

January 2004

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Getting the metrics of staff

Measuring effectiveness through the development of HR metrics is the subject of a new research project by People In Aid.

It will look at the areas of human resources management where agencies feel they need more information or support, and study existing mechanisms for assessing or measuring performance.

The project will be led by Chris Brewster, Professor of International Human Resources, and supported by Stephen Lee, Director of the Centre for Voluntary Sector Management, both at Henley Management College.

The project is a reflection of the growing interest in metrics, which has put the challenge of linking people strategies to organisational performance and thus demonstrating HR effectiveness top of most HR professionals' to-do lists.

In the aid field, NGOs need the evidence of effectiveness in HR management to show how HR functions benefit the overall fulfilment of their mission. HR professionals want to test their policies for effectiveness and show their boards of trustees that they add value by being an essential part in organisational effectiveness.

Boards of trustees need to be convinced that money is being spent wisely and to be sure that they have the information on which to base sound business decisions. Increasingly, too, donors are making judgements of the quality of grantees' aid delivery on the basis of measures such as the effectiveness of HR management.

As well as pressure from within the sector, there is an increasing emphasis

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Jonathan Potter, Executive Director, writes...

As a membership organisation, People In Aid must be guided by the views of its members. We have learned a lot about our role recently. Inside this newsletter you will read about our members' appreciation of the services we offer (page 6) – very positive. You will read about our members' view of the agenda we should be setting (page 2) – constructive views and a challenging agenda. You will see that the main event in our governance process, our AGM, went smoothly (page 6).

You will also read about the launch of the revised Code in September (page 2) – brilliant in all respects. It has been very encouraging to hear the reactions and equally exciting to see how agencies' interest in human resources has been energised by the excellent publicity and widespread distribution of the Code. Membership numbers stand at 68 and, as we go to press, 24 members are implementing or considering implementing the Code, with another five at the point of joining and implementing the Code. This encourages us to feel that the Code is indeed offering the ideal framework for human resources management. The research we have been undertaking on partnerships reinforces this belief (see page 3): if People In Aid can persuade agencies that effective people management is a means to an end (and that end serves beneficiaries rather than accountability to donors or Northern partners) then the Code becomes a tool of value for every agency.

Part of the ability to persuade lies in the equation of staff performance with organisational effectiveness, and the indivisible link between a people strategy and a business strategy, both of which are familiar themes but deserve closer attention (see pages 1 and 4). While People In Aid will continue to offer a varied service to members and support those that are implementing the Code, we will also maintain our interest in offering the wider sector the arguments that will help raise people issues far higher on the organisational agenda.

Code of Good Practice launch ‘great success’

The launch of the Code of Good Practice last September proved a great success.

Six agencies have since joined People In Aid and another six are on the point of joining, which is not only a big increase in membership but attributed, in part, to the launch.

More than 3,000 printed copies of the Code have been sent to those working within the relief and development sector worldwide.

Almost half of People In Aid’s members

are now working in some way with the Code of Good Practice, and many others use it as valuable guidance.

The revised Code is intended to be pragmatic, accessible and global, and increased interest suggests many agencies consider it far more relevant, and more achievable, too.

The revised Code’s inclusive nature, its new principles building on the original version, plus the creative design have all won plaudits from agencies, donors and institutions alike.

People In Aid has featured in over 45 direct media articles since the launch of the revised Code, from UK broadsheets the Guardian and the Times to sector specific outlets ReliefWeb and the Chronicle of Philanthropy, and trade press, such as Personnel Today.

Networks in Africa, Asia, Oceania and the US have all featured positive coverage of People In Aid, raising its profile and reach.

Launch comments very welcome – please email feedback@peopleinaid.org.uk

Forum debates Code’s global future

What is the sector’s top priority in human resource management? What resources should People In Aid be holding for members to consult? Are Code indicators universal or imperialist? These were some of the questions considered at the annual People In Aid Members’ Forum.

A strategic priority for People In Aid is “internationalisation” of the Code beyond those Northern agencies already enthusiastically implementing it. What can the Code mean to those based in the South?

Many questions and suggestions emerged. What are the key values behind the Code and would they be familiar to a Southern NGO? Should People In Aid introduce the Code to Southern NGOs or was it their Northern partners’ responsibility?

Some points are already being resolved. Research into Northern NGO responsibilities has taken place, and the process of assessing the cultural appropriateness of the indicators has started with Southern NGOs.

