - 4.3 Office and accommodation facilities..... 14
 - 4.4 Links between state of facilities and coordination, staff retention etc. 15
 - 4.5 Time loss related to condition of facilities 15
 - 4.6 Collaboration wth other agencies 15
 - 4.7 Other aspects captured in the interviews 16
- Annex 6: Summary data, survey to organisations..... 0

1 Background

MSB regularly supports humanitarian responses to enable humanitarian access to hard-to-reach areas, through the establishment of tailored office and accommodation solutions for the humanitarian community. Such office and accommodation solutions are usually handed over to a UN partner, who manage and maintain the facilities, including granting rights to use the facilities to other humanitarian actors.

According to MSB's results framework for all its humanitarian operations, the establishment of office and accommodation solutions will contribute to decreased suffering of populations affected by effects of disasters and complex emergencies:

The office and accommodation solutions will contribute to a more effective humanitarian response by contributing to at least one of the following short and medium term outcomes:

- *Increased humanitarian presence in hard-to-reach affected areas. This in turn, will contribute to improved coordination among humanitarian actors.*
- *Improved health (both physical and psychological) and safety and security of humanitarian personnel deployed to hard-to-reach affected areas.¹*

MSB has commissioned this study to improve their understanding and learning of MSB Office and Accommodation Projects, with focus on CAR and Cameroon. The Terms of Reference describe the objective:

The goal of this study is to enable MSB to systematically identify lessons learnt from its office and accommodation/construction operations with a focus on how these contribute to outcomes that are relevant for lessening the suffering of affected populations.

The objective of the study is to provide MSB with a set of tools to be systematically applied to the planning, monitoring and evaluation of office and accommodation projects in order to be able to better capture performance and key learning for continuous improvement of on-going and future operations.

The geographical scope is CAR and Cameroon. The thematic scope is office and accommodation operations, and specifically how these contribute to humanitarian outcomes, and identification of suitable indicators to assess relevance, develop baselines, monitor performance and evaluate impact.

The Terms of Reference note the following challenges:

- MSB rarely stays on site long enough to be able to observe these changes over time.
- A thorough study of the plausibility of the results chain has never been carried out.
- MSB has lacked tools to develop a baseline and monitor results beyond the output level of its operations.

1.1 Related research

We have not been able to identify other research that analyses the effect of office and accommodation facilities on coordination or aid delivered. Below is a selection of relevant studies that hint at the benefit of coordination for efficiency of humanitarian assistance:

¹ Terms of Reference, p. 1. See Annex 1 for the Terms of Reference.

The Alnap working paper on Improving Humanitarian Action² identifies improving subnational coordination as one way to improve coordination in humanitarian aid. This is in line with MSB’s objectives for office and accommodation facilities.

Puri et. al. (2015)³ analyses impact evaluations of humanitarian assistance and finds 39 impact evaluations since 2005. The majority of these are in the areas of health, nutrition and peace building and most focus on the recovery phase. A common shortcoming is the lack of baseline data.

A study by 3iE shows similar results. It presents a gap map of availability of evidence indicates that there exist studies relating camp coordination and management, and organisational aspects (coordination) to health.⁴

Clarke and Campbell (2015) discuss the role of trust for coordination, noting the importance of both good and pre-existing relationships to inter-organisational coordination.⁵

The above studies may be interpreted as giving some support to MSB’s Theory of Change, but there is still a need for collecting primary data both to test the logic of the Theory of Change, to assess relevance and results of the support to office and accommodation constructions.

Next chapter presents the methodology for this study. The information collected is presented in chapter three below, together with a discussion of how to use the identified data for developing tools and a baseline. Chapter four presents the agreed-upon tools, methods and content for baseline and follow-up data collection. Tools and a baseline for CAR are presented in Annexes 4 and 5, respectively.

2 Methodology

We have used MSB’s results framework and theory of change as point of departure to identify the results that shall be assessed. The diagram below has been used to structure the study. The blue boxes are results that MSB wants to achieve, the bullet lists are potential variables for assessing achievement.

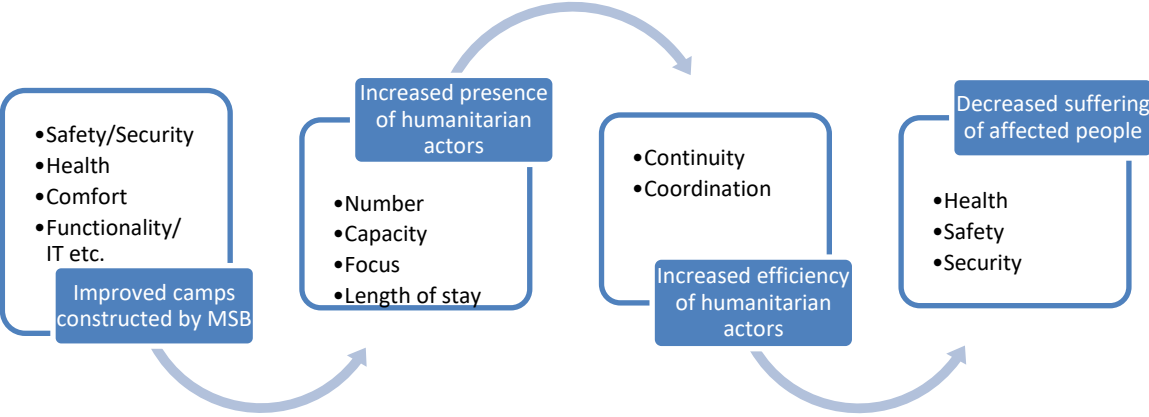


Figure 1: The effects of improved office and accommodation facilities: Direct effects on facility users (Box 1), Effects on staff composition and presence (Box 2), Effects on coordination and operational efficiency (Box 3), Effects on assistance delivered (Box 4).

