

January 2009

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Talented theme

Talent management is the theme of People In Aid's third international HR conference on Friday 6 February 2009 in London, UK. For more information, see page 8, contact maduri@peopleinaid.org or check www.peopleinaid.org/events.

People In Aid gratefully acknowledges financial assistance within the past 12 months from: UK Department for International Development; Irish Aid; ECB (Emergency Capacity-Building Project); Mercy Corps USA; Oxfam GB; World Vision International; and Code-Implementing member agencies. Newsletter contents do not necessarily reflect the views and policies of People In Aid, its members or donors. Consultant Nick Cater caterpia1@yahoo.co.uk assisted with this newsletter. People In Aid is registered in England and Wales as a company limited by guarantee, no. 3772652, and a charity, no. 1078768.

Listen to the South

Like it or not, there remains a perception that humanitarian relief flows exclusively from the rich North to the poor South, and development programmes are typically done to those living in poor countries.

As with many perceptions, this may be based on more than an element of truth, as least in the past. However, People In Aid is one of a number of organisations that are concertedly pushing for the global South – a term used here to refer to countries classified by the World Bank as low and middle income - to be recognised for its valuable contribution to learning and performance improvement.

Challenging contexts often provide fertile ground for learning and innovation, though as many will attest, meaningful time to consolidate, embed or share the learning rarely materialises. Equally, those challenging contexts can be an incubator for talent, in that they play a formative role in shaping and equipping managers who can then build on that experience, perhaps

even going on to lead their organisations at some point in the future.

As it internationalises itself, part of People In Aid's focus is to establish a presence in three key regions that fit this typology, and from there, facilitate learning and nurture the existing capacity. People In Aid has prioritised East Africa, Central America, and the Pacific, and some of the experiences in this newsletter recount the challenges, the learning, and the shared successes of our work in Kenya and Vanuatu, where we have been inspired by the experience, insight and resourcefulness of local staff.

In a previous issue, this newsletter highlighted the runaway success of EPN online, the virtual, global HR forum for humanitarian and emergency HR managers at www.epn.peopleinaid.org. This vibrant online community continues to enable peer learning and support across the world in every compass

Turn to page 5...

Executive director Jonathan Potter writes ...

In a recent simulation run by People In Aid & the Headington Institute – see page 4 – we explored how an NGO's HQ and field office would respond to the abduction of staff.

We observed the extent to which staff issues were subordinated, primarily by the HQ, to communications and media priorities, legal and donor considerations, jockeying for authority, security procedures, and panic about their lack of preparedness.

Yet for NGOs and their leaders, staff care needs must be a major consideration in every decision. If donor reactions, fear of litigation or the media dictate priorities, that will affect field staff, their perception of their agency's competence, and perhaps their motivation and performance, as will scrambling to impose a security protocol.

How can staff care issues be kept to the fore? From the simulation, one solution would be to have both an HR and a staff care person on the crisis management team. Another would have the field staff continually assess their levels of stress and ability to perform, and tell their HQ.

Fundamentally, it would help to have everything prepared so staff know the security plans, such as evacuation procedures or the policy on ransom, and understand the procedures for incidents, including regular risk assessment, creating and training the crisis management team, and establishing partnerships, from embassies to the police.

With principle 7 of the People In Aid Code fully in mind, it was clear that whilst NGOs must tackle crises in ways that achieve organisational priorities; keeping the security, good health and safety of staff was paramount.

Crisis times focus

The turbulent times for humanitarian and development agencies were under discussion at the latest People In Aid members' forum.

More than 40 member representatives gathered in London for a roundtable discussion on how agencies were responding to the political and economic challenges they faced.

In what one participant called "frank inputs", informal presentations were given by British Council human resources director Anne Wozencraft, World Vision UK director of people and culture Richard Marshall, RedR chief executive Martin McCann and one of ORC Worldwide's global development sector consultants, Catherine McMenamin.

Four key questions were considered by the presenters and participants. People In Aid would welcome further views on these points so do email us or pick up the discussions in one of our online fora, for example at www.epn.peopleinaid.org :

- How is the dramatically changing political and economic landscape influencing strategic and operational plans for 2009 and beyond?
- What sort of response is being made in view of projected reductions in income and anticipated rises in costs during 2009?
- How is the HR function preparing for the challenges that lie ahead?
- What changes to the budgets for

AGM reviews the network

Alongside the forum, the People In Aid formal annual meeting reviewed finance, growth and member satisfaction.