Among suggestions for how to ensure more staff were aware of People In Aid and the Code was the preparation of a sheet on the organisation and its work for inclusion in induction packs, and a “prompt list” of key issues for every member agency manager.

The Forum urged that the resource centre – underused, according to the member survey – should be an on-line clearing house rather than a library, with extra content, such as information on local labour laws around the world.

And the Forum suggested reviewing membership fees to ensure they were fair for any agency, whatever their size or location.

Finally, asked to prioritise HR issues affecting them, the 24 participants identified recruitment, management development, culture, and health & safety, including security.

This list will be combined with others made in recent workshops and the members’ survey to create priorities for People In Aid’s work, ensuring that it continues to meet its members’ needs.

Protecting the vulnerable

Employment referees are becoming increasingly reluctant – perhaps driven by fear of litigation – to divulge anything other than basic information about candidates, forcing recruiters to find new way to identify essential information.

People In Aid recently brought together representatives from 11 agencies and an international lawyer to discuss this challenge to those trying to protect children or vulnerable communities.

All recognised their duty of care to other agencies, and discussions centred around how to deal with tough issues, such as:

- Retention of information in personnel files.
- Rights and duties in the reference-writing process – who should do what?
- Unsubstantiated information that potentially has a serious impact on recruitment.

Good practice shared included:

- Using a standard form to obtain specific relevant information.
- Standard questions to elicit honest disclosure of the reason for leaving employment and whether the individual had ever been dismissed or had any disciplinary sanctions.
- Making satisfactory references a condition of employment may help protect an agency if it dismisses an employee on the basis of information that came to light later.
- UK organisations can gain useful information from the Criminal Records Bureau, though its international coverage is limited – details at <http://www.disclosure.gov.uk/>
- Some found asking about both behavioural and technical competencies helpful, particularly when referees had to score the candidate on a scale (eg 1-5).
- Asking the referee whether they would re-employ the candidate in the same or a similar job to the one applied for.
- Guidelines may help clarify the responsibilities of line managers giving references.

Further work that People In Aid has planned in this area includes producing guidance on policy and practice, and investigating the legal issues in more depth.

For a full set of notes visit our website or email christine@peopleinaid.org

Partnerships – a southern view

By Alex Swarbrick

“The world is 10 years old” suggested Thomas Friedman in “The Lexus and the Olive Tree”, reflecting that the social, political and economic landscape has changed beyond recognition since the 1989 fall of the Berlin Wall.

Aid and development have also experienced wide-ranging and continuing changes. These include the unprecedented proliferation of NGOs in North and South, and the complexity of relationships between northern and southern NGOs, and between NGOs and governments and the private sector. Development has been transformed “into a complex enterprise, replete with management, administrative and communication challenges undreamed of 30 years ago”, according to the Canadian Council for International Co-operation.

People In Aid was among a number of inter-agency initiatives launched in the 1990s to enhance the sector’s quality and accountability, and its Code of Good Practice was developed in response to the HR issues affecting agencies working in relief and development. The revised Code launched in 2003 seeks to minimise distinctions between host country staff and international staff, and the next step is to address the HR challenges facing Southern NGOs (SNGOs) and their relationships with Northern partners in respect of HR management.

A number of Northern and Southern NGOs, academics and donor agencies have recently contributed to People In Aid research into North-South NGO partnerships and HR management, and the extent to which the Code is appropriate for SNGOs.

A report of the findings will be published shortly, followed by an event in London to continue the dialogue. This review of HR challenges in the context of North-South partnerships cannot be comprehensive but it does highlight opportunities for People In Aid and some practical considerations for SNGOs and NNGOs in HR management.

NGOs are always involved in partnerships but, beyond the rhetoric, what does this mean? In “Going Global; Transforming Relief and Development NGOs”, Lindenberg and Bryant characterised partnership at one extreme as “nothing more than a public relations

term” and at the other “full-scale reciprocity in critical decision making”.

The almost inevitable power inequality between NNGOs and their Southern partners raises questions about the support offered or requirements imposed by NNGOs in relation to HR practice. For example, how much is the agenda about an SNGO’s self-determined organisational development needs, and how much about Northern-driven knowledge transfer to meet external requirements? Is it about accountability or capacity building? In reality it is often both, but as a contributor to the research in Mozambique asked, might changes a Southern partner made to HR management practice fit under the label “for the English to see”?