² Knox Clarke, P. and Campbell, L. (2016) Improving Humanitarian Action. ALNAP Working Paper. London: ALNAP/ODI.

³ Puri et. al., 2015, What Methods May Be Used in Impact Evaluations of Humanitarian Assistance? Institute for the Study of Labor IZA DP No. 8755.

⁴ Clarke et. al., 2014, What evidence is available and what is required, in humanitarian assistance? 3iE International Initiative for Impact Evaluation Scoping Paper 1.

⁵ Clark and Campbell, 2015, Exploring Coordination in Humanitarian Clusters, Alnap Study. London: ALNAP/ODI.

The time frame required that we collected data and developed methodology iteratively and to a certain extent in parallel. For this reason, it was not possible to use the tools that were developed during the field visit to CAR. The field visit instead served the purpose of collecting baseline data/information and getting input and testing ideas for future data collection.

We have mapped and reviewed the following types of documents

- Online search for, and review of, relevant literature, e.g. research (by 3ie, Alnap, ODI, academic institutions, etc.), evaluations (by major humanitarian actors).
- MSB's own documentation from similar projects (e.g. assessment mission reports, project documents, field monitoring reports, project reports, MSB-Sida Annual plan), MSB's results framework, theory of change, etc.
- Documentation and literature relating to the responses in CAR and Cameroon (e.g. humanitarian response plans, agency specific plans).

A consultant visited the Central African Republic from November 22 until December 2, 2016. Deducting travel time this implies three and a half days in the capital, Bangui, and four full days in Bouar where MSB will be making its major investment, upgrading the existing WFP facilities. The consultant interviewed key informants among WFP staff in Bangui and Bouar, representatives of other UN agencies and INGO sub-offices in Bouar. A list of persons interviewed may be found in Annex 2, a list of documents reviewed in Annex 3.

2.1 Limitations

The study has been conducted under significant time constraints.

Security conditions significantly restricted movement in CAR. One of the effects was that flight schedules to Bouar necessitated spending six of the available days on this single field visit, also limiting time for interviews in Bangui.

WFP provided access to interviewees as requested while coordination with and access to interviewees in other UN agencies was more challenging. The MSB team were most supportive but the study visit coincided both with the arrival of new staff and with a medical evacuation, placing the MSB staff under significant strain.

As is evident from the rest of the report we have sought to base data collection for the baseline partly on data already compiled through existing systems. Although commonly available, such data is distributed in the different agencies' internal systems with highly varying accessibility. Circumstances which need to be considered include effort needed to isolate specific data, rules regarding sharing of data and in some cases concerns regarding personal integrity related to data, for example when considering effects on staff members health.

3 Discussion of indicators and existing sources

In this section we discuss the identified potential effects of upgrading accommodation and office facilities (illustrated in figure 1 above), and present indicators and sources of information based on findings from interviews and document review.

3.1 Direct effects on facility users

Taking the immediate users of the upgraded facilities as point of departure, we have hypothesised effects on security, health, overall well-being and professional functionality. Our reasoning is as follows:

3.1.1 Security

We assume that upgrading the facilities will make these compliant with UN standards (MORS). Adding accommodation facilities will reduce the number of individual staff members referred to local accommodation that is not security compliant.

Given the links to insurance issues each of the agencies involved will have documented to what extent accommodation and office facilities provided to staff are compliant with UN standards. A straightforward percentage of staff whose accommodation and offices are compliant before upgrading and after upgrading facilities should be easy to assess and could be used as indicator for security.

3.1.2 Health

Physical health is likely to be impacted through improved sanitation facilities, improved hygiene, possibly improved food and greater access to safe water, potentially lower stress levels, less contact with malaria or other vector borne diseases and potentially due to ergonomic effects of improved office conditions. It is possible that the country-based medical officer responsible for overseeing all UN agencies in country has access to, or could compile, statistics on more serious illnesses encountered by the staff. Data on individual staff members is not accessible for integrity reasons. Overall statistics may or may not be available, or possible to compile.

3.1.3 Well-being

Overall well-being is linked to improved living and working conditions, to decreased frustration with the practicalities of daily life, to more focus on the professional task for which individuals are recruited and to the social interaction effects of co-location (the latter may also be negative for individuals with a high preference for privacy).

The evaluation team did not encounter any systematic attempt to capture overall well-being of staff. We have tried to reach the person in charge of regarding the feasibility of regular compilation of satisfaction surveys for visitors to UN accommodation facilities, but not yet succeeded.

3.1.4 Professional functionality

Professional functionality may improve as a consequence of appropriate office facilities and tools, regularity of communications and IT support, in some contexts access to air conditioning, reduction of dust levels and other environmental factors. Physical proximity following from co-location of offices may also have effects on professional culture, exchanges of experience, informal mentoring and similar processes.

We are informed that there are examples of staff satisfaction surveys conducted in some country operations that include upgraded accommodation and office facilities. Using a selection of such surveys already conducted it should be possible to develop a generic staff satisfaction survey that could be used pre- and post- future facilities' upgrading. If feasible the surveys we have designed could be compared with staff satisfaction surveys already undertaken to ensure important aspects have not been forgotten.

3.1.5 Effects on staff composition and presence

The underlying hypothesis here is that more experienced staff have a broader range of choices and may prefer contracts in places with decent accommodation and working facilities. In consequence an upgrading of accommodation and office facilities might lead to better recruitment and longer retention of experienced and professional staff.

Indicators regarding recruitment and retention should be possible to develop based on number of applications for post openings, post filling time and proportion of staff members who choose to extend contracts in contexts with or without proper accommodation and office facilities. Gathering the data to explore such indicators is quite challenging as the different agencies and organisations involved maintain differing HR systems. A more realistic ambition might be to seek such data for the 2 to 3 largest agencies utilising the facilities.

