

People In Aid

Membership Survey

November 2008

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November 2008

1. Summary

People In Aid commissioned an independent consultant to conduct a 'light touch' annual survey to ask members of People In Aid to measure the impact and effectiveness of their performance against the key performance indicators.

1.1 Participants

A web based survey was sent to 129 members of People In Aid, in mid October and closed on 5th November 2008.

71 members participated in the survey representing a response rate of 55%.
63 of the respondents are full members and 8 are associate members

1.2 Responses to KPIs:

Degree of Participants' Agreement with the KPIs

No.	Key Performance Indicators	%	
1	I feel well treated as a member	85	
2	People In Aid listens to my views and needs	71	
3	Information and Training resources anticipate and are relevant to my needs	75	
4	People In Aid's work has caused us to place more emphasis on people and management issues	57	
5	The code is a valuable resource for our organisation	82	
6	Membership is good value	75	
7	I would recommend People In Aid to another organisation	88	
8	I believe People In Aid provides output which is	practical and grounded in reality	91
		of high quality	84
		relevant to our HR needs	81
9	I believe People In Aid helps us to improve and build capacity in human resource management	71	
10	I believe People In Aid provides effective co-ordination and knowledge sharing within the sector	82	
11	I believe People In Aid provides a forum to stimulate new ideas and innovation in human resource management within the sector	80	

Overall comments are very positive, with most responses falling into the 'agree' category. The results show that the majority of respondents feel that they are treated well; information and resources are relevant; that the Code is a valuable resource, People In Aid are to be recommended; are practical and grounded in reality, of high quality and relevant and provide effective co-ordination and knowledge sharing, whilst providing a forum for new ideas and innovation.

- Slightly less respondents – 71%, agreed that People In Aid listen to them, but it should be noted that 29% of the respondents answered neither agree or disagree to this question. Also 71% of respondents thought that People In Aid helps them to improve and build capacity in HR management, but 26% responded with neither agree or disagree.
- There is an increase in respondents' answers to KPIs 5 and 11 from last year. In 2007, 75% confirmed that they believe that the People In Aid code is a valuable resource and this year this rose to 82%. Plus respondents also confirmed that they believe People In Aid provides a forum to stimulate new ideas and innovation, rising from 74% last year to 80% this year.
- Some cause for concern could be that only 57% of respondents indicate that 'People In Aid's work has caused them to place more emphasis on people and management issues', with 33% neither agreeing nor disagreeing. This compares to 63% from last year. There is also a drop in the numbers who would recommend People In Aid to other organizations from 100% to 88%.

1.3 Alternative contact details in programme offices:

Members were asked for the first time to supply two contact details of people from their programme offices who might know about People In Aid – 100% responded with one contact name and 73% responded with 2. This information will be used later in the year and to get an opinion about the effectiveness of People In Aid, from programme offices.

1.4 General comments:

Members were also asked to give general comments on People In Aid. These comments show appreciation for the resources and the support that is available and the network opportunities provided; there is some frustration that these are often London based; but a recognition that the materials and resources are of a high quality and are communicated well. Some difficulty with the website was expressed and a request for greater flexibility with validation is requested. There was also a desire for greater cross sectoral thinking.

1.5 Issues:

Issues raised in last year's report around geographic scope, networking and impact in the Humanitarian sector, impact for members and rates of participation in the survey are further discussed, in view of the findings from this survey.

2. The Survey

2.1 Objectives of the survey

This survey was undertaken as part of People In Aid's 'independent, external, and annual evaluation of its impact and effectiveness (or 'performance'), i.e. independent experts eliciting higher level feedback from a much wider group of stakeholders. '

The main purpose of this evaluation is for People In Aid to be accountable to its Board of Trustees and to the People In Aid members.

People In Aid must be able to determine the impact, effectiveness and value of all events and resources attended and used by member/non member organisations and individuals. This is essential for People In Aid to maintain and continually improve the quality of their service, their responsiveness to the needs of their users (content and method) and their ability to successfully secure future funding (taken from 'Evaluation of People In Aid Resources paper)

2.2 Methodology and Participation

Given that a full and thorough evaluation was conducted last year in 2007 by the consultants Dara, it was agreed that this year, the survey would be 'light touch', conducted via an on line web based survey. This survey was structured by measuring members' responses to the People In Aid key performance indicators (KPIs) – see appendix 4.1) as conducted in previous years.