The meeting also elected or re-elected five trustees: Brian Martin (Christian Aid), Ann-Marie Wilson (Medair), Simon Springett (Oxfam GB), Martin McCann (RedR), Simon Thompson (independent).

Members approved the changes to People In Aid's memorandum and articles of association to re-emphasise good practice in how such a network should operate and bring the organisation into conformity with the latest UK legislation.

A report from the treasurer highlighted the organisation's sound financial base, the chair discussed its governance system, and the executive director outlined the growing international reach of People In Aid, its role in facilitating learning and the benefits to members of

investment in learning and development are anticipated?

The theme of the members' forum was the "HR business partner", business guru Dave Ulrich's concept of HR staff as strategic partners to the operational elements of an organisation. In essence Ulrich affirms that HR should be defined not by what it does but by what it delivers. HR practitioners should: partner with the line in planning and strategy development; deliver administrative efficiency to reduce costs and maintain quality; champion employees and be an agent for change and transformation.

'How is HR preparing for the challenges ahead?'

A discussion using the world café technique - www.theworldcafe.com - and facilitated by Ed Griffin, an associate of the Roffey Park management development centre - www.roffeypark.com - asked participants to consider the relevance of the business partner model to humanitarian and development organisations.

Groups reflected on the competencies they deemed essential in order to be an effective business partner and agreed that credibility, empathy, a collaborative style of working, outstanding networking skills, and the ability to influence were of paramount importance.

certification through the Code.

The annual meeting also saw the strong results from the board's annual survey, with 57% of the membership responding, and 79.2% positive responses - agree or strongly agree - to a range of questions. Most other answers were "neither agree nor disagree" and primarily came from new members or new contacts.

Among the questions with the most favourable answers were: "I would recommend People In Aid to another agency", "the People In Aid Code is a valuable resource for our organisation" and "People In Aid provides output which is practical and grounded in reality".

Back next year

People In Aid's next AGM and members forum will be on 25 November 2009; contact info@peopleinaid.org if you want to attend.

Local salary survey pilot

Local salary surveys launched in more than 20 countries.

The pilot of LINGO - local national staff salary survey initiative for NGOs - was launched by People In Aid in September 2008, in partnership with ORC Worldwide, the Birches Group and InsideNGO.

So far, more than 280 individual country subscriptions have come in from more than 70 participating organisations.

The pilot covers well in excess of 30,000 employees, and ORC Worldwide's Curtis Grund, its global development sector consulting group vice president, hoped the pilot would set the stage to identify high-quality local market data for international NGOs.

He added that the pilot "proves the value of a collaborative effort: sector-driven with experienced professional services firms as partners", while InsideNGO's Marie McNamee emphasised the need to provide affordable, local salary data.

People In Aid HR services director Ben Emmens said: "This is a very exciting and overdue initiative which responds to a clear need for robust, accurate salary data for local staff. We're delighted to be working with ORC Worldwide and the Birches Group - leading experts in 'not for profit' reward - and InsideNGO, a US-based membership organisation."

The survey has been shaped by an international steering group of CARE, CRS, Habitat for Humanity, IRC, IUCN, The Leprosy Mission, Oxfam, Plan, Save the Children and World Vision.

Data collection is being led by Birches Group's Warren Heaps, and final results of the pilot will be delivered during January and February.

For details, email lingosurvey@orcww.com, and to follow the pilot's progress, visit <http://dynasurv.orcww.com/LINGO2008/LiveAUS.asp>.

People In Aid's special interest group on reward now has its own dedicated and secure area for resources, contact information and details about its activities. Members can visit: www.peopleinaid.org/groups/reward Contact: ben@peopleinaid.org

People In Aid heads for India

People In Aid has been listening to the needs of agencies in both India and Nepal, and inviting them to join its growing worldwide network.

Recent missions in Asia have been assessing the wide range of issues faced by agencies and their HR specialists, as well as the need for the People In Aid network and the Code of Good Practice.