According to one source 80% of short-term visitors utilise UNHAS flights to reach operational areas. Passenger lists are documented and changes in passenger volume and length of stay should therefore be administratively easy to document.

3.1.6 Effects on coordination and operational efficiency

There is consensus among the interviewees that co-location of offices will have positive effects on operational coordination. Several of the interviewees have also worked in contexts where accommodation and office facilities provided by MSB have been in use and cite significantly better coordination there.

When assessing such effects it is important to make a distinction between sudden onset and protracted emergencies. Several interviewees note that in sudden onset disasters the provision of accommodation and office facilities is not a question of improving operations but a necessary precondition for any operation whatsoever. This is also a situation where it is unlikely that stakeholders will prioritise conducting a baseline in the intense period when a rapid disaster response is being built.

Seeking to assess whether there are efficiency/effectiveness consequences of improved coordination several potential indicators have been proposed in discussions with interviewees. In facilities that include improved provisions for warehousing or reloading goods there is the possibility that distribution patterns and associated costs will be affected by the new facilities. If this does take place changes in transportation costs per delivered ton of food will be able to identify through the logistics/finance systems of WFP.

Coordination is described by the interviewees as formal or informal and co-location of offices could contribute to both. Formal coordination effects would include greater ease of meetings if offices are co-located. This would have the potential to reduce staff time spent on crosstown travel to meetings, waiting time for local transport and vehicle costs necessary to maintain the local mobility needed for coordination between separate offices. These would be the direct improvements related to formal coordination. Some interviewees also believe there will be indirect effects in terms of increasing interagency synergies through joint logistics or better developed cross functional programming.

Finding indicators that capture both formal and informal coordination and synergy effects is difficult. Discussions with interviewees highlight the issue of timeliness. Existing systems should allow documentation of date of identification of a particular target population need, the date when the internal administrative processes have led to a final decision that an intervention is to be undertaken as well as date when actual delivery of assistance takes place. Measuring changes in the average time between identification of need and conclusion of the decision making process would capture the complexities of interorganisational coordination without necessitating contact with each of the individual stakeholders. The average time from identification of need until decision of type and scale of intervention is therefore attractive as a proxy variable for "coordination" whether formal or informal in nature. This "decision-making time" is also attractive as an indicator as the start and end of the process is formally documented by existing systems. It is also an important aspect of operational relevance.

3.1.7 Effects on assistance delivered

Implementing partners of the standby partners are generally the stakeholders that design, implement, monitor and follow-up delivery of assistance to end beneficiaries. Measuring effects of improved standby partner accommodation and office facilities on the quantity and quality of assistance delivered will therefore require access to data collected by the implementing partners on each specific project. Based on experience from other attempts to aggregate and consolidate multifaceted humanitarian programming by multiple stakeholders documenting effects on beneficiary outcomes is unlikely to be feasible. Documenting volume changes in outputs should be less complex. However, attributing identified changes over time pre- and post- upgrading of facilities will be very difficult given the dynamic nature of the context within which these programs are implemented. As agreed with MSB this study does not attempt to measure effects on assistance delivered to end beneficiaries.

4 Proposed methodology and tools

As we have not been able to access all sources or interview all relevant persons, we present here a first draft outline with a selection of variables and specific indicators that could be included in a baseline, together with where and how to collect the data needed. We suggest that MSB is included in the process of deciding which sources are reasonable to try to extract secondary data from, and the extent of primary data collection.

On the basis of the findings above, we suggest that baseline and follow-up data is collected for the following categories of variables:

- Direct effects on users of office and accommodation facilities
- Effects on number, quality and efficiency of personnel
- Effects on coordination and efficiency among implementing partners

After discussions with MSB regarding feasibility and accessibility of the different sources of data discussed above, it was decided to focus on two internet-based surveys; one targeting personnel working at the locations where MSB-constructed facilities have been constructed, and one targeting representatives of organisations at these locations. The surveys have been developed as internet based surveys, to make future follow-up simple and consistent. The survey targeting personnel is attached in Annex 4.2. A pilot has been sent out, but received very few answers and should ideally be piloted again before being used. The second survey includes some of the same questions, but in addition has questions focussing on recruitment and retention of staff etc. This survey is intended to be either filled in by respondents themselves, or by MSB staff interviewing the respondent. It has been piloted by the consultant who made the interviews in CAR, and used for developing the baseline presented in Annex 5.

Apart from collecting baseline and follow-up data, the surveys contain questions that will enable an analysis of the logic of MSB's theory of change for office and accommodation facilities. An example of such a hypothesis and how to analyse it is:

"The status of accommodation and office facilities affects the quality/quantity of work carried out by personnel using the facilities."

Analysis:

1. Correlation between type of office and accommodation and working time lost to various reasons.
2. Difference in frequency of meetings, collaboration and visits, for responses before and after construction of MSB facilities.

4.1 Summary of data included in surveys

The table below provides an outline of data covered by the surveys.

Variable	Indicator	Source	Collection method
Direct effects on users			
Health	Sick days per month	Agencies/organisations and personnel on site	Survey A + B
Days lost to get set up in new posting	Days to get functioning accommodation	Agencies/organisations and personnel on site	Survey A + B
	Days to get functioning office	Agencies/organisations and personnel on site	Survey A + B
	Days to become fully operational	Agencies/organisations and personnel on site	Survey A + B
Working time lost to various reasons	Time spent on e.g. sick days, traveling, repairs, etc.	Agencies/organisations and personnel on site	Survey A + B
Number and quality of personnel			
	Number of locally recruited staff (UN)	Agencies and organisations on location	Survey A
	Number of locally recruited staff (INGOs)	Agencies and organisations on location	Survey A
Composition of personnel	International/national staff	Agencies and organisations on location	Survey A
	Average age of staff	Personnel on site	Survey B
	Female/Male ratio of staff on site	Personnel on site	Survey B
Level of experience of staff	Average number of years in sector	Personnel on site	Survey B
	Average number of postings	Personnel on site	Survey B
	Average number of countries	Personnel on site	Survey B
	Average time in present posting	Personnel on site	Survey B
Coordination and efficiency			
Frequency of meetings	Number of informal meetings with other organisations	Agencies/organisations and personnel on site	Survey A + B
	Number of formal meetings with other organisations	Agencies/organisations and personnel on site	Survey A + B
	Number of cancelled visits	Agencies/organisations and personnel on site	Survey A + B
Collaboration	Frequency in joint implementation of project/programme activities	Agencies/organisations and personnel on site	Survey A + B