As at October 2008, there were **137** members of People In Aid, - 119 are full members and 18 are associate members.

The survey was sent to 129 members of People In Aid, and 8 organisations (7 full members and 1 associate member) were not sent the survey because no contact details are held for them.

The timeframe for this was:

- Survey sent on 15th October 2008
- Reminder sent on 28th October 2008
- Final reminder sent on 3rd November 2008
- Follow up phones calls encouraging members to fill in survey (total of 28) done on 4th November, 2008
- Further emails (total of 39) addressed directly to contact persons sent on 4th and 5th November 2008
- Survey closed on 5th November 2008

71 members participated in the survey representing a response rate of 55%.

63 of the respondents are full members and 8 are associate members

3 apologies were received and a number of attempts were made by representatives of organisations to complete the survey on behalf of the absent contact person, but 3 organisations felt that they didn't have adequate information.

A list of current members and participants in the survey can be found at appendix 4.2.

In spite of considerable effort, the response rate that the People In Aid Board had hoped for of 70 to 90% has not been reached. It is also lower than last year's response rate of 60%, though the timeframe of last year's evaluation was extended by another three weeks to encourage more responses. However, this year's survey has a higher response rate than in 2006 when the response rate was 30%.

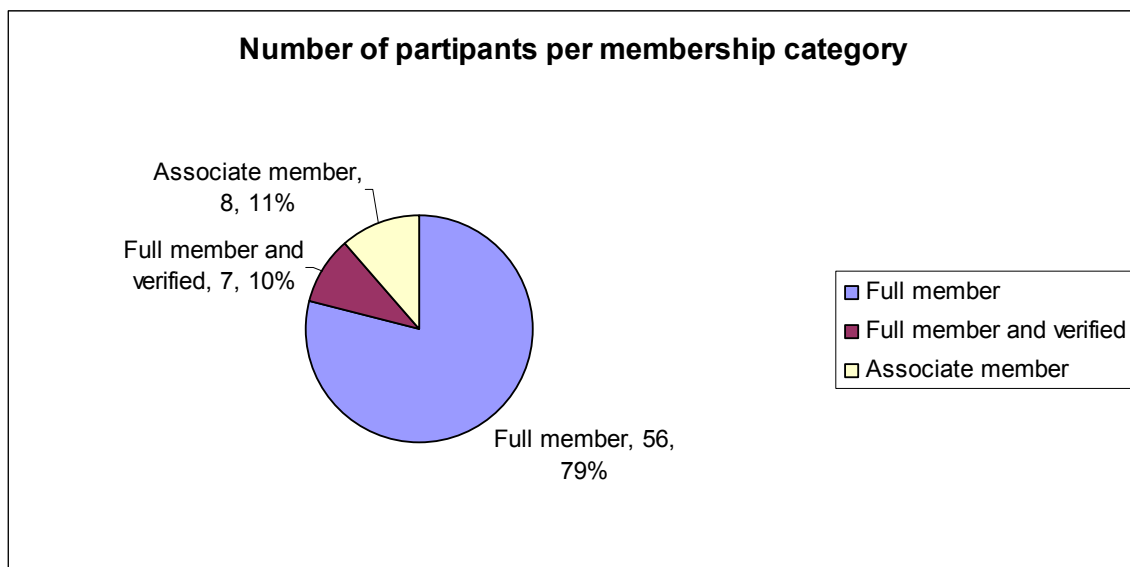
The results show that comments are positive against the KPIs, but given that 45% of members have not responded to the survey there is of course a danger that the results are not a full representative of members' views.

2.2.1 Scope of Members' Category

Seven members have been verified, and with 7 responses this resulted in 100% response rate amongst members with verification, the same as last year's.

Full members without verification, showed a decreased response rate of 50% compared to 57% last year.