The research found that the perception of HR remains in places procedural, bureaucratic and unrelated to enhancing organisational effectiveness. Yet persuasive examples were also given of SNGOs addressing people management challenges, with partners’ support, which directly help achieve the NGO’s aims and objectives. The report highlights the challenge of maintaining the clear link between good people management practice and service to beneficiaries. As a Programme Manager with Concern Universal said: “It has to be clear that this is a means to an end.”

The priority a SNGO gives to developing good people management practice is also obviously a function of its size, stage of

development, financial stability, vision and goals. A Deputy Country Director of an international NGO in Bangladesh warned: “If an organisation starts with a grant not a vision, there are problems.” Developing an NGO’s people management practice in response to donor requirements rather than to needs derived from its vision and goals make it less likely to be sustainable or serve beneficiaries’ best interests.

Increasing People In Aid’s engagement with HR management in Southern NGOs clearly presents challenges, but also opportunities to:

- Help shift the perception of HR in parts of the sector.
- Disseminate the Code through NGOs or directly to SNGOs or SNGO networks.
- Widen application of the Code in organisational self-assessment processes.
- Support locally relevant training on, for example, diversity and gender issues.
- Facilitate collaboration and knowledge sharing between NGOs.
- Be an advocate and influential voice among NNGOs.

Even if the world is only 10 years old, People In Aid is even younger and to that six year old I see the sector increasingly being a place of exciting promise.

Alex is Consultant and Director at The Dialogue Partnership
www.thedialoguepartnership.co.uk

Legal influence

New laws are the biggest single influence on charities in the UK deciding to update their human resource management (HRM) policies, researchers have found.

The survey by the University of Strathclyde and the National Council for Voluntary Organisations, backed by the Community Fund, explored the HRM priorities of around 170 small to medium sized voluntary organisations.

The researchers were encouraged that “small to medium sized voluntary organisations are increasingly formalising their human resource management policies”, especially in a “resource starved environment”.

Some 74% of charities said legislative change was the main influence in their decision to update HRM policies, a finding supported by evidence of which policies had been most recently updated.

External pressures from funding bodies are having a growing influence on policy change, said the study, a conclusion supported by People In Aid’s experience in dealing with major donors for the international relief and development sector.

Another significant motivator for policy change was a desire to achieve best practice.

For details or a copy of the report, “More than just a wing and a prayer...”, contact: hrrservice@ncvo-vol.org.uk

Getting the metrics of aid ag

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on the use of metrics in the public and private sectors. The research project may be able to help voluntary sector agencies become properly informed about the existing metrics before attempting to apply them to their own situation.

HR metrics has emerged from the concept of evaluating “human capital”, a term that first appeared in the 1960s in the United States being used to describe the people within an organisation and the value they create. For some, the term has sinister undertones of seeing people as mere economic units, but

organisations adopting a more strategic approach to people management would argue that their policies celebrate diversity and individual contributions.

The emergence of a knowledge economy and debates on intellectual property in the late 1990s refocused attention on this issue, and a range of tools have been developed to establish and measure links between investment in people and business results. Some larger agencies in the relief and development sector are following their corporate counterparts by paying close

attention to the efficiency and effectiveness of their people, and the direct impact this has on their work’s quality and impact.

Several key reports have been released in recent years, including research undertaken by the UK Chartered Institute of Personnel and Development (CIPD), the British government’s Accounting for People task force, and Deloitte and Touche in conjunction with Personnel Today. CIPD’s work with Bath University – published as “Understanding the People and

Enhancing quality in HR

People In Aid is busy working on an ECHO-funded pan-European research project on “Enhancing quality in HR management”. More than 250 surveys went out to ECHO partners to gather information on the way people are managed and supported.

The research aims to identify ways to enhance the quality of human resources management by understanding what agencies do already and the HR-related issues they face.

Most of the issues agencies highlight come as no surprise: recruitment and retention, remuneration and benefits, career planning, health, safety and security and management development.

The existing good practice comprises many different and sometimes innovative solutions. The research will collate and disseminate some of these examples of good practice more widely in the humanitarian community.

The project will produce two main outputs:

- Handbook 1 – Understanding HR in the humanitarian sector
- Handbook 2 – Addressing quality in the management of staff

The findings and contents will be presented and discussed during a series of workshops to be held during February and March 2004.

