

**Strategic Plan  
Of  
People In Aid  
For  
2009-2012**

## 1. Vision

Our vision is of a world in which organisations work effectively to eradicate poverty and reduce suffering.

## 2. People In Aid's Values

1. We believe people to be the foundation of People In Aid and commit ourselves to encouraging each other by **listening** and treating one another with **respect**, fairness and honesty.
2. We openly share information and promote **creativity**, learning and safety in an environment of **integrity**, **quality** and mutual accountability.

## 3. Mission

People In Aid advocates, supports, and recognises good practice in the management of people in the humanitarian and development sector worldwide.

## 4. Strategy

Whilst formulating this plan the environment in which People In Aid operates, particularly the economic prospects for the sector we serve, was undergoing significant change. While some assumption of change is built into the plan the trustees will regularly review, and if necessary revise the plan.

### 4.1 Strategic priorities

Our strategic priorities are to:

1. Advocate good practice
2. Stimulate and facilitate learning
3. Strengthen capacity
4. Recognise achievement

The strategic priorities set out the complete and coherent service we offer to our organisational beneficiaries. This service ensures they gain the maximum benefit from their engagement with People In Aid, and enables them to enhance their organisational effectiveness.

The priorities offer our members a journey. Our support can reinforce engagement at any stage, at all stages or as members move from stage to stage.

First we help establish that good HR practice is good for the organisation (advocating). We then support learning by facilitating links with others and by providing opportunities for good practice to be shared (stimulating and facilitating). We provide tools, practical guidance and materials to strengthen

their individual and organisational capacity (strengthening). Progress (i.e. performance improvement) is measured against a series of milestones and ultimately by an independent external audit. Finally, organisational achievements are recognised along the journey through certification (recognition).

In carrying out this work we recognise that we will have more lasting impact by working with the operational and field-based colleagues of the HR staff who are our primary contacts, as well as directly with local NGOs.

## 4.2 Goals

### 1. **Advocate good practice:**

“We will increase by a half (2009: 200; 2012: 300) the number of beneficiary organisations with which we have meaningful dialogue on good practice and organisational effectiveness.”

### 2. **Stimulate and facilitate learning:**

“We will extend opportunities for learning, locally and globally, by expanding networks and links to exchange knowledge and good practice in people management.”

### 3. **Strengthen capacity:**

“Our comprehensive range of resources (covering every Code principle) will enable our beneficiaries to understand any gaps in their policies/ practices/ systems and to access tools and resources to fill those gaps.”

### 4. **Recognise achievement:**

“We measure performance in HR management, and organisations that make demonstrable improvements in their HR management will be publicly acknowledged through People In Aid certification and/or diverse PR channels.”

## 4.3 Beneficiaries and Stakeholders

*Beneficiaries are individuals and groups who benefit directly from the services offered by People In Aid and to whom some resources are allocated.*

*Stakeholders are individuals and groups who “have a stake” and are affected by People In Aid, although they are not direct beneficiaries of the services offered. They are listed in alphabetical order.*

### **Beneficiaries:**

HR managers and line managers

National NGO umbrellas and other networks

NGOs, both local and international, working in humanitarian and development sector and in advocacy.

NGOs committed to improving their performance in people management

NGO senior managers/CEOs/Boards

Red Cross/Red Crescent societies.

**Stakeholders:**

Academia  
Aid and development workers  
Commercial organisations  
Donors  
Media  
Multilateral agencies  
Opinion leaders and formers

## 4.4 Places

People In Aid has identified and evaluated countries and regions where we believe there is a strong likelihood of success and positive impact in furthering our mission. These priority regions are currently:

- Australia/Pacific.
- Central America,
- East Africa,
- USA,
- Western Europe

In other countries and regions we will maintain a watching brief and respond to opportunities which may present themselves to promote and/or deliver interventions which represent our core strengths and further our mission.

When and where we seek out work, or don't, is guided by principles agreed by the Board, taking into consideration resources, opportunity costs, relevance and impact.

## 5. Key performance indicators

The Board has agreed specific measures to assess the performance of the organisation. These cover the following areas of activity:

1. Financial performance, to ensure diversity and sustainability of income as well as optimal reserve levels and ratio of expenditure vs income.
2. Organisational health, using the engagement survey and performance reviews to assess the satisfaction and capability of staff.
3. Impact, using metrics for members' journey and satisfaction levels from the annual member survey to check our offer is satisfying our members' needs.

### 1. Financial performance

- i) Income and reserves: the budgeted income target and the reserves target will be met each year. The income target for 2009-10 is £489k.

- ii) Sustainability: Expected funding from contracted and established funding sources is sufficient to fund at least 80% of expected core costs in the next financial year.
- iii) Diversity: Sources other than our biggest income source will contribute more than 39% (£111k) to core funding in 2009-10, increasing to £250k in 2010-11.