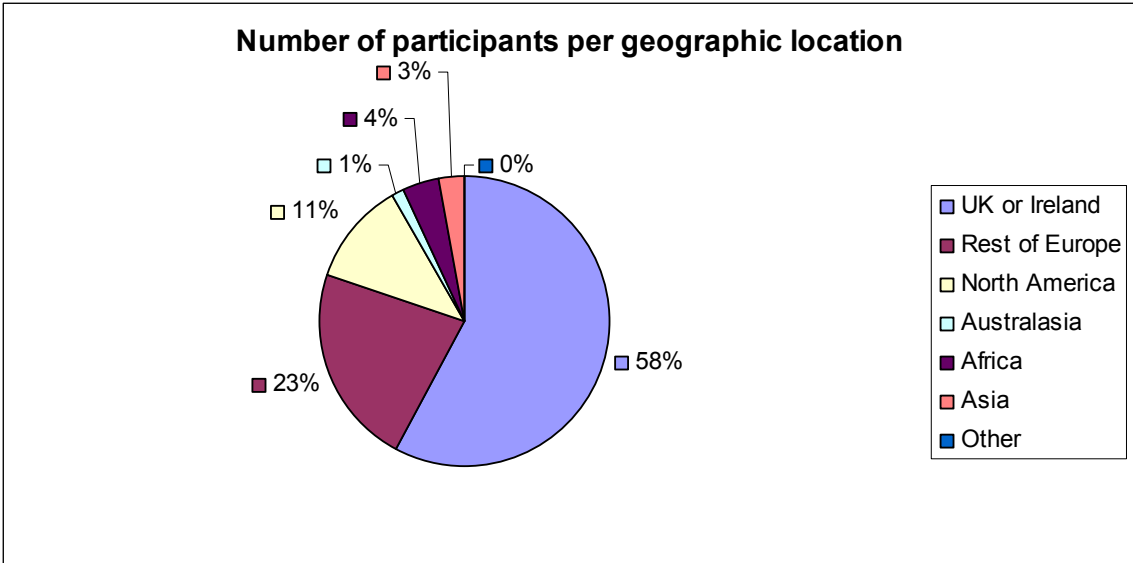
The response rate amongst Associate members improved this year and is 47% and last year was 33%.



2.2.2 Geographical scope

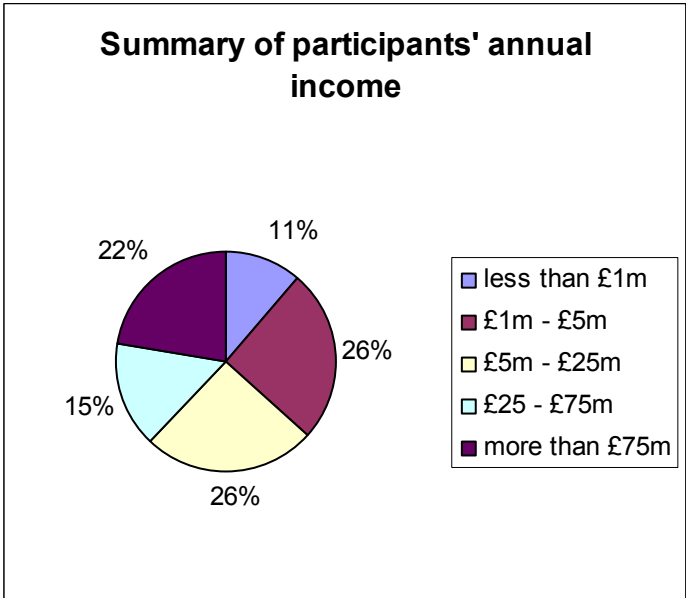
There is some change in geographical scope and People In Aid remains a primarily European based organisation with some increase in membership from outside of Europe. The membership list to date shows that 33 of People In Aid's members are from outside of Europe, resulting in 76% of members having their headquarters based in Europe. Compared to last year's membership base within Europe which was 87%.

Participants in the survey represent 81% from organisations based in Europe compared to 76% last year.