Rekha Rajkumar, People In Aid's Human Resources Services Manager, visited India for a series of networking meetings and workshops, and then travelled to Nepal in January to talk with existing members and make contact with other organisations and networks.

The mission to India took in Delhi, Ahmedabad and Mumbai and included a workshop with a HR personnel network of prominent INGOs and NGOs, coordinated by Christian Aid.

HR personnel at the Delhi workshop were asked to list the main challenges they faced. They identified recruitment of the right people, retaining the best staff, stagnation in the absence of a career

'Demands for accountability require professionalism'

growth plan for staff, the role of HR as opposed to personnel, HR as a business partner, and the lack of strategic value given to HR development.

Africa workshops explore strategy and capacity

People In Aid has staged a suite of three workshops on people management in Nairobi, Kenya.

The People Management Programme was organised in association with the Nairobi-based Interagency Working Group.

Each of the workshops attracted more than 30 participants, including human resource managers and directors, regional and country representatives, health officers and finance managers.

The workshops incorporated presentations on HR strategy and HR functions from ACORD, Kids League, IFRC, Christian Aid, and - see details on pages 4-5 - both Christian Mission Aid and World Vision International.

The workshop on HR strategy ended by asking participants to agree a "Do and Don't" list. Essentials included: getting



Indian introduction - agency participants at a People In Aid workshop discuss the challenges they face and how the Code could help improve staff management

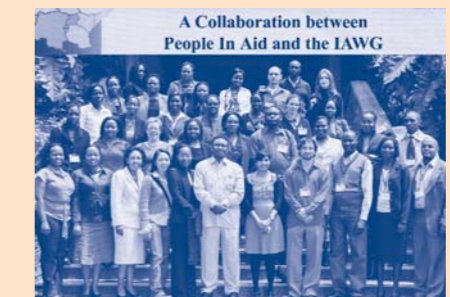
As well as Ahmedabad-based People In Aid member All-India Disaster Mitigation Institute, Rekha met VANI, PRIA, Credibility Alliance, Chetna India,

'Indian agencies' HR practices could improve'

DASRA, Unnati, SEWA (Ahmedabad), Ratan Tata Trust, and Plan India.

Also on the itinerary were institutions like the Tata Institute of Social Sciences to discuss further collaboration and meeting with a number of HR consultants.

Almost all the organisations visited felt that Indian agencies' HR practices could improve, and there were suggestions that the growing demands for accountability require raising the level of professionalism.



ownership and buy-in, linking HR planning with the overall agency strategy, ensuring it reflects the local context, documenting the lessons learned, employing clear communications, to be simple, clear and flexible, to be ambitious and visible and find the resources to achieve success.

The workshop on building HR capacity asked HR practitioners their thoughts and experience on how best to work with line managers.

The opportunity for a network like People In Aid for HR support in India was universally welcomed, and applications for membership has since been received from Indian agencies.

Mallinson move

Christine Mallinson has left People In Aid after six years of dedicated service to our mission. Most of our members will remember her as their first contact with People In Aid; and the quality of our output, such as publications, EPN and other conferences, other learning events, the website, and much else, owed much to her work. We wish her well in her future career.

Key points included understanding what line managers do and their challenges, to offer continuous support and guidance, involve line managers in developing policies, coach and mentor managers, build their trust, and to be reliable, consistent, transparent and approachable.

The workshops and presentations were well received, with one participant remarking that the Christian Mission Aid case study "gave me new ideas and a brazen approach to finding out info on HR effectiveness".

Another felt that the HR strategy workshop was a chance to learn "how to create a simple, effective strategy involving all".

For the detailed outputs from the workshops or for queries on running such workshops near you, contact Maduri@peopleinaid.org.

Study finds HR gaps



Monica Ndungu: Challenges identified

A study of staff understanding and attitudes in a small-scale agency operating in Africa has identified a range of opportunities and gaps for human resources management.

Cross-denominational non-profit Christian Mission Aid (CMA) was founded in 1986 to work on African development projects. Aiming to meet the spiritual and physical needs of communities in Africa, its 54 employees work in field locations in Sudan, Uganda and Kenya.