Annex 1: Terms of Reference

Annex 2: List of interviewees

Name	Organisation	Title	Gender	Date
Intro meeting MSB CAR	MSB/CAR		1 F, 3 M	161123
Bucher, Elin	MSB/CAR	Team nurse/Admin	Female	161123
De la Cruz, Alain	WFP/CAR	Head of Operations	Male	161202
Diadie, Fatoumaa	WFP/Bangui	HR Officer	Female	161201
Fortier, Christian	WFP/Bangui	Head of Logistics	Male	161201
Garcia Delgado, Gonzalo	MSB	Monitoring and Evaluation offier	Male	Multiple
Kabongo, Blaise	OCHA/Bouar	Head of Sub- Office	Male	161125
Kambale, Herman	WFP/Bouar	Programme officer	Male	161124
König, Emilio	MSB	Programme officer	Male	Multiple
LaFortune, Johnson	World Vision/Bouar	Project manager	Male	161128
Leone, Rocco	WFP/CAR	Deputy Country Director	Male	161123
Merlin, Jerome	UNHCR	HoSuboffice (check)	Male	161125
Nahaabi, Dinah	WHO/Bouar	HoSuboffice	Female	161128
Nditar, Thomas	UNICEF/Bouar	head of sub- office	Male	161128
Oula, Aristide	WFP	Security officer	Male	161128
Ramberg, Britta	MSB	Deputy Head, INS	Female	
Safari, Emmanuel	WFP/Bouar	Head of Sub- Office	Male	161124 + 161129
Thouvenin, Jean-Louis	WFP/CAR	Chef de l'Administration	Male	161123

Annex 3: List of documents

Clark and Campbell, 2015, Exploring Coordination in Humanitarian Clusters, Alnap Study. London: ALNAP/ODI.

Clarke et. al., 2014, What evidence is available and what is required, in humanitarian assistance? 3iE International Initiative for Impact Evaluation Scoping Paper 1.

Knox Clarke, P. and Campbell, L. (2016) Improving Humanitarian Action. ALNAP Working Paper. London: ALNAP/ODI.

Puri et. al., 2015, What Methods May Be Used in Impact Evaluations of Humanitarian Assistance? Institute for the Study of Labor IZA DP No. 8755.

Various MSB documents:

Assessment reports

Requests for support from MSB

Requests for support from Sida

Applications

Letter of Agreements

Final report

Application for extension

For the following projects:

Ango DRC 2011 prefab

Basecamp Haiti 2011 heavy tent

BC Nepal WFP 2015 heavy tent

Boende-kontor Bunja DRC 2008 prefab

Boende-kontor CAR OCHA-undp 2007 fixed

Boende-kontor Kaga Bandoro CAR UNICEF 2014 fixed

Boende-kontor OCHA Sydsudan 2014 prefab

boende-kontor Sydsudan IOM 2015 light tent

Boende-kontor UNHCR Kamerun 2014 fixed

Boende-sambandsrum OCHA UNDSS KAmernun 2015 fixed

Dollo Ado Etiopien UNHCR-WFP 2011 prefab

IHP boende kontor Filip WFP 2014 heavy tent

Kontor Irak UNHCR 2009 fixed

Service Package support WFP OCHA CAR 2016

Annex 4: Methodology and tools

Annex 4.1: Summary of potential variables, indicators and sources

There are a number of possible ways of measuring the effects of upgrading accommodation and office facilities. Potential effect, possible indicators and identified secondary data sources are summarised in the table below.

Aspect	Potential effect	Possible indicator	Possible data source
Box one	Direct effects on users	Possible indicator	Possible data source
Security	Improved security allowing improved access	UN agency documentation of facilities' compliance with UN standards (e.g. MOSS & MORSS)	UN Agency Security Advisor/ Officer/ Focal Point Admin/HR/Finance might also have data as non-compliance affects insurance coverage
Safety	Electricity, tools, on- & off- loading of trucks etc.	Workplace safety protocols/ documentation	To be discussed with standby partner
Health	Reduced prevalence of disease related to: Drinking water General hygiene Sanitation Vector borne infections (insects) (Some stress related conditions)	Users perceptions HR data on sick leaves Country medical officer's statistics	Surveys HR departments' statistics (challenging due to integrity issues but aggregated figures should be possible) Country medical officers' statistics (challenging due to integrity issues but aggregated figures should be possible) For health statistics; note that sick leave less than three days is not registered in HR systems nor reported to medical officer.
Long term staff well-being Visiting staff well-being	Higher motivation Improved social life Lower stress	Staff satisfaction Less relocation requests Visitor satisfaction	Staff satisfaction surveys (in some cases done, we have not had access) Visitor satisfaction surveys (may be possible to link to accommodation booking system, contacts with WFP Rome as yet failed).
Professional functionality	Improved performance	Staff and supervisors perceptions	Interviews