The researchers are grateful to all the contributors so far. To discuss how your agency could be included within this project, even at this late stage, contact Ben Emmens urgently on ben@peopleinaid.org.

Checking your capital

Although people represent up to 65% of organisational costs, there has consistently been very little strategic reporting on people in the private or public sectors.

Thus the British government felt it needed to encourage businesses to adopt a more strategic approach to what has become known as “human capital management”.

Interest in this area has grown as organisations (and in particular HR professionals) seek to articulate the link between people strategy and business strategy.

A task force was established last year to review best practice in human capital management measurement and reporting, and to champion the business case.

There were many varying views on what should be reported and how. In these edited extracts, the task force concluded that most organisations need to include five areas for measurement:

1. Size and composition of workforce – foundation for understanding key people issues – is it expanding or shrinking? Does the workforce profile fit the strategy? How reliant is the organisation on external workforces?
2. Retention and motivation – indicator of management quality and corporate buy-in – is turnover at the best level? Are there differences between different parts of the workforce? Is everyone working to the same goals?
3. Skills, competences and training – how well placed the organisation is to meet its goals – what fit is there between skills and business needs and is it improving? What contribution is there from formal training?
4. Remuneration and fair employment practice – assesses the fit between people and jobs – does remuneration practice support the strategy? How to reward non-financial performance? What assurance on unfair discrimination?
5. Leadership and succession planning – demonstrates performance sustainability – what profile of leadership skills is needed? How reliant on externally recruited leaders? Can more be developed internally? How effective is succession planning?

Full details: <http://www.accountingforpeople.gov.uk/>

Agency staff and their mission

Performance Link: Unlocking the black box” late last year - appears to have done the most to broaden understanding.

This may well be because it began with the premise that “Performance is a function of Ability + Motivation + Opportunity”, and looked for a positive causal link between good people management and better organisational performance, unlike much research that concentrates on proving a connection between inadequate people management and poor performance.

The thesis was that “people perform

well when, firstly, they are able to do so because they possess the necessary knowledge and skills; when, secondly, they have the motivation to do so, and do it well; and when, thirdly, they are given the opportunity to deploy their skills both in the job, and more broadly in contributing to their work groups and organisational success”.

The research team concluded that a range of HR policies and practices are required to help “people perform well”, and suggested 11, covering:

- Recruitment and selection

- Training and development
- Career opportunity
- Communications
- Involvement in decision-making
- Teamworking
- Appraisal
- Pay
- Job security
- Job challenge/job autonomy
- Work-life balance

<http://www.cipd.co.uk/>

<http://www.henleymc.ac.uk/>

<http://www.accountingforpeople.gov.uk>

Closing the trust gap

Trust was a key issue raised when more than 20 managers representing 15 agencies came together recently to explore distance management and how it might be done more effectively.

Facilitated by Professor Chris Brewster of Henley Management College and featuring presentations by Rob Stephenson, an experienced disaster and relief consultant and Chris Bones, Group Organisational and Effectiveness Director, Cadbury Schweppes, participants shared their concerns and considered how they might be overcome.

Considerable technological advances in recent years have made instant communication the norm, but with such connectivity comes the danger of information overload, and even the possibility of over-communication, so useful tips were shared on issues as diverse as email management and video-conferencing etiquette.

It was emphasised how important trust is to effective distance management, with various suggestions offered to individuals looking to instil a greater sense of belonging and a greater climate of trust within their agency.

A set of notes from the day can be obtained free of charge by emailing Christine Mallinson on christine@peopleinaid.org.

Email tips from the workshop:

- Don't lose vital human-to-human interaction. Would a phone call be better?
- Avoid sending an email in order to pass the problem to someone else.
- Email has cross-cultural limitations in conveying context, content, priority. Keep it clear.
- Be aware of “unwritten messages” being conveyed, i.e. in the time an email is sent or will be received.
- Protocols help – using “to” and “cc”, first line for action requests, one email per topic.
- Pause before sending an email! Wait, re-read, and perhaps pick up the phone.
- Some things cannot be done by email, such as performance reviews. Find alternatives.
- Emails may be best confined to requests and facts not opinions or debate.

Useful links

[Aidworkers Network – managing from a distance](http://forum.aidworkers.net/messages/124/11151.html)

<http://forum.aidworkers.net/messages/124/11151.html>

[Virtual Volunteering](http://www.serviceleader.org)

<http://www.serviceleader.org>

[The Manager's Electronic Resource Centre](http://erc.msh.org)

<http://erc.msh.org>

New free policy pot

The complex but vital topic of developing a code of conduct is the latest policy pot launched by People In Aid.