But having been too small for its first 10 years to have a personnel officer has left its mark in concerns about training, structure, turnover, motivation, welfare and communications that were discussed in a presentation to the October People Management workshops in Nairobi by CMA human resources manager Monica Ndungu.

She outlined how the study examined staff understanding of the role HR could play in the agency's development, and reported that staff were generally appreciative of its work, from offering a mediation channel to appraising performance, but perceived it as having mainly administrative functions rather than strategic or managerial.

The study identified a gap in HR involvement in strategic planning and a lack of HR skills in line managers, as well as a perception of staff as a "cost to be contained" rather than an investment to bring higher returns.

Monica said other challenges included HR staff lacking full authority over routine functions, such as hiring, deployment, promotion, training and salaries.

As well as recommending that HR programmes be integrated into the business strategy through top management, the study suggested increasing HR skills in all areas, such as training managers to understand and strengthen HR management to improve employee satisfaction and performance by treating staff as a valued investment.

Keeping staff support central in a crisis requires effective planning and systems

Fast-expanding communication challenges in a crisis can sideline staff needs unless agencies prepare well and have good systems in place, a People In Aid conference has shown.

Combining a staff care conference and crisis simulation of an agency kidnapping, the event in Washington DC was organised by People In Aid and the Headington Institute.

Attended by close to 40 people from around the world, including Indonesia,

'One staff member locked himself in a hotel room and had a breakdown'

Ethiopia, Sudan and the Middle East, the simulation and subsequent learning sessions were an opportunity for participants to consider staff care issues during and after a crisis while remaining within a safe learning environment.

As the scenario unfolded, small groups worked through the simulation content and endeavoured to overcome tensions between the exercise's head office in Washington DC and its field office in Kabul.

After the simulation, facilitated by Security Exchange, many participants remarked on how quickly and easily staff care issues were pushed to one side as funding, donor, media and legal pressures grew.

With input from John Fawcett, deputy director of wellness at Save the Children US, the event was led by People In Aid director of HR services Ben Emmens and Lisa McKay, director of training and education at the Headington Institute.

Lisa McKay said: "It really brought home to me how the communication challenges multiply exponentially in a crisis situation.

"We had to figure out not just whether or how to dialogue with kidnapers, but also

'Staff care issues were pushed to one side as funding, donor, media and legal pressures grew'

how and what to communicate with the media, family, a multi-national staff team, donors, our own field office – including one staff member who'd locked himself in a hotel room and had a breakdown. In those sort of situations you need to know what to

do, or who to turn to for sound advice."

John Fawcett reflected that "SCUS has made staff support a core component of operational planning and capacity building".

"The staff support simulation process at the conference provided our staff with the

'You need to know what to do, or who to turn to for sound advice'

opportunity to practice staff support in a realistic environment. The showcasing of emerging good practices will enhance the future development of staff support protocols within SCUS."

The conference opened with a keynote from Reuters News global head of learning, Martin Langfield, and Kate Nowlan, CEO of the Reuters News employee assistance provider CiC.

They discussed the steps Reuters has taken with CiC to equip its front-line journalists with the skills and confidence to deal with trauma and staff care issues. In addition to a well resourced trauma support website, Reuters journalists have

access to a confidential 24/7 support helpline.

One participant said they found the whole process a real "eye opener" and others suggested it illustrated the disconnect between head office and field approaches to staff care. The overwhelming majority reported they found the experience extremely useful, judging that it would have a significant impact on their team or organisation.

Reflecting on the event, Ben Emmens praised the participants for their "huge contribution" and thanked OFDA (the Office

'Communication challenges multiply exponentially in a crisis'

of US Foreign Disaster Assistance) for generously supporting the event by making its Arlington training facility available for the symposium.

People In Aid and the Headington Institute plan to run further staff care simulations during 2009, contact info@peopleinaid.org for more information

'Leader' delivers

The role of HR is being re-defined and its contribution re-channeled to grow and sustain changing capacity, according to World Vision International (WVI).

Giving a presentation to the People Management workshops in Nairobi, WVI's Jacqueline Rugayo sets out their functional goal as integrating effective people practices while nurturing the agency's cultural "DNA".

That DNA ranges from cost-effectiveness and sound stewardship to effective strategies and impactful initiatives, respect, development and care, nurturing Christian community and values.