	Less facility- related work time loss	Number of lockdown days? Number of electricity outage hours per week?	Logistics or security staff statistics
Box two	Effects on staff composition and presence	Possible indicator	Possible data source
Easier recruitment	More applicants to postings Shorter recruitment times	No of applicants Recruitment times	HR systems of relevant agencies (Data reported as there at country level, assumed to be there at global level, global contacts as yet failed)
Retention improved	A higher proportion of staff choose to extend their contracts	Average extension period (differentiate between permanent and contracted staff as permanent staff have 2 year mandatory period)	HR systems of relevant agencies (Data reported as there at country level, assumed to be there at global level, global contacts as yet failed)
Increased presence of short term advisors and/or donor representatives	Guest house facilities allow more visitors, staying longer	No of guests, no of nights stayed	Guest house records UNHAS passenger records
Box three	Effects on operational coordination and continuity	Possible indicator	Possible data source
Formal coordination	Potentially improved through time saved and ease of interagency meetings	Staff perceptions Meeting protocols	Survey Doc review Interviews
Coordination costs	Potential reductions in fuel, time and vehicle costs caused by distributed offices	Cost figures Logistics documentation (e.g. no of vehicle-kilometres of short distance travel, no of drivers on standby...)	Finance systems Logistics documentation
Logistics	Possible gains of joint logistics or changed distribution patterns thanks to better warehousing or loading facilities	USD per tonne delivered. Distribution pattern changes. Existence of preparedness stocks	Logistics documentation
Informal coordination	Improvements caused by informal social interaction	Staff perceptions	Surveys Interviews

Box four	Effects on assistance to beneficiaries	Possible indicator	Possible data source
Volume changes	Improved coordination or cost savings allow more assistance to reach the beneficiaries	No of beneficiaries reached. Quantity or diversity of assistance given	Implementing partners project reporting
Quality changes	Timeliness improved through better coordination. Content improved through better access for advisors.	Average time from need identification to delivery decision and/or delivery	OCHA/WFP documentation of indata, decisions and deliveries
Cross functional synergies of better programme coordination	Better outcomes due to inter-programmatic synergies (e.g. linking WASH, nutrition, protection, education better)	No of programmes that have joint planned interventions. Staff perceptions	Implementing partner and UN agency project documentation Surveys

Annex 4.2: Survey to representatives of organisations

See separate attachment

Annex 4.3: Survey to individuals using MSB-constructed facilities

See separate attachment

Annex 5: Baseline, CAR (Bouar and Bangui)

As mentioned above, the development of the methodology took place in parallel with the field visit. In consequence the data collected through field interviews does not consistently respond to the questions later chosen for the surveys. Based on the explorative interviews conducted, the consultant has filled in the organisational survey format for the respondees contacted. Below please find a summary of the results illustrating how the survey may be used for future baselines. For further details please refer to Annex 6 where summary data from the organisational survey is presented.

Respondents (Interviewees)

A total of 11 interviews with organisational representatives have been compiled. Of these four represent WFP in the capital Bangui. The remaining seven are based in Bouar working either for WFP, other UN agencies⁶ or (in one single case) for an implement in partner (INGO). Two respondents were women, one based in the capital one in the field.

Detailed data on past professional experience of the respondees was not systematically collected. In future baselines this might be done via the individual staff member surveys. However, two profiles constitute the majority: senior management with a couple of decades or more experience and mid-level managers (head of sub-office for UN agencies in the field) with 10+ years experience. Four respondees had been in their current post for more than a year while seven respondees had been in their current role between six and 12 months.

7. What is your present position?		
Answer Options	Response Percent	Response Count
Country Director	0,0%	0
Head of operations	9,1%	1
Head of sub-operations	54,5%	6
Head of Programme/Project	0,0%	0
HR-department	9,1%	1
Administrator	0,0%	0
Head of Security	0,0%	0
Other (Dep CD, Progr Officer, HoLogistics)	27,3%	3

8. How long have you been in your present position?		
Answer Options	Response Percent	Response Count
Less than 1 month	0,0%	0
1 to 3 months	0,0%	0
3 to 6 months	0,0%	0

⁶ With the exception of MINUSCA, representatives of all UN agencies present were interviewed (OCHA, UNHCR, UNICEF, WFP, WHO).

6 to 12 months	63,6%	7
More than 12 months	36,4%	4
N/A	0,0%	0

Staff

Detailed data on number of staff were not collected by organisational entity. Smallest group cited was three staff, largest group likely to be WFP country office with a total staff in the hundreds. Managers who commented on the staffing levels felt they had too few staff members. To the extent that competency levels of subordinates were commented on, managers felt that local staff were weak or very weak.

12. Is the quantity and quality of staff sufficient?								
Answer Options	Far too low 1	2	3	4	Fully sufficient 5	Too high 6	Rating Average	Response Count
No. of staff	0	4	2	0	0	0	2,33	6
Competency level of staff	2	4	0	0	0	0	1,67	6

Office and accommodation facilities

The consultant visited office facilities in the capital and one field site. Questions around the quality of these facilities were not asked in the way the survey is currently designed. Responses are therefore assessments made by the consultant rather than specific responses from the interviewees. Broadly speaking the facilities in the capital are a mixture of permanent buildings and container-based solutions. Facilities are functional, sanitation adequate and support functions such as IT appear adequate and reasonably stable. Office and warehousing compounds have appropriate levels of security. We lack data to comment on accommodation standards.

In the field (Bouar) office facilities were functional but very basic, sanitation barely functional, security basically in place, thanks to the proximity of the local UN military contingent. IT systems, while prone to disruption, were in place as well as electricity. Staff complained about quality of water. There were significant differences of opinion among staff members regarding preferences in terms of balancing privacy and social interaction among colleagues.

Field based interviewees were pleased with the relative peacefulness of Bouar but critical of office facilities (to varying degrees, some organisations had good conditions). Accommodation was commonly with local landlords in town and views around these arrangements varied by individual preference. Female staff highlighted sanitation/hygiene, security and collegial social interaction while males highlighted privacy/integrity of accommodation to a greater extent.

Several staff members were concerned that their accommodation was not MORSS compliant. It was their understanding that they were therefore, formally, working without formal insurance.