It follows a detailed review of a wide range of existing codes of conduct and organisational policies for managing staff behaviour.

A growing number of organisations regard a code of conduct as absolutely essential. The policy pot highlights the areas any agency should address when drawing up or updating its own code.

Useful guidance on both process and content is offered in plain English, together with a template policy as an example.

As well as providing a sound framework for people management, agencies working in humanitarian relief and development will find a code of conduct of particular benefit in terms of strengthening relationships with local communities

Policy pot extract: “A code of conduct is, at its simplest, a description of behaviours that are encouraged in humanitarian aid environments and those that do not form part of the repertoire of successful aid workers.

“A code such as this has many similarities to codes of ethics in health, the law and other professions. However it may be structured a code of conduct asserts the highest values of human life as expressed by both beneficiaries and workers.”

The Policy Pot now contains five templates for putting together policies, the other topics are Critical Illness, Rest and Relaxation, Security and Whistleblowing.

Members can download free copies from the website or email Christine Mallinson on christine@peopleinaid.org

Evaluation failure

The return on investment in training in the public sector is hard to quantify because of a lack of evaluation, according to recent research by LogicaCMG.

Only 36 per cent of the 101 central and local government and NHS bodies surveyed mapped training effectiveness against job performance, while 83 per cent used only “Happy Sheet” evaluation forms.

Budget shortfalls – an average of 33 per cent for one third surveyed – were one result of the lack of formal evaluation.

In the face of the trend to involve staff as owners of their own development, a third of public sector HR professionals tend to impose employee training on the basis of perceived, not actual, need.

Delivering results

People In Aid received a very positive response to its recent survey, suggesting it is doing a good job of servicing the growing membership and offering services of value.

Among the results from the 44 members responding to the October 2003 survey:

- Relevance of response to contact from members is excellent (58%) or good (42%) and the speed of response is excellent (66%) or good (34%). 95% believe the contact is generally “about right”.
- Workshops and publications are in demand and highly thought of, with 61% considering workshop topics useful and 34% very useful. The subject matter of publications was rated useful by 55% and very useful by 45%.
- Disappointingly, policy pots are under-read, with 80% not reading one or more of the four policy templates provided at the time. Similarly, 83% of members have never used the resource centre.
- The Newsletter is read by 91% of members; 68% consider the content useful and 30% very useful.
- 91% say the website is user-friendly and 76% say it is relevant, but 51% do not visit the site’s members area.
- Awareness of People In Aid’s work is high with, for example, 86% knowing that People In Aid undertakes research.

Executive director Jonathan Potter said: “We were very encouraged by the responses from members and appreciate the time they took to provide us with this feedback. Many useful suggestions were made about future topics for workshops, publications and other services. As a member-driven organisation, we really appreciate input that shapes our future direction.”

AGM told of influence and performance

People In Aid “is earning a reputation for itself across the world for having an influence way beyond its size either in terms of staff or budget”, the annual general meeting was told by its chair, Ian Wallace of Tearfund.

Representatives from 19 Full Member agencies heard reports from the Executive Director, the Chair and the Treasurer, who all confirmed that the organisation was performing well.

The audited accounts for 2002-03 were approved, showing income of £152,974 (up 35% on the previous year), expenditure of £145,632 (26%) and a reserves figure (in line with policy) of £37,116.

In elections to the board, Paddy Maguinness, Deputy Chief Executive of Concern Worldwide, and Jenny York, HR Director of World Vision UK, resigned and were thanked for their contribution.

Four nominations were received for

five vacancies, and all were duly elected (marked with * below).

The People In Aid Board now consists of:

Full Members

- Ian Wallace, Tearfund (Chair)
- Bobby Lambert, RedR (Treasurer)
- * Bobby Anderson, World Exchange
- * Susan Barber, World Vision International
- Usama Bastawy, Islamic Relief
- * Allan Bell, Oxfam GB
- Joan Coyle, British Red Cross
- Floris Faber, Mission East
- * Barbara Gilroy, Concern Worldwide
- June Nash, Leprosy Mission International

Independents

- Mary Ahmad (Vice-Chair)
- Ted Lankester
- Jennifer Loughlin
- Ivan Scott

Debriefing skills

Debbie Lovell-Hawker, who has facilitated several People In Aid workshops on effective debriefing, led a masterclass recently for those wishing to hone their debriefing skills and share practical experiences.