To build world class people, WVI identifies its LEADER strategic priorities:

- Leadership - Building leadership capability across World Vision is critical and fundamental to our mission.
- Engagement - Support the wellbeing and engagement of front line staff.
- Accountability - Smart processes and systems to link it all together.
- Depth of talent - "Talent pipeline", building the next generation of talent.
- Execution and Rigour - Follow proven organisational disciplines to deliver sustainable results, fast, focused and flexible.

Listen to the South

... from page 1.

combination, whether North to South, South to North, South to South or North to North. Ultimately, labels like North and South cease to have meaning, as technology acts as a leveller, encouraging active participation by colleagues everywhere as equals.

Practically speaking, the current economic downturn may well mean that there is a huge amount those in the North can learn from those in the South. Recently, People In Aid heard from an HR manager in India who was sharing their sustainable ways of working and novel ways to cut costs. She highlights - see page 6 - the turnaround among highly-skilled professionals from top technical and management schools, who are taking interest in community development and volunteering their services.

Perhaps there is a silver lining to the downturn, after all; as in India, People In Aid's recent UK forum heard stories of professionals leaving city jobs and seeking work or volunteering opportunities in the humanitarian and development sector.

Pacific explores psycho-social care

A psycho-social forum has been organised for emerging aid and development managers in the Pacific using culturally sensitive ways of learning.

The forum in Port Vila, Vanuatu, was organised by Antares Australia with support and participation from People In Aid and the backing of AusAid and Oxfam International.

The three-day forum was held in the Chief's Nakamal or traditional meeting place in Port Vila, where People In Aid director of HR services Ben Emmens gave presentations on the Code of Good Practice and facilitated workshops on People In Aid's HR audit tool.

More than 40 participants from Vanuatu, the neighbouring states of the Solomon Islands, Papua New Guinea and Fiji, New Zealand and Australia came together to share their experiences in supporting staff in extremely challenging environments, and



Nosara not café: forum participants said the the cultural context and setting was important for effective learning to ensure better staff wellbeing

to learn about good practice in staff management, staff care, and psycho-social wellbeing.

The forum featured interactive learning sessions using the world caf_ technique, re-

imagined as "global nosara" for the local context, stimulating input from local theatre companies, and presentations from the Inter Agency Standing Committee, Antares Netherlands, Oxfam, World Vision and many others.

A wide range of HR practices and approaches were shared: participants benefited from the examples of good practice recruitment, performance management and training given by the well structured and resourced public sector institutions, and were challenged by the somewhat 'ad hoc' approach of the small indigenous organisations, and the physical challenges of managing staff consistently across different islands and in different cultural settings.

The cultural context and setting was important to the participants. One of them reflected that the sequence of sessions

"was good – it meant that the internationals understood the problems here, what we are, what we are up to ... after that, they approached us in suggesting ideas that are more relevant".

Another participant said: "It is good to promote a way of learning that suits our culture – e.g. pictures, discussions; less powerpoint."

The forum gave the participants an opportunity to review their staff support systems, hear about good practice being implemented by peer agencies, and reflect on how best to introduce effective and inclusive systems of staff care and psycho-social support.

For People In Aid, the forum was a rich networking and learning experience, and it is clear there is an ongoing need for the materials and resources being developed.

VIEW FROM: Paromita Thomas

Name, job, agency, role: Paromita Thomas, Country Head – Human Resources, HelpAge India.



Paromita Thomas: 'Take responsibility'



How your agency views HR: Very, very important – included in the executive committee since 2006.

How your organisation uses the Code: Implementing some of the code in the new revised manual.

Your agency's biggest challenges: Attracting and retaining the right people, compensation levels, leadership development and succession planning.

Your HR priority in 2009: We are embarking on a strategic plan for the next five years. The primary HR priorities are to assess our current capacity with competency mapping and skills inventory; improve compensation levels for the deserving; tighten performance assessment; conduct relevant and robust training and development workshops; and reorganise work units to be more efficient.

What can be learnt from agencies in India: First, the innovative low cost solutions/techniques to alleviate local issues, like solar cookers, bio-gas plants, micro-hydel plants, that are very indigenous in their nature.