14. What type of facilities are there?

Answer Options	None	Temporary	Semi-permanent	Permanent	N/A	Rating Average	Response Count
Office	0	0	6	5	0	3,45	11
Accommodation	0	0	2	3	6	3,60	11

Links between state of facilities and coordination, staff retention etc.

In almost all the interviews time was allocated to explore likely coordination effects in terms of how day-to-day work would be facilitated, costs implications et cetera of improving office facilities and co-locating UN agencies. Potential cost and time savings have been discussed above but it should be noted that many interviewees emphasised the importance of informal interaction within and outside office hours. Questions 18 through 25 in the survey format were developed based on a mapping of respondents' views regarding working methods and staff contracting patterns. As they were developed after the field visit data is especially weak here. For these questions the information value is primarily in the comments made rather than the consultants interpretation of what responses would have been given to the set questions.

Several respondents noted difficulties in recruiting staff for a few positions, resignations due to bad living conditions, active searching for contracting alternatives among the staff based on dissatisfaction with living conditions. It was noted that HR systems should be able to document if contracting willingness (as expressed by number of applicants, number of extensions et cetera) is affected by improvements in office facilities or accommodation.

On the issue of recruitment and retention, interviewees mention constant discussions among staff on how to get relocated to places with better facilities. Some months prior to the evaluation visit the accommodation in the Mission in Bouar ceased. This was followed by several staff members relocating to Mali. Interviewees with experience of MSB facilities from other operations were highly appreciative of living and working conditions there.

Several interviewees noted that lack of appropriate accommodation facilities (in particular relating to security) had limited the number of and length of visits by technical specialists, managers and funding agency representatives to operational areas. Such short-term visitors can have significant impact on the design and monitoring of humanitarian operations and an increase in the number of visits may therefore affect intervention quality.

Time loss related to condition of facilities

According to interviewees, HR systems only document health problems when these necessitate a doctor's certificate i.e. when they lead to absence from work for more than three consecutive days. Staff handle the majority of minor illnesses by rearranging their schedules, staying home for one or two days, working from home or similar strategies. Such health problems do not get registered with current HR practices. Interviews with staff members indicated that the majority of illnesses encountered are related to sanitation, food or water quality or the prevalence of malaria. Several of the interviewees cite multiple instances of illness (in one case five instances of typhoid and four of malaria in less than three years) but also that they have not been away from work for three days and that such instances therefore have not been registered.

Collaboration with other agencies

Several interviewees believe the informal effects of co-locating offices on coordination are the most important. Such effects result from increased social interaction between professionals who share working space allowing an exchange of experience and ideas. Such interaction could potentially lead to improved quality of programming thanks to both the spread of ideas and a greater exploitation of potential synergies between intervention areas.

Other aspects captured in the interviews

In facilities that include improved provisions for warehousing or reloading goods there is the possibility that distribution patterns and associated costs will be affected by the new facilities. According to respondents, it is feasible that this will be the case in Bouar. Currently approximately 30% of food coming in from Cameroon is reloaded there while 70% is shipped (in convoys for security) to the capital for further distribution. If the upgrading of the facilities proves successful it may be possible to distribute a higher percentage directly from Bouar potentially lowering transportation costs.

Enhanced facilities will also make possible (assuming budget availability) the pre-stocking of food in Bouar. This would enhance overall system preparedness for a deterioration of security or logistical challenges related to Bangui and transport routes to and from that city.

Annex 6: Summary data, survey to organisations

4.2 Questions regarding interviewees

1. Is the survey filled out by the respondent him/herself or by an interviewer?									
Answer Options	Response Percent	Response Count							
Respondent	0,0%	0							
Interviewer	100,0%	11							
		<i>answered question</i>	11						
		<i>skipped question</i>	0						
2. Please enter name of interviewer									
Answer Options	Response Count								
B Ternstrom	11								
		<i>answered question</i>	11						
		<i>skipped question</i>	0						
3. Please enter the name of the respondent below									
Answer Options	Response Count								
See interviewee list in study Report	11								
		<i>answered question</i>	11						
		<i>skipped question</i>	0						
4. What is your age?									
Answer Options	Response Percent	Response Count							
Below 25	0,0%	0							
25 - 35	9,1%	1							
36 - 45	45,5%	5							
46 - 55	36,4%	4							
56 - 65	9,1%	1							
Above 65	0,0%	0							
		<i>answered question</i>	11						
		<i>skipped question</i>	0						
5. Are you female or male?									
Answer Options	Response Percent	Response Count							
Female	18,2%	2							
Male	81,8%	9							
		<i>answered question</i>	11						
		<i>skipped question</i>	1						
Answer Options	Less than one	1 - 2	3 - 5	6 - 10	11 - 15	16 - 20	More than 20	N/A	Response Count
Number of years in the sector (adding time on different contracts):	0	0	0	0	6	0	3	2	11
Number of different postings:	0	0	3	0	0	0	0	8	11
Number of different countries:	0	1	3	0	0	0	0	7	11
		<i>answered question</i>	11						
		<i>skipped question</i>	1						
7. What is your present position?									
Answer Options	Response Percent	Response Count							
Country Director	0,0%	0							
Head of operations	9,1%	1							
Head of sub-operations	54,5%	6							
Head of Programme/Project	0,0%	0							
HR-department Administrator	9,1%	1							
Head of Security	0,0%	0							
Other (please specify)	27,3%	3							

		<i>answered question</i>	11
		<i>skipped question</i>	1
Number	Response Date	Other (please specify)	Categories
		Dep Country Director Programme Officer Bouar Head of Logistics	
8. How long have you been in your present position?			
Answer Options	Response Percent	Response Count	
Less than 1 month	0,0%	0	
1 to 3 months	0,0%	0	
3 to 6 months	0,0%	0	
6 to 12 months	63,6%	7	
More than 12 months	36,4%	4	
N/A	0,0%	0	
Comment			1
		<i>answered question</i>	11
		<i>skipped question</i>	1
Number	Response Date	Comment	Categories
		interviewer's guess, as in Q6	