People In Aid’s popular Effective Debriefing guidelines, compiled by Dr Lovell-Hawker, provided the basis for theoretical input and participants worked through organisational issues at their own pace.

Particular attention was paid to debriefing accompanying dependents, reintegrating children to society, and debriefing adults who did not feel the need for any such process.

People In Aid’s guidelines provide an accessible introduction to debriefing. To order a copy, visit <http://www.peopleinaid.org> or contact Christine Mallinson christine@peopleinaid.org

Members update

The Adventist Development and Relief Agency (ADRA) International is an independent humanitarian agency established in 1984 by the Seventh-day Adventist Church for the specific purpose of providing individual and community development and disaster relief. The Economic and Social Council of the United Nations granted ADRA general consultative status in 1997.

ADRA recognises the dignity inherent in each person and is committed to improving quality of human life and serves people without regard to their ethnic, political, or religious association. ADRA has offices in more than 120 countries, and in 2002 provided development and relief assistance valued at more than \$109 million to benefit more than 15 million people. ADRA's focus is on those most vulnerable, such as women, children, and senior citizens. ADRA's development and relief work is divided among five core portfolio activities: food security, economic development, primary health, disaster preparedness and response, and basic education.

ADRA's commitment to effective practice in management and support of its staff stimulated the organisation to establish the ADRA Professional Leadership Institute (APLI), to serve the professional development requirements of its 5,000 employees. APLI offers a master's degree to field staff in managerial positions, in collaboration with Andrews University (USA). More than 175 senior field managers have received master's degrees in development and the programme continues at eight field sites with more than 300 staff involved. The

current focus of the APLI is on the delivery of a competency-based curriculum to field staff with certification available in 14 core curricula areas. This supports continuous professional growth for staff and research in pursuit of excellence in ADRA programme activity.

Comitato Collaborazione Medica (CCM) is a non-governmental organisation of international cooperation founded in Torino, Italy, in 1968. Its guiding principles are the values of solidarity and equity, acceptance of different cultures, enhancement of human resources and promotion of self-development, while its operational principles are community participation, capacity building and appropriate technology.

CCM's main activities are the prevention and treatment of common diseases through medical, surgical and obstetric services, immunisation of children and pregnant women, and health education, involving qualified local and expatriate personnel. Provision of essential drugs, vaccines, medical and surgical equipment, training of local staff and rehabilitation of health facilities are other essential tasks.

Operating in Southern Sudan, Kenya, Uganda, Burundi and Ethiopia, CCM's work favours the most disadvantaged populations, such as nomads, slum people and those affected by conflicts. CCM was delighted to discover the values expressed through the People In Aid Code of Good Practice, which are basic components of its own culture, and it hopes to inspire others with work implementing the Code's principles.

ORC Worldwide (ORC) is a global management and human resources consultancy, which specialises in the areas of international compensation, equality and diversity, occupational safety and health, employee relations and European Union affairs. ORC runs network meetings and seminars which bring together representatives of leading industrial, governmental, not for profit and educational institutions for the exchange of experience and opinions, allowing participants to keep abreast of trends, emerging issues, and practices of other organisations.

ORC is the world's largest provider of international compensation data used to construct expatriate pay packages and supplies over 2,000 organisations worldwide with cost of living, housing, tax and other compensation-related data. ORC Worldwide is headquartered in New York with offices around the world.

Youth With A Mission (YWAM) England partners with local churches to mobilise and equip individuals to transform people's lives in the UK and around the world, through relief and development – such as community development, micro-enterprises and HIV/AIDS-related projects – education and training. The organisation has around 320 volunteers in England and supports about 100 British volunteers overseas. YWAM teams are typically multicultural and multilingual. Each year around 300 students are trained and sent overseas to assist our volunteers for up to six months.

YWAM England is part of YWAM International (an interdenominational Christian missions agency working in over 145 nations) and has special consultative status with the Economic and Social Council of the United Nations. As a member of People In Aid, YWAM England looks forward to sharing experiences and resources, networking with other member agencies and aligning itself more closely with the Code of Good Practice in the management and support of aid personnel.

Recent New Members: CESVI Cooperazione e Sviluppo, European Perspective, International Medical Corp (IMC), International Medical Corp UK, (IMC UK), and World Vision International. **Supporter Members:** Edinburgh International Health Centre and InterHealth.