Second, unlike the foreign grants in aid programmes, where you just give grants to immediate problems and then walk away, which leaves the system highly unsustainable, Indian agencies are developing more and more community-based sustainable self-help initiatives, such as for women, children and elderly. This huge learning exercise goes a long way to reach and empower

all age groups. In HelpAge India, we have developed the Elders for Elders (EfE) movement in tsunami-affected areas. The success of this is being replicated to other regions as well.

Thirdly, highly-skilled professionals from top technical and management schools are taking interest in community development and offering their services (voluntarily). They are taking sabbaticals from their current high-profile jobs and encouraging volunteerism of a very high and skilled calibre. This was not so common 10 years back in India.

Greatest HR frustration: Nothing is "frustrating" in HR. It is easier to handle HR issues as there is a face at the end of the problem. What sets HR back a bit are budgetary constraints and donors/stakeholders not recognising that there is a cost to a service delivery.

To succeed in HR: Be sensitive to the cause (whatever it may be), take up responsibilities other than designated ones ... go beyond the call of duty.

Paromita Thomas, the CV: HR for WWF India and for a bank and investment company.

DEAR HR: George Mukkath, FARM-Africa



George Mukkath: 'Learn from colleagues'



Name, job, agency: George Mukkath, director of programmes, FARM-Africa.

Biggest agency challenges: Generating income in the current economic climate and recruiting/retaining talented staff.

How HR helps: Working hard to ensure we recruit and retain excellent staff. One of the ways they do this by offering flexible working patterns, understanding the need for work-life balance. They also regulate the appraisal process, ensuring that both successes and difficulties are recognised.

What others could learn from FARM-Africa: Keeping current salaries in line with the market rates, by subscribing to and taking part in salary surveys. Ensure that any new opportunities or positions that arise in the organisation are advertised internally and internal applications are sought after – promotion paths need to be clear. Offer competitive annual leave and pension allowances.

To succeed as an INGO manager: Believe in the vision and mission of the organisation as this provides not only inspiration but also stirs your creativity. Learn from colleagues and associates.

At Plan International for seven years, as programme director over its 43 country programmes and then deputy international executive director, he promoted technical competencies, rolled out the monitoring and evaluation system, and oversaw its strategic plan process.

Martin's main reason for wanting to join the trustees of People In Aid is that he considers the network to be an extremely important component of the international NGO community.



Martin McCann: Worldwide work

seven years working in sustainable development, and helped reshape the then ITDG.

BOARD PROFILE: Martin McCann redruk

Board member Martin McCann is chief executive of RedR.

As both a staff member and consultant, Martin has worked across the world for a range of international development agencies in the field and at HQ.

Starting as a Canadian overseas volunteer in the Nigerian rainforest in a small village without electricity or piped water, he took an MA at the University of East Anglia, lived in South East Asia for

Member profiles

Muslim Aid

Muslim Aid is a UK-based relief and development agency established in 1985.

Working in more than 70 countries, Muslim Aid has field offices in Bangladesh, Bosnia, Cambodia, Gambia, Indonesia, Iraq, Kenya, Lebanon, Pakistan, Somalia, Sri Lanka and Sudan.

The agency works with all in need, regardless of their race, religion, gender, nationality or political opinion.

Whilst responding to emergencies is one of their major priorities, Muslim Aid also works on strategic programmes to eliminate poverty that focus upon:

- Education & Child Support
- Shelter & Construction
- Water & Sanitation
- Healthcare and Nutrition
- Economic Empowerment

As well as practical help, Muslim Aid assists communities in examining the causes of poverty and in advocating for a more just society and a sustainable future.



Committed to a partnership-based approach to poverty eradication and empowerment, Muslim Aid's network of partners covers most of the countries it works in, while the number of community-based humanitarian organisations which it works is constantly growing.

Muslim Aid has joined People In Aid because it is committed to humanitarian principles, standards and behaviour and membership will be a useful reference to benchmark and improve its people management practices at home and abroad.

Information: www.muslimaid.org.

SCIAF

The Scottish Catholic International Aid Fund is the official aid and international development charity of the Catholic Church in Scotland.

SCIAF's vision is of a world "in which all people especially the poor and oppressed have the opportunity and the means to live life, and live it to the full".