## 2. Organisational health.

- i) Staff capability: 80% of staff performance reviews are 'meets requirements to a high standard' - or higher.
- ii) Staff engagement: staff engagement survey will show high levels of satisfaction. Fewer than 15% of questions will average less than 3.00 (2009: 17.9%).
- iii) Recognising that knowledge of the Code and the implementation process is mission critical for People In Aid, all staff will be able to demonstrate knowledge sufficient to be able to explain the process to a member.

## 3. Impact.

- i) Member engagement: 50% full/partner members will have a quality mark by 2012. (April '09:15.5%/19; '10:25%/32; '11:35%/46; '12: 50%/70). Total members: 5% annual increase (April '09:141, of which 122 Full; '10: 148; '11: 155; '12: 163).
- ii) Member feedback: the averaged strongly disagree and disagree responses in the annual survey do not exceed 3% (2008: 3%, 2006: 2.8%).
- iii) Impact in the field: local NGO membership increases by 15% each year (April '09: 14; '10:16; '11: 19; '12: 22.) and feedback from those working in the field confirms our reach and impact.

# 6. Critical Risk Factors

## 6.1 Relationships with donors

**We must maintain relationships with donors that are mutually beneficial and satisfactory.**

## 6.2 Relationships with staff

**We must establish and maintain relationships with staff and volunteers that are productive and personally fulfilling.**

## 6.3 Relationships with members and other NGOs

**We must maintain an effective programme of promoting our services.**

## 6.4 Environmental scanning

**We must maintain an ongoing process of assessing the cultural, economic and political factors that affect our strategic planning.**

## 6.5 Relationships with strategic partners and governments

**We must maintain healthy and mutually beneficial relationship with our strategic partners, actual and potential, and relevant government agencies.**

6.6 Financial management.

**We must be prudent in the management of our financial affairs to ensure accountability to both donors and beneficiaries.**

6.7 Information management

**We must maintain the relevance, profile, integrity and security of our information.**

6.8 Governance

**We must establish and maintain effective governance structure and process**

6.9 Internationalisation

**We must protect People In Aid during the early years of internationalisation as we discover the most effective ways of working**

## Appendix: Strategic Context

### Historical Context

People In Aid was founded by the humanitarian and development sector to answer a specific need. Research in 1994 revealed the extent to which aidworkers felt poorly supported by their employers, and a Code of Practice was seen as a logical way forward to improve HR management in agencies, and to provide independent monitoring of the improvements. The People In Aid Code, launched in 1997, was a collaborative effort and gave rise, in 1999, to a UK-registered charity and membership-led organisation.

As the Code was being piloted it became clear that agencies needed support on the gaps in HR practice which emerged during the implementation process. Our learning and networking events, handbooks, information notes, websites and other resources were developed to offer that support, while the research and benchmarking we do can be more simply undertaken by a recognised central resource like ourselves than by each agency individually.

Over recent years quality standards have been increasingly demanded by donors. As one of a group of quality and accountability initiatives, with which we collaborate, People In Aid's Code is offering to the sector both a standard and an accountability mechanism through which improvements in the quality of HR practice can be measured.

In 2003/2004 two important developments took place: the content of the Code of Good Practice was revised and the organisation began to think and act more globally and strategically. These, supported by a 5-year core grant from

DFID starting in 2005, allowed us to increase our range of services and our effectiveness.

First, we began to act more globally. We now have members in more than 30 countries, we have delivered workshops and other events in 10, we reach – through our communications and our online support – people working in almost every country where our members work. Local NGOs are as much a part of our future as international NGOs.

Second we re-thought the recognition process we offer. Following the tsunami, certification for agencies was widely discussed, and People In Aid strengthened its existing criteria for certification to accommodate growing sector need and demand.

Third, while we continue our focus on supporting the HR function both strategically and operationally, we are also strengthening the capacity of line managers to contribute to the organisational effectiveness we believe to be the result of sound management practices and processes.

Between 2003/4 and now People In Aid's network and output has expanded considerably, We are offering our members, and others, a range of opportunities to learn from us, from each other and from experts. We are producing pieces of work which are judged to be practical, needed and which are making strategic and operational differences. We are increasingly working with partners and with technology to offer more of what is needed to more potential users.

This strategy re-emphasises the strengths and reputation we have built up, both in terms of how we work and what we do.

## **Environmental Context**

This is a list of factors which might impact the way we work and the work we do as we fulfil the strategic priorities. Discussions by the Board on these factors will keep Trustees informed as well as helping them to set the organisation's ongoing strategic direction and priorities.

- Adjusting to the global impact of recession.
- The growing importance of Southern actors in humanitarian and development work, and their needs.
- The nature of humanitarian and development work, and how it affects staff. Environmental issues as one example.
- Identifying and analysing differences in support provided to different categories of staff (particularly national vs international).
- Identifying the actors in humanitarian and development work. Should our focus remain on NGOs, UN and Red Cross as opposed to, for example, private contractors, the military, governments and public service deliverers?
- Identifying the cutting edge issues in HRM and L&D.

- Keeping track of changing donor priorities, particularly the impact of a change of government on DFID.
- Understanding our competitors.
- Trends in IT/web/social networking for sector.
- Remaining up to date on quality and accountability, and good practice initiatives.