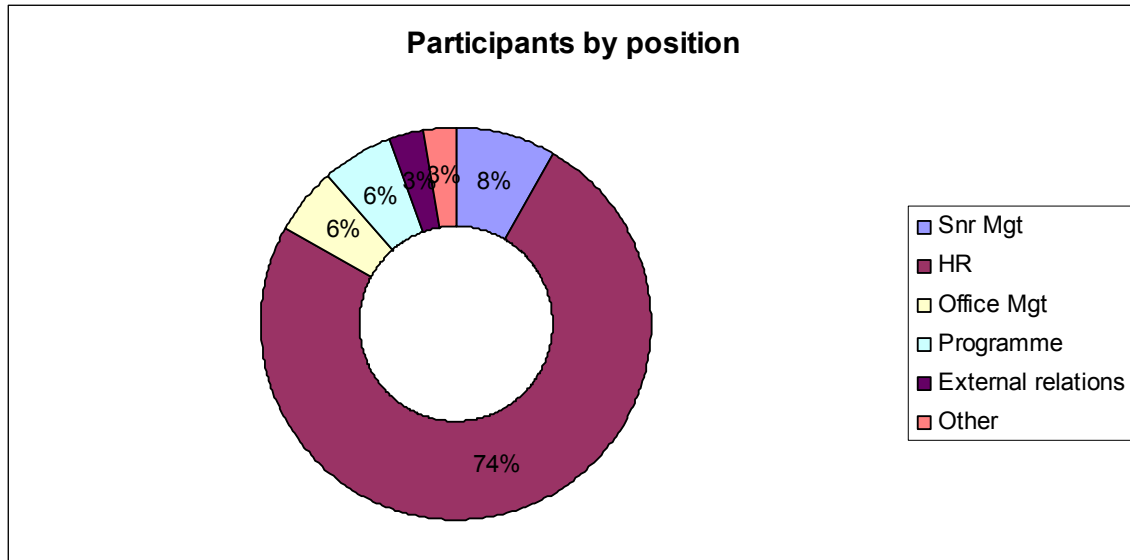
2.2.3 Scope of Income

The following chart shows the distribution of income amongst the participants – showing a smaller percentage of responses from organisations with less income.



2.2.4 Scope of participants and their internal positions

Invitations to respond to the survey were sent to the primary People In Aid contacts for each organisation. The categories below show the different position categories of respondents, showing a much higher percentage from HR professionals this year.



2.3 Findings

The goal of this survey is to analyse what members think of the performance of People In Aid and therefore give some indication to the People In Aid Board about what they should focus on to improve overall effectiveness and impact.

The table below shows the percentages of positive responses (those that indicated agree or strongly agree against each Key Performance Indicator). See appendix 4.3 for a comparison against results in 2006 and 2007.

Degree of Participants' Agreement with the KPIs

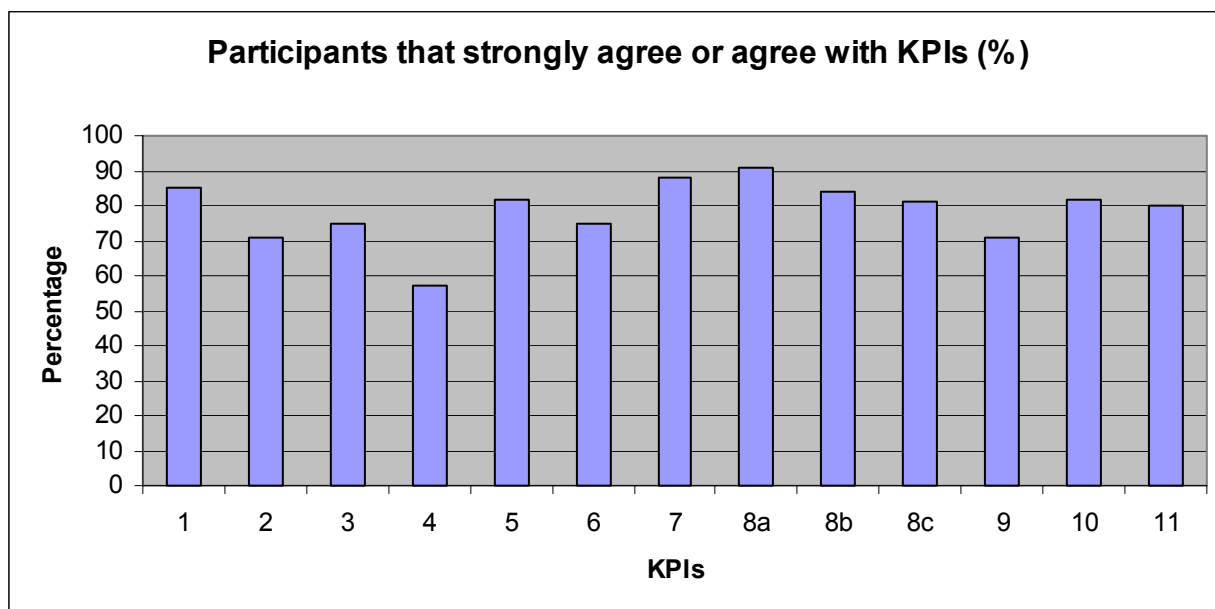
No.	Key Performance Indicators	%	
1	I feel well treated as a member	85	
2	People In Aid listens to my views and needs	71	
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		of high quality	84
		relevant to our HR needs	81

No.	Key Performance Indicators	%
9	I believe People In Aid helps us to improve and build capacity in human resource management	71
10	I believe People In Aid provides effective co-ordination and knowledge sharing within the sector	82
11	I believe People In Aid provides a forum to stimulate new ideas and innovation in human resource management within the sector	80

Overall comments are very positive, with most responses falling into the 'agree' category. The results show that the majority of respondents feel that they are treated well; information and resources are relevant; that the Code is a valuable resource, People In Aid are to be recommended; are practical and grounded in reality, of high quality and relevant and provide effective co-ordination and knowledge sharing, whilst providing a forum for new ideas and innovation.