Questions regarding facilities and staff

9. In which country is the posting? Please enter name of country

Answer Options	Response Count
	11
<i>answered question</i>	11
<i>skipped question</i>	1

Number	Response Date	Response Text	Categories
		Central African Republic	

10. What is the name of the operation? Please enter name of operation and/or place

Answer Options	Response Count
	11
<i>answered question</i>	11
<i>skipped question</i>	1

Number	Response Text	Number of respondents
	OCHA Bouar	1
	UNHCR	1
	UNICEF Bouar	1
	WFP country office	1
	WFP/CAR	3
	WFP Bouar	2
	WHO CAR	1
	World Vision in Bouar	1

11. Approximately how many staff members are there?

Answer Options	Response Count
	9
<i>answered question</i>	9
<i>skipped question</i>	3

Number	Response Text							
1	9							
4	3							
9	8-10?							
Answer Options	Far too low ¹	2	3	4	Fully sufficient ⁵	Too high ⁶	Response Count	
Number of staff	0	4	2	0	0	0	6	
Competency level of staff	2	4	0	0	0	0	6	
							<i>answered question</i>	
							<i>skipped question</i>	
13. What is the composition of staff members?								
Answer Options	Less than 10%	10 - 25%	25 - 50%	50 - 75%	75 - 100%	Rating Average	Response Count	
Locally recruited staff	0	0	0	0	5	5,00	5	
Regionally recruited staff	1	4	0	0	0	1,80	5	
Internationally recruited staff	0	0	0	0	0	0,00	0	
							<i>answered question</i>	
							5	
							<i>skipped question</i>	
							7	
14. What type of facilities are there?								
Answer Options	None	Temporary	Semi-permanent	Permanent	N/A	Rating Average	Response Count	
Office	0	0	6	5	0	3,45	11	
Accommodation	0	0	2	3	6	3,60	11	
Comment							3	
							<i>answered question</i>	
							11	
							<i>skipped question</i>	
Number	Comment							
	recently moved into current office which is attached to accomodation. 8th accomodation since arriving Based on country level Housed in town (interviewer thinks)							
Answer Options	Private - arranged individually by staff	Private - arranged by my organisation	In facilities rented by my organisation	In facilities owned by my organisation	In another organisation's facilities	N/A	Response Count	
Accommodation is arranged...	3	2	2	0	0	4	11	
Office is arranged...	0	0	4	6	0	1	11	
Other (please specify)								
							<i>answered question</i>	
							<i>skipped question</i>	
Answer Options	Non-existent ⁰	Barely functional ¹	2	3	4	Fully satisfactory ⁵	Rating Average	
Lodging facilities	0	0	1	1	0	1	0,91	
Sanitation/hygiene facilities	0	2	0	1	2	1	1,64	
Office facilities	0	0	2	6	0	1	2,45	
Security arrangements	0	0	0	1	4	4	3,55	
Communications and IT arrangements	0	0	1	2	3	1	2,27	
Comment								
							<i>answered question</i>	
							<i>skipped question</i>	

Number	Comment	Categories
		Based on Interviewer's assessment

Answers re efficiency

17. When new staff arrive at the posting, how long time does it normally take until they...									
Answer Options	1 - 2 days	3 - 5 days	1 week	2 weeks	2 - 4 weeks	1 - 2 months	More than 2 months	Never happens	Response Count
Have functioning accommodation?	0	0	0	0	0	0	2	0	9
Have functioning office facilities?	1	0	0	0	0	0	0	0	9
Are fully operational in their position?	0	1	0	0	0	0	0	0	9
Other (please specify)							3		
<i>answered question</i>									9
<i>skipped question</i>									3

Number	Other (please specify)
	Looong time
	Housed in the Mission until July. then forced out to other lodgings. initailly office in WFP compound (?)

18. On average, how much of the staff's working time is lost due to various problems?									
Answer Options	0	1 - 2	3 - 5	6 - 10	11 - 15	16 - 20	More than 20	Response Count	
Hours per week not worked due to office related problems	0	1	0	0	0	0	0	6	
Hours per week not worked due to accommodation related problems	0	0	0	1	0	0	0	6	
Hours per week spent travelling to meetings with UN agencies, implementing partners, etc.	0	0	2	0	1	0	0	8	
Hours per week ineffective due to lack of electricity	0	0	0	2	0	0	0	7	
Days per month ineffective due to lack of access to area of operations	0	0	0	0	0	0	0	5	
Days per month not worked due to illness	0	2	0	0	0	0	0	7	
Hours per week not worked for other reasons	0	0	0	0	0	0	0	5	
Please specify other reasons									5
<i>answered question</i>									9
<i>skipped question</i>									3

Number	Please specify other reasons
	thinks colocation would save 2/3 of travel time above
	colleagues left as could not stand the conditions
	Guess. she went back to accomodation every day to go to toilet while in WFP compound. Now in 8th accomodation

transport time lost to conveying from border. Coordinated logistics (sharing space on lorries etc. not developed)

19. How often does staff at this site have...							
Answer Options	Daily	Weekly	Monthly	Less than monthly	Never	Rating Average	Response Count
Formal meetings with people from other organisations	1	2	0	0	0	0,25	8
Informal meetings with people from other organisations	1	2	0	0	0	0,25	8
Cancelled meetings due to local transportation problems	0	0	1	0	0	0,25	8
Collaboration with other organisations (e.g. joint transports, projects, activities etc.)	1	2	1	0	0	0,50	8
Overnight visitors (advisors, managers etc.) at your sub-office/location	0	0	0	0	0	0,00	8
Comment/Other							5
<i>answered question</i>							8
<i>skipped question</i>							4