Forthcoming People In Aid Workshops

21/01/04 Work Life Balance

For HR-professionals, this workshop aims to expand understanding of various issues concerning staff work-life balance, with a specific focus on the international dimension. This training session is being run jointly with InterHealth.

23/03/04 Mentoring

This workshop explores how mentoring can benefit both organisation and individual in development/relief agencies. Participants, from both human resources and line management, will consider how a scheme could be established or strengthened, run successfully and evaluated.

These training events will take place in London.

Booking forms are available from info@peopleinaid.org or 020 7520 2548

Forthcoming Training Events

When?	Course	Where?	Who?
Jan 21 st 2004	Work Life Balance	UK	People In Aid / InterHealth
Jan 27 th 2004	Employment Law Update	UK	Corporate HR Partners
Feb 4 th 2004	Running a successful appraisal programme	UK	Centre for Strategy and Communication
Feb 11 th 2004	Organisational Learning & Knowledge Management	UK	BOND
Mar 3-5 th 2004	Managing Change within Organisations	UK	Intrac
Mar 17 th 2004	Action Learning Sets	UK	BOND
Mar 23 rd 2004	Mentoring	UK	People In Aid
Jun 22 nd 2004	Team Building	UK	Level Headed

Contacts:

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Corporate HR Partners

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Join People In Aid!

Join a global network of relief and development agencies committed to good practice in the support and management of their staff. Join People In Aid, which offers you:

- Opportunities to share experiences with your peers.
- Opportunities to stay abreast of current issues affecting staff, and the quality of your programmes.
- Practical training in areas seen as important by you.
- Information to benchmark your agency in the sector.
- Support in the implementation of the Code of Good Practice.
- Access to resources and policies specific to your sector.

These are some of the reasons for joining People In Aid – and improving the

effectiveness of your programmes. Donors are also taking an increasing interest in matters of quality and accountability but above all we are certain that your staff, current and future, will be pleased to know that you are joining People In Aid.

You will benefit from your membership whatever your organisation's size, structure or country of origin. We welcome agencies, which operate internationally and those which don't. There are three categories of membership:

- **Full** — operational agencies, primarily charities actively involved in international relief and development work.
- **Supporter** — organisations which support the aims of People In Aid and wish to share in our output.
- **Individual** — for individuals who wish to stay in touch with our activities.

There are many benefits for each category of membership, which are summarised in the table. In return we ask all our members to help to promote the Code to agencies, donors, potential supporters and individuals. Also we hope members will pass the Code to agencies which are visibly involved in bad practice.

Kitemarks: Full members implementing the Code will be awarded kitemarks to show stakeholders (staff, applicants, donors, peers, beneficiaries and more) of their commitment to improving their hr management. The first is available at the beginning of the process, the second one after an external social audit. Implementing agencies are asked for a contribution over and above the membership fee.

Annual membership fees as of April 1st 2003:

• Full Members

For agencies based in the UK membership is based on annual income as follows:

Less than £100,000	£100
£100,000 — £500,000	£125
£500,000 — £1,000,000	£275
£1,000,000 — £5,000,000	£400
Over £5,000,000	£600

For agencies based:

In Ireland Euro equivalent of above rates
Elsewhere in the EU Euros €150
In the South or East US \$50
Elsewhere US \$150

- **Supporter** £150
- **Individual** £20

BENEFITS	Full	Supporter	Individual
Code implementation process	Support provided	n/a	n/a
Kitemarks	Eligible	n/a	n/a
Copies of Code of Good Practice	Multiple free copies – any language	Up to 15 free copies – any language	One copy free
Members' area on website	Access	Access	n/a
Workshops	Concessionary rates	Concessionary rates	At full rate
Research publications	Free or discounted	Free or discounted	At full rate
Quarterly newsletter	Free	Free	Free
People In Aid deals	Concessionary rates	Concessionary rates if available	Concessionary rates if available
Members' Forum	Invitation	n/a	n/a
Annual General Meeting	Access and voting rights	n/a	n/a
Representation on People In Aid Board	Allowed by our Constitution	n/a	n/a
Updates on issues, resources etc.	Regularly by e-mail	Regularly by e-mail where appropriate	Regularly by e-mail where appropriate
Resource centre	Unlimited access	Unlimited access	Unlimited access

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