- Overall, slightly less respondents, 71%, agreed that People In Aid listen to them, but it should also be noted that 29% of the respondents answered neither agree or disagree to this question. Also 71% of respondents thought that People In Aid helps them to improve and build capacity in HR management, but 26% responded with neither agree or disagree.
- There is an increase in respondents' answers to KPIs 5 and 11 from last year. In 2007, 75% confirmed that they believe the People In Aid code is a valuable resource and this year this rose to 82%.. Plus respondents also confirmed that they believe People In Aid provides a forum to stimulate new ideas and innovation, rising from 74% last year to 80% this year.
- Some cause for concern could be that only 57% of respondents indicate that 'People In Aid's work has caused them to place more emphasis on people and management issues'. This compares to 63% from last year. But this response also had a high percentage of 33% neither agreeing nor disagreeing.
- Of note, is that 100% of respondents last year indicated that they would recommend People In Aid to other organisations and this has fallen to 88% with 1 respondent strongly disagreeing and 7 neither agreeing nor disagreeing.
- It should also be highlighted that one respondent indicated that they strongly disagreed that People In Aid have performed against KPIs 1,3, 4, 5, 6, 7, 8 and 9.

In summary, it appears that the service People In Aid offers to members is effective; however there could be room to listen to members' views, and there could be need for more evidence of how People In Aid has influenced the sector so that more emphasis is placed on people and management issues. A bar chart showing these results is below.



2.4 Alternative contact details in programme offices

This year, for the first time, members were asked members to supply contact details for 2 HR or non HR people based in a programme office, who may have knowledge of People In Aid. This is for a follow up survey later in the year. 100% responded with one contact name and 73% responded with a second.

2.5 General comments

Participants were also asked to give general comments about the work of People In Aid and only 48% of participants responded to this question. These comments are provided in appendix 4.4.

In summary, the comments show appreciation for the resources and the support that is available and the network opportunities provided; there is some frustration that these can often be London based opportunities; but a recognition that the materials and resources are of a high quality and are communicated well. Some difficulty with the website was expressed and a request for greater flexibility with validation is requested. There was also a desire for greater cross sectoral thinking.

3. Issues

3.1 Geographical scope

Membership has increased from 104 members in 2007 to 137 in 2008. The Dara report says that 'members believe that greater geographical scope is directly related to a greater impact, especially if People In Aid can expand to developing regions in the South and to the field.' Efforts have been made to involve African and Asian organisations, as well as organisations in the US and Europe beyond the UK and Ireland and that a similar effort should be expanded to gain members in Latin America.

The lack of responses from participants elsewhere in the world, may indicate that being a member of People In Aid has meant limited impact so far, given the low level of engagement in the annual survey. However, this annual survey does provide People In Aid with contacts from within organisations' programme offices to develop this work further. The participant list also shows that People In Aid is not just UK centric, with a large percentage of members based in European countries other than the UK – 30%.

3.2 Networking and Impact in the Humanitarian Sector.

The general comments and the measurements against KPIs show that members think that People In Aid provides great opportunities for networking. Responses also appear to appreciate the support with HR issues. Given that a large percentage of the respondents have an HR background and remain the main point of contact between their organisations and People In Aid, there is not much evidence from the survey of how networking has developed beyond the 'HR' contacts in the humanitarian sector. It is also interesting to note that a large percentage of respondents (eg 19% on KPI 11) answered neither agree or disagree to some questions, which may mean that it is difficult to make this judgement from the viewpoint of one organisation.

3.3 Impact for Members

Last year's report indicated that members believe that People In Aid 'gives them credibility and provides them with tools that help them be accountable to their staff,' plus there are clear examples of how People In Aid contributed to positive organisational changes. However, the responses to the KPIs this year show that members are still unsure of this, and only 57% of respondents agreed that People In Aid's work has caused them to place more emphasis on people and management issues. It also appears that only one organization has gained verification over the last year – with the total now moving from 6 last year to 7.