Set up in 1965 by the Catholic Bishops of Scotland, in its first 40 years SCIAF raised over £65 million from the generosity of many thousands of Scottish supporters.

From its headquarters in Glasgow, SCIAF supports over 100 projects in more than 20 countries across Africa, Asia, and Latin America, helping some of the world's poorest people, regardless of religion, to work their way out of poverty.



SCIAF helps communities by supporting long term programmes to alleviate poverty in areas of conflict, city slums and rural villages.

The main focus areas of SCIAF's development work are livelihoods, HIV/AIDs and peace-building, SCIAF also responds to humanitarian disasters, such as the Burmese cyclone and the conflict in Darfur, with emergency provisions and sustained support.

In Scotland SCIAF campaigns to address the underlying causes of global poverty and injustice, such as unfair trade and debt, by lobbying governments, businesses and international organisations to bring about long term positive change. SCIAF also has one of the largest education programmes in Scotland, speaking to over 30,000 young people each year. The organisation supports Catholic and non-denominational schools by speaking at assemblies, running global citizen workshopss and providing in-service training for teachers.

SCIAF is an active member of many coalitions, including the Caritas Internationalis, the worldwide network of 163 Catholic aid agencies, the Network of International Development Organisations in Scotland, the Global Call to Action Against Poverty, the Trade Justice Movement, and Stop Climate Chaos Scotland.

SCIAF has become a member to access information on best practice and utilise the services that People In Aid provides, such as networking events, training and the sharing of resources. In time, SCIAF hopes to measure itself against the People In Aid Code of Practice with a view to gaining this quality standard.

Information: www.sciaf.org.uk.

Peacebuilding UK

The Centre for Peacebuilding and Community Development - known as Peacebuilding UK - is a UK charity that has been conducting humanitarian work and building local capacities for peace since 2004.

Working primarily in the North Caucasus region of the Russian Federation, Peacebuilding UK aims, with local partners, to assist people whose lives have been affected by more than a decade of war, instability and human rights abuses, and to develop the necessary conditions for peace, development and reconciliation.



Among the projects assisted by Peacebuilding UK is the "Little Star" programme, in which a team of local psychologists have provided psychosocial rehabilitation for around 1,300 young

people in Chechnya each year since 1997 with creative workshops, simulation games, individual consultations, and support work with parents and teachers.

A legal aid centre in Grozny aims to bring cases to the European Court of Human Rights in an effort to correct abuses within the Chechen criminal legal system, and to offer legal counselling to clients, while other projects include the reconstruction of schools in Chechnya, and long-term support to the "Daimohk" children's dance ensemble.

A North Caucasus-wide youth peacebuilding network promotes dialogue, understanding and reconciliation through training in conflict resolution, tolerance and peacebuilding, and by bringing young people and other groups from different regions together for round tables, camps or joint projects.

Peacebuilding UK's main local partner is the Russian charitable fund, the Centre for Peacebuilding and Community Development, which has offices in Chechnya, Ingushetia, North Ossetia, Kabardino-Balkaria and Dagestan, and employs around 25 people.

According to Peacebuilding UK, joining the People In Aid network provides it with access to a wealth of expertise in supporting workers and building a more effective human resources framework, both overseas and in the UK.

Information: www.peacebuildinguk.org.

Events and resources

International HR Conference; Talent Management, 6 February 2009, London, UK

Bringing together leaders from international NGOs, directors in the field and other sectors, People In Aid's third International HR Conference is on the theme of talent management. As well as networking opportunities, the day will explore the changing context of managing talent globally and strategically, how to identify, support and retain talented people, and case histories of current agency practice. Information: maduri@peopleinaid.org.

Planning and Developing an HR Strategy, 28th April 2009, Sydney, Australia

Aimed at staff with a responsibility for human resources, topics include what an HR strategy can achieve. Information: lucy@peopleinaid.org.

People Management for Line Managers, Thursday 30th April and Friday 1st May, Sydney, Australia

An opportunity for development and relief line managers to build understanding and skills in people management. Information: lucy@peopleinaid.org.

Briefing, debriefing and supporting staff, 17-18 February 2009, London, UK

Participants can enhance their skills and increase their confidence to provide effective briefing, debriefing and support through trauma or stressful situations.