Number	Comment/Other	Categories
	visitors cutting their visits short due to conditions	
	7 of 18 staff members regularly meet with other orgs. Important with guest house for overnight visitors	
	believes distribution pattern could be changed by better facilities in Bouar, leading to lower costs and potentially better constingency stocking (i.e. direct effecct for beneficiaries)	
	interviewee comments that number and length of advisor visits would increase if proper accomodation could be arranged	

20. How important do you think the following are when you try to recruit persons for this posting?									
Answer Options	Not at all	1	2	3	4	Totally crucial5	N/A	Rating Average	Response Count
Office standard	0	0	1	1	0	0	3	2,50	5
Accommodation standard	0	0	0	2	0	0	3	3,00	5
Accommodation allows privacy	0	0	1	1	1	0	3	3,00	6
Accommodation provides company	0	0	0	1	1	0	3	3,50	5
Accommodation allows social space	0	0	0	1	1	0	3	3,50	5
Hygiene and sanitation facilities' standard	0	0	0	1	1	0	3	3,50	5
Food quality	0	0	0	1	1	0	3	3,50	5
Security arrangements	0	0	0	0	1	1	3	4,50	5
Other, please specify below	0	0	0	0	1	0	1	4,00	2
Other (please specify)									6
<i>answered question</i>									6
<i>skipped question</i>									6

Number	Other (please specify)	Categories

lack of water, electricity, security not discussed as above. multiple problems getting staff willing to be posted there. Accommodation not MORSS compliant. lack of electricity limits non office hour work. delays reporting. would not accept a new posting with the living conditions that were prevalent when he arrived (now in new facilities) "people recruited expect at least minimum conditions When accommodation at the Mission was no longer possible, several colleagues left for other assignments (Mali)

21. How often have staff at this posting rejected an offer of extending a contract, or left a posting ahead of time?								
Answer Options	Never	Very few of the offers are rejected		About half of the offers are rejected		Almost all of the offers are rejected	Rating Average	Response Count
	0	0	0	0	0	0	0,00	0
Comment								9
							<i>answered question</i>	0
							<i>skipped question</i>	12

Number Comment
 several left, many refuse to sign up
 Possible to compile data on this
 See comment above. No data to assess proportion of total.

22. What were the reasons? (Tick all that apply)		
Answer Options	Response Percent	Response Count
Office standard	11,1%	1
Accommodation standard	22,2%	2
Accommodation does not allow for privacy	11,1%	1
Accommodation does not allow for social space	11,1%	1
Hygiene and sanitation facilities	11,1%	1
Food quality	11,1%	1
Security arrangements	22,2%	2
Other (please specify)	88,9%	8
<i>answered question</i>		9
<i>skipped question</i>		3

Number Other (please specify)
 staff continuously seeking alternatives due to bad conditions
 No specifics on why people left when Mission accommodation closed (this included food, hygiene, social facilities and a level of security)

23. How often have potential candidates rejected offers of a new contract at this posting?								
Answer Options	Never	Very few of the offers are rejected		About half of the offers are rejected		Almost all of the offers are rejected	Rating Average	Response Count

Comment	0	0	0	0	1	0	3,00	1
								9
								<i>answered question</i>
								<i>skipped question</i>

Number	Other (please specify)	Categories	Categories
	current boss given permanent position as not possible to find anyone else willing to live there		
	Multiple requests to transfer from field offices to capital due to living conditions in the field		

24. What were the reasons? (Tick all that apply)		
Answer Options	Response Percent	Response Count
Office standard	14,3%	1
Accommodation standard	14,3%	1
Accommodation does not allow for privacy	14,3%	1
Accommodation does not provide company	14,3%	1
Accommodation does not allow for social space	14,3%	1
Hygiene and sanitation facilities	14,3%	1
Food quality	14,3%	1
Security arrangements	14,3%	1
Other (please specify)	85,7%	6
	<i>answered question</i>	7
	<i>skipped question</i>	5

25. To what extent do better office and accommodation facilities contribute to the following?							
Answer Options	Not at all 0	1	2	3	4	To a very high extent 5	Response Count
Makes it easier to recruit staff with high competence	0	0	0	3	1	0	4
Decreases the cost of staff (e.g. insurance, transport, etc.)	0	0	0	3	1	0	4
Increases the number of hours staff can work efficiently	0	0	0	3	2	0	5
Improves the quality of the staff's work	0	0	0	3	1	0	4
Improves coordination with other organisations	0	0	0	2	2	1	5
Increases the quantity of assistance provided to the target population	0	1	1	1	1	0	4
Increases the quality of assistance provided to the target population	0	0	0	3	3	0	6
Other (please specify)							
							<i>answered question</i>
							<i>skipped question</i>

Number	Other (please specify)	Categories
	interviewee bases his estimates on past experience of working from MSB established facilities	

notes the difference between sudden and slow onset disasters. in Sudden onset , base camp or equivalent is a necessary condition for any UN support. Interviewer's impression based on discussion
 Each of the above mentioned in interview but not quantified
 Cost implications mentioned.
 Developing synergies dependent on supporting systematic info sharing.

26. Other comments	
Answer Options	Response Count
	4
<i>answered question</i>	4
<i>skipped question</i>	8

Number	Response Text	Categories
	more important to live together than to work together. facilities more important for women who express more nervousness Notes gender differences in preferences e.g re privacy and social space (men find privacy more important, women social interaction more important). also notes higher tolerance for basic living conditions among regionally recruited as compared to recruits from other continents Past positive experience of MSB facilities in other countries. In recruitment, regional differences mainly due to rest and recreation feasibility when home takes long time and high cost to get to.. Organisational presence affected by UN presence. Better facilities would allow for better contingency stocking, better access to archives, better coordination	