3.4 Participation

There are clearly issues with the low response rates to the annual survey. In 2006, the response rate was 30%; in 2007 – 60% and in 2008 – 55%. The People In Aid Board expects this to be between 70 to 90% and contributing to surveys is specified as one of the responsibilities of membership. Dara last year recommended that People In Aid need to increase it's involvement in the process and that members are more likely to feel accountable to the organisation rather than to an external evaluator. The survey for 2009 needs to consider these recommendations.

4. Appendices

4.1 List of People In Aid Key Performance Indicators

4.2 Membership and participants list

4.3 Comparison of 2008 responses with 2006 and 2007 surveys

**4.4 Responses to the question - do you have any general comments
about People In Aid?**

4.5 Summary of on-line survey with questions

Appendix 4.1 – People In Aid Key Performance Indicators

1. I feel well treated as a member
2. People In Aid listens to my views and needs
3. Information and training resources anticipate and are relevant to my needs
4. People In Aid's work has caused us to place more emphasis on people and management issues.
5. The Code is a valuable resource for our organisation.
6. Membership is good value
7. I would recommend People In Aid to another agency
8. I believe that People In Aid provides output which is
 - a. practical and grounded in reality
 - b. of high quality
 - c. relevant to our HR needs
9. Helps us to improve and build capacity in human resource management.
10. Provides effective co-ordination and knowledge sharing within the sector
11. Provides a forum to stimulate new ideas and innovation in human resource management within the sector

4.2 Membership and participants list

Summary

Full members	119
Associate members	18
Total no. of members	137
Survey sent out	129
Surveys returned	71
Response rate	55%

Organisation	Country	Membership		Responded
AbleChildAfrica	UK	Full		
Accion Contra El Hambre	Spain	Full	Interested	√
Adventist Development & Relief	USA	Full		√
Africa Humanitarian Action	Ethiopia	Full		
Agency for Co-operation and Research in Development	Kenya	Full	Committed	√√ (responded twice – int office and Kenya office)
All India Disaster Mitigation Institute	India	Full		
American Refugee Committee	USA	Full		
Amnesty International	UK	Full		√
Antares Foundation	Netherlands	Associate		√
Article 19	UK	Full		√
Australian Red Cross	Australia	Full		
Australian Volunteers International	Australia	Full		
British Council	UK	Associate		
British Red Cross	UK	Full	Verified	√
CARE Australia	Australia	Full		√
CARE Canada	Canada	Full		√
CARE Danmark (Denmark)	Denmark	Full		Not sent
CARE Deutschland (Germany)	Germany	Full		Not sent
CARE France	France	Full		
CARE International Secretariat	Switzerland	Full		√
CARE Japan	Japan	Full		Not sent
CARE Nederland (Netherlands)	Netherlands	Full		Not sent
CARE Norge (Norway)	Norway	Full		Not sent
CARE Raks Thai (Thailand)	Thailand	Full		Not sent
CARE UK	UK	Full		
CARE USA	USA	Full		√
CARE (Austria)	Austria	Full		Not sent
Catholic Agency for Overseas Development	UK	Full	Committed	
Catholic Relief Services	USA	Full		√
CBM Australia	Australia	Full		
Centre for Humanitarian Dialogue	Switzerland	Associate		√
Centre for Humanitarian Psychology	Switzerland	Associate		Not sent
Centre for PHHA (Public Health in Humanitarian Assistance)	Sweden	Associate		√