Facilitating Change; Strategies and Tools for Humanitarian Organisations, 13-15 May 2009, Gatwick, UK

In tough times, humanitarian agencies need new skills to be run effectively. Bringing together the best in real-life experience and practical tools for facilitating change, this event will include approaches to recruitment, organisational restructuring, learning processes and employee engagement. Cost: £325, if paid before 1 February, or £375.

Save the date

People In Aid's 2009 AGM and members' forum will be on 25 November in London.

Information, booking:
info@peopleinaid.org
www.peopleinaid.org
 +44 (0)20 3095 3950

Online resources

New and updated policy guidelines, developed from agency policies donated to the Policy Bank, have been uploaded to www.peopleinaid.org/resources/publications.aspx.

A new groups area for HR practitioners has been launched at www.peopleinaid.org/groups/hr.

Items added to the People In Aid site include the briefing paper "Personnel Management in Iraq": www.peopleinaid.org/pool/files/publications/personnel-management-in-iraq.pdf.

And the paper "Burnout: Why do people suffer, and why do international relief workers suffer more than domestic response workers and first responders?": www.peopleinaid.org/pool/files/publications/burnout,-susan-macgregor-april-2008.pdf.

The UK occupational standards for Management of Volunteers can be downloaded at www.ukworkforcehub.org.uk/mvnos08.

Offering or seeking a job in HR?

Members can find the online specialist service for human resources jobs launched by Changeboard in partnership with People In Aid at www.peopleinaid.org/hrjobs or email ben@peopleinaid.org.

Join People In Aid!

Joining People In Aid – the global network of relief and development agencies committed to good practice in the support and management of their staff – offers many benefits, including:

- Information: we try to find answers to questions about policy, practice, training, recruitment or anything linked to HR management.
- Data exchange: we help members share information, e.g. policies.
- Website members' area: this holds exclusive and valuable material.
- Discounts: members save on all workshop fees and publications.
- Networking: potential to become involved in working groups and network at special interests groups, workshops, conferences and other events.
- Support: we'll help you implement the Code of Good Practice.

In addition to improving the effectiveness of your programmes, your staff will be pleased to know that you are joining People In Aid, and donors are taking an increasing interest in matters of quality and accountability.

We are sure you will benefit from membership, whatever your organisation's size, structure or location. There are three categories of membership:

- **Full** – operational agencies, primarily not for profit organisations, actively involved in international relief and development work.
- **Associate** – other organisations supporting the aims of People In Aid that wish to share in our output.
- **Multilateral/International** organisations keen to contribute to the sector.

Quality marks: Two quality marks are now awarded by People In Aid in response to increasing calls for certification. The first requires members to show evidence of their commitment to good

practice: the criteria are explained on www.peopleinaid.org/code/implementation.aspx.

Members implementing the People In Aid Code, using the externally-assured social audit process, will be awarded a further quality mark to show stakeholders (staff, donors, beneficiaries and more) their commitment to improving the way in which they manage their people. Implementing agencies are asked to pay a contribution in addition to the membership fee.

Annual membership fees from 1st April 2007:

• Full Members	
High income countries* with income: £ (GBP)	
Under 500,000	150
Between 500,000 – 1,000,000	300
Between 1,000,000 – 5,000,000	450
Between 5,000,000 – 25,000,000	650
Greater than 25,000,000	700

All other countries with income: \$ (USD)	
Under 3,000,000	100
Over 3,000,000	150
Discount if paid by INGO partner: 25% less	

• Multilateral/International Organisations	£ (GBP)
	2,000
• Associates	
Income under 5,000,000	250
Income over 5,000,000	300

BENEFITS	Full/multilateral	Associate
Code implementation	Support provided	n/a
Quality marks	Eligible	n/a
Copies of Code of Good Practice	Multiple free copies	Up to 15 free copies
Members' area on website	Access	Access
Workshops	Discounted rate	Discounted rate
Publications	Free or discounted	Free or discounted
Quarterly newsletter	Free	Free
Members' Forum	Invitation	n/a
Annual General Meeting	Access and voting rights	n/a
Representation on People In Aid Board	Allowed by our constitution	n/a
Updates on issues, resources etc.	Regularly	Regularly

Contact People In Aid at:

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