Organisation	Country	Membership		Responded
Centre for Safety and Development	Netherlands	Associate		
CHF International	USA	Full		
Christian Aid	UK	Full		√
Christian Children's Fund	USA	Full		
Cinfo	Switzerland	Associate		
Comhlamh	Ireland	Associate		
CONCERN Universal	UK	Full		
CONCERN Worldwide	Ireland	Full	Verified	√
Cooperazione e Sviluppo	Italy	Full	Committed	Sent apologies
CORD	UK	Full		√
Cordaid	Netherlands	Full		√
CORDRRA	Sierra Leone	Full		
Counselling in Companies (CiC)	UK	Associate		
DEC	UK	Associate		
European Perspective	Greece	Full		
EveryChild	UK	Full		√
GOAL	Ireland	Full		
Hands Around The World	UK	Full		√
HAP International	Switzerland	Full		√
Health Unlimited	UK	Full	Verified	√
HealthLink 360	UK	Associate		
HealthNet International TPO	Netherlands	Full		√
HelpAge International	UK	Full		√
Hope and Homes for Children	UK	Full		√
ICCO (Interchurch Organisation for Development Co-operation)	Netherlands	Full		
Identity, Merge and Action	Pakistan	Full		√
IMC - International Medical Corps - UK	UK	Full		√
IMC - International Medical Corps - USA	USA	Full		√
Inside NGO	USA	Associate		
InterHealth	UK	Associate		
International Aid Services	Sweden	Full	Committed	√
International Alert	UK	Full		
International HIV/AIDS Alliance	UK	Full		
International Nepal Fellowship	Nepal	Full		√
International Rescue Committee	USA	Full		
International Service (UNAIS)	UK	Full		
Irish Red Cross	Ireland	Full		
Islamic Relief Deutschland	Germany	Full	Committed	√
Islamic Relief Worldwide	UK	Full	Committed	√
Italian Consortium for Solidarity	Italy	Full		
Latin Link	UK	Full		√
Leprosy Mission International	UK	Full	Verified	√
Malteser International	Germany	Full		√
Marie Stopes International	UK	Full		√
MASC Training Services	UK	Associate		
MEDAIR	Switzerland	Full		√

Organisation	Country	Membership		Responded
medica mondiale	Germany	Full		
Mercy Corps Scotland	UK	Full		
Mercy Corps USA	USA	Full		
MERLIN	UK	Full		√
Mines Advisory Group	UK	Full	Interested	
Minority Rights Group International	UK	Full		Sent apologies
Mission Aviation Fellowship - Europe	UK	Full	Committed	√
Mission East	Belgium	Full	Verified	√
MOPAWI	Honduras	Full		
Motivation Charitable Trust	UK	Full		√
MSF Sweden	Sweden	Full		√
MSF UK	UK	Full		
Muslim Aid	UK	Full		√
Norwegian Church Aid	Norway	Full		
Norwegian Refugee Council	Norway	Full		
ORC Worldwide	UK	Associate		
Oxfam America	USA	Full		
Oxfam Australia	Australia	Full	Committed	√
Oxfam GB	UK	Full		√
Peacebuilding UK	UK	Full		√
Plan International	UK	Full		√
Plan Ireland	Ireland	Full		
Pump Aid	UK	Full		√
RedR	UK	Full	Verified	√
Relief International UK	UK	Full		√
RETRAK/Tigers Club Project	UK	Full		
Samaritan's Purse	USA	Full	Interested	√
Save the Children UK	UK	Full		√
Save the Children USA	USA	Full		
Scottish Catholic International Aid Fund	UK	Full		√
Send a Cow	UK	Full		Sent apologies
Sightsavers International	UK	Full	Interested	√
Skills for Causes	UK	Associate		√
Skillshare International	UK	Full		√
Stichting ORA	Netherlands	Full		
Student Partnership Worldwide	UK	Full		
Tearfund	UK	Full	Verified	√
The Brooke	UK	Full		√
The Kids League	Uganda	Full		√
The Travel Doctor - TMVC	Australia	Associate		
Traidcraft Exchange	UK	Full		
Trocaire	Ireland	Full	Committed	
United Mission To Nepal	Nepal	Full		√
VETAID	UK	Full		√
Vita	Ireland	Full		√
Viva Network	UK	Associate		√
Voluntary Service Overseas	UK	Full		

Organisation	Country	Membership		Responded
War Child (Netherlands)	Netherlands	Full		√
War Child UK	UK	Full	Interested	
WaterAid	UK	Full	Interested	√
Welthungerhilfe / German Agro Action	Germany	Full		√
WOMANKIND Worldwide	UK	Full	Committed	√
World Exchange	UK	Full		
World Relief	USA	Full	Interested	√
World Vision International	USA	Full		
World Vision UK	UK	Full	Committed	√
Youth With A Mission (England)	UK	Full		√
ZOA Refugee Care	Netherlands	Full		

Appendix 4.3 Comparison of 2008 responses with 2006 and 2007 surveys

N°	2008 - Key Performance Indicators	2008		2007		2006	Notes
		% Agree & Strongly Agree	Difference 2008 vs 2007	% Agree & Strongly Agree	Difference 2007 vs 2006	% Agree & Strongly Agree	
1	I feel well treated as a member	85	-2	87	-9	96	In 2006 we asked '...as a customer'
2	People In Aid listens to my views and needs	71	-4	75	-13	88	
3	Information and Training resources anticipate and are relevant to my needs	75	1	74	-18	92	In 2006 we only asked whether resources were relevant
4	People In Aid's work has caused us to place more emphasis on people and management issues	57	-6	63	1	62	
5	The code is a valuable resource for our organisation	82	7	75	2	73	
6	Membership is good value (in terms of money and saving time)	75	0	75	10	65	In 2008 we did not include in terms of money and saving time
7	I would recommend People In Aid to another agency	88	-12	100	4	96	
8	I believe People In Aid provides output which is						
	practical and grounded in reality	91	4	87	-9	96	In 2006, we asked 1 question 'I believe People In Aid provides a range of high quality resources'
	of high quality	84	-2	86	-10		
relevant to our needs	81	1	80	-16			
9	I believe People In Aid helps us to improve and build capacity in human resource management	71	-2	73	-4	77	
10	I believe People In Aid provides effective co-ordination and knowledge sharing	82	-2	84	7	77	

N°	2008 - Key Performance Indicators	2008		2007		2006	Notes
11	I believe People In Aid provides a forum to stimulate new ideas and innovation in human resource management within the sector	80	6	74		-	In 2006 this question was not asked - it was 'I believe that People In Aid helps to promote synergy and consistency in HR practice within the sector' and 73% A/SA with that statement

Appendix 4.4 – Responses to the question - do you have any general comments about People In Aid?

1. No
2. So far it is good but workshops or meetings are held in the UK or in Europe so it is difficult for me take full advantage of what you offer. This has reflected in my response above too.
3. It would great if PinAid could be able to provide NGOs with standards for for HR issues such as Performance Appraisal, and be more resourceful for NGOs as for example for salary benchmarking for NGOs in their respective countries.
4. great source of information for HR issues
5. none
6. No
7. I feel that we could make more of membership if we had more resources (ie staff time) to attend London based functions and could spend more time on implementing good practise
8. What we find most useful are a few of the seminars/workshops.
9. To be honest I haven't engaged much with what you do or what you can offer hence my rather neutral answers
10. annual fee is too expensive
11. It is of great importance for human resoruce management and coordination
12. The membership in People In Aid has provided an excellent opportunity for networking.
13. It is particularly good for networking
14. PIA is excellent particularly for smaller agencies in helping them develop their HR policies.
15. I have not been using it very much so my comments are limited
16. A very important platform central for strategic HRM issues with development and humanitarian aid world.
17. I appreciate the resources and support they provide
18. Very supportive and eager to help
19. People In Aid provides quality Human Resources Management Tools

20. No
21. For Global and larger organisations to have the flexibility in the validation of standards to use current frameworks and standards - which they are starting to do.
22. Would like to use the service more/understand more about it
23. I think People In Aid is a good organization that provides much-needed sharing of resources and guidance to all things HR within humanitarian sector. Though my agency is not in a place to internally enforce the code, it is definitely helpful in the guidance to where we want to be as an HR department. I feel that the trainings and papers that have been circulated are very relevant to the issues we face on a day to day basis. People In Aid is also very helpful in facilitating interaction between different organizations that might not happen if this forum didn't exist. The network contacts and sharing is invaluable.
24. I have only recently joined SCIAF and have not had much contact with People In Aid to date. I am having difficulty finding the information I need on your website e.g sample HR policies for ex patriate staff
25. We have only just joined so the above contacts will not yet have information on People In Aid and I have done the survey based on very limited experience of PIA.
26. None
27. An excellenet organisation that has had a significant impact on enhancing good people managemnet in Tearfund.
28. I would like to see more cross sectoral thinking and approaches being flagged and discussed in our search for good practice in terms of feeding in from public and private sectors.
29. I am only new in my position and therefore have little experience with people in Aid. I often filled in "neither agree or disagree". This might distort your answers.
30. no
31. The People In Aid team are always very helpful giving advice and responding to queries.
32. Not always relevant to us as a non-salaried organisation, but in other ways very helpful to us in becoming more professional in HR.
33. We use PIA material in our education activities but are not an implementing agency why many of the questions were not aimed for us
34. they are a very supportive organisation and communnicate well. They try hard to meet our needs

4.5 Summary of on-line survey with questions